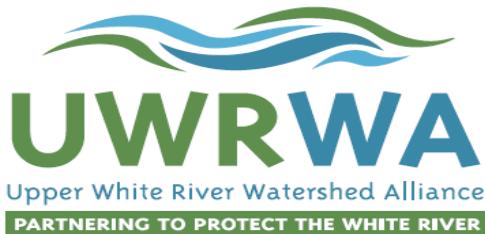
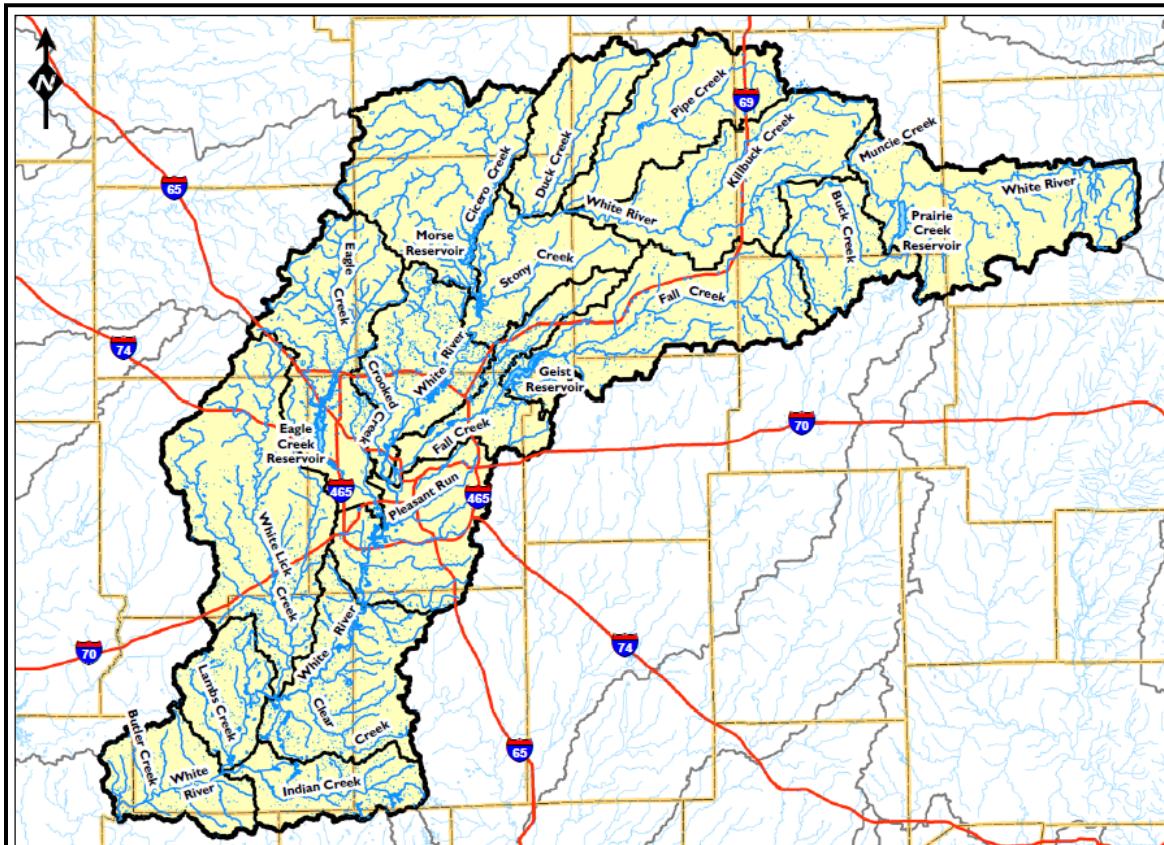


Upper White River Watershed Alliance



5 Year Strategic Plan 2012-2016



1.7 MILLION ACRES, 16 COUNTIES, 1 FOCUS...

PARTNERING TO PROTECT THE WHITE RIVER WATERSHED

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OUR ORGANIZATION

The Upper White River Watershed Alliance (UWRWA) was formed in 1999 through a local municipal initiative. Not long thereafter, a substantial fish kill occurred as a result of a pollution incident along the White River near Anderson, Indiana. Since that time, public and municipal concern regarding overall water quality in the river continues to rise. Urban development pressures, concern for the quality of area drinking water supplies, and other causes of impairments drive the Alliance's activities.

Our projects, partnerships, and stakeholders are defined by the geographic boundaries of the Upper White River Watershed. This watershed is identified as the geographic region with the 8-digit hydrologic unit code (HUC) designation 05120201, as referenced by the United States Department of Agriculture Natural Resource Conservation Service and as delineated by the United States Geological Survey, commonly known as the Upper West Fork of the White River Watershed. The watershed encompasses a 2719.6 square mile area (1,740,544 acres) within central Indiana. It extends across sixteen (16) counties including significant portions of Hancock, Marion, Hendricks, Johnson, Hamilton, Morgan, Boone, Tipton, Madison, Henry, Delaware, and Randolph Counties, as well as smaller portions of Owen, Monroe, Brown, and Clinton Counties.

