



**2025–2030 National Hazard
Mitigation Association (NHMA)
Strategic Plan**

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Executive Summary

Overview of the Strategic Plan

The National Hazard Mitigation Association's Strategic Plan is designed to guide the organization through the next five years from 2025–2030 with a clear vision and focused objectives aimed at enhancing risk reduction that improves community resilience. Central to this plan is the development and deployment of a comprehensive disaster risk reduction curriculum and risk mitigation strategies that address the increasing complexities of natural hazards events and disasters.

This strategic plan aims to leverage our established strengths and recent initiatives as NHMA to further enhance community resilience to the impacts of natural hazards. By focusing on these key areas, NHMA intends to lead by example in promoting effective hazard mitigation strategies.

Key Elements include:

1. Education and Training : Continue development, improvement and delivery of NHMA Disaster Risk Reduction Curriculum, ensuring that training materials are reflective of the best science and hazard mitigation practices with movement to credentialing and a certification program.
2. Community Engagement: Expand delivery of the NHMA DRR Curriculum further and broaden engagement opportunities to provide practitioners and communities with up-to-date, actionable information on hazard mitigation.
3. Partnerships and Collaborations: Strengthen ties with existing partners like ASFP, IAEM, NEMA, APA, USACE Silver Jackets, and the Natural Hazard Center, and explore new partnerships that can offer technological, academic and career resources for improving the practice of hazard mitigation.

Vision, Mission, and Core Values

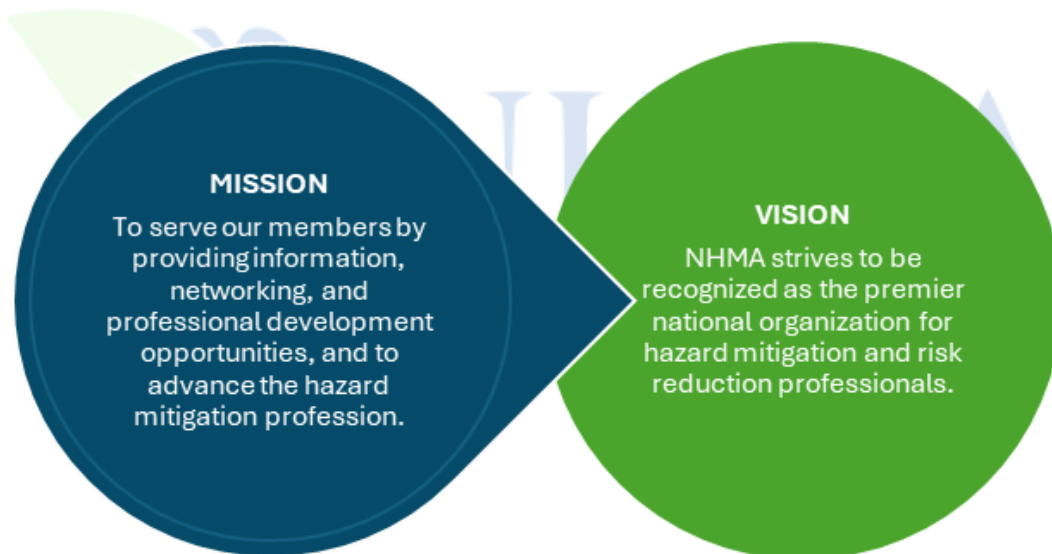
The NHMA promotes natural hazards risk reduction through mitigation planning, outreach, technical assistance, training and “research to practice” activities. This is accomplished by creating forum(s) to:

