



California Stormwater Quality Association®

Dedicated to the Advancement of Stormwater Quality Management, Science and Regulation

Strategic Plan

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Impact.

Making an impact is at the heart of CASQA's programs and initiatives. Led by our *Vision for Sustainable Stormwater Management*, CASQA is focused on solutions that maximize stormwater capture, minimize pollution through true source control, increase funding for stormwater programs, and approach stormwater as a resource.

We advocate to achieve these outcomes via regulatory and legislative processes. Education is core to everything, reflected in our training programs, outreach materials, and events. Our work is based on the best available science and achieved by collaborating and working through partnerships with our members and other organizations.

Change is a constant and through this Strategic Plan, CASQA is primed to serve our members, achieve our mission and vision, and create the next chapter for our organization.

The California Stormwater Quality Association (CASQA) is a nonprofit corporation that advances sustainable stormwater management protective of California water resources. With well over 2,000 members, our membership is comprised of a diverse range of stormwater quality management organizations and individuals, including cities, counties, special districts, federal agencies, state agencies, ports, universities and school districts, wastewater agencies, water suppliers, industries, and consulting firms throughout the state. Collectively, CASQA represents over 34 million people in California.

CASQA has been a leader since 1989 when the field of stormwater management was in its infancy. From its founding as the California Stormwater Quality Task Force (Task Force), CASQA has served as an advisor and partner to regulators. CASQA has therefore developed a culture of collaboration and cooperation, working with permittees, regulators, and other stakeholders to develop solutions to complex challenges. The Task Force officially became CASQA in September 2002, when the 501(c)(3) non-profit organization status was approved.

Why We Have a Strategic Plan

To make a significant impact, organizations must have a roadmap. Organizational effectiveness depends on operating with common understandings about what is important and what the organization needs to accomplish. Our Strategic Plan is that roadmap, ensuring that CASQA is mission and vision focused, our programs and resources are in alignment with the mission and vision, and we are accountable to our members.

Parts of the Strategic Plan

Our Strategic Plan includes several core components:

- Mission and Vision Statements: Why we exist as an organization and what we aim to do
- Core Values: How we do what we do
- Principles and Goals: Actionable and specific statements that specify how we will achieve our mission and vision. Our principles are directly connected to each part of the vision statement, with goals identified to achieve those principles.



Prior Strategic Plans: Where We Have Been

In 2019, CASQA established the first strategic plan in the organization's history. The primary focus was capturing who we had been as an organization since the establishment of the 501(c)(3) in 2002. This initial Strategic Plan was instrumental in moving CASQA forward as it identified our mission, vision, and core values. It also established a framework for strategic decisions, direction, and resource allocation.

This Strategic Plan: Where We are Going

This Strategic Plan is based upon answering the fundamental question – *what impact do our members want CASQA to have as an organization?* It is forward thinking and reflects the maturation of stormwater overall and CASQA as an organization.

How the Strategic Plan was developed

Over a two-year period, CASQA engaged extensively with the Board of Directors, our members, and volunteer leaders to create the roadmap for our next chapter. The process included:

- Analysis of our Strengths, Weakness, Opportunities, and Threats (SWOT Analysis) conducted by the Strategic Planning Committee
- Extensive membership survey
- Town Hall to review the survey results with members and receive additional member feedback
- Ongoing conversations and feedback from our members and volunteer leaders
- Feedback from the Strategic Planning Committee and the Board of Directors

What we learned

- Our members highly value CASQA, the work that we do, and the programs and services we provide
- What we do, we do it very well (reflecting our Core Value of Excellence)
- As stormwater evolves, there are other areas and programs that our members would like us to pursue

What We Do Well

- Regulatory Advocacy
- Annual Conference and Seminar Series (educational events)
- BMP Handbooks
- Creating forums for engaged learning and information sharing

What We Aim to Advance (New Programs and Focus Areas)

- Expand and grow legislative engagement and advocacy, focused on achieving our Vision for Sustainable Stormwater Management
- Expand leadership to include defining the science that will support our Vision for Sustainable Stormwater Management
- Expand efforts focused on solutions for statewide priority water quality issues
- Increase engagement and partnerships with other state agencies, such as DTSC, DPR, DWR
- Evaluate the training needs of members and develop new training programs and resources
- Increase organizational capabilities to achieve our Strategic Plan



How We Will Implement the Strategic Plan

The Strategic Plan includes 5 Principles, and 32 Goals. The principles and goals are our roadmap and capture the focus of CASQA going forward. Where helpful, additional context, including potential strategies to achieve the goals, are also included. However, to strike a balance of being specific and purposeful in our direction while remaining nimble to respond to an ever-changing landscape, the intent is to annually evaluate each of the principles and identify the best approach(es) to advance the applicable goals in the coming year.

