

# **Conservation Federation of Missouri**

## **Strategic Plan**

**Revised September 28, 2011**

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# Section I: Active Organization Goals

## *Funding*

### **GOAL # 1**

*Achieve CFM financial goals as follows:*

- 1. Achieve annual operating and program income 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 **\$735,276 on 8/31/2011.**

**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 **36** and growing steadily. All NAP credits for Share the Harvest and all NAP credits approved for supplies for the State Parks Division Summer Youth Program have been sold **and all funds expended.**

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. **The Budget and Finance Committee will have a draft at the October 2011 board meeting and the budget will be submitted to the Board in December.**

4. Continue increasing memberships in CFM.

Staff, Membership Committee

**STATUS: This is a continuous effort. Travis Scott has sent a personal letter to all individuals and volunteers he worked with at the Wild Turkey Federation in effort to acquire memberships for CFM.**

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. **Gun raffles were held.**

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. **Grants were funded with money achieved from the grant from Bass Pro Shops.** Funds have also been made available for purchasing supplies for the State Parks Youth Work Program and Archery in the Schools Program. **This year funding for the Teaming with Wildlife Program have been reduced to \$50,000.**

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 **about 4,200** and depends on time of year measured with some growth being achieved. Memberships are holding their own at best. **CFM now conducts a monthly analysis of memberships by membership category. Efforts made at Bass Pro Shops in August to recruit new members resulted in 45 new memberships. Dave Murphy spoke to DNR employees in August and follow-up to this effort is critical. Travis Scott has sent a letter to all meat processors participating in Share the Harvest in an effort to recruit new members.**

**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 membership recruitment effort was conducted at Bass Pro Shops in Columbia during August which resulted in 45 new memberships.**

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 helped 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.

**6. Tim Thompson has had a marketing meeting with an authority on marketing in the St. Louis area. Recommendations include for CFM to expand outside the fish and wildlife community and into other businesses and professions. Working with university and college MBA students in efforts to acquire help in marketing CFM is another recommendation. It is recommended CFM needs a statement of need and what we want to become. Perhaps developing a Vision Statement for CFM will help with this effort.**

**7. Establish a special CFM committee appointed by the President consisting of six or seven members from six or seven of the major CFM affiliate organizations to work at getting more members from the CFM affiliates.**

- a. Get articles on CFM placed in the affiliates newsletters and other publications.**

**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. **Winnie Runge Stribling nomination is renewed to continue as an At-Large Elected Director of CFM. She is willing to help with this kind of effort.**

- 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. **A survey of 4,000 to 5,000 is being conducted to obtain information for the Summit. Thus far there has been a 20% response and growing.**

- 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:** Travis Scott has been hired to replace Matt Gaunt as Development Director and Deb Lee has been selected as a replacement for Amy Buechler.

**FIRST APPROVED:** 2/22/2008

**BOARD APPROVAL:** 2008

### **STRATEGIES / ACTIONS**

1. Hire Assistant Director.
  - a.) Prepare job description
  - b.) Conduct interviews

**STATUS:** Amy has performed 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. Hire new Teaming with Wildlife Coordinator**

**STATUS:** Deb Lee has been selected as a replacement for Amy Buechler.

3. 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:** This is being discussed and would need to be in next year's budget.

### **COMMITTEE ASSIGNMENTS**

Personnel Committee

?

## 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. **The 2011 Resolutions were published in one issue of Missouri Wildlife. Plans are being made to perhaps involve the CLC members in indexing all prior CFM Resolutions.**

# *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 75<sup>th</sup> 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. **The weakest link is connection with the CFM Affiliate Directors and more effort needs to be place on this effort.**

## *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

**STATUS: Complete**

# *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. **Special legislative session has begun. Rep. John Cauthorn is chairman of the House Appropriations Sub-Committee that deals with Conservation, DNR, Agriculture, etc.**

**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

### **COMMITTEE ASSIGNMENTS**

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

**STATUS:** Ongoing. **May be some challenges coming especially in the area of appropriations.**

# *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. **Will be in contact with news media in Cape Girardeau**
- f) Glenn will contact Jim Low regarding who to contact.
- g) Spence Turner of the **Columbia Daily Tribune** and Bob Priddy need to be contacted. **Bill Clark of Columbia is interested in CFM.**
- h) Need to issue statewide news release in conjunction with MDC 75<sup>th</sup> anniversary. **This has been completed.**
- i) News media needs to be alerted of the award winners receiving awards at conference. **This will be done for the next annual conference.**

**STATUS:** Amy Buechler has been sending information to various news media on the Teaming With Wildlife program. **This is being accomplished on CFM Facebook page and through the CFM website. News release pertaining to Share the Harvest for 2011 has been sent to news media. Dave Murphy has spoken at the annual meeting Missouri Outdoor Communicators.**

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

**STATUS: This has been accomplished.**

## GOAL # 2

*Articles on major topics affecting conservation placed in DNR publications.*

STATUS: ?

FIRST APPROVED: 10/15/2008

BOARD APPROVAL: 2008

### STRATEGIES / ACTIONS

1. Copies of selected Missouri Wildlife articles submitted to DNR. Confer with Sara Parker Pauley on this. **Will try to get something from CFM in each issue of DNR's magazine as well as in MDC's Missouri Conservationist.**

### COMMITTEE ASSIGNMENTS

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

**STATUS: Completed.**

# *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. **OAKs Committee has recruited an excellent person from the Missouri Department of Elementary and Secondary Education (DESE). As a result the conservation curriculum is currently in 100 school districts out of 500 in Missouri.**

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. **All schools in Boone and Callaway County are now in the program. CFM had presence in Discover Archery Day recently held in Columbia.**

## **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

**STATUS: Nothing yet.**

## *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:** CLC members have been appointed to almost all CFM committees.

**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: Ginny Wallace is now the Outreach Chair for the OAKs Committee.**

## 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.

### COMMITTEE ASSIGNMENTS

Dave Murphy

**STATUS: Continuing to promote this. Travis Scott has found a prospective donor to help with funding. A membership target for the CLC is 90 members.**

## *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**

- 1. Each of 20 members are to be on a sub-committee. All members are to be on their sub-committee dealing with funding.**
- 2. Fall of 2012 may be the time of the Funding Summit.**

**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:** Ginny Wallace is chair of the sub-committee dealing with setting up a website and surveying organizations nationally to see what is happening elsewhere.

**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:** Last year Conservation Easement Law legislation got passed and program responsibility established in DNR. Now Missouri has statutory authority like exists in all other states.

**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: Posting on CFM website has now begun.**

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

Resolutions Committee

**STATUS: Have changed the Annual Convention format so more time is provided for**

**consideration of resolutions. We are getting CLC members to catalog resolutions.**

**Section II: Completed Organizational Goals**