

River Management Society – Strategic Plan for 2006 – 2010  
Adopted February 13, 2006

**RMS Mission: To support professionals who study, protect and manage North America’s rivers.**

Objectives <sup>1</sup>	Measures <sup>2</sup>	Result <sup>3</sup>	Actions <sup>4</sup>
<b>Goal 1: Professional Development – Encourage career-long learning and leadership in river management and science.<sup>5</sup></b>			
Objective 1.1: Support consistency and quality in river management for use in higher education, certification programs and hiring.	# educational institutions that adopt curriculum # managers certified		<ul style="list-style-type: none"> <li>• Action 1.1.1: Establish model curriculum and requirements for advanced and/or associate degrees in river management.</li> <li>• Action 1.1.2: Develop a certification program that includes core competencies and related selection criteria for specialized areas of river management. Tie to federal training activities.</li> </ul>
Objective 1.2: Expand the range of professional development services available to those exploring or employed in the field of river management.	# mentor relationships established # students placed  # jobs posted # contest applicants		<ul style="list-style-type: none"> <li>• Action 1.2.1: Create a mentoring program to match individuals who are new to the field with seasoned professionals.</li> <li>• Action 1.2.2: Provide internship placement services to introduce students and others to the river management profession.</li> <li>• Action 1.2.3: Maintain job board on RMS website.</li> <li>• Action 1.2.4: Provide biennial student paper contest.</li> </ul>
Objective 1.3: Provide an array of current, accurate, accessible and easy-to-use member services, technologies and benefits that support active networking and interactive learning among members.	# workshops co-sponsored  # listserv postings # archive searches		<ul style="list-style-type: none"> <li>• Action 1.3.1: Encourage and support local, regional and national workshops on current river management issues.</li> <li>• Action 1.3.2: Publish annual RMS membership directory.</li> <li>• Action 1.3.3: Maintain and enhance RMS listserv.</li> <li>• Action 1.3.4: Maintain searchable newsletter archives on webpage.</li> </ul>
Objective 1.4: Provide training opportunities in state-of-the-art technologies and science pertaining to river management.	# symposia registrants % favorable participant evaluations # workshop registrants # participants in other events  # short courses offered		<ul style="list-style-type: none"> <li>• Action 1.4.1: Sponsor biennial RMS symposia.</li> <li>• Action 1.4.2: Co-sponsor biennial interagency workshops.</li> <li>• Action 1.4.3: Co-sponsor regional River Ranger Rendezvous and similar events.</li> <li>• Action 1.4.4: Develop and prioritize list of short-courses on specific river topics to be offered by RMS.</li> </ul>
Objective 1.5: Recognize and reward excellence and professional contribution by those who study, protect, and manage rivers.	# professionals nominated		<ul style="list-style-type: none"> <li>• Action 1.5.1: Bestow annual RMS awards</li> </ul>
<b>Goal 2: Information – Promote development and sharing of information and knowledge about river ecosystems and their management.</b>			
Objective 2.1: Stimulate research and applied science projects in river ecology and river management.	# research needs formally conveyed  # contracts administered		<ul style="list-style-type: none"> <li>• Action 2.1.1: Identify new, critical applied research needs and convey to those who can accomplish such research.</li> <li>• Action 2.1.2: Create a list of funding sources.</li> <li>• Action 2.1.3: Facilitate contracts on applied river management.</li> </ul>
Objective 2.2: Increase recognition of RMS as a leading source of information about rivers and river management.	# items listed in database # database searches  # technical reports published  # of events covered		<ul style="list-style-type: none"> <li>• Action 2.2.1: Develop a comprehensive, searchable internet database of a broad range of river management actions, issues, alternatives, decisions, solutions and practices.</li> <li>• Action 2.2.2: Publish quarterly newsletters.</li> <li>• Action 2.2.3: Solicit and publish technical reports on matters of interest to river managers and river management policy makers.</li> <li>• Action 2.2.4: Continue to promote RMS merchandise sales.</li> <li>• Action 2.2.5: Display RMS materials at local, regional, and national events.</li> </ul>

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Objective 2.3: Ensure that the body of knowledge possessed by members and created by RMS activities is documented, objective, scientifically sound, replicable and accessible.	# publications in inventory # journal articles published annually  # BMP guides distributed # symposia proceedings available on CD-ROMs		<ul style="list-style-type: none"> <li>Action 2.3.1: Establish a collection of RMS professional publications.</li> <li>Action 2.3.2: Develop a web-based professional journal of river management.</li> <li>Action 2.3.3: Develop a “best management practices” field guide.</li> <li>Action 2.3.4: Publish biennial RMS Symposia proceedings on CD-ROM and post on website.</li> </ul>

**Goal 3: Education – Advance the use of science and research in river policy formulation, decision making, and management.**

Objective 3.1: Support sound policy and decision-making by increasing the availability of up-to-date and accurate science and information about rivers and their ecosystems.	# policy issues considered # formal comments made		<ul style="list-style-type: none"> <li>Action 3.1.1: Compile a list of policy issues on a priority and annual basis and influence resolution through the policy committee.</li> </ul>
Objective 3.2: Assist organizations that promote policies complementary to the RMS mission by providing them with credible, compelling and cutting-edge state of the art research, science and data.	# organizations collaborating with # mutual projects completed		<ul style="list-style-type: none"> <li>Action 3.2.1: Invite and meet with related organizations on an annual basis to facilitate and exchange information.</li> <li>Action 3.2.2: Identify and share unfunded RMS annual work plan actions and pursue cost-share funding sources with other organizations.</li> </ul>

