

Conservation Federation of Missouri

Strategic Plan

Revised May 31, 2011

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Section I: Active Organization Goals

Funding

GOAL # 1

Achieve CFM financial goals as follows:

- 1. Achieve annual operating income and budget of \$1,750,000 by year 2020.*
- 2. Maintain \$1,000,000 reserve fund.*
- 3. Annual operating income exceeds expenses.*

STATUS: 1. Income budget for 2010 was \$627,776 or 36% of goal.
Income budgeted for 2011 is \$639,150.
2. Income in 2010 was \$589,542 and expenses were \$613,381.
3. Reserve fund balance was \$742,654 on 3/31/2011.

FIRST PROPOSED: Goals 2 & 3 proposed in 2008
Goal 1 proposed 11/8/2010

BOARD APPROVAL: Measures 2 & 3 approved in 2008
Measure 1 approved 2010

STRATEGIES / ACTIONS

1. Market to major funding sources. Solicit endorsements from foundations, sporting goods firms, and well known donors.

COMMITTEE ASSIGNMENT

Ways & Means, Share the Harvest, and Staff

STATUS: Business Alliance membership is at 35 and growing steadily. All sold NAP credits for Share the Harvest and all NAP credits approved for supplies for the State Parks Division Summer Youth Program were sold in 2010.

2. Reach out to individuals, groups and organizations that may have dropped their affiliation with CFM.

Staff and board members

STATUS: Ongoing with continuous efforts being made to solicit affiliates so as to encourage their members to become individual members. Lists from MDC of individuals obtaining

licenses and permits and the Missouri Conservationist mailing list was obtained and these 105,000 individuals are being solicited to become individual members.

3. Operate a system or method for determining where money donated to CFM or the Foundation will go and what the money will be used for – Annual Budget

STATUS: Budget and Finance Committee was formed, is operational and working.

4. Continue increasing memberships in CFM.

Staff, Membership Committee

STATUS: See Item #2

5. Engage the CLC in fundraising efforts.

CLC

STATUS: Andy McDaniels of NWF hosted a grant writing workshop for CLC students at Dave Murphy's farm.

6. Design system of improvements adopting appropriate processes from other effective NWF affiliates and other organizations.

STATUS: Using system more responsive and in line with audit. Financial reports being distributed a few days prior to board meetings. CFM is now scheduling board meetings for the 3rd weekend of the month so that very current financial data is available for distribution to the board prior to board meetings. These things and others are operational and working via the Budget & Finance Committee and the CFM Office Manager.A2

7. Use of CFM grants should be examined for they can get public attention and may help attract contributions.

Executive Committee

STATUS: Teaming with Wildlife awarded \$17,200 for 10 projects in 2010. Early in 2011 CFM awarded 24 small grants to affiliates for a total of \$37,275. Funds have also been made available for purchasing supplies for the State Parks Youth Work Program and Archery in the Schools Program.

8. Work with Conservation Foundation Charitable Trust Board to join Missouri Charitable Trust goals and assets in CFM.

E. Sydney Stephens Committee, Executive Committee

STATUS: Mike Schallon has appointed Charlie Davidson to the CFM Board. Status is more or less in limbo.

Memberships

GOAL # 1

Increase memberships to 25,000 by 2020. (This includes all memberships except Affiliate memberships.) Increase Affiliate memberships to 100,000 by 2020.

STATUS: Memberships at 4,150 and depends on time of year measured with some growth being achieved. Memberships are holding their own at best. Membership Committee will be addressing situation in near future.

FIRST APPROVED: 5/27/2010

BOARD APPROVAL: 2010

STRATEGIES / ACTIONS

COMMITTEE ASSIGNMENT

1. Conduct major membership program in house with staff

CFM Staff

STATUS: Staff performing this work.

2. Engage the CLC in membership recruitment efforts.

CLC

STATUS: Success is mixed. CLC students have helped staff the CFM booth at events. Some CLC students could become more involved and stress this more.

