



Strategic Plan June 2018 - June 2020

Mission Statement

We protect and sustain forests, streams, wildlife, and communities in the heart of the Cascades through conservation, education, and advocacy.

Vision

Our vision is one of a forest where wild places remain to capture our imaginations and allow native wildlife to thrive. Pristine mountain streams rush through this healthy forest, supporting people and native fish populations. The heart of this place, the Gifford Pinchot National Forest, is biologically diverse and resilient in the face of climate change; its resources are sustainable, supporting local communities and recreation. We are stewards of this landscape, working to safeguard the beauty and wonders of Washington's South Cascades for our children and future generations.

Values and Guiding Principles

- We value thriving biological diversity, which supports the high quality of life in the Pacific Northwest. It is embodied by abundant native fish and wildlife populations, fully functioning forest ecosystems, clean water, and inspiring outdoor experiences.
- We support applying the best available science to managing forests and watersheds. We work toward a forest ecosystem that is sustainable and resilient to the effects of climate change.
- We believe in connecting people to nature by engaging them in conservation science and policymaking, and introducing them to the unique and beautiful places of the Gifford Pinchot National Forest.
- Collaboration with local community members, government, and others is our preferred approach to addressing conservation issues.

- We have a responsibility to use the financial resources entrusted to us efficiently and carefully as we work to protect our natural resources.

Long-Term Organizational Goals

The Cascade Forest Conservancy (CFC) has established the following five long-term goals to help us accomplish our mission:

- I. The forest ecosystem is diverse and resilient to the effects of climate change.
- II. Streams and watersheds are healthy and pristine, with thriving populations of wild salmon, steelhead, and trout.
- III. Viable populations of wildlife and native plant species are maintained in the Gifford Pinchot National Forest, contributing to high levels of biodiversity.
- IV. The general public is more connected to nature and participates to conserve and sustain Washington's South Cascades.
- V. The Cascade Forest Conservancy is a sustainable, effective, and diverse organization that can successfully achieve its goals.

LONG-TERM GOAL I: The forest ecosystem is diverse and resilient to the effects of climate change.

Three-Year Strategy A: Research, monitor, and respond effectively to changes in the forests, waterways, and wildlife of Washington's South Cascades.

Three-Year Benchmarks:

1. Encourage and implement responsible strategies, as listed below and in CFC's *Wildlife and Climate Resilience Guidebook*, to help the Gifford Pinchot National Forest (GPNF) and its wildlife adapt to climate change.
2. Monitor, assess, and respond to changes in vegetation, pests, fire threats, and other measurable climate change information in susceptible areas of the GPNF.
3. Compile a repository of current science and monitoring in Washington's southern Cascade forest ecosystem.

Three-Year Strategy B: Promote forest practices that retain existing old growth, promote biodiversity, and encourage fire resilience.

Three-Year Benchmarks:

1. Work with the Forest Service and stakeholders in two collaborative groups to advocate for healthy timber management and restoration projects in the GPNF.
2. Promote policies and projects that retain and encourage old growth, mature forests, and diverse stands.
3. Thinning projects should focus on increasing diversity in young, dense plantation stands and gap creation should be limited in size, avoiding regeneration harvests that retain only a small percentage of trees.
4. Support projects and science-based fire policies that minimize the threats of large, high-severity fires in the region.
5. Promote and carry out projects to improve climate resilience in east side and mixed conifer forests.
6. Work with partners to quantify the impacts of huckleberry restoration efforts and support the development of science-based plans to enhance huckleberry growth.

Three-Year Strategy C: Protect regional connectivity and wildlife corridors for a diverse array of plant and animal species.

Three-Year Benchmarks:

1. Protect fragile ecosystems, including older forests, alpine meadows, and riparian areas, through restoration and conservation.
2. Identify, map, and investigate politically viable opportunities to protect sufficient habitat, refugia, wildlife corridors, and key waterways in the long-term.
3. Initiate campaigns to permanently protect resources in the following four areas of the GPNF: Green River valley, Dark Divide, Bourbon Creek, and Siouxon Creek.
4. Monitor off-road vehicle use and impacts in the Dark Divide, and work to reduce motorized use in roadless areas.

