



**SOCIETY OF
AMERICAN
FORESTERS**
CALIFORNIA

Strategic Plan 2024-2028

Introduction

The purpose of the CalSAF Strategic Plan is to provide guidance for elected officers and other leaders on strategies to advance the CalSAF mission. Incoming CalSAF Chairs, in conjunction with the Board of Directors and Executive Committee, may identify items within the Strategic Plan to focus on during their tenure. CalSAF Leadership is not expected to address every item within the Strategic Plan within their tenure.

The Strategic Plan outlines strategies that members can work towards within their own local Chapters and as individuals. The CalSAF Chair, Board of Directors, or Executive Committee, are not the sole champions of the CalSAF mission and rely on help from all members to move forward.

Mission

The mission of the California Society of American Foresters (CalSAF) is to promote sustainable management of California's and Hawaii's forest resources through science, education, and technology, promoting professional excellence while ensuring the continued health, integrity, and use of forests to benefit society in perpetuity.

Vision

CalSAF, through its members, is a trusted leader in California forestry policy, forest health advocacy, forestry education, and addressing the complexities of California's changed and changing forested environment.

Values

CalSAF is dedicated to serving its members, the forestry profession, and the citizens of California by upholding these core values:

- **Ethics.** We are committed to the SAF Code of Ethics.
- **Respect.** We maintain a welcoming environment that embraces differences and offers respect, dignity, and fairness for all people and partners.
- **Efficiency and Responsiveness.** We value efficiency, transparency, cost-effectiveness, and timely service in our work with members and partners.
- **Partnership.** We work together and with others to anticipate the challenges ahead and achieve our mission.
- **Stewardship.** We recognize the essential connection between people and forests and encourage forest management and policy for sustained benefits now and in the future
- **Financial and Organizational Security.** We are committed to attaining our organizational goals while also maintaining our financial and organizational health.

Goals

1. Promote professional excellence
2. Increase societal awareness and appreciation of forestry and forest management practices. Provide credible, reliable, and timely forestry and natural resources information to members and the public.
3. Advocate for science-based policies and regulations impacting forests in California and Hawaii
4. Maintain organizational health and fiscal responsibility

Goal 1 – Promote Professional Excellence

CalSAF is committed to the management of forestlands based on scientific principles. To this end, CalSAF will support professional excellence through continuing education of forestry practitioners, growth of the profession, and SAF accreditation standards.

Objective 1 – Provide foresters with current forest science information.

Strategy 1 - Provide technical sessions at CalSAF and local chapter meetings. Encourage interdisciplinary presentations on forestry related subjects.– *Cal SAF Chair; Chapter Chairs*

Strategy 2 – Provide SAF Accredited continuing education units for foresters. *Executive Director*

Objective 2 – Promote the forestry profession

Strategy 1 – Encourage college and university faculty and staff to engage in national, state and local SAF activities

Who is Responsible – SAF Student Chapters; Board of Directors

Strategy 2 – Increase student attendance and engagement in national, state and local SAF activities

Who is Responsible – Chapter Chairs; CalSAF Student Advisors

Strategy 3 – Engage more, and more diverse, stakeholders; champion and promote good work by others.

Who is responsible - Board of Directors; Chapter Chairs

Strategy 4 – Promote and support the continued SAF accreditation of California universities and colleges.

Who is Responsible – SAF Faculty Advisors; Board of Directors

Goal 2 – Increase societal awareness and appreciation of forestry and forest management practices. Provide credible, reliable, and timely forestry and natural resources information to members and the public.

CalSAF is committed to the public dissemination of information based on best available science leading to the improved stewardship of California forests as well as an increased appreciation of forestry by the public.

Strategy 1 – Seek opportunities to interact with local groups to communicate about forestry (e.g. volunteer as a speaker at local schools, clubs, conservation organizations, and events).

Who is Responsible – All CalSAF members

Strategy 2 – Communicate the impacts and relevant contributions of forestry to solving societal issues highlighting the positive impact of the profession (e.g, fire risk reduction, clean water, quality recreation opportunities, wood supply, etc.).

Who is Responsible - CalSAF Policy Chair; CalSAF Science and Technology Chair; CalSAF Communications Chair

Strategy 3 – Continue support of public education and outreach programs (e.g., Forestry Institute for Teachers, Forest Conservation Days)

Who is Responsible – CalSAF Education Chair

Strategy 4 – Increase current information on the CalSAF website (or links to information) available to the public about forestry and forestry issues.

Who is Responsible – Communications Chair; Policy Chair; Science and Technology Chair

Strategy 5 - Provide local media with reliable and current forestry information.

Who is Responsible – CalSAF Communications Chair; Policy Chair; Chapter Chairs

Goal 3 – Advocate for science-based policies and regulations impacting forests in California and Hawaii

CalSAF will provide science-based input to inform policy and decision makers that will enhance the stewardship of forestlands. CalSAF, through its leadership and committees, will support policy development and implementation that is driven by sound scientific principles.

Strategy 1 – Identify issues and develop policy statements relating to forestry and forest management practices at local and state levels.

Who is Responsible - Chapter Chairs; CalSAF Policy Chair

Strategy 2 – Write emails/letters of opposition/support to local, state, or federal officials using credible forest science and policy.

Who is Responsible - Communications Chair; Policy Chair; Chapter Chairs;

Strategy 3 - Provide elected and appointed government officials with science-based forest information.

Who is Responsible – CalSAF Chair; Policy Chair; Communications Chair; Science and Technology Chair

Strategy 4 – Develop policies/letters with other natural resource-based NGOs within California (e.g., California Licensed Foresters Association, California Invasive Plant Council, California Forest Pest Council).

Who is Responsible – CalSAF Chair; Chapter Chairs; CalSAF Policy Chair

Goal 4 – Maintain organizational health and fiscal responsibility

In order for CalSAF to achieve success in meeting our other goals, our organization must continue to thrive.

Objective 1 - Provide for Organizational Health

Strategy 1 – Follow all applicable 501(c)(3) state and federal laws and regulations

Who is Responsible - Executive Director; Board of Directors

Strategy 2 - Create a membership culture that attracts and retains an engaged and diverse group of forestry professionals.

Who is responsible – All leaders and members

Strategy 3 – By 2028, have no loss of active chapters from 2024 and increase the number of active chapters by two.

Who is Responsible – Chapter Chairs; CalSAF Chair

Strategy 4 – Begin each year (January 1) with required new officers in place (e.g., vice-chair, etc.).

Who is responsible – Executive Director; Board of Directors

Strategy 5 – Review the strategic plan on a regular basis.

Who is responsible – Executive Director; Board of Directors

Objective 2 - Provide for Financial Health

Strategy 1 – Begin each year (January 1) with an approved balanced budget and end each year without a substantial deficit or surplus.

Who is Responsible – Executive Director; Board of Directors

Strategy 2 – Secure outside funding (grants, donations, etc.) to support the CalSAF mission. Cultivate donors and sponsors. Grow capacity to develop new funding through creation of a development/grants manager position.

Who is responsible - Executive Director; Board of Directors

Strategy 3 – Ensure long-term financial health of sponsored programs

Who is responsible – Program Organizers; CA SAF Education Chair; CA SAF Treasurer