



## Strategic Plan 2013

PAFPM is an organization that has evolved starting in early 2006. PaMAGIC partnered with DCED and FEMA to promote and develop a more coordinated and active approach to FEMA's Flood Map Modernization (MapMod) in the Commonwealth. The core of people involved with the Map Mod initiative grew from about 25 to about 75 people who met 3-4 times per year. The larger group grew to include state and federal agencies, county representatives, large and small private business (primarily engineering), and non-profit groups interested in natural functions within floodplains. There is a set of summary documents in the "Initiatives" section at [www.pamagic.org](http://www.pamagic.org) explaining that work; and accomplishments include:

- Increasing information flow from state agencies to support MapMod activities,
- Effective support for completion of LiDAR-based topography and prioritization of PAMAP production in areas needed for MapMod production,
- Initiation of interagency flood mitigation coordination among state agencies
- Discussions and documents leading to Executive support for investment in infrastructure related to flood mitigation,
- Increased orientation of DCED community outreach to counties for efficiency in flood map ordinance adoption at the municipal level,
- Mutual education and increased communications among participating individuals
- A natural outgrowth of improved flood maps is the promotion of flood plain management.

Adjoining states of NY, NJ, and MD all have affiliates of the Association of State Floodplain Managers (ASFPM), and in 2008/09 Pennsylvania began developing our own affiliate out of the MapMod activities.

In 2009-2011, the group adopted by-laws and formally elected officers to the board. The group began to structure itself as an independent group rather than as a PaMAGIC initiative, committees were created and monthly conference calls were formalized, and the Annual Meeting was set as a priority. The group is a member based organization and anyone paying dues is encouraged to participate on committees and at the Annual Meeting as well as numerous outreach events. PAFPM has created the following primary committees:

- Executive
- Education and Outreach
- Mapping and Technical
- Policy and Legislative

In 2012 it was determined that the group should begin to develop a strategic, long range plan, look at options to become a formal affiliate of ASFPM, and to become more independent. . This document strives to detail the strategic planning steps, as well as streamline the objectives of the organization and offer clear communications to all members.



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### **Mission Statement for the Organizations:**

“PAFPM: To provide education and leadership for consistent and effective floodplain management”

#### **1) Purpose for the Organization:**

- 1) To promote public awareness of integrated floodplain management;
- 2) To promote a liaison and to encourage the exchange of ideas and information among individuals and groups concerned with floodplain management, and to keep those individuals and groups well informed through educational and professional seminars;
- 3) To inform concerned individuals and groups of pending floodplain management legislation, regulation, and related matters in order to advance the effective implementation of floodplain management.

#### **2) PAFPM Organizational Goals**

- 1) PAFPM will be the recognized leader for floodplain information and floodplain management policy in Pennsylvania
- 2) PAFPM will outreach to local officials and members with messages pertinent to Pennsylvania floodplain management and organizational goals and objectives
- 3) PAFPM will inform participants on best management practices to integrate stormwater controls into floodplain management designs
- 4) PAFPM will exercise pertinent of technology to promote the organization’s goals and objectives
- 5) PAFPM desires to be financially and organizationally sustainable

#### **3) PAFPM Annual Work Plan**

- 1) Will use the adopted strategic plan as a guidance document to plan activities.
- 2) Committees will submit potential work plan items by July of the prior year so it can be presented and voted on at the Annual Meeting.
- 3) Will develop the Annual Marketing Plan of the organization.
- 4) Will identify annual goals to enhance training outreach.
- 5) Will identify annual membership benefits/opportunities and encourage additional membership.

#### **4) PAFPM Work plans for additional years shall be adopted at the Annual Meeting Starting in 2013 for 2014.**

#### **5) PAFPM Strategic Plan should be adopted at the 2013 Annual Meeting. It is recommended that the plan be reviewed and revised in 2017 for update/adoption at the 2018 meeting.**

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Action	Expenses Cost	New Revenue	Resource	Related Goal	Milestone	Priority
<b>Membership Items:</b>						
Increase annually membership	N/A	Estimate \$1,000	All	5	On Going	1
Encourage new members to volunteer for a committee	Unknown	Unknown	All	All	On going	2
Expand membership thorough social media	Unknown	Unknown	All	All	On going	2
Request that all members distribute all event fliers to their contact lists	N/A	N/A	All	All	On Going	1
Develop member-benefits package 1. CFM Training Credits 2. Establish network of subject matter 3. Establish library of technical resources 4. Establish social media access for members only 5. Prepare flyers and other hardcopy promo materials	Not to exceed \$1,000 annually	Unknown	Education and Outreach Committee	All	2014	1
Maintain membership list 1. Current CFM contact information 2. County POC contact information 3. Municipal POC contact information 4. County Conservation District POC contact information 5. State Agency POC contact information 6. New CFM contact information 7. Firm contact information	Unknown	Unknown	Education and Outreach Committee and PSATs and PSABs and League of Cities	All	On going	2

