



Strategic Plan 2017-2022
11/2/16

Mission and Core Values

Mission: To support professionals who study, protect and manage North America's rivers

Core Values: *What we believe*

The rivers of North America provide both tangible and intangible benefits to individuals and society.

- River management is an interdisciplinary activity requiring the engagement of professionals in the physical, natural and social sciences. To be effective, river management requires an understanding of how rivers function and how people interact with and affect them. Through the collective experience and knowledge of its members and partners, RMS will
 - strive to ensure that members and partners are up to date with constantly evolving river management techniques and have access to current information, networking, training and education;
 - link information and people to improve effectiveness of river protection, stewardship and management with organizations that provide these services; and play a vital role in the professional growth of river professionals by identifying and sharing relevant research findings and best management practices, facilitating each, and helping disseminate the results.
- RMS will recognize excellence in river management by those who have made a difference in their fields, strengthening the river management community and elevating awareness of the attributes that contribute to that excellence.

Part 1. Where are we now?

Who? Current and potential customers

Members – Note: these do not match our current membership categories

- Professional – Federal, State, NGO, private consultants
- Students
- River businesses
- Organizational – agency, NGO
- Sponsors -Private businesses
- Sponsors - Foundations
- Others

What? Products and services

National Products and Services

- Publications
 - *RMS Journal*
 - Digest
 - RMS Web Site
 - National Rivers Project
 - List Serve and Social Media
 - Handy Hydro Summaries
 - Other Publications
- Trainings, Workshops and Symposia
 - Vancouver 2018
 - Workshops – Cross Watershed Network
 - Regional Workshops – See Chapters
 - Wild and Scenic River Training
 - Wild and Scenic Rivers 50th Anniversary activities – leadership and coordination role among interested organizations and agencies.
- Awards
- Professional Development
 - River Studies and Leadership Certificate program
 - Scholarships
 - Job postings
 - Interns
- Contract/grant products
 - Meet our responsibilities

Chapter Products and Services

- River Ranger Rendezvous
- River Trips
- Workshops
- Other networking
- Membership development

How? How we produce our services (structure, marketing, finances)

Organizational Management Structure

RMS is managed by board of directors. The members of the board are:

- President - Elected by membership at large
- Vice President - Elected by membership at large
- Secretary - Elected by membership at large
- Treasurer - Elected by membership at large
- Chapter Presidents – Elected by chapter members
- At large board members (limited to 3 people with specialized expertise) – appointed by the board for a specific task or tasks.
- Ex-officio advisors – appointed by the board for specific expertise (e.g., attorney)

The board is responsible for the management of the organization. An executive committee is responsible for oversight of the ongoing day-to-day affairs of RMS. The Executive Committee is made up of the President, Vice President, Secretary, Treasurer and the Chapter President Representative, elected by the Chapter Presidents.

The Executive Director serves as the chief executive officer for RMS providing leadership under the general direction of the executive committee. The Executive Director is the face of RMS to members and the public and provides leadership in all aspects of the organization including administration, partnerships, fund raising, promotion and communication.

Marketing – We have no formal marketing structure. Several of our products (especially our web site and Facebook page) serve as marketing tools, and in-person activities provide word-of-mouth opportunities to espouse the benefits of membership.

Finances – We operate with fees for services; training, membership dues, symposia and workshop profits, donations, grants (usually for specific products or as a pass through). Our main sources of uncommitted funds are profits from symposia and workshops. Chapters generally raise funds through river trips or other events. Our annual budget has been in the range of \$100,000 or less the last several years.

Part 2. Where do we want to go, and how are we going to get there?

This section of the plan is our vision for customer focused improvement – our vision for improved future and specific actions to get us where we want to go.

Who? Current and Potential Customers by Segment – what seem to be the opportunities for customer growth by segment?

Members - Current Membership categories:

- Professional
- Organization
- Associate
- Students

2 year actions

Members – Goal to double membership in the next 5 years – 800 members

- Our initial focus for outreach for membership, partnership and sponsorship in the next 2 years will be among:
 - State Parks and Recreation Leaders
 - Executive Directors and professional staff of water trail organizations
 - Early career professionals, river guides, seasonal and temporary agency employees
- Succession –*Identify and groom future leaders of chapters or national board, notably students and professionals who are students or early professionals.*

We will task our membership committee (members include chapter Vice-Presidents or their designees) with developing a marketing strategy in 2017 to be implemented in the 5-year period of this plan. Part of this plan should include a review of membership fees and direction for how we interact with new members. In 2017 the membership committee is tasked with identifying at least two concrete actions to try and increase membership.

