



WHITE RIVER ALLIANCE

Strategic Plan
2021-2025

INTRODUCTION

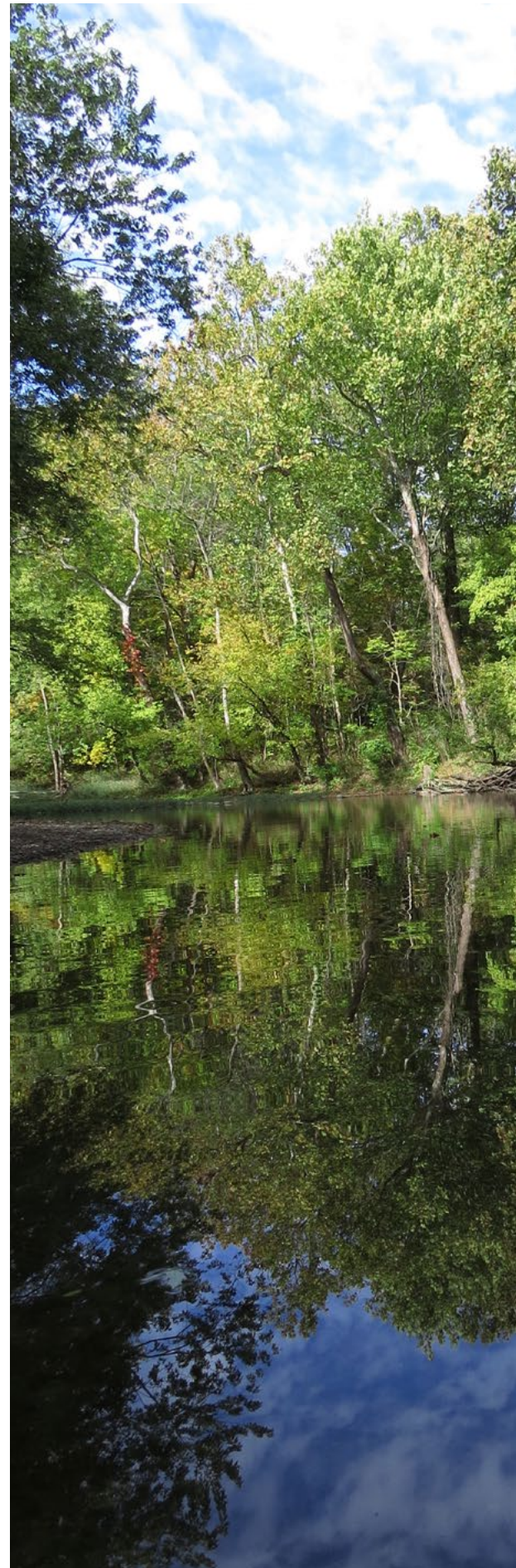
The White River Alliance is a non-profit organization formed in 1999 through a local municipal initiative. Not long thereafter, a substantial fish kill occurred as a result of a pollution incident. Since that time, public concern regarding overall water quality in the river continues to rise. Urban development pressures, concern for the quality of area drinking water supplies, and other causes of impairments drive the Alliance's activities. Alliance projects and partnerships are defined by the geographic boundaries of the Upper White River Watershed. The watershed encompasses a 2719 sq. mile area within central Indiana extending across parts of sixteen counties. The Alliance is guided by a diverse Board of Directors that represents a wide array of water interests and expertise.

MISSION

The White River Alliance is a coalition of diverse stakeholders that protects and improves Indiana water resources.

VISION

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. White River Alliance leads regional water resource cooperation, inspires widespread community stewardship, and improves the quality of water resources for everyone.





GOALS & OBJECTIVES

1. White River Alliance will continue to foster regional water sustainability by growing regional partnerships and participation.
2. White River Alliance will continue to grow impactful programs and projects to improve overall watershed stewardship.
3. White River Alliance will leverage funding and other resources to support our mission.

GOAL 1

White River Alliance will continue to foster regional water sustainability by growing regional partnerships and participation.

