CASQA Strategic Plan and Organizational Goals
April 2019

Mission Statement

On behalf of California stormwater permittees, CASQA advances sustainable stormwater management protective of California water resources.

Vision Statement

CASQA advances the stormwater field through a network of highly engaged professionals that:

- **Lead:** CASQA provides leadership that results in sustainable statewide stormwater policies, regulations, and programs
- **Collaborate:** CASQA provides a forum for stormwater professionals to share ideas and identify solutions for regulatory, technical, and scientific challenges
- **Educate:** CASQA produces resources and hosts events that inform, educate, and train stormwater professionals, regulators, and the public on the value, challenges, and scientific and technical aspects of stormwater management
- **Support:** CASQA tools and guidance promote implementation of sustainable stormwater programs
- **Develop:** CASQA provides opportunities for the growth of stormwater professionals and development of current and future stormwater leaders

Core Values

Excellence
We demonstrate excellence by…

- Ensuring all CASQA Work Products are of the highest quality and can be relied upon as the industry standard by our membership and others
- Ensuring all CASQA Quarterly meetings are informative and beneficial to our membership
- Ensuring the CASQA Annual conference is the premier stormwater conference by providing an informative technical program, professional development opportunities for attendees, and access to leaders in our field

Leadership
We demonstrate leadership by…

- Identifying and addressing needs and opportunities to develop the discipline of stormwater management
- Establishing and implementing the CASQA Vision for Stormwater
- Providing effective analysis, comment letters, and testimony on regulatory issues that benefit our membership
- Providing support for the on-going evolution and implementation of statewide stormwater permits
- Anticipating the future needs of our organization and membership and adapting to those needs

- Focusing CASQA's efforts on the highest priorities to achieve CASQA's Vision for Stormwater and effectively aligning CASQA's resources with those priorities
- Supporting the development of future leaders within the CASQA organization and stormwater profession by providing education and professional development opportunities
- Ensuring CASQA is led by an effective executive leadership team with the skills and resources to implement CASQA's Mission and Vision Statements.

Collaboration

We demonstrate collaboration by…

- Seeking to build solutions rather than only identifying problems
- Developing partnerships with other organizations (e.g., State Water Board, EPA, DPR, NMSA, CASA, ACWA) that help support CASQA's Strategic Plan and CASQA's Vision for Stormwater
- Establishing an organizational structure that encourages and relies upon input from CASQA members throughout the State
- Promoting discussions within the EPC with the goal of sharing ideas, information, and strategies across CASQA's subcommittees
- Providing a forum, through CASQA's subcommittees, for stormwater professionals to share ideas and identify solutions for regulatory, technical, and scientific challenges
- Working to build our membership to ensure the many needs of California stormwater permittees are reflected in CASQA's efforts
- Working with other water management organizations to achieve integrated management of California water resources that promote stormwater as a resource

Integrity

We demonstrate integrity by…

- Committing to develop and utilize scientific and regulatory expertise
- Building relationships with our membership, regulators, and other organizations based upon honesty, respect, expertise, and our commitment to sustainable stormwater management
- Communicating an accurate representation of our membership's views on stormwater issues
- Managing the organization in a transparent and honest manner

Inclusivity

We demonstrate inclusivity by…

- Encouraging and ensuring equal access (opportunities for leadership, access to information) for all CASQA members
- Encouraging contributions from and considering the perspectives of all members
- Encouraging membership and engagement in CASQA's programs from all areas of the state

Respect

We demonstrate respect by…

- Productively listening to and seeking to understand the perspectives of others
- Valuing the perspectives of others
- Ensuring communications are framed in a positive and productive manner, focused on problem-solving and solutions
- Creating and managing effective meetings that value the volunteer time of our members
- Acknowledging the outstanding volunteer efforts of individuals [and organizations] that support CASQA

Service

We demonstrate service by…

- Volunteering time and energy to achieve CASQA's Strategic Plan and CASQA's Vision for Stormwater
- Serving CASQA in a leadership role (Subcommittee Co-Chair, the Executive Program Committee, and/or Board of Directors)
- Leading a CASQA project, annual conference track, or training session
- Participating in a CASQA subcommittee

Stewardship

We demonstrate stewardship by…

- Ensuring CASQA's efforts support the protection of California's watersheds and resources
- Contributing to scientific advancement and understanding of water quality and watershed health
- Striving to achieve sustainable stormwater management in California
- Ensuring CASQA's resources are sufficient to support the Strategic Plan and managed in an efficient and effective manner
- Managing CASQA to address the needs and opportunities of its members and of the discipline of stormwater management

