



2010-2011 SAF Northwest Office Strategic Plan Updated 11/15/10

Strategic Outcome 1: Internal Communications: The SAF Northwest Office will be recognized by a growing percentage of SAF members as the body that provides services and logistical support to SAF units and members.				
<i>Basic Strategy 1: Provide administrative leadership and exchange of information to the Oregon and Washington State societies, chapters and members to enhance their effectiveness in achieving their mission.</i>				
Tactic	Action	Outcome/Status	Priority	\$ Budgeted
A. Maintain SAF-related information at all levels and communicates this information to appropriate SAF units.	Ongoing, communicate via email and other methods		Medium	Included in contract services line items; no new dollars allocated.
B. Coordinate with OSAF and WSSAF executive committees to maintain continuity and reduce redundancy in programs.	Ongoing, via email, Leadership Conference, NWO Committee meetings		High	Included in contract services line items; no new dollars allocated.
C. Assist chapters and state societies with elections and other administrative functions.	Will continue to offer assistance with elections, registration services and other admin functions as requested.	Online balloting encouraged for chapters and state societies; Lori will communicate timeline to leaders.	High	Election mailings are included in contract services; registration and other services available for a charge.
D. Provide registration services to joint OSAF/WSSAF in 2010 and 2011 Leadership Conferences	Free registration services are provided.	Completed for 2010. Plan for 2011 with OSAF	High	None; costs are kept track of; if meeting sees a profit, state society may contribute to NWO. WSSAF provided \$200 NWO.
<i>Basic Strategy 2: Embrace technology as a tool.</i>				
A. Provide Constant Contact services for membership communications to State Societies and Chapters.	A. Continue the transition of State Society and Chapter newsletters from hard copy and listservs to Constant Contact service. B. Ensure membership email addresses are up to date. C. Assist with communications to senior members who do not have email addresses	A. That all state society and chapters to embrace Constant Contact Service. B. Materials provided at the 2011 Joint Leadership Conference C. Consistent NW Office direction to address needs of senior members.	High	\$300 annual Service?

<i>Basic Strategy 2: Embrace technology as a tool. (continued)</i>				
B. Update Joint OR/WA SAF Website	<p>A. Serve as contract administrator with Sam Boggess for website development.</p> <p>B. Be an integral part of the website design and testing team with OR/WA SAF.</p> <p>C. Be point of contact for website for other interested state societies.</p> <p>D. Seek additional contributions and revenue for website.</p>	<p>A. Initial website design testing by Fall 2010 and final by Jan 2011.</p> <p>B. Successful and user friendly joint website.</p> <p>C. Confirmed participation and financial commitment.</p> <p>D. Additional financial resources for operations.</p>	High	\$3000 (\$1800 OSAF, \$1200 WSSAF and \$700 IESAF)
C. Increase SAF Unit use of News Flash Service	<p>A. Communicate opportunities for use to SAF Units</p> <p>B. Provide training materials for use</p> <p>C. Present use opportunities at 2011 Leadership Conference</p>	<p>A. More use by SAF Units</p> <p>B. Materials developed</p> <p>C. Presentation provided</p>	Medium	?

Strategic Outcome 2: Membership and Diversity: The Northwest Office will help Oregon and Washington State Societies promote SAF as the organization that best serves professional foresters and natural resource professionals.

<i>Basic Strategy 1: Support State Society Membership:</i>				
Tactic	Action	Outcome/Status	Priority	\$ Budgeted
A. Assist state societies and chapters to increase membership. B. Seek way to focus on maintaining communications with graduating student chapter members C. Assist Chapters in retaining members	A. Use Western Forester as a recruitment tool. B. Communicate with Student Advisors to update data base C. Explore use of Constant Contact survey tool use for SAF Units. D. Explore use of Facebook and other technology.	A. Increased OR/WA SAF membership for 2012 B. Updated graduating student member mailing list C. Tools for SAF units to use. D. Facebook on new website.	Medium	\$0

Strategic Outcome 3: Professional Education: The Northwest Office will help promote forest science through quality professional education to members.

Basic Strategy 1: Using the Western Forester, educate our members on current forestry issues by providing a variety of articles of interest to members.

<i>Basic Strategy 2: Continue to provide a forum in the Western Forester on professional education opportunities.</i>				
	Action	Outcome/Status	Priority	\$ Budgeted
A. Publish Western Forester	Ongoing.	Try for a variety of articles/authors in every issue	High	Included in <i>Western Forester</i> contract services line item.
B. Plan <i>Western Forester</i> themes that support all professional specialties.	Themes determined for 2011 at 06/14/2010 meeting.	Themes determined	High	Included in <i>Western Forester</i> contract services line item.
C. Seek additional Revenue to offset costs	A. Maintain regular communications with existing advertisers B. Seek additional theme oriented advertisers C. Seek contributions from SAF units	Additional revenue to offset printing and mailing costs	High	Included in <i>Western Forester</i> contract services line item.

