

NALMS



STRATEGIC PLAN UPDATE

FY 2021-2024



A lake is the landscape's most beautiful and expressive feature.
It is earth's eye;
looking into which the beholder measures the depth of his own nature.
~Henry David Thoreau

Preamble

The North American Lake Management Society (NALMS) was founded in 1980 with intentions to focus on the health and management of lakes and reservoirs for a wide variety of uses. To do this it is necessary to address land management practices influencing not only lakes and reservoirs but also the management of streams, wetlands, and estuaries as an integrator of ecosystem processes from multiple resource types.

NALMS updated its strategic plan in 2016 to focus on the basic tenants of membership, communication, the NALMS brand and financial health for sustainable growth. Though the 2017-2020 strategic plan guided NALMS for a three-year period, it was also intended to be a living document and updated as NALMS continues to grow and excel. In addition, the plan called for a formal review in 2020 and every five years thereafter to evaluate the need for modification and updates. Given uncertainties due to the coronavirus pandemic and current events that have led to a national and international reckoning with racial justice, this update is intended to cover another three-year period (2021-2024) before a formal review in 2024 and update every three to five years thereafter.

The focus of each successive strategic plan is to build upon past successes and identify new initiatives that can assist NALMS in meeting future challenges and opportunities. The result is an updated plan detailing NALMS' priorities and direction.

NALMS' mission statement describes the role in the environmental arena—managing, protecting, and improving our lake water resources. Our staff's renowned competence and professionalism and our members' expertise are key factors in providing this service.

NALMS' vision describes what will be different in the world as a result of achieving our mission.

NALMS' values and behaviors are our collective sentiments and beliefs that apply to all aspects of our organization. They represent the cornerstone principles for what our organization holds dear and aspires to be as well as expectations for the membership.

Additionally, NALMS has taken steps in the past three years to become a more welcoming, inclusive and ethical organization:

- approved a **Code of Conduct** in 2017 that serves as a compass by which NALMS' activities and events should be guided;
- adopted a **Diversity Statement** in 2019 to reinforce our commitment to creating a community of inclusion; and
- approved a **Code of Professional Ethics** in 2019 that provides guiding principles of conduct for all members of the Society.

In addition to goals that provide specific direction for what we intend to achieve in the next three to five years, key performance measures (KPM) are a core component of our strategic plan, in order to gauge success and monitor our performance.

NALMS' Fundamental Goals:

1. Identify research needs and encourage scientific research on lake and reservoir ecology and watershed management.
2. Facilitate the exchange of information on the technical and administrative aspects of managing lakes/reservoirs and their watersheds.
3. Promote public awareness of lake and reservoir ecosystems and the management challenges they face.
4. Encourage public support for national, state or provincial, and local programs promoting sustainable/long-term/effective management of lakes/reservoirs and their watersheds.
5. Provide guidance to public and private agencies involved in or planning management activities for lakes/reservoirs and their watersheds.
6. Provide a forum for professional development and training of all persons engaged in any aspect of managing lakes/reservoirs and their watersheds.

Strategic Goals for 2021-2024

In addition to the four goals (#5-8 below) that carry-over from the previous version of this plan, NALMS is updating these and adding new goals to guide our efforts for the next three- to five-year period:

1. **Justice, Equity, Diversity and Inclusion:** Create a just, equitable, diverse, and inclusive organization while we advance lake management and science.
2. **Programs and Partnerships:** Improve, expand and adapt programs and partnerships in response to the coronavirus pandemic.
3. **Capacity Building:** Strengthen organizational capacity of NALMS to adapt and succeed in uncertain times.
4. **Advocacy:** Advocate for restoration of the federal Clean Lakes Program (or equivalent) funding and regulations to protect and conserve lakes.
5. **Membership:** Increase NALMS' membership to meet the needs of the Society and the broader lake and watershed management community.
6. **Communication:** Update and implement the 2016 communications manual.
7. **NALMS Brand:** Establish NALMS as the pre-eminent source of information and direction for activities concerning lake, reservoir and watershed management.
8. **Finances:** Diversify funding sources and increase the transparency of society finances.

The success in implementing this strategic plan can only be determined in the coming years. Regardless, the process for developing and regularly reviewing and updating this plan is valuable in itself as it provides a mechanism for NALMS to thoroughly assess how well the organization is achieving its mission.

Mission

The mission of the Society is to forge partnerships among citizens, scientists, and professionals to foster the management and protection of lakes and reservoirs for today and tomorrow.

Vision

NALMS, through its membership and actions, empowers citizens, scientists and professionals to manage and protect lakes and reservoirs by serving as a repository and distribution hub for the body of knowledge, derived through scientific research and practical experience for lake and reservoir management, while acting as an intermediary to promote the use of best management practices for all activities that affect our watersheds so as to optimize conditions for all living creatures that are dependent on lake ecosystems. In so doing, the Society envisions healthy lacustrine ecosystems around the world studied and maintained by engaged watershed communities supported by a diverse Society membership through strong and mutually beneficial partnerships. Lakes and their watersheds are at the heart of the NALMS' mission. Our vision is to provide resources so every lake, pond, and reservoir can be championed by a diverse, knowledgeable, and empowered citizenry.