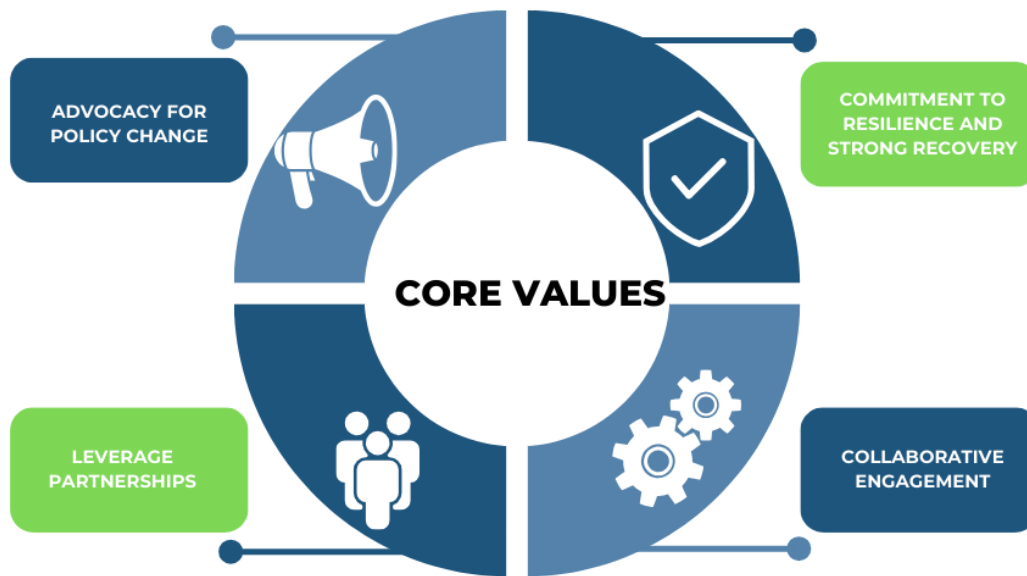
- Promote steps to reduce the risk and consequences of natural hazards.
- Share ideas and experiences across a wide range of mitigation practitioners and populations.
- Develop a thoughtful and unified voice that resonates with community leaders, government officials, decision-makers, and community populations at risk to natural hazards.
- Promote greater awareness of the benefits of safe and resilient development.
- Develop strategies that address an efficient lifecycle approach to multi-hazard community resilience.

- Explore advancements in hazard mitigation programs and projects, and, when necessary, advocate for policy and regular changes.
- Encourage, challenge, and incentivize communities to incorporate hazard mitigation into governmental and political leadership dialogue for pre-disaster recovery activities and opportunities.

Our overall vision, mission, goals, objectives, and program/planning strategy will be implemented by creating dynamic, highly interactive forums to:

- Share ideas and experiences in disaster risk reduction for populations at risk to natural hazards.
- Develop and collaborate on a thoughtful and unified voice designed to promote grass-roots efforts to achieve actionable and measurable risk reduction outcomes from natural hazards.
- Promote greater awareness of the social, economic, environmental, and political components of safer, more resilient development.
- Advocate for programmatic changes including policy and regulation to support hazard mitigation integration at all levels of government and the individual.





1. Advocacy for Policy Change

NHMA is committed to driving meaningful, equitable policy change to promote safer and more resilient communities. We actively advocate for policies that prioritize effective hazard mitigation, disaster risk reduction, and community resilience. By working collaboratively with practitioners, we leverage on-the-ground expertise to inform and shape evidence-based policy recommendations. Engaging with policymakers, stakeholders, and the public, we strive to influence legislative, policy and program initiatives that create actionable solutions to complex hazard risks.

2. Collaborative Engagement

Work to empower and engage a broad NHMA membership with representatives from the public sector, private sector, multiple disciplines (planning, engineering, law, grants, etc.), and various levels of experience to reflect community perspectives reflective of the nation. Commit to continuous practitioner engagement that promotes integration of hazard mitigation into all levels of decision-making and program development.

3. Commitment to Community Resilience and Stronger Recovery

Enhance community resilience by assessing community risk reduction needs and providing resources and assistance before and after disaster. This includes developing and delivering disaster risk reduction training to stakeholders to facilitate actionable and resilient communities.

4. Leverage Partnerships

Foster collaborative engagement by establishing and strengthening partnerships with Federal and State Agencies, other NGOs/non-profits, educational institutions, private sector players, and international organizations. Focus on creating synergies that leverage collective expertise, resources, and productive networks to amplify the impact/effectiveness of hazard mitigation and adaptation strategies nationally and globally.