Our membership includes numerous public and private stakeholders representing various geographic, political and social constituencies in the watershed. All general membership and committee meetings (with the exception of the Executive Committee) are open to the public.

OUR MISSION STATEMENT

The Upper White River Watershed Alliance (UWRWA) is a non-profit coalition of local governments, educators, allied organizations, industries and citizens working together to improve and protect water resources throughout Central Indiana.

OUR VISION STATEMENT

The Upper White River Watershed Alliance serves as the premier resource for regional water quality by creating positive change through projects and educational initiatives that improve the White River Watershed for all users.

OUR ACCOMPLISHMENTS

We boast a website full of watershed and water quality data, as well as several hands-on tools and public engagement elements. Other notable accomplishments include maintenance of a strong, diverse membership base, important technical training workshops and certification opportunities, a state-recognized regional stormwater education program, dozens of successful cost-share projects, and the development of a multi-county, month-long annual River Festival. We have received several prestigious awards related to these accomplishments in the past decade, namely:

TECHNICAL EXPERTISE & TRAINING

- Water Quality/Chemistry
- Storm Water Management
- Low Impact Development
- Land Use Planning
- Ordinance Design
- Stream Hydrology
- Wetland Ecology
- Biological Integrity Indices
- Public Health Concerns
- E. coli & Bluegreen Algae
- Public Education

- Governor's Award for Environmental Excellence for our Clear Choices Clean Water program campaigns in 2012 – this award recognizes Indiana leaders who have identified and implemented innovative environmental practices into their programs and facilities with measurable results.
- Telly Award for Overall Effectiveness of a Cause-Related Spot in 2012; our no-phosphorus fertilizer television spot placed 2nd for Superior Art Direction
- Outstanding Achievement Award – Private Sector Innovation from the Indiana Water Resources Association in 2011 for our development of and leadership surrounding the Clear Choices Clean Water Program
- Local Government Cooperation Award from the Indiana Association of Counties (IAC) in 2004 for our regional approach to improving water quality through the implementation of the Upper White River GIS system? Database? Map resource?

OUR GOALS

Our five broad goals will work hand in hand to create tangible member benefits. The nature of our diverse membership allows for important collaboration and resource exchange, and we aim to tap these resources to develop strategic member benefits that will forward the Vision of our organization.

Goal 1: Build and Foster Regional Partnerships

Goal 2: Develop and Implement Impactful, Effective Programs and Projects

Goal 3: Be a Recognized Technical Resource for Water and Watershed Issues

Goal 4: Create a Sustainable Membership Community with Shared Goals

Goal 5: Manage, Expand, and Leverage Funding with Other Resources to Support Our Mission

GOAL DEVELOPMENT

To achieve our mission, an ambitious set of strategies were developed to address each goal. These strategies (or objectives) are detailed in the tables below. The following timetable describes the priority assigned to each strategy.

Immediate =	Year 1	2012 - 2013
Priority =	Year 1-3	2012 – 2014
Long-term =	Year 3-5	2014 – 2016

STRATEGIC MEMBER RESOURCES

- Stormwater Best Management Practice (BMP) Decision Tool & Other Supporting Documents & Templates
- Storm Water Educational Materials Clearinghouse
- Regional & Local Water Resource Planning Materials, GIS Resources & Prepared Presentations
- Collaborative Funding Opportunities & Grant Sponsorship
- Cross-Promotional Opportunities & Elevated, Shared Messaging/Programs

OUR STRATEGIES

Goal 1: Build and Foster Regional Partnerships	
Strategies	Priority
Brand the river festival in a way that allows for all partners to participate	Immediate
Generate list of all possible partner organizations and contacts	Immediate
Identify top 20 key partners and host one on one meetings with them	Immediate
Meet with professional organizations (IWEA, SWAC, INAFSM) to discuss overlap in efforts and better understand their initiatives	Immediate
Continue to reach out to more MS4s	Immediate
Increase project engagement by seeking out partners/alliances	Immediate/Priority
Activate partners in Alliance outreach activities – advertising events, publicizing successes, etc.	Immediate/Priority
Meet with industry and present to them about water quality and quantity concerns to expand positive relationship; specifically focus on building a network of the key people who are in charge of "source protection" and long range planning for quantity/quality.	Immediate/Priority
Develop partnerships with end users (water company, Nestle, etc.)	Immediate/Priority
Pursue formal membership with partners	Priority
Contact EPA about resource partnering and project recognition	Priority
Host event with personal IDEM contacts that Board has to discuss Alliance, priorities, policies, etc.	Priority
Engage public officials in our work by emphasizing water quality's links to permits and public health	Priority
Reach out to outdoor enthusiasts and organizations (like fishing & hunting groups) through boat, sport, and travel show, etc.; seek project specific sponsorships	Priority
Be active in partner initiatives/programs	Priority/Long-term
Partner with academia on grants, research collaboration, and/or research projects	Priority/Long-term
Work with IDEM on communication and enforcement; follow-up on habitual non-compliant dischargers	Priority/Long-term
Create relationships with health departments to address unsewered communities	Long-term
Goal 2 – Develop and Implement Impactful, Effective Programs and Projects	
Strategies	Priority
Facilitate successful LID practices/protocol development (inspection training or ordinance reform for example)	Immediate
Focus on existing programs, link efforts to these (Clear Choices, 319 grant, river festival)	Immediate/Priority
Mature the Festival into a sustainable, well publicized, well developed event	Immediate/Priority
Continue strengthening regional MS4 public education and involvement program	Immediate/Priority
Identify synergies with other partners' programs (particularly water utilities); cross promote our programs	Immediate/Priority
Foster LID or LID hybrid projects that will serve as regional models for developers, land planners, consultants, engineers and the public. Highlight the cost benefit/sustainability as well as environmental benefits	Immediate/Priority
Promote Low Impact Development strategies to key economic development professionals and stormwater staff	Immediate/Priority
Develop outreach programs and tools for land use planners that promote watershed-wide planning and open-space planning	Immediate/Priority
Utilize FLOW exhibit and materials	Immediate/Priority

