



Conservation Federation

MISSOURI

Five Year Strategic Plan
January 2024 - December 2028

Approved December 1, 2023

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Approved 12/1/2023

Vision

The Conservation Federation of Missouri (CFM) envisions a future of continued strong citizen support for conserving our state’s rich natural resources including abundant wildlife, healthy forests, clean water and air, and land in which Missourians enjoy the outdoors. CFM envisions Missouri’s public and private natural resources are scientifically managed by private landowners and strong, science-based agencies for the benefit of all Missourians.

The Mission of the Conservation Federation of Missouri:

To ensure conservation of Missouri’s wildlife and natural resources, and preservation of our state’s rich outdoor legacy through advocacy, education and partnerships.

We Value:

- **The hunting and fishing heritage** of CFM’s founding members.
- **An independent Conservation Commission** that manages our hunting, fishing and trapping resources and associated outdoor recreation based on sound science without political special interests.
- **A 1/8 of one percent conservation sales tax** funding the scientific work of the Missouri Department of Conservation together with dedicated license reviews, federal excise taxes on hunting and fishing all expended under the sole discretion of the Conservation Commission that is enshrined in our state Constitution.
- **A state park system** funded through revenues and fees and a 1/10 of one percent statewide sales tax expended under the authority and direction of the Department of Natural Resources solely to fund state parks and soil and water conservation.
- **Diversity and inclusiveness** of experiences, backgrounds, perspectives and outdoor interests. We learn from our varied experiences and ways of thinking and leverage our diversity to be more effective in achieving our mission.
- **Collaboration** with members, affiliates, partners, and others toward our collective missions for the future of conservation and the outdoors through open and honest communication.
- **Science-based decision-making** in the management of Missouri natural resources.
- **Respect** for the time and commitment of our members and affiliates.

Goals, Objectives and Strategies

Goal I. To advocate for scientifically sound conservation and natural resource laws, regulations, policies, and programs.

Objective 1: Monitor and take action on relevant legislative, regulatory, and policy initiatives at state and federal levels.

Strategy 1.1: Regularly monitor issues important to CFM and its affiliates and produce well-researched, science-based, and timely responses consistent with the organization's mission.

Lead: Executive Director

Assist: Legislative Committee, Lobbyist, Executive Committee

Strategy 1.2: Coordinate with the National Wildlife Federation and other national partners on national legislative and environmental issues.

Lead: Staff, NWF Representative and Alternate

Assist: Executive Board

Strategy 1.3: Develop CFM resolutions, as needed, on current legislative, conservation, natural resource and environmental issues and deliver to appropriate agencies and organizations.

Lead: Resolutions Committee and Resource Advisory Committees (RAC)

Assist: Education and Communications Coordinator

Strategy 1.4: With guidance from the executive committee, promote and publicize select approved resolutions for follow up and monitoring and reporting to the Board at the next annual convention.

Lead: Executive Director

Assist: Executive Committee, Director of Operations Resource Action Committees

Strategy 1.5: Develop and provide tools, training, and events for board members, affiliates, general members and other interested individuals, and promote the Legislative Action Center in order to strengthen CFM's ability to address political, legislative and policy issues.

Lead: Executive Director, Lobbyist, Legislative Committee

Strategy 1.6: Annually fund a legislative lobbyist to promote CFM initiatives and interests concerning proposed natural resource conservation and environmental legislation and other legislative actions impacting the state's natural resources.

Lead: Executive Director, Legislative Committee

Strategy 1.7: Reevaluate the need for and implementation of the board approved 501(c)4 organization.

Lead: (c)4 Committee, Executive Committee, Board

Strategy 1.8: Invite and train members and affiliates to meet with elected officials to expand engagement with legislators.

Lead: Staff

Assist: Legislative Committee, Lobbyist

Goal II. To educate members, affiliates, and partners about current natural resource issues, the conservation of natural resources, and the purpose of CFM.

Objective 1: Inform and support a diverse coalition of members, affiliates and partners about key issues and opportunities affecting the future of natural resources and outdoor recreation.

