

**Friends of Chesterfield's Riverfront**  
*Five-Year Strategic Plan*  
**November 2007 – November 2012**

*Part I: What do we want to Achieve?*

**Introduction to the Strategic Plan**

The Friends of Chesterfield's Riverfront (Friends) Five-Year Strategic Plan identifies goals, action steps, responsible parties and outcomes necessary to implement the Chesterfield County Riverfront Plan. The strategic goals can be divided into two areas: programmatic and organizational. The programmatic goals focus on three core program areas, which are education and outreach, resource enhancement and resource conservation. Each core program area has a corresponding strategic goal with action steps and resulting outcomes.

There are also three core areas, each with a corresponding strategic goal, which contribute collectively to achieve organizational growth. These include marketing, fundraising and development. Each goal also includes action steps and resulting outcomes. Through the implementation of our action steps, Friends will be able to produce measurable outcomes and further the implementation of Chesterfield County's adopted Riverfront Plan for the residents and staff of the county.

**Strategic Goals**

***Programmatic Goals***

- Goal 1:*           **Education and Outreach:** Provide Chesterfield County staff, citizens, businesses and students with exemplary information pertaining to water quality, river conservation and river enhancement.
- Goal 2:*           **Resource Enhancement:** Enhance the resources of Chesterfield County to contribute to improvements in our riverfronts, water quality and the quality of life for county residents.
- Goal 3:*           **Resource Conservation:** Conserve resources in Chesterfield County that contribute to additional open space, improved water quality, riverfront access and additional recreation opportunities for the residents and visitors of the county.

***Organizational Goals***

- Goal 4:*           **Marketing:** Create a citizen supported membership program and continue to market our services to citizens and businesses in the county and regionally.
- Goal 5:*           **Fundraising:** Identify additional funding opportunities that support staff, organizational function and programmatic development.
- Goal 6:*           **Development:** Sustain a proactive environment where the executive director and board of directors actively seek development opportunities.

## *Part I.I: What we must do to get there.*

**Goal 1:**            **Education and Outreach: Provide Chesterfield County staff, citizens, businesses and students with exemplary information pertaining to water quality, river conservation and river enhancement.**

### **Action Steps, Responsible Parties and Timeframe for Implementation**

- 1.1 Identify alternative venues for outreach  
Executive Director and Chairman (2007 – 2008)
- 1.2 Develop and sustain programs targeting citizens, businesses and students  
Executive Director and Chairman (2008 – 2011)
- 1.3 Structure education and outreach to instill a behavioral change toward our natural resources  
Executive Director and Chairman (2007 – 2012)

### **Outcomes Resulting from the Action Steps**

- 1.1 Identify alternative venues for outreach
  - Establish relationships with nontraditional venues
  - Events located at citizen friendly locations
- 1.2 Develop and sustain programs targeting citizens, businesses and students
  - Annual education program for adults held at a nontraditional venue
  - Brown bag lunch series on stormwater for citizens and businesses
  - Environmental education programs implemented with the assistance of Chesterfield County Public Schools
  - Additional grant funding for programmatic support and schools
- 1.3 Structure education and outreach to instill a behavioral change toward our natural resources
  - Change in behavior by Chesterfield residents
  - Decrease in nonpoint source pollution from citizens, schools and businesses
  - Targeted educational programs that focus on the “big picture”

**Goal 2:**            **Resource Enhancement: Enhance the resources of Chesterfield County to contribute to improvements in our riverfronts, water quality and the quality of life for county residents.**

### **Action Steps, Responsible Parties and Timeframe for Implementation**

- 2.1 Identify restoration projects that improve the functionality of our natural resources  
Executive Director and Board of Directors (2007 – 2012)
- 2.2 Work to provide additional public access to the river  
Executive Director and Board of Directors (2008 – 2012)
- 2.3 Expand the citizen monitoring program  
Executive Director (2007 – 2009)
- 2.4 Work with the development community and county staff to implement low impact development  
Executive Director and Board of Directors (2007 – 2012)

### **Outcomes Resulting from the Action Steps**

- 2.1 Identify restoration projects that improve the functionality of our natural resources
  - Located potential restoration sites in partnership with the Chesterfield County OWQ utilizing existing tools
  - Increase in linear feet of riparian buffer
  - Increased implementation of rural and urban best management practices
  - Increased grant funding to support implementation projects

- 2.2 Work to provide additional public access to the river
  - Increased public access through established partnerships with Chesterfield County Parks and Recreation staff and FOLAR
  - Implementation of the master plan for the Brown and Williamson Conservation Area
- 2.3 Expand the citizen monitoring program
  - Establishment of a localized citizen monitoring program in partnership with the Chesterfield County OWQ
  - Increase in the number of citizen monitors in Chesterfield County
  - Increase in the number of parameters monitored
  - Annual water quality summary for volunteers
- 2.4 Work with the development community and county staff to implement low impact development
  - Demonstrational implementation projects
  - Educational events for developers and county staff
  - Revision of Chesterfield County ordinances

*Goal 3:*            **Resource Conservation: Conserve resources in Chesterfield County that contribute to additional open space, improved water quality, riverfront access and additional recreation opportunities for the residents and visitors of the county.**