Work with partner agencies to promote urban conservation and BMPs through the development of agency-approved technical standards for urban practices and increased or expanded cost-share funding	Immediate/Priority/Long-term
Continue stream clean-ups, float trips, & other volunteer action days to get more people connected to the river, its uses, threats, conditions, and needs	Immediate/Priority/Long-term
Implement existing watershed management plan recommendations and address key pollution sources in critical areas	Immediate/Priority/Long-term
Promote protection/enhancement of existing resources, such as wetlands and stream corridors while keeping them accessible to the public; engage in Greening the Crossroads	Immediate/Priority/Long-term
Create coordinated well-head protection efforts to leverage messaging and awareness and work toward better planning and protection of these areas	Immediate/Long-term
Develop program to help MS4s with IDDE issues; provide guidance, technical support, etc.	Priority
Focus new outreach effort on small reservoir management. Many of these reservoirs could benefit from naturalized edge plantings and other residential best management practices. Steep erodible ravines entering many of these reservoirs are being impacted by the stormwater from residential development around them	Priority
Create strategies to get information into poorer neighborhoods	Priority
Make links or advancements in school programming via distribution of current educational/technical materials or partners programs like DSE	Priority/Long-term
Create fact sheets/outreach materials focused on the importance of water and keeping it clean	Priority/Long-term
Develop standardized presentations/messages and shared materials about water, urban conservation, & native plantings with partners (master gardeners, habitat stewards, Indiana Wildlife Federation, festival partners and other groups currently doing this type of work)	Priority/Long-term
Promote shoreline buffer program (through CCCW and DNR lakescaping resources)	Priority/Long-term
Develop and promote golf course program (BMPs implementation, nutrient management)	Priority/Long-term
Host summits (panel discussions, host national experts, etc.) that help raise awareness on water quality and quantity concerns facing Central Indiana	Priority/Long-term
Engage in policy discussion or action (such as permitting, compliance, TMDLs, water use/reuse, land use, IDEM enforcement issues, lack of effective leadership & funding, upcoming water use and withdrawal legislation, defining/clarifying terminology, 401 project review & local mandates, regulating ag, funding IDEM & other water quality programs/projects throughout the state, development in the floodplain)	Priority/Long-term
Expand the Clear Choices program to include more campaigns	Long-term
Focused events and presentations for K-12 school systems, HOAs, and general public	Long-term
Promote urban reforestation programs and residential forested buffers; develop outreach program and residential forestry resources	Long-term
Develop inspector licensing program for construction inspections and post-construction BMP inspections	Long-term
Develop an outreach program and planning guidance to assist county or municipal transportation planner in lessening impacts associated with transportation projects such as induced sprawl, increased road runoff, and unintended utility expansion and rezoning	Long-term
Work on wide-scale promotion and implementation of agricultural conservation practices. Secure funding to cost-share on these key practices	Long-term
Improve drainage management approaches in coordination with the county surveyors	Long-term
Develop and promote wide-spread coordination on septic system education and development of incentives or regulatory/enforcement change	Long-term
Promote sustainable forestry practices among planning professionals. Promote/foster discussions on steep soil loss management and the development of protective ordinances for these areas	Long-term
Promote reforestation over harvested areas in southern forested hills region	Long-term
Conduct workshops for forestry contractors on BMPs, sustainable practices, and the quality of the overall White River watershed. Utilize the DNR's public education efforts to raise awareness about forestry best management practices	Long-term

