



FLOODPLAIN MANAGEMENT ASSOCIATION

California/ Nevada/ Hawaii
A Chapter of the Association of State Floodplain Managers

STRATEGIC PLAN

2019 - 2021



TABLE OF CONTENTS

1. EXECUTIVE SUMMARY	3
2. HISTORY	4
3. ELEMENTS OF THE ASSOCIATION	5
4. FORWARD THINKING	7
5. VISION.....	8
6. MISSION.....	8
7. VALUES	8
8. GUIDING PRINCIPLES	10
9. GOALS AND OBJECTIVES	10
10. IMPLEMENTATION PLAN (2015-2017).....	13



1. EXECUTIVE SUMMARY

Beginning in November 2009, the Floodplain Management Association (Association or FMA) Board of Directors (Board) initiated a strategic planning process to examine the organization's role in floodplain management and map a course for the future. This timely and productive effort resulted in the enhancement of the Association's Vision and Mission, and produced a set of Values and Guiding Principles to better define its approach to addressing emerging issues and priorities in floodplain management.

In addition, through in-depth discussions by the Board of Directors, input from the membership and other stakeholders, and additional research, the following key goals emerged:

- Encourage the use of effective floodplain management principles and practices through education, outreach and training;
- Represent, recruit and involve members and stakeholders in local, state and federal floodplain management issues and policy;
- Promote leadership in floodplain management;
- Strengthen association partnerships with agencies, academia, and other associations;
- Strengthen the fiscal and legal health of the organization; and
- Enhance internal expertise and Board composition.

Within each of these goals, strategic objectives are set for their achievement, and a set of key initiatives to achieve these are defined. Together, the goals, objectives and initiatives reflect the commitment of the Board of Directors and Staff to the continued success of the Association's role in reducing flood risk and promoting sound policy and practice in floodplain management.

This Strategic Plan serves as an ever-changing statement of what the Association is and what it strives to become over the next three years. With continued input from members and stakeholders, the Association's leadership will update the Strategic Plan on a regular basis to remain in tune with critical issues and priorities in floodplain management.



2. HISTORY

The Floodplain Management Association was established in September 1990 as a 501(c)(4) by a consortium of 11 individuals, primarily local, state and federal government agencies, with leadership from the California Department of Water Resources (CA DWR) represented by Jean Brown, with the purpose of reducing flood risk for communities in California. The Association's early efforts focused on promoting the Community Rating System (CRS) and supporting local agencies in their efforts to reduce flood risk. The Association became very active in working with elected officials at the local, state and national level to help reduce the risk of flooding in the state.

In the late 1990's, FMA expanded its efforts into Nevada and Hawaii, becoming the official floodplain management association for these states. In 2004, FMA signed an agreement with the Association of State Flood Plain Managers (ASFPM) for the purpose of providing mutual support for each organization's goals and objectives. The agreement established FMA as a chapter affiliate of ASFPM, while allowing the Association to continue to function as an independent organization. Joining ASFPM as a chapter affiliate allowed the FMA to enhance the voice of the organization and its members on national policy and legislation issues.

The Association continues strong collaborative partnerships with state and federal agencies, including the Federal Emergency Management Agency (FEMA), the U.S. Army Corps of Engineers (USACE), CA DWR, California Office of Emergency Services (Cal OES), California Natural Resources Agency, Nevada Division of Water Resources (NDWR), Southern Nevada Water Authority (SNWA), Hawaii Department of Land and Natural Resources and others. Representation on the Board of Directors and membership includes all three states, with a significant geographical emphasis in California.

Association membership officially started with 45 professionals in 1991 and peaked at 578 in 2008. Currently, FMA hosts one annual conference and various technical workshops for engineers, scientists and planners involved in projects that impact flood risk. The Association partners with other organizations of common interest, such as the American Society of Civil Engineers – Environmental and Water Resources Institute, the California Association for Stormwater Quality Agencies, Association of Clean Water Agencies and many others, to organize symposiums, conference sessions and/or workshops. FMA also participates in various water policy and planning efforts, such as the California Water Plan Updates, to advance awareness of flood risk issues and to promote multi-objective approaches for reducing flood risk and restoring natural floodplain values.



