

IRU Board Strategic Planning Session 27-28 February 2016
Summary of notes and brainstorms

- I. What Should IRU be doing to:
- a. *Serve our members*
 - i. Board Group 1 (Andy Munter, Susan Troppmann, Pete Deluca)
 - 1. Communication,
 - 2. fun,
 - 3. events,
 - 4. listen to members on important issues
 - ii. Board Group 2 (John Wells, Philip Gordon, Luverne Grussing, Danielle Cheatle)
 - 1. Conserve and protect everything water,
 - 2. communicate/commitment to stay true to IRU core values and mission
 - iii. Board Group 3 (Buck Drew, Steve Jones, Ken Anderson)
 - 1. Recreationists/fisherman/general conservationists
 - 2. Protect rivers,
 - 3. communicate issues/solutions/success,
 - 4. educate,
 - 5. motivate/inspire action
 - iv. Board Group 4 (Tom Stuart, Cherie Barton, Shirley Ringo, Roger Rankin)
 - 1. Educate,
 - 2. spokesman,
 - 3. focus our message,
 - 4. member events,
 - 5. advocacy,
 - 6. watchdogs,
 - 7. public visibility (PR).
 - b. *Enhance our conservation and education programs*
 - i. Board Group 1
 - 1. Board conservation committee,
 - 2. regional reps,
 - 3. new members
 - ii. Board Group 2
 - 1. Fun
 - 2. activities that drive our 'why' home and show our value
 - iii. Board Group 3
 - 1. Effective leadership (credibility/litigation),
 - 2. publicity (encourage LTE/Editorials),
 - 3. local presence,
 - 4. social media
 - iv. Board Group 4
 - 1. Raise \$,
 - 2. better visibility,

3. multi-faceted communication,
 4. more & use members, students k – 12 and higher ed.
(include a student board member)
- c. *Support the Board of Directors*
- i. Board Group 1
 1. Continue monthly update for board
 - ii. Board Group 2
 1. Tools to express mission,
 2. aid in fundraising
 - iii. Board Group 3
 1. Communication from staff - provide 2-way platform for communication
 - iv. Board Group 4
 1. More training/education of issues,
 2. timely communications
- d. *Respond to change and opportunity*
- i. Board Group 1
 1. Don't overload staff,
 2. stay the course
 - ii. Board Group 2
 1. No answers provided
 - iii. Board Group 3
 1. Maintain flexibility and acceptance of new ideas,
 2. solicit new ideas
 - iv. Board Group 4
 1. Adapt,
 2. reach out to young people,
 3. flexible and varied tools,
 4. create environmental bipartisan landscape
- e. *Create a sustainable financial future for IRU*
- i. Board Group 1
 1. Board members be involved with new development director for fundraising,
 2. increase membership,
 3. grant writing
 - ii. Board Group 2
 1. Networking,
 2. bringing new members,
 3. sustaining current relationships
 - iii. Board Group 3
 1. Engage known funders,
 2. identify new members
 - iv. Board Group 4
 1. Estate planning,
 2. member structure for giving,
 3. major donor programs

- f. *Improve value to the community*
 - i. Board Group 1
 - 1. Addressing local concerns
 - ii. Board Group 2
 - 1. Work/have more synergy w/other enviro non-profits,
 - 2. Water is valuable to everyone,
 - 3. Rivers are the life blood = \$ economy
 - iii. Board Group 3
 - 1. Embrace credible causes
 - 2. Define our storyline to inspire
 - 3. Empower future river stewards
 - iv. Board Group 4
 - 1. Visibility and education
 - 2. Integrated to make our work known and understood
- g. *Identify IRU's 5 highest priorities*
 - i. Board Group 1
 - 1. Conservation,
 - 2. clean water,
 - 3. fish restoration,
 - 4. environmental watchdog,
 - 5. free flowing rivers
 - ii. Board Group 2
 - 1. River health,
 - 2. financial sustainability (endowment),
 - 3. membership growth (leading to new generation),
 - 4. education: what we do/who we are/where we will go
 - 5. Legacy of river stewardship for future generations
 - iii. Board Group 3
 - 1. Protect rivers,
 - 2. demonstrate quantifiable benefits to ID citizens,
 - 3. demonstrate integrity in our work,
 - 4. grow budget/programs
 - 5. more connection to community
 - iv. Board Group 4
 - 1. Salmon/steelhead,
 - 2. wild scenic river growth,
 - 3. \$ sustainability,
 - 4. membership growth,
 - 5. protect legal framework for rivers, fish and wildlife.