This Strategic Plan focuses on increasing our organizational capabilities, which includes resources, processes, and priorities. Without sufficient capabilities, the rest of the Strategic Plan is simply aspirational. We will not only focus on what we want to achieve, we will prioritize and support what it will take to get it done.



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Mission

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

Vision

To advance sustainable stormwater management protective of California resources, CASQA will:

	Lead Define and advocate for policies, regulations, legislation, and solutions that are based in the latest science and implement CASQA's Vision for Sustainable Stormwater Management
	Engage Create opportunities to engage with our members and other organizations to achieve common goals by sharing knowledge, ideas, and best practices
	Educate Produce resources, publications, and events that inform and train stormwater professionals and educate the public
	Support Implementation Publish tools and guidance to support implementation of stormwater programs
	Increase Organizational Capabilities Operate as a high performance organization with the capabilities to achieve the Strategic Plan

Core Values

Excellence

We demonstrate excellence by...

- Producing resources that are of the highest quality and can be relied upon as the industry standard by our membership and others
- Developing programs for the Seminar Series that are informative and beneficial to our membership
- Producing an Annual Conference that 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 Vision for Sustainable Stormwater Management
- Providing effective analysis, comment letters, and testimony on regulatory and legislative issues that benefit our membership and are consistent with CASQA's Vision
- 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 our Strategic Plan 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 Strategic Plan.

Collaboration

We demonstrate collaboration by...

- Seeking to build solutions rather than only identifying problems
- Developing partnerships with other organizations that align with CASQA's Strategic Plan and CASQA's Vision for Sustainable Stormwater Management
- Establishing an organizational structure that encourages and relies upon input from CASQA members throughout the State
- Promoting discussions within the Executive Program Committee with the goal of sharing ideas, information, and strategies across CASQA's subcommittees
- Providing a forum, through CASQA's subcommittees, for engaged learning and solution building
- 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 expertise as the basis for all of CASQA's work, including training, work products, and regulatory and legislative advocacy
- 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...

- Working to build our membership to ensure the many needs of California stormwater permittees are reflected in CASQA's efforts
- Ensuring equal access (opportunities for leadership, access to information) for all CASQA members
- Seeking contributions from and considering the perspectives of all members
- Encouraging membership and engagement in CASQA's programs from all areas of the state
- Advocating for solutions and services that contemplate the needs of underserved communities

Respect

We demonstrate respect by...

- Productively listening to and seeking to understand the perspectives of others
- Valuing the perspectives of others
- Framing communications in a positive and productive manner, focused on problem-solving and solutions
- Creating and managing effective meetings that value the time of our volunteers, members, partners, and staff
- 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 the Vision for Sustainable Stormwater Management
- 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...

- Aligning CASQA's efforts with the protection of California's water resources
- 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
- Defining priorities and being accountable

Principle 1: Lead

Define and advocate for policies, regulations, legislation, and solutions that are based in the latest science and implement CASQA's Vision for Sustainable Stormwater Management

CASQA's Vision for Sustainable Stormwater Management establishes the basis for what we are trying to achieve in stormwater. It is proactive, not reactive. Most importantly, the Vision essentially defines sustainable stormwater management and focuses on solutions that lead to achieving our shared common goals. We must not only define what sustainable stormwater management is, but also provide the leadership to implement each component of the Vision. CASQA's voice and leadership is vital in order to shift away from reacting to existing approaches (focusing on what we have been doing for decades), to actually achieving shared common goals for water quality and stormwater management (focusing on what we should be doing / solutions). Goals 1.1, 1.5, and 1.6 capture this proactive approach.

While our Vision outlines the path to sustainable stormwater management, the day-to-day processes of regulation, and legislation continue independently. As CASQA engages in those processes, our lens will be firmly based in solutions as defined in our Vision.

