





Strategic Plan

Coosa Riverkeeper Strategic Plan 2019-2022

Acknowledgements

Thank you to Diana Toledo of River Network for her time, spirit, and leadership facilitating Coosa Riverkeeper's strategic plan for 2019-2022. Additionally, thank you to the Coosa Riverkeeper Board of Directors and ad hoc Strategic Planning committee for their time and guidance throughout this process. We appreciate the many people who gave us feedback through stakeholder interviews and our membership survey. Your input was invaluable to helping craft this strategic plan.



“One of the joys of living on the Coosa River is to be able to share the fun with our grandchildren. Whether boating, kayaking, paddle boarding or swimming, it is our happy place. We are honored to be members of Coosa Riverkeeper. We value their mission to protect the Coosa and our goal is to instill these values in our grandchildren.”

- Pam G. Member since 2017



“Sit by a river. Find peace and meaning in the rhythm of the lifeblood of the Earth.” - Anonymous

"We forget that the water cycle and the life cycle are one."

- Jacques Cousteau,
Oceanographer





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Executive Summary

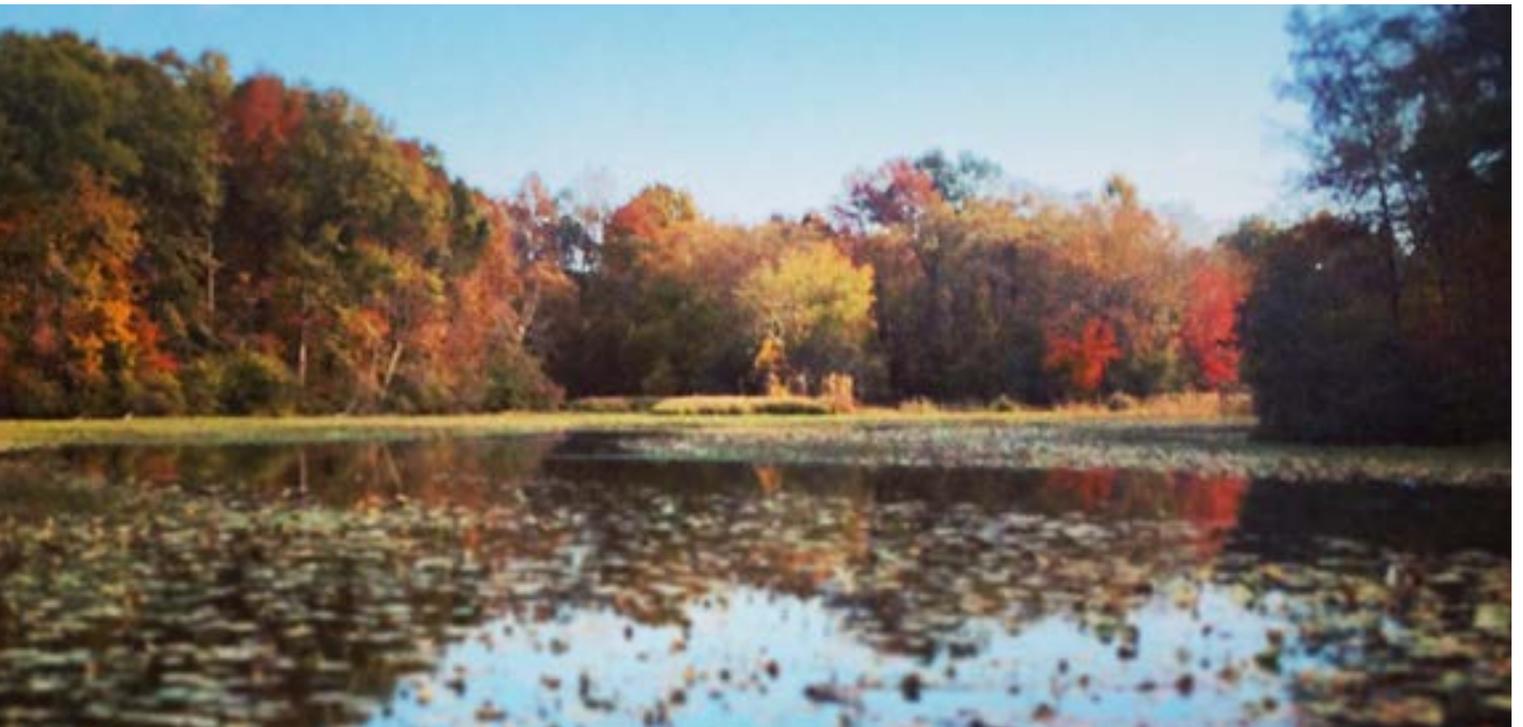
Coosa Riverkeeper's mission is to protect, restore, and promote the Coosa River and its tributaries in Alabama. This strategic plan outlines the organization's goals and objectives for the organization's programs and governance to work towards our vision of a swimmable, drinkable, and fishable Coosa River. Additionally, the strategic plan explains the history of the river, the organization's background, and describes the strategic planning process that informs the organization's three year plan.