Strategy 1.1: Create a comprehensive communication plan for CFM members and

affiliates to help attract new conservation organizations as affiliates that support the CFM vision.

Lead: Staff

Assist: Executive Committee

Strategy 1.2: Disseminate information on conservation issues, CFM priorities and natural resources management to members, affiliates, business partners and elected state officials.

Lead: Staff, Education and Communications Coordinator

Assist: Board members

Strategy 1.3: Improve and expand the CFM social media platforms to promote the CFM mission of natural resources conservation.

Lead: Education and Communications Coordinator

Strategy 1.4: Develop informational materials explaining the roles and purposes of CFM and organizational processes for new members and new affiliates.

Lead: Membership Manager

Assist: Membership Committee

Strategy 1.5: Provide informational materials to affiliates on the value and purpose of the annual CFM resolution process.

Lead: Executive Director, Membership Manager

Objective 2: Promote the CFM mission and values by engaging members, affiliates, affiliate members and others through the CFM magazine.

Lead: Staff

Goal III. To develop natural resource conservation leaders.

Objective 1: Secure outside funding sufficient to support a minimum of 50% of the annual Conservation Leadership Corps (CLC) program costs.

Lead: Education and Communications Coordinator, Youth Conservation and Action Committee (YCA)

Objective 2: Recruit, retain and support emerging conservation leaders from high school through their professional careers. (CLC through Young Professionals)

Strategy 2.1: Develop additional outreach and marketing strategies to help recruit CLC applicants, with consideration for field of study, geography, gender and race and ethnicity.

Lead: Education and Communications Coordinator

Assist: YCA

Strategy 2.2: Provide opportunities for CLC participants to collaborate with their counterparts in other states through programs such as Confluence of Young

Conservation Leaders. (CYCL)

Lead: YCA, Education and Communications Coordinator

Strategy 2.3: Provide opportunities and encouragement for CLC members and the CFM Young Professionals to interact with board members and affiliates.

Lead: Executive Committee

Assist: YCA, Board, Education and Communications Coordinator

Strategy 2.4: Provide at least three opportunities annually for meaningful engagement of CLC members

Lead: Education and Communications Coordinator

Assist: YCA, Staff

Strategy 2.5: Retain 20 % of CLC graduates as active members in CFM by developing procedures for maintaining contact with and providing updates to maintain their interest in CFM and natural resource conservation issues.

Lead: Young Professionals, YCA, Education and Communications Coordinator

Objective 3: Develop and provide leadership opportunities for members representing a variety of outdoor interests.

Strategy 3.1: Develop leadership training and mentoring for board members, officers, affiliates, young professionals and interested CFM members.

Lead: Board-led committee to be developed, Young Professionals

Assist: Staff

Strategy 3.2: Develop a mentoring program for new CFM members and affiliates to promote the CFM mission and foster retention and active involvement in the CFM organization.

Lead: Membership Committee

Asist: Membership Manager

Objective 4: Annually recognize individuals who demonstrate an extraordinary level of commitment and accomplishment to the conservation and management of Missouri's natural resources.

Strategy 4.1: Review and update award categories and criteria to include areas focusing on inclusive and innovative work in the conservation sector.

Lead: Awards Committee

Assist: Director of Operations

Strategy 4.2: Continue to identify a pool of award nominees by December 31 of each year, adequate to advance one highly qualified nominee in each category.

Lead: Awards Committee

Assist: Director of Operations

Strategy 4.3: Continue to provide a CFM scholarship program and choose successful

applicants prior to the annual convention.

Lead: Scholarship Committee

Assist: Director of Operations

Goal IV. Collaborate with affiliates and other organizations to promote participation in outdoor recreation and conservation programs and activities.

Objective 1: To increase diversity and inclusion, identify and engage with potential affiliate organizations new to CFM.

Lead: Board

Assist: Membership Manager

Objective 2: Administer the Share the Harvest, Risberg Grants, the Governor's Youth Turkey Hunt and other potential programs.

