

## RMS 2003 Annual Work Plan

*Vision Task One: Professional Development... to support career-long learning, quality in river management and leadership in our field.*

| <i>Strategic Goals: Ends</i>  | <i>Objectives: RMS Activities</i>   | <i>Measures/Indicators</i>   | <i>Action Items 2003</i>   |
|---|---|--|--|
| Goal I. Provide training and coaching to support the professional development of river professionals.<br>a) nationally<br>b) regionally | <ol style="list-style-type: none"> <li>1. Continue to present the biennial symposium and alternate year inter-agency workshop.</li> <li>2. Determine what training should be offered regionally, how often and by whom.</li> <li>3. Develop and implement a formal mentoring program connecting experienced members with members who are new to the field.</li> <li>4. Maintain a job board for river management positions.</li> <li>5. Design an internship program for college students and others who express an interest in pursuing a career in river management.</li> </ol>               | <ul style="list-style-type: none"> <li>• levels of participation in RMS training: how many and the participants' affiliation/job</li> <li>• # of mentoring relationships</li> <li>• # jobs listed</li> <li>• # of intern openings</li> <li>• # of intern placements</li> <li>• intern and or mentoring applications</li> </ul> | <ul style="list-style-type: none"> <li>• Co-sponsor 2003 Interagency Workshop</li> <li>• Encourage and support regional workshops</li> <li>• Continue intern program</li> <li>• Continue RMS awards</li> <li>• Conduct advance planning for 2004 RMS Symposium</li> <li>• Support River Ranger Rendezvous</li> </ul> |
| Goal II. Increase the scope and level of active networking and interactive learning among members.                                      | <ol style="list-style-type: none"> <li>1. Publish an annual directory of members.</li> <li>2. Maintain effective listserv and bulletin board programs.</li> <li>3. Provide scholarships to ensure continuing participation of experienced retired river professionals in RMS events.</li> </ol>   | <ul style="list-style-type: none"> <li>• directory distribution</li> <li>• listserv activity</li> <li>• member satisfaction</li> </ul>   | <ul style="list-style-type: none"> <li>• Publish 2003 directory</li> <li>• Maintain listserv</li> <li>• Award member scholarships</li> </ul>   |
| Goal III. Establish recognized professional standards that support consistency and quality in river management.                         | <ol style="list-style-type: none"> <li>1. Define core competencies and related selection criteria for the position of river manager.</li> <li>2. Collaborate with appropriate partners in higher education to define requirements and curriculum for bachelor's and associates degrees in river management.</li> <li>3. Identify specialized areas of river management that would benefit from certification and develop requirements and curricula for each.               <ol style="list-style-type: none"> <li>a) FERC licensing</li> <li>b) others to be identified</li> </ol> </li> </ol> | <ul style="list-style-type: none"> <li>• use of position design template</li> <li>• # of degree programs in river management</li> <li>• certification programs in use</li> <li>• # certified</li> </ul>  | <ul style="list-style-type: none"> <li>• Research and draft criteria for river management certification program</li> <li>• Define requirements and curriculum for bachelor's and associates degrees in river management.</li> </ul>  |