3. Market CFM at special public events.

CFM Staff and Volunteers

STATUS: Ongoing

4. Take steps to improve relations with affiliates. Make presentations to affiliates to help affiliates to make presentations to others. Board members will to help when possible. Engage in joint efforts with OAK Committee.

CFM board members, Staff, and key affiliates

STATUS: Amy's role with TWW and website helpful. Matt is helping with this effort. B.A.S.S. hosted a fishing tournament and the Rocky Mountain Elk Foundation has helped with elk restoration.

5. Upgrading CFM DVD with new narration, etc.

Media & Communications
Committee, CLC

STATUS: Being assigned to the Media/Public Relations Committee with CLC assisting.

GOAL # 2

Encourage outreach to achieve greater diversity within CFM.

STATUS: ?

FIRST APPROVED: 8/1/2008

BOARD APPROVAL: 2008

STRATEGIES / ACTIONS

COMMITTEE ASSIGNMENT

3. Outreach to garden clubs and other organizations as a method to achieve greater diversity

CFM Board and Staff

STATUS: This is barely happening. Perhaps board members could help identify organizations.

4. Look at population groups and what interests various age groups.

?

STATUS: Did polling for the Outdoor Summit. Next step is the OAKs Committee is planning to each fall have a summit with the next one being a Water Summit

5. Engage the Youth Leadership and Conservation Education Committee in increasing CFM membership cultural diversity through the CLC nomination process.

Youth Leadership and Conservation Education Committee

STATUS: ?

6. Outreach to photography clubs as a method to achieve greater diversity.

CFM Board and Staff

STATUS: Glenn Chambers has spoken to several clubs.

Administration / Staffing

GOAL # 1

Add new staff as needed and determined by board of directors.

STATUS: Working on hiring new director of development.

FIRST APPROVED: 2/22/2008

BOARD APPROVAL: 2008

STRATEGIES / ACTIONS

COMMITTEE ASSIGNMENTS

1. Hire Assistant Director.

Personnel Committee

a.) Prepare job description

b.) Conduct interviews

STATUS: Amy is performing some of the work of an Assistant Director. This strategy will be kept as a long range strategy but has a lower priority in the short term. Micaela also helps with various administrative responsibilities. CFM is updating the skills of new employees when filling vacancies.

2. Establish two CLC internship equivalents (one male, one female) to supplement CFM staff activities on projects such as Stream Team, Share the Harvest, Legislative visits, etc.

?

STATUS: Nothing yet.

GOAL # 2

Publish Annual Report to include funds obtained, memberships acquired, projects results, committees & officers, resolutions adopted, etc.

STATUS: Annual Report was included in the March 2011 issue of Missouri Wildlife.

FIRST APPROVED: 1/1/2010

BOARD APPROVAL: 2010

STRATEGIES / ACTIONS

1. Publish portions of report in each issue of Missouri Wildlife. Then publish complete report at end of year.

COMMITTEE ASSIGNMENTS

Dave Murphy

STATUS: The Resolutions passed at the 2010 Annual Conference were published in the May 2010 Issue of Missouri Wildlife. In the future it is the recommendation of the Executive Director that the complete Annual Report be published in the March issue each year rather than publishing portions in various months. It is the plan to add CFM Standing Committees and CFM Resolutions to the Annual Report. Then in various issues during the year a report on the status of the CFM Resolutions will be published in Missouri Wildlife.

CFM Board

GOAL # 1

Board Orientation and Training Manual completed. (NOTE: it is recommended this be called a Board Information Packet).

STATUS: ?

FIRST APPROVED: 8/1/2008

BOARD APPROVAL: 2008

STRATEGIES/ ACTIONS

COMMITTEE ASSIGNMENTS

1. Assign responsibility to 1st and 2nd Vice Presidents of CFM.

President

STATUS: This is now pretty well accomplished through the preparation of the CFM Annual Report and this past year through the information provided for the 75th Anniversary.

