



# REGION 3 STRATEGIC PLAN FY 2023-2026

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## 1.0 VISION

Region 3 of the International Association of Emergency Managers will be an example of the fundamentals of the International Association of Emergency Managers (IAEM) mission and will strive to advance the emergency management profession through leadership and engagement.

## 2.0 MISSION

To advance the emergency management profession and foster community resilience through professionalism, leadership, integrity, unity, creative solutions, and quality service.

## 3.0 PURPOSE

The purpose of the IAEM Region 3 Strategic Plan is to engage members and provide growth opportunities to current and prospective emergency managers. The Strategic Plan identifies three major areas of focus, including Training and Education, Engagement, and Certification Standards and Education Requirements. These areas were identified by leadership based on the results of the Strategic Planning Survey and were subsequently placed into categories with actionable items. Engaging current and future members in promoting emergency management principles, providing educational opportunities, increasing networking opportunities throughout the region, bolstering communication and information sharing, and supporting the educational and certification standards of the IAEM will strengthen the Region 3 community and further support the goals and mission of the International Association of Emergency Managers.

## 4.0 DEFINITIONS

**Advocate:** Publicly recommend or support.

**Conduct:** Organize and carry out.

**Contribute:** To furnish for publication; to be an important factor; help to cause something.

**Engage:** Participate or become involved; attract or involve.

**Enhance:** Intensify, increase or further improve the quality, value, or extent of.



**Establish:** Set up on a firm or permanent basis or achieve permanent acceptance or recognition for.

**Inform:** Give (someone) facts or information or give an essential or formative principle or quality to.

**Maintain:** Cause or enable (a condition or state of affairs) to continue.

**Measures of Performance (MOP):** The process used to assess the efficiency and effectiveness of projects, programs and initiatives.

**Measures of Effectiveness (MOE):** Assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect.

**Promote:** Further the progress of; support or actively encourage.

**SMART Goals:** Specific, Measurable, Achievable, Realistic, and Timely.

**Support:** Bear all or part of the weight; hold up or give assistance to ; enable to function or act.

## 5.0 STRATEGIC ISSUES

Key Strategic Issues were identified through the Region 3 Strategic Planning Survey and arranged into groupings that align with the IAEM-USA Strategic Issues. Actionable items have been developed to achieve success in these areas through the establishment of Objectives, Goals, and Action items, as outlined in [Appendix A](#). Measures of Effectiveness, Measures of Performance,

### 5.1 MEMBERSHIP AND COMMUNITY

The members of the IAEM are the key to the mission success of the IAEM. As such, leadership, representatives, and stakeholders of Region 3 will nurture the relationship with the association and members through mentor opportunities, member engagement, and practices that promote diversity and inclusion.

The following Objectives were identified regarding the Membership and Community Strategic Issue:

- Nurture each member's relationship with the Association.
- Expand Member Mentor Program opportunities.
- Provide member-level opportunities that reflect the emergency management profession through all sectors/industries.
- Create an inclusive emergency management community of



practice.

Goals and action items for the achievement of these objectives are further identified in [Appendix A](#).

## 5.2 ADVOCACY AND THOUGHT LEADERSHIP

Success of the IAEM and the emergency management profession lies not only in its members, but also in its ability to obtain continued commitment by the community and legislators to support the needs of emergency managers and a promise to avoid the failures of the past. These goals can be accomplished through political advocacy, public awareness, program development, adherence to professional standards, and competency of its members through education and certification.

The following Objectives were identified regarding the Advocacy and Thought Leadership Strategic Issue:

- Amplify IAEM's message to increase IAEM's outreach.
- Educate and inform elected and appointed policymakers and private section enterprises.
- Create and champion the standards of excellence in the emergency management profession.

Goals and action items for the achievement of these objectives are further identified in [Appendix A](#).

## 5.3 FUTURE CASTING

The nature of emergencies and their complexities continues to evolve with changes in socioeconomic conditions, societal ideals, political climate, and emerging technologies. Collaboration, research, information sharing, and commitment to hazard and vulnerability analyses will help the IAEM and emergency management profession maintain a proactive, rather than reactive, approach to delivery of the FEMA Mission Areas of Protection, Prevention, Mitigation, Response, and Recovery.