3. ELEMENTS OF THE ASSOCIATION

- a. **Board of Directors:** The Association's Board of Directors is currently made up of 4 Voting Officers, 7 Voting Members, and 7 (Non-Voting) Ex-Officio Members, as well as a number of Previous Association Chair Advisors, reflecting the geographical and professional distribution of the membership.
 - i. **Executive Board of Directors:** The Executive Board of Directors is comprised of the Voting Officer Members of the Board of Directors. These positions are: Chair, Vice-Chair, Secretary and Treasurer. To become an Executive Board Member, a current Voting Member of the Board must run for election for one of these positions. Elections are held annually and the voting is conducted by the Association membership. Only active Voting Board Members may run for these positions, and Executive Board Member positions are limited to two years of office. Each Executive Board Member has a single vote in Board of Directors voting.
 - ii. **Voting Board Members:** Comprised of a mixture of two Public Sector, two Private Sector and two At-Large representatives, plus one voting position made available to the Immediate Past Chair of the Association. These positions are based on regional positioning such that there are one of each type in "northern" positions and "southern" positions. The term of office of each Voting Board Member is two years, and no Voting Board Member can serve more than two consecutive terms. Voting Board Member representatives must be active members of the Association and are selected through a general election of the Association membership.
 - iii. **Ex-Officio Board Members:** Comprised of Representatives of Agencies and Associations. These board members provide quarterly updates to the Board of Directors at Board Meetings. And are included in all Board discussions. FMA desires that these board members provide FMA with guidance and updates on their agency' activities and needs related to the Association. Ex-Officio Board members are typically nominated by their agency and confirmed by the Voting Members of the Board of Directors. In addition, the Executive Director of the Association is considered an Ex-Officio Board Member. There are no term limits set for Ex-Officio Board Member positions.
 - iv. **Previous Association Chair Advisor:** The association desires to not lose the wisdom and expertise offered by Previous Chairs of the Association, and invites them to participate in the Board of Directors meetings when possible. Previous Chairs of the Association who have termed-out of office from the



“Immediate Past Chair” position are eligible to participate with the Board of Directors as a Previous Association Chair Advisor.

b. Staff

- i. Executive Director:** The Association’s Executive Director functions as an Ex-Officio member of the Association Board of Directors, and is tasked with implementing a wide range of activities and strategies formulated by the Board. The Executive Director also carries out day-to-day operations including business operations such as financial management, marketing and communications, manages all aspects of the Annual Conference, assists in organizing various Association professional events and participates on various committees.
 - ii. Other Employees:** The Association has one part-time Administrative Manager position to support the Executive Director’s functions.
- c. Membership:** Annually, the Association’s approximately 500 members make up the largest element of the Association and also the most valuable. The membership guides the values, goals and objectives of the association.
- d. Professional Services:** The Association has established contracts for limited specialized professional services including: marketing, conference support, data entry, accounting and web site design.
- e. Committees:** The By-Laws of the Association mandate that at a minimum three committees be formed and maintained by the Association: Finance, Awards, and Nominations. In addition, the Association currently has formed and operates other committees to implement various activities. The existing committees are shown in **blue**. A number of sub-committees, or task committees, have evolved more recently as a result of various activities, and are shown in **black**.



FMA BOARD OF DIRECTORS



4. FORWARD THINKING

Over more than twenty years of existence, FMA has dramatically increased its involvement and relevance in the floodplain management profession, despite its heavy reliance on volunteer efforts. FMA must continually adjust its mission and activities to respond to new priorities, policies, tools and practices, including: fostering a greater integration of water-related disciplines; new and emerging tools and approaches in floodplain management; and the complex effects of the worldwide economic recession. New dialogue, on-line resources and special member benefits will be a stronger focus in the coming years to enhance the relevance and diversity of services and information provided by the Association, and attention will be given to cost-saving technologies. Partnerships with state and federal agencies will continue to strengthen, along with involvement in key flood risk management planning efforts at the state and federal levels. FMA will continue to increase its policy and legislative role at the state and federal levels, pursuing a stronger and more deliberate public input process to advance the public interest in reducing flood losses and restoring natural floodplain values.



5. VISION

The Floodplain Management Association will continue to serve as the premier voice for advancing and promoting flood safety in California, Nevada and Hawaii, as well as environmentally, economically and socially-sustainable use of floodplains.

6. MISSION

The Association's Mission is to improve flood safety and maximize floodplain resources through effective dialogue, collaboration, education, legislation and policy.

7. ACTIONS

The Association's Actions are guided by the practice of floodplain management, a dynamic set of strategies and actions that reduce flood risk and restore, enhance and maintain the natural functions and resources of floodplains.