II. Vision Statements

- a. Board Group 1
 - i. Our vision: abundant, clean water running free sustaining people, fish and wildlife in Idaho for future generations
- b. Board Group 2
 - i. Committed support of all Idahoans to clean and free rivers

- c. Board Group 3
 - i. Foster values, inspire public policy and action necessary to restore wild salmon, protect pristine rivers and help restore compromised rivers
- d. Board Group 3
 - i. Our vision is to preserve free flowing rivers, healthy fish and wildlife, and clean water for future generations

III. Mission Statement

- a. Keep existing: To protect and restore the rivers of Idaho
- b. Possibility: To protect and restore the rivers of Idaho for the communities, people, fish and wildlife that depend on them.

IV. External Issues (large group)

- a. Climate, political trends (state and national), more urban and less connected to nature, not connectin to new generations, technology (positive and negative, renewable energy, etc.), fracking, water=economics, population pressure – new Idahoans, who are they and what do they value?, change is hard and undesirable – people fear change, global values (oceans/salmon)

V. Internal Issues (large group)

- a. Existing laws, new/renewed energy (staff/board), younger Idahoans are more progressive, younger people getting involved in IRU, staff roles (job descriptions and evaluations), what programs/issues we choose to focus on, Board support (wish list), U of I Law School (possible interns), time (engaging existing community (board, volunteers, members) resources, Board communication, Ex Comm communication to rest of Board (more structured)

VI. Competitive Advantage

- a. Statewide, only statewide ID river protection organization, not afraid to litigate, tangible benefits from ID rivers (people love rivers in ID, economic value of rivers), trust and reputation, integrity, don't compromise values for \$, we do what's best for ID rivers regardless of politics

VII. SOAR

- a. Strengths (What is IRU doing well, including its assets, capabilities, and greatest accomplishments).
 - i. Board Group 1
 1. Great board and incredible staff,
 2. legal partners,
 3. strong financial partners,
 4. good issues selection and effective advocacy,
 5. effective communication,

6. effective community organization,
 7. good press relations,
 8. professionalism,
 9. effective programs,
 10. salmon recovery at forefront
- ii. Board Group 2
1. Statewide (people and rivers),
 2. grassroots (3,000 members),
 3. focused, passion, fun resources,
 4. human element (volunteers, staff, board, members),
 5. Kevin Lewis,
 6. Advocates for the West,
 7. free flowing N. Fk Payette,
 8. salmon bi-op victories,
 9. Owyhee Wild and Scenic designation,
 10. Mega loads victory,
 11. Wild River Legacy program
- iii. Board Group 3
1. Conservation director's connections,
 2. motivated board that gives direction to staff,
 3. IRU office space,
 4. motivation of entire IRU staff,
 5. financial gains (membership and DD),
 6. building relationships with other conservation groups.
- iv. Board Group 4
1. Dedication, staff and board,
 2. legal strategies,
 3. perception of earned integrity,
 4. desire,
 5. Idaho's beautiful rivers and public land,
 6. salmon are still here!
- v. Staff
1. Megaloads victory (analyzing the issue and finding creative solutions),
 2. education and outreach,
 3. grassroots organizing,
 4. picking strategic partners and developing relationships,
 5. engaging strategically on the conservation issues,
 6. brand recognition, leader in national issues – especially relative to size of org,
 7. strategic board recruitment for the issues with expert conservation experience – Tom Stuart for salmon/steelhead,
 8. nimble – can pivot and be responsive to the issues

