



Preamble

This strategic plan is intended to guide MOARC actions through the year 2020. It is a living document that will be changed periodically to remain relevant. At the heart of the plan are our goals following an *END, WAYS, & MEAN* format. *ENDS* define the big things we want to accomplish as an organization. *WAYS* are the strategies we adopt to achieve our strategic ends. *MEANS* identifies the resources we have available to execute our strategy. This plan also describes our *VISION, MISSION* and organizational *VALUES* to help folks understand what we do and what we stand for as we reach out to them for their involvement and support. Goals have been placed into 2 tiers to help focus our efforts.

Vision, Mission & Values

VISION

The MOARC River basins managed for the benefit of people, the environment and the economy.

MISSION

Promote multi-purpose use of water and related land resources in MOARC basins.

VALUES

- Dedication
- Open Communication
- Honesty
- Integrity
- Objective – Science-Based Decisions
- Teamwork
- Respectful

GOALS (Ends, Ways & Means)

TIER 1

INFLUENCE LEGISLATION AND ADMINISTRATIVE ACTIONS

Ways:

- Monitor federal legislative and administrative activities
- Identify and track issues in pending legislation and/or Administrative Actions that impact water and related land resources (i.e., Sustainable Watershed Planning Act, Water Resource and Development Act, Executive Order on Floodplain Management, etc.)
- Determine impacts of pending legislation/administrative action
- Prepare position papers for adoption by Board
- Offer comments and provide input when opportunity to do so, both public comment and when requested by Congressional Committees (House Transportation & Infrastructure Committee and and/or Executive Branch (i.e., Council on Environmental Quality, etc.)
- Share adopted position papers with partner NGO's, membership and stakeholders
- Review positions on partner NGO's and consider signing on to joint letters re: legislative and administrative actions
- Determine if there is a need for new legislation, and consider proposing

Means:

- Informed Board
- Familiarity with legislative and admin processes
- Website could be used for posting position papers (may want to consider using restricted access section of web-site)
- Other NGO friends
- Congressional and Agency contacts

ACHIEVE "WIN-WIN" OUTCOME FOR RIVER MGMT DECISIONS

Ways:

- Participate in Public Input Programs like the Missouri River Recovery Implementation Committee (MRRIC), Missouri River Ecosystem Restoration Program (MRERP), Missouri River Authorized Purposes Study (MRAPS), Missouri River Degradation Study, Levee Meetings, Dredging Environmental Impact Statement (EIS), etc.
- Monitor the activities of the agencies and organizations implementing River Management Decisions like Annual Operating Plan (AOP) meetings, Coast Guard and Navigators meetings, Missouri River Natural Resources Committee (MRNRC) meetings, Missouri River Association of Tribes and States (MoRAST) meetings, etc.
- Use Washington, D.C., Trips to promote Win-Win Solutions
- Engage state government, particularly Missouri in supporting Win-Win solutions

- Establish alliances with Mid-America Regional Council (MARC), MRI, casinos, port authorities, Greater KC Civic Council, Mississippi River organizations, Waterways Council, Missouri River Relief, and others
- Identify additional Stakeholders
- Support (and possibly fund) research and studies that identify uses of the river and ways that they can co-exist
- Use website to be a source of information and support our positions
- Develop informational packets and hold educational/informational/fund raising meetings
- Partnering and coordinating with other organizations along Missouri River and tributaries (UMIMRA, CPR, MLDDA, etc.)
- Build alliances on areas of common interest (i.e., Marine Highway Corridor)
- Consider working with others on planning and participating in a Missouri River Congress
- Coordinate with MO-ARK Defense Fund on defense, outreach, education and research

Means:

- Numerous member organizations involved in River Management Decisions
- Name recognition with Congressional delegations and State governments
- MOARC Representation on MRRIC
- Records of past positions including lawsuits and public forums
- Website
- Small amount of dollars in SDI (Strategic Defense Initiative) budget to use as seed for additional funding
- Coordinate with other organizations via conference calls