2. Pair up existing board members with new board members so as to mentor new board members.

President

STATUS: It seemed apparent this is happening through natural connections being made among new and existing board members with similar interests at the annual conference, board meetings and other events.

CFM Committees

GOAL # 1

Develop complete and accurate list of CFM Committees.

STATUS: This has been accomplished in so far as Standing Committees and next the Ad Hoc Committees need to be addressed.

FIRST APPROVED: 5/27/2010

BOARD APPROVAL: 2010

STRATEGIES/ ACTIONS

COMMITTEE ASSIGNMENTS

1. Develop accurate list of Ad Hoc committees

CFM Staff

2. CFM President appoint OAKs Committee to 2 year terms

CFM President

Legislative Affairs

GOAL # 1

Expand involvement with legislature.

STATUS: Much effort was devoted to this during the past legislative session because of there being so many new members in the Legislature.

FIRST APPROVED: 8/1/2008

BOARD APPROVAL: 2008

STRATEGIES / ACTIONS

COMMITTEE ASSIGNMENTS

1. Establish a method of members to enhance their relationship with their legislators. Educate members on legislative matters. Make reports to Dave. Dave needs to know who have relationships with legislators.

Executive Committee

STATUS: There was great success here for board members copied and notified Dave well whenever contacts were made. Dave received at least 100 communications from board members in this regard during the legislative session just ended.

2. Continue involvement with and support of Missouri Legislative Sportsman's Caucus.

Executive Director & Executive Committee

STATUS: Ongoing. Dave is our lead on working with the legislature. During this past legislative session 138 legislators joined the Missouri Legislative Sportsmen's Caucus, setting a record for membership in this group. Some very significant pieces of good legislation were passed and all the negative legislation was defeated during the legislative session just ended. For details refer to the report all board members received from Dave on May 17, 2011.

3. Engage CLC in interactions with policy makers to explain CFM Resolutions.

Dave Murphy

STATUS: Five CLC members participated in Legislator Day. CLC students are using Facebook pages to communicate with legislators.

GOAL # 2

Protect Missouri Department of Conservation Constitutional authority.

STATUS: Much success as all legislation encroaching on MDC's Constitutional Authority to regulate wildlife were defeated in the legislative session just ended.

FIRST APPROVED: 10/15/2008

BOARD APPROVAL: 2008

STRATEGIES / ACTIONS

1. Same as # 1 & # 2 under Goal #5

STATUS: Ongoing.

COMMITTEE ASSIGNMENTS

E. Sydney Stephens Committee, Executive Committee, Design for Conservation Defense Fund

Publicity / Public Relations

GOAL # 1

Expand coverage of conservation by the news media.

STATUS: See items that follow.

FIRST APPROVED: 3/31/2010

BOARD APPROVAL: 2010

STRATEGIES / ACTIONS

1. Consider appointing members to CFM Board with news media experience.

STATUS: A CFM Committee on Media and Communications has been formed. Additional emphasis needs to be placed on getting the committee active and productive. Dan Witter may help start efforts.

2. Get more publicity of a positive nature on CFM, conservation and natural resource organizations by feeding news papers with other news media with articles and news releases. Action Alerts need to be sent to news media. We need to sell CFM to our members and to the public. A list of news media in Missouri needs to be developed for use in this effort. News about CFM needs to be sent to the news media strategically, systematically and consistently.

- a.) Set up file of CFM successes to include recent as well as past successes (i.e. successes during past legislative session).
- b) Put CFM news releases on Facebook/twitter.
- c) Establish working relationship with editors of large newspapers.

COMMITTEE ASSIGNMENTS

CFM President, Media & Communications Committee

- d) Get board members involved by making contact with their local news media.
- e) Dave & Mike meet with newspaper editors throughout the state to include finding connections in St. Louis, Kansas City and Springfield.
- f) Glenn will contact Jim Low regarding who to contact.
- g) Spence Turner of the Columbia Missourian and Bob Priddy need to be contacted.
- h) Need to issue statewide news release in conjunction with MDC 75th anniversary.
- i) News media needs to be alerted of the award winners receiving awards at conference.