The following Objectives were identified regarding the Future Casting the EM Profession Strategic Issue:

- Develop a concept to integrate stress management, mental health, and wellness in every aspect of the organization.
- Foster a collaborative space to address the next threats, predict unknown gaps in emergency management, and brainstorm solutions.



Goals and action items for the achievement of these objectives are further identified in [Appendix A](#)- Synch Matrix.

**6.0 IMPLEMENTATION**

IAEM Region 3 leadership and/or designees of their choosing will develop, implement, and oversee the completion of the Objectives, Goals, and Action Items of the Strategic Plan, by way of scheduled and projected events. Events and other associated action items will be conducted on a quarterly basis and will incorporate all previously identified Goals and Objectives.

The execution of these action items and event planning process will be captured using a "Synch Matrix". An associated "Score Card" will be used to capture the results for each area in space and time. The information will be documented using a spreadsheet that is a working document which can be used throughout the strategy to measure "performance of the action" and "effectiveness of the action" otherwise known as MOPs and MOEs.





1.3. Increase Region 3 Member attendance at the IAEM Annual Conference.	Annual	1. Did Region 3 increase participation over previous year? <b>5% Goal (~11 Members)</b>	1. Did Region Members feel that the conference was beneficial? <b>Survey</b>	Not Evaluated	IAEM Annual Conference (Long Beach, CA)	Not Evaluated	Not Evaluated	Not Evaluated	IAEM Annual Conference (Grand Rapids, MI)	Not Evaluated
1.4. Conduct Quarterly Networking Events. <b>(Also used for Goal #4)</b>	Quarterly	1. Did Region 3 conduct a networking event each quarter (In-Person / Virtual)?	1. Did Region 3 Members feel that networking events met expectations? <b>Survey</b> 2. Was there an increase in attendance at newtowing events?	PENDING	Region Event at IAEM Conference	PENDING	PENDING	Conducted ICW Annual Mental Health / Wellness Symposium	Region Event at IAEM Conference	PENDING
<b>2. Establish a Region 3 Mentor Program.</b>										
2.1. Engage IAEM Student Chapters within Region 3.	Quarterly*	1. Did Region 3 engage with all student chapters during an evaluation year? <b>*Number engagements should be broken down for each quarter.</b>	1. Did students feel "well-informed" about opporunities? <b>Survey</b> 2. Was there an increase in IAEM student membership?	Region 3 State Representative Engagements w/ Chapters	Virtual Kick-Off Event / IAEM Recruiting and Mentorship Program	Region 3 State Representative Engagements w/ Chapters	Region 3 State Representative Engagements w/ Chapters	Region 3 State Representative Engagements w/ Chapters	Virtual Kick-Off Event / IAEM Recruiting and Mentorship Program	Region 3 State Representative Engagements w/ Chapters



2.2. Establish a Region 3 Internship Program.	Annual*	1. Was an internship program established? *Scored during 1st year of strategy. 2. Was the position filled for 6 mos of the evaluation year? *Scored in 2024 and beyond.	1. No MOE for 1st year (Program Establishment ) 2. Did Intern provide meaningful contributions to Region 3? 3. Did Intern benefit from Region 3 program? Interview with President	Not Evaluated	Not Evaluated	Not Evaluated	Program Available to Students or Military SkillBridge	Program Available to Students or Military SkillBridge	Program Available to Students or Military SkillBridge	Program Available to Students or Military SkillBridge
2.3. Provide IAEM Scholarship Opportunities.	On-Going	1. Were IAEM Scholarships opportunities available to Region 3 Students and Members?	1. Did recipients feel that scholarships "furthered" their EM skillset? Survey	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required
<b>3. Provide and Enhance opportunities for Region 3 members across the EM Spectrum</b>										
3.1. Promote Regional Training Opportunities to Enhance the EM Profession.	On-Going	1. Were Regional Training Opportunities provided to Region 3 Members?	1. Did Region 3 Members feel "well-informed" about Regional Training Opportunities? Survey	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required

