

**NORTHERN KENTUCKY URBAN COMMUNITY FORESTRY COUNCIL (NKUCFC)**  
**DRAFT Strategic Plan December 2015**

**PROPOSED MISSION**

The Council provides a forum for learning, sharing technical information and acting to incorporate the multiple values of urban forestry into the planning of our shared landscape. We help communities improve the management of their trees and green spaces so as to protect and enhance them for future generations, and provide an opportunity to join others who are interested in community trees.

The Northern Kentucky Urban & Community Forestry Council (NKUCFC) is a 501 (c) 3 non-profit organization comprised of an interdisciplinary group of citizens and professionals who support the work of existing organizations and agencies interested in urban forestry.

**PROPOSED VISION**

In 10 years, communities the Northern Kentucky area will integrate the value of urban forestry into local and regional planning and seek opportunities to merge the man-made and natural environments so both are accommodated and enhanced in planning and development.

**Goals and Strategies**

**GOAL 1**

**Increase education of public employees, organizations and residents to appreciate the value of urban forests and understand how to design, establish and maintain urban forests.**

- a. Assemble and evaluate available research-based information on the economic, social, and quality of life benefits of urban forests
- b. Develop multiple messages that can be deployed using different media outlets
- c. Improve and continuously update the NKUCFC web site
- d. Establish a speaker's bureau
- e. Develop a media kit that contains common information about NKUCFC and additional information on specific projects or programs

**GOAL 2**

**Evaluate current and identify new programs to focus efforts on those that will strengthen and intensify the mission achievement of NKUCFC**

- a. Convene a forum of representatives from cities in the region that do not have a forester to identify the kinds of assistance they would like to have access to through NKUCFC
- b. Implement an advanced training program for public works employees to complement the Public Workers Tree Seminar

- c. Continue to offer your basic Public Workers Tree Seminar
- d. Enhance the reforest program by strategically locating your efforts to produce adjacent reforested parcels with the goal of contiguous green spaces
- e. Continue to offer ISA Certification Scholarships and more actively promote their availability
- f. Annually evaluate the outcomes of the Fall dinner/TIOC to identify areas where you can enhance fulfillment of your mission
- g. Evaluate your capacity to provide consulting assistance to communities submitting TIOC and other grants to fund urban forest activities
- h. At member meetings, invest 10 to 15 minutes brainstorming program and fundraising ideas

### **GOAL 3**

**Evaluate the state of and changes in the urban forests in order to provide a benchmark for assessing the economic and quality of life impacts of these changes on the urban infrastructure**

- a. In partnership with other groups, conduct a regional tree canopy assessment to establish a baseline of data
- b. Encourage all local governments in the region to include a tree canopy assessment as a routine component of community infrastructure evaluation
- c. In partnership with a University, seek funding to establish a regional tree canopy data base that can be used to evaluate changes and direct plantings
- d. Provide research-based information to local community leaders on the relationship between tree canopy and other infrastructure issues, such as: water quality, environmental quality, storm water management, transportation choices
- e. Provide research-based information to local community leaders on the impact of the tree canopy on social, health and economic equity (e.g., location of heat sumps)
- f. Initiate a landmark tree program that includes identifying and marking examples within the region
- g. Establish rapid response teams with diverse expertise to identify, warn of and address threats to the urban forests

### **GOAL 4**

**Identify public policies and programs that would encourage the design, establishment, growth and maintenance of urban forests**

- a. Enhance the management and growth of the tree canopy in the region
- b. Highlight the importance of urban foresters by providing local governments with information on how many communities have this position or access this professional knowledge
- c. Evaluate the costs and benefits of establishing a civic foresters or tree stewards program to build support for urban forestry using the curriculum from Taking Roots – Civic Garden Center
- d. Encourage the implementation of a neighborhood adoption of street trees program

### **GOAL 5**

**Move toward a financially sustainable organization by expanding and diversifying your income streams.**

- a. Set a target goal for the proportion of your annual income you want to be derived from grants

- b. Develop a list of grants that can fund tree planting and related activities and the submission dates so you can routinely submit on time
- c. Develop NKUCFC policies on how the grant fiscal agent will be determined, and how administrative fees be calculated and shared among partner organizations

