



VEMA STRATEGIC PLAN FY26 – FY28

(July 1, 2025 – June 30, 2028)

INTRODUCTION

The Virginia Emergency Management Association was founded in 1963 to promote, support and advocate for emergency management in Virginia. The Constitution and its associated By-Laws were drafted and adopted to provide the framework and guidance of the Association.

Mission Statement - “To promote, support and advocate for emergency management in the Commonwealth of Virginia.”

Vision Statement - “The recognized expert and advocate for excellence in the management of emergency preparedness, response, recovery, and mitigation throughout the Commonwealth of Virginia.”

Purpose: The purposes of this Association shall include the following:

- To promote a professional emergency management organization comprised of all disciplines of emergency management within the Commonwealth of Virginia.
- To promote an all-hazards approach to emergency management throughout the Commonwealth among individuals, neighborhoods, communities, businesses, schools, institutions of higher education, non-government agencies, faith-based organizations, military, and government at all levels.
- To promote and enhance whole community emergency management throughout the Commonwealth of Virginia.
- To support the continued growth of emergency management through participation in studies, research throughout the Commonwealth of Virginia. Promoting the collection of, compiling, and disseminating the results of those studies and research.
- To monitor the legislative process and the decision-making processes of the state regulatory agencies as they relate to the interests of the membership, and to keep the membership informed of the same.
- To develop, sponsor, promote, conduct, and participate in educational programs including workshops, seminars, conferences and exercises in the field of emergency management.
- To promote the professional development and recognition of emergency management as a profession through training, education, and experience-based certification program.
- To work with and assist the Virginia Governor’s Secretariat of Public Safety and Homeland Security, the Virginia Department of Emergency Management, the Federal Emergency Management Agency, and other state, national, or international associations or groups on matters of mutual interest or benefit; and
- Other purposes which the membership deems worthy and necessary to further the Association.

Summary of Current Status

VEMA's Board of Directors is comprised of two representatives from each VDEM Region, a state, federal, military, private, and student sector representative, and a representative from each of the three caucuses: Institutions of Higher Education (IHE), Faith Based, and Healthcare.

As of April 30, 2025, VEMA has 423 memberships for a total of 789 bodies which is a change of -3.2% in membership and -1.4% bodies from April 30, 2024. The reason for the decrease after two years of increase in membership could be due to the current federal climate and restrictions on government purchasing. The VEMA Office tracks quarterly membership numbers year over year dating back to the 2018-2019 fiscal year.

Over the past three years, a few elements were identified for improvement most notably:

- Keeping committees engaged and active.
- Rebuilding the Membership and Marketing committee.
- Increasing activity on social media to build brand and visibility.
- Refocusing Board meetings from report outs to current and future business.
- Expanding our professional network.
- Continuity of operations.
- Enhancing and highlighting membership benefits.

The Association was successful in making improvements to all areas. Over the past three years, the Association has:

- Reformed the Membership and Marketing committee with a larger leadership structure to make it more manageable and have included the Professional Development ad hoc committee as a subcommittee of Membership and Marketing like social media.
- Purchased a CANVA account to assist with branding and visibility.
- Implemented a year-round sponsorship program to provide more opportunities for revenue generation outside of the annual symposium vendors and sponsors.
- Introduced legislation in the General Assembly and have taken a more proactive stance in engaging with elected leadership outside of Lobby Day.
- Started to evaluate and update the certification policy to create value to the emergency management professionals within Virginia.
- Realigned officer roles and responsibilities pertaining to committee responsibility to ensure equitable responsibility.
- Encouraged all committees to have a vice chair to promote continuity and continued operations.
- Increased membership types to promote inclusion of new professionals, non-profits, and smaller organizations that have limited financial means.

The strategic plan for FY 26 – FY 28 will continue to capitalize on the work already started and elevate the association to a new height. This strategic plan was created through an ad hoc committee and all Committee chairs and Board Members had the opportunity to provide input.

Appendix A contains a chart that will show the committee or Board Members responsible for certain tasks and Appendix B contains a chart to record the progress of each goal, objective, and task.

This strategic plan was adopted by the VEMA Board of Directors on June 11, 2025.

VEMA STRATEGIC PLAN FY 26 – FY 28

Goal 1: To promote the development of emergency management professionals across all stages of their career.