“Our love for this river runs deeper than The Narrows.

It’s our responsibility to make sure it remains in tact and efficient.”

- Kane E. Member since 2018



“If a man fails to honor the rivers, he shall not gain the life from them.” - Anonymous



“Boundaries don’t protect rivers, people do.” - Brad Arrowsmith

Overview of Coosa Riverkeeper Programs:

Swim Guide

is a monitoring program that provides free and readily available information about water quality at popular recreation sites to families all summer long, using sound scientific water collection and analysis techniques through multiple communication channels (email, text alerts, radio ads, and social media).

Fish Guide

is designed to engage and educate fishermen about current fish consumption advisories as determined by Alabama Department of Public Health and offers a variety of information resources to help folks reel in large game fish on the Coosa through interactive citizen science programs, online maps and videos.

Riverkeeper Patrol

addresses major pollution issues through monitoring and direct observation by boat, plane, and vehicle, responds to citizen complaints, and speaks on behalf of the river in courtrooms and classrooms.

Education and Outreach

educates the public, businesses, and local governments about the environmental, social and economic value of the river and how that intersects with community health and vitality. Within this program, we will utilize the support of citizen scientists through our multi-pronged Citizen Science Initiative that will combine temperature tracking, algae monitoring, and pollution reporting.

COOSA RIVERKEEPER

Organizational Chart

BOARD OF DIRECTORS

- Manage long-term direction of the organization
- Coordinate with and provide oversight to Executive Director

OFFICERS (EXECUTIVE COMMITTEE)

President, Vice President, Treasurer, Secretary, and Immediate Past President

- Coordinate and oversee duties of the full Board of Directors and committees

STAFF

EXECUTIVE DIRECTOR

- Manage all Staff, including recruitment, review and retention
- Oversee day-to-day operations of Coosa Riverkeeper
- Inform and Collaborate with Board of Directors
- Coordinate and manage Advisory Council, Interns, and Volunteers

STAFF RIVERKEEPER

- Serve as the eyes, ears, and voice of the Coosa River
- Implement and Manage Riverkeeper Program
- Oversee Legal Program
- Reports to Executive Director

PROGRAM MANAGER

- Oversee the Swim Guide program
- Oversee the Fish Guide program
- Oversee Education & Awareness Efforts
- Reports to Executive Director

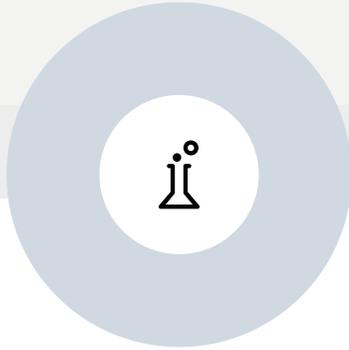
COMMITTEES

Ad Hoc Committees will also be formed on an as-needed basis as determined by Board of Directors



NOMINATING

- Recruit, review, and recommend Board candidates
- Ensure all Directors meet organization Duties & Responsibilities



LEGAL

- Minimize risk by reviewing actions of organization to comply with applicable laws and regulations
- Approve legal actions proposed by Staff, submit to Board of Directors

