



STRATEGIC PLAN 2016-2020

Vision Statement

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

GOALS

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

STRENGTHS

- We propose solutions for all audience levels/types
- We facilitate broad connectivity for regional partners; and are uniquely positioned to do so
- We have diverse affiliations and significant expertise-allowing us to leverage resources for maximum impact
- Our programs have success metrics woven into them; allowing us to routinely evaluate and improve upon our programs
- We have respected, competent professional staff and strong engaged board leadership
- We hold unique events that people enjoy & mixing
- Science with art and community
- We are well-positioned to be in the right place/right time-regional water issues & concerns are growing

OPPORTUNITIES

- Timing- local and national focus on water
- Climate change, and increased risk, from more extreme events, is generating more public awareness
- Water rationing/water rights issues are forcing innovation and solutions
- Use local-water events & issues that hit main stream media to increased presence through press
- Leverage Clear Choices - national growth for local recognition as water leader
- Indiana growth potential requires good policy and solutions to protect limited resources and manage appropriately for growth

RESOURCES

- Interdisciplinary Staff
- Board of Directors
- Working Committees:
 - Development & Fundraising
 - Communications & Media
 - Marketing
 - Programs
- Advisory/Support Committees:
 - Education Committee
 - Technical Committee
- Members
- Partners

Mission Statement

The White River Alliance improves and protects water resources throughout Central Indiana. We are an alliance of diverse interests and organizations that work together to steward the River and its watershed.

COMMUNICATION & MEDIA COMMITTEE

GOAL: Build and Foster Region Partnerships	Implementation	
Strategies	Timeframe	Resources Needed, Considerations, Contingencies
Generate list of categorized partners (existing partners, partners critical to mission, and desired partners); Determine the status of each relationship; Partners should include MS4s, major water users, public officials, outdoor enthusiasts, academics, insititutions/Festival, etc.	25-May-16	Clearly define Partner, Member, and Sponsor
ID top 20 key partners (prioritize) and ID the best process to advance the partnership (ie. one on one meetings with them, become a member of their org, collaborate project or event, presentations to their members/staff/leaders, etc.)	25-May-16	Collaborate with Marketing Committee. Provide list for review and confirmation by Board. Generate list including "next 10" after top 20
Activate partners in Alliance outreach activities – advertising events, publicizing successes, etc.	Jan-17	relies on up-to-date Alliance calendar, development of standardized communication list
Determine how to be active in Partner programming or ways to collaborate	Jan-17	Review & prepare document identifying type and level of programming partners have in place that is relevant to WRA activities. Reach out to partners with prepared document proposing programming collaboration
Maintain Alliance in the convener role among partners; Refine, advance and promote programs/vehicles that bring partners together (ie. Festival, Water Summit, Clear Choices, etc.)	Oct 2016- Jan 2017	Collaborate with Programs Committee Look at Partner programs for opportunities
Determine the best model for each vehicle	Jan-17	
ID any special opportunities for Alliance to provide value, unique services, fill voids, etc. for partners that may result long-term relationships, expansion of Alliance programs, fee-for-service revenue, etc.	Jun-17	

PROGRAM COMMITTEE

GOAL 2: Develop and Implement Impactful, Effective Programs and Projects	Implementation	
Strategies	Timeframe	Resources Needed, Considerations, Contingencies
Develop/Refine participation and/or volunteer opportunities to get more people connected to the river, its uses, threats, conditions, and needs	0-12 months	Get CCCW contact list
Inventory related existing programs in the region (partner's programs) and assess their value and collaboration opportunities (particularly utilities or other impactful partners); ID opportunities to cross promote programs	3-4 months	Link existing program needs with volunteer base; Communications Committee has first step here; get HEC Mounds Greenway slideshow
Evaluate program metrics like Google analytics, enews opens/forward, etc. to better understand what's working, who's engaged, who's sending people to Alliance pages/programs, etc.; Capitalize on and foster what's working; Course-correct what's not working	0-6	What do we have access to already?
Continue strengthening regional MS4 public education and involvement program materials/programs; Develop ala carte products, services and implementation guidance for other MS4s outside of the region; Refine key programs so they are high-quality, well-thoughtout, but yet simple 'pack and play' models (including Trained Individual and Clear Choices)	Ongoing; Complete set in 12 months	Assistance from Education Committee Define programs to pack Need pricing structure
Collaborate with the Clear Choices Board to insure Clear Choices materials, policies, approaches are well-thoughtout, current, timely/cutting-edge and that strategic program materials are advancing, including new pledges	Ongoing	New market contacts? STORMCON!
Develop program for annual Water Summit (panel discussions, national experts, applications of academic research, topical workshops, etc.) that helps raise awareness on water quality and quantity concerns facing Central Indiana; Insure that discussions/topics address the protection/enhancement of key water resources such as wetlands, stream corridors, floodplains, etc while keeping them accessible to the public	Begin planning and outreach during 2016 Fetical; 2-3 years	Talk with Rivers of Anthropocene organizers Audience and scale? Partners? Tie to festival (kick off?) Funding through CICEO? Event in 2018