Objective 1.1: Increase year-round learning and development opportunities for emergency management professionals through the following tasks.

- The Professional Development Committee will collaborate with the Certification Committee, VEMS Committee, and others who have a vested interest in professional development and assess members' needs for professional development by surveying the membership annually in August. The survey results will help inform the opportunities presented throughout the year.
- The Professional Development subcommittee will coordinate at least 2 professional development webinars per year that shall be made available to the VEMA membership.
- The Professional Development subcommittee will solicit for scheduled training and development opportunities from the Regional Representatives, Sector Representatives, and the Chief Regional Coordinators and promote them to the membership in at least the bimonthly newsletter.
- The VEMS Committee will offer at least three professional development opportunities before and/or during the annual symposium.

Objective 1.2: Increase the number of applications by 20% each year across all scholarships.

- The Scholarship Committee will develop a multimodal communication plan to educate current professionals or those seeking emergency management professions about scholarship opportunities through VEMA before and during the application period.
- The Scholarship Committee will work with the Regional Representatives, Sector Representatives, and the Membership and Marketing Committee to execute the scholarship communication plan.

Objective 1.3: Increase the number of individuals who acquire and maintain a Virginia Professional Emergency Manager Certification by 5% each year.

- The Certification Committee will create mentoring opportunities for candidates.
- The Certification Committee will host at least 2 training sessions per year that offer an in-depth look into how to obtain your professional certification through VEMA
- As part of the Certification Program and Policy update, the Certification Policy Review Ad-Hoc committee will evaluate a “Virginia aspect” to reciprocity certifications.
- As part of the Certification Program and Policy update, FEMA’s Emergency Management Professional Programs will be integrated into the certification process for alignment and clarity.
- The Certification Committee will work with the Membership and Marketing committee to create marketing materials to promote the benefits of obtaining the Virginia Professional Emergency Manager certification.

Goal 2: Create and maintain positive professional relationships within the Association and external to the Association.

Objective 2.1: VEMA will create opportunities to foster engagement and build relationships between members.

- The VEMS Committee will implement at least two networking activities at the annual Symposium.
- The Membership and Marketing Committee will create a member spotlight for the bimonthly newsletter. The committee will work with regional representatives (7), sector representatives (5), and caucus representatives (3) on the VEMA Board of Directors to identify and obtain a small bio and picture of members to highlight from their respective according to the following scheduled:
 - February: Region & Sector
 - April: Region & Caucus
 - June: Two Regions & Sector
 - August: Region, Caucus, & Sector
 - October: Region & Sector

- December: Region & Caucus & Sector
- The Membership and Marketing Committee will develop a method to recognize member achievements regularly across social media and on the VEMA website.
- Each new member will receive a welcome email on behalf of the President with information on how to engage, join committees, and leverage resources and benefits.
- Materials on how to leverage information on the VEMA website such as the directory and repository will be disseminated to membership yearly.

Objective 2.2: VEMA will remain an active participant in professional networks

- The VEMA President will appoint members from the Board of Directors to represent VEMA on committees or workgroups with local, regional, state, federal and international partner organizations to promote the best interests of emergency managers across the Commonwealth.
- A member of the VEMA Executive Board will remain active in the IAEM Association Caucus.
- The VEMA Board will evaluate obtaining membership in external organizations such as VML and VaCO, make a decision and incorporate those membership costs into the FY27 operating budget.

Goal 3: Advocate VEMA's position on legislative issues related to emergency management within the Commonwealth of Virginia.

Objective 3.1: Educate VEMA membership on legislative activities

- The Legislative Committee will create evergreen materials to educate the membership about the legislative process and advocacy and house them on the VEMA website.
- The Legislative Committee will host at least 2 webinars per year to educate the membership about legislative processes, issues, and advocacy.
- The Legislative Committee will continue submitting proposals to the VEMS Committee for legislative sessions at the annual symposium.
- The Legislative Committee will monitor legislation and provide legislative updates to the VEMA membership through the inclusion of articles in the bimonthly newsletter.

Objective 3.2: Strengthen VEMA's legislative presence among lawmakers and partner stakeholders

- The legislative committee will work with the contract lobbyist firm to connect with lawmakers year-round outside of General Assembly sessions.
- The legislative committee will create materials for distribution among lawmakers detailing information important to VEMA.
- The Legislative Committee will network and partner with other external organizations and associations to further educate and garner support for initiatives.
- The Legislative Committee will work with the contract lobbyist firm to identify and capitalize on opportunities for VEMA involvement in legislative efforts that are not VEMA driven but will impact emergency management.