**GOAL 6**

**Enhance organizational structure and processes to assure efficient and effective achievement of mission and vision**

- a. Revise by-laws to streamline them so as to facilitate the operations of the organization
- b. Adopt operational policies for the implementation of the mission and the by-laws
- c. Redesign the Board and Executive Committee according to the operational policies
- d. Establish standing committees with clearly defined areas of responsibility
- e. Finalize NKUCFC's membership policies and fees
- f. Develop volunteer job descriptions for key programs and organizational activities
- g. Increase the number and diversity of partner organizations
- h. NKUCFC has an opportunity to share a staff person with Taking Root for \$5,000 a year. An evaluation needs to be completed to determine the pros and cons of the cost-sharing option of sharing a staff person with Taking Root for \$5,000 year
- i. Formally adopt a strategic plan to guide the implementation of the mission
- j. Periodically review the strategic plan to update as needed

**Time Frame  
On-going ACTIONS**

**GOAL 1**

**Increase education of public employees, organizations and residents to appreciate the value of urban forests and understand how to design, establish and maintain urban forests.**

- c. Improve and continuously update the NKUCFC web site

**GOAL 2**

**Evaluate current and identify new programs to focus efforts on those that will strengthen and intensify the mission achievement of NKUCFC**

- c. Continue to offer your basic Public Workers Tree Seminar
- e. Continue to offer ISA Certification Scholarships and more actively promote their availability
- f. Annually evaluate the outcomes of the Fall dinner/TIOC to identify areas where you can enhance fulfillment of your mission
- h. At member meetings, invest 10 to 15 minutes brainstorming program and fundraising ideas

**GOAL 3**

**Evaluate the state of and changes in the urban forests in order to provide a benchmark for assessing the economic and quality of life impacts of these changes on the urban infrastructure**

- d. Provide research-based information to local community leaders on the relationship between tree canopy and other infrastructure issues, such as:

water quality, environmental quality, storm water management, transportation choices

**GOAL 6**

**Enhance organizational structure and processes to assure efficient and effective achievement of mission and vision**

j. Periodically review the strategic plan to update as needed

**ACTIONS Years One and Two**

**GOAL 1**

**Increase education of public employees, organizations and residents to appreciate the value of urban forests and understand how to design, establish and maintain urban forests.**

- a. Assemble and evaluate available research-based information on the economic, social, and quality of life benefits of urban forests
- b. Develop multiple messages that can be deployed using different media outlets
- d. Establish a speaker's bureau
- e. Develop a media kit that contains common information about NKUCFC and additional information on specific projects or programs

**GOAL 2**

**Evaluate current and identify new programs to focus efforts on those that will strengthen and intensify the mission achievement of NKUCFC**

- a. Convene a forum of representatives from cities in the region that do not have a forester to identify the kinds of assistance they would like to have access to through NKUCFC
- d. Enhance the reforest program by strategically locating your efforts to produce adjacent reforested parcels with the goal of contiguous green spaces

**GOAL 3**

**Evaluate the state of and changes in the urban forests in order to provide a benchmark for assessing the economic and quality of life impacts of these changes on the urban infrastructure**

- a. In partnership with other groups, conduct a regional tree canopy assessment to establish a baseline of data
- b. Encourage all local governments in the region to include a tree canopy assessment as a routine component of community infrastructure evaluation

**GOAL 5**

**Move toward a financially sustainable organization by expanding and diversifying your income streams.**

- a. Set a target goal for the proportion of your annual income you want to be derived from grants
- b. Develop a list of grants that can fund tree planting and related activities and the submission dates so you can routinely submit on time
- c. Develop NKUCFC policies on how the grant fiscal agent will be determined, and how administrative fees be calculated and shared among partner organizations

**GOAL 6**

**Enhance organizational structure and processes to assure efficient and effective achievement of mission and vision**

- a. Revise by-laws to streamline them so as to facilitate the operations of the organization
- b. Adopt operational policies for the implementation of the mission and the by-laws
- c. Redesign the Board and Executive Committee according to the operational policies
- d. Establish standing committees with clearly defined areas of responsibility
- e. Finalize NKUCFC's membership policies and fees
- f. Develop volunteer job descriptions for key programs and organizational activities
- g. NKUCFC has an opportunity to share a staff person with Taking Root for \$5,000 a year. An evaluation needs to be completed to determine the pros and cons of the cost-sharing option of sharing a staff person with Taking Root for \$5,000 year
- i. Formally adopt a strategic plan to guide the implementation of the mission

**ACTIONS Years Two - Four**

**GOAL 2**

**Evaluate current and identify new programs to focus efforts on those that will strengthen and intensify the mission achievement of NKUCFC**