**Vision Task Two: Information and Education...to create knowledge and share it across the system**

| Strategic Goals: Ends   | Objectives: RMS Activities   | Measures/Indicators  | Action Items 2003  |
|---|--|--|--|
| Goal IV. Establish a professional publications program to document the knowledge created by RMS members and activities.   | <ol style="list-style-type: none"> <li>1. Solicit and publish white papers on matters of interest to river managers and river management policy makers.</li> <li>2. Publish a Symposium Journal documenting presentations and dialog for each RMS symposium.</li> <li>3. Publish user-friendly field management guides for distribution in the field detailing "best practices" for river users. (e.g. river access site management, interpretation provision, etc.)</li> <li>4. Develop and publish a collection of "River Ethics" materials suitable for use in the field.</li> </ol>  | <ul style="list-style-type: none"> <li>• Publications</li> <li>• Distribution</li> <li>• sponsor revenues on Ethics pieces?</li> </ul>   | <ul style="list-style-type: none"> <li>• Produce 'River Etiquette' materials</li> <li>• Continue to publish quarterly newsletters</li> <li>• Initiate technical paper on river allocations (with case studies and bibliography)</li> <li>• Draft 1-page concept paper for an online river journal</li> </ul> |
| Goal V. Establish a comprehensive, searchable database cataloging a broad range of data and other resources relevant to rivers and river management.                            | <ol style="list-style-type: none"> <li>1. Phase collection of information for the database, including               <ol style="list-style-type: none"> <li>a) Current river management actions, emerging issues, policies and practices</li> <li>b) individual river profiles<sup>1</sup></li> <li>c) regional profiles (see b, above)</li> <li>d) annotated bibliography</li> <li>e) issue / response repository</li> <li>f) funding sources</li> <li>g) best practices</li> <li>h) cross-references for RMS member and non-member "expert/experience" resources</li> </ol> </li> <li>2. Explore possible partnerships to support on-going maintenance of data collection, entry and funding.</li> <li>3. Investigate the possibility and appropriate pricing for access to the database by non-members.</li> </ol> | <ul style="list-style-type: none"> <li>• size and content of the database</li> <li>• # or hits</li> <li>• revenues derived from the database</li> </ul>  | <ul style="list-style-type: none"> <li>• Create website search capability</li> <li>• Add W&amp;S FAQ's to website</li> <li>• Complete redesign of website</li> <li>• Create index of list serve messages and newsletter articles on website</li> <li>• Activate website committee</li> </ul>                 |
| Goal VI. Facilitate research and applied science projects in the areas of healthy river ecology and river system management through collaboration with researchers and funders. | <ol style="list-style-type: none"> <li>1. Identify probable funding sources.</li> <li>2. Draft guidelines for grants.</li> </ol>   | <ul style="list-style-type: none"> <li>• # of grants made</li> <li>• # of funding institutions</li> <li>• \$ awarded</li> </ul>  | <ul style="list-style-type: none"> <li>• No action items scheduled for 2003</li> </ul>   |
| Goal VII. Establish a revenue producing consulting program designed to meet the needs of prospective clients here and abroad who are developing river management systems.       | <ol style="list-style-type: none"> <li>1. Develop a product line (specific service packages) for consulting services and a pricing structure.               <ol style="list-style-type: none"> <li>a) Site analysis/recommendations</li> <li>b) Systems development</li> </ol> </li> <li>2. Market the program to appropriate audiences.</li> </ol>  | <ul style="list-style-type: none"> <li>• program in place</li> <li>• marketing plan (pricing, promotion, etc.)</li> <li>• # or contracts</li> <li>• # or providers</li> <li>• revenues generated (gross, net)</li> </ul> | <ul style="list-style-type: none"> <li>• Finalize and adopt consulting program policy</li> <li>• Create a list of RMS-affiliated consultants</li> </ul>  |

<sup>1</sup> to include the following: managing agency, land ownership, river use and carrying capacity, fee collection and allocation, permitting, private and commercial safety , requirements, user conflict issues and resolutions, flow agreements/programs, water quality, river habitat, staffing patterns, law enforcement and patrol means and capabilities, working partnerships and community roles, etc.

***Vision Task Three: Advocate... for the use of science and research in policy development and decision-making at all levels of river management, public and private.***

| Strategic Goals: Ends   | Objectives: RMS Activities   | Measures/Indicators   | Action Items 2003   |
|---|--|---|---|
| <p>Goal VIII. Provide sound science and information that will influence policy makers to make decisions that ultimately support the present and future health of rivers and their ecosystems.</p> | <ol style="list-style-type: none"> <li>1. Activate a National Public Policy Committee whose responsibilities will include:               <ol style="list-style-type: none"> <li>a) research on emerging national policy</li> <li>b) position development in accord with existing Charter requirements</li> <li>c) member communication (alerts, et al)</li> <li>d) member education (at Symposia, etc.)</li> <li>e) representation of RMS at appropriate tables.</li> </ol> </li> <li>2. Establish Chapter-based Public Policy Committees to address emerging issues on the regional and local levels whose responsibilities will include:               <ol style="list-style-type: none"> <li>a) regular communication among policy players in their particular chapter.</li> <li>b) position development in accord with existing Charter requirements</li> <li>c) member communication (alerts, et al)</li> <li>d) member education</li> <li>e) representation of RMS at appropriate tables.</li> </ol> </li> </ol> | <ul style="list-style-type: none"> <li>• policy supportive of RMS mission</li> <li>• member alerts</li> <li>• tables at which RMS is represented</li> </ul> | <ul style="list-style-type: none"> <li>• Support RMS member travel costs to W&amp;S Council</li> <li>• Continue policy committee review of current river management issues</li> </ul> |
| <p>Goal IX. Provide research, science and data to other organizations or public entities that advocate for policy that is complementary to the RMS mission.</p>                                   | <ol style="list-style-type: none"> <li>1. Identify organizations whose advocacy efforts support the mission of RMS. (Example: Leave No Trace)</li> <li>2. Market RMS' capabilities in providing research, science and data to support their positions.</li> </ol>  | <ul style="list-style-type: none"> <li>• organizations identified</li> <li>• requests for information</li> </ul>  | <ul style="list-style-type: none"> <li>• No action items scheduled for 2003</li> </ul>  |

