

# **Haywood Waterways Association**

## **Strategic Plan**

**Adopted: June 2006**  
**Last Revised: November 2007**



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## **INTRODUCTION**

The Haywood Waterways Association (HWA) formed in response to the creation of the Pigeon River Fund (PRF). The PRF was authorized and funded as a condition of the Federal Energy Regulatory Commission relicensing the hydroelectric facilities at the Waterville Dam. HWA became a non-profit corporation on September 1998 and received 501(c)(3) tax-exempt status from the Internal Revenue Service in January 1999.

Many of the founders of HWA were instrumental in the establishment of the PRF. They wanted to ensure that a Haywood County entity existed with the capability of developing project proposals that would effectively use PRF monies for the purposes specified in the relicensing agreement. The HWA Board of Directors (the Board) continues to view that purpose as their primary mission.

HWA is dedicated to maintaining and improving the water quality of the Pigeon River Watershed. The focus is on reducing non-point pollution through a variety of programs implemented through partnerships and voluntary initiatives. These include presenting educational programs, gathering water resource information, sharing information to increase public awareness, assisting greenway efforts, serving as a resource to local governments, and obtaining grants and other resources to address nonpoint pollution problems. Funding is provided by contributions from members, grants and donations. Much of our work is guided by a Technical Advisory Committee (TAC) and the Pigeon River Watershed Action Plan (WAP). The TAC consists of representatives from federal, state, and local agencies, as well as many volunteers from a variety of backgrounds and experiences. A complete list of TAC members and affiliations can be found in Appendix A.

The WAP summarizes options for addressing the water quality issues in the watershed. From these options, the TAC developed 14 strategies and specific action plans to implement the strategies. The strategies cover a variety of topics, ranging from education and outreach, water quality monitoring, research on pollutants and how to reduce their impact, coordinating with public officials and other groups working in the watershed, drawing on our partnerships to provide financial and technical assistance for those groups, and implementing Best Management Practices to improve water quality. The WAP has been a critical tool for focusing our efforts and securing grants. One important feature of the WAP is that it is a living document that can be revised as additional strategies develop or new information is obtained. A complete list of the strategies can be found in Appendix B.

HWA continues to expand its role in addressing nonpoint pollution. Each year brings new initiatives, partnerships and approaches to addressing this water quality issue. The Director, Project Manager and Sediment Monitoring Technician assist HWA and other organizations in developing water quality projects, writing grant proposals, project implementation and monitoring, coordination with other agencies and organizations, and technology transfer. They also provide assistance to the HWA committees (Communications, Education, Executive, Greenway, Membership, and TAC).

The Pigeon River Fund Board of Directors, as administered by the Community Foundation of Western North Carolina, requested HWA develop a long-range, strategic plan to ensure our success and sustainability as an organization. The Institute for Conservation Leadership, a non-profit consulting group, was hired to guide the planning effort. A Strategic Planning Subcommittee helped guide the effort for the Board. The original intent was to examine our current situation, explore a vision for the future, consider sources of funding, and address succession planning to accommodate changes in our staff and officers. Some of the original questions we considered include:

- What is necessary for HWA to go to the next level?
- What resources are necessary to sustain the scope of our work? Do we have the necessary resources to remain successful over time?

- What should our Board of Directors look like and what should be expected of them?
- As our staff changes, are we positioned to continue as a viable organization?

This Strategic Plan document is the result of nine months of work by the Board and staff. These strategies are inter-related and work toward the common vision expressed in the Watershed Action Plan for Haywood County. It is understood that the priorities will change as previous strategies and goals are met or changed, therefore, this is a living document and will be revised as necessary.

### **STRATEGIC PLANNING TEAM MEMBERS**

The Board adopted this plan on April 12, 2006. The following personnel comprise the Directors and staff who completed this process (a complete and updated list of Directors and affiliations can be found in Appendix C):

HWA Board of Directors:

- David Dudek – President
- Peggy Melville – Vice President
- Joetta Rinehart – Treasurer
- Yvonne Hannah – Secretary
- Richard T. Alexander
- Billy Case
- Bill Eaker
- Don Ebaugh
- Carolyn Hipps
- Scott Loftis
- Jennifer Pratt
- Marty Prevost
- Bill Skelton
- Gordon Small
- Bill Yarborough

HWA Staff:

- Ronald J. Moser – Director
- Eric Romaniszyn – Project Manager
- Christine O'Brien – Sediment Monitoring Technician

### **MISSION STATEMENT**

The mission of the Haywood Waterways Association is to reduce non-point pollution in the Pigeon River Watershed by:

1. Educating the residents of Haywood County on the importance of protecting the waterways and Pigeon River Watershed in Haywood County, North Carolina.
2. Focusing attention on the Pigeon River Basin as a natural, economic and recreational resource to be conserved and enhanced for this and future generations.
3. Working with public agencies, conservation interests, businesses, community groups, and public and private land owners to develop and implement a strategy for the conservation and improvement of the water quality and habitat of the Pigeon River and its tributaries in Haywood County.