MEMBERSHIP

funds and publicly supports Coosa River-keeper



OUTREACH

- Support financial strength of organization through marketing, events, and campaigns
- Vote to recommend budget, review Form 990 before final submittal

Description of the planning process

This Strategic Plan is the result of a 6-month planning process launched by the Coosa Riverkeeper Board and staff in Spring 2018. The process engaged nearly 100 Coosa Riverkeeper members and stakeholders in determining the future direction of the organization. With input provided through online member surveys and stakeholder phone interviews, we developed a situational analysis and organization assessment that informed the development of this document (see Appendices X and Y). The staff and board participated in a 2-day planning retreat in the Fall of 2018, where they reviewed and discussed the analysis data, identified critical issues and opportunities, established key strategies and defined desired outcomes for the organization's work. This plan was formally adopted by the board on February 6th, 2019.



Coosa Riverkeeper Strategic Plan 2019-2022



Coosa Riverkeeper and the Coosa River Basin

The Coosa Valley, rich in aquatic biodiversity and natural beauty, is the one of the most developed rivers in Alabama—The River State. The Coosa River is 280 miles long, with 90% of its length in Alabama. From headwaters in Georgia and Tennessee, the Coosa flows to Alabama where a series of impoundments cover the magnificent shoals that so famously dominated the Coosa in the steamboat era. Those impoundments created six large lakes that are a major part of life on the Coosa and where tens of thousands of people live, fish and swim. The river is the most aquatically biodiverse subwatershed of the Mobile River Basin, which is the fourth largest basin in the country in streamflow. As such, the Coosa River, its lakes, and tributaries deserve protection from a myriad variety of threats which could further degrade its remarkable character.



Our organization works to answer the simple questions “is it safe to swim?”, “are the fish safe to eat?”, and “what can I do to make the Coosa healthier for my community?” as a means to ensure the public is aware of issues that impact recreation, public health, and property value



The Watershed

The Coosa River provides recreation, drinking water, and economic benefits in fifteen counties in Alabama {insert diagram here}. In recent years, local municipalities and counties have noted an increase in tourist expenditures, job growth, and dollars by making the Coosa and its tributaries more accessible and highlighting the impact it has on their communities. Journeying down the Coosa River from beautiful Lookout Mountain, past Talladega National Forest, and beyond the “rumbling waters” of Wetumpka, the river takes on a new name at confluence with the Tallapoosa River. The Alabama River flows on to the Mobile Delta and Gulf of Mexico.

“To live by a large river is to be kept in the heart of things.”

- John Haines



4,892 miles square miles of watershed

1,238 miles of shoreline

220 miles of river

17 counties



“After more than a year dealing with the developer and multiple promises of corrections my community was hit with serious run off from a nearby development. A friend suggested I talk with the Coosa Riverkeeper. My first visit with Coosa Riverkeeper staff left me feeling we had at last found a voice greater than our own in finding a solution.” -Tom J., member since 2019

How it all Started

The eight hydropower dams along the Coosa River, built early in the last century, constitute the primary threat to the river's health today. The Center for Biological Diversity reported the Coosa River suffered the greatest modern extinction event in the history of North America as a result of the dams and their impoundments. Thirty-six species endemic to the Coosa River were forced into extinction when Alabama Power impounded the river for hydroelectric power in the early 20th century. In 2010, the national environmental group American Rivers rated the Coosa as the tenth most endangered river in the entire United States. Although

the conclusions of the report are typically interpreted as saddening and shocking, a major positive outcome of the report was the resulting increase in public concern, which energized a group of citizens to band together forming Coosa Riverkeeper. Despite the alarming number of extinctions and ongoing threats to water quality, the Coosa River is a unique and valuable resource for individuals, municipalities, and commercial enterprise.



Mission

Coosa Riverkeeper

Coosa Riverkeeper's mission is to protect, restore and promote the Coosa River and its tributaries. We are a citizen-based nonprofit organization working to improve water quality, protect valuable habitat, and promote recreation and public health along the Coosa River in Alabama. We monitor polluters and their pollution permits, patrol the waterways, educate the public, and advocate on behalf of the river. Coosa Riverkeeper was founded in 2010 and is governed by a diverse Board of Directors, which is composed of many of the top environmental leaders in the watershed. Coosa Riverkeeper is a 501(c)(3) tax-exempt organization.