Strategies	Timeframe	Resources Needed, Considerations, Contingencies
Refine and grow State of the Waters presentation materials to include the economics of water, future water planning needs, key assets and protection strategies, etc.; Develop a compelling take-away summary piece on 'the facts and value of water'	6 months	Marketing committee to lead Feedback?
Refine the Festival into a sustainable model; Tighten/lessen administrative demands, solidify the best publicity approach, refine partner expectations and expand collaboration/ownership/investment	Ongoing	
Tie program messages and outcomes into Stewardship Awards Celebration	Ongoing	
Advance and promote youth programming via distribution of current educational/technical materials through partners programs (SWCDs, MS4s, Scouts, Parks, Utilities, etc.)	Ongoing	Assistance from Education Committee
Promote Low Impact Development strategies to key economic development professionals, municipal staff, and public officials; Foster LID or LID hybrid projects that will serve as regional models for developers, land planners, consultants, engineers and the public	Ongoing/2-3 years	Assistance from Technical Committee New project types? Funding (i.e. 3119)?
Refine and promote the Healthy Shores Initiative (via CCCW, HOA outreach, DNR lakescaping or other programs)	12 months	
Implement existing watershed management plan recommendations and address key pollution sources in critical areas; Seek grants; Conduct targeted programming (eg. golf courses, covercrops/soil health, etc.)	2-3 years	Assistance from Technical Committee
Develop a network of volunteer monitors; do regular Hoosier Riverwatch trainings; conduct dip-in days and/or promote/nuture routine sampling schedule	0-12 months	Tie to first strategy

MARKETING COMMITTEE

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

Implementation

Strategies	Timeframe	Resources Needed, Considerations, Contingencies
Increase exposure of organization and name recognition; Develop and implement a regular Communications Plan (engage communication consultant/staff)	Year 1-2	Collaborate with Communications Committee; What is current plan? Develop Calendar of Events; Linked In discussion
Take State of the Water presentation out to targeted audiences; Inform partners of Alliance's availability to speak to their audiences on regional water issues	Year 1-2	1) confirm readiness/appropriateness of presentation for partner presentation 2) Review list of partners 3) Compose flyer/email & send
Develop key messages (prepared statements) on major water topics; ID Board/staff capable and available to address each issue as events arise; Actively comments on news stories	Year 3-4	
Make Alliance Board/staff available to engage in policy discussion with legislators and/or agencies; Participate in task forces or working groups	Year 4+	
Develop/ID a network for quickly and widely promoting Alliance workshops through partners, press releases, and other media venues	Year 1-2	Collaborate with Communications Committee.
Leverage professional exposure of Board members to raise profile of Alliance; Provide Alliance logo to the Board to utilize in e-signatures, on introductory slides when giving presentations, etc.	Year 1-2	1) Develop protocol for use & present at next meeting
Promote the diversity and knowledge of the Board; Issue Board announcements via IBJ, Linked In, FB, e-news, etc.	Year 3-4	1) Understand individual Board member skills - 5 min. verbal "resume" or members provide resumes to Mktg committee
Strengthen partnerships with utilities and universities to raise Alliance credibility; Explore opportunities to get Alliance logo on partner websites, etc.	Year 4+	Collaborate with Communications Committee
Routinely present at local and regional conferences to showcase technical knowledge and resources; ID best 'marketing' opportunities/conferences; Evaluate sponsor or exhibitor opportunities at key conferences, participate when valuable	Year 3-4	Generate/refine list of conferences & dates; not just engineering conferences, sports, outdoors, etc
Update website and annual dashboard to better describe future plans, accomplishments, and overall impact of the Alliance to the public	Year 1-2	

