

NORTHERN KENTUCKY URBAN COMMUNITY FORESTRY COUNCIL (NKUCFC)
Strategic Plan (revised August 2017)

PROPOSED MISSION

The Council provides a forum for learning, sharing technical information and acting to incorporate the multiple values of urban forestry into the planning of our shared landscape. We help communities improve the management of their trees and green spaces so as to protect and enhance them for future generations, and provide an opportunity to join others who are interested in community trees.

The Northern Kentucky Urban & Community Forestry Council (NKUCFC) is a 501 (c) 3 non-profit organization comprised of an interdisciplinary group of citizens and professionals who support the work of existing organizations and agencies interested in urban forestry.

PROPOSED VISION

In 10 years, communities the Northern Kentucky area will integrate the value of urban forestry into local and regional planning and seek opportunities to merge the man-made and natural environments so both are accommodated and enhanced in planning and development.

Goals and Strategies

GOAL 1

Develop marketing materials for target audiences regarding urban forestry best management practices policy development and planning.

- a. Assemble and evaluate available research-based information on the economic, social, and quality of life benefits of urban forests
- b. Develop multiple messages that can be deployed using different media outlets
- c. Improve and continuously update the NKUCFC web site
- d. Establish a speaker's bureau
- e. Develop a media kit that contains common information about NKUCFC and additional information on specific projects or programs
- f. Encourage all local governments in the region to include a tree canopy assessment as a routine component of community infrastructure evaluation

GOAL 2

Evaluate current and identify new programs to focus efforts on those that will strengthen and intensify the mission achievement of NKUCFC

- a. Develop a media kit that contains common information about NKUCFC and additional information on specific projects or programs
- b. Convene a forum of representatives from cities in the region that do not have a forester to identify the kinds of assistance they would like to have access to through NKUCFC
- c. Implement an advanced training program for public works employees to complement the Public Workers Tree Seminar
- d. Provide research based information on the management and growth of the tree canopy in the region
- e. Address the growth needs of Reforest NKY and Taking Root
- f. Address the growth needs of ISA Certification Scholarships
- g. Address the growth needs of PWTS
- h. Address the growth needs of KY Roots

- i. Address the growth needs of Fall dinner/TIOC
- j. Evaluate the costs and benefits of establishing a civic foresters or tree stewards program to build support for urban forestry using the curriculum from Project Learning tree and extension workshops
- k. Recommend the civic foresters program as a potential management tool for neighborhood street trees
- l. At member meetings, invest 10 to 15 minutes brainstorming program and fundraising ideas

GOAL 3

Enhance organizational structure and processes to assure efficient and effective achievement of mission and vision while moving towards a financially stable organization by expanding and diversifying your income streams

- a. Revise by-laws to streamline them so as to facilitate the operations of the organization
- b. Adopt operational policies for the implementation of the mission and the by-laws
- c. Redesign the Board and Executive Committee according to the operational policies
- d. Establish standing committees with clearly defined areas of responsibility
- e. Finalize NKUCFC's membership policies and fees
- f. Develop volunteer job descriptions for key programs and organizational activities
- g. Increase the number and diversity of partner organizations
- h. Formally adopt a strategic plan to guide the implementation of the mission
- i. Periodically review the strategic plan to update as needed
- j. Set a target goal for the proportion of your annual income you want to be derived from grants
- k. Develop a list of grants that can fund tree planting and related activities and the submission dates so you can routinely submit on time

Board Committees

Development - Marketing, Fundraising, Membership

Led by: Rosie Santos

Members: Kris Stone, Crystal Courtney

Operations - program alignment to goals outreach, education, and advocacy

Led by: Matt Frantz

Members: Michele Stanton, Jessica Spencer

Executive

Led by: Crystal Courtney

Members: Rosie Santos, Tara Sturgill, Chris Kaeff

Programming Committees

Reforest NKY/Taking Root: Jessica Spencer

TIOC: Sarah Gracey?

PWTS: County Rotation (DJ Skully, Michele Stanton, Gina Ligion)

UTC: Matt Frantz

ISA Arborist Scholarship: Kris Stone

NKUFC Strategic Plan

GOAL 1				
Develop marketing materials for target audiences regarding best management practices policy development and planning.				
<i>Strategies/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
<p>a. Assemble and evaluate available research-based information on the economic, social, and quality of life benefits of urban forests</p> <p>1. Assemble information from diverse sources</p> <p>2. Evaluate the information to:</p> <p>Identify critical gaps</p> <p>Identify key information to be used in marketing messages</p> <p>3. Seek out partners who can collaborate with you to develop the information that will fill in the gaps</p>			Development	2017
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
<p>b. Develop multiple messages for various target audiences that can be deployed using different media outlets:</p> <p>Target Audiences:</p> <ol style="list-style-type: none"> 1. Industry professionals/Public employees 2. Municipal leaders (both elected and administrative) 3. Organizations 4. Residents <p>Recommend local leaders develop a landmark tree program that includes identifying and marking examples within the region</p>			Development A communications, marketing, or ISC program at a University to take on the development of marketing messages	2018