***Vision Task Four: Build Capacity in our organization to achieve these tasks***

| <i>Strategic Goals: Ends</i>  | <i>Objectives: RMS Activities</i>   | <i>Measures/Indicators</i>  | <i>Action Items 2003</i>  |
|---|---|---|---|
| Goal X. Diversify RMS funding.  | <ol style="list-style-type: none"> <li>1. Review fee structure for RMS membership and services as the range of member services increases.</li> <li>2. Analyze and (where possible) adjust symposia and workshop costs to maximize revenues.</li> <li>3. Initiate a major gifts campaign               <ol style="list-style-type: none"> <li>a) establish a Major Gifts Committee to work alone or with an executive director</li> <li>b) identify appropriate giving opportunities and their price tag and benefit to the donor</li> <li>c) develop a written menu of these opportunities</li> <li>d) research potential funders for each opportunity and personally market the menu. (ASK)</li> <li>e) manage donors appropriately.</li> </ol> </li> <li>4. Explore funding pattern/mix in other professional societies.</li> </ol> | <ul style="list-style-type: none"> <li>• net on revenue producing activities</li> <li>• major gifts program up and running</li> <li>• gifts received</li> <li>• # of donors</li> <li>• size of gifts</li> </ul> | <ul style="list-style-type: none"> <li>• Continue to market RMS merchandise</li> <li>• Create website merchandise sales capability</li> <li>• Adopt planned giving program</li> <li>• Create an effective finance and fundraising committee</li> <li>• Develop form for and track volunteer contributions</li> <li>• Review membership fee structure</li> <li>• Develop a sponsorship, endorsement and merchandise policy, including sale of chapter merchandise</li> </ul> |
| Goal XI. Expand RMS staffing to include an Executive Director position. | <ol style="list-style-type: none"> <li>1. Clarify the purpose and specific responsibilities for this position relative to the coming fiscal year.</li> <li>2. Research pay norms for similar positions in small organizations like RMS.</li> <li>3. Conduct a comparative budget analysis to include projected RMS revenues and their allocation for FY 2001 with and without the added position. (Plan B, p. __ revisited. )</li> <li>4. Evaluate the relative cost/benefit of hiring in 2001.</li> <li>5. In the event there is no hire in 2001, begin reserving a minimum of \$ _____ annually for an Executive Directive Fund.</li> </ol>   | <ul style="list-style-type: none"> <li>• paid staff</li> </ul>  | <ul style="list-style-type: none"> <li>• Set aside \$5,000 for part-time ED</li> </ul>  |

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| <p>Goal XII. Expand membership and develop its volunteer resources.</p>                   | <ol style="list-style-type: none"> <li>1. Conduct personal outreach to those who participated in Rivers 2000 and new symposium members.</li> <li>2. Assess chapter membership and recruit new members in light of who the necessary players are in each region.</li> <li>3. Review chapter activities to assess their value to regional membership.</li> <li>4. Promote member involvement in the Inter-Agency Workshop and Symposium 2002</li> <li>5. Activate the Membership Committee.</li> <li>6. Assess and amend the current committee structure in light of the strategic plan and its priorities and use the plan to invite members to become involved in its execution.</li> </ol>  | <ul style="list-style-type: none"> <li>• members/non-members contacted</li> <li>• membership profile</li> <li>• # of active members</li> <li>• active committees</li> </ul> | <ul style="list-style-type: none"> <li>• Draft guidelines for State Stewards Program</li> <li>• Find legal and financial advisors</li> <li>• Continue quarterly Chapter President conference calls</li> <li>• Create an effective Membership Committee</li> <li>• Review Charter for Chapters with Chapter Presidents</li> <li>• Ensure that all Chapters adopt bylaws, hold regular elections, and create annual work plans</li> <li>• Post RMS Board minutes on website and email to all chapter officers</li> <li>• Provide chapter officer enrichment tools</li> <li>• Establish cost share support program for chapters</li> <li>• Post chapter officer roles and responsibilities and chapter charter to website</li> </ul> |
| <p>Goal XIII. Develop partnerships to share resources and leverage RMS' capabilities.</p> | <ol style="list-style-type: none"> <li>1. Explore and make use of opportunities for partnerships and partners in the following areas: <ol style="list-style-type: none"> <li>a) a university partner or other institution of higher education to work on the development and recognition of professional credentials, curriculum and certification.</li> <li>b) advocacy groups for "silent partnerships"</li> <li>c) regional partners (agency and non-agency) who can assist RMS in influencing policy development</li> <li>d) collaboration in the creation and on-going maintenance of the proposed database</li> <li>e) funding for applied research and science</li> <li>f) opportunities to co-market training and other member services.</li> </ol> </li> <li>2. Develop a promotional brochure for use with external audiences.</li> <li>3. Explore and evaluate the possibility of becoming a program within a larger professional association.</li> </ol> | <ul style="list-style-type: none"> <li>• # of partners</li> <li>• brochure</li> </ul>   | <ul style="list-style-type: none"> <li>• Contract publication of promotional brochure for external audiences</li> <li>• Draft letter from Policy Committee to agency heads re river management</li> </ul>   |