- Flood risk should be managed to a community's acceptable level of safety through a portfolio of structural and non-structural approaches.
- Floodplain management must be carried out in a pro-active manner, not merely in response to flood events.
- Floodplains should be managed for sustainability. Floodplain management policy and practice at local, state and federal levels must reflect integrated, multi-objective approaches to managing flood risk, land use and natural resources.
- Floodplain management must leverage the state of the art scientific, technical and technological resources and methods available.
- Effective floodplain management is critically dependent on the collaborative efforts among federal, state, local agencies, Tribal communities, landowners and other stakeholders.
- Consistent local, state and federal policy, guidance and legislation are essential to providing a reliable social and legal foundation for floodplain management.
- Local communities must be effectively informed of flood risk and exposure to flood hazards. These risks should be clearly communicated by local agencies on maps, plans and title documents to enable individuals to assess flood risk.
- Regional/local floodplain management plans are an essential mechanism for realizing the multiple objectives of floodplain management to address existing, future and residual flood risk, and must be developed at the appropriate, watershed-based scale regardless of institutional boundaries.



- Regional/local flood emergency plans, encompassing flood warning, evacuation, clean-up and recovery arrangements are an effective way to address residual flood risk, and should be based on effective multi-jurisdictional coordination at the optimal scale.
- Planning efforts should accurately reflect the existing, residual and future potential risk of flooding associated with current and future land uses. Land use planning agencies should develop guidelines for that reduce flood risk and the associated environmental, economic and social impacts of recurrent and severe floods.
- The state, local and tribal entities should engage in close coordination at regional and local scales, as appropriate, to evaluate and mitigate the effects of flood-related disasters. Hazard mitigation planning at the most effective scale should reflect a comprehensive, approach to address natural and man-made hazards.
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- Planning efforts should accurately reflect the existing, residual and future potential risk of flooding associated with current and future land uses. Land use planning agencies and regional planning agencies should develop guidelines that reduce flood risk and the associated environmental, economic and social impacts of recurrent and severe floods.
- The state, local and tribal entities should engage in close coordination at regional and local scales, as appropriate, to evaluate and mitigate the effects of flood-related disasters. Hazard mitigation planning at the most effective scale should reflect a comprehensive, multi-hazard approach to address natural and man-made hazards.



8. VALUES

- **Stewardship:** Manage, preserve and responsibly use Association resources to benefit the membership, the profession and the public.
- **Collaboration:** Seek opportunities to work with others who share our mission and goals and enhance our work through partnerships.
- **Integrity:** Promote ethical behavior in floodplain management, demonstrate commitment to high professional standards, and value honest dialogue.
- **Respect:** Recognize the worth, diversity, and importance of all individuals with whom we work and serve.
- **Knowledge:** Strive for excellence in informing, tracking and promoting cutting-edge floodplain management strategies. Foster inquiry, reflection, creativity and innovation and value the exchange of ideas. Develop and promote leaders in floodplain management and recognize and applaud achievement.
- **Leadership:** The Association shall strive to be the foremost authority on floodplain management issues, principally in California, Nevada and Hawaii.

9. GOALS AND OBJECTIVES

GOAL A: Encourage the use of effective floodplain management principles and practices through education, outreach and training

OBJECTIVES:

- Design and promote the Annual Conference as a premier networking and educational event in floodplain management
- Promote awareness of floodplain management issues to elected officials, public, agencies and organizations through symposiums, luncheons, newsletters, special materials, media outreach and social media.
- Develop and implement a premier professional training and education program
- Investigate the needs and benefits for alternative professional certification programs in floodplain management.



- Develop and train flood risk facilitators to assist in local, state and federal outreach efforts.

GOAL B: Represent, recruit and involve members and stakeholders in local, state and federal floodplain management issues and policy

OBJECTIVES:

- Engage members and stakeholders, including local communities, state, federal and Tribal entities, NGO's, practitioners and the academic community, in discussing critical issues in floodplain management, and in developing and advancing floodplain management policy, practice, educational and research priorities.
- Participate in local, state and federal floodplain management planning efforts.
- Develop, enhance and implement effective marketing strategies for the Association to improve member and non-member participation.
- Increase the number and diversity of our membership.
- Create and enhance member benefits, including member access to news, webinars, resources, and dialogue.