Values and Behaviors

Professional and Ethical:

We, the North American Lake Management Society, dedicate ourselves to applying expertise and the highest vocational standards in formulating recommendations and making decisions that are based on good science/solid evidence. We will conduct our business in a fair, honest, and ethical manner that values diversity of views, expertise, opinions and backgrounds of others.

Invest in People:

We value and strive to maintain a diverse membership at all levels of our organization and to provide relevant programs and services to benefit all members of the Society. We support the enhancement of our employees and their professional growth by providing opportunities to attend training and seminars and make presentations, as well as by providing needed equipment and appropriate compensation.

Commitment to Diversity:

Diversity for NALMS means creating a community of inclusion. We respect and value the unique contributions and perspectives of all members, employees, event participants, students, volunteers, and our local and international communities. Diversity includes age, culture, disability, ethnicity, gender, national origin, color, race, religion, sexual orientation, diversity of thought, ideas, and more. Diversity maximizes our true potential for creativity, innovation, and collaborative problem solving. NALMS strives to cultivate a Society built on mentorship, encouragement, tolerance, and mutual respect, thereby engendering a welcoming environment for all. NALMS promotes diversity in all areas of activity, including fostering diversity in membership, leadership, committees, staff, outreach, public engagement, recruitment, and all other areas of Societal activity.¹

¹ Diversity Statement Adopted in March 2019.

Deliver Commitments:

Staff, Board of Directors, committee chairs/members and liaisons make their best efforts to provide the highest quality information and responses within a timely manner.

Shared Decision-Making:

We encourage input into decisions made by staff, Board of Directors, committee chairs and members.

Responsibility and Respect:

All committee members and the Board of Directors accept responsibility to incorporate the above values and behaviors, to complete all work assigned in a professional and timely manner, and to take initiative to suggest and implement improvements in the way we do business. By accepting assigned responsibilities, NALMS' staff, BOD members, committee chairs/members, and liaisons gain the respect of our members

<p>Integrate a racial and gender justice decision-making framework in all Society processes. The main purpose is to create systemic change throughout the organization by making justice, equity, diversity and inclusion (JEDI) considerations a conscious step in every decision-making process rather than a reflective afterthought or ambiguous stated goal. When any decisions are being made, whether on the topic of JEDI or not, NALMS must stop and ask, “How does this decision affect BIPOC, Women, and other disadvantaged people and groups?”</p>	<p>Executive Committee; Board; Committee Chairs; and Staff</p>	<p>Continuous; Annual Review</p>
<p>Mentoring Program: Establish a more robust mentoring and scholarship program to support students and early career professionals from diverse backgrounds.</p>	<p>JEDI Program; Student Director</p>	<p>Annual</p>
<p>Recruitment: Reach out and recruit more diverse representation, especially BIPOC, for the upcoming board election, future elections, and committee assignments.</p>	<p>Board, Committee Chairs; JEDI Program</p>	<p>Continuous; Annual Review</p>
<p>Education, Outreach, and Engagement: Implement education, outreach, and engagement activities with underrepresented groups, especially BIPOC youth and BIPOC in general, with an initial focus on the annual symposia.</p>	<p>Conference Committee; Symposia Host Committees; and JEDI Program</p>	<p>Annual</p>
<p>Communications and Reporting: a) Create and maintain an JEDI web page that describes efforts underway or planned in the near future and includes a list of resources, b) include JEDI initiatives in revisions to the Communications manual, and c) report on JEDI initiatives in the Annual Report. Members will be notified via email about upcoming efforts or changes to these reports.</p>	<p>Board; JEDI Program; and Communications Committee</p>	<p>Continuous; Annual Review</p>
<p>Speakers and Panelists: Prioritize inviting BIPOC, women, and other disadvantaged people as speakers and panelists, especially for keynote and plenary speaking opportunities, to highlight their contributions to the field and raise the prominence of their work.</p>	<p>Board; Conference Committee</p>	<p>Annual</p>
<p>Organize a session at our annual conference that provides introductory information about limnology, watershed hydrology, and lake management in general. This would be attended by high school and middle school teachers, graduating seniors looking for university programs, and maybe an opportunity for high school students to present some science fair or project they worked on. This could run in parallel with our normal program, or as an extra day dedicated to the local population. It is an opportunity to reach out to underserved communities or students who are often overlooked by traditional pathways.</p>	<p>ExComm/Student Director/Symposium Host Committee</p>	<p>Annually</p>

ACTION PLAN: Goal #2

Programs and Partnerships

GOAL:

Improve, expand and adapt programs and partnerships in response to the coronavirus pandemic.
KPM: 75% of states and provinces with Lakes Appreciation Month (LAM) declarations or events; 300+ Dip-In observations submitted annually; 2,000 visits to the Inland HABS program website and story map users; 25+ students and early career members participating in a mentoring program in connection with annual symposia; and virtual (online) opportunities for participating in annual symposia and other programs.

