



# OFMA Strategic Plan Update

Strategy and Tactical Plan 2013

OFMA “plans” to ensure that we are effective at what we do, and that the strategies, tactics and actions are achieving the Association’s Mission and Vision.



# OFMA Strategic Plan Update

Strategy and Tactical Plan 2013

## STRATEGY

OFMA strives to be effective in achieving in its mission and vision by strategy and tactical planning to prioritize activities and projects in the following areas:

- **Education** - To communicate flood risk avoidance to the general public and build the knowledge and capability of Ohio's floodplain mangers, OFMA will provide education, training and promote professional development.
  - workshops
  - conference
  - scholarships
  - CFM exam and standard
  - website
  - target audiences
  - outreach materials
  - mentoring
  
- **Cooperation** - To have broad influence and use existing authorities, OFMA will share information, stay abreast of water resource issues and develop collaborative partnerships.
  - WMAO/ASFPM
  - legislation / policy monitoring
  - flood mitigation / recovery
  - stormwater / dam safety priorities
  - Multiple Objective Management
  - networking

## *Mission, Vision and Goals*



OFMA's Mission is to promote sound and effective floodplain management.

OFMA's Vision is providing a unified, credible voice for effective floodplain management.

OFMA's Goals are to cooperatively manage Ohio's floodplain system to reduce flood losses and promote the natural function of those floodplains.



- **Implementation** - To lead effective management of Ohio's floodplain system, OFMA will identify and interact with those conducting research for water resource practices and developing water resource policy.
  - research and development awareness
  - legislation review and comment
  - needs assessment
  - policy papers
  - flood insurance
  - community compliance
  - flood hazard mapping
  
- **Organization** -To support its members and fulfill its purpose, OFMA will provide an environment that fosters engagement and undertake effective actions and projects.
  - Conform to governing documents (e.g., Code of Regulations for Water Management Association of Ohio (WMAO), Memorandum of Understanding with WMAO, WMAO/OFMA Division Operating Charter, and OFMA Standard Operating Procedures.)
  - Bring value to partnerships (e.g., WMAO, ASFPM)
  - Sustain and engage members
  - Plan strategy and tactics (e.g., Project Charters, Process Documentation, SOP, SWOT).
  - Actively engage with umbrella organizations (e.g., WMAO, ASFPM)

## TACTICS

OFMA will accomplish its Mission, Vision and goals through a variety of means and actions. Examples of tactics (noted above) have been identified by OFMA. Specific tactics vary with circumstances and technology.

The priority planning areas for 2013 are flood insurance, flood hazard mapping, legislator education/outreach and organizational procedures.

## PROGRESS AND EVALUATION

OFMA's strategy for effective floodplain management includes specific objectives that identify "what" and "why" certain results should be achieved in the areas of Education, Cooperation, Implementation and Organization. "How" the objective is accomplished may take several steps and actions. Project charters are used to help manage the detailed tasks, actions, timeframes, expected results and responsible individuals ("who" and "when") needed to execute OFMA's strategies and objectives. Progress on specific activities and results are reported annually.



- **2012 Progress Milestones**

- o Proctored 7 CFM exams, conducted 2 CFM Refresher classes, and Ohio reached a total of 100 Certified Floodplain Managers®. (Education)
- o Strategic and Tactical Plan update. (Organization)
- o Standard Operating Procedure update to incorporate *WMAO Code of Regulations* and *OFMA Division Operating Charter* requirements. (Organization/Cooperation)
- o Legislator Education and Outreach Project – draft charter. (Cooperation/Education)
- o Response to ASFPM legislative alerts relative to re-use of land acquired with mitigation funds and continuance of Pre-Disaster Mitigation Assistance program. (Cooperation/Implementation)
- o Participation in development of Administrative Support RFP for WMAO. (Organization)
- o ASFPM Chapter renewal. (Cooperation/Organization)

Evaluation is conducted annually by the Board for the purpose of determining if general goals are being met, and whether the planned actions are being implemented. In this basic framework, the milestones track implementation of actions. Positive feedback, concerning the activities and issues addressed by the organization, is interpreted as indicator of success. More specific information is needed to evaluate if the projects and actions are achieving the broader goal of effective floodplain management in Ohio.

