

**Indiana Urban Forest Council**  
*Strategic Planning Session Objectives*

- To complete an organizational assessment to gain a sense of shared history of the IUFC.
- To develop a shared vision for the Council.
- To revisit and reconfirm existing Council Mission.
- To determine strategic directions for the Council based on the shared vision.
- To develop strategy briefs and key components for each strategic direction.
- To develop action plans for priority strategy briefs.

*Strategic Planning Session Evaluation*

**Pros**

Lodging  
Food  
Lisa-flexible facilitator  
Pam/Burney's participation  
Former board members participation  
Session's overall process  
Two-day Agenda  
Agenda stayed on time

**Cons**

Friday was too long  
More scenic location  
Session and lodging at same place  
Schedule conflict with NCAA  
Better directions/maps

# Indiana Urban Forest Council

## *Strengths & Weaknesses*

The group began listing specific strengths and weaknesses relating to the Council. Once all items were displayed, the lists were evaluated for common topics and items of special importance.

### **Strengths:**

- ❖ Good cross-section of tree people/diversity
- ❖ Continuity of members
- ❖ Relationship with State (IDNR, CUF)
- ❖ Enthusiastic Leadership
- ❖ Independence-allows for many possibilities
- ❖ Positive effects with communities via education etc.
- ❖ Open to citizens of Indiana
- ❖ Principled; stay to focus on urban forestry
- ❖ Dynamic members, good cross section
- ❖ Excellent annual conference; good balance of tech/non-tech subjects
- ❖ Commitment
- ❖ Passionate-fearless members; "cool group"
- ❖ Number of communities represented; different areas
- ❖ Having an Executive Director keeps Council organized
- ❖ Council independence/confidence; less reliance on IDNR
- ❖ Grant funding continuity (for Exec. Director)
- ❖ Awards Program
- ❖ Strong and diverse board
- ❖ Networking
- ❖ Support from State Forester
- ❖ Pam Louks

### **Weaknesses:**

- ❖ Need a financial plan (income/funding)
- ❖ Shrinking number of volunteers on board
- ❖ Need to increase visibility
- ❖ Need for public educational initiatives
- ❖ Board reliance on Executive Director position (collapse of committees)
- ❖ Sense of cliques sometimes
- ❖ Travel challenges for IUFC members
- ❖ IUFC could be of aid/assistance to public
- ❖ Overall better communication board to members
- ❖ Limited meeting times; sense of limited continuity
- ❖ Advisory role to State Forester (do more/action directives)
- ❖ Lack of legislative agenda (state)
- ❖ Need statewide impact with educational efforts; statewide campaign
- ❖ Areas of state without IUFC representation
- ❖ Publicize awards more (before and after)
- ❖ Be more action oriented

# Indiana Urban Forest Council

## *Shared Vision*

Shared visions were established by imagining where the Council would expect to be in three to five years. Similar topics were linked and repeating keywords were identified.



Clearinghouse for information  
Be a strong promoter of arboricultural practices  
Strong Network  
Become a strong resource in empowering needful communities  
End to bad practices  
Uniform guidelines to every municipality on importance and care of trees  
Tactical guidelines to communicate with private companies on proper practices

B

Representative from every county in the state  
Continued Board Diversity; honor prestige to be on board/competitive

I

Be the leading organization in the state for advocating the importance of urban forestry  
Be a stronger voice to the legislative government  
Provide effective advice to State Forester

O

Greater impact /influence with architects, engineers, mayors etc.  
IUFC presence at important state conferences  
Integral part of urban forestry infrastructure (streets, engineers, developers)



Well-done annual statewide educational focus  
Public educators for all aspects of urban forestry

\$

Create a growing endowment for the urban forest  
Become financially independent



Statewide recognition of allies of Green (IUFC, IAA, CUF, IDNR)  
Effectively collaborate with others who share a similar interest in green infrastructure

@

Media Stars-PSA about IUFC (what we do etc)  
More visible presence in communities around the state/Mascot



Full-time and more staff  
Examine/clarify interactions among Pres., Exec. Dir., Exec. Board, committees-revisit/update organizational chart  
Annual conference known for excellence



