

Strategic Plan



August 31, 2020

All Hazards Incident Management Teams Association

Executive Summary

The All-Hazards Incident Management Teams Association, Inc. (AHIMTA) was established December 1, 2010 in Denver, CO. The association's founding members included James McSherry, Michael Rubenstein, and William Easterling. In 2017, AHIMTA changed from its original 501(c)6 to a 501(c)3 nonprofit organization. The desire to organize all-hazards incident management team members was a grass-roots movement born from All-Hazards Incident Management Team conferences that first started in Dekalb, IL in 2008. AHIMTA is a formally established organization, which seeks to support and promote the development and use of all-hazards incident management teams.

Since its inception, AHIMTA has made great strides at establishing the organization, continuing the annual symposium, and establishing standards and materials that can be adopted by authorities having jurisdiction (AHJ) the world over. This strategic plan seeks to outline a strategy for the AHIMTA to follow as a new tax deductible nonprofit organization operating in a volatile environment of worldwide disasters and political upheaval. While all-hazards incident management teams are not new, they are not fully indoctrinated into jurisdictional plans and doctrine. There is still significant work ahead for the AHIMTA. The association will continue to aggressively advocate for, and on behalf of, AHIMTs within the public, private, and non-profit sectors. The association will cultivate effective business relationships within the public safety, emergency management, and incident management fields. The AHIMTA will continue to identify, and work to overcome, impediments to the widespread utilization of AHIMTs across the nation. Information collection and dissemination is a critical goal of the association, including lessons-learned and best practices, all of which can be disseminated and shared via the association website, social media, and annual conferences. The establishment of national (and international) AHIMT qualifications and recognized accreditation will be a very important pursuit for the association over the next five years, and in perpetuity. Of course, continued expansion of the association membership is critical, and in support of that membership, the association must also begin to identify and secure sustainable funding and revenue streams in support of the association and its membership. The association membership and member teams will also receive the benefit of recognition from the association and members as the AHIMTA develops an annual awards and recognition program. Finally, the association will work to secure all relevant trademarks and copy rights for all AHIMTA outputs, over the coming years.

The development of the all hazard incident management team concept has been a grassroots movement since its inception; it is the desire of the AHIMTA Board of Directors to retain the grassroots nature of the movement, as the association continues to develop and grow. To that end, the AHIMTA will represent members of all hazard incident management teams to assist in the professionalization of its membership, standardization of its teams, and promotion to Federal, State, local, and tribal AHJ.

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Business Overview

The All-Hazards Incident Management Teams Association was established as an organization with the purpose of advancing national efforts to improve our national preparedness posture through the development of a network of incident management professionals that, consistent with the tenets of the National Incident Management System's (NIMS) Incident Command System (ICS), which forms the backbone of a comprehensive capability to prepare for, protect from, respond to, mitigate, and recover from any incident that may occur. Our membership is composed of those individuals who currently are, or who aspire to be, active members of all-hazards incident management teams. Since the inception of this association, we have attempted to promote the goals of the NIMS through the promulgation of standards relative to performance expectations and competencies of personnel and teams.

When communities are faced with disasters like wildland fires, hurricanes, blizzards and tornadoes, all-hazards incident management teams often are the first called in to bring order to the chaos. The Association will promote, support, improve and enhance the mission of these all-hazards incident management teams by providing educational opportunities, setting standards, and promoting the cooperation of federal, state, local and tribal agencies, as well as non-governmental agencies, in all phases of emergency management. The end result will make the teams and communities stronger.

The AHIMTA supports and promotes the development and use of all-hazards incident management teams by offering tools for:

- **Communities** to sustain a network of incident management teams
- **Teams** to adhere to standardized qualifications that hone their skills and operate uniformly
- **Responders** to stand ready, mobilize quickly and return home safely
- the **entire all-hazards arena** to exchange information and collaborate together

The AHIMTA offers technical assistance in building and training a team, a standardized qualifications program, and the opportunity for network and problem solving. The main driving factor for the creation of the Association was the critical need for standardized qualifications for all-hazards incident management teams, particularly at the Type 3 complexity level for interstate deployment. In 2013 The AHIMTA formed the Incident Qualifications System Committee (IQS) to further the ICS qualifications guidance work started at the Federal level. After a year of development, stakeholder input, and vetting the first edition of the Interstate Incident Management Qualifications Systems (IIMQS) Guide, Position Task Books and Position Descriptions were published in March of 2014. Today, the 5th version of IIMQS exists, with 13 States, 1 Locality, and 1 Professional Organization formally adopting or endorsing the document along with many others that have not formally notified us.