Affiliations & Accolades

Coosa Riverkeeper is a licensed member of Waterkeeper Alliance, an international alliance of 350+ Waterkeepers fighting to protect their local waterways. In less than ten years, Coosa Riverkeeper has built a reputation as a highly effective and credible organization. In 2017, we were named “Best Group of the Year” by Alabama Rivers Alliance, a statewide alliance of water advocacy organizations. We have earned the Guidestar Platinum designation for organizational best practices and financial transparency,

and earned the national accreditation of Standards for Excellence. In 2018, Coosa Riverkeeper and the seven other Alabama Waterkeepers were honored as “Best Group of the Year” for our collective work on “sewage right-to-know”, resulting in the first statewide electronic notification system for sewage overflows administered by the Alabama Department of Environmental Management.

In less than ten years, Coosa Riverkeeper has built a reputation as a highly effective and credible organization.



Vision

Strategic Plan

To fulfill our mission of protecting, promoting, and restoring the Coosa River, our organization has developed four core programs to engage the many people who live, work, visit and recreate on the Coosa River, its tributaries and lakes.



Through the Fish Guide, Swim Guide, Riverkeeper Patrol, and Education & Outreach programs, Coosa Riverkeeper encourages everyone to enjoy the river, lakes, and “skinny water” or creeks, while providing information about water quality conditions and fish consumption advisories for both sport and leisure. Our organization works to answer the simple questions “is it safe to swim?”, “are the fish safe to eat?”, and “what can I do to make the Coosa healthier for my community?” as a means to ensure the public is aware of issues that impact recreation, public health, and property value.



Fish Guide

Swim Guide

River Keeper Patrol

Education and Outreach

“is it safe to swim?”
“are the fish safe to eat?”
“what can I do to make the Coosa healthier for my community?”

Vision

Our Vision for the Future

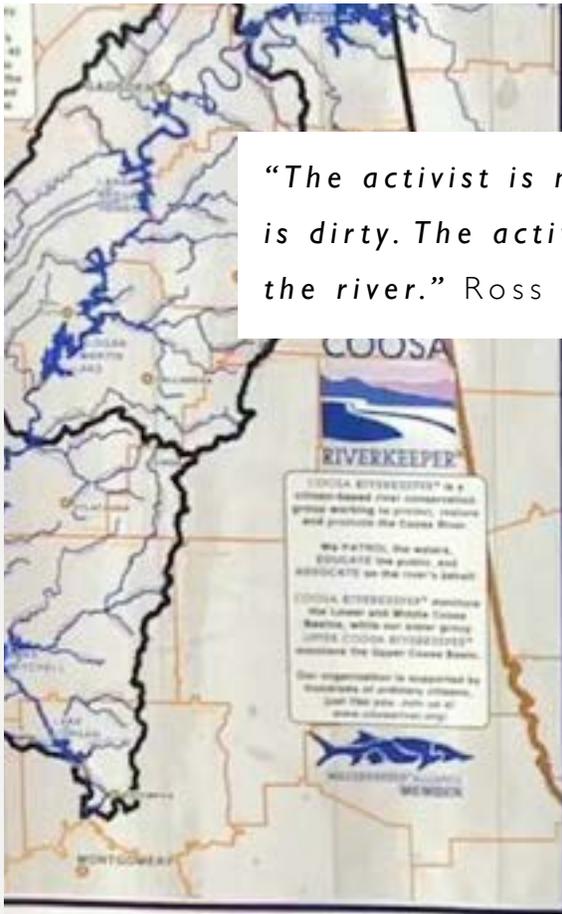
Coosa Riverkeeper has grown over the past eight years from a small and humble watchdog group with a single Staff Riverkeeper and patrol boat to an organization that comprises an Executive Director, Staff Riverkeeper and Program Manager, supported by a number of dedicated interns and volunteers. Membership vital to Coosa Riverkeeper programs has grown and our vision is to continue expanding our audience and programs, with a target of doubling our membership and organizational reach in the community by 2022.