3.2 Increase Region 3 Participation on IAEM-USA Committees and Caucuses.	Quarterly	1. Did Region 3 increase participation in IAEM Committees and Caucuses?	1. Did members provide updates to Region 3 on committee / caucus work? 2. Did Region 3 provide input to committee / caucus member?	Region 3 Members on IAEM Committees and Caucuses	Region 3 Members on IAEM Committees and Caucuses	Region 3 Members on IAEM Committees and Caucuses	Region 3 Members on IAEM Committees and Caucuses	Region 3 Members on IAEM Committees and Caucuses	Region 3 Members on IAEM Committees and Caucuses	Region 3 Members on IAEM Committees and Caucuses
<b>4. Maintain, Support, and Advocate for all members in Region 3.</b>										
1.4. Conduct Quarterly Networking Events. (Also used for Goal #1)	Quarterly	1. Did Region 3 conduct a networking event each quarter (In-Person / Virtual)?	1. Were networking event topics "value-added"? <i>Survey</i> 2. Did networking events further Region 3 goals and create a "stronger" network? <i>Survey</i>	Conducted ICW Annual Mental Health / Wellness Symposium	Region Event at IAEM Conference	PENDING	PENDING	Conducted ICW Annual Mental Health / Wellness Symposium	Region Event at IAEM Conference	PENDING
4.2. Maintain membership on the IAEM Membership Committee.	Quarterly	1. Did Region 3 have at least one member on the Committee? 2. Was there representation every quarter of the evaluation year?	1. Did member provide updates to Region 3 on committee work? 2. Did Region 3 provide input to committee member?	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee

5. Promote IAEM's message across Region 3 to increase outreach.										
5.1. Promote IAEM information, networking and development opportunities.	On-Going	1. Were IAEM Information, networking and development opportunities promoted in Region 3?	1. Did Region 3 Members feel "well-informed" about IAEM information, networking and development Opportunities? <i>Survey</i>	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required
6. Engage with Elected and Appointed Leaders and Key Stakeholders in Region 3.										
6.1. Increase the number of engagements with Leaders and Key Stakeholders.	Quarterly	1. Was there an increase in Region 3 IAEM membership? (Raw Number or Percentage Increase?)	1. Are new membership "seeing" the benefits of IAEM membership? <i>Survey</i>	Not Evaluated	Not Evaluated	Annual Increase or Decrease for Region 3	Not Evaluated	Not Evaluated	Not Evaluated	Annual Increase or Decrease for Region 3
6.2. Maintain positive relationships with Region 3 State EM Associations.	Bi-Annual	1. Did Region 3 engage with each state EM association at least twice during the evaluation year? 2. Did IAEM Region 3 have representation at State EM Conferences?	1. Do Region 3 State EM Associations "feel connected" to Region 3 IAEM? <i>Survey</i>	PENDING	PENDING	PENDING	Conducted ICW Region 3 Quarterly Networking Event	Conducted ICW Region 3 Quarterly Networking Event	PENDING	PENDING