## **OUR PHILOSOPHY**

The Haywood Waterways Association recognizes the importance of partnerships between science, economy, government and the community to protect and improve the water quality in the Pigeon River Watershed. HWA is not a regulatory agency. Our focus is on wise use of our natural resources by serving as a non-governmental catalyst for beneficial change. HWA explores and develops effective strategies to improve surface water quality in the Pigeon Water Watershed.

## **OUR STRATEGIC PRIORITIES**

This plan outlines four strategies and associated actions the Board identified as critical for the continued success and advancement of our mission:

1. Develop a Sustainable Funding Plan: To sustain the organization, HWA must diversify its revenue base. Approximately 90% of HWA revenue currently (2005) comes from state, federal or Pigeon River Fund grants. Approximately \$8,000 is derived from membership dues and donations. Funding for the three part-time staff positions is primarily dependant upon grants. The loss of one or more of these grants could lead to the layoff of critical staff. HWA must develop a plan to increase the percentage of revenue from dues and donations to provide more stability. Our short term goal is to increase dues and donations to \$16,950 per year beginning in 2007. Our first intermediate goal is to build a reserve fund in the amount of \$75,000 over the next five years. This amount is expected to cover all staff positions for a period of approximately one year. The second goal is to establish an endowment fund to help ensure the long term viability of HWA. Our immediate target amount we hope to raise in 2006 is \$5,000.
2. Enhance Public Relations and Increase Public Awareness: Many local, state and federal officials are aware of HWA and its work. HWA has an excellent reputation among these officials. Many citizens have probably heard of HWA, especially through the annual Kids in the Creek event that educates every eighth grader in the county. However, fewer citizens are aware of the other important work carried out by HWA and its partners. HWA must expand its efforts to increase public awareness of the watershed, the water quality issues of concern and what HWA is doing to address them. Increased awareness of HWA's good work will lead to increased membership and greater local financial support and for the organization.
3. Enhance HWA Board Effectiveness: HWA has a board of directors comprised of a diverse group of individuals respected in the community. The board includes community leaders, bankers, Realtors, active and retired natural resource management professionals and college professors. The board has served the organization well and has helped build HWA into an effective and respected organization. However, the board needs to become more active in fundraising to achieve the organization's goal of increased sustainability. HWA should recruit one or more individuals with fundraising expertise to join the board. The board should evaluate how time is spent in board meetings and examine potential changes in the HWA committee structure.
4. Address Succession Planning: HWA has been blessed with highly qualified and dedicated staff. An effective staff is critical to the success of small non-profit organizations. The loss of key staff can be devastating. HWA should plan early for the eventual loss of staff by keeping aware of potential replacements through contacts with natural resource agencies, similar organizations, colleges and planning and development agencies serving western North Carolina.

<b>STRATEGY #1: DEVELOP A SUSTAINABLE FUNDING PLAN</b>					
<b>STRATEGY</b>	<b>GOALS</b>	<b>ACTION STEPS</b>	<b>WHO</b>	<b>WHEN</b>	<b>COST</b>
1. New Member Acquisition	<ul style="list-style-type: none"> <li>• 70 new members</li> </ul> <p style="text-align: right;">\$2,500</p>	<ul style="list-style-type: none"> <li>• Each board member recruits 1 member/quarter (60)</li> <li>• Participants in annual meetings become members (10)</li> <li>• Increase membership dues</li> </ul>	<ul style="list-style-type: none"> <li>• Board</li> <li>• Board/Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly</li> <li>• Summer / Winter</li> </ul>	<ul style="list-style-type: none"> <li>• No cost</li> <li>• No cost</li> </ul>
2. Renewals	<ul style="list-style-type: none"> <li>• 80% renewal of 300 member (240)</li> </ul> <p style="text-align: right;">\$7,950</p>	<ul style="list-style-type: none"> <li>• Do 300 mailings to current members</li> <li>• Thank you call to renewals</li> <li>• Call unrenewed members asking them to renew</li> </ul>	<ul style="list-style-type: none"> <li>• Staff</li> <li>• Membership Committee</li> <li>• Membership Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> <li>• Monthly</li> <li>• Monthly</li> </ul>	<ul style="list-style-type: none"> <li>• Postage/stationary</li> </ul> <p style="text-align: right;">\$150</p>
3. Special Events <sup>a</sup>	<ul style="list-style-type: none"> <li>• \$500</li> <li>• \$500</li> </ul> <p style="text-align: right;">\$1,000</p>	<ul style="list-style-type: none"> <li>• Summer Annual Meeting</li> <li>• Winter Annual meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Board Committee/Staff</li> </ul>	<ul style="list-style-type: none"> <li>• May - July</li> <li>• Oct. - Dec.</li> </ul>	<ul style="list-style-type: none"> <li>• \$300</li> <li>• \$300</li> <li>• Depends on event</li> </ul> <p style="text-align: right;">\$600</p>
4. Major Donors	<ul style="list-style-type: none"> <li>• 14 Donors:</li> </ul> <p style="text-align: right;">\$2,000</p>	<ul style="list-style-type: none"> <li>• Research potential donors (60)</li> <li>• Schedule personal visits and/or write personal letters</li> <li>• Invite visit during Kids in the Creek</li> <li>• Recognition of major donors</li> </ul>	<ul style="list-style-type: none"> <li>• Staff/Board</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• September</li> </ul>	<ul style="list-style-type: none"> <li>• No costs</li> <li>• Postage/stationary \$30</li> <li>• Box lunch \$470</li> </ul> <p style="text-align: right;">\$500</p>
5. Businesses	<ul style="list-style-type: none"> <li>• 50 Donors @ \$30</li> </ul> <p style="text-align: right;">\$1,500</p>	<ul style="list-style-type: none"> <li>• Develop mailing/contact list of local businesses (200)</li> <li>• Do mailings, personal visits and/or phone calls to solicit donations</li> </ul>	<ul style="list-style-type: none"> <li>• Staff/Board</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• No cost</li> <li>• Postage/stationary</li> </ul> <p style="text-align: right;">\$100</p>

