



NEMA 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.