Strategies	Timeframe	Resources Needed, Considerations, Contingencies
Assign Board members/staff to stay abreast of national and regional water happenings and share or comment on hot topics, leading stories or emerging issues	Year 3-4	
Better understand and align marketing/exposure opportunities associated with national Clear Choices program; Leverage affiliates' media exposure to gain national and local recognition	Year 3-4	Need Leadership from CCCW Board
Promote and expand uniqueness of Alliance programming; Leverage the reputation of having good, fun events; Use events to reach out to new audiences	Year 1-2	submit photos
Obtain information regarding potential projects and development proposals that might cause water issues; Develop/engage in notification system	Year 4+	
Work with Programs Committee to make sure it feels like the Alliance always has 'something' going on; Host/promote notable guest speakers or pop up events as resources or collaborations allow	Year 3-4	Collaborate with Programs Committee
Promote white papers or other technical resources that partners develop (ie. the IN Water Monitoring Council, Academis/Centers, etc.)	Year 4+	
Submit Alliance programs for awards and recognition	Year 3-4	

DEVELOPMENT COMMITTEE

GOAL 4: Create a Sustainable & Active Membership Community with Shared Goals	Implementation	
Strategies	Timeframe	Resources Needed, Considerations, Contingencies
Develop content for a promotional piece that articulates 'Why be a member' from the perspective of specific groups (ie. engineers, non-profits, individuals, municipalities, etc.)	Year 1-2	Collaborate with Marketing Committee to align this piece with the annual dashboard so they are complementary/companion pieces.
Review member list; Review related professional organizations' member lists or conference attendees lists and ID potential members and/or sponsors; Establish best way to reach out to each and make contact	Year 1-2	Collaborate with Communications Committee on their Partners Inventory task; Get professional orgs/conferences list from Board - ICI, IN Bar Assoc. Env. Section, Indy CREW?, IWEA, INAFSM, professional geologist/engineers/LA orgs, INEPA (env. professionals)
Ensure members and perspective members know about volunteer/participation opportunities; Insure that promotion of membership volunteer/participation opportunities are part of the Communications Plan	Year 1-2	Collaborate with both the Marketing and the Programs Committee
Ensure volunteer/participation opportunities/programs have corporate team opportunities, acknowledgement opportunities, and networking time	Now	Collaborate with Programs Committee; Develop corporate challenge for CCCW pledges
Establish process for recruiting all event sponsors and event participants into members; Consider complementary memberships, automatic e-news sign ups, follow-up letters, give-away membership items, etc.	Year 1-2	Establish member discounts or giveaways at events; collaborate with partners on shared discounts
Shepherd membership renewals and follow-up on delinquent or expired memberships	Now	
Advance MS4 membership through personal contacts	Year 1-2	
Inventory the various professional organizations our Board and Committee members belong to; Seek opportunities with those organization to talk about the Alliance	Year 1-2 (list); Years 2-4 (presentations)	ICI, IN Bar Assoc. Env. Section, Indy CREW?, IWEA, INAFSM, professional geologist/engineers/LA orgs, INEPA (env. professionals)
Articulate shared goals, key messages, important data, critical solutions, future needs, etc. with membership at the annual meeting and the Stewardship Awards Celebration in order to foster a shared understanding of the issues and necessary actions or opportunities facing our water resources	Now	Collaborate with Programs Committee

DEVELOPMENT COMMITTEE

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

Implementation

Strategies	Timeframe	Resources Needed, Considerations, Contingencies
Develop an official Fundraising Plan	Year 1-2	
Refine corporate sponsorship opportunities for all events; Create a slick marketing packet that explains all sponsorship opportunities and associated exposure	Year 1-2	
Revisit/update the grant opportunities matrix; Submit grants; Partner on grants, especially with academia	Year 1-2	
Utilize interns for various tasks when/if possible (especially School of Philanthropy)	Future	
Refine and expand fundraising elements of Stewardship Awards Celebration	Year 1-2	Collaborate with Programs Committee
Analyze fee-for-service/fee-for-product opportunities in all programs	Future	Collaborate with Programs Committee
Explore fundraising events such as dragon boat races, duck races, boat regattas, ice sculpture competitions, etc.; Implement best-fit events	Year 3-4	