We plan to gradually add staff positions, increase our outreach, and expand our partnerships while building on our prior success. Our watershed and range of supporters is large, recognition that the health of the Coosa watershed is a vital resource - one we all want to protect and preserve for future generations. The economic, social, and environmental benefits of the region are profoundly connected to the river. Coosa Riverkeeper is dedicated to working with businesses and municipalities as well as landowners and individuals to bring awareness to the fragility and importance of the river as an asset to all in the area, and especially downstream.



"The activist is not the man who says the river is dirty. The activist is the man who cleans up the river." Ross Perot





GROWTH

Our way forward

In order to fulfill our mission across such a large watershed and area of concern (approximately 5,000 square miles), we envision a future of sustained growth for our organization in the coming years. Our growth will result from a targeted education and outreach plan to lake homeowners and boat owners, municipalities, civic groups, and the community at large. While continuing to manage programs throughout the watershed, each year we will put special emphasis on one of the lake areas, including associated river miles and tributaries. In 2019, our focus will be on Logan Martin Lake, followed by Lake Neely Henry in 2020 and Lay Lake in 2021. This strategic, targeted approach will help prove success of updated systems and program methods and optimize use of increased investment in the organization. We will strategically focus outreach efforts on the remaining lakes on the Coosa River in 2022 and beyond.



1,200 members by 2020

Through these targeted activities we plan to double our current membership to at least 1,200 members by 2020. Increasing membership will support efforts to expand important field work and programs directed at enhancing the river's status, and will ensure affected communities of all sizes have clean drinking water, access to information about the safety of consuming fish, and swimming holes for all users to enjoy year round. Enlarging our donor base and geographic reach is vital to ensure financial support for staffing and adequate resources for programs to protect and inform the public.

Overview of Coosa Rickerkeeper programs:

Swim Guide

Swim Guide is a monitoring program that provides free and readily available information about water quality at popular recreation sites to families all summer long, using sound scientific water collection and analysis techniques through multiple communication channels (email, text alerts, radio ads, and social media).

- | | |
|-----------------------------|---|
| Goal 1: | Improve sustainability and efficiency for analytical sampling and laboratory practices by investing in equipment and improved laboratory space to provide a cleaner, safer, healthier work environment. |
| Goal 2: | Increase the number of sampling sites. Add sampling route to accommodate site expansion. |
| Goal 3: | Increase investment in Internship Program by providing stipends and more extensive training. |
| Goal 4: | Continue monitoring algae, cyanobacteria and nutrients through regular intensive sampling once per month during the growing seasons. |
| Citizen Science Initiative: | Engage citizen scientists in a volunteer monitoring effort to collect weekly Secchi disk readings to collect water clarity data. |



| 2018

| 2019

| 2020

| 2021

Number of sites = 26
Number of routes = 3

30

34, add fourth route (split South Route)

37

add Lab Intern stipend

add Outreach Intern stipend

additional Intern Training

a cleaner, safer, healthier work environment.

launch intensive sampling 9 sites once a month for 2 months

monitor 8 sites monthly during a portion of the algae growing season (May-August)

monitor 8 sites monthly during a portion of the full algae growing season (April-October)

monitor 10 sites monthly during full the algae growing season (April- October)

initiate and refine procedures to achieve lab certification

purchase autoclave to reduce waste required for sanitary disposal
achieve lab certification by Alabama Department of Environmental Management

renovate lab space

Overview of Coosa Rickerkeeper programs:

Fish Guide

Fish Guide is designed to engage and educate fishermen about current fish consumption advisories as determined by Alabama Department of Public Health and offers a variety of information resources to help folks reel in large game fish on the Coosa through interactive citizen science programs, online maps and videos.

Goal 1:

Launch statewide campaign in support of passing Fishermen's Right to Know legislation with support from organizations such as: Waterkeepers Alabama, Alabama Rivers Alliance, Conservation Alabama, and other organization stakeholders

Citizen Science Initiative:

Increase total number of volunteer citizen scientists collecting temperature data prior to the fish spawn.