<ol style="list-style-type: none"> 1. . Develop criteria for identifying landmark trees 2. Identify trees in the region that meet the criteria 3. Place markers at appropriate trees 4. Celebrate the landmark trees with press releases and encourage neighborhoods to host a tree celebration <p>Recommend local leaders develop rapid response teams with diverse expertise to identify, warn of and address threats to the urban forests</p> <ol style="list-style-type: none"> 1. a. Determine if other communities have rapid response teams 2. 3. b. Assess the benefits and costs of creating rapid response teams 4. 5. c. Develop an outline of the composition and operations of rapid response teams 				
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
<p>c. Improve and continuously update the NKUCFC web site</p> <ol style="list-style-type: none"> 1. Link the web site to key social media outlets 2. Diversify the informational resources on the web site targeted to different audiences 3. Establish informational videos to convey critical knowledge about urban forests 4. Develop training for various programing committees on web management (Require program committees to manage their own press 			Development	2017

releases, web pages, and social media				
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
d. Establish a speakers bureau 1. Develop a media presentation for adult groups 2. Develop a list of organizations and associations who might be interested in a presentation by a NKUCFC representative 3. Recruit volunteers who are willing to do presentations to groups based on their availability			Development	2019
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
e. Develop a media kit that contains common information about NKUCFC and additional information on specific projects or programs 1. Identify a volunteer with media experience to design the media kit 2. Highlight the importance of urban foresters by providing local governments with information on how many communities have this position or access this professional knowledge a. Make a presentation to local governments that do <u>not</u> have an urban forester in their employ or on contract b. Recognize and honor the vision of local governments that do have an urban forester in their employ or on contract			Development	2018

<p>c. Offer to provide supporting information and mentorship to communities without urban foresters</p>				
<p>f. Encourage all local governments in the region to include a tree canopy assessment as a routine component of community infrastructure evaluation</p> <ol style="list-style-type: none"> 1. Develop an action proposal for local government to adopt 2. In those communities where the tree canopy analysis is not conducted, find partners who will conduct the assessment 3. In partnership with a University, seek funding to establish a regional tree canopy database that can be used to evaluate changes and direct plantings 4. Provide research-based information to local community leaders on the impact of the tree canopy on social, health and economic equity (e.g., location of heat sumps) 			UTC	on going
<p>GOAL 2 Evaluate current and identify new programs to focus efforts on those that will strengthen and intensify the mission achievement of NKUCFC</p>				
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
<p>a. Develop a media kit that contains common information about NKUCFC and additional information on specific projects or programs</p> <ol style="list-style-type: none"> 1. Create a list of cities in the region that do not 	<p>Constant Contact log in: NKUCFC forestry</p>		Operations Committee	2017

<p>have a forester or tree board</p> <p>2. Identify at least three individuals from each target audience in each city who would have an interest in discussing opportunities to partner with NKUCFC</p> <p>3. Develop a letter of invitation and emphasize the opportunity to link with an association of urban forestry professionals</p> <p>4. At a PWTS event, make an announcement to city workers about the upcoming forum and encourage them to strongly suggest that a city representative participates</p> <p>5. Finalize agenda, location, time, etc.</p>				<p>2017</p> <p>2018</p> <p>March 2018</p> <p>June 2018 Event August 2018</p>
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
b. Convene a forum of representatives from cities in the region that do not have a forester to identify the kinds of assistance they would like to have access to through NKUCFC			Operations Committee	2019?
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
c. Implement an advanced training program for Public Workers Tree Seminar			Operations Committee PWTS	2018?
<p>1. In collaboration with professional partners, identify core knowledge and skills required to be effectively manage urban trees</p> <p>2. Price the value of the training to include material development, professional time for delivery, materials to be distributed and NKUCFC administrative overhead The cost estimate does not include the cost of a location since it is assumed that the organization will</p>				

<p>provide a location for training</p> <p>3. Provide research based information to the target audience on the relationship between tree canopy and other infrastructure issues, such as: water quality, environmental quality, stormwater management, transportation choices</p>				
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
<p>d. Provide research based information on the management and growth of the tree canopy in the region</p> <p>1. Review criteria used in other cities for the management and growth of the tree canopy</p> <p>2. Develop an ordinance proposal for local governments to consider adopting on management and growth of the tree canopy</p> <p>3. Identify citizen advocates in all local government areas to guide the effort to have the proposed ordinance adopted</p>			<p>Operations Committee</p> <p>UTC Committee</p>	2019
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
<p>e. Address the growth needs of Reforest NKY and Taking Root</p> <p>1. Develop a plan to combine Reforest NKY/Taking Root committees.</p> <p>2. Create a new brand for the combined committees.</p> <p>3. Utilize UTC assessment to identify potential areas for new reforestation projects</p> <p>4. Diversify and expand funding sources.</p>			<p>Operations Committee</p> <p>Reforest Committee</p>	2017