Objectives:

- ◆ Expand Lakes Appreciation Month to include an annual poster contest and increase state/provincial declarations (or organized activities).
- ◆ Expand participation in the annual Dip-In using the newly updated database and data entry tools.
- ◆ Expand the Inland HABS program to include enhancements to the website and story maps and other activities identified by the Inland HABS committee.
- ◆ Expand mentoring programs for students, early career professionals and others who are new to NALMS, including at the annual symposia.
- ◆ Adapt the annual symposium and expand virtual (online) opportunities for participating in NALMS programs.
- ◆ Coordinate with federal agency partners in organizing the annual National Monitoring Conferences and providing other administrative support to the National Water Quality Monitoring Council (NWQMC).
- ◆ Participate in the planning of the Joint Aquatic Sciences Meeting (JASM) in 2022.
- ◆ Establish partnerships with like-minded organizations including but not limited to Consortium of Aquatic Science Societies (CASS), Aquatic Plant Management Society (APMS), American Fisheries Society (AFS), Source Water Collaborative (SWC) and NWQMC.

Leader

Director of Operations and Programs

2020 Status:

A new goal in 2020 is to improve and expand NALMS Programs, including Lakes Appreciation Month, the Secchi Dip-In, Inland HABs, and Student and Early Career Mentoring Programs, especially those aimed at increasing diversity in the organization and in lake science and management. For the Dip-In, an updated Ambient Water Quality Monitoring System (AWQMS) database has been developed in partnership with OKWRB, Gold Systems, and GLEON, with a grant from USEPA. The upgraded AWQMS database, new opportunities exist to further expand the Dip-In program in partnership with members and volunteer monitoring programs in the U.S. and Canada. NALMS also has the opportunity to partner with and promote other citizen science lake monitoring programs, such as HABs monitoring (via EPA and other tools) and lake level monitoring (via NASA-funded efforts).

Given uncertainties due to the coronavirus pandemic there is also an immediate need to adapt NALMS programs, including moving to a virtual (online) format of the annual symposium in 2020 and likely the need to include virtual or hybrid in-person and virtual participation opportunities going forward. With the dissolution of Advisory Committee on Water Infrastructure (ACWI) at the U.S. federal level in 2019, NALMS has taken on the added role of maintaining the NWQMC’s email list and continues to organize the bi-annual National Monitoring Conferences with the next one planned to be all virtual the week of April 19th, 2021. NALMS has signed an MOU with CASS partner societies to participate in the planning for the JASM 2022 conference in Grand Rapids, MI.

Many targets have been met, and new targets established, including resurrection of the Lakes Appreciation Month poster contest, upgrading the Secchi Dip-In database and creating an Inland HABs webpage and story map.

Additional actions are needed to:

- strengthen and promote all NALMS’ programs,
- assess progress of the new Partners Program co-chairs in developing a work plan, and
- inspire all NALMS programs and committees to meet annual targets.

Tasks	By Whom	Completion Date
Lakes Appreciation Month		
Continue to obtain annual Lakes Appreciation Month State and Province proclamations as an opportunity for direct interaction with affiliates.	Lakes Appreciation Program Liaison, Membership and Marketing Director	Annual (July)
Implement Student/Adult LAM Poster Contest	LAM Program Liaison, Regional Directors, Membership and Marketing Director	Annual (May)
Secchi Dip-In Program		
Maintain the Secchi Dip-In event and associated database, provide annual reports to Secchi Dip-In participants, USEPA and NALMS members and upload data at least annually to EPA national database (e.g., WQX/WQP)	Secchi Dip-In Program Liaison and Intern, Director of Programs and Operations	Annual
Recruit and support a full-time summer intern to coordinate the Dip-In event and help individual volunteers and volunteer monitoring programs to use the new data entry forms and bulk data entry templates.	Secchi Dip-In Committee, Dip-In Intern	Part-time in 2020; Annually (April – September) thereafter

Identify options for expanding the Secchi Dip-In to include more robust citizen science monitoring options such as HAB, invasive plants, microplastics, etc.	Secchi Committee/Secchi Intern	Spring 2021 options and annual review
Identify mechanism to fund Secchi Dip-In program to provide data for analysis and potential nationwide compilation of volunteer-collected Secchi data for nationwide analysis.	Secchi Committee/Secchi Intern/Grants Committee	Fall 2020
Upgrade the Secchi Dip-In Database.	Secchi Committee/Secchi Intern/BOD/Staff	Completed in 2020
Inland HABs Program		
Support and maintain the Inland HABs program, including implementation of their work plan.	Inland HABs Committee	Continuous
Recruit and support a full-time summer intern to work with the Inland HABs committee to implement program priorities, including maintenance and expansion of the website and story maps.	Inland HABs Committee, HABs Program Intern	Part-time in 2020; Annually (April – September) thereafter
Create an Inland HABs webpage and story map.	Inland HABs Committee and Staff	Created in 2019; maintenance required annually
Annual Symposia		
Organize an annual symposium (in-person, virtual or a hybrid of the two). With the need to hold virtual events, now is the opportune time to involve a more diverse audience and experiment with ways to stream portions of the conference or to also make content available in a virtual platform into the future to broaden the reach and information sharing opportunities.	Conference Coordinator, Conference Committee, Host Committee, Director of Operations and Programs	Annually (November)
Education and Outreach		
Produce online content (e.g., webinars, training workshops, panel discussions).	Education and Outreach Committee	2020-2021; annually thereafter
Implement the Education and Outreach Committee work plan	Education and Outreach Committee	Annually
Student Programs:		
Promote the availability of student travel grants and other support opportunities (e.g., virtual registration support) to all students and students at historically minority-serving institutions. Standardize grant application processes,	Student Program; Director of Operations and Programs	Annually prior to conference

