



DRAFT

Strategic Plan 2021

EXECUTIVE SUMMARY

The Strategic Plan is a living document to help us analyze and measure progress towards our stated goals. Our goals are increasing recognition and investment at all levels, and to build organizational excellence and capacity, we have devised three key strategies to help us reach our goals. A key component of strategic success is brand building through communication to our audiences.

We have examined our audiences, and each's different needs to best determine the campaigns and tactics for reaching them with our education and outreach efforts.

A number of our tactics are ongoing efforts and are part of the overall brand messaging. As the need(s) arise, we produce campaigns around issues like the invasive shot hole borer and drought awareness, as more California counties need to conserve water and use water wisely.

Social media provides opportunities for building brand awareness. We are looking to maximize our brand exposure at planned events, both online and in-person.



WHO WE ARE

We are a non-profit organization dedicated to supporting urban and community forestry to improve quality of life in California communities. We achieve this through education and outreach and tree planting programs addressing public, economic, and environmental health.

OUR VISION

We envision thriving and prosperous California communities transformed by healthy trees and green spaces.

OUR MISSION

Advancing investment in urban and community trees, parks and green spaces through education and outreach, community-based activities and collaborative action.



STRATEGY:
Inspire & engage a
diverse network with
robust programs

STRATEGY:
Ensure financial
& programmatic
sustainability

STRATEGY:
Recruit a fundraising
board of directors

STRATEGIC PLAN

STRATEGY #1

Inspire, engage and collaborate with a diverse network

ACTIONS

1. Identify and develop new urban forestry programs
2. Strengthen existing programs, eg. Invest from the Ground Up
3. Collaborate with and support the local work of the Regional Councils.
4. Identify & build relationships for successful community-based outreach efforts.
5. Implement outreach to elected officials & decision makers.
6. Each regional council engage with non-traditional organization to partner with
7. Each non-regional council board member will identify a non-traditional organization to create partnerships

STRATEGY #2

Ensure financial & programmatic sustainability

ACTIONS

1. Oversee resources, approve budgets, and monitor finances.
2. Maintain legal & fiduciary responsibilities.
3. Monitor organizational performance.

STRATEGY#3

Recruit & retain an engaged fundraising & partnership building board of directors

ACTIONS

1. Review, develop and achieve targets for board composition

COMMUNICATION & PROGRAM GOALS



#1 **EDUCATE**

Increase the general awareness of the importance of and benefits that are derived from a healthy urban forest with Californians in order to increase the support and success of urban forestry efforts across the state.

#2 **ADVOCATE**

Help decision makers, elected officials and those working with cities and the state to foster support of urban forestry in their local communities.

#3 **DEVELOP**

Become the leader in developing education and outreach products that can be used by various organizations to support their urban forestry efforts and programs.



AUDIENCES

CaUFC has a broad audience from urban forestry professionals to those in the general community. For our main messages to be received and understood, we need to identify the audience’s needs, our existing relationship with the group, and what we desire from them and then determine the best ways to reach them. There may be some overlap between groups. Groups include urban forestry professionals, other nonprofits and partners, decision-makers and elected officials, donors, regional councils, and board members.

GROUP	NEEDS	RELATIONSHIP	DESIRED ACTIONS
URBAN FORESTRY PROFESSIONALS: <ul style="list-style-type: none"> • arborists • professional arborist organizations • for-profit arborist companies 	INSPIRATION & INFORMATION: <ul style="list-style-type: none"> • access to current research and scientific findings • continuous learning opportunities • professional & career development • networking opportunities • support materials 	KNOW THE INDUSTRY, BUT DO THEY KNOW US? <ul style="list-style-type: none"> • many in the industry would know us already so we need to remind them of the work we are doing 	DONATE &/ SPONSOR US: <ul style="list-style-type: none"> • some are already members of professional organizations like WCISA & other urban forestry related nonprofits • a few are long-standing supporters that regularly sponsor our work or fundraising efforts