GOAL C: Promote leadership in floodplain management OBJECTIVES:

- Recognize and encourage practitioners, politicians, media and citizens for their efforts and contributions to floodplain management.
- Provide opportunities and encourage member and non-member participation in Association activities, floodplain management policy and other activities at the local, state and federal levels to advance the Association's mission.

GOAL D: Strengthen association partnerships with agencies, academia, practitioners and other associations

OBJECTIVES:

- Partner with local, state and federal agencies to promote, coordinate and facilitate implementation of public sector floodplain management programs, outreach and education efforts.
- Look for opportunities to collaborate with other local, state and national associations of common interest through symposiums, committees, special outreach or other joint efforts.
- Develop and implement a strategy for collaboration with academia to identify and advance floodplain management research priorities and advance education on related issues.



GOAL E: Strengthen the fiscal and legal health of the Association OBJECTIVES:

- Create a fiscal reserve for the Association.
- Evaluate new strategies for maximizing revenues from Association events, membership and sponsorship.
- Pursue new revenue sources that increase the financial stability of the organization.
- Seek opportunities for cost-savings in Association operations.
- Safeguard all legal and insurance aspects of the Association.
- Develop an auditing process to ensure compliance with State and Federal laws.

GOAL F: Enhance internal expertise and Board composition OBJECTIVES:

- Develop and implement staff expertise on association management practices, including legal, financial, marketing, communications, facilitation and other relevant skills through CalSAE, ASAE and other resources.
- Review and enhance composition of Board of Directors to effectively advance the Association's mission and to reflect the broad and diverse interests of practitioners involved in the multiple aspects of floodplain management.
- Develop and implement a Board orientation and training program.
- Acknowledge and utilize past and present Board Members to provide continuity and guidance.



10. IMPLEMENTATION PLAN (2015-2017)

No.	Initiatives	Priority 1=High, 2=Med, 3=Low	Frequency (if applicable)	Lead and Cooperating Elements
GOAL A: OUTREACH AND EDUCATION				
<i>CURRENT ACTIVITIES</i>				
1	Organize and promote the Annual Conference	1	Annually	Executive Director, Conference Committee
2	Continually update and implement the Professional Training Program	1	Varies	Professional Develop. Committee, Executive Director, Admin. Manager
3	Publish and Distribute Electronic Quarterly Newsletters for Members	1	Quarterly	Executive Director, Newsletter Committee
4	Organize Specialty Symposiums	3	As needed	Executive Director, Board of Directors, Committees
5	Organize monthly luncheons in Northern California	1	Monthly	Northern California Luncheon Chair
6	Organize quarterly luncheons in Southern California	2	Monthly	Executive Director, So. Cal. Board Members
7	Develop and implement marketing strategies for Association messages and activities	1	Ongoing	Executive Director, Marketing Consultant
8	Develop and implement strategies for marketing FMA activities via direct personal outreach, other newsletters, etc.	2	Ongoing	Executive Director, Board of Directors
9	Manage, update and maintain Association main website	1	Ongoing	Executive Director, Professional Services, Admin. Manager



No.	Initiatives	Priority 1=High, 2=Med, 3=Low	Frequency (if applicable)	Lead and Cooperating Elements
10	Identify and evaluate the use of new technology to improve association activities	2	Ongoing	Technology Committee
NEW INITIATIVES				
11	Develop a Media Kit	2	TBD	TBD
12	Develop/Update membership packet	1	TBD	TBD
13	Launch a monthly member briefing	1	Monthly	Executive Director
14	Enhance resources and design of Association web site	2	TBD	Board of Directors, Executive Director
15	Investigate how FMA can better use available technology to facilitate access to events	3	Continually	TBD
16	Investigate the need for alternate certification program facilitated by FMA	3	TBD	TBD
17	Develop a program to train professionals to facilitate flood risk discussions	2	TBD	Professional Development Committee
18	Explore opportunities to utilize currently available free/low costs data and resources in floodplain management prepared by others	3	As needed	TBD
19	Establish a web forum to provide a communication hub for FMA and the public on floodplain and flood risk issues	2	Continually	Tom Plummer, Carl Walker, Board of Directors.
20	Develop and implement strategies for member involvement on various committees	1	Continually	Board of Directors
21	Coordinate input to the FMA Strategic Plan from FMA members, agencies and stakeholders	1	Annually	Executive Director, Board of Directors
22	Develop and manage an internship program for students	2	TBD	TBD



