



**PLEASE DO NOT DOWNLOAD, COPY OR SHARE**

## **Organizational Strategic Plan**

September, 2015

### **MISSION**

The Dan River Basin Association (DRBA) preserves and promotes the natural and cultural resources of the Dan River Basin through stewardship, recreation and education.

### **VISION**

The Dan River Basin Association envisions a bi-state community with a regional identity, strong economy and residents and visitors who are committed to an active lifestyle.

### **TIME LINE**

September, 2015 – August, 2018

### **EVALUATION& MEASUREMENT**

The activities outlined in the Organizational Strategic Plan will be evaluated and measured by the Board of Directors quarterly at regular scheduled board meetings and annually at the Board Orientation Retreat. Evaluation and measurement may alter, change or eliminate goals, strategies and/or activities in an on-going process managed by the DRBA Board of Directors.

### **ORGANIZATIONAL GOALS**

- 1) Promote watershed stewardship by encouraging plans, policies and practices that support healthy water throughout the Dan River Basin.
- 2) Develop assets and provide opportunities for an active lifestyle through nature-based recreation.
- 3) Provide, promote and manage educational opportunities to ensure sustained preservation and protection of the natural and cultural resources of the Dan River Basin.
- 4) Promote a regional identity to inspire economic development and tourism.
- 5) Improve DRBA's operational excellence to sustain DRBA operations basin-wide.

**PLEASE DO NOT DOWNLOAD, COPY OR SHARE**

DRBA Strategic Plan – September, 2015

---

**Goal 1: Promote watershed stewardship by encouraging plans, policies and practices that support healthy water throughout the Dan River Basin.**

**1.1 Objective:** Identify and decrease stressors on land that impact the water quality of the rivers and streams in the Dan River Basin.

Strategies& Activities

- Implement and manage field work in high priority areas to protect lands along the rivers and tributaries within the basin.
  - Utilizing riparian priority assessment, recruit teams to explore appropriate and realistic places for buffer improvement in Danville, Pittsylvania, Caswell, Rockingham and Martinsville/Henry County (MHC).
  - Identify residential, corporate and agricultural water quality stressors on land along rivers and tributaries and implement “best management practices”(BMP) strategies for mitigation in Patrick, MHC, Danville, Rockingham and Caswell.
  - Work with local, regional, state and national partners to decrease the impact of major issues such as coal ash lagoons, uranium mining, fracking, poultry farming, pipeline construction and logging in the Dan River Basin.
  - Develop a method for reporting and recording potential threats in coordination with the water quality monitoring program and river outings.
  
- Develop a network of volunteers to organize and participate in trail cleanups.
  - Coordinate and track a total of 50 miles of trail cleanup annually throughout the basin.
  - Work with local governments to develop “adopt a trail” programs.
  - Identify volunteer groups (clubs, governmental entities, churches, businesses, etc.) that will organize cleanups or adopt a trail.
  
- Develop citizen and corporate programs for water conservation and protection.
  - Recruit 10 businesses along rivers/streams to implement streetscape and/or rain gardens on properties (MHC, Rockingham, Danville).
  - Launch River Hero program: Recruit 25 property owners along rivers/streams to implement water conservation and protection practices (Rain gardens, storm water runoff, fertilizer, pet waste, etc.) in MHC, Patrick, Danville, Halifax.
  - Implement storm water drain caps program in Danville.

**PLEASE DO NOT DOWNLOAD, COPY OR SHARE**

**1.2 Objective: Identify and decrease stressors on local waterways that impact the water quality of the rivers and streams in the Dan River Basin.**

**Strategies & Activities**

- Monitor high priority areas to assess water quality.
  - Develop citizen water quality monitoring programs, based on pilot programs in Patrick County (Mayo River) and Danville (Dan River), for Smith River in Martinsville/Henry County, Dan River in Caswell and Halifax counties, and Dan and Smith rivers in Rockingham.
  - Monitor high-priority water corridors through sediment and benthic testing to assess impact of coal ash from Eden to Danville and Caswell to Halifax.
  - Identify and monitor waterways connected to high priority agriculture and corporate lands, basin-wide.
  - Develop a method for recording data from monitoring and reporting it to municipal and state agencies and the public.
  
