2023-2027 STRATEGIC PLAN

U.S. Council of the International Association of Emergency Managers

IAEM-USA Vision

To inspire and advance the emergency management community.

IAEM-USA Mission

IAEM-USA's mission is to foster resilience by engaging the diverse emergency management community through professional development, networking, information exchange, and advocacy.

IAEM-USA Values

IAEM actively:

1. Cultivates an environment of **integrity** through **ethics, honesty**, and **respectful** behavior.
2. Promotes **professionalism** within the emergency management community through **collaboration**, education, and **engagement**.
3. Embraces **inclusivity** and **equity** through the **diversity** of the emergency management community.
4. **Advances and advocates** for **innovative,** flexible, and proven solutions.
5. Provides excellent **service** to its members and the emergency management community.

2023-2027 IAEM-USA Strategic Plan

STRATEGIC ISSUE 1: MEMBERSHIP AND COMMUNITY

STRATEGIC ISSUE 2: ADVOCACY AND THOUGHT LEADERSHIP

STRATEGIC ISSUE 3: FUTURE-CASTING THE EMERGENCY MANAGEMENT PROFESSION

Strategic Issue 1: Membership and Community

Provide unrivaled value and benefits to attract and retain membership by creating an inclusive, collaborative forum for the emergency management community.

Organizations are better able to serve their membership and their community when its leadership and staff reflect the community at large. The emergency management community is as widely varied as any other organized group of people that exists. We are within every industry, sector, or profession. And we are throughout the geographic areas of the entire world.

This plan focuses efforts on the people engaged in the emergency management community. This work is inclusive of Diversity, Equity, Inclusion, and Accessibility and also reflective of the fields in which we work, the human resource "status" of the field (paid, FTE, volunteer, etc.), and the contemporary workplace in which we find ourselves. A second (or more) career emergency manager is not reflective of a young person entering the field post-collegiate career, just as each of these is not reflective of a career, multi-decade practitioner.

Each of these variables causes our member population to have disparate needs, methods, and systems of communication, a need for orientation, mentoring, and opportunity, and a wide range of expectations to be met.

IAEM's Membership and Community goals seek to ensure that the organization keeps equity, access, transparency, and accountability front of mind in all operations.

Objective 1: Nurture each member's relationship with the association.

- Initiate a membership onboarding process.
- Identify mechanisms to integrate members into all working groups.
- Develop programs and documentation that support regional member integration.
- Meet members where they "live" with communication systems.

Objective 2: Expand Member Mentor program opportunities.

- Develop a member Mentor Program.
- Integrate Mentor/Mentee activity into all appropriate IAEM-USA committees and caucuses.
- Identify opportunities to expand mentorship into training and experiential activities.
- Develop an advanced practitioner program in which mentees may access deeper professional experience.

Objective 3: Provide member-level opportunities that reflect the emergency management profession through all sectors/industries.

- Identify opportunities to attract members from allied organizations and disciplines.
- Maintain a master listing of allied websites and conference dates for all members.

Objective 4: Create an inclusive emergency management community of practice.

- Identify opportunities to attract whole community emergency managers.
- Intentional member growth to include all stakeholders.
- Identify strategic partnerships with traditionally underrepresented organizations.
- Work with community leaders to identify professional opportunities for under-represented populations.

Strategic Issue 2: Advocacy and Thought Leadership

Proactively advocate for the profession and work to elevate the stature and authority of emergency management.

As with any service provider, the work of the IAEM-USA Board and Groups is not for the sole benefit of the organization. Actions taken to influence Congress, Administrations, legislators, regulatory bodies, oversight agencies, and standards bodies informs the entire community of emergency management, not just the members of the organization.

IAEM serves the entire emergency management community, regardless of membership status. Every member of the community is served by the work of IAEM-USA.

Whether emergency management is defined as a focus area, an academic program, a field, or a profession, IAEM-USA is a thought leader for the profession. The Association endeavors to help the greater community consider questions such as these and advocate for the appropriate, vital role, and practice of EM.

Objective 1: Amplify IAEM's message to increase IAEM's outreach.

- Develop an IAEM-USA Speakers Bureau

Objective 2: Educate and inform elected and appointed policymakers and private sector enterprises.

- Advocate for policy and legislative matters relative to the emergency management profession at all levels of government.
- Undertake a relationship-building campaign with appropriate private-sector organizations.

Objective 3: Create and champion the standards of excellence in the emergency management profession.

- Promote hiring and workforce development resources to hiring authorities.
- Continue working with other organizations to establish core competencies for positions and programs.
- Collaborate with the higher education community to connect research and practice.
- Support the accreditation of emergency management higher education programs.

Strategic Issue 3: Future-casting the Emergency Management Profession

Lead and build an agile association that anticipates the future of emergency management.

Climate change, increasing incidents, social expectations, civil unrest, the divisive nature of our communities at this time, and "mission creep" have all complicated the work of local government emergency managers. Add to this the increasing regulatory burden for critical infrastructure and lifeline agencies and the overloaded Voluntary Organizations Active in Disaster (VOAD) mission areas, and we are in a time where we must reflect, strategize, and plan in advance rather than react as circumstances change outside of our control.

The entire nation is capable of recording EM actions and acting as judge and jury for response coordination and the laws, regulations, and standards that are the framework that EMs work within. In order to manage these concerns, IAEM-USA must take a proactive role and focus efforts on a concentrated goal with timely objectives.

The focus of future-casting the EM Profession is to ensure that IAEM-USA is the trusted partner working across industries and sectors to provide for comprehensive, community-based emergency management programming.

Objective 1: **Develop a concept to integrate stress management, mental health, and wellness in every aspect of the organization.**

- Develop a program that provides support to emerging professionals to acclimate to the push/pull and stress of the field.
- Collect and share with membership best practices to address challenging and complex work environments.

Objective 2: **Foster a collaborative space to address the next threats, predict unknown gaps in emergency management, and brainstorm solutions.**

- Leverage IAEMConnect to share case studies about emerging threats.