

2021 Strategic Plan



Mission and Vision:

The Arundel Rivers Federation works with our communities through science-based environmental restoration, advocacy, and public policy to preserve, protect and renew the South, West and Rhode Rivers and associated tributaries of the Chesapeake Bay.

Our vision is clean, fishable, swimmable waterways for current and future generations.

Arundel Rivers Federation Strategic Plan

As used herein, the term “Arundel Rivers watersheds” is defined to include the South, West, and Rhodes Rivers and associated tributaries of the Chesapeake Bay (i.e., the waterways covered by the Federation’s Waterkeeper license).

Strategic Goals:

PROGRAMS: To fulfill its mission, Arundel Rivers will create an effective presence within the full scope of its jurisdiction, and will use scientific data to identify the most impactful opportunities to preserve, protect, and renew the waterways.

Objective	Priority	Start Year	Action Item	Responsibility	Measuring Success
Maintain and enhance scientific support for programs and advocacy	High	Ongoing	Implement a policy statement on restoration project monitoring by start of 2022. Supplement capacity to analyze river water quality through partnerships with CCC, AmeriCorps, SERC or an academic institution.	Board approve policy statement, staff to post, and implement.	Policy implemented and increase over 2021 in partnerships formed to supplement organizational capacity.
Use pre- and post-project monitoring to demonstrate water quality improvement	High	Ongoing	Monitoring program will use scientific methods to track health of waterways and evidence of the effectiveness of Arundel River’s restoration projects.	Staff	Federation will partner with at least one scientific organization per year to assess restoration effectiveness.
Develop a strong presence on all waterways within the ARF jurisdiction	High	January 2022	Create a higher profile presence on the West and Rhode Rivers and related waterways to the south	West and Rhode River Committee in partnership with staff	Increase above baseline number of projects in, and member donations from, the West and Rhode Rivers

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Contribute to improved water quality by supporting a growing oyster population in our watersheds	Medium	Ongoing	Arundel Rivers will work as local tributary organizer for state-led citizen science oyster restoration programs	Riverkeeper	Increase spat seeded by or through Arundel Rivers
Prevent and mitigate impacts to Arundel Rivers waterways from agricultural runoff by advocating, informing, and promoting adoption of best management practices. Monitor compliance with applicable rules and regulations	High	2022	Form partnerships with agricultural community to identify opportunities to implement best practices for land management and opportunities for restoration projects	Staff	Number of documented partnerships formed and number and nature of restoration project opportunities identified
Advocate, inform, and promote adoption of best management practices in our watersheds	High	2021	Develop outreach materials for particular communities highlighting nearby restoration projects. Dialogue with conservationists with reservations about restoration projects. Develop conference presentation on cumulative effect of the Federation's restoration projects.	Restoration Director (working with Riverkeeper)	Outreach materials promoting restoration. Document conservationist-opponents' objections to restoration projects.
Advocate and inform to strengthen compliance with critical area and applicable water pollution control requirements	High	2021	Advance legislation and regulation to improve enforcement and reporting transparency. Hold state and local enforcement agencies accountable to counterbalance pressure from land developers and commercial fishermen.	Riverkeeper	Publicly-available documentation of improved AACo enforcement trends. Work with DNR to refine, improve and codify internal policy memo on abandoned boats. Promote accountability for delegated erosion and sediment control enforcement by developing with MDE a data checklist for local jurisdictions.

CAPACITY AND RESOURCES: Arundel Rivers must have the organizational and financial capacity necessary to fulfill its mission.

Objective	Priority	Start Year	Action Item	Responsibility	Measuring Success
Adequate staff and resources to support Arundel Rivers programmatic goals	High	2022	Ongoing personnel analysis to fulfill mission	Executive Director	Annual review of staff accomplishments in implementing plan and fulfilling the mission
Organization optimized to fulfill its mission	Medium	2022	Review and analyze organization structure	Board of Directors	Implement refinements identified by review
Development program ensures grant funding and contributions necessary to support Arundel Rivers programs	High	2022	Revise Development Plan annually as part of budget development and add necessary staff and collateral material	Board of Directors	Increase in contributions and funding year-over-year to achieve development plan goals*
Use cost-benefit analysis to ensure highest and best use of resources	High	2021	Develop basic assessment criteria and documentation template	Board of Directors	Document and analyze correlation between work plan informed by cost-benefit analysis and actual outcomes
Proactively seek funding opportunities, including funds for climate change and DEIJ initiatives, from federal and state governments	High	2021	Apply for funding, alone and in partnership with NGO's and other entities, to capitalize on federal and state funding	Board of Directors and Staff	Number of applications filed and grants received

*Overall Development Plan Goals

- One year -- increase 2022 overall operations revenue by 12 percent over 2021
- Three year -- increase 2025 overall operations revenue by 50 percent
- Five year -- increase 2027 overall operations revenue by 100 percent

GOVERNANCE: A focus on strategy and board development will ensure that Arundel Rivers can fulfill its mission both today and tomorrow. New and renewed committees will enhance the board’s effectiveness in guiding the Federaiton’s current and future fulfillment of its mission.

Objective	Priority	Start Year	Action Item	Responsibility	Measuring Success
The Federation will be a diversified, equitable, inclusive, and just organization	High	Ongoing	Increase diversity of board and staff, and number of diverse communities we serve	Board and Staff	Increase above baseline in diversity among board, staff and partner organizations by end of 2022
Arundel Rivers will establish necessary standing and ad hoc committees to fulfill its mission	High	2021	Renew and create committees such as Nominating Committee and Public Policy Committee. Annual review to assess and create any new and ad hoc committees deemed necessary	Nominating Committee chaired by Board vice-chair and two Board members; and, Public Policy Committee chaired by Board chair, two board members, and riverkeeper.	A diverse, complete and fully engaged Board that includes representation from all of Arundel Rivers watersheds. Document implementation of the Federation’s policy for public position

LOOKING TO THE FUTURE: Arundel Rivers will be a leader in preserving, protecting and restoring the tributaries of Chesapeake Bay and a valued partner among similarly-committed watershed groups.

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The Federation will be a leader among Chesapeake Bay watershed organizations by ensuring that it meets the highest possible operational standards	High	2022	Identify and implement accepted gold standards in the sector	Board	Implement standards by end of 2022 and monitor compliance thereafter
ARF will be a good neighbor by cooperating with and supporting other watershed groups working for the health of the Chesapeake Bay	Medium	2022	Establish, enhance, leverage, and document Board and staff level contacts with other Chesapeake Bay watershed groups	Board and Staff led by Board executive committee	Convene at least one new watershed group meeting that includes staff and board members by the end of 2022
ARF will remain vigilant to identify threats to our watershed as well as opportunities to preserve, protect and restore our waterways	Medium	Ongoing	Create a dashboard that includes scorecard, opportunities and threats (such as over-development)	Maintained by staff with input from Board	Dashboard completed by end of 2022
ARF will assess risks to its rivers and watersheds from a changing climate and formulate responses	High	Ongoing	Communicate links between climate change and consequences for Arundel Rivers watersheds and advocate for actions to prevent and mitigate consequences	Board and Staff	Documenting actions taken to address issues raised
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Acronyms Used:

CCC = Chesapeake Conservation Corps

SERC = Smithsonian Environmental Research Center

AACo = Anne Arundel County

DNR = Maryland Dept. of Natural Resources

MDE = Maryland Dept. of the Environment

NGO = Non Governmental Organization