



NEMA 2012 Strategic Action Plan

NEMA is an association of state emergency management directors and professionals dedicated to protecting our nation.

Vision

NEMA will be the national leader in the advancement of all-hazards emergency management.

Mission

To develop the partnerships and initiatives necessary to improve the nation's capabilities to protect the public through prevention, mitigation, preparedness, response, and recovery from all emergencies, disasters, and threats to our homeland.

Principles

- NEMA is a policy and issue driven organization seeking to improve policies, procedures, and practices through engagement and education.
- NEMA is a problem solving organization seeking to address and solve the complex emergency management challenges facing the states, territories and the nation.
- NEMA is an action organization enabling the development and sustainment of national capabilities through collaboration between the states, territories, and all stakeholders.
- NEMA is a service organization meeting the emergency management information and research needs of states and territories.
- NEMA is an integrated organization bringing together practitioners and policy makers, the private sector and the general public, the academic and the advocate.

Strategic Action Plan

NEMA's approach to strategic planning is more about enabling progress than on accomplishing tasks. The emphasis is on creating institutional processes and approaches and defining relationships that support priorities yet to be set. Our efforts should not be narrow nor should they be ethereal.

Strategic Actions

I. Policies and Issues

- a. Create and institutionalize the ability to identify, prioritize and work complex issues.
- b. Identify an entity within NEMA with responsibility for identifying emerging issues.
- c. Lead on the issues most important to the states and help chart the future they want. Be proactive, rather than reactive on issues and be a leader on setting national policy.
- d. Refocus policy and leadership forums on selected policies and issues.
- e. Utilize the following entities to identify issues:
 - Board of Directors
 - Committees
 - Individual state directors (experienced and new)
 - Past Presidents
 - Associate members
- f. Utilize a variety of forums to address issues and receive input from members including, but not limited to, committee meetings, executive sessions and state director action meetings.
- g. Establish clear objectives, assign a leader, and set actionable goals and deadlines. Provide progress reports to the membership.

II. Problem Solving

- a. Seek out and address the challenges and impediments to effective emergency management in the states.
- b. Recognize and create our own targets of opportunity.
 - The Emergency Management Assistance Compact (EMAC) is a capability that was created by states for states and is an example of states taking the initiative to address their own challenges.

- The Emergency Management Accreditation Program (EMAP) is another example of a program that was created by NEMA, in collaboration with other stakeholder organizations, to allow state and local governments to set standards for themselves rather than allowing the federal government or others to do so.
- c. Establish issue specific works groups, as appropriate, to quickly come together to address issues. Assign sunset provisions for work groups appropriate to the complexity.

III. Service to the States

- a. Design, implement, and sustain outreach systems to aid new directors in their first 90 days and beyond.
- b. Engage all state directors in the activities of the organization and benefit from the variety of ideas and experiences they possess.
- c. Design, implement, and sustain a system of documenting methods, processes, and practices of excellence accomplished by states of high potential value to other states.

IV. Integration

- a. Enhance communication, coordination and collaboration.
- b. Create, sustain, and enhance working relationships with other associations and organizations.
- c. Consider issues and determine who, if any, should be included in the collaboration.