Key Strategic Priorities

Expanding Hazard Mitigation Awareness

NHMA aims to ensure that all populations have access to the resources and knowledge needed to build resilience against natural hazards.

Resource Development

Securing diverse resources and funding sources is vital to NHMA's continued growth and program delivery. Fundraising efforts aim to go beyond immediate financial needs, focusing on building a sustainable model that supports long-term initiatives. This includes developing and engaging the collective capability of the volunteer resources and expertise represented within NHMA's talented and experienced membership. Strengthening NHMA's financial foundation will expand outreach, enhance educational offerings, and deepen practitioner support for stakeholders and communities in need of disaster resilience planning and resources.

Committee Work

As the operational backbone of the organization, NHMA's committees play a crucial role in driving initiatives forward to successful outcomes. Optimizing committee capabilities, structures and functions will improve efficiency, coordination, and overall impact. By refining processes and clarifying roles, NHMA ensures that each committee aligns with the organization's strategic goals, effectively championing improvements in education and training; policy advocacy; practitioner development; and community resilience.

Outreach and Partnerships

Expanding NHMA's influence depends on building strong and effective partnerships and collaboration. Cultivating relationships with a broader network of stakeholders—from federal agencies to local community groups—will allow NHMA to amplify its voice and influence improvements to mitigation practice. Through these collaborative partnerships, NHMA will extend the reach of its Disaster Risk Reduction and Community Resilience efforts, especially in communities often overlooked in traditional resilience-building efforts and lead to positive convergence.

Organizational Overview

History and Background

The National Hazard Mitigation Association (NHMA) is a recognized 501(c)(3) nonprofit organization dedicated to advancing hazard mitigation and disaster risk reduction efforts across the nation. NHMA's mission is rooted in promoting natural hazard risk reduction and adaptation through comprehensive planning, mitigation, and adaptation strategies. Central to NHMA's approach is its 'Whole Community' forum, which brings together diverse stakeholders to share ideas, develop a unified voice, and raise awareness of the social, economic, and environmental factors essential to building safe and resilient communities. By focusing on equitable, safe, and sustainable hazard mitigation programs, NHMA ensures that future natural events do not become disasters.

In August 2013, NHMA furthered its mission by formalizing a partnership with the Federal Emergency Management Agency (FEMA) as a Cooperating Technical Partner (CTP). This partnership enhances FEMA's CTP Program, which delivers high-quality hazard identification, risk assessment products, and outreach initiatives to empower communities to take proactive steps toward reducing risk. FEMA's support for CTP partners prioritizes capacity building, leveraging local expertise, data, and resources to tailor disaster risk reduction efforts that meet the specific needs of each community. By becoming a CTP, NHMA has significantly amplified its capacity to deliver locally informed, targeted solutions for floodplain management and broader hazard mitigation challenges.

Building on this foundation, NHMA was recently awarded a FY2024 CTP grant from FEMA that will further advance the organization's work, particularly in partnerships and engagement, by addressing critical challenges in floodplain management and hazard mitigation. The grant will promote collaborative engagement, ensuring a broader range of perspectives is represented. With this support, NHMA is positioned to cultivate the next generation of leaders in hazard mitigation, contributing to the creation of safer and more resilient communities nationwide. Through the continued partnership with FEMA's CTP Program, NHMA is expanding its reach and effectiveness, working to serve all communities, and promoting natural hazard risk reduction strategies that strengthen resilience across the country.

Significant Accomplishments:

- Resilient Neighbors Network (RNN): Initially launched with 10 communities, the RNN expanded to include 14 communities, showcasing a diverse range of demographics and hazard exposures. This program was pivotal in demonstrating NHMA's commitment to tailored, community-specific resilience strategies. However, the RNN program has since concluded, marking a significant phase in NHMA's evolution as the organization continues to explore new strategies and initiatives to foster community engagement and resilience.
- Disaster Risk Reduction Ambassador (DRR-A) Curriculum: Featuring 24 comprehensive modules, this curriculum has been a cornerstone of NHMA's educational outreach, delivered in 46 states and for FEMA via HMA SMART through various delivery methods, including webinars and in-person events. The curriculum is living with ongoing updates. This widespread engagement illustrates NHMA's role in shaping national disaster preparedness education.
- Publications and Partnerships: Through significant publications and collaborations with federal, state, local entities, and NGOs, NHMA has solidified its reputation as a leader in hazard mitigation practice including impacts on policy, such as improvements to the benefit-cost analysis requirements.