No.	Initiatives	Priority 1=High, 2=Med, 3=Low	Frequency (if applicable)	Lead and Cooperating Elements
23	Conduct outreach to academic members on FMA events. Encourage interaction with agencies and other stakeholders.	2	TBD	TBD
24	Make/ sell FMA logo items at all conference to fund a foundation or student scholarships.			
GOAL B: ADVANCING FLOODPLAIN MANAGEMENT POLICY AND PRACTICE				
<i>CURRENT ACTIVITIES</i>				
25	Participate in IRWM, CWP, FloodSAFE, Statewide Watershed Program and other planning efforts as invited by stakeholders	2	Varies	Executive Director, FMA Chair, Various Board Members
<i>NEW INITIATIVES</i>				
26	Convene the Policy Committee to identify key issues in Floodplain Management	2	TBD	Executive Director, Policy Committee
27	Create Policy discussion topics at FMA conference and identify needs for Whitepapers	2	TBD	Executive Director, Policy Committee
28	Identify and recruit Task Committees on floodplain management issues. Provide updates to members via newsletters website.	2	TBD	Board of Directors
29	Investigate opportunity for outreach to Tribes, such as via USACE program and DWR	2	TBD	Judy Soutiere, Ricardo Pineda, Executive Director
30	Address NFIP reform issues	2	TBD	Executive Director, Board of Directors



No.	Initiatives	Priority 1=High, 2=Med, 3=Low	Frequency (if applicable)	Lead and Cooperating Elements
GOAL C: RECOGNIZING LEADERS IN FLOODPLAIN MANAGEMENT				
CURRENT ACTIVITIES				
<i>CURRENT INITIATIVES</i>				
31	Prepare and present awards to recognize leaders in floodplain management	1	Annually	Awards Committee
GOAL D: PARTNERING WITH KEY PLAYERS				
<i>CURRENT ACTIVITIES</i>				
32	Strengthen partnership with CALOES, California Geological Survey, and other state agencies in California, Nevada and Hawaii	2	Ongoing	Executive Director, Board of Directors
<i>NEW INITIATIVES</i>				
33	Strengthen collaboration with other associations	2	TBD	FMA Chair
34	Collaborate with the U.S. Army Corps of Engineers to enhance planning assistance and the Corps' floodplain management services program	2	TBD	Ricardo Pineda, Tom Chapman
35	Seek opportunities for a MOU with the Department of Water Resources for specific outreach and education activities	1	TBD	California DWR (Ricardo Pineda), Executive Director, Board of Directors
36	Convene experts and practitioners to identify research needs in floodplain management	3	TBD	TBD
GOAL E: ENHANCING FISCAL STABILITY				
<i>CURRENT ACTIVITIES</i>				
37	Evaluate event, sponsorship and membership pricing structures	2	Annually	Finance Committee, Executive Director



No.	Initiatives	Priority 1=High, 2=Med, 3=Low	Frequency (if applicable)	Lead and Cooperating Elements
38	Evaluate event benefits through surveys, direct dialogue and other forms of input	2	Annually	Executive Director
39	Evaluate and enhance member benefits	2	Annually	Board of Directors, Executive Director
NEW INITIATIVES				
40	Identify new revenue sources	1	TBD	Finance Committee, Board of Directors
41	Define and implement a desired fiscal reserve for the Association	1	TBD	Finance committee, Board of Directors
42	Develop and implement plans for new revenue sources	1	TBD	Finance Committee
43	Evaluate budget for additional cost savings opportunities	1	TBD	Finance Committee, Executive Director
44	Develop an oversight and auditing process	2	TBD	Finance Committee
45	Identify needs, resources and opportunities for staff training	1	TBD	Executive Director
46	Evaluate membership demographics	1	TBD	Membership Committee
47	Identify activities to attract new members and groups	2	TBD	Membership Committee



GOAL F: CULTIVATING ASSOCIATION LEADERSHIP

NEW INITIATIVES

48	Develop and implement a Board Recruitment Strategy	1	Annually	Board of Directors
49	Define an optimal Board of Directors composition and a corresponding new Board member nominations process	1	TBD	Board of Directors
50	Develop a process for transitioning Board Members and Executive Board positions	1	TBD	Board of Directors
51	Develop materials & orientation process for new Board members	1	TBD	Executive Director
52	Develop and Implement a Board training and education program	1	TBD	Executive Director, Board of Directors