CASQA ORGANIZATIONAL GOALS

PRINCIPLE #1: ORGANIZATIONAL INFRASTRUCTURE

Develop and Maintain an Effective and Efficient Organizational Infrastructure that Supports and Implements CASQA'S Mission Statement, Vision Statement, and Core Values

Goal 1.1:   Ensure Excellent Organizational Leadership

- Objective 1: Maintain and Foster Excellent Board Leadership

    o Ensure each Director understands and implements the Duty of Care, Duty of Loyalty, and Duty of Obedience

    o Encourage strong leaders from various geographic areas and representing various stormwater permittees to serve on CASQA's Board of Directors

    o Provide information and resources that explain the role of the Board of Directors and what it means to be an individual Director. The information / resources should be publicly available (on the CASQA website) to increase knowledge about the Board as well as encourage others to get involved in leading the organization.

- Objective 2: Maintain and Foster Excellent Executive Leadership

    o As a core function of the Board of Directors, ensure the organization has effective executive leadership and capabilities

    o Hire effective Executive Director, Assistant Executive Director and other contract staff

    o Provide training, as needed, for Executive Leadership

Goal 1.2:   Ensure Adequate and Effective Use of Resources

- Objective 1: Implement CASQA's Policy and Procedure #1E: *Strategic Planning, Prioritization Process, Budgeting, and Work Planning*, which includes:

    o Every 2 years: Evaluate CASQA's Strategic Plan and CASQA's Vision for Stormwater. Update documents as needed.

    o Development of Annual Priorities through a Prioritization Process

    o Alignment of CASQA's resources with those priorities

- Objective 2: Evaluate Existing Expenditures

    o Evaluate existing expenditures / strategies / programs and identify opportunities for meaningful cost savings. Implement actions to achieve cost savings.

    o Recognize and maintain existing strategies that are effective at minimizing expenditures (e.g., managing CASQA as a virtual organization).

- Objective 3: Evaluate Existing Revenue Streams and Develop Additional Resources

    o Clearly document CASQA's existing revenue streams (net revenue) and evaluate opportunities to increase revenue

- o Identify opportunities for new / additional revenue streams (e.g., grants, partnership opportunities) that further support implementation of CASQA's priorities. Make proposal(s) and implement as directed by Board of Directors.

- Objective 4: Ensure CASQA is Fiscally Sound and Strategic

  - o Develop strategy / plan that identifies CASQA's approach for raising revenue, managing expenditures, and planning for contingencies

  - o Conduct Annual Audit

Goal 1.3:   Maintain CASQA's Nonprofit Status

- Objective 1: Document requirements to maintain CASQA's nonprofit status

- Objective 2: Ensure all activities are consistent with the requirements to maintain CASQA's nonprofit status

- Objective 3: Create repository and document every case of advocacy by CASQA.

Goal 1.4:   Provide Resources for Day-to-Day Function of the Organization

- Objective 1: Ensure all core functions of CASQA are funded (things that keep the lights on)

  - o Examples: Bank fees, merchant account fees, office supplies, insurance, teleconferencing service, audit fees, legal fees, tax fees, website fees

- Objective 2: Ensure day-to-day processes are staffed, supported, and implemented

  - o Examples: Board of Directors Activities (preparing agendas, staffing meetings, developing minutes, annual budget and workplan, staffing / supporting / minutes for Committees, Policies and Procedures Manual, Fiscal Management, etc.)

  - o Examples: EPC and Subcommittee Activities (developing annual budget and workplan, preparing agendas, packets, minutes, staffing meetings, managing / tracking projects, project and contract management, general membership meetings, conference, etc.)

  - o Examples: Liaison Activities (act as point of contact /spokesperson for CASQA, attend other organizations' events to represent CASQA, coordination / meetings with other organizations, meetings with regulators, promoting CASQA's Vision)

  - o Examples: Membership Activities (preparing and publishing Bi-Weekly Updates, NewsFlash, and CASQAlerts, developing and publishing the Annual Report)

  - o Examples: Communication and Training Activities (responding to information requests, internal coordination)

Goal 1.5:   Ensure Sustainability of CASQA as a Volunteer Organization

- Objective 1: Provide Support to CASQA's Committees and Subcommittees

  - o Evaluate potential day-to-day resources that would provide valuable support. Implement recommended actions.