HWA must develop a plan to increase the percentage of revenue from dues and donations to provide more stability. Our short term goal is to increase dues and donations to \$16,950 per year beginning in 2007. Our first intermediate goal is to build a reserve fund in the amount of \$75,000 over the next five years. This amount is expected to cover all staff positions for a period of approximately one year. The second goal is to establish an endowment fund to help ensure the long term viability of HWA. Our immediate target amount we hope to raise in 2006 is \$5,000.

<b>STRATEGY #1: DEVELOP A SUSTAINABLE FUNDING PLAN (CONTINUED)</b>					
<b>STRATEGY</b>	<b>GOALS</b>	<b>ACTION STEPS</b>	<b>WHO</b>	<b>WHEN</b>	<b>COST</b>
6. Additional Events <sup>a</sup>	<ul style="list-style-type: none"> <li>• \$1,000</li> <li>• \$1,000</li> <li>• \$2,000</li> </ul>	<ul style="list-style-type: none"> <li>• HCC Mountain Echoes: sell bottled water; conduct raffle; solicit new members</li> <li>• MV Trout Festival: sell bottled water; conduct raffle; solicit new members</li> </ul>	<ul style="list-style-type: none"> <li>• Board</li> <li>• Board</li> </ul>	<ul style="list-style-type: none"> <li>• Sat 3 June</li> <li>• Sat/Sun 24/25 June</li> </ul>	<ul style="list-style-type: none"> <li>• No cost (based on donations)</li> <li>• No cost (based on donations)</li> </ul>
7. Consult with Skilled Fundraisers/Recruiters	• N/A	<ul style="list-style-type: none"> <li>• Compile list of prospects</li> <li>• Solicit assistance through news release</li> <li>• Meet and interview interested individuals</li> </ul>	<ul style="list-style-type: none"> <li>• Board</li> <li>• Board</li> <li>• Board</li> </ul>	• April-May	• No cost
8. Planned Giving	• TBD	<ul style="list-style-type: none"> <li>• Research structure/effectiveness</li> <li>• Develop documents using other nonprofits</li> <li>• Publish opportunity in quarterly newsletter</li> <li>• Meet with attorneys/accountants</li> </ul>	<ul style="list-style-type: none"> <li>• Board</li> <li>• Board/Staff</li> <li>• Board/Staff</li> <li>• Board Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Summer</li> <li>• Fall</li> </ul>	• No Cost
9. End of Year Appeal	• TBD	<ul style="list-style-type: none"> <li>• Obtain sample letters from other nonprofits</li> <li>• Develop HWA letter/enclosures</li> <li>• Do mailings</li> </ul>	<ul style="list-style-type: none"> <li>• Board</li> <li>• Board</li> <li>• Board</li> </ul>	<ul style="list-style-type: none"> <li>• Summer</li> <li>• Summer</li> <li>• Fall</li> </ul>	<ul style="list-style-type: none"> <li>• Postage/Stationary \$200</li> </ul>

<sup>a</sup> = Rafting Trip / Fishing Clinic / Concert / Silent Auction / Raffle / Door Prize Drawings  
 TBD = To Be Determined