- Develop a network of volunteers to organize and participate in navigable water cleanups.
  - Coordinate and track a total of 100 miles of water cleanup annually throughout the basin.
  - Work with local governments to develop “adopt a river” programs.
  - Identify volunteer groups (clubs, governmental entities, churches, businesses, etc.) that will organize cleanups or adopt a river.
  - Recruit “Friends of the Parks” volunteer groups at Philpott Lake parks for shore watch, cleanups, recycling program and interpretive programs.
  
- Implement and manage field work in high priority areas to protect rivers and tributaries within the basin.
  - Utilizing data from monitoring, recruit teams to explore appropriate and realistic mitigation projects in rivers/streams in Danville, Pittsylvania, Caswell, Rockingham and Martinsville/Henry County.
  - Recruit research teams from VA Tech and Averett to assess data from monitoring to provide assistance with high priority river stressors.
  
- Ensure the protection of fisheries within the basin.
  - Work with VA governor, Corps of Engineers, DEQ and DCR to regulate flow from Philpott Lake for tourism and water quality improvement.
  - Assess minimum water flows and weekend releases throughout the basin and develop assessment map.
  - Identify fish advisories along Dan, Smith, Mayo and Banister rivers and publish public map. Monitor changes and report to state agencies.

**PLEASE DO NOT DOWNLOAD, COPY OR SHARE**

**1.3 Objective:** Identify and decrease stressors on local air that impact the water quality of the rivers and streams in the Dan River Basin.

#### Strategies & Activities

- Identify regional, statewide, and national organizations that focus on air quality, and help connect them with the basin.
- Help to publicize at least 3 events that promote clean air each year.
- Identify and track activities that promote clean air within the basin (miles spent carpooling, using public transportation, bicycling or walking instead of driving, etc.).

**1.4 Objective:** Develop regulatory and public policies and plans in partnership with governmental agencies to protect lands along the rivers, tributaries, and waterways within the basin.

#### Strategies & Activities

- Work with local governments to develop ways to improve policy enforcement.
  - Identify and assess municipality, state and federal policies and regulations of land use in the basin and help develop new policies and regulations as needed for counties and cities.
  - Assess public policy and regulations and support new or updated regulations/policies as appropriate through resolution, master planning and grassroots strategies.
  - Coordinate with North Carolina and Virginia agencies/organizations to develop a consistent regulatory approach to land preservation along local rivers and streams.
  - Evaluate strengths and weaknesses of key public policies, including riparian buffers, erosion and sediment control, and best management practices associated with major land-disturbing activities, including forestry and agriculture for Danville, MHC and Rockingham.
  - Prepare and publish water quality information and watershed planning information for public and governmental use in Rockingham, MHC, Patrick, and Danville.
  - Identify inter-basin water exchanges and prepare report on impact.

- Ensure all local governments have current Master Plans and assist with implementation of plans.
  - Update Martinsville/Henry County Rivers and Trails Master Plan.
  - Update Philpott Lake Master Plan.
  - Develop Outdoor Recreational Master Plan for Halifax County.
  - Develop Outdoor Recreational Master Plan for Stokes County.
  - Develop Outdoor Recreational Master Plan for Pittsylvania County.
  - Assist Caswell County’s new committees with priority setting and implementation of Heritage Trails Master Plan.
  - Assist Danville Parks & Recreation with implementation and priority setting of Master Plan.
  - Implement Dan River Basin Water Quality Plan basin wide.