- Objective 2: Develop and Maintain Guides for CASQA Leadership Roles

  - o Guides for New Directors

  - o Guides for Committee Co-Chairs

  - o Guides for Subcommittee Co-Chairs

- Objective 3: Support and Encourage Effective Volunteer Leadership

  - Ensure all leadership roles understand and implement CASQA's Strategic Plan (inclusive of Mission Statement, Vision Statement, and Core Value), CASQA's Vision, CASQA's Policies and Procedures, etc.

  - Ensure all leadership roles understand individual responsibilities (see Objective #2)

- Objective 4: Encourage and Support Member Engagement and Participation

  - Evaluate ways to increase member engagement and participation. Implement recommended actions.

- Objective 5: Reward and Recognize Outstanding Volunteer Efforts

  - CASQA Outstanding Service Awards

- Objective 6: Clearly Communicate Volunteer Opportunities (Co-Chairs, Committee Chairs, Directors)

  - Continue to post information to CASQA's website

- Objective 7: Ensure volunteer opportunities are open to all CASQA members

  - Executive Director / Assistant Executive Director manage Board of Directors election

  - Executive Director / Assistant Executive Director manage Subcommittee Co-Chair elections

  - Terms for Directors and Co-Chairs: provides opportunities for others to step forward

Goal 1.6: Provide Strong Membership Benefits

- Objective 1: Clearly Define Membership Benefits

- Objective 2: Evaluate Benefits and Determine how they can be Strengthened

  - Need to ensure that the benefit is realized not just as an altruistic act for all of stormwater, but very much for our member organizations – whose dues helps to realize the Mission and Vision of CASQA

- Objective 3: Communicate Benefits

  - Ensure CASQA member (and non-members) understand the value and benefits of being a CASQA member

Goal 1.7: Maintain a Strong and Diverse Membership

- Objective 1: Ensure CASQA's membership is geographically diverse and representative of all stormwater permittees.

  - Evaluate existing membership base and conduct targeted outreach efforts where membership should be increased

Goal 1.8: Ensure Organizational Structure is Effective to Achieve CASQA's Mission and Vision Statements

- Objective 1: Evaluate Subcommittees

  - Aligned with needs of the organization?

  - Evaluate mission (purpose) of each Subcommittee and revise as necessary

- Objective 2: Evaluate Committees
    - Aligned with needs of the organization?
    - Evaluate mission (purpose) of each Committee and revise as necessary
- Objective 3: Evaluate EPC
    - Is the membership list aligned with the needs of the organization (CASQA Reps, At-Large)
- Objective 4: Evaluate contract staffing needs to support CASQA and move forward
    - Evaluate balance of CASQA contract staff vs. volunteer time
    - Strike a balance between providing paid resources vs. sustainability of CASQA as a volunteer organization

Goal 1.9:   Establish and Maintain a Policies and Procedures Manual

- Objective 1: Develop New Policies and Procedures
    - As Needed: Develop new Policies and Procedures consistent with CASQA's Mission Statement, Vision Statement, and Core Values
- Objective 2: Review and Update Existing Policies and Procedures
    - Evaluate existing Policies and Procedures and update as necessary
    - Ensure existing Policies and Procedures are reflective of how CASQA operates in reality (e.g., some may be outdated) and are based on CASQA's Mission Statement, Vision Statement, and Core Values

Goal 1.10:   Ensure CASQA's Website Supports Mission Statement, Vision Statement, and Core Values

- Objective 1: Support Principle 2 (Lead)
    - Ensure Vision is easily accessible and featured prominently on the website
- Objective 2: Support Principle 3 (Collaborate)
    - Provide secure location where resources can be posted for Board of Directors and EPC
    - Evaluate options to support subcommittees (document sharing). Implement recommended actions.
    - Identify and implement process / program to manage subcommittee distribution lists (so that co-chairs do not have to individually manage lists and Executive Director / Assistant Executive Director have access to most current list)
- Objective 3: Support Principle 4 (Educate)
    - Evaluate website for potential to further the goal of Principle 4. Implement recommended actions.
- Objective 4: Support Principle 5 (Support – Tools, Guidance, Resources)
    - Evaluate access to existing resources (are they readily accessible?). Implement recommended actions.
    - Evaluate if other resources can/should be added. Implement recommended actions.
- Objective 5: Support Principle 6 (Develop)
    - Evaluate ways for the website to support Principle 6. Implement recommended actions.