<b>STRATEGY #2: ENHANCE PUBLIC RELATIONS AND INCREASE PUBLIC AWARENESS</b>				
<b>STRATEGY</b>	<b>GOALS</b>	<b>ACTION STEPS</b>	<b>WHO</b>	<b>WHEN</b>
1. Produce a multi-media annual State of the Watershed Report	<ul style="list-style-type: none"> <li>• Increase public awareness of the watershed condition and trends in water quality.</li> </ul>	<ul style="list-style-type: none"> <li>• Summarize water quality data collected in the past year and make a plain English comparison with previous years.</li> <li>• Highlight changes and discuss reasons for change.</li> <li>• Identify needed actions to correct problems</li> <li>• Print and distribute by both paper and by digital means.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff, Board and contractors.</li> </ul>	<ul style="list-style-type: none"> <li>• Release report on March 1 of each year</li> </ul>
2. Develop and maintain multi-media record of watershed improvement accomplishments by HWA and partners.	<ul style="list-style-type: none"> <li>• Increase public awareness, understanding and support of the nature and importance of work being done to reduce non-point pollution in the PRW.</li> </ul>	<ul style="list-style-type: none"> <li>• Sign completed projects</li> <li>• Conduct tours of project sites</li> <li>• Publicize projects and activities in the HWA quarterly newsletter, local news media and special monographs</li> <li>• Emphasize partnerships</li> <li>• Develop a GIS map of project sites with embedded photos and narratives. Publish on web, and use in presentations.</li> </ul>	<ul style="list-style-type: none"> <li>• With partners</li> <li>• Board and staff</li> <li>• Staff writers / volunteers</li> <li>• Board and Staff</li> <li>• Staff and partners</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> <li>• As appropriate</li> <li>• On-going</li> <li>• On-going</li> <li>• Complete by 12/1/06 and maintain</li> </ul>
3. Keep water quality issues before the public	<ul style="list-style-type: none"> <li>• Create an understanding of the urgency and importance of water quality issues in the PRW to grow support for HWA.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue HWA Newsletter</li> <li>• Publish time line and calendar of projects and events</li> <li>• Publish article about projects and programs in local media</li> <li>• Send out speaking teams to local service clubs, professional organizations, and other interested groups</li> <li>• Rotate writing assignments for a conservation column in local papers</li> <li>• Participate in public forums and rulemaking procedures related to water quality issues</li> </ul>	<ul style="list-style-type: none"> <li>• Staff</li> <li>• Staff, volunteers</li> <li>• Staff and partners</li> <li>• Board and Staff</li> <li>• Board and Staff</li> <li>• Board and Staff</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> <li>• On-going</li> <li>• On-going</li> <li>• Establish by June 2006</li> <li>• Establish schedule by June 2006</li> <li>• Ongoing</li> </ul>

<b>STRATEGY #3: ENHANCE HWA BOARD EFFECTIVENESS</b>				
<b>STRATEGY</b>	<b>GOALS</b>	<b>ACTION STEPS</b>	<b>WHO</b>	<b>WHEN</b>
1. Determine organization's Mission statement, Policy Statement, By-Laws, Purpose	<ul style="list-style-type: none"> <li>• Guide HWA programs &amp; actions</li> </ul>	<ul style="list-style-type: none"> <li>• Review existing documents</li> <li>• Update &amp; publish as needed</li> </ul>	<ul style="list-style-type: none"> <li>• Board</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>
2. Long Term Organizational Planning	<ul style="list-style-type: none"> <li>• Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Strategic Plan</li> <li>• Publish Plan</li> <li>• Implement, monitor, &amp; update as needed</li> </ul>	<ul style="list-style-type: none"> <li>• Board, Consultant, Program Mgr</li> </ul>	<ul style="list-style-type: none"> <li>• Publish 4/06</li> <li>• Annually review</li> </ul>
3. Determine, monitor and provide oversight of programs, services and finances	<ul style="list-style-type: none"> <li>• Ensure consistency with Mission.</li> <li>• Insure effective use of resources and fiscal accountability.</li> </ul>	<ul style="list-style-type: none"> <li>• Assess programs against mission &amp; WAP</li> <li>• Establish goals</li> <li>• Insure fiscal review thru reviews by qualified professionals</li> </ul>	<ul style="list-style-type: none"> <li>• Board</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
4. Ensure adequate resources	<ul style="list-style-type: none"> <li>• Strategy in place for funding and skills to effectively implement HWA Mission</li> </ul>	<ul style="list-style-type: none"> <li>• Being addressed elsewhere in Strategic Plan</li> <li>• Periodic reviews of resource status</li> <li>• Consider realigning staff responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Board</li> </ul>	<ul style="list-style-type: none"> <li>• Complete by 5/1/06</li> </ul>
5. Enhance public image	<ul style="list-style-type: none"> <li>• Increase awareness of general public and decision makers of HWA role in community</li> </ul>	<ul style="list-style-type: none"> <li>• Being considered elsewhere in this Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Board</li> </ul>	
6. Managing board time	<ul style="list-style-type: none"> <li>• Increase Board effectiveness</li> <li>• Increase Board Member interest and participation</li> <li>• Major on the majors</li> </ul>	<ul style="list-style-type: none"> <li>• Assess meeting management</li> <li>• Review how our time is spent</li> <li>• Review nature of discussions (too technical? non-Board issues?)</li> <li>• Review meeting schedule</li> </ul>	<ul style="list-style-type: none"> <li>• Board</li> </ul>	<ul style="list-style-type: none"> <li>• Annually (first assessment by 5/1/06)</li> </ul>
7. Review Board committees	<ul style="list-style-type: none"> <li>• Enhance Board performance</li> </ul>	<ul style="list-style-type: none"> <li>• Assess effectiveness of current committee structure and function</li> <li>• Identify any needed changes</li> <li>• Implement needed changes</li> </ul>	<ul style="list-style-type: none"> <li>• Board</li> </ul>	<ul style="list-style-type: none"> <li>• Complete by 9/1/06</li> </ul>
8. Recruitment	<ul style="list-style-type: none"> <li>• Strengthen Board through focused recruiting</li> </ul>	<ul style="list-style-type: none"> <li>• Study 10 stop signs to recruitment</li> <li>• Address current Board issues as needed</li> <li>• Identify gaps in Board function</li> <li>• Identify Board candidates to meet needs</li> <li>• Recruit, train, and fill positions</li> </ul>	<ul style="list-style-type: none"> <li>• Board</li> </ul>	<ul style="list-style-type: none"> <li>• 9/1/06</li> </ul>

