

*JAMES RIVER
ADVISORY COUNCIL*



STRATEGIC PLAN

(Revisions Adopted October 2013)

Revision Committee

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James River Advisory Council

Vision Statement

***A healthy, beautiful, economically vital and accessible James River that is cared for
by a diverse and engaged community that acts on its behalf***

Mission Statement

***A forum that engages the community to promote and protect the James River as
one of Virginia's greatest assets and one of America's most unique rivers***

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STRATEGIC OBJECTIVE 1

Maintenance of the Network: Insure that the network of constituencies that make up the JRAC membership is maintained.

STRATEGIC INTENT

The network created by the JRAC is a unique and powerful tool whereby various entities (agencies, governments, businesses, organizations), all concerned about the James River and its watershed, (in various overlapping ways), can come together in a collegial forum to share and explore ideas and issues that affect, or will affect, the River. Thus, the JRAC serves as clearinghouse of information and ideas.

This Strategic Objective focuses internally and externally; that is, to insure that the network is viable, healthy, self perpetuating, and provides a “place” where ongoing sharing, synthesis, cooperation can germinate . . . and from which information can be exchanged.

COMPONENTS: How We Shall Deliver (Action)	COMPONENT RESPONSIBILITY (Who)	COMPONENT TARGET DATE(S) (When)	COMPONENT METRIC (How to measure)
A. Membership			
1. Retention			
a. maintain existing members	A/F Committee/Membership	Each year	100% retention
b. contact/re-invite existing non-active members	A/F Committee	Each year	100% contacts
2. Recruiting: identify and bring on board new members	A/F Committee	Each year	NLT two (2)
3. Maintain current council roster			
a. Maintain website	A/F Committee	EO 2001 and each year thereafter	Update yearly
4. Encourage/Increase Participation (Active Engagement)	A/F/ ED/ Chairmen/ Council	Create annual plan	NLT-67%; target-75%
B. Meetings			
1. Executive Board* meetings to set policy	Chairmen/ED		Two (2) each yr
2. Regular meetings to share information	ED		Four (4) each yr
a. <u>Activities on the River</u>	Council		
b. speakers on specific topics to draw attendance	ED/ Council		One (1) each yr
c. subcommittee meetings/work sessions	Committee Chairmen		NLT one (1) each year (or as needed)
C. Keeping Informed			
1. Newsletter	NL Committee	Spring and Fall	Two (2) each yr Eventually four (4)@ yr
2. Minutes of regular meetings	ED	Within 10 business days	
3. Calendar of events	ED & Media	Annual by 4/5 of each yr (see Strategic Objective 2)	
4. Website for keeping informed and for education			
5. Recognition			
a. press releases	ED/Chairmen/Media		NLT one (1) yr
b. awards	ED/Chairmen/Stewards of the River	Summer mtg (River)	NLT one (1) yr
c. specific newsletter articles—member focus	NL Committee		Two (2) each yr
6. Archives	Media and NL Committee	Summer '01 & ongoing	
a. video records of TV programs/ JRAC activities			

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b. photo library --suitable for publishing, and --records of projects 7. Social Media			
* Executive Board = new, comprised of Co-Chairmen, Exec Director, Committee Chairmen			
	A/F=Admin/Finance ED= Exec Director	EO=end of	NLT=not less than

STRATEGIC OBJECTIVE 2

Facilitation of “Activities” on and “Education” about the River: Facilitate partnerships, activities or processes that will help the various users of the James get maximum enjoyment from this natural resource while understanding the issues facing the River.

STRATEGIC INTENT

The ultimate purpose of the JRAC is the education of the various constituencies that use the river. “Education” is defined in the broadest terms: it consists of any activity or communication that raises the consciousness of users of the River about the various uses, abuses, potentials of the James.

This objective focuses externally; that is, the purposeful outreach, including “marketing” efforts (about River issues and JRAC), to multiple constituencies using the River.