- b. Implement an advanced training program for public works employees to complement the Public Workers Tree Seminar
- g. Evaluate your capacity to provide consulting assistance to communities submitting TIOC and other grants to fund urban forest activities

**GOAL 3**

**Evaluate the state of and changes in the urban forests in order to provide a benchmark for assessing the economic and quality of life impacts of these changes on the urban infrastructure**

- c. In partnership with a University, seek funding to establish a regional tree canopy data base that can be used to evaluate changes and direct plantings
- e. Provide research-based information to local community leaders on the impact of the tree canopy on social, health and economic equity (e.g., location of heat sumps)
- f. Initiate a landmark tree program that includes identifying and marking examples within the region
- g. Establish rapid response teams with diverse expertise to identify, warn of and address threats to the urban forests

**GOAL 4**

**Identify public policies and programs that would encourage the design, establishment, growth and maintenance of urban forests**

- a. Enhance the management and growth of the tree canopy in the region
- b. Highlight the importance of urban foresters by providing local governments with information on how many communities have this position or access this professional knowledge
- c. Evaluate the costs and benefits of establishing a civic foresters or tree stewards program to build support for urban forestry using the curriculum from Taking Roots – Civic Garden Center
- d. Encourage the implementation of a neighborhood adoption of street trees program

**GOAL 6**

**Enhance organizational structure and processes to assure efficient and effective achievement of mission and vision**

- g. Increase the number and diversity of partner organizations

## **Board Committees**

### Executive

Led by: Crystal Courtney

Members:

### Communications/Marketing (Goal 1; Goal 4 Strategy b)

Led by: Kris Stone

Members: Jessica SPencer

### Programs (Goal 2; Goal 3 Strategies e and f; Goal 4 Strategies c and d)

Led by: Mathew Frantz

Members:

### Development and Governance (Goal 5 Strategies b and c; Goal 6 Strategies f and g)

Led by: Rosie Santos

Members: Kris Stone,

### Finance and Audit (Goal 5 Strategy a; Goal 6 Strategy h)

Led by: Chris Kaeff

Members: Rachel Comte?

### Ad Hoc Research Committee (Goal 2 Strategy d and Goal 3 Strategies a, b, c, d)

Led by: Jessica Spencer

Members:

**NKUFC Plan Draft**

<p><b>GOAL 1</b>  <b>Increase education of public employees, organizations and residents to appreciate the value of urban forests and understand how to design, establish and maintain urban forests.</b></p>			
<i>Strategies/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<p><b>a. Assemble and evaluate available research-based information on the economic, social, and quality of life benefits of urban forests</b></p> <p>1. Assemble information from diverse sources</p> <p>2. Evaluate the information to:</p> <p style="padding-left: 20px;">Identify critical gaps</p> <p style="padding-left: 20px;">Identify key information to be used in marketing messages</p> <p>3. Seek out partners who can collaborate with you to</p>			<p>Communications/ Marketing Committee</p> <p>Possibly Ad Hoc Research Committee</p> <p>Partners</p>

develop the information that will fill in the gaps			
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>b. Develop multiple messages that can be deployed using different media outlets</b>			Communications/ Marketing Committee  A communications, marketing, or ISC program at a University to take on the development of marketing messages
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>c. Improve and continuously update the NKUCFC web site</b>  1. Link the web site to key social media outlets  2. Diversify the informational resources on the web site targeted to different audiences  3. Establish informational videos to convey critical knowledge about urban forests			Communications/ Marketing Committee
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>d. Establish a speakers bureau</b>  1. Develop a media presentation for adult groups  2. Develop a list of organizations and associations who might be interested in a presentation by a NKUCFC representative  3. Recruit volunteers who are willing to do presentations to groups based on their availability			Communications/ Marketing Committee



<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>e. Develop a media kit that contains common information about NKUCFC and additional information on specific projects or programs</b>  1. Identify a volunteer with media experience to design the media kit			Communications/ Marketing Committee
<b>GOAL 2</b> <b>Evaluate current and identify new programs to focus efforts on those that will strengthen and intensify the mission achievement of NKUCFC</b>			
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>a. Convene a forum of representatives from cities in the region that do not have a forester to identify the kinds of assistance they would like to have access to through NKUCFC</b>  1. Create a list of cities in the region that do not have a forester  2. Identify at least three individuals in each city who would have an interest in discussing opportunities to partner with NKUCFC  3. Develop a letter of invitation and emphasize the opportunity to link with an association of urban forestry professionals  4. At a PWTS event, make an announcement to city workers about the upcoming forum and encourage them to strongly suggest that a city representative participates			Executive Committee  Program Committee
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>b. Implement an advanced training program for public</b>			Program Committee

