



# STRATEGIC PLAN 2024-2026

## 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 and entities 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: FOSTER STRONG RELATIONSHIPS BETWEEN DONORS AND THE ORGANIZATION'S MISSION

### ACTION STEPS, ROLES, AND RESOURCES

- Demonstrate to donors how their contributions support the organization's mission and invite them to participate directly in these efforts. *Director of Philanthropy (R), Executive Director (R, A), Board (S), Staff (S)*
- Steward relationships with current and prospective donors. *Director of Philanthropy (R), Executive Director (R, S), Board (S), Staff (S)*
- Identify opportunities to recognize donors individually for their impact. *Director of Philanthropy (R), Executive Director (C, S)*

### HOW SUCCESS WILL BE MEASURED

- Donor engagement plan is established and implemented.
- Relationships with current and prospective donors are maintained and enhanced.

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

### ACTION STEPS, ROLES, AND RESOURCES

- Engage Leadership Circle members by offering opportunities to support and connect with our work and each other. *Board Development Committee (R), Board (S), Staff (S)*
- Grow and deepen relationships with individuals willing to be active champions and advocates for water quality; encourage participation in the Leadership Circle and Watershed Warrior program. *Staff (R), Board (S)*

### HOW SUCCESS WILL BE MEASURED

- Leadership Circle members and Watershed Warriors support and are a resource to TWC.
- Leadership Circle members and Watershed Warriors report satisfaction with each program.

# STRATEGIC PRIORITY: ORGANIZATIONAL EXCELLENCE

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

### ACTION STEPS, ROLES, AND RESOURCES

- Identify donor prospects and create opportunities to connect with new donors. *Director of Philanthropy (R), Executive Director (A, C, S), Board (S), Staff (S)*
- Establish realistic goals and targets for dollars raised and number of donor relationships, including for annual giving and major gifts. *Director of Philanthropy (R), Executive Director (A, C, S), Fundraising Committee (I)*
- Engage current donors in planned giving. *Director of Philanthropy (R), Executive Director (C, S), Board (I)*
- Create more opportunities to give throughout the year. *Director of Philanthropy (R), Executive Director (C, S)*
- Develop fundraising strategies to increase revenue for general operating expenses. *Director of Philanthropy (R), Executive Director (R)*
- Research, qualify, and apply for programmatic and operational funding from private (i.e., foundation) and public (i.e., state, federal) sources. *Staff (R)*
- Develop a 5-year staffing plan based on current and anticipated needs and capacity. *Executive Director (R)*

### HOW SUCCESS WILL BE MEASURED

- Number of new donors increases each year.
- Fundraising strategy is established and implemented.
- Number of planned gifts increases each year.
- Strategies for unrestricted gifts are developed.
- Grants are submitted, awarded, and managed effectively.
- Staffing plan is developed.

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

### ACTION STEPS, ROLES, AND RESOURCES

- Continue to use an assessment tool to evaluate board capacity and composition needs, including related to the diversity of perspectives, skills and competencies, experiences, and networks. *Board Development Committee (R)*
- Use an assessment tool to evaluate the execution of board member roles and responsibilities. *Board Development Committee (R)*
- Assess needs and opportunities for growth in board composition and as related to board leadership and succession. Use assessment to inform board recruitment and nominations. *Board Development Committee (R)*
- Provide training opportunities for board members related to organizational topics of interest and board responsibilities. *Board Development Committee (R), Board (S), Staff (S)*
- Consider volunteer leadership positions for engaged community members as opportunities arise. *Staff (R)*

### HOW SUCCESS WILL BE MEASURED

- Board capacity and composition assessment tool is completed by each board member during orientation and results are used to improve board diversity and development.
- Board responsibility assessment tool is developed and completed by each board member annually and results are used to improve board engagement.
- Number of board members increases, particularly in leadership roles.
- Board members participate in an increased number of training opportunities.
- Volunteers serve in leadership positions.

## GOAL: INNOVATE AND COLLABORATE

### ACTION STEPS, ROLES, AND RESOURCES

- Lead or engage with cross-sector efforts to implement systemic approaches to protecting water quality, including the Boardman/Ottaway River Network, Elk River Chain of Lakes Watershed Plan Implementation Team, and Mitchell Creek conservation partners. *Staff (R)*
- Continue to cultivate a culture of innovation and learning by evaluating the success of programs and making changes as needed; consider and develop new programs as opportunities arise. *Staff (R)*
- Develop, maintain, and implement a Justice, Equity, Diversity, and Inclusion plan in accordance with WATERKEEPER® Alliance requirements. *Executive Director (R), Board (C, S), Staff (C, S)*

### HOW SUCCESS WILL BE MEASURED

- Continued engagement in collaborative efforts that protect water quality.
- Program evaluations are completed with recommendations.
- New program plans are developed and implemented when appropriate.
- Justice, Equity, Diversity, and Inclusion plan is developed and implemented.