**Action Steps, Responsible Parties and Timeframe for Implementation**

- 3.1 Assist Chesterfield County in the development of a policy on conservation easements  
Executive Director and Chairman (2007 – 2008)
- 3.2 Work on conservation easement education and coordination with Chesterfield County  
Executive Director (2008 – 2009)
- 3.3 Identify opportunities for green infrastructure planning in Chesterfield County  
Executive Director and Board of Directors (2008 – 2010)
- 3.4 Create a program and series of projects focused on water conservation for citizens  
Executive Director and Board of Directors (2008 – 2012)

**Outcomes Resulting from the Action Steps**

- 3.1 Assist Chesterfield County in the development of a policy on conservation easements
  - Adopted conservation easement policy
  - Targeted outreach program developed from the easement policy
- 3.2 Work on conservation easement education and coordination with Chesterfield County
  - Identification of potential sites for conservation
  - Educational programs for landowners
- 3.3 Identify opportunities for green infrastructure planning in Chesterfield County
  - Identification of green infrastructure needs
  - A map showing existing green infrastructure in Chesterfield County
  - Increased establishment of greenways, conserved lands and trails in Chesterfield County
  - Adopted “Green Infrastructure: Protecting Resources for Future Generations” report produced by the Chesterfield County Committee on the Future in November of 2005
- 3.4 Create a program and series of projects focused on water conservation for citizens
  - Seasonal rain barrel workshops for Chesterfield County citizens
  - Established water conservation program
  - Ongoing water conservation and reuse projects

*Goal 4:*            **Marketing: Create a citizen supported membership program and continue to market our services to citizens and businesses in the county and regionally.**

Action Steps, Responsible Parties and Timeframe for Implementation

- 4.1     Develop a marketing plan to increase visibility  
Executive Director and Membership & Marketing Committee (2007 – 2008)
- 4.2     Expand membership categories to encompass varying economic levels  
Executive Director and Membership & Marketing Committee (2007 – 2008)
- 4.3     Implement an annual member event  
Executive Director and Board of Directors (2007 – 2012)
- 4.4     Increase membership outreach through participation in county community events  
Executive Director and Board of Directors (2007 – 2012)

Outcomes Resulting from the Action Steps

- 4.1     Develop a marketing plan to increase visibility
  - A clear and concise marketing message
  - Increased volunteer participation
  - Increased name recognition among citizens
  - Promotional materials (brochure, website, etc.)
- 4.2     Expand membership categories to encompass varying economic levels
  - Increase in membership categories
  - New membership categories – For example; young adult, mature adult, River Steward and River Protector
  - New membership materials
- 4.3     Implement an annual member event
  - Annual membership event
  - Community recognition awards for citizens and businesses
  - Increase in fundraising capability through the utilization of the member event
- 4.4     Increase membership outreach through participation in county community events
  - Increase in participation at county community events
  - Increase in general membership and new partnerships

*Goal 5:*            **Fundraising: Identify additional funding opportunities that support staff, organizational function and programmatic development.**

Action Steps, Responsible Parties and Timeframe for Implementation

- 5.1     Increase funding support from corporate donors  
Board of Directors (2007 – 2012)
- 5.2     Expand funding requests to foundations  
Executive Director and Board of Directors (2007 – 2012)
- 5.3     Increase interpersonal communication with potential donors  
Board of Directors (2007 – 2012)
- 5.4     Sustain and expand partnerships with members, donors, volunteers and other organizations  
Executive Director and Board of Directors (2007 – 2012)

### Outcomes Resulting from the Action Steps

- 5.1 Increase funding support from corporate donors
  - List of potential corporate donors in Chesterfield County
  - Established individual board member relationships with corporate sponsors
  - Increase in name recognition
  - Materials targeted toward corporate donors
- 5.2 Expand funding requests to foundations
  - Identification of foundations that support organizational development and programmatic support
  - Established relationships with the foundations
- 5.3 Increase interpersonal communication with potential donors
  - Face to face meetings with corporate donors by individual board members
  - Personal follow-up with potential donors via a telephone call
  - Increase in name recognition
- 5.4 Sustain and expand partnerships with members, donors, volunteers and other organizations
  - Identification of additional local and regional partners
  - Maintenance of established partnerships through attendance at meetings and events

*Goal 6:*            **Development: Sustain a proactive environment where the executive director and board of directors actively seek development opportunities.**

### Action Steps, Responsible Parties and Timeframe for Implementation

- 6.1 Require board participation in development activities  
Chairman (2007 – 2012)
- 6.2 Implement an annual board retreat  
Executive Director and Board Development Committee (2007 – 2012)
- 6.3 Encourage and provide support for the executive director to pursue certifications in nonprofit management  
Executive Director and Board of Directors (2007 – 2010)
- 6.4 Educate ourselves on river issues  
Executive Director and Board of Directors (2007 – 2012)

### Outcomes Resulting from the Action Steps

- 6.1 Require board participation in development activities
  - Board members attend one development activity annually and present the information to the board
  - Increase in board productivity
- 6.2 Implement an annual board retreat
  - Annual board retreat
  - Established programming that includes board orientation and self-evaluations
- 6.3 Encourage and provide support for the executive director to pursue certifications in nonprofit management
  - Identification of a nonprofit management program
  - Completion of NPO management courses within first three years of employment
  - Presentations to the board on development class/activity
- 6.4 Educate ourselves on river issues
  - Educational components at monthly board meetings
  - Participation from staff and board members in a conference/educational event