



## **OFFICER REPORTS**

**2021 ANNUAL FORUM – CLEVELAND, OHIO**

**OCTOBER 15, 2021**

**NEMA 2019 Annual Forum  
October 27 – 29, 2019  
Coeur d’Alene, Idaho**

**General Session Minutes**

PRESENT p = proxy  
October 27, 2019

Region I

Connecticut  
Maine – p  
Massachusetts  
New Hampshire  
Rhode Island – p  
Vermont

Region II

New Jersey  
New York

Region III

Delaware  
District of Columbia  
Maryland  
Pennsylvania  
Virginia  
West Virginia

Region IV

Alabama  
Florida  
Georgia  
Kentucky  
North Carolina  
South Carolina  
Mississippi  
Tennessee

Region V

Illinois  
Indiana  
Michigan  
Ohio  
Wisconsin

Region VI

Arkansas  
Louisiana  
New Mexico  
Oklahoma

Region VII

Iowa  
Kansas  
Missouri  
Nebraska

Region VIII

Colorado  
Montana  
North Dakota  
South Dakota  
Utah  
Wyoming

Region IX

Arizona  
California  
Guam  
Hawaii  
Nevada  
Commonwealth of  
Northern Mariana  
Islands – p

President Brad Richy called the forum to order at 8:30 am and asked Secretary Dossett to call the roll of the states. A quorum was declared. Forty-four states/territories/DC were present along with three proxies.

**A Conversation with FEMA - Brad Richy, Director, Idaho Bureau of Homeland Security; Hon. Peter Gaynor, Acting Administrator, FEMA; Hon. Dan Kaniewski, Acting Deputy Administrator, FEMA; Keith Turi, Deputy Associate Director, Response and Recovery, FEMA**

A panel discussion with FEMA focused on issues related to resilience, disaster recovery, FEMA staff capacity, community lifelines, lessons learned from Hurricane Dorian, and implementation of the Disaster Recovery Reform Act (DRRA). Gaynor announced that the National Level Exercise for 2022 will feature an earthquake, tsunami and hazardous materials spill in the Cascadia Region.

**BRIC:**

FEMA is already using the funding set-aside for BRIC to advance the objective of reducing disaster risk. This September, the Agency made \$250 million available for pre-disaster mitigation under our existing grant program – including \$125 million specifically for infrastructure projects. This funding also included up to \$12.5 million to help states, localities, tribes, and territories develop future mitigation projects. The application period for this year’s pre-disaster mitigation grant program is currently open for all states, tribes, and territories. These new authorities

have also provided significant support for mitigation efforts after a disaster. Earlier this year, FEMA was able to expand its post-disaster mitigation program to areas impacted by wildfires, in addition to areas that receive a major disaster declaration for storms (Provision 1204). The legislation also authorizes funding for additional activities that will reduce the risk from both wildfires and windstorms. Since May 2018, FEMA has funded an additional \$86.2 million in wildfire mitigation for 228 projects, providing increased protection to nearly 2,500 properties (Provision 1205).

Response:

Revisions to the National Response Framework will help fill critical gaps in incident characterization and resource prioritization (Lifelines), as well as a new Emergency Support Function - 14 - on private-sector coordination. The NRF 4<sup>th</sup> Edition and ESF-14 Annex are with DHS for final approval. FEMA is updating the Community Lifelines construct based on significant stakeholder outreach, lessons learned, and hot washes from real-world operations and exercises. The Emergency Management community has embraced the Lifeline construct at an exceptional rate, prompting additional doctrinal development (Incident Stabilization Guide) to provide further direction for Community Lifeline integration into response operations. Toolkit 2.0 is expected to be released within the next month. During Dorian, FEMA and its partners pre-staged resources and continued to relocate the staging locations further north as Hurricane Dorian's track and threat shifted. FEMA is confident, if Dorian's course or intensity had shifted west, enough resources would have been available to support response requirements. The activities that the agency undertook in preparation for Dorian landfall gave FEMA a great opportunity to test many of our processes and procedures. Specifically, in Recovery, FEMA exercised many surge options to increase call center capacity, talked through processes to reduce the need for in-person inspections, and prepared to exercise staffing protocols to ensure we had enough staff to support a major impact.

