



RANDOLPH MOUNTAIN CLUB

STRATEGIC PLAN 2022 - 2025

AUGUST 1, 2022

Dear Randolph Mountain Club members,

Now in the second decade of its second century, the RMC has made long-lasting contributions to mountain recreation and to the community of Randolph, and earned a reputation for public service and stewardship that extends beyond our local area. Decades of volunteer work have sustained the club, and our tradition of volunteer leadership continues today. We hope you're as proud as we are of what RMC members have done together.

While our mission of maintaining trails, camps and our collective knowledge has been a constant, the work it requires has evolved. Over time we've adapted to changes in social life, travel, recreation, technology, communications, government regulation, land ownership and local development, while still retaining our community ties. But today the work of operating the RMC continues to grow in scope and complexity. What will it take for us to uphold our mission into the future?

In 2021-2022, the Board of Directors embarked on a planning process, to understand changes affecting the club now and the ways in which we might respond to them over the next three years. After three months this spring spent reading, researching, conducting member surveys and interviews, and sharing ideas, we convened a two-day in-person planning workshop at the Town Hall in June. The directors, and members and friends of the RMC participating in it found consensus on three major strategic directions: **Calling our Members to Action, Investing in Our People to Ensure the Future of the RMC, and Building the Next Generation of Leadership.** The following pages explain why each is a priority, and lay out its key objectives.

Our Strategic Plan is ambitious, and the work of implementing it over the next three years will be a new responsibility for the board and for member volunteers. The board will be seeking many different resources, inside and outside the club, to accomplish this work. We hope that this Plan summary will make you think about why you value the RMC, and that you'll connect with others in our community, support the club however you can, and be part of its future.

With thanks,

Randy Meiklejohn, Carl Herz, Kathleen Kelley, and John Phinney
RMC Strategic Planning Committee



The mission of the Randolph Mountain Club is to promote the enjoyment of the Randolph area through hiking, trail development and maintenance, upkeep of camps and shelters, and the sharing of the collective knowledge of its members.

Who is the RMC? Our past is inexorably linked to our present. Since its beginnings, the Club has been a loose confederation of individuals who are bound by their love for this landscape. ... Continuity between past and present is clearly evident.

The RMC has been an amazingly successful organization over the past century, led by an assortment of extraordinary people. Part of this success derives from an ability to change by adapting to new challenges. Founded to keep its paths open to walkers, the Club has expanded its vision to include operating mountain cabins, blazing new trails, helping preserve the mountain environment, and acting as responsible stewards of wild lands. Rather than becoming immobilized by its traditions, the Club has been able to wrestle with new ideas and determine how we can do things better.

from the Preface to
Peaks and Paths: A Century of the Randolph Mountain Club, 2010
by Judith Maddock Hudson

Strategic Planning Focus Question:

Given the growing complexity and demands of the RMC's work, what do we need to do over the next three years to position the RMC to sustain our core mission of trails and camps, while maintaining our community culture?



Strategic Direction 1:

Calling Our Members to Action

Objectives:

- Increase member engagement through better RMC communications
- Use data to connect with members in smart, effective ways
- Provide volunteer opportunities that increase volunteer engagement

Why this is a priority:

Updated communications are needed to keep members and friends better informed and engaged with the RMC. While many members contribute actively, evolving demographics and volunteerism patterns are changing the way that work gets done. There is interest and opportunity for increased and targeted volunteer engagement.



Strategic Direction 2:

Investing in Our People to Ensure the Future of the RMC

Objectives:

- Increase annual revenue for new employee roles and technology that increase organizational capacity
- Develop and deliver the case for financial support of trails and camps
- Improve employee recruitment, training and support

Why this is a priority:

The work of the RMC has grown more complicated over time. There is high demand on directors and key volunteers. While volunteerism remains core, additional employee capacity and raising the revenue to support employee development are key priorities. Trail impacts are increasing, accelerated by the pandemic and by climate change. RMC members, hikers, government agencies and landowners expect diligent trail maintenance and well-kept overnight facilities, for enjoyment by everyone now and in the future.



Strategic Direction 3:

Building the Next Generation of Leadership

Objectives:

- Strengthen director skill sets and information access
- Build pipeline for future club leaders and directors
- Align work responsibilities of operating the future RMC with director, volunteer or employee roles

Why this is a priority:

In any not-for-profit organization, institutional knowledge can become concentrated in key roles and individuals. Currently the RMC relies on a few to do a lot and some director and committee roles are out of date or missing. There is opportunity for succession planning, mentorship, and new leadership development in conjunction with increased RMC employee capacity and volunteer engagement.





The Strategic Plan was created by RMC directors, members and employees, and identifies the following:

Critical Issues:

Priority internal and external challenges that we are facing as an organization



Practical Vision:

Realistic, achievable vision of the RMC in 2025

Strategic Directions:

Actionable goals that address critical issues and set a course towards our future vision

Action Plan:

Priority objectives and actions that move the RMC forward in its strategic directions

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As a result of our actions, the RMC will achieve the near-term vision of:

Meaningful Membership Engagement	Comprehensive Virtual Presence	Increased and Sustained Revenue	Year Round Employee; Technology Tools	Supportive Quality Employment	Purposeful Leadership Development
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Focusing on three major strategic directions:



Supported by the following objectives:

Increase member engagement through better RMC communications	Increase annual revenue for new employee roles and technology that increase organizational capacity	Strengthen director skill sets and information access
Use data to connect with members in smart, effective ways	Develop and deliver the case for financial support of trails and camps	Build pipeline for future club leaders and directors
Provide volunteer opportunities that increase volunteer engagement	Improve employee recruitment, training and support	Align work responsibilities of operating the future RMC with director, volunteer or employee roles

See action plan for priority actions.

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Thank you!

Thank you to the many RMC members who completed our online survey, to community leaders and stakeholders whom we interviewed, to the Board of Directors, and to the members and friends who joined the board at the planning workshop.

2021—2022 Board of Directors:

Tom Breunig
Joel Douglas, Secretary
Maryka Gillis
Chris Hawkins
Carl Herz*
Kathleen Kelley, Treasurer*
Ben Lieberson
Jenna Maddock
Randy Meiklejohn, President*
John Phinney, Vice President*
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Ginny Umiker
Wendy Walsh
Howie Wemyss
Franklin Wenk

**Strategic Planning Committee member*

Members and Friends:

Jenny Baxter
Michele Cormier
Bob Drescher
Judy Hudson
Jamie Maddock
Sam Marshall
Sally Micucci
John Scarinza
Justin Taylor

To learn more about the RMC's Strategic Plan, please contact the President or a member of the Board of Directors.

Strategic planning facilitation by
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