---

**Goal 2: Develop assets and provide opportunities for an active lifestyle through nature-based recreation.**

**2.1 Objective:** Increase access for walking, biking and birding in the Dan River Basin.

Strategies& Activities:

- Increase trails by 15 miles in Rockingham, focusing on these trails:
  - Lake Reidsville Trail
  - Eden YMCA Mountain Biking Trail
  - Freedom Park Trail
  - Mayodan Mountain Bike Trail
  - Haw River Trail expansion
  - Smith River Greenway Trail expansion
- Increase trail miles in Danville through Riverwalk expansion to movie theater.
- Increase trail miles in Caswell through Wizards Cauldron Trail expansion.
- Increase trail miles in Patrick through Mayo River Rail Trail expansion.
- Increase trail miles at Philpott Lake through Salthouse trail expansion.
- Increase trail miles in Martinsville/Henry County, focusing on these trails:
  - Bassett Urban Trail
  - Fieldale Urban Trail
  - Bassett Trout Park
  - Martinsville Reservoir Trail

**2.2 Objective:** Increase access to water recreation in Dan River Basin by constructing new river access points, restoring degraded river access points, and constructing water trails.

Strategies& Activities:

- Facilitate the creation and restoration of river access points in the basin, focusing on the following:
  - One access at Berry Hill Bridge or other location in the 20-mile river corridor from Eden to Danville
  - Intersection of Lynchburg Road & Hwy 89 in Stokes County
  - Lindsey Bridge Access restoration in Rockingham
  - Settle Bridge maintenance contract with Tourism Development Authority in Rockingham
  - One access in Danville (possibly at 2 Witches Brewery)
  - One access between Anglers Pride and Milton accesses
  - One access between Milton and South Boston accesses
  
- Facilitate the creation of water trails.
  - Complete Philpott Blueway Water Trail.
  - Expand SoVa Wild Blue Trail.
  - Explore Smith River Water Trail (Henry County to Eden).
  - Explore Dan River Water Trails (Patrick to Stokes and Rockingham).

**2.3 Objective:** Improve connectivity of nature-based recreational assets and urban, public and economic centers.

Strategies& Activities:

- Explore connection between Mountains to Sea and Beaches to Bluegrass trails.
  - Develop feasibility map for Beaches to Bluegrass connection to Mountain to Sea Trail.
  - Develop feasibility/plan for connection.
  - Recruit partners for planning.
  - Identify funding sources.
  
- Explore trail connectors to urban centers.
  - Expand Animal Shelter Trail (Rockingham).
  - Expand Smith River Greenway northward (Rockingham).
  - Expand Wizards Cauldron to Yanceyville center (Caswell).
  - Explore Town of Halifax connections (Halifax).

**PLEASE DO NOT DOWNLOAD, COPY OR SHARE**

DRBA Strategic Plan – September, 2015

- Explore Chatham Trails (Pittsylvania).
- Explore Bassett Connector Trail (Henry).
- Explore Fieldale Connector Trail (Henry).
- Explore extension of Mayo River Rail Trail in Stuart (Patrick).
- Explore Hanging Rock to Danbury or MoratockPark (Stokes).

**2.4 Objective:** Increase public involvement in nature-based recreational activities.

Strategies & Activities:

- Provide and publicize nature-based recreational outings for the general public.
  - Provide monthly First Saturday Outings (paddles/hikes).
  - Publicize new trail openings, water trails and cultural events throughout basin through e-news/social media.
  - Publicize nature-based recreational events provided by other organizations through e-news.
- Provide and publicize nature-based recreational outings for DRBA Members.
  - 4 RLC events per year
  - 6 DRBA member events per year
  - 1 outing for each municipal member per year
  - 1 outing for each corporate member per year

**2.5 Objective:** Foster public understanding and appreciation of natural, cultural and historic resources of the Dan River Basin through signage.