Evaluation of internal competencies and external factors that will impact OFMA is currently completed annually by SWOT assessment.

## OFMA PLANNING PROCESS

### HOW OFMA PLANS - A Process Guide



### A PLAN for Success!

OFMA “plans” to ensure that it is effective at what it does, and that the chosen strategies, tactics and actions are achieving the Mission and Vision. This involves thinking on strategic, tactical and operational levels. In addition to planning, OFMA “evaluates” to determine if current strategies and tactics need to be changed, and to identify priorities for action.

The strategic planning is comprehensive and long-range (5-10 years) - providing OFMA with purpose, desired outcomes and direction that may remain valid for several years. The strategies, objectives and tactics OFMA uses may need adjustment much more frequently. The tactical planning frames OFMA’s response to changing outside influences with internal capabilities. The operational, or action, planning provides the responsibilities and timelines for activities. The action plan also provides opportunities to identify specific measures for tracking progress and success. OFMA’s more complex actions are executed through project development.

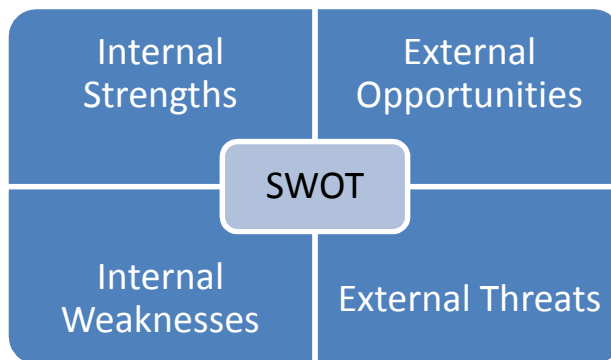
The strategic elements (Mission, Vision and Goals) are reviewed annually by the OFMA Board, but they will not typically change unless the organization’s purpose or desired outcomes need adjustment. Short-term (1-2 years) tactical and action planning occurs each year. Adjustments to strategies and tactics can be made annually or more frequently as needed. Tracking of progress on actions and measurement of activity results is done annually.



**STRATEGY:**

OFMA periodically reviews (scans) the environment to identify issues and opportunities that impact the organization. The Board uses scan information to make decisions about what OFMA must do to get the results needed (strategic goals and strategies). The Mission and Vision are used to help filter which issues and opportunities should be priorities. OFMA must satisfy its purpose and move in the desired direction if it is to be successful. **The purpose of OFMA’s strategic planning is a shared understanding of priorities, goals and objectives that are driving the organization toward where it wants to be.**

Annually, the Board reviews OFMA’s Strengths, Weaknesses, Opportunities and Threats. The process allows factors to be added or removed as needed. The SWOT is conducted as a “brainstorm” session with the goal of capturing as much information as possible. (Survey questions and interviews have also been used in past planning efforts to gather external feedback. The “Come Chat with the Board” session, conducted at the 2012 Statewide Floodplain Management Conference, was designed to gather input from the general membership of OFMA and key partners.)



The initial planning effort, in 2004, had a strategic level focus. The plan identified *why* OFMA was formed; *who* it would serve; *what* it desired to achieve in the future. The effort resulted in a **core strategic plan** that provided OFMA’s **Mission, Vision and Goals** (strategy framework).

In 2005, OFMA completed a **Strengths, Weaknesses, Opportunities and Threats (SWOT)** assessment. The SWOT was conducted to assess the internal and external factors that impact the organization’s ability to achieve its Mission and Vision. The SWOT information is the basis of OFMA’s strategic objectives/goals and priority issues. The **“priorities” for planning and action(s) are identified in response to internal and external factors that have significant impact on OFMA’s purpose and desired outcomes.**

The first step in the scan is to capture SWOT information. The Board considers the SWOT information. Then, OFMA’s **strategies/objectives are designed to capitalize on strengths, improve weaknesses,**

