



Colorado Emergency Management Association (CEMA) Strategic Plan, 2024 - 2026



Plan Adoption

April 5, 2024

CEMA Board of Directors

Lori Hodges, President

Nathan Whittington, Vice President

Lisa Bickford, Treasurer

Dana C. Reynolds, Secretary

Elizabeth Floro, Systems & Change Mgr.

Claire Skeen, Membership Manager





(Photo Credit: FRANCIS LAVIGNE-THERIAULT/GETTY – Tornado by Akron, CO, 2023)

Mission Statement.

CEMA's mission is to support and enhance the emergency management community in Colorado.

Vision Statement.

To be the premier professional association for the emergency management community in Colorado, while advancing the field of emergency management statewide.



Core Values

Thought Leadership: We positively influence, lead, and inspire emergency management in Colorado, advancing our profession and fostering expertise that enhances our efficiency and effectiveness as Emergency Managers.

Advocacy: We are tireless advocates for the emergency management profession and seek a more resilient future for Colorado.

Capacity Building: We provide unique development opportunities to our members that challenge assumptions, promote best practices, and encourage fresh approaches to preparedness, mitigation, response, and recovery.

Partnership: Unity of effort is vital to our success in an ever-changing world marked by climate change and an array of unprecedented challenges.



(Photo Credit: Jessy Ellenberger/AP – Cameron Peak Fire)

Strategic Goals & Objectives

Due to limited resources, strategic objectives noted below will be phased over the course of four calendar years. Goals targeted for completion during CY24-25 will be noted in yellow. Those slated for CY25-26, green.

GOAL 1. ENHANCE THE VALUE PROPOSITION FOR CEMA MEMBERS

Goal Champions: CEMA Membership Manager, CEMA Secretary

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| 1.1 | Expand recruitment and retention efforts with year-over-year increases in membership. |
| 1.2 | Diversify and grow CEMA's membership base. |
| 1.3 | Create a college internship program to attract aspiring emergency managers. |
| 1.4 | Provide additional tools, technology, and resources to enhance the user experience. |
| 1.5 | Improve branding and merchandising to the benefit of CEMA members. |
| 1.6 | Refine and expand CEMA membership benefits. |
| 1.7 | Conduct new member orientations quarterly for education and awareness. |

GOAL 2. ADVOCATE TO ENHANCE THE EMERGENCY MANAGEMENT PROFESSION

Goal Champions: CEMA President

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| 2.1 | Take a whole-community approach that includes disability; access and functional needs; diversity, equity, and inclusion considerations to inform business conduct, organizational culture, and member resources. |
| 2.2 | Develop a legislative agenda with input from CEMA members prior to each legislative session. |
| 2.3 | Ensure CEMA's position statements on pending legislation reflect member sentiment; the CEMA Legislative Committee shall provide members with legislative updates during each session. |
| 2.4 | Strengthen ties with stakeholders—local, regional, national—who can champion CEMA initiatives and advance the emergency management profession here in Colorado. |
| 2.5 | Meet and confer with DHSEM/OEM leadership at least quarterly to coordinate on emergency management training, education, policy, and grants. |
| 2.6 | Facilitate focus groups on important topics in emergency management to identify gaps, formulate recommendations, and advance our profession and collective resilience. |

GOAL 3. INCORPORATE PROCESS IMPROVEMENTS AND UPDATE LEGACY SYSTEMS TO BETTER POSITION CEMA FOR THE FUTURE

Goal Champions: CEMA Systems & Change Manager

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| 3.1 | Adopt software to streamline and enhance CEMA's event management capabilities. |
| 3.2 | Overhaul CEMA's public-facing website to enhance the user experience. |
| 3.3 | Evaluate and adopt a social media platform that is sustainable and provides value add to CEMA members. |
| 3.4 | Amend CEMA bylaws to create a System's & Change Manager position, appointed by the Board. |
| 3.5 | Adopt tools/systems that support remote learning, networking, and information exchange. |
| 3.6 | Members are trained and versed in online tools adopted by CEMA. |
| 3.7 | Promote adoption of consistent tools and systems that can be leveraged by emergency managers statewide. |
| 3.8 | Identify technology to improve member communications (P2P), enhancing collaboration. |

GOAL 4. EXPAND TRAINING, DEVELOPMENT, AND NETWORKING OPPORTUNITIES

Goal Champions: CEMA Vice President, CEMA Secretary

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| 4.1 | Expand CEM certification opportunities and further streamline the certification process. |
| 4.2 | Host quarterly training/networking events (virtual and/or in-person) for CEMA members. |
| 4.3 | Support and/or sponsor events that align with CEMA's mission, such as the Wildland Fire Conference. |
| 4.4 | CEMA will host a facilitated discussion on an emerging issue to educate, inform, and drive policy. |
| 4.5 | Expand CEMA's support to rural emergency managers. |
| 4.6 | Support scholarship(s) for CEMA members to enhance their professional development. |
| 4.7 | Provide input on the State's Integrated Preparedness Plan (IPP) prior to submission. |
| 4.8 | Sponsor and support the DHSEM Emergency Management Academy. |
| 4.9 | Host a Preparedness Summit in conjunction with CEPP, Red Cross, DHSEM and other stakeholders. |
| 4.10 | Develop a Speaker's Bureau within CEMA to showcase our members education & experience. |