



# STRATEGIC PLAN 2021-2023

## STRATEGIC PRIORITY: PROTECT THE WATER YOU LOVE

### GOAL: PROVIDE EXPERTISE AND SERVE AS A TRUSTED RESOURCE

#### ACTION STEPS, ROLES, AND RESOURCES

- Serve as a trusted resource and expert advisors for community members and entities, rooted in a boots-on-the-ground approach. *Staff (R)*
- Communicate directly with target audiences and the media to share information, resources, and expertise in support of water quality. *Staff (R)*
- Advise and provide resources for individuals in the private sector who are working to influence decision-making that impacts water quality. *Staff (R)*
- Continue to provide technical assistance to local units of government to improve master plans, policies, and ordinances. *Staff (R)*
- Continue to provide resources and expertise to local government decision-makers for site plan reviews, variance requests, and public projects to ensure decisions protect water quality. *Staff (R)*

#### HOW SUCCESS IS MEASURED

- Resources are provided for water quality concerns and responses are provided in a timely manner.
- Development and distribution of technical memos, model ordinances, and priority checklists.

## STRATEGIC PRIORITY: RESTORE THE WATERWAYS THAT LEAD TO GRAND TRAVERSE BAY

### GOAL: REDUCE NONPOINT SOURCE POLLUTION FROM ENTERING GRAND TRAVERSE BAY

#### ACTION STEPS, ROLES, AND RESOURCES

- Partner with local units of government and landowners who are ready to implement green infrastructure, stream restoration, and other land and water management projects that follow priority recommendations from watershed plans. *Staff (R)*
- Identify the readiness level of local units of government to implement priority recommendations from the watershed plans. Annual work plans will document priority geographic areas and relationships. *Staff (R)*

#### HOW SUCCESS WILL BE MEASURED

- Projects are identified and installed.

## GOAL: MONITOR ISSUES OF CONCERN AND EVALUATE PROJECT IMPACT

### ACTION STEPS, ROLES, AND RESOURCES

- Conduct beach monitoring, shoreline inventories, macrophyte bed studies, and other assessments as needed when funding is available. *Staff (R)*
- Monitor and evaluate restoration sites. *Staff (R)*

### HOW SUCCESS WILL BE MEASURED

- Monitoring and evaluation is complete with recommendations if necessary.

## STRATEGIC PRIORITY: CONNECT PEOPLE TO WHAT MAKES THIS REGION SO SPECIAL

## GOAL: LAUNCH A SUSTAINABILITY CAMPAIGN

Secure funds for a three-month operating reserve (\$62,500) and a three-year fund development position (\$212,500) to support capacity-building for advocacy, responsiveness to issues, and sustainability of services and programs for a total \$275,000 campaign.

### ACTION STEPS, ROLES, AND RESOURCES

- Create campaign and secure funding to increase staff capacity. *Executive Director (R), Board (C, I), Fundraising Committee (C, I, S), Staff (I)*
- Create campaign materials and update website. *Executive Director (R)*
- Meet with current major donors for advice. *Executive Director (R)*
- Connect with more people, expand the Leadership Circle, and identify prospective donors. *Board Development Committee (R), Board (S), Staff (S)*
- Create opportunities to connect with new donors and Leadership Circle members. *Board Development Committee (R), Board (S), Staff (S)*

### HOW SUCCESS WILL BE MEASURED

- Campaign goals are met.
- Relationships with current donors is maintained and enhanced each year.
- Number of Leadership Circle members increases each year.
- Number of new donors increases each year.

## GOAL: BUILD A MAJOR GIFTS PROGRAM

Secure major gifts from donors to support programs and services, and their mission-focused impacts.

### ACTION STEPS, ROLES, AND RESOURCES

- Develop a mission-based, goal-focused, and skills- and qualifications-based fund development professional job description with an expected salary range of \$60-75k/year. *Executive Director (R), Board (I), Fundraising Committee (C)*
- Hire an experienced fund development professional. *Executive Director (R), Board (I), Fundraising Committee (C)*

- Establish realistic goals and targets for dollars raised and number of donor relationships, including for annual giving and major gifts. *Executive Director (R), Fundraising Committee (C, I), Executive Committee (I), Director of Philanthropy (C)*
- Support the Executive Director in advancing her relationships. *Director of Philanthropy (R, S), Board (R, S).*

#### HOW SUCCESS WILL BE MEASURED

- Position description developed and circulated.
- Experienced fund development professional hired.
- Fundraising strategy for annual and major gifts is developed and implemented.
- Number of personal relationships the Executive Director maintains with major donors increases each year.

### GOAL: EMPOWER COMMUNITY MEMBERS TO BE EFFECTIVE AMBASSADORS AND ADVOCATES FOR WATER QUALITY

#### ACTION STEPS, ROLES, AND RESOURCES

- Grow membership in the Leadership Circle; create opportunities to connect with potential Leadership Circle members. *Board Development Committee (R), Board (S), Staff (S)*
- Demonstrate to donors how their contributions support program and advocacy goals and invite them to participate directly in these efforts. *Executive Director (R), Board Development Committee (S), Board (S), Staff (S), Fundraising Committee (C, S)*
- Grow and deepen relationships with individuals willing to be strong champions and advocates for water quality. Promote and increase participation in the Watershed Warrior program. *Baykeeper (R), Executive Director (C, S)*

#### HOW SUCCESS WILL BE MEASURED

- Number of engaged Leadership Circle members and Watershed Warriors increases each year.
- Number of donors that become Leadership Circle members and/or Watershed Warriors increases each year.
- Number of Leadership Circle members and/or Watershed Warriors that run for office, serve as elected/appointed officials, and/or advocate for decisions that protect water quality increases.