COMPLETE ONGOING PROJECTS (10 YEARS)

Ways:

- Provide input to design and formulation of projects presently underway
- Develop funding requests in cooperation with Federal and Non-Federal project sponsors
- Coordinate funding requests and share information with others that may submit and/or support (i.e. Non-Federal sponsors, MARC, etc.)
- Secure funding to complete projects in most expeditious manner and at highest federal cost share possible
- Support development of regional Floodplain Management, Flood Risk Management, and Operation, Flood Control and Maintenance Plans
- Seek authorizations necessary to complete ongoing projects (i.e. increase in overall project cost, add new purpose, etc.)
- Collect support letters for authorization and appropriation requests
- Deliver requests and support letters to the Administration, Agencies and Congress
- Track new opportunities to tailor our request to current funding targets

Means:

- Knowledge of projects and planning/funding processes
- Relationships with the Administration, Agencies and Congress

- Attendance and participation in working group and public meetings to provide input on project design and implementation
- Submission of funding requests to OMB, Agencies, and Congress (Federal requests)
- Submission of funding requests to Non-Federal sponsors (KCMO, KCK, MARC, etc.)
- Presentation and testimony to Non-Federal sponsor Committees (Legislative and Policy) on importance of projects and reasons to fund local share as well as submit and support authorization and appropriation requests
- Informed and “respected in the industry” board members
- Stakeholder (i.e. constituent) driven organization
- Membership of non-federal sponsors and design firms
- Website
- A small amount of money is available to do this

TIER 2

250 MEMBERS by 2019

Ways:

- Relook at dues structure) Government, Young Member , Small business, etc. (What’s in it for me)
- Seek services of professional recruiter
- Form Membership Committee
- Look at possibility of joint memberships as we establish alliances (linked to NGO end
- Use website! (update)
- Identify a potential members list – Re-Recruit past members
- Establish a member recruitment award
- Develop membership packet

Means:

- Current members
- Former and current member databases
- Website
- Other NGO friends
- Other organization’s databases
- A small amount of money is available to do this

ESTABLISH A WORKABLE MOARC BUSINESS MODEL

Ways:

- Appointment of Finance Committee
- Increasing Income
 - Relook membership dues structure; consider offering Multi-year Dues and Joint Memberships (allocation between the 501c3 and c4)

- Advertising through a newsletter, our Website, through our Annual Meeting Program, email header/footers and through meeting sponsorships.
- Seek donations through corporate contributions, special projects and personal contacts
- Seek grants through state, region (MARC), federal, corporate and private sources
- Conduct fundraisers at our Annual Meeting, special programs and informational meetings
- Reducing Expenses
 - Reach out to sister organizations and partners to conducting Joint Meetings sharing expenses and resources.
 - Rely More on Volunteer/Donated Work
 - Seek sponsors for activities e.g., meetings, meals and travel
- Product Improvement looking at:
 - “What’s In It For Me”
 - Membership Benefits
 - Increase Association Activities (media events, pre-planned, educational)
 - Member’s Return on Investment

Means:

- Current members
- Former and current member databases
- Website
- Other NGO friends

IDENTIFY NEXT-GEN PROJECTS/PROGRAMS BY 2014

Ways:

- Obtain copies of latest planning documents
- Pole membership (potential project stakeholders) for needs
- Group projects into tiers to focus effort
- Obtain state and federal guidance on the kinds of projects which will receive future federal funding
- Build select stakeholder groups and visit government staff and political leaders to demonstrate grass-root project support
- Line up project sponsors
- Re-establish viable port system in Kansas City, MO area
- Establish multimedia {air & water} quality program within MOARC

Means:

- Former members of city, state and federal government staff obtain the latest planning information
- Relationships with the Administration, Agencies and Congress
- Capitalize on Local support and MoDOT study
- Utilize movement to minimize impacts on environment through water transport (e.g., McClellan-Kerr Waterway Fact Sheet (Build relationship with other NGOs))
- Mobilize local industry for shallow-draft navigation in addition to deep-draft navigation