6.3. Maintain membership on Government Affairs Committee.	Annual	1. Did Region 3 have at least one member on the Committee? 2. Was there representati on every quarter of the evaluation year?	1. Did member provide updates to Region 3 on committee work? 2. Did Region 3 provide input to committee member?	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee
<b>7. Establish and Advocate for excellence in EM Standards within Region 3.</b>										
7.1. Increase the number of CEM / AEM in Region 3.	Annual	1. Did Region 3 increase the number of CEMs / AEMs in the Region? 3% (~30 Members)	1. Did the Mentorship Program play a role in the increase? Survey	Not Evaluated	Not Evaluated	Annual Increase or Decrease for Region 3	Not Evaluated	Not Evaluated	Not Evaluated	Annual Increase or Decrease for Region 3
7.2. Maintain membership on the IAEM Training and Education Committee.	Quarterly	1. Did Region 3 have at least one member on the Committee? 2. Was there representati on every quarter of the evaluation year?	1. Did member provide updates to Region 3 on committee work? 2. Did Region 3 provide input to committee member?	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee
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7.4. Maintain membership on the IAEM Nominations and Credentials Committee.	Quarterly	1. Did Region 3 have at least one member on the Committee? 2. Was there representation on every quarter of the evaluation year?	1. Did member provide updates to Region 3 on committee work? 2. Did Region 3 provide input to committee member?	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee
7.5. Recognize Region 3 Individual Contributions through awards.	On-Going / Quarterly (Min)	1. Did Region 3 recognize individual contributions through awards? 2. Did Region 3 recognize Students or "others" who may not be members?	1. Did Region 3 announce awardees on all platforms (social media, podcast, newsletter)?	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required
<b>8. Establish Mental Health First Aid Program to Support Region 3 members.</b>										
8.1. Establish an Annual Region 3 Stress Management and Wellness Symposium.	Annual*	1. Was a Mental Health/Wellness Program established? *Scored during 1st year of strategy . 2. Was the program conducted annually following the establishment year? *Scored in 2024 and beyond.	1. No MOE for 1st year (Program Establishment) 2. Was the Stress Management / Wellness Symposium well attended? 3. Did members benefit from the event? Survey	Not Evaluated	Not Evaluated	Not Evaluated	Not Evaluated	Conducted ICW Region 3 Quarterly Networking Event	Not Evaluated	Not Evaluated

8.2. Establish a list of Support Resources for Region 3 EM Professionals.	Annual*	1. Was a list of Region 3 Support Services established? *Scored during 1st year of strategy. 2. Was the list updated and distributed annually following the establishment year? *Scored in 2024 and beyond.	1. No MOE for 1st year (Program Establishment) 2. Was the Support Resources product "well-received"? Survey 3. How well was the product distributed? Survey	Not Evaluated	Not Evaluated	Not Evaluated	Not Evaluated	Published and available to members during Mental Health / Wellness Symposium	Not Evaluated	Not Evaluated
<b>9. Inform EM Stakeholders of relevant threats, vulnerabilities and gaps to establish solutions.</b>										
9.1. Contribute to the expanding role of EM (AI, Global Warming, etc.).	On-Going	1. Did Region 3 valuable provide input to Local, State, FEMA EM Issues or Concerns?	1. Were Region 3 inputs utilized to mitigate, prevent or inform any significant EM related issues? 2. Were Region 3 inputs published for wide dissemination?	PENDING	PENDING	PENDING	Annual Hurricane Conference?	Annual Hurricane Conference?	PENDING	PENDING
9.2. Maintain Region 3 representation on IAEM Nominations and Credentials Committee.	Quarterly	1. Did Region 3 have at least one member on the committee?	1. Did member provide updates to Region 3 on committee work? 2. Did Region 3 provide input to committee member?	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee



1.3. Increase Region 3 Member attendance at the IAEM Annual Conference.	Annual	1. Did Region 3 increase participation over previous year? <b>5% Goal (~11 Members)</b>	1. Did Region Members feel that the conference was beneficial? <b>Survey</b>	Not Evaluated	Not Evaluated	IAEM Annual Conference (Savannah, GA)	Not Evaluated	Not Evaluated	Not Evaluated	IAEM Annual Conference (Long Beach, CA)	Not Evaluated	Not Evaluated
1.4. Conduct Quarterly Networking Events. <b>(Also used for Goal #4)</b>	Quarterly	1. Did Region 3 conduct a networking event each quarter (In-Person / Virtual)?	1. Did Region 3 Members feel that networking events met expectations? <b>Survey</b> 2. Was there an increase in attendance at networking events?	PENDING	Conducted ICW Annual Mental Health / Wellness Symposium	Region Event at IAEM Conference	PENDING	PENDING	Conducted ICW Annual Mental Health / Wellness Symposium	Region Event at IAEM Conference	PENDING	PENDING
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7.1. Increase the number of CEM / AEM in Region 3.	Annual	1. Did Region 3 increase the number of CEMs / AEMs in the Region? <b>3% (~30 Members)</b>	1. Did the Mentorship Program play a role in the increase? <b>Survey</b>	Not Evaluated	Not Evaluated	Not Evaluated	Annual Increase or Decrease for Region 3	Not Evaluated	Not Evaluated	Not Evaluated	Annual Increase or Decrease for Region 3	Not Evaluated
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7.4. Maintain membership on the IAEM Nominations and Credentials Committee.	Quarterly	1. Did Region 3 have at least one member on the Committee? 2. Was there representation every quarter of the evaluation year?	1. Did member provide updates to Region 3 on committee work? 2. Did Region 3 provide input to committee member?	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee	Region 3 Member on Committee
7.5. Recognize Region 3 Individual Contributions through awards.	On-Going / Quarterly (Min)	1. Did Region 3 recognize individual contributions through awards? 2. Did Region 3 recognize Students or "others" who may not be members?	1. Did Region 3 announce awardees on all platforms (social media, podcast, newsletter)?	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required	On-Going As Required