AHIMTA has been named a member of the NIMS Coordination Group. This is a group that was formed by FEMA to serve as an overarching emergency management and incident management working group focused on encouraging and facilitating conversations and consensus-free collaboration between key associations and state, local, tribal, and territorial (SLTT) stakeholders. The group will also integrate incident management and emergency management activities across all five mission areas (Prevention, Protection, Mitigation, Response, and Recovery) and seven Community Lifelines. Finally, it is intended to distribute

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Sub-group outcomes and artifacts throughout respective member organizations across the incident management and emergency management community to coordinate and advance NIMS-related efforts.

Business Organization

The Board of Directors is currently made up of eleven (11) elected members; one from each of 10 Regions and one at- large member. The Directors serve staggered four-year terms. Officers of the Board include: President, 1st Vice President, 2nd Vice President, Secretary, and Treasurer. The general duties of the officers are as follows:

President - Serves as the CEO of the Association and has overall responsibility for the business of the Association.

1st Vice President - Serves as the external Chief Operating Officer and is responsible for ensuring the Association is properly represented in external stakeholder groups and processes. The position also serves as President in his/her absence or disability.

2nd Vice President - Serves as the internal Chief Operating Officer and is responsible for ensuring the daily internal Association affairs. Marketing, strategic planning, membership and customer service to members are key areas of emphasis. The position serves as President in the absence of the both the President and 1st Vice- President.

Secretary - Serves as the custodian of records for the Association. He/she keeps minutes of all meetings of the Board of Directors, ensures proper notice of meetings is given and recorded.

Treasurer - Has custody of all funds, property and securities of the Association. Key duties and responsibilities include oversight of bank accounts, receipt of funds, approval of expenditure and signing of checks on behalf of the Association.

<p>Region 1 Joseph M. Golden Project Manager, Enterprise Exercises and IMT Training Eversource Energy, Berlin, Connecticut</p>	<p>Region 2 William Campbell Retired from NYS IMT Section DHSES- OEM, Albany, NY</p>
<p>Region 3 A. Lee Williams Retired Asst. Fire Chief of Chesterfield Fire and EMS, Chief of Incident Management Programs, Virginia Department of Emergency Management Chesterfield, VA</p>	<p>Region 4 Gregory Shuping Director, Haywood County Emergency Services Waynesville, NC</p>
<p>Region 5 Lori Postma Emergency Management Educator</p>	<p>Region 6 Tim Ocnaschek Emergency Management Coordinator, City of</p>

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Munster, IN	Beaumont, TX Beaumont, TX
Region 7 Rodney Redinger Assistant Fire Management Officer of Operations and Training Kansas Forest Service Hutchinson, KS	Region 8 Colleen Gadd (2 nd Vice-President) Training and Exercise Specialist Colorado Division of Homeland Security and Emergency Management Centennial, CO
Region 9 Dr. Randal Collins, CEM (President) El Segundo Emergency Management Coordinator El Segundo, CA	Region 10 Paul Broyles National Fire Operations Chief, National Park Service (Retired) Boise, ID
At-Large/International Representative Bill Easterling (Secretary) Fire Chief (Retired), Genesee Fire Rescue Genesee, CO	At-Large Law Enforcement Representative Eugene Smith Boise Police Dep't, Deputy Chief, Operations (Retired) Boise, ID

Financial Overview

There are currently three revenue streams for AHIMTA. The first and primary are membership dues at \$50.00 per member with a fluctuating membership between 350 and 550 people. The second revenue stream is donations now that it is a 501(c)3 tax deductible organization. Donations have not been a significant revenue stream to date. The third is revenue generated from a successful annual conference, however this revenue stream has not been consistent and there have been times when the conference cost more than it made, therefore the conference is not a guaranteed revenue stream. There has been some in-kind funding and indirect funding through various sources such as FEMA invitational travel received in the past.