### **Expanding our National Vision for Resilience - Mark Harvey, Senior Director for Resilience Policy National Security Council**

Integration being based on a 4-step plan to build resiliency efforts in the nation:

1. Anticipate
  - Making sure that we are aware of these ever-occurring problems and being ready to handle them in any way that can happen will happen
  - How can resiliency efforts be used to anticipate these large-scale threats?
  - Cascadia Subduction Zone and building resilience around a large problem we know will occur
2. Adapt
  - What happens when it hits the fan and we need to change what we are doing
  - Plans only work until they don't, and training and exercises are the best opportunity to learn
  - Talks about the exercise they did in which they failed, and it was the best one they ever did
  - Recognizing the problem before they occur is crucial
  - That's the purpose of exercises and making sure that partners get a chance to be aware of the surroundings and what they will fail at before it happens
3. Withstand
  - When the disasters happen how can we manage to harden those targets to protect from either a natural disaster or a physical attack
4. Evolve
  - Looking for new ways to build resiliency across differing sectors and the country
  - Making sure that the private sector is involved in this part
  - Looking to universities to provide innovative solutions.
    - Over 100 billion dollars are going through 90 different programs for resiliency
      - This is not just a task for the emergency managers and is one that will continue to grow and evolve as more sectors see the impact with climate change and resiliency efforts
      - How can emergency managers lead the way for these efforts?
      - The 2017 Tax Cut and Jobs Act created opportunity zones, many also being recovery zones, which can be used as sources of Emergency Management funding

- How do we continue to challenge ourselves in this space?
  - Make sure that you continue to build those relationships with both the private sector and the federal government so that you can get the resources needed to continue to advance resiliency practices

**Agricultural Disasters: Recovery Lessons Learned from the Midwest Bomb Cyclone - Ellen M. Gordon, Associate Director, Executive Education Program, Center for Homeland Defense and Security; Joyce Flinn, Director, Iowa Homeland Security & Emergency Management Department; Bryan Tuma, Assistant Director, Nebraska Emergency Management Agency; Ron Walker, Director, Missouri Emergency Management Agency; Todd Barrett, Division Chief, Emergency Programs Division, U.S. Department of Agriculture.**

- States were unprepared for the complexities of the bomb cyclone and its after-effects. If grain was not stored from previous year's harvest, farmers lost 2 years' worth of revenues. Farms that are still underwater are unable to plant next year's crops as well.
- Economic impact from the loss of poultry is estimated to be in the billions. Many states were unfamiliar with Stafford Act declarations under the USDA, as policies are different than typical FEMA declarations.
- It is not necessary for the government to declare a disaster in order to receive quarantine, conservation, loans or relocation services because these issues are typical. However, many farmers do not wish to take on loans and push themselves deeper into debt.
- State universities in Nebraska provide access to resources that will allow farmers to recoup losses as well organizing hay donation services and fence restoration through extension services. Public policy colleges assisted with grant applications and counseling services.
- Legacy services in many states are helping farmers to achieve crop insurance for next year to mitigate the economic loss.
- From a recovery standpoint, communities are struggling to return to pre-disaster conditions. Leaders are engaging stakeholders in order to facilitate these efforts. Strategizing long-term recovery efforts with state hazard mitigation plan.
- Recovery is dependent on levee protection in order to ensure farmers can return to their farms and help the economy recover.
- Nebraska established a long-term housing task force. Emergency managers in the state were experienced in the field and did not have to engage private sector resources in order to recover from the bomb cyclone.
- Massive impact in Nebraska regarding affordable housing. as estimated by HUD, over half of all affordable properties were destroyed.
- It is important to recognize that agricultural disasters take much longer to recover from because the impacts have long-term implications. Other disasters have much more dramatic coverage in the media, whereas agricultural disasters are less so.
- Bankruptcy among farmers and ranchers are much higher than previous years. Mental health counseling has been emphasized as a result. Farmers are proud by nature and unwilling to accept help as readily, which is putting stress on recovery efforts.
- States are realizing that resilience building is the future of pre-disaster mitigation efforts in the wake of bomb cyclones.
- Programs and protocols are being updated as managers realize this disaster pointed out gaps in their emergency preparedness. Especially regarding severe weather preparedness.
- Learning that communication prior to disasters must be improved in order to reduce the need for communication after a disaster takes place when it is more difficult.
- Chemical and propane containers washed away by the floodwaters created an environmental hazard and resulted in EPA officials having to intervene with the collection of hazardous materials.
- Managers realize that exercises involving both first responders and the impacted citizens must be conducted to prepare in the event of future disasters.
- Raising awareness to citizens in rural areas outside of typical media coverage zones. Enabling them the same access to government programs as citizens residing in populated areas. This information is critical to recovery efforts.
- Clearing up confusion about levee ownership to ensure that these are repaired.

