



## NEMA Strategic Plan 2021 – 2026

Updated May 2025

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

**Objective 1.1** Expand NEMA associate memberships to enhance and promote the value of the association.

- 1.1.1 Explore opportunities for attracting new associate members with a near-term focus on private and non-governmental resource providers.
- 1.1.2 Seek to form new partnerships and expand existing ones to enhance emergency management preparedness and resilience.
- 1.1.3 Serve as a trusted information source for NEMA Members regarding the emerging nation-state threat.

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

- 1.2.1 Utilize the NEMA Finance Subcommittee to evaluate NEMA's budget needs versus current revenue sources and make any necessary recommendations for change to the Board of Directors.
- 1.2.2 Diversify funding streams and work towards decreased reliance on federal grants not aligned with state priorities.

### Goal 2. Shape the modernization and evolution of the emergency management profession to meet current and emerging threats and risks.

**Objective 2.1** Actively pursue a representative 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 Share model policies, practices, and programs amongst the membership.

**Objective 2.2** Support the expansion of and accessibility to training for the current emergency management workforce.

- 2.2.1 Assess and support appropriate adequate resources for national emergency management training and education.
- 2.2.2 Encourage FEMA and other academic institutions to update public information officer training to address misinformation, disinformation, and mal-information challenges.

### Goal 3. Influence and enhance the nation's emergency management enterprise.

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

3.1.1 Expand and advance EMAC, to include exploration of greater integration of private sector and volunteer resources.

3.1.2 Identify EMAC missions that can be achieved virtually and develop MRP templates for use by EMAC Members as a best practice and cost savings.

3.1.3 Identify and evaluate opportunities to operationalize and promote the EMAC deployment of private sector leads as a resource, as allowed by state law.

3.1.4 Support international cross-border mutual aid initiatives.

**Objective 3.2** Assess gaps and make recommendations for enhancing the emergency management enterprise.

3.2.1 Develop a strategy to assess state gaps and make recommendations for a national common operating picture for response capabilities.

3.2.2 Identify gaps in policies, authorities, frameworks, and funding for state emergency management to effectively plan for and respond to nation-state threats.

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

3.3.1 Ensure the Emergency Management Accreditation Program (EMAP) applies standards in a consistent manner across all jurisdictions.

3.3.2 Assess and support appropriate adequate resources for EMAP (to include staffing) to support programs pursuing accreditation and reaccreditation.

3.3.3 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.

**Objective 3.4** Support the ongoing integration of the private and non-governmental partners into all phases of emergency management.

3.4.1 Provide states model practices on how best to engage with private and non-governmental partners in planning for mutually beneficial partnerships that promote resilience and community recovery.

3.4.2 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, private, and non-governmental partners.

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, private, and non-governmental partners, such as emerging technology, innovative services, and partnerships.

c. Regularly assess the needs and interests of private and non-governmental members and determine how NEMA can address them.

**Objective 3.5** Encourage and support the advancement of the National Incident Management System (NIMS) and Incident Command System (ICS) as the nation’s mechanism for managing complex incidents and disasters.

3.5.1 Pursue policies and positions which support FEMA, with the necessary authorities and resources, as the lead federal agency for all hazards.

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

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

- 4.1.1 Pro-actively identify issues that need to be addressed through legislation, regulation or policy and develop recommendations for states, Congress, and the Federal government.
- 4.1.2 Review the Stafford Act and associated policies and regulations to assess gaps in legal authorities, impediments to effectively implementing Stafford Act programs, opportunities to streamline and reduce complexity, and provide recommendations for change to the appropriate entities.
- 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.

**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 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.
- 4.3.3 Renew and strengthen relationships with partners to plan for nation-state threats including the Department of Homeland Security, Department of Defense, National Fusion Center Association, and others as appropriate.
- 4.3.4 Convene the National Homeland Security Consortium (NHSC) to coordinate and share information regarding nation-state threats.

**Objective 4.4** Advocate for whole community engagement and availability to emergency management policies and programs.

- 4.4.1 Participate in national efforts to review emergency management policies, data, and programs to identify barriers and address them.