5. Post event evaluation				
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
f. Address the growth needs of ISA Certification Scholarships			Operations Committee ISA Scholarship Committee	2017
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
g. Address the growth needs of PWTS			Operations Committee PWTS Committee	2017
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
h. Address the growth needs of KY Roots			Operations Committee	2017
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
i. Address the growth needs of Fall dinner/TIOC 1. Define mission of TIOC to better align with organizational missions 2. Expand marketing to target audiences (see goal 1 a) 3. Annually evaluate the outcomes of the Fall dinner/TIOC to identify areas where you can enhance fulfillment of your mission			Operations Committee	2017
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
j. Evaluate the costs and benefits of establishing a civic foresters or tree stewards program to			Operations Committee	2020

<p>build support for urban forestry using the curriculum from Project Learning tree and extension workshops</p> <p>1. Working with local Extension offices, Master Gardeners and local urban forestry boards/garden clubs assess the interest in participating in such a program</p> <p>2. If interest is present, develop the structure and process for such a group. Be sure to review similar programs in other cities</p>				
<p><i>Strategy/Actions</i></p>	<p><i>Resources needed</i></p>	<p><i>Indicators of desired results (outputs)</i></p>	<p><i>Responsibility of</i></p>	<p><i>Target Date</i></p>
<p>k. Recommend the tree stewards program implementation of a neighborhood street trees program</p> <p>1. Gather information on neighborhood street tree adoption programs in other places</p> <p>2. Develop the structure and process for such a program in Northern Kentucky</p> <p>3. In collaboration with Extension offices and other partners, market the program and its benefits for neighborhoods</p>			<p>Operations Committee</p>	<p>2020</p>
<p><i>Strategy/Actions</i></p>	<p><i>Resources needed</i></p>	<p><i>Indicators of desired results (outputs)</i></p>	<p><i>Responsibility of</i></p>	<p><i>Target Date</i></p>
<p>l. At member meetings, invest 10 to 15 minutes brainstorming program and fundraising ideas</p>			<p>Board</p>	
<p>GOAL 3 Enhance organizational structure and processes to assure efficient and effective achievement of mission and vision while moving towards a financially stable organization by expanding and diversifying your income streams</p>				
<p><i>Strategy/Actions</i></p>	<p><i>Resources needed</i></p>	<p><i>Indicators of desired results (outputs)</i></p>	<p><i>Responsibility of</i></p>	<p><i>Target Date</i></p>

a. Revise by-laws and constitution to streamline them so as to facilitate the operations of the organization			Executive Committee	2017
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
b. Adopt operational policies for the implementation of the mission and the by-laws			Executive Committee Board	2017
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
c. Redesign the Board and Executive Committee according to the operational policies			Executive Committee Board	2017
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
d. Establish standing committees with clearly defined areas of responsibility			Executive Committee Board	2017
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
e. Finalize NKUCFC's membership policies and fees			Development Committee	2017
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
f. Develop volunteer job descriptions for key programs and organizational activities			Development Committee	2017
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
g. Increase the number and diversity of partner organizations			Development Committee	2019
1. Explain what your organization can bring to a partnership that would help them achieve their mission and/or goals				

2. Precisely explain what assistance or collaboration you desire from them to help you achieve your mission and goals				
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
h. Formally adopt a strategic plan to guide the implementation of the mission			Executive Committee Board	2017
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
i. Periodically review the strategic plan to update as needed			Board	On going
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
j. Set a target goal for the proportion of your annual income you want to be derived from grants 1. Identify priority areas of NKUCFC programs and activities 2. Identify grant opportunities that match priority areas 3. Develop a list of potential partners			Executive committee	2017
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
k. Develop a list of grants that can fund tree planting and related activities and the submission dates so you can routinely submit on time 1. Identify a volunteer who will routinely review RFPs to identify grants that can support your			Executive committee	2018

<p>programs</p> <p>2. Develop an NKUCFC organization description and supporting materials that can be incorporated into most grants</p> <p>3. Identify member volunteers with experience writing grants to do this work for NKUCFC</p>				
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>	<i>Target Date</i>
I. Develop NKUCFC policies on how the grant fiscal agent will be determined, and how administrative fees be calculated and shared among partner organizations			Executive committee	2018