



CWSF Strategic Plan 2015 – 2017

The Council of Western State Foresters cultivates partnerships, raises awareness and takes action on the most important issues affecting forests in the western United States and Pacific Islands

Organizational Goal	Strategy	2015 Actions	Performance Measures
Trusted Source – The credible source of information and expertise on western forests	<i>Forest Policy and Government Relations – Engage and participate in national forestry legislation and policy issues with western impact</i>	<ul style="list-style-type: none"> • Create a yearly policy agenda identifying priorities to work on in the western US • Track congressional, USDA & USFS actions and emerging policy and keep state foresters and partners informed • Produce issue briefs on key issues of western importance • Engage with the National Association of State Foresters Legislative Team • Invest in relationships with congressional delegation members and their staff 	<ul style="list-style-type: none"> • Executive Committee approval of CWSF policy agenda • Members have access to current legislative information through quarterly legislative updates • Produce 3 issue briefs/documents on priority policy issues integrating policy and current science and data • CWSF Forest Policy Director legislative team ‘lead’ on 2 issues of western importance • Hold one partner/congressional field tour
	<i>Communication – Develop a timely, effective and responsive communication strategy</i>	<ul style="list-style-type: none"> • Develop a CWSF communications and outreach plan • Undertake a rebranding project for the organization • Develop outreach forums and meetings on common western themes and issues 	<ul style="list-style-type: none"> • Track and create a baseline for webviews, information requests and media outreach • Create and publish a CWSF communications and outreach plan • Rebranding project to be completed by December 31, 2015. • Hold one ‘forum’ meeting on important western issue of interest to the WFLC members at Spring 2015 meeting • Apply for ASAE Gold Circle Award for innovative rebranding of 501c3 organizations

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	Quality Information - Develop a mechanism to ensure the credibility of CWSF and WFLC communications and materials (validated, fact-based, data-driven)	<ul style="list-style-type: none"> • Develop a standard vetting process for published documents for the CWSF and WFLC • Poll audiences to determine credibility 	<ul style="list-style-type: none"> • EC approval of standard publishing policy for CWSF • Compile poll responses and create associated action plan
Member Focused - Increase engagement and deliver exceptional value to members	Issue Expertise – Maintain broad knowledge of issues that are relevant to the membership	<ul style="list-style-type: none"> • Create ‘subject matter expert’ networks to leverage CWSF staff capacity • Leverage standing committees and networks (PIFC, WSFM, WUCF Network and FFLM Task Force) to ensure engagement in issues importance to the CWSF and WFLC membership • Ensure CWSF and WFLC membership is aware of ongoing national work and projects and the western impact • Partner with the federal WFLC members and their staff to ensure cross-agency information exchange 	<ul style="list-style-type: none"> • Identify key staff people in each state to join networks and hold 1 introductory call per group • Attendance at key meetings by CWSF staff and reports back to the membership
	Engagement – Develop a membership engagement plan	<ul style="list-style-type: none"> • Develop a membership approach specific to the western pacific island membership • Develop a process to onboard new and returning CWSF and WFLC members • Explore funding options for member travel to increase participation 	<ul style="list-style-type: none"> • Include membership needs on PIFC 2015 Meeting Agenda • Ensure 1 PIFC representative at the WFLC Spring Meeting • Create new member welcome package and plan
	Information Sharing – Keep members informed of emerging issues, innovations and best practices	<ul style="list-style-type: none"> • Create sharing opportunities for members using in-person meetings • Revamp and update the WFLC weekly outreach and ensure timely communication from CWSF staff to members and partners 	<ul style="list-style-type: none"> • Update and ensure weekly is needed and wanted by members and partners • Create new ‘face’ to newsletter • Begin Executive Director Communication to members after CWSF EC and WFLC EB meetings • Revamped website to ensure more member access to documents like minutes