Organizational Structure

Organizational Structure of NHMA

The National Hazard Mitigation Association (NHMA) operates under a collaborative structure designed to advance its mission of promoting hazard mitigation and resilience practices. Our organizational structure

includes a Board of Directors, an Executive Committee, various committees, and contract staff. The current Board, Executive Committee and committees can be found on the website: <https://nhma.info/about/>.

The NHMA Board of Directors consists of 15 voting members, each committed to guiding the strategic direction and activities of the organization. These members bring diverse expertise in hazard mitigation, community resilience, and public policy. The Board is responsible for overseeing the overall governance of NHMA and ensuring alignment with its mission and vision.

From within the Board of Directors, NHMA selects an Executive Committee to handle key decision-making responsibilities and provides leadership and direction for NHMA's day-to-day operations and strategic initiatives. The Executive Committee includes the following officers:

- President
- Vice President
- Treasurer
- Secretary

NHMA has five specialized committees that focus on advancing specific aspects of the organization's work:

1. Training and Education Committee – Develops and delivers educational resources, webinars, and workshops to enhance knowledge in hazard mitigation and resilience.
2. Membership Committee – Focuses on member recruitment, retention, and engagement to grow and sustain NHMA's community.
3. Emerging Leaders Committee – Supports and mentors the next generation of hazard mitigation professionals, fostering leadership and innovation.
4. Public Policy and Advocacy Committee – Advocates for policies that promote equitable hazard mitigation and community resilience at local, state, and national levels.
5. Conference and Webinar Committee – Plans and executes NHMA's annual Practitioner's Workshop and other key events.

Contract Staff

NHMA also relies on contract staff who provide essential support for the organization's initiatives and operations. These professionals contribute to administrative coordination, grant management, event planning, outreach, and other key functions, ensuring the seamless execution of NHMA's programs and projects.

Current Programs and Services

- Disaster Risk Reduction and Resilience (DR3) Curriculum

- Hazard Mitigation Practice Webinar Series
- RiskMAP training partnerships
- Hazard Mitigation Practitioner Certification and Credentialing (under development)
- Annual Hazard Mitigation Practitioner Meeting (in conjunction with the Natural Hazards Workshop)

Strategic Goals and Objectives

Goal 1 - Improve the nation's ability to reduce and mitigate risk from natural hazards, with an emphasis on flood risk

Objective 1: Engage stakeholders to identify and address natural hazard risk management challenges, including the effects of cascading hazard events that may also include technological and human-caused hazards.

Strategy

Through existing channels (Stakeholder Forum, committees, etc.) bring together states, tribes, territories, tribes, the private sector and other stakeholders to understand challenges and provide solutions through technical assistance, training, and advocacy. Focus on identifying vulnerabilities to cascading hazard events, including technological and human-caused risks, and advocate for policies and resources that prioritize resilience to identified challenges.

Objective 2: Engage national-level partners to identify natural hazard risk management opportunities and challenges, and develop collaborative and actionable strategies and solutions.

Strategy

Engage with opportunities to support national actions to advance hazard mitigation such as improving building code adoption, ability to navigate grants, and access to resources. The overall role for NHMA will be to serve as an “ombudsman” for assisting communities in aligning and engaging a broad portfolio of disaster risk reduction programs and grants and to provide useful feedback to federal agencies and national partners towards improving overall program/policy performance and results.

Goal 2 - Expand Hazard Mitigation Awareness

Objective: Promote Hazard Mitigation and Disaster Resilience Action

Increase participation from a broad array of stakeholders to fully mainstream hazard mitigation.