STATUS: Amy Buechler has been sending information to various news media on the Teaming With Wildlife program.

3. Get more publicity for the Conservation Leadership Corps (CLC). Youth Leadership and Education Committee and Staff

STATUS: Will be discussing this with the CLC Leadership at the CFM Strategic Planning Committee meeting on May 27.

4. Work with OAK Committee in developing annual report to get more coverage by news media and attention from legislators and other groups. CFM Staff

STATUS: ?

5. Make CFM Mission more prominent in Missouri Wildlife by devoting a page to the CFM Mission Statement and highlighting CFM projects, success stories and emphasizing CFM's leadership in these efforts. CFM Staff

GOAL # 2

Articles on major topics affecting conservation placed in DNR publications.

STATUS: ?

FIRST APPROVED: 10/15/2008

BOARD APPROVAL: 2008

STRATEGIES / ACTIONS

COMMITTEE ASSIGNMENTS

1. Copies of selected Missouri Wildlife articles submitted to DNR. Confer with Sara Parker Pauley on this.

Executive Director

STATUS: Sara Parker Pauley is now Director of DNR. The 2010 Fall conference focused on Missouri Parks and involved the Missouri State Parks Division.

GOAL # 3

Revise Website.

STATUS: In progress and continually improving.

FIRST APPROVED: 5/27/2010

BOARD APPROVAL: 2010

STRATEGIES / ACTIONS

COMMITTEE ASSIGNMENTS

1. Notify staff whenever anyone has revisions that need to be made to website.

CFM Staff and Board Members

STATUS: in progress and continually improving.

2. Need to post the CFM Strategic Plan on the CFM website.

CFM Staff and Strategic Planning Committee

Programs

GOAL # 1

Review the “Go Fish” program in St. Louis for possibly being inaugurated in other areas of the state as a method for recruiting more anglers and getting more people involved in conservation and related outdoor activities.

STATUS: ?

FIRST APPROVED: 10/15/2008

BOARD APPROVAL: 2008

STRATEGIES / ACTIONS

COMMITTEE ASSIGNMENTS

1. Explore establishing CFM link with Bass Pro Shops Wonders of the Outdoor World (WOW) Program.

CFM Staff

STATUS: In progress. Several members involved in angler recruitment at MDC. Future efforts like this will depend upon Chris Vitello, of the Fisheries Division at MDC, who will need to be involved. However, we understand MDC plans to discontinue the program at the end of 2012.

Involvement With Partners

GOAL # 1

Increase involvement with Missouri's educational institutions.

STATUS: ?

FIRST APPROVED: 8/1/2008

BOARD APPROVAL: 2008

STRATEGIES / ACTIONS

COMMITTEE ASSIGNMENTS

1. Send e-mails to schools about CFM website and Missouri Wildlife to schools.

CFM Staff and Executive Committee

STATUS: Jan Weaver, UMC, has become involved. Efforts on No Child Left Inside have been significant. A "Children & Nature Challenge Program" has begun with Governor Nixon and Mrs. Nixon very involved. The Governor has had meetings with several state agencies to promote this effort.

2. Explore establishing CFM link on school websites.

CFM Staff and Executive Committee

STATUS: Jan Weaver involved. CFM list serve operational with CLC.

3. Continue efforts on Archery in the Schools program.

CFM Staff and Archery Committee

STATUS: Over 100 schools currently participating. The 2011 statewide Archery in the Schools Tournament held at Linn State Technical College in February 2011 had over 1,000 students participating. Bass Pro Shops is making grants to schools in Boone and perhaps other counties in central Missouri for the program.

GOAL #2

Enhance relationship with Missouri Farm Bureau

STATUS: CFM and Missouri Farm Bureau on opposite sides of most legislation and issues

FIRST APPROVED: 5/31/2011

BOARD APPROVED:

STRATEGIES/ACTIONS

1. CFM President should meet with Farm Bureau president at least once a year.

COMMITTEE ASSIGNMENTS

CFM President

Involvement With CLC

GOAL # 1

More uses for Conservation Leadership Corps.