<b>STRATEGY #4: ADDRESS SUCCESSION PLANNING</b>				
<b>STRATEGY</b>	<b>GOALS</b>	<b>ACTION STEPS</b>	<b>WHO</b>	<b>WHEN</b>
1. Maintain an inventory of people with the skill sets and aptitude that could contribute to HWA. <sup>a</sup>	<ul style="list-style-type: none"> <li>• Develop a database of skills and aptitudes that could help HWA find replacement staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Create a skills database</li> <li>• Coordinate with local organizations and agencies that identify new people moving into the community. Make contacts with individuals that would appear to have interest in the work of HWA.</li> <li>• Maintain a current list of organizations with similar watershed protection goals in the State</li> <li>• Identify individuals who show a particular interest in the topic during presentations – discuss their interests and aptitudes and capture information in database</li> <li>• When attending professional meetings or training, make a point of networking to identify successful watershed specialists.</li> <li>• Make meaningful volunteer opportunities available to interested people.</li> <li>• Stay abreast of Federal, State, and Local internship opportunities that would blend well with HWA needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff</li> <li>• Staff and Board</li>   <li>• Staff and Board</li>   <li>• Staff and Board</li>   <li>• Staff and Board</li>   <li>• Board and Staff</li>   <li>• Board and Staff</li> </ul>	<ul style="list-style-type: none"> <li>• June 2006</li> <li>• Create first list by 10/1/2006- maintain annually</li>   <li>• Ongoing; create first list by July, 2006</li> <li>• Ongoing</li>   <li>• Ongoing</li>   <li>• Ongoing</li>   <li>• Ongoing</li> </ul>

<sup>a</sup>Key Contacts: Dave Dudek, Bill Eaker, Bill Yarborough, George Ivey, Gordon Small, Ron Moser, NC Forest Service employees, Haywood Soil & Water Conservation District employees

**Appendix A**  
**Technical Advisory Committee**  
**Members and Affiliations**

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**Technical Advisory Committee Membership**