<p>Host (virtual and in-person) career panels with people from diverse backgrounds and information sessions that bring together professors from aquatic ecology universities and perspective students. It would be a good opportunity for the professors to make available funding or project ideas for incoming graduate students.</p>	<p>Student Director/Education and Outreach Committee</p>	<p>Annually</p>
<p>Partners Program:</p>		
<p>Promote lake management at other societies' conferences.</p>	<p>BOD/members</p>	<p>Continuous</p>
<p>Identify organizations (e.g. fisheries management, agronomy, forestry, urban development) representing other themes that have ties to lake/watershed management for potential partnership opportunities & promote NALMS at their conferences.</p>	<p>Partners Program/Committee</p>	<p>One group/year: ALMP in 2020</p>
<p>Designate a group (e.g. universities/colleges, private consulting firms, government entities) to be contacted annually to demonstrate the strengths of NALMS and benefits of alignment with the society and possible membership, with the purpose of promoting ourselves, more memberships, more interactions.</p>	<p>Partners Program/Committee</p>	<p>One group/year</p>
<p>Establish an ongoing dialog with sister/partner organizations including but not limited to CASS, APMS, AFS, Source Water Collaborative (SWC), and NWQMC to exchange information and ideas, build collaborations, and promote science-based management.</p>	<p>Partners Program/Committee</p>	<p>Continuous</p>
<p>Engage in activities, such as development of education materials, co-hosted technical sessions, and joint meetings with identified partner organizations.</p>	<p>Education & Outreach and Conference Committees</p>	<p>Continuous</p>
<p>Coordinate with EPA, USACE and other U.S. and Canadian federal to expand partnerships and cross promotion of programs.</p>	<p>Partners Program /Communications Committee</p>	<p>Annually</p>
<p>Plan and coordinate the NMC 2021 and future National Monitoring Conferences.</p>	<p>Conference Coordinator, Executive Committee, and Director of Operations and Programs</p>	<p>April 2021</p>
<p>JASM 2022: Participate in the planning and implementation of the JASM 2022 conference in Grand Rapids, MI</p>	<p>Volunteers from Executive Committee, Board and MCNALMS Affiliate</p>	<p>Ongoing through May 2022</p>

ACTION PLAN: Goal #3

Capacity Building

GOAL:	Strengthen the organizational capacity of NALMS to adapt and succeed in uncertain times. KPM: One board or membership training completed every year; staff participation in at least one training activity per year; completion of a Case Statement for fundraising; and a development plan updated annually.
Objectives:	<ul style="list-style-type: none"> ◆ Improve our organizational structure for fundraising, including streamlining processes, increasing donor communication, strengthening targeted donor work, integrating fundraising more with programs, and building a stronger fundraising team, which includes increasing board involvement. ◆ Provide adequate training and orientation of NALMS BOD, staff, committee members and volunteers. ◆ Expand capabilities for hosting virtual conferences, events and webinars. ◆ Identify and share fundraising priorities with members, volunteers and donors.
Leader	NALMS President
2020 Status:	With the reorganization of the Grants committee into a Development Committee in 2019, the global pandemic in 2020 and move to more virtual content/meetings, and the establishment of a JEDI Program in 2020, NALMS has numerous reasons and opportunities to strengthen its capacity and be able to adapt and succeed in uncertain times. This new section of the Strategic Plan identifies actions for continuous improvement of the organization itself to better achieve our mission.

Tasks	By Whom	Completion Date
Capacity Building		
Conduct a training on the role of the board in fundraising and nonprofit best practices.	Executive Committee, Consultant	2021
Facilitate conversations and conduct trainings on justice, equity, diversity and inclusion.	BOD, Staff, Members	2020 and Ongoing
Participate in training opportunities on relevant topics (e.g., fundraising, virtual meetings, etc.).	Staff	Ongoing
Prepare a case statement for use in fundraising.	Development Committee, BOD, Consultant	2020
Prepare an annual Development Plan to guide fundraising activities.	Development Committee, BOD	Completed 2019; Annually thereafter
Expand virtual presence, facilitating broader access to the organization through this medium	Development Committee, BOD, Staff, Members	Ongoing

Review NALMS operations manual, policies and procedures manual, staff manual, all ethics policies and all other internal operations-related documents to ensure that documents meet standard operations and vice versa.

BOD

Suggest review occurs no less than annually with updates approved at mid-term and annual board meetings.