Three-Year Strategy D: Support climate mitigation strategies that reduce carbon emissions and increase carbon storage of the forest ecosystem.

Three-Year Benchmarks:

1. Encourage policies that maximize landscape carbon storage and promote ecosystem services related to carbon storage from standing trees.
2. Promote practices that minimize national and regional carbon emissions, as well as CFC carbon emissions.

LONG-TERM GOAL II: Streams and watersheds are healthy and pristine, with thriving populations of wild salmon, steelhead, and trout.

Three-Year Strategy A: Prevent damaging mining proposals and practices.

Three-Year Benchmarks:

1. In partnership with a large coalition of partners, the Green River valley mining proposal from Ascot Resources is defeated.
2. Legislation has been introduced to protect the Green River watershed for future generations.
3. Suction-dredge mining is prohibited in salmon, steelhead, and bull trout habitat in Washington.

Three-Year Strategy B: Damage to streams and watersheds from Gifford Pinchot National Forest roads and off-road vehicles is significantly reduced.

Three-Year Benchmarks:

1. At least 10 miles of priority roads are surveyed by CFC each year.
2. Roads in the GPNF that are most damaging to streams and wildlife habitat are repaired, closed, or decommissioned.
3. Damage from off-road vehicles is identified and significantly reduced, especially in the Dark Divide roadless area.
4. CFC will advocate for and participate in identifying, revegetating, and blocking motorized access to unclassified user-created routes.

Three-Year Strategy C: Forest management practices protect and promote watershed health.

Three-Year Benchmarks:

1. CFC reviews forest management proposals and works in partnership with the Forest Service and collaborative stakeholder groups to reduce impacts to watersheds.
2. Forest Service timber sale projects contain adequate no-cut stream buffers and minimizes new roads and stream crossings.
3. Mature and old growth forests are protected and Northwest Forest Plan protections are maintained, including goals for the Aquatic Conservation Strategy and Riparian Reserves.

Three-Year Strategy D: Streams, rivers, and riparian areas are improved through restoration and protection efforts.

Three-Year Benchmarks:

1. CFC will work with partners to reintroduce at least 20 beavers to strategic locations in and around the GPNF by 2020.
2. Over 8,000 native trees are planted along degraded and at-risk waterways in and around the GPNF by 2020.
3. Identify other aquatic improvement projects to build resilience and connectivity in streams and wetlands.
4. Funding through retained receipts and other sources is directed to watershed restoration projects.
5. CFC will encourage effective fish passage and aquatic connectivity in our region.
6. CFC will prevent new local dam projects that threaten aquatic health, and support dam removal efforts.

LONG-TERM GOAL III: Viable populations of wildlife and native plant species are maintained in the Gifford Pinchot National Forest, contributing to high levels of biodiversity.

Three-Year Strategy A: Key wildlife species have large areas of improved habitat and reduced threats.

Three-Year Benchmarks:

1. Northern spotted owl and marbled murrelet populations are sustained and important habitat areas are protected.
2. CFC will pursue wildlands protection solutions in the wildlife corridors of Green River valley, Dark Divide, Siouxon Creek, and Bourbon Creek.
3. Annually, at least 10 wildlife cameras monitor habitat use and species assemblages in the GPNF, with a focus on marten, fisher, and wolf populations.
4. Fisher and marten populations are healthy and important habitat areas are conserved.
5. Support efforts to recover species like the wolf, wolverine, grizzly bear, and fisher across their former ranges in southwest Washington, including the GPNF.
6. Wild places remain in the GPNF that can capture the imagination of bigfoot enthusiasts ☺

Three-Year Strategy B: Biodiversity is preserved and enhanced.

Three-Year Benchmarks:

1. Landmark conservation laws like the Endangered Species Act are defended, funded, and enforced.
2. Support appropriate efforts to preserve and restore rare, sensitive, and native species.
3. Work with the Forest Service and volunteers to restore biodiversity in post-fire areas in mixed conifer and east side forests.
4. Support and implement appropriate invasive species removal and prevention in the forest.

LONG-TERM GOAL IV: The general public is more connected to nature and participates to conserve and sustain Washington's South Cascades.

Three-Year Strategy A: Encourage stewardship and engagement by local youth and people by involving them in citizen science.

