

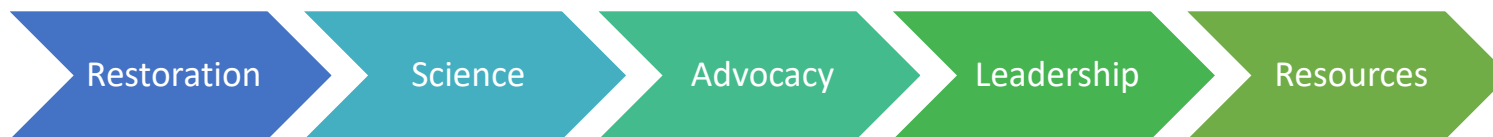


## South River Federation Strategic Plan

### Measuring our Progress in Fulfilling Our Mission:

- Improving water clarity
- Increased biodiversity at restoration sites
- Positive Profit and Loss reports annually

### Our 5 Strategic Goal Areas:



<b>RESTORATION GOAL: Reduce and prevent nutrients and other pollutants from entering the South River.</b>			
<b>Objective</b>	<b>Priority</b>	<b>Start Year</b>	<b>Responsibility (Board and Staff)</b>
Objective 1: Continue to administer a Restoration program that is scientifically and strategically consistent with SRF's leadership within the local restoration community.	High	2016	Restoration
Objective 2: Annually, implement high priority watershed projects in the South River, and support partner implementation of watershed projects.	High	2016	Restoration
Objective 3: In conjunction with the Science Program, position the Restoration program to conquer next generation issues in 2021-2025. These issues include but are not limited to oyster restoration, heavy metal remediation in tidal bottom sediments, the progress of the 2025 Phase III WIP, and excess chloride in non-tidal stream segments. In conjunction with the Development Program, create a list of potential funding sources to fund each of these issue areas.	Low	2018	Restoration, Science

**Measuring Success:**

- # of projects installed in high-priority watersheds, annually
- # of design and/or construction grants by grant source, annually
- Pounds of nitrogen, phosphorous, and sediment reduced, annually
- # of trees planted, annually

<b>SCIENCE GOAL: Be the authoritative source for scientific information and innovative solutions for the South River and its tributaries.</b>			
<b>Objective</b>	<b>Priority</b>	<b>Start Year</b>	<b>Responsibility (Board and Staff)</b>
Objective 1: Maintain existing rigorous scientific standards and procedures that conform to regulatory standards.	High	2016	Science, River Committee
Objective 2: Expand knowledge and engagement of watershed community regarding environmental improvement of Restoration Projects.	High	2016	Science, River Committee

**Measuring Success:**

- Successfully complete the Annual Audit of Monitoring Program with DNR and other partners
- # of presentations annually that promote improving the South River watershed (track by technical vs community presentations)

<b>ADVOCACY GOAL: Advocate for new policies and ensure enforcement of existing laws to protect the South River watershed.</b>			
<b>Objective</b>	<b>Priority</b>	<b>Start Year</b>	<b>Responsible Staff</b>
Objective 1: Utilize opportunities to create or join campaigns around resource protection and funding.	High	2017	Riverkeeper, Outreach, Restoration
Objective 2: Leading up to the 2025 Phase III WIP Milestone, ensure local milestones and targets are achieved in both Anne Arundel County and the City of Annapolis.	Low	2019	Riverkeeper, Outreach, Restoration
Objective 3: Increase capacity to mobilize constituency to take action.	Medium	2017	Outreach, Riverkeeper
Objective 4: Engage the watershed's communities, specifically under-represented communities, in implementation of the Restoration program.	High	2016	Outreach, Riverkeeper, Restoration

- **Measuring Success:**
  - # of SRF-lead campaigns each year
  - # of followers of the Federation in database and on Social Media
  - # of mentions in media (earned and paid)
  - # of monthly website hits

<b>LEADERSHIP GOAL: Engage, educate, and empower partners throughout the Chesapeake Bay.</b>			
<b>Objective</b>	<b>Priority</b>	<b>Start Year</b>	<b>Responsible Staff</b>
Objective 1: Make data accessible and shareable to strategic partners.	Medium	2018	Science, Restoration
Objective 2: Build capacity of other watershed groups, focusing on Anne Arundel County foremost.	Medium	2018	Science, Restoration, Executive Director

- **Measuring Success:**

- # of partner project's initiated and/or supported by SRF
- Endowment balance
- # of professional conference presentations and/or trainings given to partners, annually
- Annual income from out of watershed projects/partnerships (unrestricted and restricted)

<b>RESOURCES GOAL: Build the organizational and financial capacity to sustain the Federation's work.</b>			
<b>Objective</b>	<b>Priority</b>	<b>Start Year</b>	<b>Responsible Staff</b>
Objective 1: By 2020, be the primary environmental philanthropic cause in and around the Annapolis area.	Medium	2017	Development, Executive Director, Board of Directors
Objective 2: Make donor-centric stewardship the core of all SRF fundraising activities.	High	2016	Development, Executive Director, Board of Directors
Objective 3: Build and maintain long-term relationships with stakeholders who are involved in SRF programs, either currently or in the past, ensuring geographic diversity throughout the watershed.	High	2016	Development, Restoration, Science, Advocacy, Outreach, Executive Director, Board of Directors
Objective 4: Expand the number of Guardian Society members annually, while retaining existing members. Utilize the annual Development Plan to implement specific goals and targets.	High	2016	Development, Executive Director, Development Committee
Objective 5: Increase sustained funding over time, either through private and/or public sources.	Medium	2017	Development, Restoration, Executive Director, Development Committee
Objective 6: Utilize existing infrastructure and systems in order to best track and measure member information.	High	2016	Development, Executive Director
Objective 7: Utilize an inbound marketing strategy to increase the membership base of the Federation annually. The Communication Plan should guide the specific membership targets each year.	Medium	2017	Development, Outreach, Executive Director
Objective 8: Build a diverse and engaged Board of Directors.	High	2017	Executive Director, Board of Directors
Objective 9: Ensure that staffing levels are appropriate to support the objectives of the organization.	High	2016	Executive Director, Board of Directors

Objective 10: Annually review the strategic plan to measure success and check-in on future direction of the organization.	High	2017	Executive Director, Board of Directors
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- **Measuring Success:**

- Year-over-year Increase in Donors
  - General Members
  - Guardian Society Members
- Fundraising Return on Investment
- Average Gift Size
  - General Members
  - Guardian Society Members
- Donor Retention Rate Annually
- Recurring Gift Percentage, annually
- Net unrestricted fund Profit and Loss
- Overall Profit and Loss