

Section B – Strategic Plan as Amended

The Aquatic Plant Management Society, Inc.

STRATEGIC PLAN

DRAFTED: JUNE, 2012
FINAL: FEBRUARY 2013

APMS Committee for Strategic Planning

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AQUATIC PLANT MANAGEMENT SOCIETY

STRATEGIC PLAN - 2012

This document contains the results of the strategic planning process conducted by the Aquatic Plant Management Society (APMS) on January 27, 2012. Strategic Planning is a disciplined and concerted effort to produce decisions and actions that guide and shape what the Aquatic Plant Management Society (APMS) is, what it does, and why it does it. Strategic Planning is also a way of looking to the future and deciding what the APMS will do. As a result of strategic planning, the APMS should have a clearer idea of where it is going, how it will get there, as well as opportunities and challenges that it faces. This Strategic Plan should be viewed as a “living document” that changes and evolves with time and circumstances. The Strategic Planning process should be revisited periodically (about every three years). Strategic Goals were identified during this planning process and are appended to this report. Progress toward accomplishing the Strategic Goals established through the Strategic Planning Process and the Strategic Plan should be monitored by the APMS Board of Directors (BOD) on a regular basis.

The Strategic Planning Process and Activities

Members of the APMS (predominantly the APMS Board of Directors) met prior to the winter Board Meeting in Salt Lake City, Utah on January 27, 2012. Attending the Strategic Planning session were Tyler Koschnick, Linda Nelson, Terry Goldsby, Sherry Whitaker, Michael Netherland, Alan “Bo” Burns, Rob Richardson, Justin Nawrocki, Vernon Vandiver, Larry McCord, Don Doggett, Craig Aguillard, Jeff Schardt, John Gardner, Cody Gray, David Isaacs, John Madsen, Tommy Bowen, and John Rodgers.

Previously, strategic planning had been conducted in 2005-2006 and 2009. To organize the 2012 strategic planning exercise, the following agenda was used: 1) Introductions and Background, 2) Review Mission Statement, Identify APMS Core Values, and Develop Vision Statement, 3) Review Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis), 4) Development of Strategic Goals, and 5) Reporting and Evaluation. With the current prevailing financial recession and associated uncertainties as well as recent judicial decisions and the advent of NPDES permitting, the group initially discussed unique circumstances permeating decision making in professions served by APMS and the need for caution and thoughtful responses to ongoing changes. During the discussion, several participants emphasized the need to preserve the APMS core values during these challenging and uncertain financial times. Many of the Strategic Goals that emerged from this planning centered on maintaining core values and ensuring a sound fiscal future for the Society. Other goals related to opportunities were identified that could and should be achieved and they are included in this report. It is important that this Strategic Plan captures the depth and breadth of discussion that ensued as well as the essentially consensus decisions, objectives and goals that emerged.

Discussion of APMS Mission, Core Values, and Vision

As the APMS moves forward into the future, clear articulation of its mission, core values, and vision will assist communication with stakeholders as well as other interested parties that are engaged or encountered. In the 2012 strategic planning session, the APMS mission, core values, and vision were discussed and the results of that discussion are presented below. After further discussion and deliberation, the APMS Board of Directors (BOD) formally adopted the mission, core values, and vision.

PREVIOUS APMS MISSION - Promote environmental stewardship through science and technology, education and outreach related to integrated vegetation management in aquatic and riparian systems.

REVISED APMS MISSION - Promote environmental stewardship through scientific innovation and development of technology related to integrated plant management in aquatic and riparian systems.

CORE VALUES

- Provide a platform for the exchange of science and technology
- Promote sustainable aquatic and riparian plant management through science
- Support and encourage sustained student involvement and education
- A membership that represents the entire spectrum of aquatic plant management, including scientists, regulators, operators, etc.

THE APMS VISION: Be the leading professional organization with a focus on vegetation management in aquatic and riparian systems.

APMS Strategic Plan Objectives and Action Items – 2012-2015

A high priority prevalent during this strategic planning exercise was ensuring the financial sustainability of the APMS. Approaches that were suggested for accomplishing the financial sustainability of the APMS included conservative and judicious management of financial resources and diversifying our revenue stream. Supporting the core values of education and outreach were also identified as important goals for APMS. Membership and member services were also a high priority. A special effort to recruit

and retain dedicated students was recognized as a priority. While recognizing their unique and special character, enhanced interactions and communications with Regional Chapters were also recommended. Communication is an important activity of the APMS and the annual meeting is a crucial contributor toward successful communication. Opportunities were identified to follow up on current activities and promote effective new approaches (e.g. web site enhancements). Specific goals and objectives are presented below.

