

Introduction and Background to the 2023-26 Strategic Plan Update

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



The International Association of Emergency Managers (IAEM) is an international organization dedicated to promoting the goals of saving lives and protecting property by mitigating, preparing for, responding to, and recovering from disasters/emergencies. The IAEM-USA Council represents the United States of America and its territories. IAEM sponsors the Associate Emergency Manager (AEM®) and Certified Emergency Manager (CEM®) Program to maintain professionalism through the certification process.

Membership & Governance

According to the IAEM-USA Bylaws (updated 2018), IAEM-USA members are U.S. citizens or individuals legally residing in the United States or its territories, professionally engaged or interested in the promotion of emergency management and allied fields. IAEM-USA includes IAEM-USA Membership Regions that correspond with those established by the Federal Emergency Management Agency (FEMA) plus a student member region. IAEM-USA is governed by a Board of Directors that includes representatives from each IAEM-USA Region, as well as officers elected by the IAEM-USA members.

IAEM-USA Groups

IAEM-USA has Standing Committees, Ad Hoc Committees, Caucuses, and Commissions. Standing Committees are bodies with an ongoing, operational function, and Ad Hoc Committees are formed to complete a specific assignment of limited duration. Caucuses are groups with a special focus or function within the practice of emergency management. Commissions have the official responsibility for controlling quality/standards for the Certification program and Scholarships.

Each of these committees focus their efforts to align with the Vision, Mission and Values set by the IAEM-USA Board of Directors in support of the membership. Given the operational nature of the Standing Committees, the majority of the taskings of the Strategic Plan are to the Committees. Each committee has an assigned Board Liaison as well as a staff Liaison to aid in communication and logistics in meeting the goals.

Purpose of this Strategic Plan

The IAEM-USA Administrative Policies and Procedures identify a Strategic Business Planning process to align the Vision, Mission, Values and business practice with the strategies, objectives, goals, and tasks of everyday operations. The Strategic Plan is a valuable tool that provides focus and direction for leadership and staff to ensure we achieve our operational goals.

The IAEM-USA Strategic Plan is focused on addressing future challenges and opportunities that may occur over the next three years and are common throughout the Emergency Management Industry. The Strategic Plan allows the organization to identify and address challenges and changing situations. The development of a comprehensive strategic system guides the day-to-day management of the organization toward achieving the vision. Leadership and management practices, including strategic planning, foster the involvement and participation at all levels creating critical mass for change. Strategic planning is a dynamic, systems thinking process by the collective leadership of the organization. The system defines the ideal vision and core strategies toward the achievement and measurement of the vision.

Navigating the Strategic Plan

Our commitment to excellence identifies our business practices as we look to achieve our mission and reach for our vision. We embrace continuous improvement and consistently demonstrate our enduring commitment to member value.

Our strategic objectives outline significant challenges, opportunities, and potentially the proposed investments likely to come before the Board of Directors within the planning horizon. Each strategic initiative provides the necessary direction and guidance required to meet the potential issues facing IAEM-USA while serving the emergency management community.

Our tactical plan describes specific activities committees, caucuses, leadership and staff will undertake during the planning horizon in support of the strategic objectives identified in the approved Strategic Plan.

Our Commitment to Excellence

Our business practices describe IAEM-USA's commitment to excellence and how we provide value to the emergency management community. These business practices will establish a consistent framework for identifying issues, evaluating, and implementing solutions, and providing context for the development of IAEM-USA's strategic objectives that follow. Business practices enable IAEM-USA to categorize its activities for consistency and clarity in communications to its key stakeholders.

Our Overarching Goals

As the committee began work on the revised Strategic Plan, they noted recurring themes in conversation and written documentation. Through review of current and historical documentation on the website, in the prior Strategic Plan and among the current organization groups, Presidential address, vision, and Board emphasis, the committee developed the following overarching, or wide-lens, goals.

IAEM-USA's Overarching Goals support the emergency management community's priorities of the protection of life, property, and the environment from emergencies and disasters by:

- Conducting sound and innovative planning
- Remaining efficient, fiscally responsible, and investing appropriately
- Delivering exceptional service and meaningful membership through equitable experiences, opportunities, and engagement

Strategic Issues

During the 2014 Strategic Planning process, the Board identified five primary areas of concern on which to focus efforts. They organized these concerns into Key Results Areas as follows:

KRA1 - Information and Networking: Improve and enhance the information distribution and sharing, and networking capabilities of the Association

KRA2 - Professional Development: Support and facilitate the professional development of individuals and programs.

KRA3 - Representation of the Profession: Advocate emergency management as a profession

KRA4 - Organizational Development: Foster continued growth and evolution of the association to represent the diverse emergency management community; maintain our position as the recognized representative association for the emergency management profession

KRA5 - Emerging Issues: Identify emerging threats and hazards that could impact emergency management

The 2023 strategic planning process sought to simplify the five KRAs into three overarching Strategic Objectives that address the prior concerns while acknowledging the current state of the emergency management community.

Each objective provides structure and forward guidance on items that may come before IAEM-USA's Board of Directors and is supported by a team of employees with diverse backgrounds, skill sets, and areas of expertise. The strategic plan represents the future of IAEM-USA.