



**Public Agency Risk
Management Association**

**STRATEGIC
FRAMEWORK
and 2017-2020
Strategic Plan**

REVIEW DRAFT

May 21, 2017

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PARMA Strategic Framework

Mission Statement **Public Agency Risk Management Association**

PARMA is dedicated to the professional development of all California public agency personnel with responsibility for risk management, and to the promotion of risk management as a critical component for public agency fiscal health.

PARMA Vision and Strategic Goals

Vision Statement

PARMA is recognized as the essential connection public agencies need to manage a broad spectrum of risk in an ever-changing environment.

Strategic Goals

Value for Members

1. Provide members with 24/7/365 access to education, resources, practice information and a network of service providers to support their success.
2. Become a dynamic professional community that fosters the exchange of experience, expertise and ideas between members to address issues and solve problems.

Influence and Outreach

3. Raise awareness and interest in risk management as a dynamic career, and demonstrate the value of the risk management function to the long-term fiscal health of public agencies.
4. Engage current and future risk management professionals in PARMA to further their professional development and to build and enrich the PARMA member network.

Chapter Effectiveness

5. Work with and support chapters as partners in delivering strong, consistent value to members and in raising the profile of the risk management profession at the grassroots level.

PARMA Governance and Operations

6. Expand opportunities for active member engagement and leadership development, and continue to build the financial resources and technology infrastructure to fulfill the PARMA mission and respond to the changing needs.

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2017-2020 PARMA Strategic Plan

To further PARMA's Strategic Goals in the 2017-2020 planning cycle, strategies will be developed and resources devoted to the following issues and milestones. (***) denotes preliminary issue priorities)

VALUE FOR MEMBERS

Issue: ****Education and Professional Development**

Milestones: *By 2020 . . .*

- Use of technology has increased to provide members with convenient, flexible access to continuing education.
- Members look to PARMA for programs that address timely, relevant industry trends, as well as the technical and leadership skills those managing the risk function need to succeed.

Issue: **Professional Resources and Tools**

Milestones: *By 2020 . . .*

- Members can access a robust resource clearinghouse of recorded webinars, tools and templates, best practice information and links to other vetted professional resources.

Issue: ****Member Networking and Relationship-building**

Milestones: *By 2020 . . .*

- An infrastructure is in place helping members tap the knowledge and experience of other members to address issues and solve problems.
- Chapters are providing intentional networking and relationship-building opportunities and events for members, such as regional roundtables, 'lunch and learns', networking/social activities, etc.

2017-2018 Strategic Priorities – VALUE TO MEMBERS
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| <ul style="list-style-type: none">• Initiate 'mini-chapter' networking/relationship-building activities as part of and outside of regular chapter programming.• Define the format and content of the PARMA resource clearinghouse. |
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INFLUENCE AND OUTREACH

Issue: ****Promotion of Risk Management**

Milestones: *By 2020 . . .*

- Members have the tools and the data to reposition the value of risk management with their agency leadership.
- PARMA and its chapters have an active student engagement program and productive relationship with identified schools.

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- PARMA has a presence and is collaborating with other organizations to address professional issues and raise visibility with those responsible for the risk management function.

Issue: **Membership Development**

Milestones: *By 2020 . . .*

- PARMA is fully leveraging chapter outreach and events to identify and recruit members.

Issue: **PARMA Branding**

Milestones: *By 2020 . . .*

- PARMA, its chapters, members and sponsors are consistently implementing clear guidelines to strengthen the PARMA brand.

2017-2018 Strategic Priorities – INFLUENCE AND OUTREACH

- Establish and implement clear PARMA branding guidelines.
- Develop clear, feasible goals for the outreach program and consider adjustments to the volunteer structure (e.g., internal vs. external outreach) to carry these out.

CHAPTER EFFECTIVENESS

Issue: ****PARMA Chapter Development and Support**

Milestones: *By 2020 . . .*

- Chapters are aware of, have agreed to, and are consistently implementing minimum operating standards.
- With PARMA support, chapters are more effectively coordinating events and meetings, and cross-promote programs to members in nearby jurisdictions.
- Expectations for chapter implementation of PARMA goals and priorities are clearly defined, and adequate support is provided (see planning notes).

2017-2018 Strategic Priorities – CHAPTER EFFECTIVENESS

- Clarify and continue joint development of chapter operating standards.
- Effectively facilitate chapter to chapter exchange of ideas and coordination.

PARMA GOVERNANCE AND OPERATIONS

Issue: **Revenue Development and Sustainability**

Milestones: *By 2020 . . .*

- PARMA has \$1million in reserves.
- PARMA has increased membership by 30 percent.

Issue: **Leadership Development and Member Engagement**

Milestones: *By 2020 . . .*

- Volunteer/leadership opportunities have expanded, including those that will attract next generation members.
- All chapters have an active Steering Committee.
- PARMA vendor members are actively participating in leadership opportunities.

Issue: ****Technology/Infrastructure Development**

Milestones: *By 2020 . . .*

- PARMA has created a YouTube channel, including training videos for volunteer leaders.
- A robust digital resource archive is in place, including “PARMA Talks”, accessible through a PARMA app.

2017-2018 Strategic Priorities – PARMA GOVERNANCE AND OPERATIONS

- Continue to improve PARMA-chapter coordination in solicitation of sponsors.
- Define the format and content of the PARMA resource clearinghouse (see Value to Members section above).
- Identify content contributors to the PARMA blog.
- Begin to define new volunteer opportunities for next generation members.