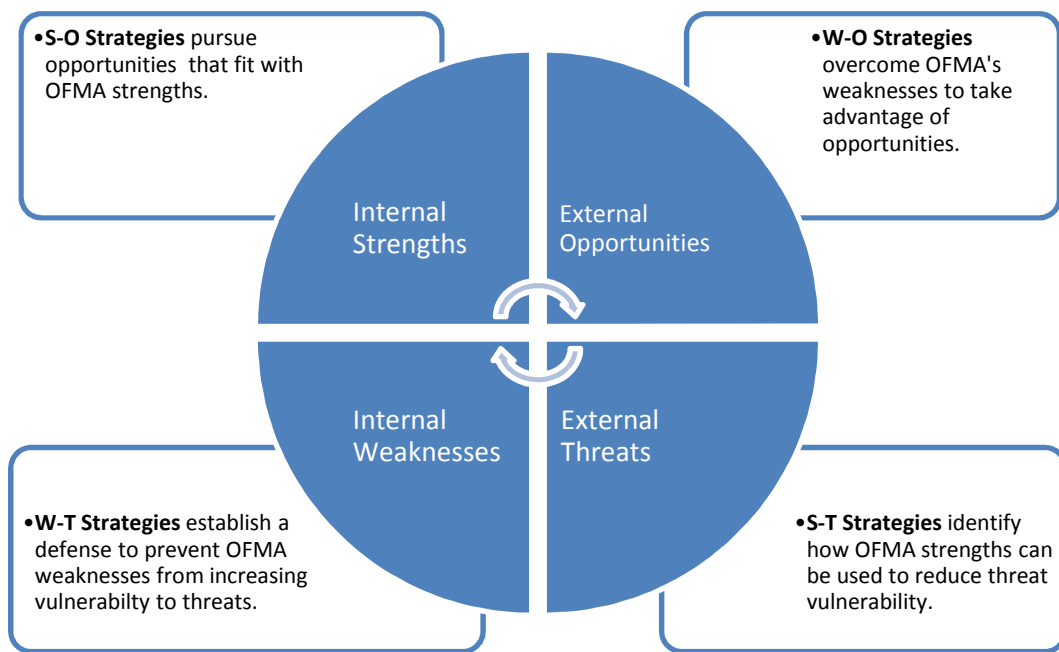


**leverage opportunity and avoid threats.** In other words, the procedures, projects and activities of the organization are built upon approaches that OFMA is most likely to be successful in executing.

**TACTICS:**

Annually, the Board determines *how* to accomplish the broad strategic goals of OFMA. **The purpose of OFMA’s tactical planning is to identify specific problems/issues and the specific results expected from OFMA’s actions** (objective / goal). Tactical planning links the organization’s strategies and competencies to the everyday projects, activities and procedures that the organization undertakes.