Create education program about the effects of invasive species and their role in impacting water quality and habitat	Long-term
Highlight waterways within communities by installing signage or otherwise drawing attention to them	Long-term
Goal 3 – Be a Recognized Technical Resource for Water and Watershed Issues	
Strategies	Priority
Define our membership publically	Immediate
Increase exposure of organization and name recognition	Immediate
Continue to work with agencies on large projects	Immediate
Describe future plans and directions to public	Immediate/Priority
Hold regular informational meetings (quarterly?); facilitate notable guest speakers; create speaker bureau	Immediate/Priority
Research possibility of funding in-stream monitoring equipment at key points along the White River	Immediate/Priority
Be the media go-to voice on water issues; have member experts on hand for media	Immediate/Priority/Long-term
Develop guidance for IDDE requirements	Priority
Create targeted marketing strategy for promoting UWRWA as the "go-to" resource	Priority
Offer NPDES permit assistance	Priority
Develop white papers on technical topics	Priority/Long-term
Develop network of volunteer monitors; do regular HR trainings; conduct dip-in days and/or sampling schedule	Priority/Long-term
Develop monitoring program to enhance current knowledge and verify accuracy or information we have	Priority/Long-term
Continue to enhance outreach program (workshops, host speakers, etc.); consider focus on sampling to improve knowledge on data collection and analysis	Priority/Long-term
Solidify, clarify, document resources to insure credibility	Long-term
Develop peer review program for data being published, shared, or used for education	Long-term
Consolidate water quality data from various agencies & provide user friendly portal to access and visualize (including historical data and most up-to-date information/statistics as well as standards)	Long-term
Conduct gap analysis on what we have and what we need in the way of technical resources	Long-term
Conduct a Rapid Watershed Assessment (NRCS/EPA; see Oregon example)	Long-term
Obtain information regarding potential projects and development proposals that might cause water issues; develop/engage in notification system	Long-term
Work with partners like HEC to understand potential hazards and possible cause and correction activities for the issue.	Long-term
Monitor growth in areas in an effort to protect the watershed	Long-term
Lead statewide efforts for a statewide watershed expert, resources, web support and other organizational issues.	Long-term
Goal 4 – Create a Sustainable Membership Community with Shared Goals	
Strategies	Priority
Describe current activities of organization	Immediate
Describe mission of organization	Immediate
Describe future plans and directions to the public	Immediate
Advance MS4 membership through personal contacts – highlight IDEM endorsement and opportunity to reduce fines or audit concerns	Immediate

Create specific facts sheets to recruit various groups	Immediate/Priority
Inventory which professional organizations our Board and Committee members belong to and seek opportunities with those organization to talk about the Alliance	Immediate/Priority
Develop clear activities that allow for engagement, enrichment, and participation	Immediate/Priority/Long-term
Continue to provide high-quality technical workshops, conference, certifications, data resources that serve diverse audiences	Immediate/Priority/Long-term
Use survey data or face to face meetings to identify member needs	Priority
Goal 5 – Manage, Expand, and Leverage Funding and Other Resources to Support Our Mission	
Strategies	Priority
Engage with Lilly on upcoming Science in the City/waterways program	Immediate
Develop sales pitch and donation mechanisms for Festival in effort to secure long-term funding among partners or festival event participants	Immediate
Pursue more corporate sponsorships (corporate users need to produce good-will/green image)	Immediate
Create plan for fundraising and securing sustainable funding for operations (including full-time coordination budget)	Immediate
Acquire physical office space	Immediate
Submit our tangible services/products (education/Clear Choices, BMP selection tool, etc.) for awards/recognition	Immediate/Priority
Use board skills/connections; provide clearer roles and expectations and follow-up for better accountability	Immediate/Priority
Publish articles or success stories in Living Green, IBI, INPAWS, TNC, CILTI publications, SustainIndy newsletter, other local newsletters to increase name recognition	Immediate/Priority/Long-term
Partner with Park Foundations on naturalizing waterway initiatives, or other crossover projects	Immediate/Priority/Long-term
Investigate the opportunity for UWRWA membership to count toward programs like the Green Business Program at the Indy Chamber	Priority
Explore 'first referral strategies' associated with CICF, LISC, IACT, KIB, Keep Noblesville Beautiful, etc. through individual meetings with such organizations	Priority
Seek out training on fundraising/donation solicitation for board members	Priority
Speak to all area Chamber of Commerce organizations; revisit annually	Priority/Long-term
Target protection of floodplain properties by partnering with TNC on Brown County Hills project (forest banking program), Sycamore Land Trust, and the Central Indiana Land Trust	Priority/Long-term
Coordinate with ISDA/NRCS to promote CREP funding for key agricultural practices and expansion of On-Farm network to aid in reduced fertilizer applications	Priority/Long-term
Partner with academia to secure grants, collaborate on research, or sponsor large research projects	Priority/Long-term
Explore links to outdoor enthusiasts groups that have funding or complimentary projects (Duck Unlimited, BASS, etc.); attend chapter meetings	Long-term
Capitalize on watershed permitting opportunities (initiatives with storm, CSO, & wastewater) as EPA favors watershed models & continues to push people that way	Long-term

PLAN IMPLEMENTATION

Our diverse membership allows us to have several committees and contractors who work to implement this Plan. The committees include: the Board & Membership/Development Committee, the Technical Committee, and the Education Committee. These committees work together with the contracted Coordinator(s) to implement the above strategies in order to reach the intended goals.

