

## **CTC's Strategic Plan 2005-2010**

The Colorado Tree Coalition held a strategic planning session in April 2005 in Glenwood Springs. Following is a summary of the events that took place at the session, and where CTC sees itself in five years and how the organization plans to go about getting there. A copy of the complete document can be obtained from any of the officers of the Colorado Tree Coalition.

### **Executive Summary of the Strategic Planning Session**

The Colorado Tree Coalition (CTC) is a successful volunteer organization working to preserve, renew, and enhance community forests. This article summarizes the discussion and decisions made at the April 9, 2005 strategy session of the Colorado Tree Coalition (CTC) Board of Directors. This session was the five year update of the CTC strategic plan. The strategic plan document serves as an update to the CTC strategic plan from 2000-2005 and will serve as a guide for CTC's work in the coming months and over the next five years.

Based on board responses to a questionnaire given to the Board of Directors before the strategy session and the discussion at the beginning of the day, the strategy session focused on four interrelated areas for improvement for CTC over the next five years. These areas include (1) increasing the diversity of the CTC board, (2) communicating CTC's mission, vision, and programs to a broader audience, (3) expanding CTC's funding base and membership, and (4) expanding CTC programs.

Of these four, developing more effective ways to communicate CTC's mission, vision, and programs to a broader audience rose as a critical and challenging leverage point to help the organization expand, grow and succeed in board, membership and funding development over the next five years. To date, CTC has succeeded through the passion and commitment of its board of directors and the development of materials such as newsletters, a website, the growth of its grants program, and membership development. With this strategy session the CTC board is ready to take the organization to the next level of effectiveness.

### **Plan Elements**

Based on the visioning exercise and the results of the board questionnaire, the board organized the results into the following plan elements.

#### ***1. Board Development***

The board of directors is a key element of success for any organization, but this is particularly true for a volunteer organization. The diversity of the board is one indication that the mission of the organization resonates beyond true believers. Consequently, the ongoing task of building and maintaining a diverse board of directors is a regular assessment for any organization involved in social and political change.

## **II. Funding/Membership**

Membership is the foundation of the CTC's strength as a viable organization. Membership from individuals and organizations is another way to gauge the extent to which CTC mission and vision resonate with residents throughout the state.

## **III. Marketing and Outreach**

Reaching and attracting new (and existing) members is another key element to CTC's efforts over the next five years. The tools and approaches CTC has developed to reach people throughout Colorado could benefit from professional marketing and communication expertise. Although the stories CTC tells Colorado residents and the systems CTC uses to "share the passion" have improved over the last five years (the website is a great success), but for CTC to achieve its mission and vision, CTC's marketing strategy must move to a new level.

## **IV. Program Development**

CTC has a number of programs that would benefit from the efforts of the Marketing and Outreach subcommittee. Generally, the board wanted to improve the visibility of existing programs rather than create new ones, however, the board recognized a number of opportunities that that CTC could pursue over the next five years. The timeframe for work in this area shows much of the program development is on the back burner until the CTC board completes work in board development, funding and membership, and marketing.