Reach out to children, groups, and college students  
Influence related businesses/industries/professions  
Gorilla activism-interact with communities-presentations



p

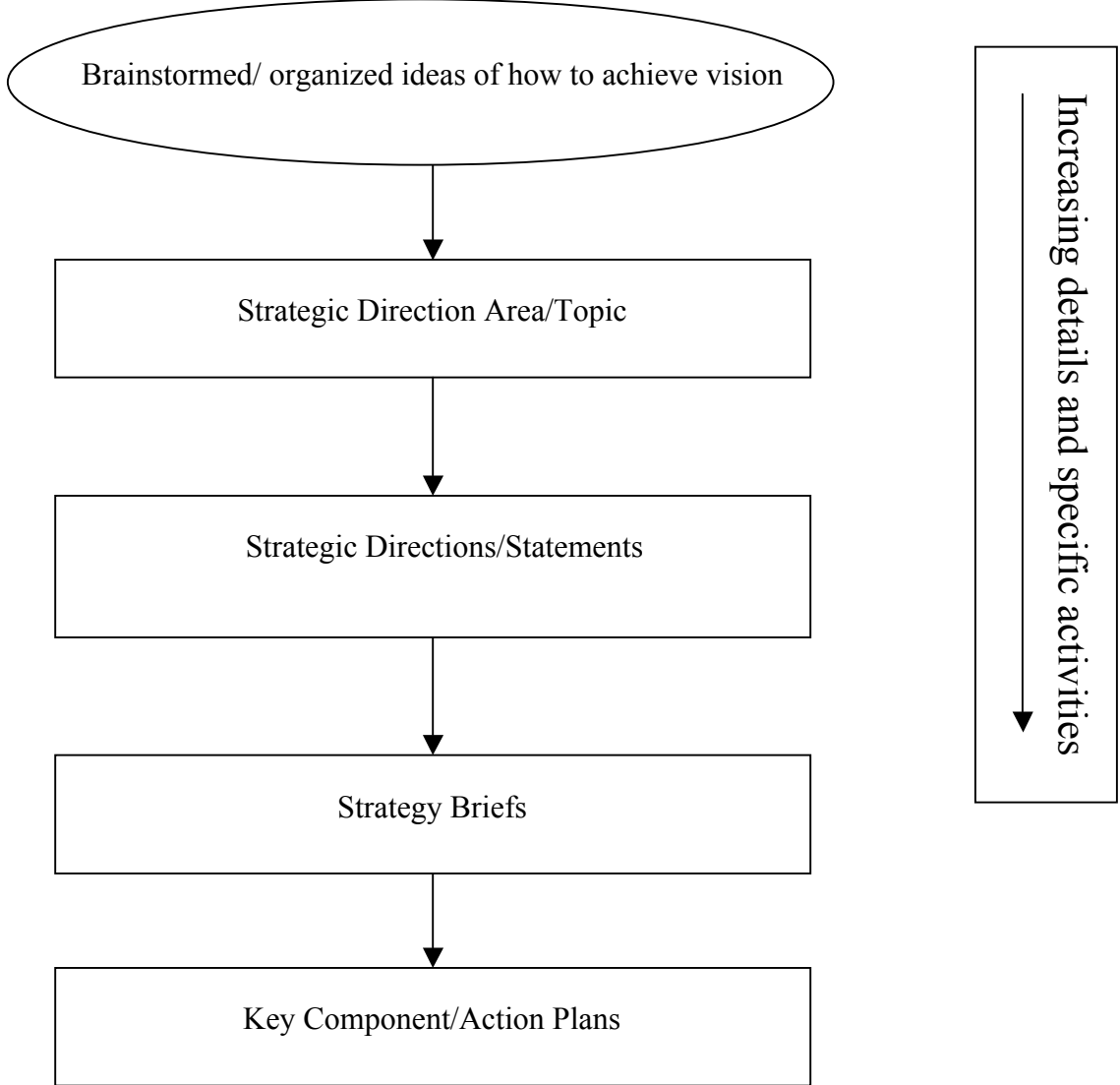
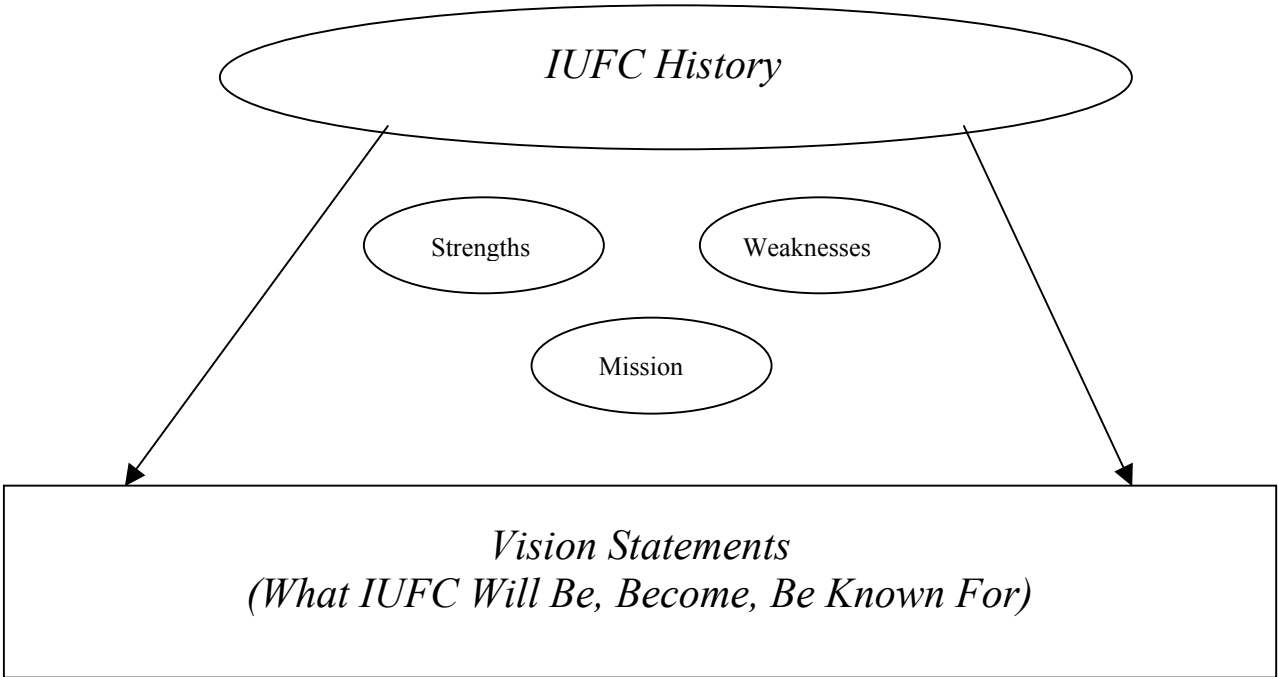
Website  
Publications & web info (topics with IUFC name)  
Website linkages