Goal 1.1 – Implement the Vision for Sustainable Stormwater Management

CASQA has made significant progress in advancing the Vision for Sustainable Stormwater Management since its establishment in October 2020. Continuing its implementation, focusing on discrete Vision Actions, is a key component of the Strategic Plan.

Potential strategies to achieve this goal include:

- Secure sufficient resources (people and financial) to implement the Vision (see Principle 5 of this Strategic Plan)

Goal 1.2 – Provide Leadership through Regulatory Advocacy and Engagement

Regulatory advocacy and engagement is a long-term priority and focus for CASQA. We will continue this important leadership role, with our voice rooted in solutions that advance the Vision for Sustainable Stormwater Management.

Goal 1.3 – Provide Leadership for Statewide and Precedential Permits

Several stormwater permits are issued at the statewide scale – Phase II, Construction, and Industrial. CASQA provides leadership for permittees during permit reissuance and implementation.

Other permits issued at the regional scale (e.g., Phase I permits) and where permit approaches are precedential, CASQA will continue to engage and provide leadership.

If other new permits are issued at the statewide scale, or are issued regionally but are precedential (e.g., Commercial, Industrial, and Institutional permits), CASQA will also provide leadership and engagement.

Goal 1.4 – Expand and Grow Legislative Engagement and Advocacy

CASQA has made significant strides in this area over the last several years. Continuing to expand and grow our legislative engagement and advocacy is a high priority for our members. As with all aspects of our goals under Principle 1, CASQA leadership will be based on and guided by our Vision for Sustainable Stormwater Management.

Goal 1.5 – Define and Advocate for Scientific Advancements

CASQA's work is, and will continue to be, based on the latest science. As a new program area and focus, CASQA will proactively define what scientific research is needed to advance the Vision for Sustainable Stormwater Management. For example, to advance true source control solutions, significant and robust science must be available to support and achieve policy changes in both regulatory and legislative processes. CASQA's voice will help to identify and define priority needs for scientific research, working closely with our members as well as other partners (see Principle 2).

Goal 1.6 – Identify Statewide Water Quality Priorities and Develop Solutions

The current regulatory framework identifies water quality problems at the local scale and requires local-scale solutions through TMDLs and / or permit requirements. However, the local lens is not necessarily the appropriate scale to solve a problem. For example, trash and PFAS are global problems. While there are approaches that are part of the solution at the local scale, solving the problem requires broader, higher-level changes (e.g., statewide, national). SB 54 (trash reduction) is a great example of solving the problem at the applicable scale.

Another way to think about it – if there is a ubiquitous issue throughout the state, why is it ubiquitous? How do you actually solve the problem?

Potential strategies to achieve this goal include:

- Updating CASQA's assessment of statewide water quality priorities
- Identifying solutions for each priority
- Defining what additional scientific research is needed to solve the problem (see Goal 1.5)
- Working with the State of California to create solution-based task forces across state agencies (e.g., engagement from DTSC, DPR, the Water Board, etc.)

Goal 1.7 – Advance Stormwater Profession through the CASQA Awards Program

Acknowledging and rewarding outstanding work in the stormwater field helps to elevate those individuals and projects that are making a difference. Recognition of excellence establishes examples for other organizations to aspire to and follow. It creates a bar that can continuously be raised, thereby advancing the stormwater profession. By basing the awards program in the Vision for Sustainable Stormwater Management, the awards program further emphasizes the value and importance of those solutions. In addition to projects and programs, people are the heart of CASQA. Rewarding and recognizing their leadership not only respects those who serve (demonstrating our Core Values of Excellence, Respect, and Stewardship), it encourages and inspires others. Achieving our goals requires leadership from so many individuals, including inspiring future leaders to come.

Potential strategies to achieve this goal include:

- Project Awards
- Outstanding Service Awards
- Student Recognition / Awards

Principle 2: Engage

Create opportunities to engage with our members and other organizations to achieve common goals by sharing knowledge, ideas, and best practices

CASQA thrives as an organization due to the engagement, knowledge, and expertise of a broad community. To achieve this principle, our goals include several lenses for engagement: internal between the many and varied programmatic areas, internally with our members, and externally with organizations with shared common goals.

Goal 2.1 – Collaborate and Integrate CASQA's Programs through the Executive Program Committee

The Executive Program Committee (EPC) provides a cohesive space to engage all co-chairs of the numerous subcommittees, creating a space where they are connected to the larger goals of CASQA. Co-chairs highly value the information sharing and connection opportunities.