(N.B.: internally = value to members; externally = value to community)

COMPONENTS: How We Shall Deliver (Action)	COMPONENT RESPONSIBILITY (Who)	COMPONENT TARGET DATE(S) (When)	COMPONENT METRIC (How to measure)
<u>A. Issues:</u> identify and bring River issues to the Council, especially issues of public policy	Issues Committee Activities Committee		One (1) per year
<u>B. Activities and Events</u> 1. Parade of Lights 2. James River Clean Up 3. James River Days 4. Diversity on the River 5. Other		Each December Each fall Each summer	One (1) per year One (1) per year One (1) per year
<u>C. Promote & Partner with other organizations</u> 1. Specialty Programs	Activities Committee		1-2 per year
<u>D. Media Presence/PR</u> 1. Maintain Website 2. Create PR publications and maintain social media 3. Secure a (paid for?) Advertorial and Advertising	Chairmen/ED ED/Media Subcommittee Media Subcommittee Media Subcommittee	By EO By EO Within two (2) yrs	Two (2) per year
<u>E. Consistent Signage</u>			
* Executive Board = new, comprised of Co-Chairmen, Exec Director, Committee Chairmen			
** This needs to be more specific			
	A/F=Admin/Finance ED= Exec Director	EO=end of	NLT=not less than

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STRATEGIC OBJECTIVE 3

Governance and Funding: Provide the responsible management of JRAC and secure adequate funding and partnerships.

STRATEGIC INTENT

JRAC is committed to creating its own responsible leadership and adequate funding. This objective focuses on the internal processes that insure fiscal responsibility and management continuity and accountability.

(N.B.: internally = value to members; externally = value to community)

COMPONENTS: How We Shall Deliver (Action)	COMPONENT RESPONSIBILITY (Who)	COMPONENT TARGET DATE(S) (When)	COMPONENT METRIC (How to measure)
NOTE: see also Strategic Objective #1, esp. Component "A" (Membership), "B" (Meetings), and "C" (Keeping Informed), all key aspects of internal <u>Communications</u> .			
A. Leadership and Board Development			
1. Maintain a "Board Development Subcommittee" (same as Executive Board* shown Strategic Objective #1.B) to set targets and strategize.	Chairmen/ED/Council	8/01; meet annually	
2. Provide support, training, and funding for ED development (conferences, subscriptions, workshops/seminars, affiliation memberships).	Chairmen/ED/Council Leadership	Each year	Funding TBD
3. Evaluate and review Governance and Funding, including organizational structure.	A/F Committee/ Chairmen/ED	Annually	Report to Council
B. Funding/Partnerships			
1. Nurture existing partnerships (see also Strategic Objective #1.A)	Chairmen/ED/full Council	Annually	
2. Administrative funding: set budget goals	Chairmen/ED/ A/F Committee	Annually	Meet goals
3. Event funding	Chairmen/ED/ A/F Committee	Annually	Meet goals per three
4. Grants (collaborate to identify needs, sources, process)	ED/Ch-Issues/ Ch-Activities/Education	2001	(3) events Funds for at least one
5. Investigate other ways to achieve tax-exempt status	A/F Committee	2001	(1) project Rec to Council
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STRATEGIC OBJECTIVE 4

CRC/Other Future Regional Initiatives: Take a leadership role in facilitating the CRC JR recommendations, with consideration for available resources.

STRATEGIC INTENT

JRAC commits to working with CRC, in cooperation with other organizations, on the implementation of the JR strategies adopted by CRC.

COMPONENTS: How We Shall Deliver (Action)	COMPONENT RESPONSIBILITY (Who)	COMPONENT TARGET DATE(S) (When)	COMPONENT METRIC (How to measure)
<u>A. JR Regional Plan</u>			
<u>B. Centralized information (JRAC, SO1C)</u>			
<u>C. Consistent signage (JRAC, SO2E)</u>			
<u>D. Increased celebrations and events (JRAC, SO2)</u>			