Citizen Science Initiative:

Improve efficiency to collect and analyze data from citizens throughout the year and throughout the prongs of the Citizen Science Initiative.



| 2018

Build relationships with potential partner groups and build awareness

Number of volunteer monitors = 57

implement AldenBLUE app/software to support overall data collection and management.

| 2019

Establish a formal coalition and target legislators to sponsor

67

To be determined based on citizen scientists feedback after the implementation of AldenBLUE.

| 2020

Draft wording of proposed bill and formalize a public campaign

77

| 2021

Goals this year will depend on advocate support and prior year outcomes. If legislation does not pass, continue building advocacy. If does pass, maintain involvement to educate public.

87

Overview of Coosa Rickerkeeper programs:

Riverkeeper Patrol

Riverkeeper Patrol addresses major pollution issues through monitoring and direct observation by boat, plane, and vehicle, responds to citizen complaints, and speaks on behalf of the river in courtrooms and classrooms.

Goal 1:

Conduct regular river patrols by boat, plane, and truck. Patrols are defined as an investigative look at the river by boat, truck, or plane. They can be focused on education, developing a relationship, exploring a citizen complaint, or Swim Guide.

Goal 2:

Quarterly compliance assessments to identify and monitor sources of pollution, advocate for strong and protective pollution permits, and ensure existing laws and policies are implemented and enforced

Goal 3:

Initiate litigation when necessary to enforce existing environmental laws and regulations.

Citizen Science Initiative:

Provide citizens with a vehicle for sharing and addressing pollution complaints on how to report pollution and responding to all complaints in a timely manner

Citizen Science Initiative:

Address nutrient pollution from CAFOs by targeting unregistered AFO/CAFOs for registration, monitoring BMP implementation, and prioritizing CAFO permit review and enforcement.

Citizen Science Initiative:

Address water quality and habitat impacts of erosion/sedimentation from development and recreational activities by educating the public to identify and report activities lacking BMPs.

Citizen Science Initiative:

Advocate for protective local policies and ordinances to protect water quality.

Citizen Science Initiative:

Submit comment letters on appropriate regulatory opportunities to result in regulatory change or modification.



| 2018 | 2019 | 2020 | 2021

53 patrols

55 patrols

60 patrols

65 patrols

Compliance assessments completed semiannually

3 compliance assessments

4 compliance assessments

4 compliance assessments

Engaged in ongoing litigation

Litigation and Advocacy as necessary

Litigation and Advocacy as necessary

Litigation and Advocacy as necessary

25 complaints received, 100% responded to within 2 business days, 96% closed within 90 days.

Respond to all complaints within 2 business days. Close all complaints within 90 days.

Respond to all complaints within 2 business days. Close all complaints within 90 days.

Respond to all complaints within 2 business days. Close all complaints within 90 days.

Obtained map of registered and unregistered AFO/CAFOs

Verify unregistered AFO/CAFOs and send letters to owner/ADEM

Begin BMP monitoring of CAFOs via regular patrols

Prioritize BMP enforcement and initiate action where appropriate

responded to citizen complaints on the matter

initiate project with TNC on Big Canoe Creek

add regular BMP patrols in Yellowleaf Creek watershed

analyze current landscape for opportunities to improve city/county policy

conduct an assessment of local policies that can be influenced through our data collection and developing relationships.

follow up on local policies as necessary based on field notes and relationship building.

follow up on local policies as necessary based on field notes and relationship building.

number of comment letters written= 6

submit comment letters that are appropriate as necessary.

submit comment letters that are appropriate as necessary.

submit comment letters that are appropriate as necessary.

Overview of Coosa Rickerkeeper programs:

Community Outreach and Education

Education and Outreach educates the public, businesses, and local governments about the environmental, social and economic value of the river and how that intersects with community health and vitality. Within this program, we will utilize the support of citizen scientists through our multi-pronged Citizen Science Initiative that will combine temperature tracking, algae monitoring, and pollution reporting.

