North Carolina
Beach, Inlet and Waterway Association

2026-2030 STRATEGIC PLAN

Waller
CONSULTING
Building Capacity to Dream

WORK GROUP MEMBERS

- Carin Faulkner - Bald Head Island
- Justin Whiteside - Ocean Isle Beach
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- Tom Leonard - North Topsail Beach
- Cliff Ogburn - Southern Shores
- Dennis Barbour - Carolina Beach
- Kathleen Riely - NCBIWA

EXECUTIVE SUMMARY

NCBIWA's Strategic Plan positions the organization to strengthen advocacy, governance, member engagement, financial sustainability, and leadership while continuing to serve as the leading voice for North Carolina's coastal communities.

Strategic Priorities

- Strengthen Coastal Advocacy and Policy Leadership
- Build Organizational Capacity and Leadership Continuity
- Increase Member Value and Organizational Impact
- Ensure Long-Term Financial Sustainability
- Develop Future Coastal Leaders and Strategic Partnerships

OUR MISSION

"NCBIWA works on behalf of North Carolina's coast and its members by convening coastal leaders; sharing trusted information; and advancing science, effective public policy, and sustained funding for beaches, inlets, and waterways."

North Carolina
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OUR VISION

"A sustainable, resilient North Carolina coast."

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OUR VALUES

CREDIBILITY

We ground our work in sound science, reliable information, and informed judgment.

COLLABORATION

We bring local governments, agencies, policymakers, technical experts, and partners together around shared coastal priorities.

TRUST

We act with honesty, consistency, diplomacy, and respect for the relationships that make our work possible.

COASTAL STEWARDSHIP

We advance practical, science-informed solutions that strengthen North Carolina's coastal communities.

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GOAL 1

Strengthen NCBIWA’s role as a trusted convener and advocate for coastal policy and funding.

KEY STRATEGIES

- Establish a member-informed process for setting annual policy and funding priorities.
- Use convenings to inform, connect, and advance coastal priorities.
- Strengthen NCBIWA’s advocacy voice.

SUCCESS INDICATORS

- At least one member input process is used to inform policy and funding priorities, and policy and funding priorities are adopted by the board.
- An advocacy, policy, or legislative affairs committee is active and contributing to priority-setting.
- The number of policy, funding, or advocacy priorities advanced is tracked yearly.

GOAL 2

Build board governance, capacity, systems, and leadership continuity needed for long-term sustainability.

KEY STRATEGIES

- Strengthen board, committee, and operational systems.
- Develop and implement board and Executive Director succession and transition plans.
- Document and share mission-critical knowledge and relationships.
- Strengthen board ownership and assess flexible capacity needs.

SUCCESS INDICATORS

- Succession and transition plans are completed and approved by the board.
- A relationship map is completed and reviewed annually.
- Committee structure is approved and active in priority areas.
- Increased board engagement and reduced dependency on the ED for legislative affairs, conference planning, membership, sponsorships, communications, and operations.

GOAL 3

Make NCBIWA’s member value and impact clearer, more visible, and easier to measure.

KEY STRATEGIES

- Define and communicate NCBIWA’s member value.
- Create a regular member communications and outreach rhythm.
- Measure and report member engagement, influence, and value.

SUCCESS INDICATORS

- Member retention, new member numbers, and membership diversity are tracked.
- Member satisfaction surveys are conducted and show an understanding of value and impact.
- Conference attendance, satisfaction, and ROI are tracked after each major conference.
- Member participation in committees, events, conferences, and leadership opportunities is tracked.

GOAL 4

Strengthen financial sustainability by aligning conferences, dues, sponsorships, other support, and operational efficiency with NCBIWA's value and capacity needs.

KEY STRATEGIES

- Assess and strengthen conference revenue and value.
- Review membership dues, categories, and value propositions.
- Clarify sponsorship, underwriting, and diversified funding opportunities.
- Assess operational efficiency and capacity needs.

SUCCESS INDICATORS

- Conference statistics are reviewed after each major conference.
- Membership dues, categories, and value propositions are reviewed, and recommended changes are presented.
- Sponsorship retention, sponsor revenue, and diversified funding prospects are tracked.
- Staff time and operational efficiency are reviewed by major activity area.

GOAL 5

Develop broader engagement and leadership pathways that support NCBIWA's mission and trusted role.

KEY STRATEGIES

- Define criteria for mission-aligned engagement.
- Create structured opportunities for non-board participation.
- Develop a next-generation coastal leadership pathway.

SUCCESS INDICATORS

- At least one non-board committee, task force, advisory group, or structured engagement pathway is created, and the number of non-board participants is tracked annually.
- At least one student, academic, young professional, or emerging leader activity is piloted.
- Board reviews membership, committee, and leadership pipeline representation at least annually.

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NCBIWA 2026-2030 Strategic Plan

A member-centered plan to strengthen advocacy, improve communication, increase conference value, and create clearer pathways for members to help guide NCBIWA's future.

Strategic Priorities

1 Strengthen Our Advocacy Voice

Create a clear, member-informed process for setting policy and funding priorities and advancing the issues that matter most to North Carolina's coast.

2 Increase Member Value and Communication

Improve how we communicate with members, gather input, and make NCBIWA's value, advocacy work, and impact more visible.

3 Strengthen Conferences and Financial Sustainability

Evaluate conference value, sponsorship opportunities, and revenue strategies to ensure NCBIWA has the resources and capacity to sustain its work.

4 Create More Pathways for Engagement

Expand meaningful opportunities for members to contribute through committees and other structured ways to get involved.

5 Strengthen Board and Organizational Capacity

The board will strengthen its structure, systems, and leadership continuity so NCBIWA can sustain this work for the long term.

Get Involved - Committee Opportunities

Here is a highlight of a few of the committees YOU can serve on as a member of NCBIWA:

Conference Committee

Help evaluate this year's conference and plan for future conferences, including content, member value, sponsorship, and overall return on investment.

Legislative Affairs Committee

Help shape the process for identifying policy and funding priorities and strengthen NCBIWA's advocacy voice on behalf of coastal communities.

Communications Committee

Help strengthen newsletters, social media, conference promotion, member input, and communications that better highlight NCBIWA's value and impact.

Some of our other committees/subcommittees include Nominating, Awards, Policy, and Finance.

We Need You!

NCBIWA's strategic plan will only succeed with active member participation. Sign up to serve on a committee and share where your interests and expertise can best support the work ahead.

Scan the QR code or complete the form to get involved.

https://www.ncbiwa.org/

Questions

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COMMITTEE INTEREST SIGNUP

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