- **Develop a Business and Marketing Plan (include sponsorship relations)** – this strategic objective is focused on management of resources, potentially budgeting based on APMS Committee goals and budget proposals. The plan would contain revenue sources (current and developable as well as any anticipated declines) and projects (ongoing as well as potential) as well as requisite budgets.

Communication of this information to the membership (i.e. sources of revenue) is crucial. These unprecedented financial times require special vigilance and communication of the value of APMS membership and participation. Ensure financial sustainability of APMS by containing costs and monitoring revenue streams.

- **Sustain or Grow Membership – bring in regulators, homeowner associations, and resource managers to the annual meeting (grow numbers through Regional Chapters)** – this strategic goal is aimed at maintaining membership in APMS and potentially growing in numbers and influence. Since APMS is a “volunteer” organization, the membership regulates what APMS can do and achieve.

- **Outreach to Regional Chapters – foster improved interactions; investigate joint-meeting opportunities** – Most Regional Chapters are vibrant and active. This is likely due to their emphasis on regional issues and activities. In conjunction with regional Chapters, APMS has an opportunity to emphasize national, international and regional issues and solutions, but this need some thought, planning and execution. Enhance interactions and communications with Regional Chapters while recognizing and preserving their unique regional character is a goal. Regional Chapters have much to offer to APMS in terms of science and management approaches. Conversely, APMS can offer Regional Chapters a look at the “bigger picture” and ideas from outside the “neighborhood.”
- **Advocate support for APMS Goals – strategic research and white paper; Science Policy Director** – Carefully researched information on invasive species documenting environmental and social costs (human health, etc.) supporting the APMS mission needs to be captured in a “white paper”. This document could be used to communicate with the public, politicians, decision makers and stakeholders. Encourage and support scientific research and assist in promoting the control and management of aquatic plants through scientifically sound procedures. Strategic allocation of scholarships and other promotional scientific resources could be advantageous at this time.
- **Outreach - Engage APMS Committees (enhance communication through website)** – A fundamental presumption is that APMS has the Committees to accomplish the “work” of the Society with occasional assistance from ad hoc

committees. The goals and activities of each APMS Committee should be clearly articulated and communicated through the website. This could serve as a way to engage more of the membership and interested parties in accomplishing the goals of the Committees.

Recognition of potential impacts of the current financial situation (ongoing recession) on the Society and professions served by APMS, permeated much of the discussion. Thus the “heart” of the strategic planning that ensued at his meeting centered on forestalling potential adverse effects of economic downturn and seizing opportunities to make progress during these exceptional times. Other discussion involved the journal and electronic opportunities as well as the web site. These are crucial communication tools and should be carefully managed.

At the end of several productive and challenging hours, we arrived at the strategic plan and goals presented here. Important in this strategic planning was to discern what needed to be done, devise an implementation strategy, and to develop a mechanism to check on progress. We agreed to draft this strategic plan for review, review/modify the strategic plan as needed, approve (adopt) the revised plan, and monitor progress periodically.

Ancillary Information

Both the discussion and debate at the Strategic Planning Meeting were wide ranging and intense. It was obvious that some residual items from previous Strategic Planning would need monitoring and nurturing if the future envisioned for APMS was to be achieved. These items were deemed Ancillary Information and are presented below as the Maintenance List:

Maintenance List

- 1) Annual meeting – relevance to site; Meeting Planning Committee
- 2) Journal production – Editor and Publications Committee
- 3) Student support/recruitment – Student Affairs Committee

The participants in Strategic Planning expended considerable effort and energy to develop this plan for APMS. Notes from the meeting have been redacted from the BOD approved Strategic Plan.

APMS STRATEGIC PLAN (2012-2015)

STRATEGIC GOALS	RESPONSIBLE ENTITY OR COMMITTEES	MONITORING PROGRESS	NOTES
1. DEVELOP A BUSINESS AND MARKETING PLAN	APMS BOD FINANCE COMMITTEE SCHOLASTIC ENDOWMENT COMMITTEE		
2. SUSTAIN OR GROW MEMBERSHIP	APMS BOD MEMBERSHIP COMMITTEE		
3. ADVOCATE SUPPORT FOR APMS GOALS	APMS BOD MEETING PLANNING COMMITTEE PROGRAM COMMITTEE FINANCE COMMITTEE		
4. OUTREACH - ENGAGE APMS COMMITTEES	REGIONAL CHAPTERS COMMITTEE APMS BOD		
5. CONTINUE EMPHASIS ON: ANNUAL MEETING – RELEVANCE TO SITE; JOURNAL PRODUCTION; STUDENT - SUPPORT/RECRUITMENT	MEETING PLANNING COMMITTEE; EDITOR AND PUBLICATIONS COMMITTEE; STUDENT AFFAIRS COMMITTEE		