Strategy 1

Strengthen partnerships with organizations involved in hazard mitigation activities including but not limited to universities, insurance, governments, developers, private sector, and the public.

Strategy 2

Provide technical assistance and training to communities to support effective program implementation. Advocate for access to resources and funding.

Strategy 3

Partner with institutions of higher education to create opportunities for education and engagement in hazard mitigation careers.

Develop internship, mentorship and scholarship programs that encourage students to pursue careers in disaster recovery, resilience, adaptation, and hazard mitigation.

Goal 3 - Operationalize the Disaster Risk Reduction Curriculum by 2026

Objective 1

Implement the Disaster Risk Reduction Curriculum to assist States and Communities in achieving desired DRR outcomes. Addressing and mitigating known hazards in advance limits the extent of the recovery from a natural disaster that is necessary. NHMA is committed to this fundamental principle of disaster mitigation. Mitigation is the ultimate public safety.

Strategy 1

NHMA will operationalize the DRR Curriculum by 2026 and continue to make updates to the curriculum to stay ahead with the new disaster and regulations. This includes updating the current modules, identifying new modules required, and developing an implementation plan that effectively makes available this curriculum nationally in collaboration with academic institutions, Federal agencies, and other NGOs working in the DRR space. This will include a strategy to operationalize the curriculum in context with community and infrastructure resilience and mitigation programs and projects, with particular emphasis on under-served and economically challenged communities.

Goal 4 - Enhance Resource Development to Strengthen Organizational Impact

Objective 1: Strengthen NHMA's organizational capacity and impact by diversifying sources of funding and optimizing resource allocation to advance hazard mitigation and community resilience initiatives and results.

Strategy 1

NHMA will expand its impact by building collaborative partnerships with federal, state, and local agencies, private organizations, academic institutions, and community groups. These alliances will pool resources, enhance knowledge sharing through joint training and workshops, broaden advocacy for equitable policies and funding, and strengthen community engagement to address

local needs and prioritize underserved populations. Partnering with academic institutions will also drive research and innovation, ensuring effective and inclusive hazard mitigation and resilience strategies.

Strategy 2

NHMA will enhance grant acquisition efforts by systematically researching and applying for a greater number of grant opportunities each year. This will involve identifying funding prospects, align proposals with grant-funder's priorities, and build relationships with grant-making organizations. Leveraging data-driven insights, the team will prioritize high-impact grants, ensure timely submissions, and track performance to maximize funding success. By increasing its focus on grant acquisition, NHMA can secure additional resources to expand programs, drive innovation, and strengthen community resilience initiatives.

Strategy 3

Build a financial reserve fund to ensure the organization's ability to sustain operations during funding gaps or economic downturns.

Strategy 4

Increase membership through concerted, regular membership drives and recruiting. Work via the membership committee to set target membership numbers and identify resources necessary to expand messaging.

Goal 5 - Establish High Performance Committee to Lead NHMA Mission Execution

Objective 1: Align Committee Structures with Strategic Priorities

Strategy 1

NHMA will continuously conduct a comprehensive review of its existing committee functions to ensure alignment with the organization's strategic goals. This review will identify redundancies, address gaps, and uncover opportunities for greater impact. Each committee will be provided with clearly defined mandates, roles, and responsibilities to establish focus, enhance accountability, and drive efficiency. To ensure sustained performance, NHMA will implement a periodic evaluation process to assess committee effectiveness, monitor progress toward objectives, and make adjustments as needed. Through these efforts, NHMA will strengthen its committees to better support its mission of advancing hazard mitigation and community resilience.

Goal 6 - Strengthen and Deepen Outreach and Partnerships

Objective 1: Strengthen and Deepen Collaborations with Key Partners

Strategy 1

Build on existing relationships with partners such as FEMA, university partners (e.g., the Natural Hazards Center; the University of Oklahoma), ASFPM, and the U.S. Army Corps of Engineers to advance shared objectives in hazard mitigation and resilience.

Establish regular communication channels, including joint planning meetings and shared project updates, to ensure alignment and foster trust.

