

Minnesota Forest Resources Council Strategic Plan

Issued 2025



**MINNESOTA
FOREST
RESOURCES
COUNCIL**

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Our Mission

The Mission of the Minnesota Forest Resources Council is to develop recommendations that result in the sustainable management of Minnesota's forest resources while protecting the balance of long-term economic, ecological, and social forest values in accordance with the 1995 Sustainable Forest Resources Act (Minnesota Statutes 89A.03).

Our Vision

The Minnesota Forest Resources Council is a recognized leader that promotes sustainable forest policies and practices and works collaboratively to ensure ecosystems thrive, the human spirit is fed, and forest products and services meet societal needs today and into the future.

Our Shared Belief

The Minnesota Forest Resources Council recognizes that cooperation and collaboration between public and private sectors is critical to sustainably managing the state's forest resources. It values and respects individuals' and organizations' perspectives on the management, use, and protection of forests.



Planning for Success

This Minnesota Forest Resources Council (MFRC) Strategic Plan is a set of committee-driven plans that work in tandem to promote the balanced stewardship of Minnesota’s forest resources in accordance with the MFRC’s governing statute, [Sustainable Forest Resources Act 89A](#).

From fall 2024 through summer 2025, committees developed their plans using frameworks tailored to their respective charters and functions. Their approaches included:

- Reviewing the MFRC’s 2020–2023 Strategic Plan to determine which goals and actions were completed, which needed refinement, and which were no longer relevant.
- Conducting horizon scans and defining new goals and strategies to address emerging needs and priorities.
- Engaging stakeholders to understand priorities related to sustaining Minnesota’s forest resources.
- Analyzing operational effectiveness, resource alignment, and practical methods for driving and monitoring progress.

The result of this collaboration is an action-oriented guide for the MFRC calibrated to the unique responsibilities and focuses of its committees. Goals and strategies outlined on the following pages position the MFRC to respond to challenges and seize new opportunities affecting the sustainability of Minnesota’s forest resources.



Personnel & Finance Committee

Goals

1. MFRC has a self-managed, well-trained, interdisciplinary team that effectively carries out its mission,
2. Adequate resources are secured and effectively managed to carry out the MFRC/Sustainable Forest Resources Act statutory mission, and
3. MFRC has the mechanisms needed for effective internal governance, budget administration, and oversight of other Sustainable Forest Resources Act functions.

Strategies & Actions

Strategy #1

Filling vacant MFRC positions in priority order using updated position descriptions, marketing strategies, and DNR hiring practices.

- **Action 1A:** Prioritize the hiring sequence of vacant positions and prepare to recruit nationally at time of the postings.
- **Action 1B:** Maintain updated MFRC staff position descriptions with input from the appropriate MFRC committees.
- **Action 1C:** Circulate posted positions through Council member and stakeholder newsletters, listserve, professional forestry/conservation employment listing services.

Strategy #2

Developing funding strategy and budget, with full Council and partner input, identifying public and private funding opportunities to support MFRC and Sustainable Forest Resources Act statutory responsibilities and programs.

- **Action 2A:** Develop biennial budget and work plan that identifies appropriate and non-appropriated funding needs and opportunities.
- **Action 2B:** Meet with MFRC Committee Chairs, Regional Committee Chairs and partners to understand funding opportunities and funding needs.
- **Action 2C:** Seek and review funding opportunities to meet Council needs.
- **Action 2D:** Secure funding for priority needs/opportunities for which MFRC qualifies as an applicant and assist partners in securing funds for MFRC collaborative efforts.

- **Action 2E:** Assign MFRC staff to implement specific program/project responsibilities, including securing supplemental public and private funding as approved by the Committee.

Strategy #3

Reviewing and updating MFRC operating protocols and Sustainable Forest Resources Act reporting/oversight responsibilities.