Potentially strategies to support this goal:

- Create effective and engaging EPC meetings for volunteer leaders.

Goal 2.2 – Engage Members through CASQA's Subcommittees

Engaged members are core to achieving our goals of sharing knowledge, ideas, and best practices. We create spaces that advance CASQA's goals and that matter to our members.

Potentially strategies to support this goal:

- Subcommittee meetings need to be spaces that support and result in engaged learning, sharing ideas, knowledge, best practices. An ongoing evaluation of how each subcommittee approaches meetings (agendas, meeting length, meeting frequency) is important to improving member engagement.
- Identify ways to more proactively reach out to members to increase engagement as needed in particular subcommittees.



Goal 2.3 – Engage and Communicate Effectively with Members

There are several ways to communicate with members – passively (e.g., through publications like the Bi-Weekly) and directly (e.g., member briefings).

Potential strategies to achieve this goal:

- More proactive outreach to increase the number of member briefings / feedback on CASQA's goals, priorities, programs, initiatives.
- Ongoing evaluation of communication tools like the Bi-Weekly Update to improve and increase knowledge sharing

Goal 2.4 – Build Partnerships and Increase Collaboration with Organizations that Support CASQA's Strategic Plan and Vision for Sustainable Stormwater Management

Engaging and partnering with other organizations not only helps achieve shared common goals, but also strengthens us as an organization. Regular engagement and communication is core to building partnerships, sharing perspectives, and identifying opportunities for collaboration.



Principle 3: Educate

Produce resources, publications, and events that inform and train stormwater professionals

Education is core to CASQA's role as a nonprofit organization. We have a long history of being the premier resource within California for stormwater professionals, achieved through our varied resources, publications, and events.

Goal 3.1 – Lead and Manage Statewide Training Programs

For over a decade, CASQA has operated and managed two large, statewide training programs for the Construction General Permit (CGP) and the Industrial General Permit (IGP). These programs are a partnership between CASQA and the State Water Board, with an all-volunteer training team that serves an advisory role.

Potentially strategies to support this goal include:

- Bring both the IGP and CGP Training Programs in-house
- Evaluate MOA and further advance program elements and resources
- Develop a Policy and Procedure for oversight of Trainers of Record
- Evaluate risk management / insurance related to the operation of the training programs

Goal 3.2 – Develop and Provide New Training and Educational Resources

A clear request from the CASQA membership is to develop and provide additional training and educational resources. As applicable to the need, trainings could be developed to impart specific knowledge or something more robust like a statewide qualification program that ensures certain skills are mastered. Educational resources also must consider the audience. Potential audiences include CASQA members, elected officials, the general public, etc.

Goal 3.3 – Produce Annual Conference as Industry Standard Educational Event

CASQA's annual conference is the organization's premier educational event.

Goal 3.4 – Educate and Train through the CASQA Seminar Series

Throughout the year, CASQA educates and trains stormwater professionals through the Seminar Series. These one-day events typically focus on a specific theme and allow in-depth knowledge sharing.

Potential strategies to consider include:

- Evaluate format for the Seminar Series (e.g., holding one event in-person and other events virtually)
- Evaluate process to develop themes, agendas, speakers to further advance the quality of each seminar

Goal 3.5 – Develop and Publish Informative Materials

CASQA publishes several informative materials, including:

- CASQA Bi-Weekly Update
- CASQA Water Quality NewsFlash
- Annual Report

Based on member feedback, all publications are helpful and supportive. CASQA will continue to publish these informative materials.

Goal 3.6 – Optimize Educational Outreach and Engagement Through CASQA's Website

CASQA's website is the public facing interface for members and the public. It provides not only a method of communication, but also serves as an educational outreach and engagement opportunity.



Principle 4: Support Implementation

Publish tools and guidance to support implementation of stormwater programs

We achieve more by working together. CASQA's resources help stormwater professionals achieve their goals and advance sustainable stormwater management.

Goal 4.1 – Publish BMP Handbooks as the Industry Standard

CASQA's Best Management Practices (BMP) Handbooks have been the industry standard for decades. They are a core resource to support stormwater management in California, particularly for industrial and construction permittees. This Strategic Plan commits to maintaining the Construction BMP Handbook and the Industrial and Commercial BMP Handbook as the industry standard. Other handbooks (Development BMP Handbook and Municipal BMP Handbook) will be evaluated for ongoing need and applicability.