BOARD & MEMBERSHIP/DEVELOPMENT COMMITTEE

The Board & Membership/Development Committee's primary task is to develop administrative policies associated with the plan and insure its implementation, monitoring the progress of the Strategic Plan and updating as necessary. The Board & Membership/Development Committee is also tasked with developing annual budgets, conducting financial planning, and insuring the financial security of the organization. The appointment of subcommittees as necessary is also the responsibility of the Board. In addition to the business tasks of this committee, they are also charged with the recruitment and orientation of new members. They will assist with the development of several items to help with the outreach and marketing of the organization, including refinement and advancement of the Business Plan, identification and development of member benefits, member recognition programs, and a Board training program.

Board & Membership/Development Committee Work Plan	
Strategies	Priority
Describe mission of organization	Immediate
Describe future plans and directions	Immediate
Describe current activities of organization	Immediate
Advance MS4 membership through personal contacts – highlight IDEM endorsement and opportunity to reduce fines or audit concerns	Immediate
Generate list of all possible partner organizations and contacts	Immediate
Identify top 20 key partners and host one on one meetings with them	Immediate
Develop sales pitch and donation mechanisms for Festival in effort to secure long-term funding among partners or festival event participants	Immediate
Create specific facts sheets to recruit various groups	Immediate
Pursue more corporate sponsorships (corporate users need to produce good-will/green image)	Immediate
Meet with professional organizations (IWEA, SWAC, INAFSM) to discuss overlap in efforts and better understand their initiatives	Immediate
Create plan for fundraising and securing sustainable funding for operations (including full-time coordination budget) – namely a Business Plan	Immediate
Use board skills/connections; provide clearer roles and expectations and follow-up for better accountability	Immediate/Priority
Inventory which professional organizations our Board and Committee members belong to and seek opportunities with those organization to talk about the Alliance	Immediate/Priority
Insure focus remains on existing programs, link efforts to these programs (Clear Choices, 319 grant, Festival)	Immediate/Priority
Mature the Festival into a sustainable, well publicized, well developed event	Immediate/Priority
Meet with industry and present to them about water quality and quantity concerns to expand positive relationship; specifically focus on building a network of the key people who are in charge of "source protection" and long range planning for quantity/quality.	Immediate/Priority
Increase project engagement by seeking out partners/alliances	Immediate/Priority
Develop partnerships with end users (water company, National Starch, etc.)	Immediate/Priority

Submit our tangible services/products (education/Clear Choices, BMP selection tool, etc.) for awards/recognition	Immediate/Priority
Seek out training on fundraising/donation solicitation for board members	Priority
Pursue formal membership with partners	Priority
Be active in partner's initiatives/programs	Priority/Long-term
Partner with academia on grants, research collaboration, and/or research projects	Priority/Long-term
Contact EPA about resource partnering and project recognition	Priority
Host event with personal IDEM contacts that Board has to discuss Alliance, priorities, policies, etc.; start building that relationship	Priority
Engage in policy discussion or action (such as permitting, compliance, TMDLs, water use/reuse, land use, IDEM enforcement issues, lack of effective leadership & funding, upcoming water use and withdrawal legislation, defining/clarifying terminology, 401 project review & local mandates, regulating ag, funding IDEM & other water quality programs/projects throughout the state, development in the floodplain)	Priority/Long-term
Work with IDEM on communication and enforcement; follow-up on habitual non-compliant dischargers.	Priority/Long-term
Obtain information regarding potential projects and development proposals that might cause water issues; develop/engage in notification system	Long-term

TECHNICAL COMMITTEE

The Technical Committee is charged with the development of technical resources and the implementation of any on-the-ground projects. They will review technical aspects of UWRWA projects and/or partner's projects as needed. Technical elements of the website will be maintained by the Technical Committee, who also directs activities associated with the implementation of project grants such as cost-share programs or other site specific projects. At the time this Plan was developed, the Technical Committee was just beginning to implement a large-scale cost-share program linked to a 319 grant from the Department of Environmental Management (IDEM).

Technical Committee Work Plan	
Strategies	Priority
Describe future plans and directions	Immediate
Facilitate successful LID practices/protocol development (inspection training or ordinance reform for example)	Immediate
Foster great LID or LID hybrid projects that will serve as regional models for developers, land planners, consultants, engineers and the public. Highlight the cost benefit/sustainability as well as environmental benefit	Immediate/Priority
Promote Low Impact Development strategies to key economic development professionals and stormwater staff	Immediate/Priority
Identify top 20 key partners and host one on one meetings with them	Immediate/Priority
Develop outreach programs and tools for land use planners that promote watershed-wide planning and open-space planning.	Immediate/Priority
Focus on existing programs, link efforts to these and to each other (Clear Choices, 319 grant, Festival)	Immediate/Priority
Implement existing watershed management plan recommendations and address key pollution sources in critical areas.	Immediate/Priority/Long-term