8. Establish Mental Health First Aid Program to Support Region 3 members.												
<p>8.1. Establish an Annual Region 3 Stress Management and Wellness Symposium.</p>	<p>Annual*</p>	<p>1. Was a Mental Health/Wellness Program established? *Scored during 1st year of strategy . 2. Was the program conducted annually following the establishment year? *Scored in 2024 and beyond.</p>	<p>1. No MOE for 1st year (Program Establishment) 2. Was the Stress Management / Wellness Symposium well attended? 3. Did members benefit from the event? Survey</p>	<p>Not Evaluated</p>	<p>Conducted ICW Region 3 Quarterly Networking Event</p>	<p>Not Evaluated</p>	<p>Not Evaluated</p>	<p>Not Evaluated</p>	<p>Conducted ICW Region 3 Quarterly Networking Event</p>	<p>Not Evaluated</p>	<p>Not Evaluated</p>	<p>Not Evaluated</p>
<p>8.2. Establish a list of Support Resources for Region 3 EM Professionals.</p>	<p>Annual*</p>	<p>1. Was a list of Region 3 Support Services established? *Scored during 1st year of strategy. 2. Was the list updated and distributed annually following the establishment year? *Scored in 2024 and beyond.</p>	<p>1. No MOE for 1st year (Program Establishment) 2. Was the Support Resources product "well-received"? Survey 3.How well was the product distributed? Survey</p>	<p>Not Evaluated</p>	<p>Published and available to members during Mental Health / Wellness Symposium</p>	<p>Not Evaluated</p>	<p>Not Evaluated</p>	<p>Not Evaluated</p>	<p>Published and available to members during Mental Health / Wellness Symposium</p>	<p>Not Evaluated</p>	<p>Not Evaluated</p>	<p>Not Evaluated</p>

9. Inform EM Stakeholders of relevant threats, vulnerabilities and gaps to establish solutions.												
<p>9.1. Contribute to the expanding role of EM (AI, Global Warming, etc.).</p>	<p>On-Going</p>	<p>1. Did Region 3 valuable provide input to Local, State, FEMA EM Issues or Concerns?</p>	<p>1. Were Region 3 inputs utilized to mitigate, prevent or inform any significant EM related issues? 2. Were Region 3 inputs published for wide dissemination?</p>	<p>PENDING</p>	<p>Annual Hurricane Conference?</p>	<p>PENDING</p>	<p>PENDING</p>	<p>PENDING</p>	<p>Annual Hurricane Conference?</p>	<p>PENDING</p>	<p>PENDING</p>	<p>PENDING</p>
<p>9.2. Maintain Region 3 representation on IAEM Nominations and Credentials Committee.</p>	<p>Quarterly</p>	<p>1. Did Region 3 have at least one member on the committee?</p>	<p>1. Did member provide updates to Region 3 on committee work? 2. Did Region 3 provide input to committee member?</p>	<p>Region 3 Member on Committee</p>	<p>Region 3 Member on Committee</p>	<p>Region 3 Member on Committee</p>	<p>Region 3 Member on Committee</p>	<p>Region 3 Member on Committee</p>	<p>Region 3 Member on Committee</p>	<p>Region 3 Member on Committee</p>	<p>Region 3 Member on Committee</p>	<p>Region 3 Member on Committee</p>