October 29, 2019

Because several voting Members had to depart the forum prior to the election of officers and left proxies, a second roll call was conducted to ensure a quorum was present.

Region I

Connecticut  
Maine – p  
Massachusetts  
New Hampshire  
Rhode Island – p  
Vermont

Region II

New York - p

Region III

Delaware - p  
District of Columbia  
Maryland  
Pennsylvania  
Virginia

Region IV

Alabama  
Florida - p  
Georgia  
Kentucky  
North Carolina  
South Carolina  
Mississippi  
Tennessee

Region V

Illinois  
Indiana  
Michigan - p  
Ohio  
Wisconsin

Region VI

Arkansas  
New Mexico - p  
Oklahoma

Region VII

Iowa - p  
Kansas  
Missouri - p  
Nebraska - p

Region VIII

Colorado  
Montana  
North Dakota - p  
South Dakota  
Utah  
Wyoming

Region IX

Arizona  
California  
Guam  
Hawaii - p  
Nevada  
Commonwealth of  
Northern Mariana  
Islands - p

**Business Session**

**Reports by Officers:**

**Secretary's Report – Mike Dossett**

Secretary Dossett presented the draft minutes for approval from the 2019 Mid-Year Forum. Kris Hamlet (UT) asked that Utah be added to the list of states as present.

A motion was made to revise the draft minutes and approve.

Moved: SD DISPOSITION: PASSED UNANIMOUSLY

Second: AZ

**Treasurer's Report – Robert Ezelle**

FY19 Year-End Financial Report - NEMA was projected to spend down the fund balance in FY19 by over \$82,000. Instead the year ended with revenue over expense in the amount of \$177,218. NEMA was fortunate to have record attendance and full sponsorship for both forums last year which played a part. Grants provided an additional source of funding to cover staff salaries which gave relief to the general fund. NEMA received \$2.639 million in grant funding. Ezelle thanked funders: FEMA, Department of Energy, CDC and HHS.

FY2020 Year-to-Date Financial Report - NEMA started off FY20 with a fund balance of \$1,672,755. As of August 31, NEMA had revenue over expense of \$476,096. To date, a total of 52 states have paid dues including DC and 3 territories. Also, to date, NEMA has received grant funding in the amount of \$2.3 million.

### **Election of Officers – Wendy Smith-Reeve**

The candidates for each NEMA office are as follows:

- Vice President – Erica Bornemann, Vermont; and Mike Dossett, Kentucky
- Treasurer – Robert Ezelle, Washington
- Secretary – Bill Hackett, Connecticut

As there are two candidates for the office of Vice President, votes will be cast by secret written ballot. According to Robert’s Rules of Order, Smith-Reeve three times asked if there were any nominations from the floor. There being none, she asked for a motion to close nominations.

Motion to close nominations:

Moved: VA DISPOSITION: PASSED UNANIMOUSLY  
Second: TN

Voting by secret ballot ensued. Past President Wendy Smith-Reeve and NEMA Executive Director Trina Sheets left the room to tally the votes. After a second tally to ensure accuracy, Smith-Reeve returned to the general session meeting room and announced that Erica Bornemann had been elected as Vice President and congratulated all the officers.

Outgoing President Brad Richy then presented the NEMA gavel to incoming President Sima Merick. Merick encouraged everyone to work together and with FEMA over the next year to address issues and challenges facing emergency management. She also encouraged State Directors to bring more of their staff to NEMA forums so they too can learn and develop professionally.

There being no further business, a motion was made to adjourn the forum.