ACTION PLAN: Goal #4

Advocacy

GOAL:	Advocate for restoration of the federal Clean Lakes Program (or equivalent in Canada) funding and regulations to protect and conserve lakes. KPM: At least 50% funding levels restored to the federal Clean Lakes Program; sign-on to 100% of CASS policy and advocacy positions and one policy statement approved per year.
Objectives:	<ul style="list-style-type: none"> ◆ Restore funding to the federal Clean Lakes Program in the U.S. ◆ Participate in the CASS policy and advocacy initiatives. ◆ Develop NALMS' positions statements and white papers to provide policy guidance on topics of interest to our members, partners and the lake management community as a whole.
Leader	NALMS President, Executive Committee and Policy Committee
2020 Status:	An ad hoc committee (Merrell and Borre) convened in 2020 to develop a strategy for restoring funding to the federal Clean Lakes Program. Emails were exchanged and an informational meeting was held with Congressional staffers early in the year, but these activities were put on temporary hold during the pandemic and will resume when deemed feasible to do so. This ad hoc committee will report to the Partners Program. NALMS continues active participation in CASS and recently led the review (P. Thomas et al.) of EPA's numeric water quality standards.

Tasks	By Whom	Completion Date
Advocacy		
Implement a campaign and recruit volunteers to restore funding to the EPA Clean Lakes Program	Executive Committee; Board; Ad hoc Committee; Partners Program	December 2021
Review CASS Policy Initiatives, provide comments or suggestions on CASS policy statements and support CASS policy statements and initiatives that are approved by the NALMS board	CASS Liaison; Executive Committee; Board	Bi-monthly, as needed
Review all NALMS position statements annually and develop no less than one new position statement and white paper annually. Priority topics: watershed management and climate change.	Policy Committee	Annually

ACTION PLAN: Goal #5

Membership

GOAL:	<p>Increase NALMS' membership to meet the needs of the Society and the broader lake and watershed management community.</p> <p>KPM: Meet the following target numbers by category: \$140,000 in membership revenue with no more than 25% lapsed membership by region by December 2020 and no more than 15% lapsed membership by region by 2022.</p>		
Objectives:	<ul style="list-style-type: none"> ◆ Retain: Identify gaps in why we fail to retain members (e.g., through graduation (from university/college), change in employer, moving away from a lakeshore property, etc). ◆ Benefit: Increase tangible benefits of membership for each category and establish new categories if appropriate, including "emeritus" members who are retired but want to remain connected. ◆ Encourage: Develop a process for the Director of Membership and Marketing and regional directors to encourage membership renewal and to convert members who have become inactive to active status. ◆ Recruit: Actively recruit new members, especially students, early career professionals, and local lake and watershed associations. Take advantage of virtual platforms for broadening membership. ◆ Diversify: Work with BIPOC communities to integrate their perspectives, while providing a welcoming environment for their participation. ◆ Partnership: Work with affiliates to share and promote their activities, coordinate efforts between affiliates with similar goals, and provide technical assistance to affiliates. 		
Leader	Membership & Marketing Director		
2020 Status:	<p>During the past two years, the organization reviewed and revised membership categories and renewal processes, converted inactive members to active, and recruited new members to meet a target of 900+ members in 2019 (an increase from roughly 600 members in 2016). By continuing active recruitment and adding an Emeritus membership category, we anticipate growing to 1,000 members in 2020 and 1200 members by 2022.</p> <p>More work is needed to:</p> <ol style="list-style-type: none"> 1. develop activities and services that attract new members from an array of professions, disciplines, regions, and ethnic backgrounds, 2. target university programs, professional members, lake leaders, and subject matter experts, and 3. assess data collected regarding diversity of the NALMS board over time and address gaps. 		
	Tasks	By Whom	Completion Date
Membership			
	Develop annual budget/tasks for committees, programs, activities to determine if they provide benefit to members and society.	President	Annual
	Study conversion rates from student to professional and from professional to Lake Leader membership categories.	Student Director/Membership & Marketing Director	Annual

Collect (anecdotal) info on reasons of non-renewal (Region 2 examples: retirees moving away to the south, technical difficulty with the website, etc.) and recommend solutions for retaining members.	Membership & Marketing Director	Annual
Continue to track current, recently expired and long-term expired members via the Membership and Marketing coordinators routine membership upload.	Membership & Marketing Director	Twice annual updates
Contact recently expired members and report to the membership and marketing coordinator on findings on a regional basis.	Membership & Marketing Director/Regional Directors	Twice annual updates
Broaden membership in NALMS to include better geographic representation from Mexico, Central America and areas outside of North America. This may also require a change in how geographic areas outside of U.S. and Canada are represented on the board.	Board and Membership & Marketing Director	November 2021 and continuous thereafter
Introduce an early career membership category that has the same or similar (perhaps make LRM online access only?) benefit as a student member at a reduced cost for a few to several years after graduation.	Membership & Marketing Director	Completed November 2018
Member Benefits and Services		
Every other year starting in 2018, NALMS will review other similar societies' benefits to benchmark our member benefits.	Program Liaison	Every two years
Identify and quantify current NALMS benefits and ensure that we continue to meet these at a minimum, and if needed, increase members-only benefits. Survey members of these member categories no less than annually to determine if more benefits are desired/why peers do not find these benefits sufficiently attractive to join (at all category types).	Membership & Marketing Director/BOD	Annual
PRIORITY: Develop activities and program services that attract new members from an array of professions, disciplines, regions, and ethnic backgrounds. Target one membership category annually. Activities and services should be designed to retain members at all levels with a special emphasis on or initiatives targeting students, and early career professional members and increasing diversity.	Membership & Marketing Director/BOD	Annual
Recruit members to NALMS committees and programs	President/BOD	Annual
PRIORITY: Assess the relationship between affiliates and NALMS, with the goal of promoting add-on memberships	President/BOD	Ongoing/Annual

