

RMS 2004 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 2004</i>	<i>Responsibility</i>	<i>Date Due</i>
Goal I. Provide training and coaching to support the professional development of river professionals. a) nationally b) regionally	<ol style="list-style-type: none"> 1. Continue to present the biennial symposium and alternate year inter-agency workshop. 2. Determine what training should be offered regionally, how often and by whom. 3. Develop and implement a formal mentoring program connecting experienced members with members who are new to the field. 4. Maintain a job board for river management positions. 5. Design an internship program for college students and others who express an interest in pursuing a career in river management. 	<ul style="list-style-type: none"> • levels of participation in RMS training: how many and the participants' affiliation/job • # of mentoring relationships • # jobs listed • # of intern openings • # of intern placements • intern and or mentoring applications 	<ul style="list-style-type: none"> • Encourage and support regional workshops • Hire college intern(s) • Bestow RMS awards • Sponsor 2004 RMS Symposium • Assist with advance planning for 2005 Interagency Workshop • Conduct advance planning for 2006 RMS Symposium • Support 2004 River Ranger Rendezvous • Maintain job board on website • Develop and prioritize list of short-course trainings on specific river topics 	<p>Caroline</p> <p>Gary</p> <p>Jim, Dan, Mark</p> <p>Heather Berg</p> <p>Doug W.</p>	<p>January</p> <p>Dec. '04</p> <p>May</p> <p>May</p> <p>March</p>
Goal II. Increase the scope and level of active networking and interactive learning among members.	<ol style="list-style-type: none"> 1. Publish an annual directory of members. 2. Maintain effective listserve and bulletin board programs. 3. Provide scholarships to ensure continuing participation of experienced retired river professionals in RMS events. 	<ul style="list-style-type: none"> • directory distribution • listserve activity • member satisfaction 	<ul style="list-style-type: none"> • Publish 2004 directory • Maintain listserve • Award member scholarships 	<p>Caroline</p> <p>Committee</p>	<p>Feb</p>
Goal III. Establish recognized professional standards that support consistency and quality in river management.	<ol style="list-style-type: none"> 1. Define core competencies and related selection criteria for the position of river manager. 2. Collaborate with appropriate partners in higher education to define requirements and curriculum for bachelor's and associates degrees in river management. 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"> a) FERC licensing b) others to be identified 	<ul style="list-style-type: none"> • use of position design template • # of degree programs in river management • certification programs in use • # certified 	<ul style="list-style-type: none"> • Create Curriculum and Certification Charter • Establish Curriculum and Certification Committee • Research and draft criteria for river management certification program • Define requirements and curriculum for bachelor's and associates degrees in river management. • Report to RMS Board on status of academic curriculum and certification program 	<p>Doug Carter</p> <p>Committee</p> <p>Committee</p> <p>Committee</p>	<p>Jan</p> <p>Jan</p> <p>August</p> <p>August</p> <p>Oct</p>

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

<i>Strategic Goals: Ends</i>	<i>Objectives: RMS Activities</i>	<i>Measures/Indicators</i>	<i>Action Items 2004</i>	<i>Responsibility</i>	<i>Date Due</i>
Goal IV. Establish a professional publications program to document the knowledge created by RMS members and activities.	<ol style="list-style-type: none"> 1. Solicit and publish white papers on matters of interest to river managers and river management policy makers. 2. Publish a Symposium Journal documenting presentations and dialog for each RMS symposium. 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.) 4. Develop and publish a collection of "River Ethics" materials suitable for use in the field. 	<ul style="list-style-type: none"> • Publications • Distribution • sponsor revenues on Ethics pieces? 	<ul style="list-style-type: none"> • Produce 'River Etiquette' materials, including hang tag and bumper sticker • Publish quarterly newsletters • Develop and award RFP for technical paper on river allocations (with case studies and bibliography) • Develop list of additional publications that would provide expertise on river management issues • Develop white paper for peer-reviewed river management articles • Publish '04 Symposium proceedings 	<p>Caroline</p> <p>Caroline</p> <p>Gary</p> <p>Doug W.</p> <p>Doug W.</p>	<p>Jan</p> <p>June</p> <p>March</p> <p>March</p> <p>July</p>
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"> 1. Phase in the collection of information for the database, including <ol style="list-style-type: none"> a) Current river management actions, emerging issues, policies and practices b) individual river profiles¹ c) regional profiles (see b, above) d) annotated bibliography e) issue / response repository f) funding sources g) best practices h) cross-references for RMS member and non-member "expert/experience" resources 2. Explore possible partnerships to support on-going maintenance of data collection, entry and funding. 3. Investigate the possibility and appropriate pricing for access to the database by non-members. 	<ul style="list-style-type: none"> • size and content of the database • # or hits • revenues derived from the database 	<ul style="list-style-type: none"> • Create index or search capability for listserve messages and newsletter articles on website 	<p>Jim / Intern</p>	<p>Jan</p>

¹ 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.

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"> 1. Identify probable funding sources. 2. Draft guidelines for grants. 	<ul style="list-style-type: none"> • # of grants made • # of funding institutions • \$ awarded 	<ul style="list-style-type: none"> • No action items scheduled for 2004 		
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"> 1. Develop a product line (specific service packages) for consulting services and a pricing structure. <ol style="list-style-type: none"> a) Site analysis/recommendations b) Systems development 2. Market the program to appropriate audiences. 	<ul style="list-style-type: none"> • program in place • marketing plan (pricing, promotion, etc.) • # or contracts • # or providers • revenues generated (gross, net) 	<ul style="list-style-type: none"> • Finalize and adopt consulting program policy • Create a list of consultants with river management expertise 	Denny Doug W., Denny	March Sept

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.

