

# TUFC Strategic Plan

**2020-2023**

*A Three-Year Blueprint to Becoming an Effective and Sustainable Organization*



## INTRODUCTION

The Tennessee Urban Forestry Council (TUFC) is our state's oldest nonprofit voice for trees in Tennessee. Our organizational mission and programming not only benefit the physical environment, but also contribute to the health and well-being of people and communities. The TUFC is at a defining moment in its history. Events over the past two years have resulted in the TUFC becoming weaker and less effective. Programs have been suspended. Leadership is in transition. Connection with the general public is broken.

## WHY WE NEED A STRATEGIC PLAN

This strategic plan will be used to guide and direct the TUFC back to its position as a state leader in community forestry. The plan is written with these goals in mind.

- To regain our focus
- To regain our identity
- To regain our purpose
- To regain our effectiveness
- To regain our relevance
- To regain our cohesiveness
- To regain our stability

## OUR MISSION STATEMENT

"The mission of the Tennessee Urban Forestry Council is to promote healthy and sustainable community forests in Tennessee (2019 By-Laws)"

*Proposed change: The TUFC aims to inspire and empower people to develop, grow and sustain vibrant, healthy, and productive urban and community forests.*

## OUR VISION STATEMENT

Our vision is for each person in Tennessee to enjoy the full benefits of a vibrant, healthy and productive urban and community forest throughout every region of our state.

## OUR PURPOSE

The TUFC is a diverse group of Tennesseans who know the important role trees play in the lives of people and the communities where they live. Therefore, the Council works to inspire action, act as an informational clearinghouse, foster collaborations, and serve as a representative of all people to develop, grow, and sustain urban and community forests.

## OUR AUDIENCE

Everyone.

This includes:

- General public
- Arborists/green industry professionals
- Public employees
- Tree board members
- Developers and builders
- Urban planners

- Utility service providers
- Elected officials

## OUR ISSUES

The TUFC has several strategic challenges that must be addressed in order to achieve organizational goals. These include:

- Stronger membership
- Improved relationship with the Tennessee Division of Forestry
- Rebooting key TUFC programs
- More educational programs
- Better use of social media
- Improved internal communications
- Fully funded staff position
- Sustained financial support
- Better marketing
- Stronger connection with Tree Boards.
- A mission and vision that inspires momentum and action.

## OUR PRIORITIES

TUFC Board members were asked to list in order of priority the most important organizational programs. The results in order of priority were:

- Arboreta Program
- Annual Conference
- Tree Sanctuary Program
- Educational Workshops
- Legacy, Heritage, and Historic Tree Program
- Centers of Excellence

## OUR NEEDED RESOURCES

There are several deficits that prevent the TUFC from fulfilling its full potential. Satisfying these needs will improve our capacity and stability in ways that allow board members to contribute their time, talent, and resources in a more effective and rewarding way. These are the resources needed listed in priority.

- A sustainable administrative staff
- A filled Executive Committee and a representative active Board
- Sustainable and reliable funding
- Active partners, sponsors, and benefactors
- Well-trained volunteers to help with program delivery
- Current administrative and social media technology
- Office space, equipment, and supplies

## OUR PARTNERS

The TUFC can't be the all-in-one urban and community tree organization in Tennessee. It must focus on what it does best and partner for the rest. Organizations were identified in order of importance and priority. They are:

1. Tennessee Division of Forestry
2. Arborists/green industry professionals
3. Environmental groups
4. USDA-Forest Service
5. Tree Boards
6. Utility Service Providers
7. Institutions of Higher Education
8. Tennessee League of Cities
9. Arbor Day Foundation

| <i>Goal</i>                                  | <i>Objectives</i>   | <i>Measurements</i>  | <i>Timeframe</i> |
|--|---|--|------------------|
| <b>Update Mission Statement</b>              | Review and Revise By-Laws to include new mission statement  | All documents, webpages, and social media updated and consistent                     | 6-months         |
| <b>Adopt Vision Statement</b>                | Gain board approval   | All documents, webpages, and social media updated and consistent                     | 6-months         |
| <b>Enhanced Membership</b>                   | Update and improve membership benefits and discounts  | Membership benefits package completed; made available to new members and renewals    | 6-months         |
| <b>Improved Public Identity</b>              | Develop strategies to enhance public perception   | Marketing plan completed; made operational   | 6-months         |
| <b>Strong Tree Board Connections</b>         | Develop strategies to enhance tree board relationship   | Outreach plan completed; made operational  | 6-months         |
| <b>Collaborations with Other Groups</b>      | Develop strategies to form alliances with specific partner organizations  | Partnership plan completed; made operational   | 6-months         |
| <b>Stable Administrative Capacity</b>        | Have paid staff member(s) to aid in the fulfillment of the TUFC mission   | Develop a detailed organizational framework; secure funding; fill position(s)        | One-year         |
| <b>Strong Executive Committee Leadership</b> | All leadership positions filled   | President-elect and treasurer positions no longer vacant; successional plan in place | One-year         |
| <b>Strong Board</b>                          | Recruit board members who embody the diverse backgrounds, skills, and passion of people who represent Tennessee and the people we serve | Plan for diverse, representative board developed including a continuity plan         | One-year         |
| <b>Annual Conference</b>                     | Reboot Annual Conference  | Annual conference is successfully held   | One-year         |
| <b>Educational Workshops</b>                 | Provide community educational opportunities   | Two (2) workshops held   | One-year         |

|  |  |   |            |
|--|--|---|------------|
| <b><i>YouTube Video Series</i></b>               | Produce video series that focuses on TUFC programs | Four (4) videos (Arboreta Program, Tree Sanctuary Program and two (2) other topics) | One-year   |
| <b><i>Growing Membership Base</i></b>            | Double 2019 membership total                       | 200 members   | Three-year |
| <b><i>Operational Arboreta Program</i></b>       | Increase 2019 total by 25%                         | 125 Certified Arboreta  | Three-year |
| <b><i>Operational Tree Sanctuary Program</i></b> | Launch rebooted program                            | 100 Certified Tree Sanctuaries  | Three-year |