ACTION PLAN: Goal #6

Communication

GOAL:	Implement the Communications Manual developed in 2016 and updated in 2020. KPM: Target: Net annual increase in tracking metrics detailed in the communications manual.
Objectives:	<ul style="list-style-type: none"> ◆ Maintain routine communications to members and target members. ◆ Utilize social media and emerging technology to promote NALMS and reach a broader audience. ◆ Develop new avenues for communicating NALMS’ efforts and events. ◆ Use NALMS position statements, white papers and subject matter experts to position NALMS as the go-to source for lake and watershed management related information.
Leader	Communications Committee Chair
2020 Status:	<p>As recommended in the 2017-2020 Strategic Plan, The NALMS Communication Manual was updated in 2018, and again in 2020, to describe strategies designed to expand the impact of NALMS messaging. Included are recommendations for researching and implementing webinars (page 23) – a timely strategy for this year.</p> <p>In addition, the Strategic Plan highlights the need for NALMS to continue developing white papers and corresponding position statements as we work toward becoming the “Go-To on Lake and Reservoir Issues.”</p> <p>Needs:</p> <ol style="list-style-type: none"> 1. designate a new chair of the Communications Committee to take the lead in reviewing the Communication Manual, planning webinars, and shepherding NALMS’ messaging, 2. create a decision tree for determining how to respond to different types of hot issues, and 3. collaborate with Policy Committee members to follow through with editing the Lake Watershed Management white paper and developing an associated policy statement. <p>An area that needs attention in 2020 is developing a press list and implementing a regular practice of issuing press releases.</p>

Tasks	By Whom	Completion Date
Communication with members – new and old:		
Bi-monthly communication to membership via NALMS Notes and Lake News or targeted announcements	Membership & Marketing Director/Director of Programs & Operations	Bi-monthly
PRIORITY: Develop targeted press release list, and then use the press release template to distribute press releases for award winners, certifications received, board elections, and other relevant NALMS news.	Communications Committee/Membership & Marketing Director	PR template: November 2020; Press releases quarterly
Generate lake monitoring program target list for Secchi dip-in and membership related communications	Secchi Committee/Secchi Intern	October 2020
Develop Lakes Appreciation Month materials and distribute to affiliates and members.	Lakes Appreciation Committee Chair/ Affiliates Liaison	June 30 annually

Communicate lakes appreciation month topics and ideas via the affiliates program, NALMS website, BOD directors, and social media.	Lakes Appreciation Committee/Affiliates Liaison	July annually
Social Media		
Review NALMS website content no less than annually and update no less than monthly with the latest news and events.	Membership & Marketing Director/Director of Programs & Operations/Communications committee	Annual review and updates monthly
Continue to optimize social media platform use and maintain and/or increase each platform's use.	Membership & Marketing Director	Annual review
Highlight student videos on social media and NALMS website	Student Director/Membership & Marketing Director	Completed in 2018 Quarterly
Highlight the certification program via regular posts to social media (highlight CLM or CLP), and focused posts in NALMS notes, on the website and via LakeLine.	Professional Certification Program Chair/Membership & Marketing Director	Quarterly
Develop and maintain a list of hashtags to use routinely for NALMS communications and promote their use.	Membership & Marketing Director/Communications Chair	List Completed in 2018; Continually thereafter
New Avenues of Communication:		
Develop communications mechanism to highlight and celebrate affiliate members such as promoting online webinars, annual meetings and stories promoting activities the affiliates participate in (e.g., beach cleanups, restoration projects, etc.)	Communications Committee/Affiliates Liaison	Quarterly
Lakes Appreciation Month press releases, event kits, NPR stories, and marketing partnerships with outdoor related companies to promote NALMS and Lakes Appreciation Month.	Lakes Appreciation Month Chair/Membership & Marketing Director	July annually
Reach out to BIPOC communities to determine how they connect with and/or use lakes and reservoirs, particularly how indigenous peoples historically used the land. Include their stories as a component of LAM promotion.	JEDI Program	2020 and annually thereafter
Develop Secchi dip-in posting calendar to promote the dip-in, dip-in volunteers, lake monitoring programs, lakes monitored and more.	Secchi Committee/Secchi Intern	Calendar developed & deployed 2018; annual review/use
Generate target list of stream, lake, watershed, engineering or other lake or watershed management related companies and university-based programs to distribute information about NALMS and the certification program.	BOD/Membership & Marketing Director	Fall 2020 list; Quarterly review
Develop a hot topic response mechanism and deploy this whenever a hot topic is identified as detailed in the Communication Plan.	Communications Committee	Fall 2020