Lack of revenue is an inhibiting factor for AHIMTA. Current membership dues only provide a finite budget. AHIMTA must find ways to build revenue streams which will then enable the association to achieve greater success. The Board of Directors has agreed to increase membership dues to increase revenue and enable more robust operational capacity but has postponed and raise in dues out of consideration of economic issues resulting from the Coronavirus pandemic.

Strategic Plan Overview

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Vision

AHIMTA shall be the premier international organization for incident management teams.

Values

- Integrity
- Accountability
- Initiative
- Motivation

Mission

Inspiring excellence in incident management!

Key Result Areas

Mission

- Build and maintain integrity and trust
- Collaborate with partners and stakeholders
- Develop association leadership succession planning
- Advocate all hazard policy, standards and doctrine
- Innovate in all-hazards incident management (e.g. promote best practices)
- Exert national influence
- Engage internationally

Members

- Communicate and be transparent
- Retain existing members
- Recruit new team and individual members
- Build capacity of individual AHIMTs (e.g. technical assistance)
- Plan succession of leadership and committees

Money

- Achieve financial health and strength
- Build association capacity and infrastructure

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Environmental Scan

The “Incident Environment”

The AHIMTA Tactical Area of Operations is providing member services and support to individual local, state and tribal IMTs and jurisdictions. The AHIMTA Operational Area of Interest is at the regional level, the overall AHIMT environment, and the associations “campaign” level activities such as marketing and conferencing. The AHIMTA Strategic Area of Consequence is at the national and international levels, interaction with government agencies, relationships and partnerships with other associations, non-profits and private sector enterprises.

Environmental Effects

Environmental factors influencing the plan included the trend of seeing AHIMTs deploying from across the country for emergencies, disasters and planned events and increasing awareness of the effectiveness of AHIMTs. Another effect is the need for partnerships in order to pool resources to accomplish work in the face of diminishing grant funding and sponsoring agency support. Legal actions and updates continue to require that AHIMTA maintain the capacity to react when needed to changing regulation.

Predictions

Most Likely

- The trend of AHIMTs gaining acceptance during disasters will continue
- Funding sources (membership dues, symposium revenue, & donations) will not decrease
- Membership will remain consistent or increase
- Success will bring some requests and opportunities outside our core mission

Most Dangerous

- Political shift where FEMA or other major entity would reject the work or outreach of the association
- Dynamics causing the board to become dysfunctional or be ineffective at decision making
- Mission creep resulting in work or projects outside the core scope of the AHIMTA
- Unable to deliver on promises to our members or stakeholders

Time Effects

- The AHIMTA is agile enough to be proactive in developing IMT doctrine and standards, allowing AHIMTA a significant advantage over government agencies with very slow development cycles
- Election cycles and elected and appointed official turnover plays a significant role in AHIMTA influence and available funding
- All work in the AHIMTA is done by volunteers who are very busy in their full-time jobs resulting in limited time to do work
- Keeping AHIMTs and members engaged during the bulk of the year when not deployed

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Political, Security, Economic, Social, Infrastructure, Information (PSESII) Dimensions

Political

- Relationships with FEMA/NWCG/DHS/NEMA/IAFC, etc...
- Effects of administration and elected official changes
- Keeping IMT relevance fresh with govt

Security

- Stability of BOD (i.e. succession planning, governance, compliance, processes)
- Building and maintaining IMT readiness during low op-tempo years to maintain interest in the AHIMT program and AHIMTA sustainment

Economic

- Federal government shutdowns
- Budget constraints/cuts at local/state/tribal/federal levels
- Steady, predictable revenue streams for AHIMTA

Social

- AHIMTA member networks strong and extensive – we have reach
- Available AHIMTA potential member pool far exceeds AHIMTA membership

Infrastructure

- No basic and ongoing admin structure or support to carry out day to day business
- No AHIMTA address or phone number
- BOD structure is under-developed

Information

- Information sharing between the BOD and membership has improved, but has more room for improvement
- Lack of feedback from membership to requests for public comment is improving but still below expectation