Goal 4: Increase total enrolled membership by 5% every year

Objective 4.1: Increase membership of various stakeholder groups

- Analyze membership composition to determine underrepresented stakeholders and partner professions.
- Table 2 non-public safety conferences per year to diversify the professions of members.
- Conduct outreach campaigns via social media and networking to increase awareness and connection between potential member stakeholder groups and VEMA.

Objective 4.2: Reduce number of membership non-renewals by 5% every year.

- Conduct at least one virtual town-hall style meeting for current members and members who have let their membership lapse within the last year to obtain feedback on Association activities, engagement, and benefits.
- Regional Representatives will follow up with members who did not renew their membership by

- September 1.
- The VEMA Executive Committee will develop and disseminate a survey to all members in May of every year to gather feedback on members' satisfaction of the Association and whether they are intending on renewing their membership for the next year. Feedback will be used to develop strategies for areas of improvement for the next year.
 - Analyze current membership trends and provide recommendations to the Board for growing and sustaining membership.

This strategic plan was adopted by the VEMA Board of Directors on June 11, 2025.

Task

Delegation of Responsibility (L = Lead S = Support)

	President	Exec Comm	Board	Sector Rep	Reg. Rep	Caucus Rep	VDEM CRC	Prof Develop	M&M	VEMS	Scholar Comm	Leg Comm	Cert Comm
Goal 1 – Objective 1.1: Increase year-round learning and development opportunities for emergency management													
The Professional Development Committee will collaborate with the Certification Committee, VEMS Committee, and others who have a vested interest in professional development and assess members’ needs for professional development by surveying the membership annually in August. The survey results will help inform the opportunities presented throughout the year.								L		S			S
The Professional Development subcommittee will coordinate at least 2 professional development webinars per year that shall be made available to the VEMA membership.								L					
The Professional Development subcommittee will solicit for scheduled training and development opportunities from the Regional Representatives, Sector Representatives, and the Chief Regional Coordinators and promote them to the membership in at least the bimonthly newsletter.					S		S	L					

Appendix A - Task Assignment Chart

Task	Delegation of Responsibility (L = Lead S = Support)												
	President	Exec Comm	Board	Sector Rep	Reg. Rep	Caucus Rep	VDEM CRC	Prof Develop	M&M	VEMS	Scholar Comm	Leg Comm	Cert Comm
The VEMS Committee will offer at least three professional development opportunities before and/or during the annual symposium.										L			
Goal 1 - Objective 1.2: Increase the number of applications by 20% each year across all scholarships.													
The Scholarship Committee will develop a multimodal communication plan to educate current professionals or those seeking emergency management professions about scholarship opportunities through VEMA before and during the application period.											L		
The Scholarship Committee will work with the Regional Representatives, Sector Representatives, and the Membership and Marketing Committee to execute the scholarship communication plan.				S	S				S		L		
Goal 1 - Objective 1.3: Increase the number of individuals who acquire and maintain a Virginia Professional Emergency Manager Certification by 5% each year.													

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	President	Exec Comm	Board	Sector Rep	Reg. Rep	Caucus Rep	VDEM CRC	Prof Develop	M&M	VEMS	Scholar Comm	Leg Comm	Cert Comm
The Certification Committee will create mentoring opportunities for candidates.													L
The Certification Committee will host at least 2 training sessions per year that offer an in-depth look into how to obtain your professional certification through VEMA													L
As part of the Certification Program and Policy update, the Certification Policy Review Ad-Hoc committee will evaluate a “Virginia aspect” to reciprocity certifications.													L
As part of the Certification Program and Policy update, FEMA’s Emergency Management Professional Programs will be integrated into the certification process for alignment and clarity.													L
The Certification Committee will work with the Membership and Marketing committee to create marketing materials to promote the benefits of obtaining the Virginia Professional Emergency Manager certification.									S				L
Goal 2 - Objective 2.1: VEMA will create opportunities to foster engagement and build relationships between members													

Appendix A - Task Assignment Chart

Task

Delegation of Responsibility (L = Lead S = Support)