Strategies & Activities

- Design and install interpretive signage at key locations along rivers, trails, parks, and other appropriate locations to increase protection of natural and cultural resources.
  - “Pet Waste” signage on trails in Rockingham, MHC, and Danville
  - “It’s in the Bank” signage at locations in Stokes, Patrick and Franklin
  - “Anti-Litter” signage at appropriate locations in Stokes, Patrick and Caswell
  - “Flora & Fauna Identification” signage on trails in MHC, Caswell and Danville
  - Interpretive signage at Patrick Henry Community College trail
  - Interpretive signage at Philpott (Philpott Park trail, Jamison Mill)
  - “Crossing of the Dan” history signs at South Boston

**PLEASE DO NOT DOWNLOAD, COPY OR SHARE**

- Facilitate the installation of GPS location signage on all bridges visible by river throughout the Dan River Basin to improve safety of paddlers and ease for rescue.
  - Henry County/Martinsville
  - Philpott Lake

---

**Goal 3: Provide, promote and manage educational opportunities to ensure sustained preservation and protection of the natural and cultural resources of the Dan River Basin.**

**3.1 Objective:** Increase the public’s skills and knowledge to better protect our waterways.

Strategies & Activities

- Provide Save Our Streams certification and Stream Watch.
  - Provide master naturalists with 2 training opportunities per year.
  - Provide citizen water quality monitors with certification training 2 times per year.
  - Coordinate train the trainer opportunities 1 time per year.
  - Provide training for scouts and other interested groups.
- Provide online training opportunities.
  - Promote workshops and classes through Outdoor University.
  - In partnership with Department of Environmental Quality (DEQ) and others, provide webinars to governmental agencies and nonprofits.
- Provide public workshops, such as the following:
  - Logging workshop
  - Conservation Easement workshop
  - Alternative energy workshop
  - Riparian Buffer Training
  - Streetscape/Rainscape Training
  - Water Conservation workshop
  - River Hero program
  - Stormwater runoff assessment



**3.2 Objective:** Provide training for the corporate and agricultural sectors to better protect our waterways.

#### Strategies & Activities

- Promote the use of best management practices (BMPs) to support healthy waterways, clean air and the protection of natural and historic resources.
  - Identify water-sensitive businesses that could benefit from educational materials and workshops on BMPs in MHC, Rockingham, Danville, Patrick and Halifax.
  - Evaluate the need for seminars on agricultural and urban BMPs.
  - Partner with Franklin County and Henry County to promote and facilitate Farm Tour.
  - Work with Soil & Water Departments in Caswell, Rockingham, and Pittsylvania to identify farms along waterways that are utilizing outdated practices, and provide options for farmers.
  
- Publish and/or distribute books, brochures, pamphlets, or articles about ways to protect waterways and value cultural resources within the basin.
  - Develop Driving Tours in Rockingham, Danville, Stokes and Halifax.
  - Develop catalog of riparian buffer types.
  - Develop BMPs brochure for agricultural enterprises.
  - Develop property owners' guide to conserve and protect rivers and streams.
  - Develop corporate guide for BMPs.

**3.3 Objective:** Provide environmental education programs for youth to inspire future advocates for clean water.

#### Strategies & Activities

- Utilize in-classroom instruction to expand/provide knowledge and skills to increase natural resource protection, nature-based recreational use and water conservation.
  - Provide Trout in the Classroom for classrooms in Virginia and classrooms in North Carolina.
  - Promote Environmental Education Catalog in Danville, Pittsylvania, Caswell, MHC, Rockingham and Halifax.
  - Develop tests and provide data to show impact of environmental education programs.

**PLEASE DO NOT DOWNLOAD, COPY OR SHARE**

- Utilize distance learning/online/podcast technology to provide environmental instruction for all classrooms.
  - Provide at least 1 environmental program in every public school throughout the basin.
  - Develop at least 1 DRBA Club per county/city.
  - Provide summer enrichment camp environmental science classes and programming for partners throughout the Basin.
- Utilize outdoor instruction to expand/provide knowledge and skills to increase natural resource protection, nature-based recreational use and water conservation.
    - Develop and launch “Forest School” programs in MHC, Danville and Rockingham.
    - Provide guidance and instruction before paddling and hiking trips for nonprofits in Danville, Patrick, and Rockingham per year.
    - Develop and launch nature-based summer activities brochure for families in Danville, Pittsylvania and Caswell.
    - Develop and launch nature-based spring, summer, fall and winter activities web page for families.
    - Redesign environmental education web page.