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GROUP	NEEDS	RELATIONSHIP	DESIRED ACTIONS
<p>RELATED NONPROFITS & COMMUNITY GROUPS</p> <ul style="list-style-type: none"> local, regional, state-wide or nationally focused groups local community groups & neighborhood associations 	<p>INSPIRATION & INFORMATION</p> <ul style="list-style-type: none"> access to latest research & scientific findings information on funding opportunities for urban forestry projects & how to apply inspiration & information on how to successfully run a community based urban forestry project 	<p>KNOW THEIR CAUSE & OWN COMMUNITY</p> <ul style="list-style-type: none"> some are aware of us & partner with us others may need an introduction to CAUFC, what we do & how it could help them achieve their goals 	<p>BECOME A PARTNER</p> <ul style="list-style-type: none"> develop &/or maintain a relationship or potential partnership with us either for urban forestry projects, or ongoing advocacy efforts
<p>PARTNER ORGANIZATIONS</p>	<p>PROVIDE SUPPORT & MAINTAIN RELATIONSHIP</p> <ul style="list-style-type: none"> identify &/or create opportunities of mutual benefit support advocacy efforts with decision makers & public officials share education & outreach materials help to increase & develop relationships 	<p>KNOW THEIR CAUSE, COMMUNITY & US</p> <ul style="list-style-type: none"> maintain & continue to develop relationship for mutual benefit 	<p>SUSTAIN PARTNERSHIP</p> <ul style="list-style-type: none"> identify or create opportunities of mutual benefit support advocacy efforts with decision makers & public officials share education & outreach materials help to increase & develop relationships
<p>DECISION MAKERS & PUBLIC OFFICIALS</p> <ul style="list-style-type: none"> members of government & their respective teams 	<p>PROVIDE SUPPORT & MAINTAIN RELATIONSHIP</p> <ul style="list-style-type: none"> access to current research & scientific findings make the case for urban forestry for them that is easy to sell to their community & will help their community 	<p>KNOW THEIR CAUSE, COMMUNITY & US</p> <ul style="list-style-type: none"> identify advocates for urban forestry to ensure ongoing funding who identify with our cause & appreciate our work 	<p>BECOME AN ADVOCATE, HELP FUND PROGRAMS</p> <ul style="list-style-type: none"> make the case for why supporting urban forestry is a good thing for their communities

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GROUP	NEEDS	RELATIONSHIP	DESIRED ACTIONS
DONORS & SPONSORS • one-time donations • recurring donations • sponsorships of fundraising events • sponsorships of workshops, conferences, etc	TO KNOW THEIR SUPPORT HAS IMPACT • donors need to see what or how their contribution is helping to make a difference • sponsors what to know their contribution makes a difference & also provides them with opportunities (brand recognition, business leads, etc)	KNOW US & IDENTIFY WITH OUR CAUSE • nurture donors for life-time, continuing giving • acknowledge & show appreciation of donors & sponsors to maintain & increase giving • maintain & grow sponsor relationships	GIVE MORE & GIVE MORE OFTEN • give recurring donations/sponsorships • increase amount of donation/sponsorship • encourage their peers to also donate/sponsor

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GROUP	NEEDS	RELATIONSHIP	DESIRED ACTIONS
REGIONAL COUNCILS • Sacramento Valley • Bay Area • Central Coast • Street Tree Seminar • San Diego • Inland • San Joaquin Valley	PROVIDE SUPPORT & MAINTAIN RELATIONSHIP • financial support • access to latest research and scientific findings • support for education & outreach with development of materials • support in developing & maintaining relationships • networking opportunities • identify or create opportunities of mutual benefit • support advocacy efforts with decision makers & public officials	KNOW US, OUR CAUSE & THEIR COMMUNITIES • give & receive support for advocacy, urban forestry programs, workshops, conferences, etc	LOCAL GRASSROOTS, ACTION & RESULTS • foster & grow local community support for urban forestry • provide support for events, workshops, conferences • undertake localized & co-ordinated fund-raising & advocacy efforts • respond to action alerts & engage their & our overall support base • outreach to elected officials & decision makers • provide information for developing potential education & outreach materials • identify & recruit new council representatives • consistency & continual improvement • help those councils who need branding, social media & website assistance • posts regional council events to main CAUFC website & social media channels

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GROUP	NEEDS	RELATIONSHIP	DESIRED ACTIONS
CAUFC BOARD MEMBERS	PROVIDE SUPPORT FOR FUNDRAISING <ul style="list-style-type: none"> provide support & support materials to increase donations & fundraising monthly board member meeting support, monthly financial and programmatic support 	KNOW US, OUR CAUSE & CAPABILITIES <ul style="list-style-type: none"> enable the board members to actively fund-raise with support materials 	INCREASE FUNDING & BUILD CAPACITY <ul style="list-style-type: none"> identify & recruit new board members increase donations & fundraising provide support for relationship building identify new opportunities
GENERAL PUBLIC <ul style="list-style-type: none"> home owners & landlords tenants business owners property owners property managers 	HEALTHY ENVIRONMENT TO LIVE & WORK IN <ul style="list-style-type: none"> how the benefits of the urban forestry can benefit them directly why they should care about urban forestry what they can do if they want to help 	KNOW THEIR COMMUNITY, DON'T KNOW US <ul style="list-style-type: none"> may know Invest From the Ground Up program from previous campaigns relationship with CAUFC varies across this board target audience & requires further segmentation 	SUPPORT US, SUPPORT URBAN FORESTRY <ul style="list-style-type: none"> become informed about the benefits of urban forestry become interested in urban forestry & follow us on social media, sign up to our newsletter, attend events, etc. participate in events, like tree plantings care for their trees & those in their communities demonstrate to public officials & decision makers that they value urban forestry become a member or make a donation encourage support from peers



TOOLS AND CAMPAIGNS

A number of communications campaigns have been developed in order to address the needs of the identified audiences and to meet our communications goals.