## **Indiana Urban Forest Council** *Vision Statements*

The various shared visions were combined into the following eight items in order to provide a more specific focus to each area of concern.

Our Shared Vision is...

- To create awareness of the importance of the urban forest resource to citizens and communities.
  
-  To be a leading organization with clearly defined roles and abundant resources.
  
- B** Strengthened diversity based on elected (prestige & honor) representation from all regions of the state and among all allied organizations.
  
- \*** To be "the" technical, educational, and informational resource to communities throughout the state.
  
- I** To be the leading advocate for urban forestry to Indiana government.
  
- To be the state's resource on green infrastructure standards for community master planning.
  
- @** To create a more visible public presence statewide.
  
-  To be the leading advocate and coordinator of urban forestry issues in Indiana.



## **Indiana Urban forest Council**

### *Strategy Direction Area/Topics*

The vision statements were analyzed to establish the specific direction of the task as well as some specific items involved with completing the tasks. One key component was selected to further focus and simplify the task. The design of each strategy direction will allow the Council to prioritize all tasks and then refer back to the list once the first set of highlighted items have been successfully completed.

*The Strategy Direction is:* **Education**

*The Major Intent is:* **Identify & disseminate arboriculture/urban forestry information to both membership and public.**

*Key Components are:*

- 1. Gather and distribute educational & technical information thru multi-media (brochures, web, videos, etc.)**
- 2. Create Speakers Bureau (provide presentation)**
- 3. Create educational media presentations on urban forestry and arboriculture topics (multi audiences)**
- 4. Promote urban forest segment of Project Learning Tree**

*Critical Indicators of Success:*

- 1. Appropriate educational materials available for use**
- 2. Active members for speakers**
- 3. Positive public feedback of educational success.**

*The Strategy Direction is:* **Promotion/Awareness: to create and expand IUFC encompassing all media possibilities.**

*The Major Intent is:* **to create name recognition as leading organization promoting urban forestry.**

*Key Components are:*

- 1. Market Annual Conference**
- 2. Arbor Day Blitz**
- 3. Develop IUFC press packet**
- 4. Emphasis on Annual Awards**
- 5. Statewide letters to editor**
- 6. PSA's promoting IUFC "icon"**

*Critical Indicators of Success:*

- 1. Increase in Annual Conference Attendees**
- 2. Press packet "icon"**
- 3. Increased awareness/attendance at Arbor Day events**

*The Strategy Direction is:* **Political Advocacy: the IUFC will work to promote awareness with elected officials.**

*The Major Intent is:* **effective political action; promote public understanding, create funding and build allies.**

*Key Components are:*

1. **Explore legislative outreach possibilities; consider partnerships**
2. **Explore define role of Council legislative liaison**
3. **Develop and present model urban forestry legislation to key communities.**
4. **Send/Distribute IUFC newsletter to appropriate elected officials**
5. **Hold legislative meetings**

*Critical Indicators of Success:*

1. **New legislation on the books**
2. **More urban forestry money**
3. **Hometown Indiana has funding**

*The Strategy Direction is:* **Partnerships: IUFC will build and expand partnership with allied organizations.**

*The Major Intent is:* **to fulfill the IUFC mission statement through effective collaboration**

*Key Components are:*

1. **Identify and develop allied groups**
2. **Collaborate w/ booth at different venues (home show, flower & patio show)**
3. **Increase representation and participation from allied organization**
4. **Invite other groups to our programs**
5. **Encourage individual and IUFC participation with allied groups**
6. **Offer promotional newsletter and other communication links with allied groups**

*Critical Indicators of Success:*

1. **Track membership; where they found out about the IUFC**
2. **Reciprocal speakers**
3. **Track hits on website**

*The Strategy Direction is:* **Fundraising: the IUFC will develop a financial plan.**

*The Major Intent is:* **to establish fiscal responsibility and independence, decrease dependency on DNR grant funding.**

*Key Components are:*

1. **Identify and pursue other funding sources**
2. **Create annual budget**
3. **Establish a membership drive**
4. **Implement a sponsorship drive**
5. **Create a tree fund**

*Critical Indicators of Success:*

1. **Income exceeds expenditures**
2. **Decreased dependency on DNR grants**
3. **Significant increase in membership**

*The Strategy Direction is:* **BMP/Standards: IUFC will promote proper urban forestry management.**

*The Major Intent is:* **Promote creation and use of urban forestry management standards; increase awareness of urban forestry standards within allied professionals**

*Key Components are:*

1. **Explore and adopt good urban forestry management practices...issue position statements**
2. **Increase presence at all levels of instructional planning**
3. **Compile and distribute urban forestry standards**
4. **Research and develop model urban forestry legislation with allied professional groups**

*Critical Indicators of Success:*

1. **Increase in Urban Forester positions around the state**
2. **Increase in beneficial urban forestry legislation**
3. **A visible decrease in bad management practices in urban forestry.**