Via membership in CASS, track relevant national and regional legislation and distribute to membership as needed.	CASS Liaison /Communications Committee	Continually
Provide temporary administrative support to the NWQMC by hosting their email marketing list until the Advisory Committee on Water Information (ACWI) is reauthorized or another long-term solution is found.	Director of Operations and Programs	2020-2021
NALMS as the Go-To on Lake and Reservoir Issues:		
Develop and annually review a list of subject matter experts that can be accessed via the NALMS website.	Communications Committee	Spring 2018 initial list completed; approve annually thereafter
Promote and distribute white papers and position statements per the communications manual.	Policy Committee	Annually
Generate no less than quarterly communication with affiliate members including providing a NALMS update for affiliate newsletter use. Promote any timely affiliate events on the NALMS calendar and share NALMS activities on affiliate calendars.	Affiliates Liaison/Membership & Marketing Director	Quarterly
Student-Targeted Communications:		
Develop a communications mechanism to highlight and celebrate student travel and student paper award winners via social and traditional media	Student Director/Communication Committee/Membership & Marketing Director	Annually post conference
Annually review the effectiveness of and any modifications needed for the student videos program.	Student Director/Membership & Marketing Director	Completed in 2019
Work with the student program to post and highlight student winners of videos submitted via the student video program.	Student Director/Membership & Marketing Director	Completed in 2019

ACTION PLAN: Goal #7

NALMS Brand

GOAL:	<p>Establish NALMS as the pre-eminent source of information and direction for activities concerning lake, reservoir and watershed management.</p> <p>KPM: Target: Net annual increase in website and social media interactions, Dip-in data submissions, publication subscriptions, partnership interactions, Lake Appreciation Month events and position statement/white papers developed and accessed.</p>
Objectives:	<ul style="list-style-type: none"> ◆ Market the NALMS brand including the Secchi Dip-In, Lakes Appreciation Month, Lake and Reservoir Management, LakeLine, NALMS website and affiliate network. ◆ Review committees and programs annually providing an annual work plan and analysis of previous work.
Leader	Committees, Editors and Staff
2020 Status:	<p>Strategies in this category build on those identified under “Communications” by increasing the visibility of NALMS’ Programs, publications, and website. Many targets have been met, and new targets established.</p> <p>Additional actions are needed to:</p> <ul style="list-style-type: none"> • promote all NALMS’ programs, and • follow through in making online issues of LakeLine visible and useful to appropriate target audiences.

Tasks	By Whom	Completion Date
Citizen Scientists:		
Promote the Dip-In database as a mechanism for sharing data with the public and U.S. federal databases (e.g., WQX/WQP)	Secchi Dip-In Program Liaison/ Secchi Dip-In Intern	May – Sept annually
Promote the HAB program webpage and story map as a one-stop-shop for state-of-the-art information about cyanobacteria.	Inland HAB/Communications Committee/Membership & Marketing Director	Annually
Professional Scientists and Managers:		
Promote NALMS as being the “go to source” for lake management information outside of our niche market.	Membership & Marketing Director/Director of Programs & Operations	Monthly
Review lake-management focused publication needs and identify no less than one publication to produce annually in web-based format.	Publications/Communications Committees	Annually

<p>Review LakeLine publishing options and determine if an online flip-based publication or continued publication of the paper version is the preferred and/or most cost-effective option. Add survey to conference to gather member feedback.</p> <ul style="list-style-type: none"> ○ The BOD voted to stop printing paper copies in 2019; however, we need to conduct and review the outcome of the member survey. 	<p>Publications/Communications Committees</p>	<p>Completed (Now online in PDF format); Conduct LakeLine Reader survey in 2020.</p>
<p>Work with the LakeLine editor & publications committee to develop options for providing (print or online) copies annually for purchase and distribution by affiliate, nonprofit or lake association members and at no cost to NALMS. Topic and content should be identified in advance and reviewed to ensure it is interesting and relevant to target audience.</p>	<p>LRM editor/Affiliates Liaison</p>	<p>Annually</p>
<p>Promote the NALMS CLM/CLP program, highlight CLM/CLPs via social media, and celebrate each new or renewed CLM/CLP via traditional and social media.</p>	<p>Professional Certification Committee Chair/Membership & Marketing Director</p>	<p>Quarterly</p>
<p>Work with the conference host committee to ensure the annual symposium remains the cornerstone of NALMS.</p>	<p>Conference Committee</p>	<p>Annually</p>
<p>Continue to provide LakeLine on a quarterly basis and work with the publications committee and LakeLine editor to keep content relevant and timely.</p>	<p>LL editor/Publications committee</p>	<p>Quarterly</p>
<p>Continue to provide Lake and Reservoir Management on a quarterly basis and work with the publications committee, LRM editor and editorial board to keep content relevant and timely.</p>	<p>LRM editor/Publications committee</p>	<p>Quarterly</p>
<p>Conduct an annual review of committees and programs to evaluate effectiveness, review work completed and identify relevant committee or program work for the year.</p>	<p>NALMS President/Executive Committee/Board</p>	<p>Annually</p>

