

North Carolina Trout Unlimited Strategic Plan

FY 2021-2023

(Approved & Adopted 17 Nov, 2019)

This document is a declaration of who we are, why we are and what we want to accomplish. It establishes the goals, focus and priorities of NCTU for Fiscal Years, 2021-2023. It will guide the operations, resource allocation and decision making processes of NCTU for that period. The plan is not intended to constrain us, but rather to keep us on a track that has been developed through considered thought and consensus until such time as it is adjusted by considered thought and consensus. To allow for that, the plan will be reviewed annually, in the fall, and amended as appropriate to reflect changing conditions, challenges or council sentiment.

OUR MISSION IS: *“To conserve, protect and restore North Carolina’s coldwater fisheries and their watersheds while supporting Trout Unlimited’s efforts nationwide.”*

OUR VISION IS: *“Abundant and Healthy Coldwater Fisheries Forever”*

In the execution of our Mission and the pursuit of our Vision we will be guided by these core values:

FOCUS	We are always mindful that we are a coldwater conservation organization. We make that the first priority in everything we do.
INTEGRITY	We judiciously obey all laws, regulations and TU guidelines. We are ethical, honest and do what we say we’ll do. We are transparent in the conduct of our business.
RESPECT	We see diversity of backgrounds and perspectives as essential to our success. We ensure that NCTU is a welcoming, inclusive community where differences are celebrated and valued as key to realizing our vision.
STEWARDSHIP	We strive to get maximum benefit from every dollar and each volunteer hour. We safeguard our assets and utilize controls and practices that ensure the continued fiscal and organizational health of our council.
TEAMWORK	We are committed to success at every level of Trout Unlimited. We also understand that TU is part of a community of other organizations with whom we work cooperatively to advance our mission.
EMPOWERMENT	We provide leadership, resources and support to our committees and our chapters. We work to maximize their confidence and ability to pursue the TU mission.

Consideration of our Mission, Vision, Core Values and an assessment of our **Strengths, Weaknesses, Opportunities and Threats (SWOT)** revealed four strategic “themes” that shape our plan:

- 1. Building Organizational Vitality-** Filling empty positions, helping struggling chapters, getting current members more involved.
- 2. Building Organizational Capacity-** Increasing our fund raising, expanding our membership, more training and better planning.
- 3. Better Networking-** Strengthening our ties to each other, to other organizations and building new alliances.
- 4. Increased Mission Focus-** Completing more real and impactful conservation projects and programs.

Our goals are organized along those themes.

While *Council goals are shared by all*, each goal has been associated with the council position(s) responsible for its planning, execution and completion. It falls to those people to obtain the assistance and advocate for the resources necessary to successfully accomplish the goal. These assignments are indicated in parentheses with each goal.

BUILDING ORGANIZATIONAL VITALITY

- | | |
|----------------------|---|
| Goal 1A | Fill all Council Officer and Committee Chair positions by 1 February, 2020. (Council VP) |
| Goal1B | Fill all Council Committee Member positions by 1 June 2020. (Committee Chairs) |
| Goal1C | Have a Succession Plan in place for all Council Officers and Chairs by 1 September, 2020 (Committee Chairs and Council VP) |
| Goal1D | Develop a Diversity and Inclusion (D&I) toolkit for chapters by the end of FY2020. Identify a D&I Chair for each of the NC chapters by end of FY2021. Create an NCTU D&I Working Group by the end of FY2022. (D&I Chair) |
| Goal1E | Hold two events per year designed to celebrate, promote and advance Diversity and Inclusion within NCTU (D&I Chair) |
| Goal1F | Design and implement a “Partner Chapter” program to assist nascent or smaller chapters by pairing them with more established or larger chapters for joint projects, events and activities by 1 September 2020. (Chapter Development Chair/Chapter Presidents) |
| <u>Goal1G</u> | Contact non-subscriber members in all chapters by post card or telephone at least once per year for each year of the plan period. (Communications Chair) |