**3.4 Objective:** Partner with local, regional and state organizations to promote and improve environmental education.

#### Strategies& Activities

- Develop and improve state, regional and local environmental education curriculum.
  - Attend quarterly meetings of the Virginia Resource-Use Education Council, share DRBA’s environmental education programs, help develop educational guidelines for the state, and share state-wide best practices with local program providers.
  - Participate and partner with Virginia Museum of Natural History for creation of nature-related exhibits and festivals (Bug Daze, Reptile Days, etc.).
  - Participate and partner with the Dan River Partnership for the Healthy Community (DRPHC), and promote their regional events.
  - Provide information to the Bi-State Commission about new environmental education programs in the region.
- Promote environmental education programs to the general public.
  - Participate in festivals and events implemented by other partners throughout basin that promote environmental education and nature-

**PLEASE DO NOT DOWNLOAD, COPY OR SHARE**

based opportunities (Smith Riverfest, Eden Riverfest, RoosterWalk, Philpott events, Danville River District Festival, Wild Blue, etc.).

- Promote the Danville Science Center’s nature-related exhibits and museum programming.

---

**Goal 4: Promote a regional identity to inspire economic development and tourism.**

**4.1 Objective:** Improve tourism by inspiring dialogue among the basin’s counties/cities.

Strategies & Activities

- Facilitate an annual basin-wide tourism roundtable to discuss basin projects and promote sharing.
  - Identify appropriate participants and create directory to share.
  - Recruit speakers from other regions to share best practices.
  - Provide a financial tutorial to empower participants to promote the economic value of tourism to their local decision-makers.
- Facilitate and manage “field trips” for council members, tourism and other municipal planning groups to visit other communities to inspire ideas.
  - Develop “best practices” guide for field trips.
  - Identify communities that would benefit from a field trip and coordinate scheduling.
- Connect tourism and municipal committees to improve tourism and economic development projects.
  - Email ideas and resources as appropriate.
  - Develop a mechanism for sharing among communities.

**4.2 Objective:** Facilitate the promotion of the region’s natural, cultural and heritage resources through the development of a regional identity.

Strategies & Activities

- Design and launch online resources for nature-based recreation, tourism and stewardship participation.
  - Explore online mapping options and developers.
  - Provide online and app maps for basin-wide tourism/recreation.
  - Develop online store of Dan River basin-only items.
  - Develop “trip packages” for Dan River basin tourism.

**PLEASE DO NOT DOWNLOAD, COPY OR SHARE**

- In partnership with local tourism offices, design and install “tourism” signage at key locations along rivers, trails, parks, and other appropriate locations to increase tourism and economic development.
  - Rockingham (all river access locations, directing paddlers to retail, lodging, restaurants in nearby towns)
  - Stokes (Moratock Park)
  - Danville (Abreu Grogan/Riverwalk)
  - Martinsville (South Martinsville, Sports Complex Paw Path, Lauren Mtn.)
- Publish, print and/or distribute books, brochures, pamphlets, or articles about the natural and cultural resources within the basin to promote tourism.
  - Develop and print Historic Driving Tours in Rockingham, Danville, Stokes and Halifax.
  - Develop and print Summer Activities Guide for Dan River basin, based on the Homecoming Guide of Southwestern VA collaborative.
  - Develop Dan River basin water-trail guide.
  - Develop Winter Activities Guide.
  - Develop and print annual “Stories of the Dan.”
  - Identify media sources outside of Dan River region to promote activities.
  - Evaluate and continue to improve public e-newsletter.
  - Measure social media outlets, develop social media policies/procedures.
  - Explore options for “Currents” based on member survey and input.

---

**Goal 5: Improve DRBA’s operational excellence to sustain DRBA operations basin-wide.**

**5.1 Objective:** Increase the diversity and stability of DRBA’s funding base to sustain DRBA’s operations.

Strategies & Activities

- Secure new public and private funding sources (See annual Resource Development Plan for details and funding goals).
  - Acquire corporate support.
  - Acquire municipal support.
  - Acquire major donors.
  - Acquire new members at every level.
  - Acquire individual support.
  - Acquire private and public foundation support.

