

**Friends of the Rappahannock  
Strategic Plan  
2008-2013**



*The voice and active force for a healthy and scenic Rappahannock*

**Friends of the Rappahannock  
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# **Friends of the Rappahannock Strategic Plan, 2008-2013**

*"The health of our waters is the principal measure of how we live on the land."*  
~ Luna Leopold

## **Introduction**

2008 was the year we set our sights on the future. Our board and staff crafted the outline of a Strategic Plan to guide our vision for a healthy and scenic Rappahannock River. It is an immensely exciting time at FOR. Our leadership shares a common vision to grow our successful programs across the watershed. We are now searching for input about this strategic plan from some of our strongest supporters.

Your help will keep the Rappahannock fishable and swimmable for future generations.

## **Mission**

**The Mission of the Friends of the Rappahannock is to be “*The voice and active force for a healthy and scenic Rappahannock River.*”**

## **Our Vision for the River**

*A Rappahannock River and its tributaries...* that are clean and safe for fish consumption and recreation from its headwaters to its confluence with the Chesapeake.

*A Rappahannock River Ecosystem...* that is healthy and diverse, with submerged grasses, oysters, crabs and other species returned to their historic levels and productivity.

*A Rappahannock River Watershed...* where land use and runoff is managed to protect and enhance our riparian habitats, downstream waters, and scenic view sheds.

*A Rappahannock Community...* where the citizens and local governments are educated about river stewardship, where they take a sense of personal stewardship over the river resource, and where they take action in their own backyards and communities to protect it.

## **Our Vision for the Organization**

*Measurable Results* - We measure our progress in programmatic effectiveness, organizational health, and mission success for conserving a healthy and scenic Rappahannock.

*Influential throughout the Watershed* - Our organization is influential in protecting the Rappahannock River throughout the Upper, Central and Lower Basins.

*Strong Membership Support* - Two percent of the population of the Rappahannock River watershed is a member.

*Distributed Leadership* - We identify and cultivate new leaders and spread leadership roles among staff, board, and volunteers.

*Engaged Board* - All Board members are actively engaged in their primary roles of fundraising, oversight, and major policy decisions.

*Organizational Sustainability* - Our organization's long-term sustainability is ensured by a staff of eight permanent positions, a diversified fundraising program focused on providing adequate resources to implement the Strategic Plan, and a \$3M endowment to support general operations.

*Strategic Partnerships* - We actively pursue beneficial partnerships with government agencies, non-governmental organizations, private sector businesses, and other stakeholders to support mission success.

## **Strategic Goals, 2008-2013**

### **Programmatic Goals**

*Program Goal # 1*- Promote a personal river protection ethic in adults and youth through environmental education and river stewardship opportunities.

*Program Goal # 2*- Protect and restore riverine and riparian living resources and habitats.

*Program Goal # 3*- Reduce pollutant loads to the Rappahannock River from non-point sources.

### **Organizational Development (OD) & Operations Goals**

*OD & Operations Goal # 1*- Build internal structure of FOR to support distributed leadership through Board development.

*OD & Operations Goal # 2*- Advance FOR mission success by developing opportunities for citizens and businesses to donate gifts, become members, and volunteer.

*OD & Operations Goal # 3*- Develop and implement Marketing and Public Relations initiatives.

*OD & Operations Goal # 4*- Assess monetary and human resource needs for successful strategic plan implementation and staff retention.

*OD & Operations Goal # 5*- Evaluate progress in accomplishing the goals and objectives of the strategic plan.

## **Appendix A - List of Board and Staff members**

### **Executive Committee**

Kandy Hilliard, Chair  
Bob Sargeant, Secretary  
Ken Machande, Treasurer  
Mathew Bushman, Membership  
Dan Clendenin, Co-Treasurer  
Tracy Houck  
Rebecca Reed  
Ed Sharp  
John Van Hoy  
Linda Muller  
Billy Withers  
Mark Osborn  
Corey Hewson  
Tom Van Arsdall, Fundraising Chair  
Laura Niewold, Volunteer Chair  
Kim Weakley, Riverfest Chair

### **Staff**

John Tippet, Executive Director  
Jennifer Allen, Programs Manager  
Krista Sharp, Environmental Scientist  
Gretchen Reiser, Administrative Assistant  
Maureen Hamm, Education Director  
Brenda Chase, Environmental Educator  
Karen Jordan, Environmental Educator  
Rebecca Kurylo, Marketing & Development Coordinator  
Emma Mitchell, Outreach Coordinator  
Andrew Orr, Volunteer Coordinator

## **Appendix B – Summary of external review of community members, partners, volunteers and Board members.**

### **Key themes from focus groups and individual interviews:**

- FOR has a positive reputation in the community and is highly regarded within the region. (Community members, volunteers, FOR members and Board)
- Several people noted that FOR is not as well-known as they would like. (Members)
- FOR is seen as the “go to” people for river related data and advice. (Community)
- When asked what FOR is known for, people mentioned specific projects, such as the dam and easement and the focus on consensus building.

### **Organizational Strengths mentioned most often:**

- Technical expertise
- Education programs
- Consensus building approach
- Excellent staff, volunteers
- Diverse cross-section of the community
- Long term approach
- RiverFest

### **What people would like to see FOR do differently?**

- Community members indicated that they would like to see FOR increase its awareness in the community.
- Members and volunteers were concerned that the organization may be stretched thin.
- Several members/volunteers stated that the organization needs better information systems to eliminate multiple databases that can easily become inconsistent.
- Members and volunteers would like to see FOR grow its membership.
- Fundraising (Community members, volunteers and FOR members)
- More visible at local government meetings (Community members)
- Increase focus on flat-water/tidewater section of the river