Goal 4.2 – Support Pesticide Management through Our Water, Our World

Our Water Our World is an educational outreach program focused on connecting individuals to the least toxic alternatives for pest management. This program specifically supports many permittees throughout the state who are required to provide such educational outreach as part of their municipal stormwater permit.

Potential strategies to support this goal include:

- Develop an IPM Advocate Qualification
- More clearly define program goals and elements at the statewide scale and at the local scale

Goal 4.3 – Develop Resources that Support Statewide Implementation

Many permittees are required to develop and implement programs to support certain goals / outcomes. At times, the scale of development may be more efficient and effective at a larger, statewide scale. As needed, CASQA may develop programs or resources that can be implemented locally to meet these statewide requirements and goals.

Principle 5: Increase Organizational Capabilities

Operate as a high performance organization with the capabilities to achieve the Strategic Plan

While the other principles focus on our programmatic goals, this principle focuses on the elements that are critical to actually achieving and implementing the Strategic Plan. Without sufficient capabilities, the rest of the Strategic Plan is simply aspirational. Capabilities include and are defined as:

Capabilities = Resources (People and Financial) + Processes + Priorities

The most fundamental shifts necessary to achieve the Strategic Plan include the following:



Resources (People)

The need to shift from a volunteer staffing model to a professional (paid) staffing model has been identified as one of the most pivotal areas of focus for the Strategic Plan. Paid staff are necessary to ensure accountability to our members, amplify volunteer capacity, and to provide the resources (people) necessary to achieve our goals and make an impact.



Resources (Financial)

Historically, CASQA has operated under a model where available resources were allocated annually based on priority needs for the coming year. While that critical step must and will continue, it is critical to look beyond allocating what we have to strategically identify what we need to implement the Strategic Plan. At a broad scale, resource needs are included as an aspect of this Strategic Plan (see Capabilities Assessment). A more specific Financial Strategy will concretely define the approaches necessary to adequately fund the Strategic Plan throughout its implementation.



Processes

In the early days of many nonprofits, the Board of Directors functions as a managing Board. Meaning, the Board itself must do the work that otherwise would be performed by staff. As the organization grows, it is critical to evolve the Board into a governing Board. Meaning, staff have been hired and delegated management responsibilities, while the Board focuses on its core duties such as strategic direction and fiduciary oversight.



Priorities

All organizations must prioritize to focus actions and resources on the most critical needs. At a large scale, this Strategic Plan provides the outline for all prioritization. At a more granular scale, priorities must be established annually to optimize the organization's impact. Combined, the prioritization processes must therefore consider the pace at which the Strategic Plan is implemented. Too slow and the needs of our members may be unmet. Too fast and we may move forward without the resources in place that are necessary for success.

Goal 5.1 – Align Staffing Capacity with Organizational Needs (Resources)

To make the impacts identified in this Strategic Plan, CASQA must align staffing capacity with our organizational needs.

Potential strategies to achieve this goal include:

- Assessments of staffing capacity and hiring new staff as needed
- Assessments of current responsibilities (volunteer and staff) and shifting to align with priority needs
- Accounting for staff time in program budgets and recovering those costs
- Evaluating the level of effort (time) needed to achieve our goals and make an impact at the right scale

Goal 5.2 – Recruit, Support, and Retain Effective Leaders (Resources)

CASQA's leadership includes several categories:

- Board Leadership (Directors)
- Executive Leadership (Executive Director)
- Staff Leadership
- Volunteer Leadership (Subcommittee Co-Chairs)

Recruiting, supporting, and retaining effective leaders – in all categories – is essential to providing the people necessary to lead CASQA and achieve our goals.

Potential strategies to achieve this goal include:

- Provide effective onboarding for Directors, Subcommittee Co-Chairs, and new staff
- Actively recruit members to serve in leadership positions
- Provide ongoing training for staff
- Support volunteer leaders with staff
- Conduct 1:1 check-ins with the Executive Director and Subcommittee Co-Chairs
- Recruit leaders with the right capabilities for the role

Goal 5.3 – Ensure Financial Resources are Sufficient to Achieve the Strategic Plan and Effectively Managed (Resources)

This goal focuses on two core components:

- Financial Strategy: Strategically identifying what we need to implement the Strategic Plan is pivotal to CASQA's future. Focused effort to implement the Financial Strategy must be a priority.
- Day to Day Management: Effectively managing the resources we have exemplifies our Core Value of Stewardship. We do this by implementing best practices for nonprofit financial management.