CAMPAIGN	AUDIENCE(S)	TACTICS	CHANNELS
(Ongoing education & outreach campaign)	<ul style="list-style-type: none"> General Public Decision Makers & Elected Officials 	<ul style="list-style-type: none"> Demonstrate benefits as “what’s in it for me” 	PRINT & DIGITAL <ul style="list-style-type: none"> Flyers & Infographics
Growing trees make great neighborhoods	<ul style="list-style-type: none"> Related Nonprofits & Community Groups 	<ul style="list-style-type: none"> Support & nurture cause evangelists 	<ul style="list-style-type: none"> Social media
Trees are Essential through Invest from the Ground Up	<ul style="list-style-type: none"> Partner Organizations Funders, Donors & Sponsors 	<ul style="list-style-type: none"> Regular and engaging content through social media Develop education & outreach materials 	<ul style="list-style-type: none"> Our website Enewsletter Regional councils sites
Healthy Tree, Healthy Me	<ul style="list-style-type: none"> Regional Councils Caufc Board Members Urban Forestry Professionals 	<ul style="list-style-type: none"> Share related links on social media Animations explaining urban forestry benefits 	<ul style="list-style-type: none"> As needed outreach based on current affairs

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CAMPAIGN	AUDIENCE(S)	TACTICS	CHANNELS
Promotions: Annual haiku	<ul style="list-style-type: none"> • General Public • Decision Makers & Elected Officials • Related Nonprofits & Community Groups • Partner Organizations • Donors & Sponsors • Regional Councils • Caufc Board Members • Urban Forestry Professionals 	<ul style="list-style-type: none"> • Produce materials to educate the public on the importance of continuing to water & care for trees during the drought • Waterwise landscaping advice & flyers • How to water trees in a drought flyers/videos • Use our “everyday heroes” to demonstrate simple methods to help trees survive while saving water • Customize materials to local conditions • Undertake outreach to cities, & agencies for sharing materials 	<p>PRINT & DIGITAL</p> <ul style="list-style-type: none"> • Flyers & Infographics • Social media • Our website • Enewsletter • Regional councils sites • As needed outreach based on current affairs • Local news sources • Localized workshops & events through regional councils
<p>Birthdays Pledge (PEER-TO-PEER FUNDRAISING CAMPAIGN)</p>	<ul style="list-style-type: none"> • General Public 	<ul style="list-style-type: none"> • Activate peer-to-peer fundraising for people to pledge their birthday. Instead of receiving gifts, people receive donations to their campaign. 	<p>DIGITAL</p> <ul style="list-style-type: none"> • Social media • Website • Email

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CAMPAIGN	AUDIENCE(S)	TACTICS	CHANNELS	WHO	WHEN
FRIEND-RAISING (CAUFC BOARD MEMBER RECRUITMENT)	<ul style="list-style-type: none"> CAUFC Board Members Urban Forestry Professionals Decision Makers & Elected Officials Related Nonprofits & Community Groups Partner Organizations Regional Councils 	<ul style="list-style-type: none"> Hold an event where current board members can bring someone they think would be a good fit for the CAUFC board to meet others Identify individuals who could potentially become board members & look at how to contact & woo them 	IN-PERSON <ul style="list-style-type: none"> Telephone calls, emails & face-to-face meetings Use professional social media, like LinkedIn to reach out & make initial contact Hold events 		

CAMPAIGN	AUDIENCE(S)	TACTICS	CHANNELS
Conferences, webinars, & workshops	<ul style="list-style-type: none"> • Urban Forestry Professionals • Partner Organizations • Related Nonprofits & Community Groups • Regional Councils • Donors & Sponsors 	<ul style="list-style-type: none"> • Promote the conference to encourage attendance • Annual awards • Industry pertinent education opportunities throughout California 	<p>PRINT & DIGITAL</p> <ul style="list-style-type: none"> • Flyers & Infographics • Social media • Our website • Enewsletter • Regional councils sites • As needed outreach based on current affairs • Local news sources • Localized workshops & events through regional councils
PROGRAMS DELIVERED THROUGH INVEST FROM THE GROUND UP	<ul style="list-style-type: none"> • General Public • Decision Makers & Elected Officials 	<ul style="list-style-type: none"> • Community based tree planting • Local partnerships with nonprofits 	<ul style="list-style-type: none"> • print advertising • app for 'amplify the city forest' grant
Cool Parks	<ul style="list-style-type: none"> • Related Nonprofits & Community Groups 		<ul style="list-style-type: none"> • multi-year commitments
Cool Parks (Amplify)			
City Forest Renewal 1	<ul style="list-style-type: none"> • Partner Organizations 		
City Forest Renewal 2	<ul style="list-style-type: none"> • Donors & Sponsors 		
Coastal Conservancy	<ul style="list-style-type: none"> • Regional Councils 		
Prop 1	<ul style="list-style-type: none"> • CAUFC Board Members • Urban Forestry Professionals 		

caufc.org