- | | |
|---------|--|
| Goal 1: | Increase geographic reach in watershed communities with high potential for membership growth, through public presentations and participation in local events. |
| Goal 2: | Increase dues-paying membership. |
| Goal 3: | Inspire member engagement throughout the watershed by creating competitive, social media-based challenges such as Instagram photo caching, scavenger hunts or “bio-bingo”. |
| Goal 4: | Establish a “Save the Skinny Water” paddle series with at least one group paddling event each year, in partnership with local outfitters and partner organizations. |
| Goal 5: | Incorporate creek and river clean-ups and educational activities in regions of the watershed consistent with focus locations of the year. |
| Goal 6: | Develop youth education program, in coordination with other outreach efforts, prioritizing annual focus regions/lakes. |



| 2018

| 2019

| 2020

| 2021

Logan Martin Lakefest

Neely Henry Christmas Boat Parade

Lay Lake Poker Run

600 members

800 members

1000 members

1200 members

of followers on Facebook: 8,857
of followers on Instagram: 2,666

Focus on challenges on Logan Martin Lake and increase number of followers in the geographic area by 5%

Focus on challenges on Neely Henry Lake and increase number of followers in the geographic area by 5%

Focus on challenges on Lay Lake and increase number of followers in the geographic area by 5%

Paddle on Choccolocco Creek

Paddle on Big Wills Creek

Paddle on Big Wills Creek

participate in Renew our Rivers: Logan Martin Lake

participate in Renew our Rivers: Neely Henry

participate in Renew our Rivers: Lay Lake

Develop youth educational programing to create teaching modules related to Fish and Swim Guide Programs.

Deliver youth educational programing through partner organizations (4-H clubs, summer camps, schools, Scout troops, etc.)

Launch youth education program having assessed needs, identified priority audiences and established partnership agreements

Overview of Coosa Rickerkeeper programs:

Community Outreach and Education

Education and Outreach educates the public, businesses, and local governments about the environmental, social and economic value of the river and how that intersects with community health and vitality. Within this program, we will utilize the support of citizen scientists through our multi-pronged Citizen Science Initiative that will combine temperature tracking, algae monitoring, and pollution reporting.

Swim Guide:

increase outreach on social media, text message alerts and emails accordingly.

Swim Guide:

increase outreach on social media, text message alerts and emails accordingly.

Fish Guide:

educate consumers of fish toxicity levels and Fish Consumption Advisories by analyzing tissue of one fish per year and/or creating supporting material to share via social media.

Patrol:

educate the public about priority issues impacting the quality and health of the Coosa River with focus on the problems of nutrients, erosion/sedimentation from poor development practices, coal ash, dams and invasive species. Develop content in off-season to provide educational content as appropriate by season.



| 2018

| 2019

| 2020

| 2021

Social Media Reach=
500,000
Text Alerts=
Website=
Email=

increase total outreach
by 10%

increase total outreach
by 10%

increase total outreach by
10%

Logan Martin Lake

Neely Henry

Lay Lake

Logan Martin Lake focus
on PCBs and its impact on
health.

Focus on the ways to
prepare fish to reduce
exposure and partner with
a local restaurant on Neely
Henry to produce video.

Lay Lake focus on
methylmercury and its
impact on health.

6 public presentations
7 educational or
development focused
patrols
12 blog posts by Staff
Riverkeeper

6 public presentations
7 educational or
development focused
patrols
12 blog posts by Staff
Riverkeeper

6 public presentations
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12 blog posts by Staff
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Coosa Riverkeeper

Governance Core Strategies

Coosa Riverkeeper is dedicated to continuous growth of its programs to better serve the watershed and the people who enjoy it. In order to achieve our mission, we recognize it is important to establish strong governance strategies, develop an effective board of directors and committees, and establish efficient internal structures. We are committed to developing staff capacity, increasing staff satisfaction, and expanding organizational resources for our team.



Strong,
effective and
representative
Board of
Directors

Increase number of board members to better support all geographies, expanded programs and increased impact of the organization.

Recruit new board members, focusing on additional variety of skills along with gender and racial diversity.

Prioritize recruitment of board members from key areas of the watershed not currently represented as well.

Develop board member leadership opportunities to act as ambassadors for the organization.