The Board will be responsible for increasing organizational membership, reaching out to identify future chapter leaders, chapter officers and national officers and developing donorship among members. The Board will also meet an agreed-upon objective for securing grants and corporate sponsorships.

3-5 year actions

The Membership Committee will evaluate success of 2017 and 2018 effort; update/continue as appropriate. The Board will expand efforts to obtain grants and corporate sponsorships.

What? Products and services – what possible changes to organizational products seem to be attractive to current and potential customers?

Note that the logic model is focused on those aspects of our programs are likely to be of most interest to outside funders. The list below includes all of our work. We propose to have at least 2.0 full time equivalent permanent staff members by the end of this strategic plan and other paid assistance as needed to accomplish grant and contract projects.

National Products and Services

- Publications
 - *RMS Journal – publish regularly so that we can add advertising; Seek member to take over as co-editor – responsible for riding herd on chapters, authors to get material to Caroline by deadlines. Once issues have been published on time for 1 year, begin seeking advertising.*
 - *Digest - maintain weekly - benefit to individual, student, business & organizational members – encourage members to provide links to Executive Director*
 - *RMS Web site – #1 priority to maintain and improve – keep up to date – Executive Director will work with Member Clicks to update web site early in 2017.*
 - *National Rivers Project – continue to develop; seek sponsorship(s) for long-term funding – benefit to all members and river users (i.e., customers of sponsor(s). Goal of having at least 1 corporate sponsor with 3-5 year commitment) by end of 2017.*
 - *List Serv and Social Media – maintain to benefit to individual, student, business & organizational members – encourage members to use*
 - *Handy Hydro Summaries – Quantify appeal or impact; seek outside sources of funding to expand. Complete additional summaries as per contracts in 2017.*
 - *Other publications – keep up to date as needed*
- Trainings, Workshops, and Symposia
 - Workshops/Symposia
 - *Vancouver2018 - Helen Clough and Weezie Kling are co-chairs. Use Boise symposium evaluations to improve for Vancouver, Washington. Have RMS committee structure and leadership identified by first quarter of 2017. Begin seeking sponsors by March 2017.*
 - *Workshops - Cross Watershed Network – Continue to partner in 2017.*

- *Regional Workshops: see Chapters**
 - *WSR Training - continue providing, consider expanding into other areas; identify and train additional WSR trainers; continue to pursue opportunity to become “the” source for agency WSR training. Focus on WSR training cadre in 2017.*
 - *Wild and Scenic Rivers 50th anniversary activities – leadership and coordination role among interested organizations and agencies – Focus area for 2017 and 2018. Vancouver, Washington State symposium in October 2018 will be the main RMS event. Continue our leadership role in coordinating among the various organization and agency partners.*
- *Awards – continue to provide annually; Implement any changes recommended in 2016 (ongoing work) in 2017.*
- **Professional Development**
 - *River Studies and Leadership Certificate – expand – target at least 1 new student annually for each school in 2017/2018. Assign RMS liaison to the program to work with the schools and take some of the responsibility off the executive director. Budget for student participation in symposia as called for in the program.*
 - *Scholarships – Establish a dedicated scholarship fund within the RMS budget and seek contributions earmarked for scholarships. After 2017, only provide scholarships if there are monies in the scholarship fund. Include scholarships as appropriate in grant proposals for long-term funding as appropriate. Limited new action in 2017/2018.*
 - *Job postings – continue to provide*
 - *Interns – use interns to accomplish work when they are the most effective tool*
- **Contract/grant products**
 - *Meet our responsibilities.*
 - *Hire additional staff/subcontractors to accomplish tasks.*
 - *Charge appropriate overhead – 15 to 20% to support all administrative work related to contracts and general RMS operations.*

Chapter Products and Services

Recognize regional differences among chapters and that inter-chapter events, sub-regional events and partnership events are appropriate.