**PLEASE DO NOT DOWNLOAD, COPY OR SHARE**

- Acquire clubs and nonprofit memberships and funding.
- Acquire 100% board support beyond basic membership.
- Acquire 100% board support for end-of-year challenge.
- Achieve funding sustainability model.
  - 25% foundation support
  - 25% corporate & municipal support
  - 50% membership, individual and major gift support

## 5.2 Objective: Ensure fiscal accountability and transparent financial health.

### Strategies & Activities

- Perform annual audit and 990 requirements.
  - Ensure 100% board review of 990.
  - Conduct annual audit, completed by June, by accounting firm recommended by Finance Committee and approved by Board of Directors.
  - Complete required state and federal financial requirements by deadlines.
- Ensure fiscally sound operations and budget management.
  - Ensure that financial systems and records generate information needed to support a formal audit.
  - Identify, link and maintain databases to support fiscal and operational record-keeping and reporting requirements.
  - Ensure daily, monthly and annual financial transactions are performed accurately and timely.

## 5.3 Objective: Ensure that all DRBA communications are effective and professional.

### Strategies & Activities

- Establish guidelines and procedures for internal communications to improve efficiency and effectiveness.
  - Identify social media administrators and develop guidelines for posting.
  - Develop procedure for website administration and posting.
  - Develop process for e-news and Currents editing and article recruitment.
  - Develop process and procedures for management, media and talking points related to crisis issues that impact natural and/or cultural resources in the Dan River Basin.

**PLEASE DO NOT DOWNLOAD, COPY OR SHARE**

DRBA Strategic Plan – September, 2015

- Develop written policy related to back-up of staff information on laptops and computers.
- Develop written policy related to staff technology.
- Develop hierarchy communication process for staff to board communications and board to board communications (email, text, phone).
- Establish guidelines and procedures for external communications to maintain DRBA's reputation for professionalism and excellence.
  - Develop process for editing external communications.
  - Develop process for review and approval of press releases, brochures and other communication materials.
  - Identify media contacts and talking points development.

#### 5.4 Objective: Create an environment that supports operational excellence.

##### Strategies & Activities

- Ensure that DRBA's human resources are sufficient, well-qualified, recognized and relevant to DRBA's current goals and objectives.
  - Develop 5-year anticipated staffing chart.
  - Develop Volunteer Manual.
  - Update Employee Manual as appropriate.
  - Explore options for tuition reimbursement.
  - Explore additional offerings to staff benefit package.
  - Develop professional development procedure.
  - Ensure that all staff participate in at least one professional development activity annually.
  - Develop a system for recording volunteer activities and hours.
  - Develop an annual program for recognizing and rewarding volunteers.
  - Improve annual staff evaluation process (Executive Director).
  - Develop timeline for annual executive director evaluation (Board of Directors).
- Ensure DRBA facilities support DRBA activities.
  - Evaluate and assess cost of current DRBA locations and make recommendations for improvement.
  - Identify need for additional locations.
  - Develop home office options and procedures for staff.
  - Explore and implement technology options for board members who are unable to attend meetings because of distance or schedule.

- Ensure that DRBA board members are trained and qualified to manage DRBA operations.
  - Update Board of Directors' Handbook as appropriate.
  - Improve Board Orientation Training as needed.
  - Hold additional trainings for board committees annually.
  - Hold board retreat annually.
  - Ensure gender, geographic and ethnic diversity among board members.
  - Develop timeline for Board of Directors' evaluation.

---

### **Other Planning Resources for Staff & Board of Directors**

- A. Annual Resource Development Plan, updated annually, next update January, 2016
- B. Annual Communications Plan, updated annually, next update, January, 2016
- C. Annual Activities Calendar, updated monthly
- D. Annual Grants Calendar, updated monthly
- E. Annual Board Committee Projects, updated quarterly
  - a. Administration Committee
  - b. Program & Services Committee
  - c. Resource Development Committee
  - d. Finance Committee
  - e. Board Development Committee