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Critical Factors Analysis

Unknown	Knowns
<ul style="list-style-type: none"> • What is FEMA going to do next? • Board of Directors stability • Keeping IMT leadership engaged • Additional agency/partner support • Funding levels 	<ul style="list-style-type: none"> • Existing and potential relationships and partnerships • Federal partners have slow change cycles • IMT sustainability will remain challenging • Rumors are frequent and must be fact-checked
Can't Control	Can Control
<ul style="list-style-type: none"> • Political environment • Economic support of teams by agencies • Grant funding availability 	<ul style="list-style-type: none"> • Improved marketing and messaging • Improved recruiting and retention efforts • Effectiveness of monthly conference calls • Efforts to fundraise
Weaknesses	Strengths
<ul style="list-style-type: none"> • Visibility of return on investment members receive • Funding levels/income streams of AHIMTA • Elected and appointed political engagement with IMT leadership and vice-versa • Getting info to and from ground level and disseminating among BOD and members • Time availability – all volunteer assoc. • Many IMT members can't or won't deploy outside home area – creates isolationism • 50% of members do not renew membership • 50% at conference are not members (how many do we sign up out of this pool?) • Misperceptions of AHIMT role, mission and capability • Awareness of corporate grant processes and requirements 	<ul style="list-style-type: none"> • AHIMTA can react to change quickly • AHIMTA can produce high quality products faster than proponent government agencies • AHIMTA members have a strong network of relationships • AHIMTA is being consulted for input by FEMA, DHS, NWCG, et al • AHIMTA has growing partnership with IAFC
Dangers	Opportunities
<ul style="list-style-type: none"> • Trying to be too many things to too many people – mission creep away from core purpose 	<ul style="list-style-type: none"> • Re-examination of the BOD structure • Integration/lobbying of FEMA Regions into training opportunities for IMTs • Build strong relationships with partner associations • Fundraising with sponsors

Key Questions

- Of the conference attendees who are not members, how many join AHIMTA?
- How big is the available potential membership pool? Can't develop metrics till we know this.
- What are the members expectations?
 - New incoming members?

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- Renewing mature members?
- Does AHIMTA want to get into business of certifying/qualifying AHIMTs?

Key Assumptions

- Pool of potential members is stable
- Potential to increase membership is good
- We understand enough about member expectations to continue BOD strategic planning
- There is untapped funding out there – private and public

Values at Risk

- Integrity and Credibility of AHIMTA
- Partnerships and relationships with stakeholders
- Influence on NIMS/AHIMT policy, standards and doctrine
- Recognition as a national influencer
- Alignment with members' desires
- Membership numbers
- Capability of AHIMTs
- Financial Health
- Capacity and Capability of AHIMTA

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Gap Analysis

Current Condition	Future Condition – 3-year horizon
Association has insufficient revenue to fund essential management and associated operations.	Association able to accomplish its current priorities and fund basic staffing and infrastructure
Poor communication to members	Consistent messages coming from BOD to regional members Monthly newsletter going out Weekly engagement on social media Redesigned website fully functional
Member engagement with association	Association is accomplishing most of its campaign and tactical level work through committees Board processes exist to recognize and empower individual initiative
50% of members don't renew	75% of members renew their memberships
Lack of staffing and infrastructure	½ time program coordinator on staff ½ time admin assistant on staff AHIMTA has permanent address and phone number
Lack of understanding of member expectations	Systems in place to gather and analyze regional and member expectations
No real IMT toolkit available in online library	Robust on-line tool kit and library for IMTs established
There is no basic membership “package” on joining	New members receive basic membership package upon joining
Lack of board capacity to engage	Board member duties, responsibilities and guide formalized
Perception that AHIMTA doctrine now competes with NQS	Doctrine aligned with stakeholders through active coordination and education
Not leveraging partners effectively	BOD engages partners in a coordinated way to support priorities
No national IMT certification system	Initial funding secured and work underway on a NIMTCS
13 states have formally adopted IIMQS	30 states have formally adopted IIMQS

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Key Result Areas and End State