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<b>Last Name</b>	<b>First Name</b>	<b>Affiliation</b>
Able	Tony	US Environmental Protection Agency
Anderson	Owen	NC Department of Transportation, Biologist
Ball	Dana	Tennessee Valley Authority, Watershed Representative
Boyd	Kris	Haywood County Planning Director
Brown	Derric	Blue Ridge Paper Products, Director, Environmental Health & Safety
Carpenter	Neil	Maggie Valley Sanitary District
Cassels	Kara	USDA, NRCS, District Conservationist
Clemmons	Mickey	Buck Engineering
Coombs	Joyce	The University of Tennessee, Research Specialist II
Cooper	Chris	Tennessee Valley Authority, Watershed Representative
Cranford	Chuck	NC DENR, Division of Water Quality, Environmental Specialist
Dudek	Dave	HWA, President; Haywood Community College, Instructor
Ebaugh	Don	Lake Junaluska Assembly, Director of Property Management
Eaker	Bill	Land of Sky Regional Council, Director of Environmental Programs
Fraley	Steve	NC Wildlife Resources Commission, Fisheries Biologist, District 9
Garrett	Tim	Southwestern NC RC&D Council, Director
Haynes	Keith	NC DENR, Division of Water Quality, Environmental Specialist
Ivey	George	Friends of GSMNP, Bethel Rural Community Organization
Langford	Patrick	Hillside Services, Certified Arborist
Loftis	Scott	NC Wildlife Resources Commission, Watershed Enhancement Coordinator
Miller	Jerry	Western Carolina University, Whitemire Professor of Environmental Science
Moser	Ron	Haywood Waterways Association, Director
O'Brien	Christine	Haywood Waterways Association, Sediment Technician
Peeples	Gary	U. S. Fish & Wildlife Service, Outreach and Education
Pruett	Mark	Haywood County Erosion Control Officer
Raquet	Michelle	NC DENR, Division of Water Quality, Environmental Specialist II
Romaniszyn	Eric	Haywood Waterways Association, Project Manager
Ruth	Richie	Tennessee Valley Authority, Retired
Sexton	Tony	Haywood County Hurricane Recovery Coordinator
Small	Gordon	Haywood Waterways Association, Board of Director
Smathers	Leslie	Haywood Soil and Water Conservation District, Soil Conservationist
Thompson	Skip	NC Cooperative Extension Service, Area Specialized Agent, Aquaculture
Vanhook	Duane	Haywood Soil and Water Conservation District, Soil Conservationist
Ward	Junior	NC Forest Service
Westphal	Marilyn	UNC-Asheville, VWIN Project Coordinator
Wooten	Rick	NC Geological Survey, Senior Geologist
Yarborough	Bill	Department of Agricultural and Consumer Services, Regional Agronomist

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**Appendix B**  
**Recommended Strategies of the Pigeon River Watershed**  
**Action Plan**

The recommended strategies reflect agreed upon actions to reduce nonpoint pollution in the Pigeon River Watershed. The members of the Technical Advisory Committee plan to implement the following strategies to maintain and improve the water quality in the watershed. Each strategy has a corresponding action plan that can be found in the Pigeon River Watershed Action Plan. Specific action plans make assignments, assign priorities, set targets, and monitor progress.

**1. Strategy: Continue existing public awareness programs.**

Local educational and public awareness efforts focused on water quality issues include: Kids in the Creek, presentations for civic and professional organizations, newspaper columns, newsletters, brochures, training sessions, participating in fairs and other local events, increasing HWA membership, and maintaining the HWA website ([www.haywoodwaterways.org](http://www.haywoodwaterways.org)). These efforts will be continued.

**2. Strategy: Expand public awareness programs.**

The public has expressed the need for more publicity regarding the technical and financial assistance programs available to address water quality concerns. The TAC will explore a variety of options to increase awareness of available programs and how to get technical information and/or help.

**3. Strategy: Continue and improve water quality monitoring.**

The VWIN monitoring program using local volunteers will be maintained. Continued biological monitoring by TVA, the State of North Carolina, and Blue Ridge Paper will be encouraged. Current sediment monitoring stations will be maintained and new sites established as funding permits.

**4. Strategy: Encourage studies of sediment yields, transport, and storage and channel stability.**

Stream channels reflect current and historic upstream watershed conditions. There is little information about these dynamics in the Pigeon River Watershed. Geomorphic and stratigraphic studies will be encouraged to better understand the dynamics shaping the drainage system.

**5. Strategy: Coordinate with the Haywood Erosion Control Board and County Commissioners.**

The Erosion Control Board and the County Commissioners can affect some of the most beneficial long-term watershed protective measures for the Pigeon River Basin. The TAC will keep County officials fully informed of pollution abatement efforts underway and assist in responding to changes in the watershed.

**6. Strategy: Encourage development of greenways along riparian corridors.**

Greenways serve as multi-use corridors along streams that protect riparian values while providing recreation and wildlife uses. There are several ongoing greenway efforts that often need support and specific resources to succeed. Finding ways to encourage and support these efforts will pay long-term dividends for water quality.

**7. Strategy: Encourage donation of conservation easements.**

Conservation easements often protect important land and water resources. Maintaining desirable land uses and open space can reduce negative impacts in sensitive watersheds, protect riparian areas, and perform other desirable functions. The TAC will support the use of these easements.

**8. Strategy: Continue to provide financial and technical assistance.**

The TAC members represent organizations in Haywood County providing technical and financial assistance to reduce non-point pollution. HWA and the TAC partners have obtained grant funds to address many of the most significant existing sources of non-point pollution. These efforts will continue.

