

INAFSM STRATEGIC PLAN

2016 – 2020

Final Draft
July 30, 2016



Indiana Association for
Floodplain and Stormwater Management
Promoting sustainable floodplain and stormwater management

This Strategic Plan was developed to assist the INAFSM Board of Directors and its Committees in planning their activities for the next five years. The plan sets priorities to allow the Board to focus energy and resources, strengthen the association, and ensure that it and its stakeholders are working toward common goals. This particular plan is focused primarily on solidifying a strong foundation to ensure the future longevity and continued success of the association.

To help define the present purpose of INAFSM, the following Mission Statement was developed.

MISSION STATEMENT: *INAFSM serves professionals by providing educational opportunities and advocating for responsible floodplain and stormwater management*

To help define the optimal desired future state of what INAFSM wishes to achieve over time, the following Vision Statement was developed.

VISION STATEMENT: *Indiana professionals practice responsible floodplain and stormwater management for the well-being of the public trust*

The following Tagline was developed to succinctly communicate what INAFSM does in various types of promotional and other association materials.

TAGLINE: *INAFSM promotes sustainable floodplain and stormwater management*

The following statements of principles or values for INAFSM are taken directly from our current by-laws and were included in the original, founding set of by-laws for the association.

STATEMENTS OF PRINCIPLES/VALUES FOR INAFSM

- Proper and professional floodplain and stormwater management
- Providing a strong value proposition for all members
- Inspired commitment to professional development
- Educate and inform stakeholders
- Encourage and facilitate the exchange of ideas
- Study and support applicable legislation

The INAFSM Executive Board has developed the following list of Strategic Goals for the INAFSM Board of Directors and its Committees to complete over the course of the next 5 years. The goals were then prioritized based on the level of urgency for implementation based on a High (H), Medium (M), or Low (L) scale.

FIVE-YEAR (2016-2020) STRATEGIC GOALS

1. Develop INAFSM Governance Succession Plan (H)
2. Ensure INAFSM financial resources are properly managed (H)
3. Align Committees with Board Goals & Procedures (M)
4. Create relationships with external stakeholders (M)
5. Increase number of INAFSM members (L)
6. Develop Marketing & PR Program (L)

Each of the goals listed above were examined individually to develop a list of Key Initiatives to help detail the work that needs to be accomplished for each goal. These initiatives were then prioritized based on the level of urgency for implementation based on a High (H), Medium (M), or Low (L) scale.

FIVE-YEAR (2016-2020) STRATEGIC GOALS AND INITIATIVES

Strategic Goal #1: Develop INAFSM Governance Succession Plan (H)

Key Initiatives:

1. Create template for each INAFSM Board member to write a job description and list of duties for their position (H)
2. Assemble 3-ring binders and digital files of essential Board information for each position and then each binder would be passed on to the next person to take that position (H)
3. Establish and maintain a listing of all Board actions (H)
4. Ensure proper board management through the development of ethics policies, having appropriate insurance coverage, holding annual training on responsibilities and potential liabilities, as well as, operating in accordance with the bylaws (Roberts Rules of Order) (M)
5. Prepare Board member training materials on basic responsibilities, procedures, etc. to facilitate smoother transitions/smaller learning curves for incoming Board members (L)
6. Develop future officer candidate program (L)

Strategic Goal #2: Ensure INAFSM financial resources are properly managed (H)

Key Initiatives:

1. Develop Financial Plan including procedures for budgeting, expense approvals, control of finances, audits, renewal/maintenance of non-profit status, renewal/maintenance of Board insurance, etc. (H)
2. Assess financial handling procedures and policies including but not limited to bonding, bank statements shared with the board, credit card statements shared with the board, check log for receivables be made part of treasurer's report (H)
3. Contract an audit company for routine audits. (H)
4. Ensure policies meet [GAAP](#) (Generally Accepted Accounting Principles) - guidelines set in place by the Financial Accounting Standards Board and the American Institute of Certified Public Accountants for public and private companies as well as nonprofits (H)
5. Establish account to maintain a minimum of one year's operating costs (H)
6. Evaluate INAFSM income and expense sources to analyze appropriate membership rates as well as other organizational needs (M)

Strategic Goal #3: Align Committees and Liaisons with Board Goals & Procedures (M)

Key Initiatives:

1. Develop List of Board committees and Liaisons, and organization chart to include on website (H)
2. Create communication and operating procedures for Board committees and Liaisons, and their groups (M)
3. Committee Chairs and Liaisons work with Board to develop goals for their activities for the following year (M)
4. Committee Chairs and Liaisons work to engage more members in order to receive the support they need to accomplish their goals. (M)

Strategic Goal #4: Create relationships with external stakeholders (M)

Key Initiatives:

1. Define INAFSM Stakeholders (H)
2. Develop Spreadsheet of External Stakeholders to contact (H)
3. Work with Outreach Committee to prepare stakeholder specific marketing and PR materials (M)
4. Contact stakeholders and maintain regular contact to forward INAFSM goals (M)

Strategic Goal #5: Increase number of INAFSM members (L)

Key Initiatives:

1. Create Membership Committee List of Tasks (H)
2. Compose list of membership benefits with text for INAFSM website and promotional materials (H)
3. Work with Outreach Committee to prepare membership specific marketing and PR materials (H)
4. Develop new member/welcome membership packet (M)
5. Contact and/or survey various groups such as previous members who have not renewed to determine reasons for non-renewals (M)
6. Identify sources and liaisons, and develop action plan for reaching out to students (L)

Strategic Goal #6: Develop Outreach Committee Marketing & PR Program (L)

Key Initiatives:

1. ~~Shoot brief video testimonials regarding the benefits of INAFSM membership to add to website completed in 2016~~ (H)
2. Establish team and develop social media marketing plan and SOPs for Board approval (H)
3. Develop INAFSM Annual Report template and begin producing annual report each year (H)
4. Work with other Committees to prepare overall association marketing and PR materials (M)
5. Develop List of events to attend, set up, and staff INAFSM booth for Board approval at the November Board meeting for the following year (L)

NEXT STEPS

~~The next step for the Board is to present this final draft plan to the INAFSM membership for comment and then ratification at the General Membership Meeting to be held on Thursday September 8, 2016. Completed on September 8, 2016~~ The Board will then develop and initiate a Work Plan to direct its time, energy, and resources towards completing each of the noted 6 Strategic Goals over 2016 through 2020. While the Board is implementing the Work Plan, we assume that the working committees and membership will continue their great work towards promoting sustainable floodplain and stormwater management.

The current vision for the next Strategic Plan which will cover years 2021 through 2025 is to focus on continuing to build INAFSM as a key resource for responsible floodplain and stormwater management which would include developing items such as information depositories, policies, white papers, legislative materials, etc.