Objectives

1A: Analyze current approach and determine **opportunities for growth**

- Identify new members and recruit diverse Board members
- Expand relationship with the IFA and its regional efforts
- Collaborate more volunteer opportunities on the river

1B: **Develop existing partnerships** and on-river activities

- Partner with existing groups regarding river-related connections: REI, Ducks Unlimited, kayak groups, church/service groups, White River Canoe Company
- Develop MOUs with educational partners
- Remain involved with White River Vision Plan leadership/implementation and programming at anchor nodes
- Find new ways to engage with site contractors beyond the Trained Individual program
- Expand relationships with developers to guide riverfront development efforts
- Collaborate with allies on meet-ups and events

1C: **Increase community awareness** of WRA work

- Identify win-wins: showcase good works of allied organizations
- Expand Watershed Stewardship Awards
- Improve mailing lists; share WRA efforts through targeted mailers
- Use interactive watershed mapping to build familiarity & garner support
- Use Report Card to inform & influence political allies
- Develop an active Social Media presence
- Take WRA message to professional conferences; develop targeted strategies for registration



GOAL 2

White River Alliance will continue to grow impactful programs and projects to improve overall watershed stewardship.

Objectives

2A: Assure continued growth of **Water Summit**, face-to-face or virtual.

- Identify target audiences and target strategy for registrations: Corporate, Environmental, and Safety Managers, Plant Directors, IN Manufacturing Association, Municipalities/IFA, Food & Beverage Association, IDEM and Pollution Prevention Program
- Deepen relationship with IFA
- Connect Water Summit to Climate Change: science and impacts,
- Showcase interdependence and shared use of limited resources
- Develop industry partners chat group or regular update/forum
- Include annual call-to-action(s) as part of summit

2B: Expand reach of **Value of Water** presentations

- Continue to build science-based content, understandable to all audiences; highlight disparities and environmental racism
- Align Value of Water with school standards for use by educators, National Starch and other food partners to build messaging
- Establish MOU with key educational partners/collaborators: Conner Prairie, Keep Indianapolis Beautiful, Indiana State Museum, Indiana Water Environment Association, American Water Works Association
- Increase Board participation in speaking and media opportunities
- Be available to media sources to comment on news stories, legislator discussions

2C: Develop watershed **Report Card** based on best practice model

- Identify WRA metrics and framework for each category
- Identify and develop necessary partnerships to obtain routine data
- Promote Report Card to public; establish report schedule
- Measure successes

2D: Make **Dragon Boats** the “must attend” event on the White River

- Create a more festival-like atmosphere; evolve the event as necessary
- Implement collection of participant data for follow-up gift requests
- Move event toward financial sustainability with sponsors, partnerships

2E: Investigate other **opportunities**

- Increase diversity of events
- Highlight equity issues - water and environment; examine environmental justice issues
- Continue involvement with Environmental Rules Committee, legislation
- Expand SWAT and other volunteer-based event partnerships
- Improve collection of program metrics - Google analytics, etc.



GOAL 3

White River Alliance will leverage funding and other resources to support our mission.

Objectives

3A: Expand existing programs to **new constituents**

- Package and sell trainings; offer online continuing education certifications
- Expand MS4 participation – frame deliverables in terms of new permits
- Expand *Clear Choices Clean Water*® partnerships through direct marketing and presentations at national and regional conferences
- Consider free trial memberships to convert to annual members; identify targets
- Outreach to young professionals – universities, clubs, IndyHub

3B: Develop **corporate gifts** program

- Create event sponsorship and major donor opportunities
- Cultivate matching gifts partnerships and other opportunities
- Make it easy for Board members to support effort

3C: Develop/expand **individual gifts** program

- Collect contact information at every event; convert to memberships
- Organize donor database and establish semi-annual request program
- Explore Facebook fundraising
- Make it easy for Board members to support effort

3D: Explore additional sources of **grant funding** that fit the mission

- Raise outcome measurement sufficient to secure 319 funding. Consider which Watershed Master Plans are current and eligible
- Improve internal structures/procedures/mechanisms that will allow for more and larger grant opportunities
- Assure financial stability of events



ORGANIZATIONAL CHART

White River Alliance Board Composition

The 15-member Board of Directors is elected by and from the membership. They represent specific categories within the public and private sectors in order to ensure well-balanced leadership. The Board of Directors oversees the White River Alliance's operations and contractors as well as ensures the stability and strategic direction of the Alliance.

The Board of Directors presides over four internal committees formed around this plan's objectives, as well as a committee comprised of MS4 member community representatives, and a separate Board of Directors for Clear Choices Clean Water, which is organized as a distinct 501(c)(3) entity.

The Water Summit Working Group is an external advisory committee under the guidance of the Board's internal Policy & Practice subcommittee.