### GOAL: EDUCATE COMMUNITY MEMBERS ABOUT WAYS THEY CAN IMPROVE WATER QUALITY

#### ACTION STEPS, ROLES, AND RESOURCES

- Promote education and training opportunities about actions individuals can take to protect water quality. *Staff (R)*

#### HOW SUCCESS WILL BE MEASURED

- Participation in training opportunities.
- Self-reported actions of individuals.

## STRATEGIC PRIORITY: ORGANIZATIONAL EXCELLENCE

### GOAL: CONTINUE TO REFINE REVENUE MODEL AND DIVERSIFY SOURCES OF PUBLIC AND PRIVATE FUNDING

#### ACTION STEPS, ROLES, AND RESOURCES

- Research, qualify, and apply for programmatic and operational funding from private (i.e., foundation) and public (i.e., state, federal) sources. *Staff (R)*

#### HOW SUCCESS WILL BE MEASURED

- Grants are submitted, awarded, and managed effectively.

### GOAL: SUSTAIN THE ORGANIZATION'S MISSION AND LONG-TERM IMPACT

#### ACTION STEPS, ROLES, AND RESOURCES

- Nurture relationships with current and future donors. *Executive Director (R), Board (R, S), Director of Philanthropy (R)*
- Create a planned giving program. *Executive Director (R), Director of Philanthropy (R, S), Fundraising Committee (C, S), Board (S, I)*
- Honor legacy and long-term donors. *Executive Director (R), Director of Philanthropy (R, S), Fundraising Committee (C, S), Board (S, I)*
- Create donor recognition program. *Executive Director (R), Director of Philanthropy (R, S).*

#### HOW SUCCESS WILL BE MEASURED

- Relationships with individual donors are managed and maintained.
- Annual giving and planned giving increase each year.
- Recognition program for legacy and long-term donors is established and implemented.

### GOAL: CONTINUE TO BUILD BOARD AND VOLUNTEER CAPACITY AND DIVERSITY

#### ACTION STEPS, ROLES, AND RESOURCES

- Use an assessment tool to evaluate board capacity and board composition needs, including related to the diversity of perspectives, skills and competencies, experiences, and networks. Use assessment to inform recruitment and nominations. Evaluate needs and opportunities for growth in board composition and as related to board succession. *Board Development Committee (R)*
- Provide training and in-service opportunities for board members who wish to serve as docents and guides. *Board Development Committee (R for process), Staff Program Leaders (R for training), Docents (R for tours and docent-led experiences)*
- Develop volunteer job descriptions and recruit, train, and supervise volunteers to lead and manage specific programs such as Adopt-A-Stream, Beach Rangers, Watershed Warriors, and occasional beach clean-ups. *Staff (R)*

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### HOW SUCCESS WILL BE MEASURED

- Assessment tool is completed by each board member during orientation and results are used to improve board diversity and development.
- Number of board members trained as docents increases, and board members host an increased number of engagement events and activities with and for community members.
- Designated volunteers lead programs such as Adopt-A-Stream, Beach Rangers, and beach clean-ups.

## GOAL: DEVELOP AND IMPLEMENT A FIVE-YEAR STAFFING PLAN

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### ACTION STEPS, ROLES, AND RESOURCES

- Increase fund development staff capacity. *Executive Director (R)*
- Assess the Baykeeper position to better define current responsibilities and capacity. *Executive Director (R)*
- Determine required capacity and potential future staffing needs related to the Baykeeper position. *Executive Director (R)*
- Build communications and marketing capacity. *Executive Director (R)*

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### HOW SUCCESS WILL BE MEASURED

- Staffing plan is developed and implemented.
- Organization continues to attract, hire, retain, and support the growth of a talented professional staff.

## GOAL: INNOVATE AND COLLABORATE

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### ACTION STEPS, ROLES, AND RESOURCES

- Lead or engage with cross-sector efforts to implement systemic approaches to protecting water quality. Lead and/or participate in efforts including the Grand Traverse Regional Community Foundation's Community Development Coalition and the Boardman-Ottaway River Network. *Staff (R)*
- Continue to cultivate a culture of innovation and learning by evaluating the success of programs and making changes as needed. *Staff (R)*
- Maintain internal communication and clarity among board and staff members regarding The Watershed Center's role and partnerships within the Chain of Lakes, particularly with partners such as Tip of the Mitt Watershed Council, Conservation Resource Alliance, and Huron Pines. *Staff (R)*

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### HOW SUCCESS WILL BE MEASURED

- Program planning discussions have meaning, and decisions are made.
- Evaluations are completed with recommendations.
- New program plans are developed and implemented.