STATUS: ?

FIRST APPROVED: 5/27/2010

BOARD APPROVAL: 2010

STRATEGIES / ACTIONS

COMMITTEE ASSIGNMENTS

1. Get CLC involved in Teaming with Wildlife program.

Youth Leadership and Education Committee, Teaming with Wildlife Coordinator

STATUS: Working well, CLC members linked to website. CLC was involved in Conservation Summit and Fall Conference. CLC has a member on each CFM Resource Committee. CLC to be involved in Outdoor Action Committee.

2. Provide more CLC members with more face to face opportunities with board members.

?

STATUS: ?

3. Appoint additional CLC members to the CFM board.

CFM President

STATUS: Howard Fisher to review with Mike Schallon for bringing to the attention of the CFM Executive Committee.

4. Notify CLC members when board meetings are scheduled.

?

STATUS: ?

5. Support OAK Committee efforts to develop and Outdoor Missouri website.

CLC, CFM Staff

STATUS: ?

6. Support OAK Committee efforts to establish website containing information on educational opportunities relating to the outdoors.

CLC, CFM Staff

STATUS: ?

GOAL # 2

Help CLC obtain new members.

STATUS: ?

FIRST APPROVED: 5/27/2010

BOARD APPROVAL: 2010

STRATEGIES / ACTIONS

1. Use Affiliate board members to schedule meetings with affiliate boards where boards could hear about CLC from CLC member and CFM Affiliate board member.

STATUS: ?

COMMITTEE ASSIGNMENTS

Dave Murphy

Involvement with OAK Committee

GOAL # 1

Cooperate whenever possible with the OAK Committee to achieve the Committee's Funding Goal to ensure sufficient public and private funds for outdoor participation, outdoor access, and natural resource protection.

STATUS: ?

FIRST APPROVED:

BOARD APPROVAL: ?

STRATEGIES / ACTIONS

COMMITTEE ASSIGNMENTS

GOAL # 2

Support OAK Committee efforts whenever possible to meet the Committee's Education Goal to ensure that Missouri implements a coordinated and comprehensive outdoor education effort that incorporates the values and benefits of outdoor lifestyle and ethic for Missourians of every age.

STATUS: ?

FIRST APPROVED:

BOARD APPROVAL: ?

STRATEGIES / ACTIONS

COMMITTEE ASSIGNMENTS

1. ?

?

STATUS: ?

GOAL # 3

Support OAK Committee's efforts whenever possible to meet the Committee's Conservation Goal to ensure the conservation of sustainable Missouri landscape and for enhanced outdoor participation and access.

STATUS: ?

FIRST APPROVED:

BOARD APPROVAL: ?

STRATEGIES / ACTIONS

COMMITTEE ASSIGNMENTS

1. ?

?

STATUS: ?

Resolutions

GOAL #1

CFM Resolutions process operating smoothly and effectively.

STATUS:

FIRST APPROVED: 5/31/2011

BOARD APPROVED:

STRATEGIES/ACTIONS

COMMITTEE ASSIGNMENTS

1. Inform the Resource Committee chairs that the pre-filing of resolutions is desired but not required.

Resolutions Committee

STATUS:

2. CFM President, Executive Director and Resolutions Committee meet with Resource Committee chairs immediately after the Plenary Session to discuss procedures, guidelines and expectations.

CFM President, Dave Murphy and Resolutions Committee

STATUS:

3. News media needs to be notified of Resolutions adopted.

Staff

STATUS:

4. Publish progress/responses to resolutions in perhaps the August/September Missouri Wildlife and on CFM website.

Staff

STATUS:

5. Assign two coaches to each CLC group working on resolutions at the conference.

Resolutions Committee

Section II: Completed Organizational Goals