Moved: AL DISPOSITION: PASSED UNANIMOUSLY  
Second: TN

## FY21 Year-End Financial Report

REVENUE:	FY21 Budget	Year-End				
State/Territory Dues	\$ 229,500.00	\$ 230,100.00				
Corporate Assoc. Dues	\$ 81,000.00	\$ 93,500.00				
Organization Assoc. Dues	\$ 17,334.00	\$ 21,540.00				
Individual Assoc. Dues	\$ 17,000.00	\$ 16,900.00				
Alumni State Director Assoc. Dues	\$ 600.00	\$ 650.00				
Student Assoc. Dues	\$ 1,500.00	\$ 1,499.99				
2020 Annual Forum (Virtual Summit/eLearn Lab)	\$ 67,450.00	\$ 92,592.37				
2021 Mid-Year Forum (cancelled)	\$ 90,000.00	\$ -				
2021 Meeting of the States	\$ 116,717.00	\$ 118,500.00				
Special Projects	\$ -	\$ -				
EKU Fellowship	\$ -	\$ -				
Refunds	\$ -	\$ 43.71				
COVID PPP Reimbursement	\$ -	\$ 220,494.58	PPP thru CSG			
Job Postings	\$ 750.00	\$ 250.00				
Interest Income	\$ 10,000.00	\$ 4,272.30	Low interest rates			
NEMA Grant Recovery	\$ 60,000.00	\$ 114,623.49	CSG returns 20% of			
Apparel Sales	\$ -	\$ -	indirect off grants			
Publication Sales	\$ -	\$ 350.00				
<b>TOTAL REVENUE:</b>	<b>\$ 691,851.00</b>	<b>\$ 915,316.44</b>				
<b>EXPENSES:</b>						
Staff Salaries	\$ 143,165.00	\$ 143,086.15				
Employee Benefits	\$ 76,047.00	\$ 73,808.72				
Policies & Programs	\$ 186,691.00	\$ 139,842.82				
NEMA DC Office	\$ 241,189.00	\$ 208,316.14				
Special Projects	\$ 17,000.00	\$ 16,883.98	Website redesign			
EKU Fellowship	\$ -	\$ 32.00				
Executive Committee Expense	\$ 8,000.00	\$ 183.85				
Meeting Expenses	\$ 6,000.00	\$ -				
Miscellaneous Expense	\$ 200.00					
Credit Card Fees	\$ 10,000.00	\$ 7,018.54				
Staff Travel	\$ 2,000.00	\$ 526.77				
Supplies	\$ 600.00	\$ 506.55				
Postage	\$ 600.00	\$ 328.89				
Photocopying	\$ 300.00	\$ 20.03				
Printing	\$ 100.00	\$ -				
2020 Annual Forum (Virtual Summit/eLearn Lab)	\$ 19,530.00	\$ 14,471.22				
2021 Mid-Year Forum (cancelled)	\$ -	\$ -				
2021 Meeting of the States	\$ 86,517.00	\$ 13,266.07				
Telephone	\$ 3,119.00	\$ 2,607.74				
Web Support	\$ 10,500.00	\$ 12,600.00				
Computer Support	\$ 4,817.00	\$ 4,230.12				
Rent	\$ 9,320.00	\$ 7,904.76				
Insurance	\$ 1,140.00	\$ 1,104.99				
Equipment Purchase	\$ 2,000.00	\$ -				
Indirect (5% of expenses)	\$ 13,895.00	\$ 12,696.36				
<b>TOTAL EXPENSES:</b>	<b>\$ 842,730.00</b>	<b>\$ 659,435.70</b>				
<b>REVENUE/EXPENSES:</b>	<b>\$ (150,879.00)</b>	<b>\$ 255,880.74</b>				
Fund balance \$2,014,198.72						

**NEMA FY2021 YEAR-END DEVELOPMENT REPORT**

<b>Federal Grant Project/Contract</b>	<b>Amount</b>	<b>Agency</b>
Dept. of Energy	\$220,262.00	DOE*
CDC	\$165,000.00	CDC
EMAC	\$2,000,000.00	FEMA*
National Homeland Security Consortium	\$215,000.00**	FEMA
<b>Year-to-Date Total</b>	<b>\$2,600,262.00</b>	

\*Extended FY19 grant performance period for 1 year due to COVID-19.

\*\*FEMA reduced award by \$35,000.00

**NEMA Historical Development Report FY2009 through FY2020**

<b>FY20</b>	\$2,535,262.00
<b>FY19</b>	\$2,639.00
<b>FY18</b>	\$2,600,000.00
<b>FY17</b>	\$3,270,000.00
<b>FY16</b>	\$2,480,000.00
<b>FY15</b>	\$2,440,000.00
<b>FY14</b>	\$2,263,589.00
<b>FY13</b>	\$2,136,950.00
<b>FY12</b>	\$429,835.00
<b>FY11</b>	\$4,350,000.00
<b>FY10</b>	\$350,000.00
<b>FY09</b>	\$4,408,340.00