Strategy 2

Identify new collaborative opportunities with existing and new partners, such as co-developing training programs, research initiatives, and public awareness campaigns.

Resource Management

- Time - According to the SOW and Grant periods of performance
- Money - Grant Funding
- Personnel - Contractors, Consultants, Academic Specialists
- Membership

Financial Plan

Budget Overview

The implementation of NHMA's 2025–2030 Strategic Plan requires sufficient funding to support core initiatives and operations. Ensuring financial sustainability is critical to advancing NHMA's mission of promoting hazard mitigation, resilience, and equitable disaster risk reduction.

Expense Categories

1. Program Development & Implementation

This encompasses costs related to the development and execution of hazard mitigation workshops, training programs, webinars, and other educational initiatives.

Projected Expenses: Training materials, technology tools (e.g., webinar platforms), and travel costs for in-person events.

2. Research & Advocacy

Includes expenses for developing policy briefs, white papers, and conducting research to support NHMA's advocacy efforts.

Projected Expenses: Consultant fees, research software subscriptions, and publication costs.

3. Administrative & Operational Support

Covers the operational backbone of NHMA, including personnel salaries, office expenses, and technology infrastructure.

Projected Expenses: Staff salaries (currently 1099 contractor support), office supplies, software licenses, and IT support.

4. Grant Management & Compliance

This ensures effective oversight of Cooperating Technical Partner (CTP) grants, including reporting and compliance with federal regulations.

Projected Expenses: Accountant fees and administrative personnel.

5. Outreach & Membership Engagement

Focused efforts to expand NHMA's reach and strengthen engagement with current and prospective members.

Projected Expenses: Marketing campaigns, member recruitment events, communication tools, and content creation.

6. Annual Hazard Mitigation Practitioner's Meeting

Supports the planning and execution of NHMA's flagship event, which brings together practitioners from across the country.

Projected Expenses: Venue rental (space, IT, food), event materials, and contractor support.

Funding Sources

To meet the financial requirements of the strategic plan, NHMA will pursue diverse funding sources, including:

- Grants: Continued participation in FEMA's CTP program and exploration of new grant opportunities.
- Membership Dues: Strengthening NHMA's membership base to ensure a steady stream of revenue.
- Sponsorships: Partnering with private sector organizations and industry leaders to sponsor events and initiatives.
- Donations: Encouraging individual and corporate contributions to support NHMA's mission.
- In-Kind Contributions: Leveraging volunteer efforts and donated resources to reduce operational costs.
- Other Sources: Additional funding streams, including special project grants and partnership opportunities.

Financial Monitoring & Reporting

NHMA maintains robust financial monitoring and reporting mechanisms to ensure accountability and transparency. Key actions include:

- Regular Financial Reviews: Conducting quarterly financial reviews to track expenditures against the budget.

- Grant Reporting: Ensuring timely and accurate reporting to grant funders, including FEMA.
- Performance Metrics: Utilizing key performance indicators (KPIs) to assess financial health and program impact.

Contingency Planning

To safeguard against unforeseen financial challenges, NHMA will:

- Build a Reserve Fund: Allocate a portion of annual revenues to a reserve fund to sustain operations during periods of funding uncertainty.
- Diversify Revenue Streams: Actively pursue new funding sources to reduce dependence on any single stream.

This financial plan aims to provide the necessary resources to achieve NHMA's strategic goals while ensuring long-term organizational sustainability.

Appendix 1: Performance Measures

Key Performance Indicators

In addition to the performance measures outlined in each of NHMA's FEMA CTP grants, NHMA will also track the following performance indicators:

1. Community Engagement - Active community engagement numbers and feedback scores.
2. Educational Impact - Training delivery, training module attendance, and module update completion rates..
3. Partnership Development - Number and satisfaction levels of new and existing partnerships.
4. Operational Efficiency - Rates of grant utilization and project completion within budget and timeframe.
5. Policy Influence - Number of influenced or adopted policies and involvement in policy-making processes.
6. Members - Number of paying members and indirect participants.