Work with partner agencies to promote urban conservation and BMPs through the development of agency-approved technical standards for urban practices and increased or expanded cost-share funding	Immediate/Priority/Long-term
Partner with Park Foundations on naturalizing waterway initiatives, or other crossover projects	Immediate/Priority/Long-term
Promote protection/enhancement of existing resources, such as wetlands and stream corridors while keeping them accessible to the public; engage in Greening the Crossroads	Immediate/Priority/Long-term
Continue to provide high-quality technical workshops, conference, certifications, data resources that serve diverse audiences	Immediate/Priority/Long-term
Develop program to help MS4s with IDDE issues; provide guidance, technical support, etc.	Priority
Develop and promote golf course program (BMPs implementation, nutrient mgmt)	Priority/Long-term
Develop network of volunteer monitors; do regular HR trainings; conduct dip-in days and/or sampling schedule	Priority/Long-term
Develop monitoring program to enhance current knowledge and verify accuracy or information we have	Priority/Long-term
Target protection of floodplain properties by partnering with TNC on Brown County Hills project (forest banking program), Sycamore Land Trust, and the Central Indiana Land Trust	Priority/Long-term
Coordinate with ISDA/NRCS to promote CREP funding for key agricultural practices and expansion of On-Farm network to aid in reduced fertilizer applications	Priority/Long-term
Develop white papers on technical topics	Priority/Long-term
Develop peer review program for data being published, shared, or used for education	Long-term
Consolidate water quality data from various agencies & provide user friendly portal to access and visualize (including historical data and most up-to-date information/statistics as well as standards)	Long-term
Conduct a Rapid Watershed Assessment (NRCS/EPA; see Oregon example)	Long-term
Work with partners like HEC to understand potential hazards and possible cause and correction activities for the issue.	Long-term
Monitor growth in areas in an effort to protect the watershed	Long-term
Promote urban reforestation programs and residential forested buffers; develop outreach program and residential forestry resources	Long-term
Develop inspector licensing program for construction inspections and post-construction BMP inspections	Long-term
Develop an outreach program and planning guidance to assist county or municipal transportation planners in lessening impacts associated with transportation projects such as induced sprawl, increased road runoff, and unintended utility expansion and rezoning	Long-term
Work on wide-scale promotion and implementation of agricultural conservation practices. Secure funding to cost-share on these key practices	
Improve drainage management approaches in coordination with the county surveyors.	Long-term
Develop and promote wide-spread coordination on septic system education and development of incentives or regulatory/enforcement change.	Long-term
Conduct workshops for forestry contractors on BMPs, sustainable practices, and the quality of the overall White River watershed. Utilize the DNR's public education efforts to raise awareness about forestry best management practices.	Long-term
Create relationships with health departments to address unsewered communities	Long-term
Solidify, clarify, technical document resources to insure credibility	Long-term

Conduct gap analysis on what we have and what we need in the way of technical resources	Long-term
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EDUCATION COMMITTEE

The Education Committee is charged with the task of developing our Regional Stormwater Education/Involvement Program and associated messages, including managing the budget and deliverables for the regional Municipal Separate Storm Sewer System (MS4) program. The Education Committee will develop education resources and programs or workshops, and maintain these elements on the website. In addition to the development of programs and resources, they will continually seek out grants and funding for advancement of said resources and potential projects. The Education Committee will work to expand the Regional Stormwater Education/Involvement Program via the inclusion of additional MS4 communities, as well as recruit broader representation and participation within the Committee.

Education Committee Work Plan	
Strategies	Priority
Describe future plans and directions to public	Immediate
Advance MS4 membership through personal contacts – highlight IDEM endorsement and opportunity to reduce fines or audit concerns	Immediate
Brand the river festival in a way that allows for all partners to participate	Immediate
Create fact sheets/outreach material focused on the importance of water and keeping it clean	Immediate
Focus on existing programs, link efforts to these and to each other (Clear Choices, 319 grant, Festival)	Immediate/Priority
Mature the Festival into a sustainable, well publicized, well developed event	Immediate/Priority
Utilize FLOW exhibit and materials	Immediate/Priority
Develop outreach programs and tools for land use planners that promote watershed-wide planning and open-space planning.	Immediate/Priority/Long-term
Activate partners in Alliance outreach activities - advertising events, publicizing successes, etc.	Immediate/Priority
Identify synergies with other partners' programs (particularly water utilities); cross promote our programs	Immediate/Priority
Create coordinated well-head protection efforts to leverage messaging and awareness and work toward better planning and protection of these areas	Immediate/Priority
Publish articles or success stories in Living Green, IBI, INPAWS, TNC, CILTI publications, SustainIndy newsletter, other local newsletters to increase name recognition	Immediate/Priority/Long-term
Develop clear activities that allow for engagement, enrichment, and participation	Immediate/Priority/Long-term
Continue stream cleanups, float trips, & other volunteer action days to get more people connected to the river, its uses, threats, conditions, and needs	Immediate/Priority/Long-term
Continue to provide high-quality technical workshops, conference, certifications, data resources that serve diverse audiences	Immediate/Priority/Long-term
Be the media go-to voice on water issues; have member experts on hand for media	Priority/Long-term
Engage public officials in our work by emphasizing water quality's links to permits and public health	Priority