<p><b>works employees to complement the Public Workers Tree Seminar</b></p> <p>1. In collaboration with professional partners, identify core knowledge and skills required to be effectively manage urban trees</p> <p>2. Price the value of the training to include material development, professional time for delivery, materials to be distributed and NKUCFC administrative overhead</p> <p>3. The cost estimate does not include the cost of a location since it is assumed that the organization will provide a location for training</p>			
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>c. Continue to offer your basic Public Workers Tree Seminar</b>			Program Committee
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<p><b>d. Enhance the reforest program by strategically locating your efforts to produce adjacent reforested parcels with the goal of contiguous green spaces</b></p> <p>1. Utilize a map of your reforesting projects to identify potential areas for new reforesting projects</p>			<p>Program Committee</p> <p>Possibly Ad Hoc Research Committee</p>
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>e. Continue to offer ISA Certification Scholarships and more actively promote their availability</b>			Program Committee
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>f. Annually evaluate the outcomes of the Fall dinner/TIOC to identify areas where you can enhance</b>			Program Committee

<b>fulfillment of your mission</b>			
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>g. Evaluate your capacity to provide consulting assistance to communities submitting TIOC and other grants to fund urban forest activities</b>			Program Committee Board
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>h. At member meetings, invest 10 to 15 minutes brainstorming program and fundraising ideas</b>  1. Generate ideas  2. Take a straw poll of the interest in the ideas generated  3. For the top 2, seek 2-3 volunteers to do a brief analysis of the costs and benefits of those ideas and to then make a recommendation to the Board as to whether to move forward on the idea			Program Committee
<b>GOAL 3</b> <b>Evaluate the state of and changes in the urban forests in order to provide a benchmark for assessing the economic and quality of life impacts of these changes on the urban infrastructure</b>			
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>a. In partnership with other groups, conduct a regional tree canopy assessment to establish a baseline of data</b>			Board  Possibly Ad Hoc Research Committee
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>b. Encourage all local governments in the region to include a tree canopy assessment as a routine component of community infrastructure evaluation</b>			Board  Possibly Ad Hoc Research Committee

<p>1. Develop an action proposal for local government to adopt</p> <p>2. In those communities where the tree canopy analysis is not conducted, find partners who will conduct the assessment</p>			
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>c. In partnership with a University, seek funding to establish a regional tree canopy data base that can be used to evaluate changes and direct plantings</b>			Board Possibly Ad Hoc Research Committee
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>d. Provide research-based information to local community leaders on the relationship between tree canopy and other infrastructure issues, such as: water quality, environmental quality, storm water management, transportation choices</b>			Board Possibly Ad Hoc Research Committee
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>e. Provide research-based information to local community leaders on the impact of the tree canopy on social, health and economic equity (e.g., location of heat sumps)</b>			Program Committee
<p>1. Request approval of CEU training hours from the KY Department of Local Government (City and county officials are required to take X number of hours of continuing education training to receive certain pay benefits)</p> <p>2. Whether approved or not, schedule a workshop for local government leaders to increase their knowledge of the many values of urban forests</p>			
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results</i>	<i>Responsibility of</i>

		(outputs)	
<b>f. Initiate a landmark tree program that includes identifying and marking examples within the region</b> <ol style="list-style-type: none"> <li>1. Develop criteria for identifying landmark trees</li> <li>2. Identify trees in the region that meet the criteria</li> <li>3. Place markers at appropriate trees</li> <li>4. Celebrate the landmark trees with press releases and encourage neighborhoods to host a tree celebration</li> </ol>			Program Committee
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>g. Establish rapid response teams with diverse expertise to identify, warn of and address threats to the urban forests</b> <ol style="list-style-type: none"> <li>1. Determine if other communities have rapid response teams</li> <li>2. Assess the benefits and costs of creating rapid response teams</li> <li>3. Develop an outline of the composition and operations of rapid response teams</li> </ol>			Board
<b>GOAL 4</b> <b>Identify public policies and programs that would encourage the design, establishment, growth and maintenance of urban forests</b>			
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>a. Enhance the management and growth of the tree canopy in the region</b> <ol style="list-style-type: none"> <li>1. Review criteria used in other cities for the management and growth of the tree canopy</li> </ol>			Board Possibly Ad Hoc Policy Committee