- *River Ranger Rendezvous – Encourage chapters where this makes sense to hold with at least one event occurring annually – focus continues to be on NW and SW chapters. Hold Rendezvous in 2017 in the Northwest and consider holding 2018 event in the SE.*
- *River Trips – Each chapter to host at least 2 trips annually (unless another type of event better meets chapter needs); improve marketing; consider partnership opportunities. Chapters to post trips on web site and in publications by fall board meeting. Use appropriate social media to advertise*

- Workshops – **Chapters to identify opportunities – considering partnering among Chapters and with outside organizations.*
- Other networking – *Chapters to identify opportunities by fall 2017 board meeting.*
- Membership development – *Implement recommendations from Membership Committee**.*

3-5 year actions

National Products and Services

- Publications
 - *RMS Journal –continue to publish regularly*
 - *Digest - maintain weekly - benefit to individual, student, business & organizational members – encourage members to provide links to Executive Director*
 - *RMS Web site – #1 priority to maintain and improve – keep up to date*
 - *National Rivers Project – continue to expand and nurture sponsorship(s) for long-term funding – benefit to all members and river users (i.e., customers of sponsor(s)).*
 - *List Serv and Social Media – maintain to benefit to individual, student, business & organizational members – encourage members to use*
 - *Handy Hydro Summaries –Continue to seek outside sources of funding to expand. Complete additional summaries as per contracts, if any, annually.*
 - *Other publications – keep up to date as needed*
- Trainings, Workshops, and Symposia
 - Workshops/Symposia
 - *2010 Symposium – Seek partnership again with SORP.*
 - *Workshops – Hold at least one workshop in 2019.*
 - *Regional Workshops: see Chapters**
 - *WSR Training - continue providing, consider expanding into other areas; identify and train additional WSR trainers; continue to pursue opportunity to become “the” source for agency WSR training. Expand audience for training beyond agency personnel to include interest groups and individuals.*
- Awards – *continue to provide annually.*
- Professional Development
 - *River Studies and Leadership Certificate – expand – target at least 2 new students annually in 2019-2021; add at least 2 new schools during this time and maintain existing schools in the program. Continue to budget for student participation in symposia as called for in the program.*
 - *Scholarships –Continue to only provide scholarships if there are monies in the scholarship fund. Include scholarships as appropriate in grant proposals for long-term funding as appropriate.*

- Job postings – *continue to provide.*
- Interns – *use interns to accomplish work when they are the most effective tool.*
- Contract/grant products
 - *Meet our responsibilities.*
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- River Ranger Rendezvous – *Encourage chapters where this makes sense to hold with at least one event occurring annually*
- River Trips – *Each chapter to host at least 2 trips (or other events) annually); improve marketing; consider partnership opportunities. Chapters to post trips on web site and in publications by fall board meeting. Use appropriate social media to advertise*
- Workshops – *Chapters to identify opportunities – considering partnering among Chapters and with outside organizations.*
- Other networking – *Chapters to identify opportunities by fall 2017 board meeting.*
- Membership development – *Continue to implement recommendations from Membership Committee.*

How? How the organization produces its services (organization structure, marketing, finances)

2 year actions

Organization

- Conduct a simple evaluation of overall Board health and possible burnout of board members at least once during the term of this strategic plan
- Provide Board training to increase Board effectiveness and improve Board function
- Hire additional permanent staff – at least 2.0 full time equivalent staff by end of 2018.

Finances

- Develop a “giving” plan by end of first quarter of 2017 and update annually. Tie the plan to the priorities and activities identified in this strategic plan.
- Develop a 2-year budget to at least partially support symposia, training, conferences or events (e.g., Wild and Scenic Rivers Act 50th Anniversary in 2018)

3-5 year actions

Organization

- Conduct a simple evaluation of overall Board health and possible burnout of board members at least once during the term of this strategic plan
- Provide Board training to increase Board effectiveness and improve Board function
- Hire additional permanent staff – at least 3.5 full time equivalent staff by end of 2021.

Finances

- Keep the giving plan up to date and have at least 3 corporate/foundation sponsors on board by the end of 2021. Tie the plan to the priorities and activities identified in this strategic plan.
- Continue to develop 2-year budgets to support the organization.