Lead: Staff

Assist: Committees

Objective 3: Promote the work of affiliates and partners.

Strategy 3.1: Feature at least one article per issue of the Conservation Federation Magazine written by an affiliate, affiliate member or resource advisory committee member and review articles in affiliate publications for possible inclusion in the Conservation Federation Magazine.

Lead: Membership Manager

Strategy 3.2: Recruit an affiliate to develop and implement at least one educational session at the annual CFM convention.

Lead: Membership Manager

Assist: Affiliate Board Members

Objective 4: Provide support to public and private partnership workshops and conferences tailored to broaden the conservation coalition.

Lead: Executive Committee

Assist: Operations Manager

Goal V. Ensure a fiscally sound organization with the capacity to fully accomplish the CFM mission.

Objective 1: Develop and implement a comprehensive and diversified fundraising plan that reflects both current and anticipated needs.

Strategy 1.1: Explore and attain new funding sources through events, grants, endowments, foundations and other sources to help execute the CFM mission, while maintaining and growing existing funding sources.

Lead: Development and Events Coordinator, Executive Director, Ways and Means Committee

Assist: Executive Committee

Strategy 1.2: Develop and promote a new income stream by 2028 that highlights CFM as an organization.

Lead: Executive Director, Executive Committee

Objective 2: Develop and sustain a dedicated membership and affiliates representative of Missouri demographics and range of outdoor, nature-related interests.

Strategy 2.1: Increase number of individual CFM members by 10% and Life memberships by 15% by 2029.

Lead: Membership Manager, Membership Committee

Strategy 2.2: Increase membership renewals by 5%.

Lead: Membership Manager, Membership Committee

Strategy 2.3: Increase the number of business partners that align with the CFM mission by 10% by 2029.

Lead: Membership Manager

Strategy 2.4: Increase the number of CFM members from affiliates.

Lead: Membership Committee

Assist: Affiliate Board Members

Strategy 2.5: Increase the Founders Circle by 15 additional bronze members by 2029.

Lead: Membership Committee, Membership Manager

Objective 3: Continue to build a diverse and active board of directors engaged in organizational leadership, direction-setting and funds development.

Strategy 3.1: Prepare an evaluation of CFM board and committee structure including the need for a Communication Committee by December 2024.

Lead: Executive Committee, Board

Assist: Staff

Strategy 3.2: Conduct exit interviews with outgoing board members as one way to assess effectiveness of communications, training, engagement, interaction, etc.

Lead: Executive Director, Officers

Strategy 3.3: Annually conduct board orientation and leadership development in conjunction with the annual convention.

Lead: Board

Assist: Staff

Strategy 3.4: Develop annual work plans on action items for strategic plan implementation with the Executive Committee and committee chairs taking the lead.

Lead: Committee Chairs, Executive Committee

Strategy 3.5: Annually review progress on implementing this strategic plan with a report to the Board at the convention board meeting or last board meeting of the calendar year.

Lead: Strategic Planning Committee

Strategy 3.6: Review the nominations and election process and develop a board recruitment, nomination and orientation policy which focuses on broadening representation from communities not currently involved with CFM. (tasks include succession planning, identifying barrier to becoming leaders)

Lead: Executive Committee

Objective 4: Maintain, develop and equip qualified and diverse staff sufficient to successfully implement organizational functions, programs and activities.

Strategy 4.1: Regularly review and update operating policies and procedures with a report to the board.

Lead: Executive Director

Strategy 4.2: Develop an annual staff training and development strategy and support professional development opportunities for individual staff members to increase and enhance skills related to their position.

Lead: Executive Director

Strategy 4.3: Provide adequate office resources (e.g., computer networking systems, etc.).

Lead: Executive Director

Strategy 4.4: Develop a plan to secure office space sufficient to meet organizational needs.

Lead: Building Committee

Objective 5: Hold an annual CFM convention for members and affiliate members.

Strategy 5.1: Convene a convention committee to assist staff with convention planning e.g., identify speakers, recruit volunteers, etc.

Lead: Development and Events Coordinator

Assist: Board