**Goal 4: Capacity Building – Enhance the organization’s ability to achieve its mission.**

Objective 4.1: Retain existing members by providing member benefits.	# members converted  # activities per chapter  % chapters regularly submitting reports % members participating in chapter activities # mailings per chapter  # contacts made by chapter secretaries  % members renewing		<ul style="list-style-type: none"> <li>Action 4.1.1: Annually convert ten existing 5+ year members to lifetime memberships.</li> <li>Action 4.1.2: Each chapter organizes two annual activities (such as a float trip, workshop, or training session).</li> <li>Action 4.1.3: Each chapter provides written updates to the Society newsletters.</li> <li>Action 4.1.4: Chapter officers personally contact members for help in conducting chapter activities.</li> <li>Action 4.1.5: Send two mailings to chapter members yearly (e.g., event invitation, newsletter, update on activities, election ballot, etc.)</li> <li>Action 4.1.6: Quarterly send list of expired members to chapter secretaries to facilitate personal contact for renewal.</li> <li>Action 4.1.7: Provide time for chapter activities at symposiums and other RMS events.</li> <li>Action 4.1.8: Achieve 2% annual increase in member retention rate.</li> </ul>
Objective 4.2: Achieve 5% annual growth in membership.	# incentives given  # new members recruited  # non-members participating  % overlap between individual and organizational memberships		<ul style="list-style-type: none"> <li>Action 4.2.1: Give an incentive reward for every three new members that an existing member recruits.</li> <li>Action 4.2.2: Each RMS Board member recruits three new members annually.</li> <li>Action 4.2.3: Chapter officers invite targeted non-members to participate in chapter activities as appropriate.</li> <li>Action 4.2.4: Provide a fee structure that encourages individual memberships in conjunction with organizational memberships.</li> <li>Action 4.2.5: Research what other organizations are doing to increase memberships.</li> </ul>
Objective 4.3: Diversify the membership.	# incentives given % federal, state, private, NGO, academic members # brochures distributed to target audiences		<ul style="list-style-type: none"> <li>Action 4.3.1: Give an incentive reward for every three new non-federal and/or non-state members that an existing member recruits.</li> <li>Action 4.3.2: Distribute RMS brochures to private industry, state and federal agencies to recruit a broader membership (fisheries biologists,</li> </ul>

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Objective 4.4: Enhance national and chapter structure.	% chapters with bylaws % chapters with work plans  % chapters with web pages  % chapters holding regular elections		hydrologists, and engineers.) <ul style="list-style-type: none"> <li>• Action 4.4.1: Achieve 100% development and adoption of chapter bylaws.</li> <li>• Action 4.4.2: Achieve 100% development and implementation of annual <i>or biennial</i> chapter work plans.</li> <li>• Action 4.4.3: Achieve 100% development and posting of individual chapter web pages.</li> <li>• Action 4.4.4: Each chapter holds elections on a cycle identified in the chapter bylaws.</li> </ul>
Objective 4.5: Diversify funding sources and increase funding levels.	# grant proposals submitted # sponsors enrolled  # donations received \$ revenue generated		<ul style="list-style-type: none"> <li>• Action 4.5.1: Annually compile a list of supplemental budget items that could be funded by grants.</li> <li>• Action 4.5.2: Identify a top grant prospect annually.</li> <li>• Action 4.5.3: Develop and submit a grant proposal for that prospect.</li> <li>• Action 4.5.4: Implement the RMS sponsorship and endorsement policy by enrolling two new sponsors each year.</li> <li>• Action 4.5.5: Implement the planned giving program through active marketing (targeting/distribution to member and non-member sources.)</li> </ul>
Objective 4.6: Expand the organization's administrative, programmatic and support staff.	% unrestricted funds banked \$ set aside annually		<ul style="list-style-type: none"> <li>• Action 4.6.1: Set aside a portion of unrestricted annual income toward staff expansion.</li> <li>• Action 4.6.2: Recruit an ex-officio financial advisor.</li> </ul>
Objective 4.7: Develop and expand partnerships to leverage capabilities and share resources.	# brochures distributed to potential funders/partners # MOUs and Assistance Agreements in place		<ul style="list-style-type: none"> <li>• Action 4.7.1: Contract publication of a promotional brochure for internal and external audiences, media and marketing sources</li> <li>• Action 4.7.2: Continue to expand and enhance umbrella MOUs and Assistance Agreements with partners/stakeholders who share mutual goals/objectives with RMS.</li> <li>• Action 4.7.3: Foster employer support for employee participation in RMS.</li> </ul>

<sup>1</sup> An objective is a position or state to be achieved in promoting a goal.

<sup>2</sup> A measure is the standard for comparing progress toward achieving an objective.

<sup>3</sup> A result is the measurable effect of an action taken to achieve an objective (sometimes presented as changes over time, i.e., increase/decrease).

<sup>4</sup> An action is something done to achieve an objective. Repetitive actions and one-time deeds are not always measured.

<sup>5</sup> A goal is the end toward which efforts are directed.