Focus new outreach effort on small reservoir management. Many of these reservoirs could benefit from naturalized edge plantings and other residential best management practices. Steep erodible ravines entering many of these reservoirs are being impacted by the stormwater from residential development around them	Priority
Create strategies to get information into poorer neighborhoods	Priority
Develop network of volunteer monitors; do regular HR trainings; conduct dip-in days and/or sampling schedule	Priority/Long-term
Continue to enhance outreach program (workshops, host speakers, etc.); consider focus on sampling to improve knowledge on data collection and analysis	Priority/Long-term
Make links or advancements in school programming via distribution of current education/technical materials or partners programs like DSE	Priority/Long-term
Host summits (panel discussions, host national experts, etc.) that help raise awareness water quality and quantity concerns facing Central Indiana	Priority/Long-term
Develop standardized presentations/messages and shared materials about water, urban conservation & native plantings with partners (master gardeners, habitat stewards, Indiana Wildlife Federation, festival partners and other groups currently doing this type of work)	Priority/Long-term
Promote shoreline buffer program (through CCCW and DNR lakescaping resources)	Priority/Long-term
Develop and promote golf course program (BMPs implementation, nutrient mgmt)	Priority/Long-term
Partner with academia on grants, research collaboration, and/or research projects	Priority/Long-term
Develop and promote wide-spread coordination on septic system education and development of incentives or regulatory/enforcement change.	Long-term
Promote sustainable forestry practices among planning professionals. Promote/foster discussions on steep soil loss management and the development of protective ordinances for these areas.	Long-term
Promote reforestation over harvested areas in southern forested hills region.	Long-term
Conduct workshops for forestry contractors on BMPs, sustainable practices, and the quality of the overall White River watershed. Utilize the DNR's public education efforts to raise awareness about forestry best management practices.	Long-term
Create relationships with health departments to address unsewered communities	Long-term
Develop an outreach program and planning guidance to assist county or municipal transportation planners in lessening impacts associated with transportation projects such as induced sprawl, increased road runoff, and unintended utility expansion and rezoning	Long-term
Focused events and presentations for K-12 school systems, HOAs, and general public	Long-term
Promote urban reforestation programs and residential forested buffers; develop outreach program and residential forestry resources	Long-term
Expand the Clear Choices program to include more campaigns	Long-term
Highlight waterways within communities by installing signage or otherwise drawing attention to them	Long-term
Create education program about the effects of invasive species and their role in impacting water quality and habitat	Long-term

CONTRACTED COORDINATORS

The contracted Coordinators currently utilized by the Alliance are comprised of environmental consultants working for and on behalf of the Alliance to insure program deliverables are met, committees are functioning, administrative duties are being handled, and membership is advancing. The Coordination team is charged with the coordination and facilitation of all meetings, providing

guidance to the Committees, seeking and developing partnership and funding opportunities, and maintaining daily functions of the organization such as websites, database, member communication, accounting assistance, and grant reporting. The coordinator(s) also often serves as the spokesperson to the media and partner organizations. The coordination team is critical to insuring the day-to-day operations of the Alliance and the implementation of this Strategic Plan.

Coordinators Work Plan	
Strategies	Priority
Describe future plans and directions to public	Immediate
Define our membership publicly	Immediate
Pursue more corporate sponsorships (corporate users need to produce good-will/green image)	Immediate
Create plan for fundraising and securing sustainable funding for operations (including full-time coordination budget)	Immediate
Brand the river festival in a way that allows for all partners to participate	Immediate
Develop sales pitch and donation mechanisms for Festival in effort to secure long-term funding among partners or festival event participants	Immediate
Develop sales pitch and donation mechanisms for Festival in effort to secure long-term funding among partners or festival event participants	Immediate
Generate list of all possible partner organizations and contacts	Immediate
Identify top 20 key partners and host one on one meetings with them	Immediate
Meet with professional organizations (IWEA, SWAC, INAFSM) to discuss overlap in efforts and better understand their initiatives	Immediate
Engage with Lilly on upcoming Reconnecting to the Waterways program	Immediate
Continue reaching out to more MS4s	Immediate
Acquire physical office space	Immediate
Use board skills/connections; provide clearer roles and expectations and follow-up for better accountability	Immediate/Priority
Inventory which professional organizations our Board and Committee members belong to and seek opportunities with those organization to talk about the Alliance	Immediate/Priority
Submit our tangible services/products (education/Clear Choices, BMP selection tool, etc.) for awards/recognition	Immediate/Priority
Focus on existing programs, link efforts to these and to each other (Clear Choices, 319 grant, Festival)	Immediate/Priority
Increase project engagement by seeking out partners/alliances	Immediate/Priority
Activate partners in Alliance outreach activities - advertising events, publicizing successes, etc.	Immediate/Priority
Create coordinated well-head protection efforts to leverage messaging and awareness and work toward better planning and protection of these areas	Immediate/Priority
Meet with industry and present to them about water quality and quantity concerns to expand positive relationship; specifically focus on building a network of the key people who are in charge of "source protection" and long range planning for quantity/quality.	Immediate/Priority