PRINCIPLE 2: LEAD

CASQA provides leadership that results in sustainable statewide stormwater policies, regulations, and programs

Goal 2.1:   Establish and Implement a Vision for Stormwater

- Objective 1: Evaluate and Update Vision for Stormwater
    - o Evaluate and update Vision with each incoming Chair of the Board (modify Vision as necessary)
    - o Include input from EPC (see Goal #X)
- Objective 2: Ensure implementation of Vision is a key focus of CASQA's efforts
    - o See XXX on Strategic Planning efforts

Goal 2.2:   Provide Leadership on Current Regulatory and Legal Issues

- Objective 1: Develop Effective Analyses and Comment Letters
    - o Annually: As needed, develop analyses and comment letters
- Objective 2: Provide Testimony
    - o Annually: As needed, provide testimony
- Objective 3: Provide Programmatic Legal Support
    - o Annually: As needed, utilize CASQA's programmatic legal support (analyze legal implications of regulatory issues, comment letters, testimonies, litigation, etc.).
- Objective 4: Participate in Stakeholder Groups
    - o Annually: As needed, ensure CASQA is represented in statewide and/or national stakeholder groups (e.g., Water Quality Monitoring Council)

Goal 2.3:   Lead Efforts / Support Permit Issuance and Permit Renewal

- o Objective 1: Support permit renewals / amendments for Phase II MS4 Permit
- o Objective 2: Support permit renewals / amendments for Construction General Permit
- o Objective 3: Support permit renewals / amendments for Industrial General Permit
- o Objective 4: As needed, provide leadership on precedential permitting issues for permits issues by Regional Water Boards

Goal 2.4:   Track Legislative Issues Relevant to Stormwater

- o Objective 1: Track legislation that may impact stormwater and provide update to the CASQA Membership
- o Objective 2: As needed, and consistent with maintaining CASQA's nonprofit status, engage on key legislative issues

Goal 2.5:   Conduct an Annual Awards Program

- o Objective 1: Advance the stormwater quality management profession by identifying and recognizing exemplary leadership, outstanding projects, activities, and contributions to the field of stormwater quality management.

PRINCIPLE 3: COLLABORATE

CASQA provides a forum for stormwater professionals to share ideas and identify solutions for regulatory, technical, and scientific challenges

Goal 3.1:   Promote Collaboration within the Executive Program Committee

- Evaluate EPC (At-Large list) to ensure representativeness of stormwater community. Implement recommended actions.

- Ensure EPC meetings provide opportunities for working across subcommittees to leverage the knowledge and experience of the full EPC

- Provide input opportunities for key CASQA efforts (CASQA's Strategic Plan; CASQA's Vision; Prioritization Process)

- Provide opportunity for EPC to review CASQA comment letters and testimony

Goal 3.2:   Promote Collaboration within and between Subcommittees

- Objective 1: Promote information sharing and collaboration during each Subcommittee conference calls

- Objective 2: Promote project collaboration across subcommittees

Goal 3.3:   Develop and Maintain Partnerships with Other Organizations

- Objective 1: Build partnerships and increase communication with other organizations that support CASQA's Strategic Plan and CASQA's Vision for Stormwater
  - Periodic meetings between other organizations with Executive Director / Assistant Executive Director, Members of the Board, or other CASQA leadership
  - Explore opportunities for other organizations to participate within CASQA

- Objective 2: Implement CASQA's Vision Roll Out and Education Plan
  - Annually: Communicate CASQA's Annual Priorities

Goal 3.4:   Participate in Outside Organizations / Groups

- Objective 1: Ensure participation in ongoing efforts
  - NMSA
  - STORMS
  - Water Quality Monitoring Council
  - Others

- Objective 2: Identify opportunities for short-term efforts
  - For example, SB 231 Working Group

PRINCIPLE 4: EDUCATE

CASQA produces resources and hosts events that inform, educate, and train stormwater professionals, regulators, and the public on the value, challenges, and scientific and technical aspects of stormwater management

Goal 4.1: Develop and Provide On-Going Training Programs

- Objective 1: Manage the Construction General Permit Training Program
    - o Work with the State Water Resources Control Board to manage and implement the program
- Objective 2: Manage the Industrial General Permit Training Program
    - o Work with the State Water Resources Control Board to manage and implement the program

Goal 4.2: Develop and Provide As-Needed Training Programs

- Objective 1: On an annual basis, evaluate the need to provide topic-specific training programs. Implement recommended actions.
    - o Example: OVTA Training