Goal 5.4 – Maintain a Strong and Diverse Membership (Resources)

Stormwater includes a wide range of organizations, including municipal, industrial, and construction permittees, as well as many other non-permitted organizations that support those permittees. These organizations are who we serve and why we exist as an organization. Our success and strength as an organization is amplified by a strong and diverse membership – in terms of people and financial resources. A diverse membership results in diverse perspectives and experiences. Financially, CASQA's membership is critical to providing the funding that supports our core services.

Goal 5.5 – Maximize CASQA's Impact through Strategic Planning and Prioritization (Priorities)

This Strategic Plan has established our roadmap. Through ongoing strategic planning and prioritization, we will align our actions and resource allocations with its implementation.

Potential strategies to support this goal include:

- Annually identifying priorities, considering the most impactful actions as well as the timeliness / urgency of the actions
- Creating annual work plans for various parts of the organization (Committees, Subcommittees) to align our work with our priorities
- Allocating our resources consistent with our priorities
- Considering the pace of implementation of the Strategic Plan and identifying any necessary changes (speed up / slow down)

Goal 5.6 – Transition from a Managing Board to a Governing Board (Processes)

As CASQA has matured as an organization, evolving the Board into a governing Board has many benefits, such as:

- Encourages members to serve as Directors as they will no longer be responsible for running the organization directly
- Encourages leaders from the highest levels from member organization to serve as Directors (less time commitment)
- Higher level leaders bring advanced skills in leadership, strategic planning, and financial management

Potential strategies to support this goal include:

- Updating processes to delegate operational decisions to Executive Director
- Ensuring enough staff are hired to support the organization (and fill the management level tasks previously done by Directors)
- Evaluating and modifying (decreasing) the frequency and length of Board meetings
- Delegating certain responsibilities to Board Committees
- Developing Committees further to meet their delegated responsibilities

Goal 5.7 – Modernize Governing Documents (Processes)

As CASQA has evolved as an organization, so too must the governing documents. The Policies and Procedures manual reflects an organization without employees and with a managing Board of Directors. It is outdated and does not reflect the current organization. The Bylaws also have not been updated since 2008. These documents are core to outlining important processes for the organization.

Goal 5.8 – Create an Organizational Structure to Achieve CASQA’s Strategic Plan (Processes)

To achieve the goals of the Strategic Plan, the organization itself must be structured to achieve the stated goals. CASQA restructured in 2020 to support both the Strategic Plan and the Vision for Sustainable Stormwater Management. Reassessing the organizational structure should be an ongoing task, and is particularly important after an update to the strategic direction of the organization.

Goal 5.9 – Operate with Accountability (Processes)

All levels of the organization, the Board of Directors, Executive leadership, staff, and volunteers must operate with a culture of accountability. In addition to clearly establishing goals and priorities, it is important for the organization to annually reflect and answer the following questions: did we do what we said we would do? If not, why? What do we need to achieve our goals? Do we need to reprioritize? Honestly answering these questions provides accountability and transparency to the membership and allows the organization to shift and improve as necessary.

Potential strategies to support this goal:

- Establishing metrics and / or processes to hold the organization accountable (includes Board, Executive Director, staff, and volunteers)
- Establishing program goals / outcomes

Capabilities Assessment

This capabilities assessment provides a qualitative overview of the staffing needs, funding needs, and potential funding sources to implement each goal of the Strategic Plan.

Metrics

Staff Needs	
1	Accommodate with existing staff
2	Potentially accommodate with existing staff
3	No increase in services without additional staff support
4	Current services already over capacity

Funding Needs <small>(in addition to staff)</small>	
1	No additional funding needed
2	May require additional funding to meet goals
3	Requires more funding

Funding Sources	
1	Membership Dues: Funded through dues (includes staff time)
2	Supplemental Funding: Conference, grants, or member funded
3	Fees: IGP / CGP Training Program; OWOW; BMP Handbooks

Principle 1: Lead

Define and advocate for policies, regulations, legislation, and solutions that are based in the latest science and implement CASQA's Vision for Sustainable Stormwater Management.