Desired End State

- AHIMTA doctrine is aligned with stakeholders through active coordination and education. The AHIMTA Board of Directors (BOD) engages partners in a coordinated way to support association priorities. Board member duties, responsibilities and guide have been formalized.
- AHIMTA recognizes and empowers individual initiative to participate and the association is accomplishing most of its campaign and tactical level work through committees.
- 30 States have formally adopted IIMQS and initial funding is secured and work underway on a National IMT Certification System.
- Regular communication is being shared with the membership to include consistent messages from the BOD to regional membership, a monthly newsletter and weekly engagement on social media. Our redesigned website is fully functional.
- Systems are in place to gather and analyze regional and member expectations, 75% of members renew their memberships and new members receive basic membership package upon joining. A robust on-line tool kit and library for IMTs is available.
- The AHIMTA is able to accomplish its current priorities and fund basic staffing and infrastructure to include a ½ time program coordinator and a ½ time admin assistant on staff. The AHIMTA has permanent address and phone number.

AHIMTA Lines of Effort (LOEs) (order does not imply priority)

- Collaboration and Partnership
- All Hazards Policy, Standards and Doctrine
- Recruiting and Retention
- Marketing and Public Relations
- Conferencing
- Revenue and Financial Management
- IMT Capability and Assistance
- Organizational Capacity

LOEs and Success Conditions for Date of Adoption Plus 12 Months

Line of Effort	Success Condition	Assignment	Status
Collaboration and Partnership	<ol style="list-style-type: none"> 1. IAFC has formally endorsed IIMQS 2. Key leader engagement is scheduled between AHIMTA and USFA 3. Key leader engagement... with IACP 4. Key leader engagement... with 	<ol style="list-style-type: none"> 1. L. Williams 2. P. Broyles 3. P. Broyles 4. B. Easterling 	<ol style="list-style-type: none"> 1. In-Progress 2. Complete 3. Complete 4. In-Progress

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	National Sheriff Association		
All Hazards Policy, Standards and Doctrine	<ol style="list-style-type: none"> 1. Tiered response standards for AHIMTs are developed and commented on 2. Letter of adoption from Texas 3. Board of Directors contacted appropriate officials in their respective regions concerning adopting IIMQS 4. President Letter sent to SAA and Governor 	<ol style="list-style-type: none"> 1. P. Broyles 2. T.Ocnaschek 3. All BOD 4. R.Collins 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. In-Progress 4. In-Progress
Recruiting and Retention	<ol style="list-style-type: none"> 1. Team membership/incentive program established 2. National and Regional recruiting drive conducted 	<ol style="list-style-type: none"> 1. Assignment Pending 2. R.Collins 	<ol style="list-style-type: none"> 1. Awaiting Start 2. In-Progress
Marketing and Public Relations	<ol style="list-style-type: none"> 1. Marketing plan is finalized and has entered implementation phase 2. New website is updated and functional 3. Increased Social Media Presence 	<ol style="list-style-type: none"> 1. Lori Postma 2. C.Gadd 3. M. Davis 	<ol style="list-style-type: none"> 1. In-Progress 2. Complete 3. On-Going
Symposium	<ol style="list-style-type: none"> 1. 2019 St. Louis symposium successful 2. 2022 venue in Denver selected 3. 2022 Symposium 4. 2023 venue site selection 5. 2023 Symposium 	<ol style="list-style-type: none"> 1. L.Williams 2. L.Williams 3. C. Gaad 4. R.Collins 5. Assignment Pending 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. In-Progress 4. In-Progress 5. Awaiting Start
Revenue and Financial Management	<ol style="list-style-type: none"> 1. Corporate Grant solicitation process established 2. A process to accept donations is established 3. Pilot project identified with Business Plan 4. New St. Louis sponsorship represented at conference 	<ol style="list-style-type: none"> 1. J.Golden 2. T.Ocnaschek 3. R.Collins 4. J.Galloway 	<ol style="list-style-type: none"> 1. In-Progress 2. Complete 3. Complete 4. Complete
IMT Capability and Assistance	<ol style="list-style-type: none"> 1. Online library is expanded 2. Website post SOG 	<ol style="list-style-type: none"> 1. R.Collins 2. B. Easterling 	<ol style="list-style-type: none"> 1. On-Going 2. Complete
Organizational Capacity	<ol style="list-style-type: none"> 1. The committee structure is updated 2. Organizational Capacity Committee established 3. BOD regional roles and responsibilities discussion is scheduled on BOD meeting 	<ol style="list-style-type: none"> 1. R.Collins 2. R.Collins 3. R.Collins 4. R.Collins 	<ol style="list-style-type: none"> 1. In-Progress 2. In-Progress 3. In-Progress 4. In-