Goal 4.3: Host an Annual Conference

- Objective 1: Ensure the CASQA Conference is the premier conference for stormwater
    - o Technical Program: Informative, comprehensive, high quality
    - o Professional Development Opportunities: presentations, moderators, volunteer, subcommittee participation / leadership
    - o Access to Leaders: Encourage attendance and engagement with others by the Board of Directors, Executive Director / Assistant Executive Director, Subcommittee Co-Chairs
- Objective 2: Develop Process / Approach to Train Future Conference Co-Chairs
- Objective 3: Develop documentation on key processes and timelines for managing and creating each Annual Conference
- Objective 4: Explore opportunities to leverage volunteer engagement with other volunteer needs / programs within CASQA

Goal 4.4: Host Quarterly Meetings

- Objective 1: Meet Bylaws Requirements
    - o Quarterly Meetings are required in the CASQA Bylaws
    - o Annually: Ensure four meetings are developed and held (with the Annual Conference fulfilling one of the four meeting requirements)
- Objective 2: Evaluate Ways to Strengthen Value of Quarterly Meetings
    - o Plan Ahead: The success of Quarterly Meetings is partially driven by planning ahead, to ensure topics are well developed, potential speakers are secured, and the event can be marketed (and municipal agencies have the time needed to secure approval for attendance)
    - o High Quality Programs: Ensure the program contains high quality information that provides significant value to the CASQA membership

- o Provide Networking Opportunities: Given the scale of the CASQA Conference, the Quarterly Meetings provide an opportunity for more personalized access to the top professionals in our field

- o Rebrand / Rename: Evaluate if attendance would increase if CASQA were to call them something more inspirational than a "meeting."

- Objective 3: Maximize Access / Opportunities for Attendance

- o Rotate Locations: Ensure Quarterly Meetings are held in locations throughout the State to provide opportunities for in-person attendance

- o Webcasts: Utilize webcasts (as an option in-lieu of in-person attendance; host webcast only event(s)

Goal 4.5:   Develop and Publish Informative Materials

- Objective 1: Publish the CASQA Bi-Weekly Update

- Objective 2: Publish the CASQA Water Quality NewsFlash

- Objective 3: Evaluate Options to Utilize Social Media

- o Identify what the desired outcome is for the use of social media

- o Consider administrative costs in evaluating cost/benefit of various uses of social media

- o Consider membership benefits in evaluating use of social media (see XXX)

- Objective 4: Evaluate Potential for a CASQA Pod Cast

- Objective 5: Develop and Publish an Annual Report

- Objective 6: Develop and Publish an Annual Work Plan

PRINCIPLE 5: SUPPORT

CASQA tools and guidance promote implementation of sustainable stormwater programs

Goal 5.1:   Establish and Maintain Existing (Recurring) Resources

- Objective 1: BMP Handbooks

- o Evaluate existing handbooks and determine what updates need to be made, the utility of each handbook, etc. Make proposal(s) and implement as directed by Board of Directors.

- Objective 2: Effectiveness Assessment Source Contribution Tools Database

- o Evaluate the database, maximize its utility for the CASQA membership, and determine what updates need to be made. Make proposal(s) and implement as directed by Board of Directors.

Goal 5.2:   Develop New Resources

- Objective 1: Evaluate need for new / additional resources. Make proposal(s) and implement as directed by Board of Directors.

- o Example: Good Housekeeping Videos

- Objective 2: Determine if new resources should be ongoing resources (moved to Goal 5.1)

      ○   Distinguish between a one-off tool / guidance vs something that has ongoing values (and should be maintained / updated).

PRINCIPLE 6: DEVELOP

CASQA provides opportunities for the growth of stormwater professionals and development of current and future stormwater leaders

Goal 6.1:   **Support Development of Future Leaders**

- Objective 1: Implement an Annual Conference Scholarship Program

  - Implement pilot program, evaluate its effectiveness, propose any modifications, and determine if the program should be maintained

- Objective 2: Develop Curriculum (K-12)

  - Develop a program focused on including stormwater in the K-12 curriculum

- Objective 3: Develop Curriculum (college / university)

  - Develop a program focused on including stormwater in the K-12 curriculum

Goal 6.2:   **Support Professional Development**

- Objective 1: Provide Mentoring within CASQA

  - Evaluate ways to support professionals through mentoring (e.g., existing subcommittee co-chairs mentor new co-chairs). Make proposal(s) and implement as directed by Board of Directors.

- Objective 2: Provide Professional Development Opportunities

  - Evaluate ways to provide professional development opportunities for young professionals. Make proposal(s) and implement as directed by Board of Directors.