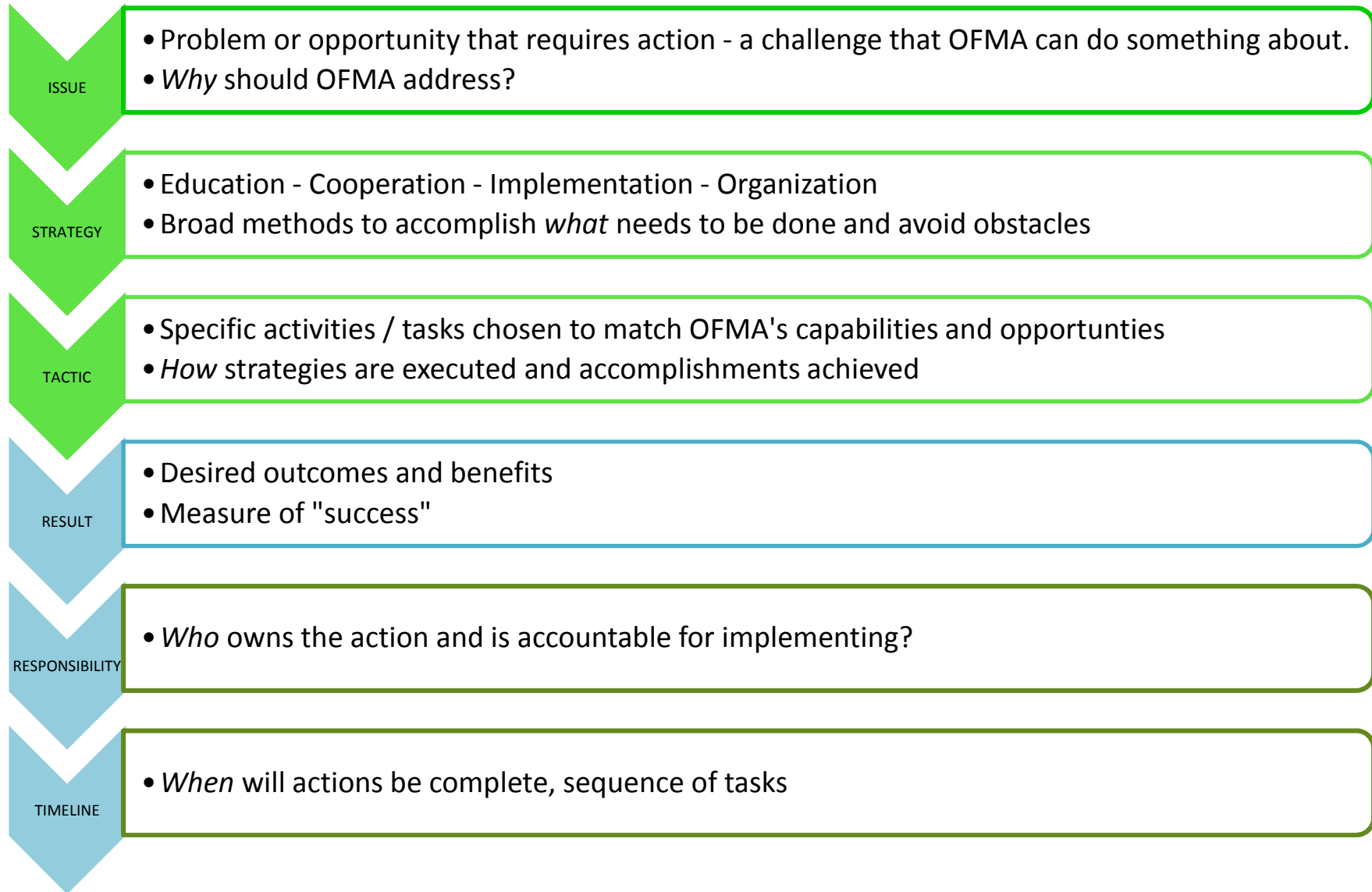
Using SWOT information to develop strategies:



To execute the specific strategies and objectives appropriate methods (**tactics**) are identified. In the course of “business,” OFMA has identified several tactics and methods that are effective in accomplishing the organization’s broad strategies to educate, partner, identify leading practices, develop sound policy and operate effectively. Example tactics include: statewide floodplain management conference; workshops; Multiple Objective Management; needs assessment; flood insurance; community NFIP compliance; engage membership.



Turning Strategies / Objectives into Actions:



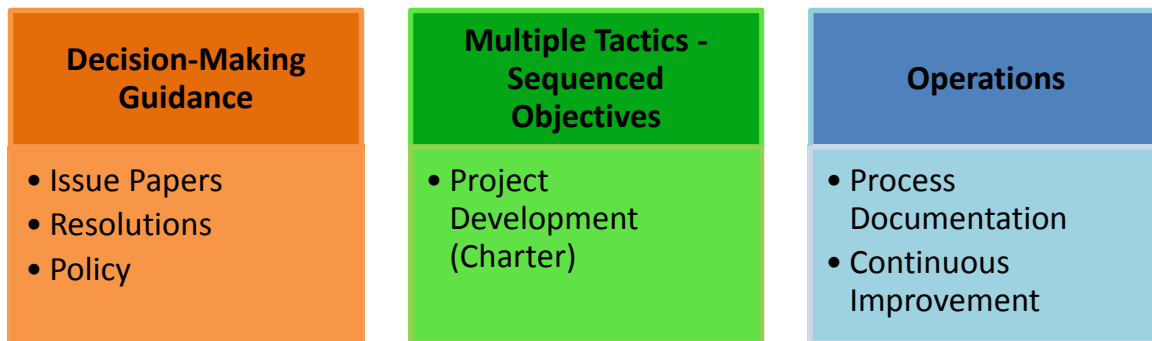




**ACTIONS:**

Actions “produce” plans, products, services and processes that result from implementing strategies and objectives. In accomplishing the actions, OFMA wants to identify the most direct path to what it needs to do. Completing an action or achieving a strategy / objective should result in progress toward a goal or the overall Vision.