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	agenda 4. Requirements for program support services are drafted		Progress
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LOEs and Success Conditions from Plus 12 Months to Plus 24 Months

Line of Effort	Success Condition	Assignment	Status
Collaboration and Partnership	1. Assist NIC toward successful formation of NCG 2. NCG Selection Governance 3. NCG Sub-Committee Appointments from AHIMTA 4. NFPA Application and Appointment	1. B. Easterling 2. B. Easterling 3. SOG#6 4. G. Shuping	1. Complete 2. Complete 3. Complete 4. In-Progress
All Hazards Policy, Standards and Doctrine	1. Provide member input and implementation assistance of 3-tier system after USFA finalization. 2. Update the IIMQS Guide	1. P. Broyles 2. IQS	1. Complete 2. In-Progress
Recruiting and Retention	1. Establish Membership Committee 2. Increase membership by 10% 3. Recruitment Brochure Created 4. 1 st Quarter Newsletter 5. 2 nd Quarter Newsletter 6. 3 rd Quarter Newsletter 7. 4 th Quarter Newsletter	1. R. Collins 2. Membership Committee 3. Membership Committee 4. – 7. G. Shuping	1. – 7. Awaiting Start
Marketing and Public Relations	1. Marketing Plan is implementation phase through 2021	1. L. Postma	1. In-Progress
Revenue and Financial Management	1. Symposium Sponsors Identified 2. Increase Membership Dues 3. Develop fundraising efforts 4. Develop the PTB Opportunity Project 5. Obtain a minimum of \$10k for project	1. C. Gadd 2. T. Ocnashek 3. T. Ocnashek 4. R.Collins 5. R.Collins	1. In-Progress 2. In-Progress 3. On-Going 4. Awaiting Start 5. Awaiting Start
Organizational Capacity	1. BOD Election Conducted 2. Measures of effectiveness evaluation surveys completed 3. Key Performance Indicators Documented	1. L. Williams 2. Org Cap Com 3. Org Cap Com	1. In-Progress 2. Awaiting Start 3. Awaiting Start

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LOEs and Success Conditions for Plus 24 Months to Plus 48 Months

Line of Effort	Success Condition	Assignment
Collaboration and Partnership		
All Hazards Policy, Standards and Doctrine		
Recruiting and Retention		
Marketing and Public Relations		
Symposium	<ol style="list-style-type: none"> 1. Select 2024 Symposium Venue 2. Conduct 2024 Symposium 3. Select 2025 Symposium Venue 4. Conduct 2025 Symposium 	1.
Revenue and Financial Management		
IMT Capability and Assistance		
Organizational Capacity	<ol style="list-style-type: none"> 1. Measures of effectiveness evaluation surveys completed 2. Key performance indicators documented 3. 2022 BOD Election Conducted 	

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Evaluation

Measures of Effectiveness

1. Communication Effectiveness: Did our members hear and understand our messages? (Membership survey)
2. Stakeholder Relationships: Relationship Index with FEMA, NEMA, IAFC, IACP, NSA, IAEM, Big City Emergency Managers, NAPSG, NWCG (others?) (Stakeholder survey)
3. Membership Satisfaction: Membership Satisfaction Index (Membership survey)
4. Brand Image: How do people feel about our organization (Market Research)
5. Trust: Do our members trust our organization (Trust Index-Membership survey)

Key Performance Indicators

- Quarterly newsletter is produced
- Increase in membership
- Increase in attendees at conference
- Number of states adopting IIMQS
- Increased operating budget
- Number of donations
- Number of donors
- Amount of total donations
- Number of media hits
- Number of website hits
- Amplification rates
- Applause Rates
- Conversation rates
- Percent of performance goals (Lines of effort) met