	President	Exec Comm	Board	Sector Rep	Reg. Rep	Caucus Rep	VDEM CRC	Prof Develop	M&M	VEMS	Scholar Comm	Leg Comm	Cert Comm
Each new member will receive a welcome email on behalf of the President with information on how to engage, join committees, and leverage resources and benefits.	President will draft email VEMA Office will send out email												
Materials on how to leverage information on the VEMA website such as the directory and repository will be disseminated to membership yearly.		VEMA office to disseminate & support	Board determines material										
Goal 2 - Objective 2.2: VEMA will remain an active participant in professional networks													
The VEMA President will appoint members from the Board of Directors to represent VEMA on committees or workgroups with local, regional, state, federal and international partner organizations to promote the best interests of emergency managers across the Commonwealth.	L		S										

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	President	Exec Comm	Board	Sector Rep	Reg. Rep	Caucus Rep	VDEM CRC	Prof Develop	M&M	VEMS	Scholar Comm	Leg Comm	Cert Comm
The VEMS Committee will implement at least two networking activities at the annual Symposium.										L			
The Membership and Marketing Committee will create a member spotlight for the bimonthly newsletter. The committee will work with regional representatives (7), sector representatives (5), and caucus representatives (3) on the VEMA Board of Directors to identify and obtain a small bio and picture of members to highlight from their respective according to the following scheduled: <ul style="list-style-type: none"> ▪ February: Region & Sector ▪ April: Region & Caucus ▪ June: Two Regions & Sector ▪ August: Region, Caucus, & Sector ▪ October: Region & Sector ▪ December: Region & Caucus & Sector 				S	S	S			L				
The Membership and Marketing Committee will develop a method to recognize member achievements regularly across social media and on the VEMA website.										L			

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	President	Exec Comm	Board	Sector Rep	Reg. Rep	Caucus Rep	VDEM CRC	Prof Develop	M&M	VEMS	Scholar Comm	Leg Comm	Cert Comm
A member of the VEMA Executive Board will remain active in the IAEM Association Caucus.		L											
The VEMA Board will evaluate obtaining membership in external organizations such as VML and VaCO, make a decision and incorporate those membership costs into the FY27 operating budget			L										
Goal 3 - Objective 3.1: Educate VEMA membership on legislative activities													
The Legislative Committee will create evergreen materials to educate the membership about the legislative process and advocacy and house them on the VEMA website.												L	
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Delegation of Responsibility (L = Lead S = Support)

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The Legislative Committee will continue submitting proposals to the VEMS Committee for legislative sessions at the annual symposium.										S		L	
The Legislative Committee will monitor legislation and provide legislative updates to the VEMA membership through the inclusion of articles in the bimonthly newsletter.												L	
Goal 3 - Objective 3.2: Strengthen VEMA's legislative presence among lawmakers and partner stakeholders													
The legislative committee will work with the contract lobbyist firm to connect with lawmakers year-round outside of General Assembly sessions.												L	
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The Legislative Committee will network and partner with other external organizations and associations to further educate and garner support for initiatives.												L	
The Legislative Committee will work with the contract lobbyist firm to identify and capitalize on opportunities for VEMA involvement in legislative efforts that are not VEMA driven but will impact emergency management.												L	
Goal 4 - Objective 4.1: Increase membership of various stakeholder groups													
Analyze membership composition to determine underrepresented stakeholders and partner professions.									L				
Table 2 non-public safety conferences per year to diversify the professions of members									L				
Conduct outreach campaigns via social media and networking to increase awareness and connection between potential member stakeholder groups and VEMA.									L				

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Goal 4 - Objective 4.2: Reduce number of membership non-renewals by 5% every year.													
Conduct at least one virtual town-hall style meeting for current members and members who have let their membership lapse within the last year to obtain feedback on Association activities, engagement, and benefits.			S						L				
Regional Representatives will follow up with members who did not renew their membership by September 1.					L								
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Task

Annual Progress Report

	FY26	FY27	FY28
Goal 1 – Objective 1.1: Increase year-round learning and development opportunities for emergency management			
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Goal 2 - Objective 2.2: VEMA will remain an active participant in professional networks			
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Goal 4 - Objective 4.2: Reduce number of membership non-renewals by 5% every year.			
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Analyze current membership trends and provide recommendations to the Board for growing and sustaining membership.			