		Needs: Staff	Needs: \$	Funding Source
Goal 1.1	Implement the Vision for Sustainable Stormwater Management	3 / 4	3	Membership Dues and Supplemental Funding
Goal 1.2	Provide Leadership through Regulatory Advocacy and Engagement	1 / 2	1 / 2	Membership Dues
Goal 1.3	Provide Leadership for Statewide and Precedential Permits	1 / 2	1	Membership Dues
Goal 1.4	Expand and Grow Legislative Engagement and Advocacy	3 / 4	2	Membership Dues
Goal 1.5	Define and Advocate for Scientific Advancements	3	2	Membership Dues
Goal 1.6	Identify Statewide Water Quality Priorities and Develop Solutions	3	3	Membership Dues and Supplemental Funding
Goal 1.7	Advance Stormwater Profession through the CASQA Awards Program	1	1	Membership Dues

Principle 2: Engage

Create opportunities to engage with our members and other organizations to achieve common goals by sharing knowledge, ideas, and best practices

		Needs: Staff	Needs: \$	Funding Source
Goal 2.1	Collaborate and Integrate CASQA's Programs through the Executive Program Committee	1	1	Membership Dues
Goal 2.2	Engage Members through CASQA's Subcommittees	1	1	Membership Dues
Goal 2.3	Engage and Communicate Effectively with Members	2 / 3	1	Membership Dues
Goal 2.4	Build Partnerships and Increase Collaboration with Organizations that Support CASQA's Strategic Plan and Vision for Sustainable Stormwater Management	2 / 3	1	Membership Dues

Principle 3: Educate

Produce resources, publications, and events that inform and train stormwater professionals and educate the public

		Needs: Staff	Needs: \$	Funding Source
Goal 3.1	Lead and Manage Statewide Training Programs	1*	1	Training Programs
Goal 3.2	Develop and Provide New Training and Educational Resources	3	2 / 3	Membership Dues and Supplemental Funding
Goal 3.3	Produce Annual Conference as Industry Standard Educational Event	1	1	Conference or Membership Dues
Goal 3.4	Educate and Train through the CASQA Seminar Series	2	1 / 2	Membership Dues
Goal 3.5	Develop and Publish Informative Materials	1	1	Membership Dues
Goal 3.6	Optimize Educational Outreach and Engagement Through CASQA's Website	1	1	Membership Dues

* Taking program in-house will require hiring additional staff (funding available through fee generation)

Principle 4: Support Implementation

Publish tools and guidance to support implementation of stormwater programs

		Needs: Staff	Needs: \$	Funding Source
Goal 4.1	Publish BMP Handbooks as the Industry Standard	1 / 2	2 / 3	BMP Handbooks
Goal 4.2	Support Pesticide Management through Our Water, Our World	2 / 3	2	OWOW and Supplemental Funding
Goal 4.3	Develop Resources that Support Statewide Implementation	3	3	Supplemental Funding

Principle 5: Increase Organizational Capabilities

Operate as a high-performance organization with the capabilities to achieve the Strategic Plan

		Needs: Staff	Needs: \$	Funding Source
Goal 5.1	Align Staffing Capacity with Organizational Needs (Resources)	2 / 3	1	Membership Dues and Supplemental Funding
Goal 5.2	Recruit, Support, and Retain Effective Leaders (Resources)	2 / 3	1	Membership Dues
Goal 5.3	Ensure Financial Resources are Sufficient to Achieve the Strategic Plan and Effectively Managed (Resources)	2 / 3	1	Membership Dues
Goal 5.4	Maintain a Strong and Diverse Membership (Resources)	2 / 3	1	Membership Dues
Goal 5.5	Maximize CASQA's Impact through Strategic Planning and Prioritization (Priorities)	2 / 3	1	Membership Dues
Goal 5.6	Transition from a Managing Board to a Governing Board (Processes)	2 / 3	1	Membership Dues and Supplemental Funding
Goal 5.7	Modernize Governing Documents (Processes)	2 / 3	1	Membership Dues
Goal 5.8	Create an Organizational Structure to Achieve CASQA's Strategic Plan (Processes)	2 / 3	1	Membership Dues and Supplemental Funding
Goal 5.9	Operate with Accountability (Processes)	2 / 3	1	Membership Dues