**NEMA FY22 Approved Budget**

<b>REVENUE:</b>				
State/Territory Dues	\$ 230,100.00			
Corporate Assoc. Dues	\$ 93,000.00			
Organization Assoc. Dues	\$ 21,000.00			
Individual Assoc. Dues	\$ 17,000.00			
Alumni State Director Assoc. Dues	\$ 600.00			
Student Assoc. Dues	\$ 1,500.00			
2021 Annual Forum	\$ 90,000.00			
2022 Mid-Year Forum	\$ 90,000.00			
Special Projects	\$ 15,000.00	2022 Biennial Report		
EKU Fellowship	\$ -			
Job Postings	\$ 750.00			
Interest Income	\$ 6,000.00			
NEMA Grant Recovery	\$ 80,000.00			
Apparel Sales	\$ -			
Publication Sales	\$ 850.00			
<b>TOTAL REVENUE:</b>	<b>\$ 645,800.00</b>			
<b>EXPENSES:</b>				
Staff Salaries	\$ 146,665.00			
Employee Benefits	\$ 87,999.00			
Policies & Programs	\$ 204,051.00			
NEMA DC Office	\$ 237,713.00			
Special Projects	\$ 10,000.00	2022 Biennial Report		
EKU Fellowship	\$ -			
Executive Committee Expense	\$ 8,000.00			
Meeting Expenses	\$ 6,000.00			
Miscellaneous Expense	\$ 200.00			
Credit Card Fees	\$ 10,000.00			
Staff Travel	\$ 2,000.00			
Supplies	\$ 600.00			
Postage	\$ 600.00			
Photocopying	\$ 300.00			
Printing	\$ 100.00			
Annual Forum	\$ -			
Mid-Year Forum	\$ -			
Telephone	\$ 3,119.00			
Web Support	\$ 10,500.00			
Computer Support	\$ 4,817.00			
Rent	\$ 9,320.00			
Insurance	\$ 1,140.00			
Equipment Purchase	\$ 2,000.00			
Indirect (5% of expenses)	\$ 15,401.00			
<b>TOTAL EXPENSES:</b>	<b>\$ 760,525.00</b>			
<b>REVENUE/EXPENSES:</b>	<b>\$ (114,725.00)</b>			
FY22 beginning fund balance is				
\$2,014,198.00				



## NEMA Draft Strategic Plan 2021 – 2026

Updated June 2021

### **Goal 1. Ensure the ongoing growth, evolution, effectiveness and influence of NEMA.**

**Objective 1.1** Enhance and promote the value of NEMA to its members.

- 1.1 Identify, develop and promote opportunities for member engagement.
- 1.2 Examine the role and process of NEMA committees, subcommittees, and work groups annually and make changes as needed to ensure effectiveness. Committees focus on policy; subcommittees on operations and tactics.
- 1.3 Explore opportunities for attracting new members with a near-term focus on private sector resource providers. Also, an ongoing and equal focus on retaining current members.
- 1.4 Seek to form new partnerships and expand existing ones to enhance emergency management preparedness and resilience including the private sector and non-governmental organizations.
- 1.5 Develop, implement and evaluate an annual marketing plan for NEMA.

**Objective 1.2** Ensure the financial and operational viability of NEMA to support the current and future needs of its members.

- 1.2.1 Ensure the ongoing financial viability of NEMA through regular analysis of the changing fiscal environment, revenue and expenditures, investments, grants, and investments with The Council of State Governments (CSG).
- 1.2.2 Benchmark against other similar national organizations and their IRS tax status to ensure NEMA is in the appropriate category to accomplish its mission.

### **Goal 2. Support the professionalization of emergency management.**

**Objective 2.1** Actively pursue a diverse and professional emergency management workforce.

- 2.1.1 Develop a process to identify, develop and promote the next generation of diverse, national EM leaders.
- 2.1.2 Institutionalize the new state director training program and actively seek roles and opportunities for them to engage.
- 2.1.3 Develop and maintain robust information sharing groups for state personnel that demonstrates the value of NEMA to them and their state directors.
- 2.1.4 Establish an Equity, Diversity, and Inclusion Committee within NEMA to identify and promote model practices in workforce diversification.

**Objective 2.2** Advocate for equity and accessibility throughout emergency management policies and programs.

- 2.2.1 Participate in national efforts to review existing EM policies and programs to identify inequities and resolve them.
- 2.2.2 Share model policies, practices, and programs between states that ensure equity and accessibility for all citizens.