*The Strategy Direction is:* **Board Roadmap**

*The Major Intent is:* **to give the Board a plan for leadership and action.**

*Key Components are:*

1. **Develop a five-year plan to implement vision, revise and update annually.**
2. **Clarify responsibilities of Board members and Executive Director.**
3. **Provide information and advice to State Forester**
4. **Organize standing committees to be responsible for implementation of each (or selected) key component of vision with committee reports at each board meeting.**
5. **Board will plan and act. Each Board member is needed to participate actively.**

*Critical Indicators of Success:*

1. **By reaching goals of annual plan**
2. **Active participation of every board member**
3. **Feedback from State Forester**

*The Strategy Direction is:* **Web/E-Communication**

*The Major Intent is:* **to use Internet technology to improve IUFC communications.**

*Key Components are:*

1. **Establish a website**
2. **Identify expertise and funding for ongoing management of website**
3. **Gather urban forestry resources and add to website**
4. **Implement IUFC Listserve**
5. **Create a message board system for urban forestry topics**
6. **Develop online chat sessions with urban forestry professionals and topics**

*Critical Indicators of Success:*

1. **Working website within six months**
2. **Measurable use of e-communication by members and public**
3. **Website is updated regularly**

## Indiana Urban Forest Council *Strategic Direction/Action Plan*

**The highlighted item was selected from each strategy brief in order to develop a simple and specific plan of action to achieve each item.**

*Strategic Direction/ Action Plan:*    **Education**

*Key Component/ Action:* **Gather and distribute educational and technical information through multi-media (brochures, web, videos, etc.)**

*Projected Accomplishment:* **To create a healthy urban forest for a higher quality of life statewide**

<i>Action Step:</i>	<i>When</i>	<i>Who</i>
1. <b>Action plan-decide what issues, topics to disseminate</b>	September '03	David Oberst
2. <b>Research available resources</b>		
3. <b>Acquire necessary funding/ develop a budget</b>		
4. <b>Decide how to distribute</b>		
5. <b>Work closely with other groups</b>		

*Resource Needs:* **Funding, other organizations (IAA, ISA, PU), committee members**

*Strategic Direction/ Action Plan:*    **Promotion/ Awareness**

*Key Component/ Action:* **Market Annual Conference**

*Projected Accomplishment:* **Focus mass awareness of urban forestry**

<i>Action Step:</i>	<i>When</i>	<i>Who</i>
1. <b>Increase mailing from 5,000 to 10,000</b>	04'	Conf. Comm.
2. <b>Identify additional 5000 customers</b>	03'	Board
3. <b>Emphasize awards for special event</b>		
4. <b>Media Blitz</b>		
5. <b>Major celebrity keynote speaker</b>		
6. <b>Member incentives</b>		

*Resource Needs:* **Marketing Consultant, target political figureheads, funding for member incentives, consider moving awards banquet to separate time.**

*Strategic Direction/ Action Plan:* **Political Advocacy**

*Key Component/ Action:* **Explore legislative outreach possibilities, considering partnerships**

*Projected Accomplishment:* **to increase awareness of appropriate elected officials**

<i>Action Step:</i>	<i>When</i>	<i>Who</i>
<b>1. Send IUFC newsletter to elected officials, IDNR Director and Gov.</b>	<b>03'</b>	<b>Nancy</b>
<b>2. Position statement on Hometown Indiana funding.</b>		
<b>3 Create a legislative reception (breakfast, tea, lunch, dinner)</b>		

*Resource Needs:* **Address labels, Contacts for Hometown Indiana history, Sponsor for reception**

*Strategic Direction/ Action Plan:* **Partnerships**

*Key Component/ Action:* **Identify and develop allied groups/partners**

*Projected Accomplishment:* **Work with allies to promote our IUFC mission and enhance awareness of IUFC.**

<i>Action Step:</i>	<i>When</i>	<i>Who</i>
<b>1. Compile list of "green" allies</b>	<b>'03</b>	<b>Form committee</b>
<b>2. Make contact with leaders of allies</b>		
<b>3. Invite allies to participate with IUFC</b>		
<b>4. Find common ground with each group</b>		
<b>5. Offer to participate on common group issues</b>		
<b>6. Keep communication lines open</b>		
<b>7. Each group actively shares "who's who" in green arena</b>		