- b. Opportunities (External circumstances that could improve income, unmet needs, threats or weakness reframed into possibilities).
 - i. Board Group 1
 - 1. Climate Change,
 - 2. water quality concerns,
 - 3. new residents (donors),
 - 4. new outdoor recreation business (eg paddleboards),
 - 5. communities with no IRU presences
 - ii. Board Group 2
 - 1. Education
 - 2. Outreach
 - 3. Grow membership statewide
 - 4. Climate change
 - 5. Out of state threats to ID water
 - 6. Getting financially stable/sustainable
 - 7. More/younger river users
 - iii. Board Group 3
 - 1. Expand membership
 - 2. Tag along with clean water issues
 - 3. Fundraising
 - 4. Identify threats or weaknesses that can generate membership and involvement
 - iv. Board Group 4
 - 1. Good story to tell = members, \$, etc
 - 2. New database
 - 3. Executive Director
 - 4. Electronic media
 - 5. New view/focus of strategic plan
 - 6. Utilizing new technology for improve staff (computers, phones, staff, etc.
 - v. Staff
 - 1. Board engagement and expectations
 - 2. Formalize our priorities and what issues we should focus on strategically
 - 3. Statewide engagement – brand recognition outside Boise – broaden brand throughout the state
 - 4. Coordinated teamwork, including the board
 - 5. Development / fundraising / membership – targeted outreach to low hanging fruit
 - 6. Millennial communication development
 - 7. ‘Selling’ ID’s rivers – pictures, stories, people. Improve strategic communications here.
 - 8. Identify and engage IRU influencers: BOD FR, local members, conservation associates, loyal members, biz partners, those that can share our message credibly beyond our reach

9. Planning for outreach, membership, appeals – better utilize resources – plan for and engage volunteers strategically
 10. Operational efficiency
 11. Better influence decision makers – wilderness protection (watershed protection)
- c. Aspirations: What the organization can be; what the organization desires to be known for.
- i. Board Group 1
 1. Public education
 2. Greater visibility
 3. More effective fundraising
 4. Greater political force
 5. Greater passion
 - ii. Board Group 2
 1. Remain credible / integrity
 2. Be the lead voice for ID rivers
 3. Be financially secure with large endowment
 4. Able to continue list successes in advocacy
 5. Relevant / viable in all regions of state
 - iii. Board Group 3
 1. Protect rivers and use whatever tools available
 2. Double memberships (reach out to river guides)
 3. Expand our influence to all parts of the state and beyond
 - iv. Board Group 4
 1. Known for saving our rivers and fish
 2. Statewide
 3. Continue to succeed in difficult environments
 - v. Staff
 1. We aspire to be more involved in strategic communities state-wide
 2. Better serve our mission
 3. Become a well run and harmonious organization
 4. Strategically grow to serve our mission
- d. Results: The tangible, measurable items that will indicate when the goals and aspirations have been achieved.
- i. Board Group 1
 1. Political clout (as much as NRA)
 2. Enough resources
 3. Greater membership
 4. Sustainable anadromous runs
 5. Meet or exceed budget
 6. Increased staffing

7. Effective statewide conservation community
- ii. Board Group 2
 1. Miles of protected rivers
 2. Sustainable #s of wild salmon and steelhead
 3. Successful litigation
 4. Lower phosphate levels
 5. Lowered water temps
 6. Increased membership of younger people
 7. Breached lower 4 dams
 8. Endowment
 9. Copy-cats of IRU in other states
- iii. Board Group 3
 1. More visibility in the media
 2. More members
 3. Increased \$
 4. Improved relationships with conservation groups
 5. Breach the dams
- iv. Staff
 1. Track membership – retention and reengagement
 2. Member engagement – attendance, track communications (email opens, fb likes, etc)
 3. Grow/strengthen income
 4. Charity navigator (high rating)
 5. Implement strategic operational systems
 6. Evaluate/measure statewide participation/involvement
 7. Creating metrics for programs, memberships and community engagement
 8. Create a process of measuring programs / conservation work – guide education, etc.

Post Meeting Brainstorm of Possible Themes

1. Better communicate our work – make it more accessible for a broader audience engagement and media.
2. Broaden state-wide efforts
3. Strengthen membership
4. Grow fundraising – financial stability
5. Track and measure, then communicate it
6. Be more strategic
7. Opportunities to grow with younger members and boaters
8. Strong and storied history – let’s keep communicating and celebrating these as we move forward with changes.