Leverage diverse board skills and networks to take on expanded responsibility for organizational planning and development.



| 2018

11 board members

| 2019

13 to 15 board members

| 2020

13 to 15 board members

| 2021

max 15 number of board members, with clear succession plan

Recruitment priorities:
Science, Agriculture,
Forestry

Recruitment priorities:
Human Resources, Local
Government

Recruitment priorities:
Tourism/Recreation, Real
Estate

Recruitment priorities:
Gadsden - Rainbow City

Recruitment priorities: Pell
City - Anniston - Oxford

Recruitment priorities:
Coosa County -
Wetumpka - Montgomery

Work with staff to establish materials, talking points and training which clearly articulates the Coosa Riverkeeper mission, value and programs.

Board members to each present at a minimum of one outside event during the year.

Each board member responsible for organizing at least one public presentation within their networks.

Conduct a board skills assessment to determine underutilized opportunities and identify gaps.

Expand role of the Board Nominating Committee to include additional tasks of Governance: conducting Board self-evaluations and exit interviews.

Committee leads annual self-evaluation process and establishes mentoring program for incoming board members.

Coosa Riverkeeper

Governance Core Strategies

Effective and Efficient BOD Committees:

Utilize more clearly defined board committees to support the Coosa Riverkeeper mission. Develop and maintain a leadership succession plan for each committee.

Committee leadership will work with staff and committee chairs to draft annual work plans, meet on a consistent basis throughout the year.

Develop staff capacity and increase satisfaction:

Staff benefits will be provided through a salary stipend or suite of direct benefit options, to be selected by the individual staff person.

Promote efficient use of CRK staff time and resources as the organization grows to optimize communication among board and staff

Efficient Internal Operational Systems:

Plan and budget for updated operational infrastructure, staffing and outside contractor support

The Executive Committee will review internal Coosa Riverkeeper policies and bylaws on an annual basis (to coincide with fiscal year) and update as needed

Expand organizational staff and financial resources:

By 2023, increase budget from \$232,000 (2018) to approximately \$310,000, maintaining a diverse and sustainable mix of funding sources.

By 2023, increase staff from 3 FTE to 4 or 5 FTE.



| 2018

Standing Committees:
Executive Committee
Nominations Committee
Outreach Committee
Legal Committee

Implement Field Notes system for all staff members

test Network for Good for CRMS and improved donor data management

establish more comprehensive position descriptions and compensation plan

| 2019

Streamline support by assigning a staff liaison for each committee.

Draft 2019 work plan in collaboration with staff and committee chairs. Establish and maintain a consistent meeting schedule for each committee.

Establish budget for stipend to be used towards benefits. Research options to plan for future benefit plan options for FT staff.

develop new work plans consistent with budget to achieve goals of the strategic plan.

invest in an enterprise system to support member recruitment and communications, management of events and more.

review and update internal policies to ensure consistency with updated strategic plan.

\$23,000 revenue growth for annual budget of \$255,000

update job descriptions for Riverkeeper, Program Manager, and Executive Director consistent with updated strategic plan.

| 2020

Recruit additional committee members from outside the board of directors and advisory council.

Revisit work plan and update to include expanded programs, increased membership, and other goals.

Establish a formal plan for professional development for FT staff

develop a program and development dashboard to increase efficiency in reporting and enhance awareness of metrics.

contract a part-time bookkeeping service to handle payroll, filings, financials, and sales tax.

review and update internal policies with external review by a third party as required by Standards for Excellence™.

\$25,000 revenue growth for annual budget of \$280,000

craft a job description for part-time administrative support staff and Director of Development.

| 2021

Establish regional committees throughout the watershed.

Schedule work session(s) to revisit and update the strategic plan for 2022-2025

Provide a range of benefit options for FT staff, with a substantial portion of benefit plan paid by the organization.

review Employee Handbook to include information on part-time and contract employees.

add part-time administrative support staff to handle overall office management, basic bookkeeping, and reporting, etc.

ensure internal policies and documents incorporate updated program and infrastructure needs.

\$30,000 revenue growth for annual budget of \$310,000

hire a part-time administrative support staff and craft plan for hire of Director of Development.

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