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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.	<ol style="list-style-type: none"> 1. Activate a National Public Policy Committee whose responsibilities will include: <ol style="list-style-type: none"> a) research on emerging national policy b) position development in accord with existing Charter requirements c) member communication (alerts, et al) d) member education (at Symposia, etc.) e) representation of RMS at appropriate tables. 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"> a) regular communication among policy players in their particular chapter. b) position development in accord with existing Charter requirements c) member communication (alerts, et al) d) member education e) representation of RMS at appropriate tables. 	<ul style="list-style-type: none"> • policy supportive of RMS mission • member alerts • tables at which RMS is represented 	<ul style="list-style-type: none"> • Identify state-level representative to W&S Council and support his/her travel costs to meetings • Prioritize current river management issues • Review and summarize existing policy positions and post on website • Develop work plan for new policy positions 	IWSRCC Committee Committee Committee	March Dec '03 August
Goal IX. Provide research, science and data to other organizations or public entities that advocate for policy that is complementary to the RMS mission.	<ol style="list-style-type: none"> 1. Identify organizations whose advocacy efforts support the mission of RMS. (Example: Leave No Trace) 2. Market RMS' capabilities in providing research, science and data to support their positions. 	<ul style="list-style-type: none"> • organizations identified • requests for information 	<ul style="list-style-type: none"> • Facilitate contracts for high quality studies 		

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

Strategic Goals: Ends	Objectives: RMS Activities	Measures/Indicators	Action Items 2004	Responsibility	Date Due
Goal X. Diversify RMS funding.	<ol style="list-style-type: none"> 1. Review fee structure for RMS membership and services as the range of member services increases. 2. Analyze and (where possible) adjust symposia and workshop costs to maximize revenues. 3. Initiate a major gifts campaign <ol style="list-style-type: none"> a) establish a Major Gifts Committee to work alone or with an executive director b) identify appropriate giving opportunities and their price tag and benefit to the donor c) develop a written menu of these opportunities d) research potential funders for each opportunity and personally market the menu. (ASK) e) manage donors appropriately. 4. Explore funding pattern/mix in other professional societies. 	<ul style="list-style-type: none"> • net on revenue producing activities • major gifts program up and running • gifts received • # of donors • size of gifts 	<ul style="list-style-type: none"> • Market RMS merchandise • Develop fundraising strategy • Develop a sponsorship and endorsement policy • Develop a merchandise policy, including sale of chapter merchandise • Add merchandise photos and credit card sales to website • Retain firm to maintain, update and further develop website • Publish RMS cookbook 	Committee Paul R. Paul R. Ken V. / Jim Jim Kathy	Sept March March Nov '03 Nov '03 April
Goal XI. Expand RMS staffing to include an Executive Director position.	<ol style="list-style-type: none"> 1. Clarify the purpose and specific responsibilities for this position relative to the coming fiscal year. 2. Research pay norms for similar positions in small organizations like RMS. 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.) 4. Evaluate the relative cost/benefit of hiring in 2001. 5. In the event there is no hire in 2001, begin reserving a minimum of \$_____ annually for an Executive Directive Fund. 	<ul style="list-style-type: none"> • paid staff 	<ul style="list-style-type: none"> • Earmark another \$5,000 for part-time ED – put in capital savings account • Revise Strategic Plan and cover facilitator travel costs 	Dan Barry / Committee	Oct May
Goal XII. Expand membership and develop its volunteer resources.	<ol style="list-style-type: none"> 1. Conduct personal outreach to those who participated in Rivers 2000 and new symposium members. 2. Assess chapter membership and recruit new members in light of who the necessary players are in each region. 3. Review chapter activities to assess their value to regional membership. 4. Promote member involvement in the Inter-Agency Workshop and Symposium 2002 5. Activate the Membership Committee. 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. 	<ul style="list-style-type: none"> • members/non-members contacted • membership profile • # of active members • active committees 	<ul style="list-style-type: none"> • Develop strategy to increase membership • Develop and implement Chapter annual work plans • Host Chapter officers reception at 2004 Symposium • Develop job description for financial advisor • Find financial ex-officio advisor • Encourage chapters to develop individual web pages 	Committee Presidents Gary, Lisa Presidents	Feb Dec '03 May Jan Aug Jan

<p>Goal XIII. Develop partnerships to share resources and leverage RMS' capabilities.</p>	<ol style="list-style-type: none"> 1. Explore and make use of opportunities for partnerships and partners in the following areas: <ol style="list-style-type: none"> a) a university partner or other institution of higher education to work on the development and recognition of professional credentials, curriculum and certification. b) advocacy groups for "silent partnerships" c) regional partners (agency and non-agency) who can assist RMS in influencing policy development d) collaboration in the creation and on-going maintenance of the proposed database e) funding for applied research and science f) opportunities to co-market training and other member services. 2. Develop a promotional brochure for use with external audiences. 3. Explore and evaluate the possibility of becoming a program within a larger professional association 	<ul style="list-style-type: none"> • # of partners • brochure 	<ul style="list-style-type: none"> • Contract publication of promotional brochure for external audiences • Draft letter from Policy Committee to agency heads re: river management • Develop umbrella MOUs with federal agencies covering cooperation with RMS 	<p>Jim</p> <p>LuVerne</p> <p>Mark, Liz, Denny</p>	<p>June</p> <p>Nov '03</p> <p>April</p>
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