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<b>Training Items:</b>						
Expand distribution list 1. To advertise training and events 2. Cross advertise for other agencies 3. Increase membership 4. Promote Annual Meeting	N/A	N/A	All	All	On Going	1
Expand training opportunities to broaden membership base	Varies per training session	Unknown	PSATs, All, State agencies	All	On going	1
Offer annual training in each of the three regions (consistent message)	Varies per training session	Unknown	PSATs, All, State agencies	All	On going	1
Host annual webinar trainings	Varies	Unknown	PSATs, All, State agencies	All	On going	1
Market all trainings at a reduced rate for existing members and higher rate for those not currently members (highlight the opportunity to become a member at the time of registration to receive the discounted rate)	Varies per training session	New members fee	PSATs, All, State agencies	All	On going	1
Develop “in the can” trainings that can be offered on a regular annual basis statewide	Varies per training session	Unknown	PSATs, All, State agencies	All	On going	1
Build a list of Trainers for trainings statewide	Unknown	N/A	Members	All	On going	1
Outreach to other organization to partner on existing training opportunities statewide	Unknown	Unknown	PSATs, All, State agencies	All	On going	1
Work to coordinate bi-annual workshops with	Unknown	Unknown	Education and	2	2015	1

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statewide agencies and organizations 1. DEP,DCED,PEMA 2. FEMA,EPA, Army Corp 3. Silver Jackets 4. Stormwater organizations			Outreach Committee and Executive Committee			
<b>Organizational Items:</b>						
Develop Sustainable Organization 1. Formalize the legal structure and seek legal consultation. Determine the association with DCED. 2. Determine Administrative requirements (Paid Executive Director or professional association vs non profit etc) to obtain long term goal. 3. Possible grant-seeking (staff hire) 4. Identify related groups and assess Partnering/Funding opportunities	Unknown	Unknown	All	5	Through 2018	2
Clarify structure and relationship with PSATs to identify a clear partnership for self-sufficiency	N/A	N/A	PSATS and Executive Board	All	Through 2018	2
Continued partnership on event scheduling and logistics from PSATS; possible connections with PSAB for similar purpose	Unknown	Unknown	Executive, PSATS, PSAB, League of Cities	1,2,4,5	2014	2
Determine benefit of ASFPM chapter affiliate	Unknown	Unknown	Policy and Legislative	All	2013	2

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status and plan for implementation if warranted			Committee			
Executive Committee 1. Will host monthly calls 2. Will host Annual Meeting including dates, location, theme, sponsors, agenda, speakers, etc. 3. Will support committees as requested 4. Will coordinate annual work plan 5. Will organize annual board meeting to be held during Annual Meeting 6. Will identify following year Annual Meeting location by July 7. Will distribute annual meeting save the dates by (DTBI) 8. Will hold annual elections at the Annual Meeting 9. Will update long range plan in 2017 for adoption in 2018 10. Present yearly workplan at the Annual Meeting for adopt 11. Will create additional committees when warranted 12. Will offer mediation to committee conflicts	Will vary	Will vary	All	All	On going	1

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Existing committees will focus on implementation, provide direction and/or structure, and enhance communications	N/A	N/A	Board to provide high level guidance	2,5	Annually	1
Restructure Committees: 1. Identify a Chair, 2. Identify an Exec Board Rep.(chair) 3. Meet on a regular basis 4. Encourage volunteer participation 5. Report out to exec board on monthly call 6. Prepare a breakout session for Annual Meeting 7. Submit committee's annual work plan to exec board prior to Annual Meeting 8. Committee will request modification to long range plan 9. Committees will regularly submit information to E&O Com to be communicated to all media options	N/A	N/A	All Members	All	On going	1
Committees can utilize subcommittees as needed to accomplish goals	N/A	N/A	All	All	On going	2
Host the Annual Meeting and determine way to have 100+ people attend the Annual Floodplain Meeting 1. Connect with other state associations	N/A	\$4,500	PSATS	All	2014	1
Market next year Annual Meeting at current yr Annual Meeting	Vary per year	Vary per year	All	All	Start in 2013	1

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<b>Specific Committee Goals:</b>						
Technical and Mapping committee specifically look at integrating <u>Stormwater</u> 1. Gather and disseminate materials from other web sites that link stormwater and flooding	Unknown	Unknown	Mapping and Technical Committee	1	2014	1
Promote development of accurate and detailed floodplain studies across PA through technology and policy: 1. Develop Policy statements 2. Face to Face meeting with FEMA to discuss future 3. Develop strategy for identification of unmapped floodplains	Unknown	Unknown	Mapping and Technical, Policy and Legislative	1,2,4	2015	3
Promote technology as a means to obtain goals of PAFPM – dramatic increase in use of social media, GIS and graphic education	Unknown	Unknown	Mapping and Technical, Policy and Legislative	1,2,4	2015	3
Disseminate all current legislative actions and policy updates as available to the members	Unknown	Unknown	Policy and Legislative Committee	All	On going	2
Promote a peer to peer sharing/develop professional resource	Unknown	Unknown	Policy and Legislative Committee	All	On going	2





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### Draft PAFPM 2013/14 Work Plan