**Objective 2.3** Support the ongoing integration of the private sector into all phases of emergency management.

- 2.3.1 Encourage all states to form mutually beneficial public-private partnerships that promote resilience and community recovery.

- 2.3.2 Empower the Private Sector Committee to:
- a. Provide strategic analysis and recommendations on national emergency management policy, legislation, emerging initiatives, and academic research that affect the relationship between public and private sectors.
  - b. Create, discover, collect, and share national “smart/emerging” practices in public-private relationships that are applicable to state emergency management missions. Promote emerging practices that are mutually beneficial to the public and private sectors, such as emerging technology, innovative services, and partnerships.
  - c. Coordinate appropriate private sector subject matter expertise on committees and issue specific work groups.
  - d. Deploy appropriate subject matter expert liaisons to meetings and events, as requested, to provide technical assistance to state emergency management agencies.
  - e. Regularly assess the needs and interests of private sector members and determine how NEMA can address them.

### **Goal 3. Strengthen the nation’s emergency management system.**

**Objective 3.1** Promote and administer the Emergency Management Assistance Compact to help strengthen state capabilities.

- 3.1.1 Support implementation of the EMAC Strategic Plan and provide regular review and update.
- 3.1.2 Identify, share and promote EMAC and mutual aid model practices with states and mutual aid stakeholders.
- 3.1.3 Conduct an EMAC self-assessment pilot program designed to assist states with continuous improvement of EMAC processes, procedures, and operations, and provide feedback to the EMAC Committee on the pilot.
- 3.1.4 Identify EMAC missions that can be achieved virtually and develop MRP templates for use by EMAC Members as a best practice and cost savings.
- 3.1.5 Identify and evaluate opportunities to operationalize and promote the EMAC deployment of private sector leads as a resource, as allowed by state law.
- 3.1.6 Support international cross-border mutual aid initiatives.

**Objective 3.2** Promote the development and adoption of technologies to support and enhance emergency management.

- 3.2.1 Identify and promote the technology needs of the emergency management community.
- 3.2.2 Identify partnerships that can be fostered to influence the national research and development agenda.

**Objective 3.3** Support the development and adoption of national standards that strengthen emergency management programs.

- 3.3.1 Support the Emergency Management Accreditation Program and consistency in the application of standards.
- 3.3.2 Through the NEMA representatives to the EMAP Commission, ensure that EMAP continues to evolve to meet the needs of state and local jurisdictions in the future.
- 3.3.3 Identify and evaluate emergency management engagement planning and coordination with private sector partners as a potential standard(s) to be incorporated into EMAP.

### **Goal 4. Shape effective emergency management policy development and adoption.**

**Objective 4.1** Ensure that NEMA has an impact on state and national policy, program and legislative issues.

- 4.1.1 Ensure NEMA's continued recognition and credibility with Congress and staff as an information and technical assistance resource through regular briefings, information sharing and responsiveness to requests for input.
- 4.1.2 Pro-actively identify issues that need to be addressed through legislation, regulation or policy and develop recommendations for states, Congress and the Federal government.
- 4.1.3 Emphasize and demonstrate with the membership the importance and value of their legislative visits, regular information sharing with state legislators, congressional offices, and comments on proposed legislation.
- 4.1.4 Provide information and educational materials for state leadership including, but not limited to, governors, governors' transition teams, state legislators and members of Congress.
- 4.1.5 Continue to collect and share state data that informs, builds and maintains support for emergency management; and promotes confidence by elected officials in existing plans, systems, and structures.

**Objective 4.2** Provide opportunities for the exchange of information on emerging trends, model practices and solutions.

- 4.2.1 Identify areas of excellence and innovation in states and those that would be willing to provide expertise or technical assistance to other states when requested.
- 4.2.2 Collect and share lessons learned, AARs and other data garnered from state/regional/national exercises, audits and other events that could provide helpful information for states and post to the NEMA website.
- 4.2.3 Develop, deliver and evaluate a webinar series for members focused on issue-specific emerging practices and solutions.
- 4.2.4 Develop external partnerships to help analyze emerging trends, consider how they are going to impact the emergency management profession, and convey that information to states in timely and actionable ways.

**Objective 4.3** Facilitate emergency management policy development and implementation through collaborative partnerships and strategic alliances.

- 4.3.1 Solicit and analyze state policy needs.
- 4.3.2 Promote initiatives with national organizations to advance emergency management.