Three-Year Benchmarks:

1. Each year CFC organizes and leads at least 20 safe and productive volunteer trips in the GPNF, accounting for at least 35 days in the field.
2. Volunteers actively participate in Gifford Pinchot Stewards surveys and field trips, with a 25 percent increase in participation each year.
3. Young Friends of the Forest expands to diverse and underserved schools in Portland, Vancouver, and other areas near GPNF, connecting with approximately 200 youth from ten schools annually.
4. Field trips related to key conservation issues are organized for decision makers.

Three-Year Strategy B: Build public awareness of conservation issues in Washington's South Cascades and engage local communities in our campaigns.

Three-Year Benchmarks:

1. The CFC member and supporter base increases to 11,000 in 2018 and increases by 10%

each year.

2. Every member and supporter receives frequent communications and opportunities to engage and volunteer.
3. The CFC website and technology effectively engages people and educates them about our programs.
4. CFC hosts an annual banquet and auction and at least three CFC-organized community events each year, and participates in at least five public tabling events each year, to recruit new members and engage the public.
5. Using language that is engaging and easy to understand, CFC will develop a suite of effective outreach materials that engage and inform the public and decision makers.
6. Stories, experiences, photos, and videos of the places we protect are posted weekly on CFC's website and social media outlets, along with ways to take action and volunteer on key issues.

LONG-TERM GOAL V: The Cascade Forest Conservancy is a sustainable, effective, and diverse organization that can successfully achieve its goals.

Three-Year Strategy A: CFC has effective organizational structures, policies, and procedures in place.

Three-Year Benchmarks:

1. The Strategic Plan is reviewed annually with board and staff and updated, if necessary.
2. Staff develop active work plans, with six month timelines, twice a year.
3. An annual report is developed each spring.
4. A financial audit is performed every odd-numbered year.
5. Effective bylaws, staff handbook, financial policies, and office/operational procedures are developed and kept up-to-date.
6. CFC has a reliable and effective membership database, website, and technology infrastructure.

Three-Year Strategy B: The Conservancy has sufficient funds to achieve mission and goals.

Three-Year Benchmarks:

1. CFC will increase funding for conservation programs by approximately \$40,000 each

year, with a special emphasis on growing our advocacy programs.

2. CFC maintains a team of at least five effective canvassers, engaging the public and meeting membership goals.
3. Member donations increase by 10 percent each year, all donors receive acknowledgement for their gifts, and all lapsed donors are contacted for renewal.
4. CFC grows its major donor program.
5. Foundation giving is sustained at or above currently levels.
6. CFC's business partners program will grow by approximately 10% each year.
7. The annual banquet and auction brings in significant new funding and members.
8. At least three well-attended events are organized each year to engage the public, raise income, and increase membership.

Three-Year Strategy C: Cascade Forest Conservancy has a work environment and benefits that attract and retain amazing staff.

Three-Year Benchmarks:

1. Offer competitive salaries to staff according to experience, skills, and TREC's annual survey.
2. Offer generous vacation time and competitive health, dental, and retirement benefits.
3. Hold an annual campout and organize regular get-togethers for staff and board members.
4. CFC will work to promote teamwork and have more fun at work, and hold regular staff meetings.
5. Staff focus on diversity, equity, and inclusion and healthy culture and work/life balance.

Three-Year Strategy D: Cascade Forest Conservancy has an effective and diverse board of directors that provides leadership and fundraising.

Three-Year Benchmarks:

1. A board recruitment subcommittee works to increase board membership to a maximum of 12 members that are diverse and can provide connections to major donors and decision makers, and have geographic and political diversity.
2. The board will create an annual work plan, and review progress at each board meeting, as well as at an annual board retreat.
3. The board chair works with the board to meet annual board fundraising goals.
4. Board members set and meet individual fundraising goals.
5. Each member will recruit 2-3 business or individual major donors each year.
6. All board members are monthly CFC donors.
7. At the annual banquet, each board member will fill a table with potential donors and

- assist with the acquisition of sponsorship and auction items.
8. The board will organize at least two board-led fundraising events.
 9. The Board conducts an annual review of the executive director, as well as a board effectiveness review.
 10. Board members actively participate in CFC programs to support the growth and success of the staff and organization.