**This work plan will be used as a guidance document for PAFPM to implement the Strategic Plan. While this work plan is for 2013 and 2014 an annual work plan shall be adopted at the Annual Meeting for all proceeding years.**

#### 1) Committee Guidance

Purpose: Begin to restructure committees to encourage more volunteers and expedite responsibilities. (Four committees as identified in the By-Laws)

- 1) Develop Annual work plan each committee
- 2) Develop committed leadership
- 3) Identify monthly activity preferred
- 4) Meet at least quarterly
- 5) Designate a committee representative who will be responsible for monthly updates at the executive board calls
- 6) Facilitate an Annual Meeting Breakout Session
- 7) Organize and procure volunteers
- 8) Implement other functions as decided in the committee
- 9) Identify action items to accomplish organizational goals and objectives (subcommittees can be utilized as needed)
- 10) Will add agenda items to annual work plan at the Annual Meeting for the following year
- 11) Can request modification to PAFPM Goals prior to Annual Meeting for full membership review and comment
- 12) Enhance Communications
  - a. Website
  - b. Social media
  - c. Provide cost estimates for task requiring funding
- 13) Expand training opportunities to broaden membership base
  - a. Offer CEU's for CFM
  - b. Increase base knowledge for FPA's/local officials
  - c. Offer at least one training in all three regions
  - d. Host a webinar
  - e. Expand distribution list for Annual Meeting
  - f. Market all trainings at a reduced rate for existing members and higher rate for those not currently members with the opportunity to become a member at the time of sign up to receive the discounted rate
  - g. Outreach to other organizations to partner with existing training opportunities
  - h. Communicate with state and federal agencies to assist in training opportunities statewide



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### 2) Executive Committee

Purpose: Provide Floodplain Management leadership and coordination to and inside and outside of PAFPM.

- 1) Will complete the strategic plan
  - i. Propose prior to Annual Meeting
  - ii. Adopt at Annual Meeting in Erie
- 2) Will look at organizational requirements for ASFPM affiliation
- 3) Executive Committee
  - a. Will identify Annual Meeting theme, dates, and location for following year by July of the prior year.
  - b. Will distribute save the date post cards
  - c. Will create a Conference subcommittee for planning of future conferences (Kelly Chair)
    - i. Call for presenters will be request in March. Interested presenters may contact Kelly Lougee, PSATS Training Manager
  - d. Will confirm that all committee work is being completed and assist when requested
  - e. Will hold monthly calls and Secretary will distribute minutes and agendas to all members
  - f. Will solicit sponsorships and funds for the organization as opportunities arise
  - g. Will offer coordination for the organization as needed
  - h. The Chair will be the representative at the quarterly Silver Jackets meetings

### 3) Education and Outreach Committee (Chairs: Dan F and Heather)

Purpose: Disseminate current Floodplain Management materials to members and potential members of PAFPM.

- 1) Will identify primary point of contact for website management as described below and coordinated with Mapping and Technical Committee on development and maintenance of website.
- 2) Establish credible digital presence, including *paafpm.org* email accounts.
- 3) Will determine use of social media outlets.
- 4) Will coordinate with PSATs on updated contact information for current membership, new CFM members in the state, and will contact other distribution lists for inclusion for training opportunities.
- 5) Will create a process by which current members can easily distribute all training and Annual Meeting opportunities to colleagues.
- 6) Development of promotional material for booth and trade shows.
- 7) Will develop Semi-Annual Newsletter



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#### 4) Mapping and Technical Committee (Acting Chair: Paul DeBarry)

Purpose: Identify relevant mapping and technical and promote technology as a means to obtain goals of PAFPM.

- 1) Promote development of accurate and detailed floodplain studies across Pennsylvania through technology and policy:
  - i. Develop Policy statements
  - ii. Face to face meeting with FEMA to discuss future
- 2) Develop strategy for identification of unmapped floodplains.
- 3) Develop technology as a means to obtain goals of PAFPM-dramatic increase in use of social media, GIS, and graphic education.
- 4) Maintain PAFPM website and coordinate the branding with the Education and Outreach Committee.
- 5) Specifically look at integrating Stormwater
  - i. Gather and disseminate materials from other websites that link stormwater and flooding
- 6) Establish a stormwater committee (Jeff, Dave, Eric)

#### 5) Policy and Legislative Committee (Chair: Eric)

Purpose: Obtain, develop and disseminate relevant floodplain management policy information pertaining to legislation, laws, regulations, programs and or actions (Proposed or Taken) impacting upon floodplains and/or stormwater areas including advocating for legislative change within the context of PAFPM's Mission.

- 1) Disseminate information about proposed and passed legislation that is pertinent to Floodplain Mangers (including stormwater)
- 2) Keep abreast of voting record state and federal Representatives.
- 3) Advocate for legislative change with the context of PAFPM's Mission.
- 4) Update the Executive Committee on positions that should be taken.
- 5) Establish a protocol for taking positions on policy including member input.
- 6) Coordinate with Education and Outreach and ASFPM on the usage of ASPM promotional materials.
- 7) Explore the pros and cons of 501C(3) status