<i>Basic Strategy 3: Support and collaborate with other organization's conferences.</i>				
Tactic	Action	Outcome/Status	Priority	\$ Budgeted
A. B. Explore co-sponsoring conferences with State and Local Units in 2010 and 2011.	Explore opportunities and offer services to appropriate projects.	Successful joint programs	High	May incur travel expenses if add'l meetings needed.

Strategic Outcome 4: Forest Information: The Northwest Office will be recognized by a growing percentage of the public, media, policymakers and others as the primary source for credible and reliable forestry information in the Northwest.				
<i>Basic Strategy 1: Become a clearinghouse for forestry information.</i>				
Tactic	Action	Outcome/Status	Priority	\$ Budgeted
A. Evaluate NW Forestry Network for benefit of SAF Units B. Work with NW Office committee in salvage and termination of NW Forestry Network	Assist new Committee Chair to coordinate conference calls and in contacting past committee members and PR experts Help Committee Chair to develop recommendations Assist in identifying items for salvaging Assist in developing communications Work with webpage committee to terminate.	NW Forestry Network recommendations by 11/15/2010 Identifying items for salvage by 06/01/ 2011 Communications to NW Forestry Network experts Termination of NW Forestry Network 12/31/2011	High	\$0
<i>Basic Strategy 2: Develop appropriate educational material for a broad range of audiences in coordination with state societies.</i>				
A. Provide information to chapters for general use at fairs, meetings and other venues.	None	Currently rely on other organization's materials.	Low	\$0

Strategic Outcome 5: Outreach: The Northwest Office will increase the visibility of OSAF and WSSAF so the public will recognize the role professional foresters play in the stewardship of forest resources.				
<i>Basic Strategy 1: Refine and communicate our collective professional view regarding the importance of managing forests.</i>				
Tactic	Action	Outcome/Status	Priority	\$ Budgeted
A. Re-explore the potential to provide forest resources management success stories and "Hot Topics" for distribution to general media. Mentor reporters when feasible to ensure knowledgeable reporters.	Re-strategize use of the Network to provide stories on "hot topics".	Revise Marketing/ Communications plan for expert Network completed.	Low	Part of expert database dollars, which are depleted.
A. Expand dialog with other natural resources professional societies via Western Forester and other means.	Western Forester works with one research/science/resource based organization per year to inform our members of the organizations' work.	One Special Western Forester issue.	Medium	

Strategic Outcome 6: Operations and Finances: The Northwest Office Committee will maintain a sound financial condition to support its programs, services and staff, and to keep current with technology and equipment.				
<i>Basic Strategy 1: Review business practices for potential cost savings and improvements.</i>				
Tactics	Action	Outcome/Status	Priority	\$ Budgeted
A. Continue online banking.	Northwest Office is now set up for online banking through Chase	Currently using online banking to pay bills. Lori developing process to ensure paper trail is adequate.	High	\$0
B. Continue to monitor subscription rates to IE and AK on an annual basis.	Lori will analyze WF costs and report to committee on an annual basis	Subscription rates will remain at \$2.00/member/issue for 2010.	High	\$0
C. Continue to work with OSAF and WSSAF to maintain combined reporting process for IRS Form 990.	Work as needed to meet IRS reporting requirements as needed	Completed IRS Reports.	High	
D. Review "Report on size of reserve fund for Northwest Office," issue in 1997?	SAFNWO Finance Subcommittee requested to review document at January meeting?	Review and report recommendations to NW SAF Office Committee Nov 17, 2010	High	
E. Maintain Office Computer Operations	Have working and up to date equipment and software for Lori and Michele to do their work.	Up to date computer equipment and software. Maintain/dedicated line item in annual budget.	Moderate	
<i>Basic Strategy 2: Maintain strategic plan process using a five-year timeframe, with annual review and update.</i>				
<i>Basic Strategy 3: Maintain an annual budget and consider future actions/trends that affect it.</i>				
A. Explore recruiting new SAF Units into the NW Office	A. Determine NW Office capabilities to handle additional work with existing staff. B. Develop membership proposal to Inland-Empire SAF	Inland Empire SAF integrated into a provisional NW Office Membership.	High	
B. Maintain 5 issues of the Western Forester for 2010 and 2011	NW Office Committee decision in Nov 2010	Adequate WF issues within budgeted \$\$\$	High	
<i>Basic Strategy 4: Explore non-dues revenue opportunities.</i>				
Tactics	Action	Outcome/Status	Priority	\$ Budgeted
A. Continue developing financing opportunities for specific <i>Western Forester</i> issues.	Exploring for 2010 and 2011.		High	
B. Continue to explore electronic advertising opportunities.	Seek electronic advertisers and work it with new Website design team.	Regular website advertisers	Medium	