**9. Strategy: Design and implement Best Management Practices (BMPs) to improve water quality.**

Landowners interested in correcting problems on their property provide important opportunities for reducing non-point pollution. The TAC includes a number of people with experience, skills and resources to design and implement BMPs. Grants for cost share funding will be pursued to ensure this important work continues.

**10. Strategy: Identify and support effective state and federal water quality improvement programs, and local organizations dedicated to improving water quality.**

There are a variety of federal and state funded programs focused on reducing non-point source pollution. Increased awareness and support of these programs could result in increased appropriations to the County.

**11. Strategy: Seek additional skills as needed to meet ongoing and project needs.**

Staffing and skills exist for the current level of BMP implementation. Additional technical assistance will be needed as public demand for these services increases. The TAC will encourage federal, state, and local agencies to fully fund these program needs.

**12. Strategy: Provide incentives for watershed protection.**

Stewardship incentives can maintain and/or improve the water quality. Incentives can recognize conservation leaders, help defray costs, and reward new initiatives. Examples include certification programs, County and State recognition, fee offsets for training, free publicity, and providing materials to implement BMPs. Additional incentives will be encouraged by the TAC.

**13. Strategy: Support our public officials as they consider changes in watershed protection and enforcement of watershed protection ordinances.**

It is important for HWA to participate in the public comment process. The TAC must keep informed of current ordinances and issues and promote local initiatives that encourage beneficial changes.

**14. Strategy: Participate in the planning, design, and monitoring of publicly funded surface-disturbing projects in the Pigeon River Watershed.**

The members of the TAC have experience and knowledge that may help federal, state, and local agencies when planning and designing publicly funded projects. Participation from the beginning of any project could reduce watershed impacts and costs, and help ensure that design and contract specifications address watershed concerns. Monitoring will help ensure the design and contract provisions are fully implemented.

**Appendix C**  
**Governing Board of Directors**

## **Haywood Waterways Association Governing Board of Directors**

### **GOVERNING BOARD:**

The Haywood Waterways Association governing board has “at least six directors” as provided by our bylaws. The initial board was selected from active HWA members and local civic leaders. Board members are elected pursuant to our bylaws. Each elected director serves for a three year term. Board appointed directors fill the remaining term of the vacancy they fill. Directors are elected pursuant to the following excerpt from our bylaws, “Directors shall be elected by the membership at an annual meeting. Voting members shall be those current and paid memberships recorded by the last business day of the preceding month. Voting may be by voice vote, subject to the laws of this state. Each member shall cast one vote per candidate. The candidates receiving the highest number of votes up to the number of directors to be elected shall be elected to serve on the board”.

### **HWA Board of Directors:**

**David M. Dudek:** President HWA, Chairman HWA Executive Committee, HWA Technical Advisory Committee, Chairman HWA Membership Committee, Wildlife biologist and instructor Haywood Community College, Coordinator of Volunteer Water Information Network (VWIN), Clean Streams Day Coordinator, Big Sweep County Coordinator, Chairman Richland Creek Action Committee, Treasurer SWNC RC&D Council, Trout Festival Committee, Greenways Council, Commission for a Clean County.

**Peggy Melville:** Vice-president HWA, HWA Executive Committee, HWA Fundraising & Special Events Committee, Senior Vice President of Administration and Corporate Secretary Home Trust Bank, President Haywood Community College Board of Trustees, Haywood County Hospital Foundation Board, President Haywood County Hospice, Director and Treasurer Smoky Mountain Development Corporation, Treasurer Altrusa Club.

**Joetta Rinehart:** Treasurer HWA, HWA Executive Committee, Secretary HWA Fundraising & Special Events Committee, Junaluska Assembly Director of Public Relations, Haywood Community College Foundation Board of Directors, Haywood County Hospital Foundation Board of Directors, Haywood County Tourism and Development Board of Directors, Waynesville Rotary Club.

**Yvonne Hannah:** Board Secretary HWA, Secretary HWA Executive Committee, Secretary HWA Membership Committee, Farmer, 4-H livestock leader, Boy Scout merit badge counselor.

**Richard T. Alexander, Jr.:** Chairman HWA Public Relations & Awareness Committee, Cruso Community Club, Haywood County Community Development Council, VWIN volunteer, retired college professor.

**Bob Brannon:** Retired owner of Brannon and Associates Realty, Operating Partner of Keller Williams Realty, Real Estate developer, HWA Fundraising & Special Events Committee, HWA Membership Committee, HWA Public Relations & Awareness Committee, Past President of the Haywood County Chamber of Commerce, Past President of Rotary, Past President of Haywood County Board of Realtors, also served as Regional Vice-president of the North Carolina Association of Realtors, First Chairman of the Waynesville Recreation Commission, Director Emeritus of the HomeTrust Bank and has served on their Board of Directors for 28 years, Southern Appalachian Highlands Conservancy Board of Directors, Chairman of the Save Lake Logan Task Force and worked with the Conservation Trust to raise \$10 million to protect a major portion of the 4,300 acre tract that includes Lake Logan, Long-time supporter of local conservation efforts to protect water quality and the mountains of Haywood County.