BUILDING ORGANIZATIONAL CAPACITY

- Goal 2A** Complete and promulgate a 3-year NCTU Strategic Plan by 1 Jan, 2020. (Council Treasurer)
- Goal2B** Conduct a review and update of the NCTU Strategic Plan NLT 1 Dec of each year. (Council Treasurer)
- Goal2C** Complete and adopt an annual NCTU budget prior to 1 April of each year. (Council Treasurer)
- Goal2D** Start each fiscal year with an amount not less than ½, but not more than two times the previous years' operating funds on hand (Council Treasurer)
- Goal2E** Increase NCTU revenues by 10%/year for each year of the plan period. (Fundraising Chair)
- Goal2F** Increase TU membership in NC by 5% per for each year of the plan period. (Membership Chair)
- Goal 2G** Increase individual women NCTU members from the current 280 to 308 by the end of FY2020, 322 by the end of FY2021 and 336 by the end of FY2022. (D&I Chair)
- Goal2H** Raise \$5k per year for Rivercourse from outside TU. (Rivercourse Administrative Director)
- Goal2I** Sustain the Rivercourse Foundation Fund at or above the beginning of FY2020 level. (Rivercourse Administrative Director/Council Treasurer)

BETTER NETWORKING

- Goal 3A** Increase northcarolinatu.org average active users to 400 per month by the end of FY2020 and by 25% per year for FY 2021, 2022 and 2023. (Communications Chair)
- Goal3B** Create a document archive and provide core services for presentations, email and file sharing/collaboration for Council leaders by 1 June 2020. (Communications Chair)
- Goal 3C** Achieve and maintain an "open/read rate" of 50% on leader emails and newsletters, for member emails 35% with a "click rate" of 20%, and a share rate of 30% by 1 November 2020. (Communications Chair)

- Goal 3D** Establish and grow our council social media engagement, as measured by provider metrics, by an aggregate 150% per year for each year of the plan period. (Communications Chair)
- Goal 3E** Build and deploy a collaborative system for Trout in the Classroom teachers and volunteers by 1 April 2020. (Communications Chair/NCTU TIC Coordinator)
- Goal3F** Develop and promulgate a “1-Page” handout for governmental outreach that concisely describes NCTU in terms most relevant to elected (and other governmental) officials by 1 June 2020. (Governmental Relations Chair)
- Goal3G** Obtain or Develop (and maintain) a database of NCTU membership broken down by US Congressional districts for use during Congressional engagement by 1 Sept 2020. (Government Relations Chair)

INCREASED MISSION FOCUS

- Goal 4A** Complete an in-person survey with Chapter leaders to identify current barriers to chapter-led conservation projects by July 2020. Develop and implement a plan to address them by October 2020. (Conservation Chair)
- Goal4B** Have at least 2 multi-entity conservation projects ongoing at all times. (Conservation Chair)
- Goal 4C** Have every chapter in NC complete a Chapter-led conservation project by the end of the plan period. (Chapter Presidents)
- Goal4D** Match Chapter funds for all chapter-led conservation projects 1 for 1. (Council Treasurer/ Conservation Chair)
- Goal4E** Complete a comprehensive organizational review of Rivercourse to include defining roles, adopting a code of conduct, updating the camp schedule, writing an operations manual and conducting volunteer training all by 1 June 2020. (Rivercourse Administrative Director)
- Goal4F** Fill Rivercourse to its 18 camper capacity each year of the plan period. (Rivercourse Administrative Director)
- Goal4G** Increase traffic at the Rivercourse website to 50 users per month by April 2020. (Communications Chair/Rivercourse Administrative Director)
- Goal4H** Increase Rivercourse social media likes, engagement and follows by 400% prior to June 2020. (Communications Chair/Rivercourse Administrative Director)

This plan will be reviewed and updated as necessary not later than 1 December, 2020.