<p>2. Develop an ordinance proposal for local governments to consider adopting on management and growth of the tree canopy</p> <p>3. Identify citizen advocates in all local government areas to guide the effort to have the proposed ordinance adopted</p>			
<p><i>Strategy/Actions</i></p>	<p><i>Resources needed</i></p>	<p><i>Indicators of desired results (outputs)</i></p>	<p><i>Responsibility of</i></p>
<p><b>b. Highlight the importance of urban foresters by providing local governments with information on how many communities have this position or access this professional knowledge</b></p> <p>1. Make a presentation to local governments that do <u>not</u> have an urban forester in their employ or on contract</p> <p>2. Recognize and honor the vision of local governments that do have an urban forester in their employ or on contract</p> <p>3. Offer to provide supporting information and mentorship to communities without urban foresters</p>			<p>Marketing/ Communications Committee</p>
<p><i>Strategy/Actions</i></p>	<p><i>Resources needed</i></p>	<p><i>Indicators of desired results (outputs)</i></p>	<p><i>Responsibility of</i></p>
<p><b>c. Evaluate the costs and benefits of establishing a civic foresters or tree stewards program to build support for urban forestry using the curriculum from Taking Roots – Civic Garden Center</b></p> <p>1. Working with local Extension offices, Master Gardeners and local garden clubs assess the interest in participating in such a program</p> <p>2. If interest is present, develop the structure and</p>			<p>Program Committee</p>

process for such a group. Be sure to review similar programs in other cities			
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>d. Encourage the implementation of a neighborhood adoption of street trees program</b>  1. Gather information on neighborhood street tree adoption programs in other places  2. Develop the structure and process for such a program in Northern Kentucky  3. In collaboration with Extension offices and other partners, market the program and its benefits for neighborhoods			
<b>GOAL 5</b> <b>Move toward a financially sustainable organization by expanding and diversifying your income streams.</b>			
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>a. Set a target goal for the proportion of your annual income you want to be derived from grants</b>  1. Identify priority areas of NKUCFC programs and activities  2. Identify grant opportunities that match priority areas  3. Develop a list of potential partners			Finance Committee
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>b. Develop a list of grants that can fund tree planting and related activities and the submission dates so you can routinely submit on time</b>			Development Committee

<p>1. Identify a volunteer who will routinely review RFPs to identify grants that can support your programs</p> <p>2. Develop an NKUCFC organization description and supporting materials that can be incorporated into most grants</p> <p>3. Identify member volunteers with experience writing grants to do this work for NKUCFC</p>			
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>c. Develop NKUCFC policies on how the grant fiscal agent will be determined, and how administrative fees be calculated and shared among partner organizations</b>			
<b>GOAL 6</b>			
<b>Enhance organizational structure and processes to assure efficient and effective achievement of mission and vision</b>			
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>a. Revise by-laws to streamline them so as to facilitate the operations of the organization</b>			Ad Hoc By-Laws Committee
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>b. Adopt operational policies for the implementation of the mission and the by-laws</b>			Ad Hoc By-Laws Committee
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>c. Redesign the Board and Executive Committee according to the operational policies</b>			Board
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>d. Establish standing committees with clearly defined areas of responsibility</b>			Board



<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>e. Finalize NKUCFC's membership policies and fees</b>			Board
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>f. Develop volunteer job descriptions for key programs and organizational activities</b>			Development Committee
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>g. Increase the number and diversity of partner organizations</b>  1. Explain what your organization can bring to a partnership that would help them achieve their mission and/or goals  2. Precisely explain what assistance or collaboration you desire from them to help you achieve your mission and goals			Development Committee
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>h. NKUCFC has an opportunity to share a staff person with Taking Root for \$5,000 a year. An evaluation needs to be completed to determine the pros and cons of the cost-sharing option of sharing a staff person with Taking Root for \$5,000 year</b>			Finance Committee
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>i. Formally adopt a strategic plan to guide the implementation of the mission</b>			Board
<i>Strategy/Actions</i>	<i>Resources needed</i>	<i>Indicators of desired results (outputs)</i>	<i>Responsibility of</i>
<b>j. Periodically review the strategic plan to update as needed</b>			Ad Hoc By-Laws Committee

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