**Derric Brown:** Director Environment, Health and Safety for Blue Ridge Paper Products Inc, member of the HWA Technical Advisory Committee, participant in the development of the HWA Watershed Action Plan, involved with the Pigeon River Reintroduction Project.

**William M. Eaker:** HWA Executive Committee, Chairman HWA Fundraising & Special Events Committee, Environmental Programs Director Land of Sky Regional Council, Water Resources Research Institute Advisory Committee, VWIN volunteer.

**Ellene Francis:** HWA Membership Committee, Apple Grower, Supervisor Haywood Soil and Water Conservation District, Past President NC Apple Growers Auxiliary, Haywood County Sedimentation and Erosion Control Board, Area I Agricultural Engineer Committee, NC Board of Hearing Aid Dealers and Fitters, NC Community Foundation of Haywood County Board, Waynesville Rotary Club, Haywood Community College Board of Trustees, Haywood Tomorrow, Inc., Haywood County Schools substitute teacher, Past den leaders for Boy Scouts and Girl Scouts, Assistant Treasurer District Mission Society of the United Methodist Church and numerous leadership positions within her church.

**Don Ebaugh:** Director of Property Management Lake Junaluska Assembly, HWA Technical Advisory Committee, HWA Public Relations & Awareness Committee, VWIN volunteer, Committee Chairman Boy Scouts, Haywood County ARC Board of Directors.

**George Ivey:** HWA Fundraising & Special Events Committee, Executive Director Bethel Rural Community Organization, Chairman Haywood County Land Trust Committee, Fundraising Consultant, Director of Development and NC Program Director Friends of the Great Smoky Mountains National Park, US Fish & Wildlife Volunteer Mason Neck Wildlife Refuge, Nature Conservancy: Conservation Programs Coordinator, Project Manager Conasuga River Project, Staff Assistant Government Relations Arlington VA., Chesapeake Bay Foundation Volunteer and numerous other volunteer stewardship projects.

**Yvonne Kolomechuk:** Full-time Realtor with Keller Williams Realty, HWA Membership Committee, Past President, Vice-president, Secretary and Treasurer of the Haywood County Board of Realtors, and awarded Realtor of the Year, Past board member of Habitat for Humanity and the Haywood County School Board, St. John's Church Music Ministry and Children's Ministry, Avid outdoorsman and fly fisherman.

**Marty Prevost:** Co-owner and Broker Main Street Realty, HWA Fundraising & Special Events Committee, Board of Directors Downtown Waynesville Association, Member Altrusa International, Waynesville Planning Board, member "Which Way, What's He Say" Hiking Club

**Bill Skelton:** Director and Horticulture Agent for the Haywood County Office of the NC Cooperative Extension Service, Secretary HWA Public Relations & Awareness Committee, Waynesville Appearance Commission, Commission for a Clean County, Cooperative Extension Service Liaison for Haywood County Community Development Council, Haywood County Chamber of Commerce Economic Development Committee, Technical advisor for the Pigeon River Fund.

**Gordon Small:** Retired USDA Forest Service - served as Lands, Minerals and Planning Staff Officer Ozark – St. Francis National Forest, Lands, Watershed and Minerals Director Eastern Region National Forest Service and Director of Lands, National Forest Service, President Balsam Forest Property Owners Association, retired HWA Project Manager, HWA Public Relations & Awareness Committee, HWA Technical Advisory Committee, lead author of the HWA Watershed Action Plan, Engineering Review Committee Haywood County Slope Ordinance.

**Richard Swanson:** Retired Square D Company – responsible for marketing, new construction, Real estate, energy conservation, environmental programs and preventative maintenance, HWA Membership Committee, former owner of Mountain Mist Health Retreat and Bed & Breakfast, Haywood Literacy Council Board, Haywood Animal Welfare Association Board and currently working as a licensed Realtor for Southern Exposure Realty.

**Bill Yarborough:** Regional Agronomist for NC Department of Agriculture and Consumer Services, Supervisor Haywood Soil and Water Conservation District, HWA Technical Advisory Committee, HWA Public Relations & Awareness Committee, NC Apple Growers Association, NC Tomato Growers Association, Chairman Research and Technology Committee NC Association of Soil and Water Districts, Bethel Rural Community Organization and Pigeon Valley Lion's Club.

Revised 10/28/2007