To “manage” its activities, the OFMA Board uses the following:



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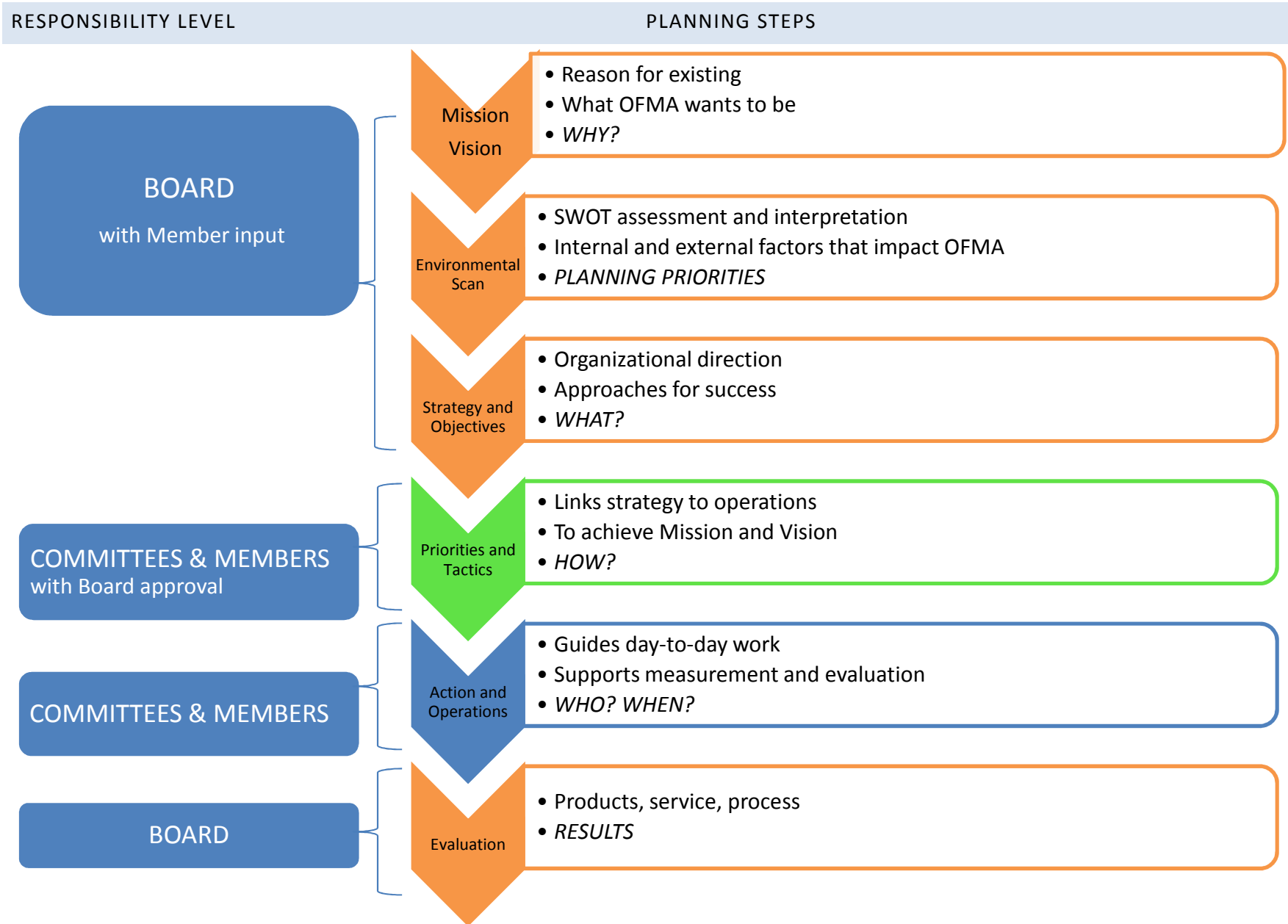
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*Project Charters or other guidance for how to manage activities could be added...*