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Strong Organization, Strong Results - Ensure a strong, well-managed, financially sound and responsive organization	<i>Staff Development</i> – Create staff professional development, retention and succession Planning	<ul style="list-style-type: none"> Develop a succession plan for the Executive Director, staff and volunteer leadership Create a process for staff to provide members with accomplishments 	<ul style="list-style-type: none"> Succession plan approved by EC Improved feedback loop with members ASAE Membership revised to ‘small organization’ membership to provide ASAE membership benefits to each staff
	<i>Member Feedback, Recognition and Engagement</i> – Identify ways in which to engage members, recognize them and solicit critical feedback	<ul style="list-style-type: none"> Solicit member and partner feedback to assess CWSF value and service levels and future opportunities Create a feedback loop for the CWSF and WFLC in person meetings to ensure meetings are meeting the members needs 	<ul style="list-style-type: none"> Create survey for membership on organization health Institute new annual report approach to highlight organization success Create opportunity for input at the Spring Meeting and Fall meeting from attendees
	<i>Funding Diversification</i> – Diversify and increase sources of funding	<ul style="list-style-type: none"> Explore the CWSF membership dues structure Examine opportunities for increasing WFLC Spring Meeting revenue Facilitate western competitive grant processes and continue web portal project Increase CWSF operating reserves 	<ul style="list-style-type: none"> Task Force appointed to explore membership dues and make a recommendation to the EC Secure 3 new vendors for our WFLC Spring Meeting USFS WO accepts the WFLC Recommended Projects list for funding CWSF Operating Reserve Fund balance increased by 10%
	<i>Nonprofit Best Practices</i> – Implement and develop full complement of best management practices for nonprofit organizational management	<ul style="list-style-type: none"> Review current policies, procedures and handbooks to identify new policies that are necessary Create location on the CWSF website for all handbooks, guides, policies and other key 501c3 documentation Review audit and financial approach 	<ul style="list-style-type: none"> Report to CWSF EC on policies and approval of needed policies New page on website with documentation for membership Ensure successful audit and best management practices
Power of Partnerships - Utilize partnerships to address western forest priorities	<i>Strengthen Current Relationships</i> – Strengthen relationships with federal agencies and partner organizations	<ul style="list-style-type: none"> Strengthen growing relationship with National Wild Turkey Federation by meeting with organization’s leadership Schedule leadership meeting with Intertribal Timber Council (ITC) leadership to discuss opportunities 	<ul style="list-style-type: none"> Attend NWTF Annual Conference and have representative at our meeting Ensure State Forester representation at ITC Symposium Meet with WGA Staff Leadership quarterly

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		<ul style="list-style-type: none"> Pilot new approach with Western Governors Association acting as ‘implementation’ organization for policy framework 	
	<i>New Partnerships - Bi-laterally engage with partners outside of the WFLC</i>	<ul style="list-style-type: none"> Scanning process to identify new and/or different organizations to engage with in the future 	<ul style="list-style-type: none"> List of related partner organizations created Two new partner organizations in attendance at WFLC Spring Meeting
	<i>WFLC – Coalition is healthy, strategic and productive</i>	<ul style="list-style-type: none"> Strategic Plan expires in 2016 and needs to be updated Ensure CWSF organization delivers Coalition ‘structure’ needs Ensure engagement from all members in twice yearly meetings 	<ul style="list-style-type: none"> Create task force to update Strategic Plan using the updated State Forest Action Plans Feedback gathered from federal WFLC members on needs and used to create CWSF communications plan Goal for 90% member attendance at WFLC Spring Meeting and Fall Meeting.
	<i>NASF & Regional Organizations – Maintain a strong and effective working relationship with NASF and other regional state forester organizations</i>	<ul style="list-style-type: none"> Leverage staff between both organizations in order to ensure expanded capacity for each organization and benefit the members Host an NASF and Regional Organization Staff Retreat 	<ul style="list-style-type: none"> Successful staff retreat organized and held Communicate shared staff resources to members via discussion of staff lead issues
	<i>Partner Successes – Develop a mechanism to share successful partnership stories</i>	<ul style="list-style-type: none"> Emphasize holistic values to appeal to other partners Tell the WFLC partnership story 	<ul style="list-style-type: none"> Create partner outreach package to be approved by EC Create a WFLC specific space on the CWSF website to provide more information on the organization and the coalition