ACTION PLAN: Goal #8

Finances

GOAL:	<p>Diversify funding sources and increase the transparency of Society finances in accordance with an annually adopted Development Plan.</p> <p>KPM: Target: A minimum of seven different types of revenue generating enough funding to support the annual workplan/budget and reserve funding needs as outlined in the approved Reserve Funding Plan approved by the board in 2020.</p>
Objectives:	<ul style="list-style-type: none"> ◆ Raise enough money to support programs and operations and improve them. ◆ Raise enough money to provide funds for ongoing organizational development, strategic planning, communications and outreach, and professional development. ◆ Generate sufficient conference revenue to cover all conference-related tasks and expenses, including the portion of the Director of Program and Operations’ conference-related duties and the stipend/contract for the Conference Coordinator, with sufficient net proceeds to provide core support for NALMS administration and general operating expenses and \$50 per full-time attendee set aside for funding reserves until Reserve Funding Plan goals are met. ◆ Increase membership in all categories through active efforts by the membership director and regional directors to recruit, retain, and convert lapsed memberships to sufficient levels to fully fund the Director of Marketing and Membership and all committee-based work and provide core support for delivery of program services and membership benefits (approximately \$140,000). ◆ Implement a sponsorship strategy to fund the LakeLine editor and all LakeLine related expenses utilizing advertising and sponsorship dollars. ◆ Pursue grant, sponsorship and partnership opportunities to expand the Secchi Dip-In program and manage the Dip-In database and support the Inland HABS program (see Programs). ◆ Diversify our development activities and funding sources to increase funding and reduce risk of a budget crisis due to the over reliance on any one income source (e.g. National Monitoring Conference revenue). ◆ Celebrate NALMS 40th Anniversary and implement special fundraising campaigns in 2020.

Leader	<p>Financial Committee Chair</p>
2020 Status:	<p>Over the past few years, NALMS has made excellent progress toward accomplishing tasks necessary to “diversify funding sources and increase the transparency of society finances” and securing an EPA EN grant to OKWRB in FY 2018 for upgrading the AWQMS database.</p> <p>One of the strategies still to be developed is to “fund the LakeLine editor and all LakeLine related expenses utilizing advertising and sponsorship dollars.” As the current LakeLine editor, Amy Smagula, polls readers regarding their reactions to moving LakeLine from a print to online publication, the Publications Committee anticipates reviewing how LakeLine is distributed and funded.</p> <p>Immediate steps:</p> <ul style="list-style-type: none"> • poll LakeLine readers regarding their reactions to the publication going online, • continue seeking grant opportunities and partnerships to support expansion of citizen science lake monitoring programs, and • consider how the need to protect the health of our members during the COVID-19 pandemic will change plans for conferences in 2020 and 2021.

Tasks	By Whom	Completion Date
Reactivate the Finance Committee to provide oversight and direction on financial management and audits.	Financial Committee	Reactivated in 2017

Review current revenue streams and identify options for diversifying funding as part of an annual development planning process.	Financial Committee/Development Committee/BOD	Fall 2018; Annually thereafter
Identify options to reduce conference expense and increase conference revenues.	Financial Committee/Conference Committee/BOD	Fall 2018; Annually thereafter
Increase membership to 1000 by 2020 and 1200 by 2022 including reduce lapsed member rate to no more than 25% per region by December 2020 and no more than 15% per region by 2022, using the previous three years as the baseline.	Membership & Marketing Director/BOD	Fall 2020-2022
Generate target list of potential advertisers for LakeLine, then contact with current sponsorship package.	Membership & Marketing Director/BOD	Summer 2018; Annually thereafter
Populate regional target list focusing first on corporate member opportunities then expanding to university-based, governmental and student targets.	BOD/Membership & Marketing Director	Annually
Generate target list of grant opportunities and target no less than one grant annually. Focus should target the Secchi Dip-In, Inland HABs, publications and/or education and outreach programming	Development Committee/ Education & Outreach Committee/Publications Committee/ Secchi Committee	Continuous; annual review
Identify potential grants and donors for expanding current programming such as the Secchi Dip-In.	Development Committee/BOD	2018 mid-term and annual meetings thereafter
Develop a comprehensive NALMS work plan to support budgeting	NALMS President; Financial Committee	November 2020; Annually thereafter
Restore Funding Reserves in accordance with Funding Reserve Plan approved in 2020.	ExComm, Financial Committee	2021
Invest \$10,000 per year into the Eberhart Memorial Student Fund.	BOD	Annually
Secure \$25,000 per year (or more) for symposium sponsorships.	Symposium Sponsorship Committee	Annually
Invest \$5,000 per year into the Cooke Symposium Fund.	BOD	Annually
Create a new scholarship fund (~\$5,000/year) to support participation in the NALMS Board and symposia for members who demonstrate financial need (e.g., nonprofit employee or volunteer; self-employed, or retired).	BOD	July 2021; Annually thereafter