Develop partnerships with end users (water company, National Starch, etc.)	Immediate/Priority
Publish articles or success stories in Living Green, IBI, INPAWS, TNC, CILTI publications, SustainIndy newsletter, other local newsletters to increase name recognition	Immediate/Priority/Long-term
Partner with Park Foundations on naturalizing waterway initiatives, or other crossover projects	Immediate/Priority/Long-term
Work with partner agencies to promote urban conservation and BMPs through the development of agency-approved technical standards for urban practices and increased or expanded cost-share funding	Immediate/Priority/Long-term
Promote protection/enhancement of existing resources, such as wetlands and stream corridors while keeping them accessible to the public; engage in Greening the Crossroads	Immediate/Priority/Long-term
Be the media go-to voice on water issues; have member experts on hand for media	Immediate/Priority/Long-term
Seek out training on fundraising/donation solicitation for board members	Priority
Use survey data or face to face meetings to identify member needs	Priority
Investigate the opportunity for UWRWA membership to count toward programs like the Green Business Program at the Indy Chamber	Priority
Explore 'first referral strategies' associated with CICF, LISC, IACT, KIB, Keep Noblesville Beautiful, etc. through individual meetings with such organizations	Priority
Contact EPA about resource partnering and project recognition	Priority
Host event with personal IDEM contacts that Board has to discuss Alliance, priorities, policies, etc.	Priority
Work with IDEM on communication and enforcement; follow-up on habitual non-compliant dischargers.	Priority/Long-term
Engage in policy discussion or action (such as permitting, compliance, TMDLs, water use/reuse, land use, IDEM enforcement issues, lack of effective leadership & funding, upcoming water use and withdrawal legislation, defining/clarifying terminology, 401 project review & local mandates, regulating ag, funding IDEM & other water quality programs/projects throughout the state, development in the floodplain)	Priority/Long-term
Speak to all area Chamber of Commerce organizations; revisit annually	Priority/Long-term
Develop network of volunteer monitors; conduct regular HR trainings and dip-in days or sampling schedule	Priority/Long-term
Develop monitoring program to enhance current knowledge and verify accuracy or information we have	Priority/Long-term
Partner with academia on grants, research collaboration, and/or research projects	Priority/Long-term
Target protection of floodplain properties by partnering with TNC on Brown County Hills project (forest banking program), Sycamore Land Trust, and the Central Indiana Land Trust	Priority/Long-term
Coordinate with ISDA/NRCS to promote CREP funding for key agricultural practices and expansion of On-Farm network to aid in reduced fertilizer applications	Priority/Long-term
Be active in partner initiatives/programs	Priority/Long-term
Explore links to outdoor enthusiasts groups that have funding or complimentary projects (Duck Unlimited, BASS, etc.); attend chapter meetings	Long-term
Obtain information regarding potential projects and development proposals that might cause water issues; develop/engage in notification system	Long-term
Monitor growth in areas in an effort to protect the watershed	Long-term

Capitalize on watershed permitting opportunities (initiatives with storm, CSO, & wastewater) as EPA favors watershed models & continues to push people that way	Long-term
Consolidate water quality data from various agencies & provide user friendly portal to access and visualize (including historical data and most up-to-date information/statistics as well as standards)	Long-term
Develop peer review program for data being published, shared, or used for education	Long-term
Solidify, clarify, document resources to insure credibility	Long-term

OUR OUTLOOK

This Strategic Plan will be monitored and evaluated during the next five years. Our leadership believes the following will occur:

- UWRWA will remain a strong coalition committed to a common vision.
 - UWRWA will be nationally recognized for its exemplary regional watershed planning and programs.
 - UWRWA will solidify mutually supportive and beneficial relationships with community partners and affiliates.
 - UWRWA will implement partner-focused strategies to meet local and regional goals.
 - UWRWA's core membership will grow stronger and membership will increase in number and diversity.
 - UWRWA's organizational culture will be recognized as practical and results-focused with tangible member benefits.
 - UWRWA will become the dominant watershed leader, resource center and model for local watershed groups.
 - UWRWA will improve social awareness, community participation, and environmental quality associated with the White River ecosystem.
- STRATEGIC PARTNERS**

 - Municipalities
 - Soil and Water Conservation Districts (SWCD's)
 - MS4 Entities
 - County Government
 - Land Trusts
 - Consultants
 - Academicians
 - Utilities
 - Environmental Non-Governmental Organizations

Our Executive Committee and Board of Directors will revisit this Strategic Plan annually in effort to set committee structure, make appropriate budget allocations, and provide direction to the membership and contractors. We are excited about our future!

APPENDIX

ORGANIZATIONAL STRUCTURE