*Resource Needs:* **Funding – People and groups willing to help statewide.**

*Strategic Direction/ Action Plan:* **Fundraising**

*Key Component/ Action:* **Identify and pursue other funding sources**

*Projected Accomplishment:* **Increase funding**

<i>Action Step:</i>	<i>When</i>	<i>Who</i>
<b>1. Check printed funding resources (Foundation Directory)</b>	<b>03'</b>	<b>Julie</b>
<b>2. Create database of past donors</b>	<b>03'</b>	<b>Nancy/Nate</b>
<b>3. Search Internet for funding/grant resources</b>	<b>03'</b>	<b>Julie</b>
<b>4. Expand list of other contacts (utility, nursery, tree services)</b>	<b>03'</b>	<b>Nate</b>
<b>5. Identify avenues to increase membership</b>	<b>04'</b>	<b>Member. Comm.</b>

*Resource Needs:* **Utility List from Nate/ Pam, Possible mailing lists from Pam, Membership brochure**

*Strategic Direction/ Action Plan:* **BMP/ Standards**

*Key Component/ Action:* **Explore and adopt good urban forestry practices, issue position statements.**

*Projected Accomplishment:* **Publicly and politically identify Council's position.**

<i>Action Step:</i>	<i>When</i>	<i>Who</i>
<b>1. Identify and compile available info on urban forestry topics</b>	<b>03'</b>	<b>Educ Comm</b>
<b>2. Review info and develop position</b>	<b>03'</b>	<b>Educ. Comm.</b>
<b>3. Contact and consult with targeted partners</b>		
<b>4. Info blitz (brochures, PSA's, etc.) on developed position statements</b>		
<b>5. Modify position statements as needed</b>		

*Resource Needs:* **Information, list of targeted partners, Annual funding for info disbursements, Board and Committee involvement**

*Strategic Direction/ Action Plan:* **Board Road Map**

*Key Component/ Action:* **Develop a 5-year plan to implement vision. Revise and update annually.**

*Projected Accomplishment:* **Master plan will provide a written list of goals for Council to follow and achieve.**

<i>Action Step:</i>	<i>When</i>	<i>Who</i>
<b>1. Establish a five-year plan committee</b>	<b>03'</b>	<b>Board</b>
<b>2. Review strategic session document</b>	<b>03'</b>	<b>Board</b>
<b>3. Assign strategic actions to committees</b>	<b>03'-04'</b>	<b>President</b>
<b>4. Plan Committee evaluate 1-year plan</b>	<b>annually</b>	
<b>5. Executive Committee prepare job description for ED</b>	<b>03'</b>	<b>Exec. Comm.</b>

*Resource Needs:* **Review Strategic Planning Document, Master Plan Committee formation, Board member participation.**

*Strategic Direction/ Action Plan:* **Web/E-Communication**

*Key Component/ Action:* **Establish website, identify expertise and funding for ongoing management of website.**

*Projected Accomplishment:* **Increase IUFC communications and visibility through Internet technology.**

<i>Action Step:</i>	<i>When</i>	<i>Who</i>
<b>1. Develop outline for website content</b>	<b>03'</b>	<b>Educ Comm</b>
<b>2. Obtain quotes from website designers</b>	<b>03'</b>	<b>Nancy</b>
<b>3. Secure funding for website</b>	<b>03'</b>	<b>Finance Comm.</b>
<b>4. Select website designer</b>	<b>03'</b>	<b>Board &amp; Nancy</b>
<b>5. Determine how/where website is hosted</b>	<b>03'</b>	<b>Board &amp; Nancy</b>
<b>6. Identify who will maintain</b>	<b>03'</b>	<b>Board &amp; Nancy</b>

*Resource Needs:* **Funding and technical expertise**

# **Indiana Urban Forest Council**

*Strategic Planning Session Outcomes*  
*March 21-22, 2003*

**Facilitator: Lisa Burban**  
**Recorded by: Nancy Anderson**