- **Action 3A:** Review current protocols and update as necessary.
- **Action 3B:** Ensure biennial engagement among the MFRC and Sustainable Forest Resources Act (SFRA) partners to review status of SFRA program operations and funding, and to solicit policy and appropriation recommendations.
- **Action 3C:** Develop the Council's biennial report and other reports as necessary.

Strategy #4

Using contracted professional services, inter/intra-agency employment agreements, student/graduate assistants, and/or collaborative partnerships as necessary to support essential MFRC functions and program needs.

Policy Committee

Goals

Establish and maintain strategic relationships with the Governor and Legislature. Effectively advance MFRC policy recommendations and strategies consistent with MFRC'S policy priorities, and support MFRC's study findings (e.g., Climate Change Report, Forest Carbon Stocks, etc.), Resolutions and Position Papers.

Strategies & Actions

Strategy #1

Establish and advance MFRC policy priorities on contemporary sustainable forestry issues, consistent with the SFRA purpose and the MFRC strategic plan.

- Query MFRC members and key legislators to identify forest-related state and federal legislative initiatives likely to arise in the coming legislative sessions. Evaluate them using the Policy Criteria process. Present a list of Policy Priorities to the full Council at the fall meeting to consider and prioritize.
- Build coalitions that unite key stakeholders and program administrators together to advance policy and/or funding initiatives.
- Craft letters to legislators and policy makers on identified issues as appropriate.
- Allow for a degree of leadership by qualified staff persons on identified and emerging issues by balancing staff initiative, Policy Committee guidance and Council direction, using transparency, communication, and accountability.

Strategy #2

Fill the policy analyst position in support of the MFRC's mission.

- Assist the Personnel and Finance Committee with securing adequate funding to fill the Policy Analyst position.
- Consider hiring temporary or work out of class contractors or staff to accomplish position duties until the full-time position is filled.

Strategy #3

Empower and equip Council members and staff with tools to actively promote MFRC's work at legislative sessions and within other policy settings.

- Conditional upon receiving the full support and assistance of individual Council members, build relationships with the Governor, members of the MN Legislature, the MN Congressional delegation, and their staff using the MFRC Biennial Report, RAC Climate Report, Forest Carbon Report, Resolutions and Position Papers as talking points.
- In coordination with the Landscape Advisory Committee, engage Regional Committee Chairs and Vice-Chairs in establishing strategic relationships with Governor, Legislature, Congressional delegation, and stakeholders at the local (district) level.
- Schedule an annual “day-on-the-hill” for Council members, Regional Committee chairs, and staff to assist them in meeting with Legislators.

Landscape Advisory Committee

Strategic Plan Overview & Goals, 2025-2030

MFRC convened several facilitated meetings over the course of six months between members of the Landscape Advisory Committee and the chairs from regional landscape committees.

Through this series of meetings, the group collaboratively developed 5 goals for the next five years.

Goal 1: Recruit and support engagement to create a culture of deep collaboration and value.

Goal 2: Collaboratively design recommendations for climate mitigation and forest resiliency that uplifts social, environmental, and economic forest resource values. *

Goal 3: Become known as the venue and organization for multi-disciplinary regional and statewide forest resource information sharing; bridging gaps in understanding of issues using the best available science and data.

Goal 4: Strategically coordinate regional stakeholder actions to align and support Regional Landscape Plans. *

Goal 5: Strengthen the Regional Landscape Program through programmatic operational guidance and procurement of resources. *

*Following the initial draft of goals, strategies, and actions the LAC and regional chairs prioritized activities most important to begin within the year. They identified goals 5, 4, and 2 (listed in order of preference) as their highest priorities.

**Priority strategies within those goals are indicated throughout the plan below.

Detailed Strategic Plan, 2025-2030

Goal 1

Recruit and support engagement to create a culture of deep collaboration and value.

Strategy 1: Enhance regional committee membership and engagement to ensure inclusivity and representation of all stakeholder and Tribal interests as outlined in MN Stat. 89A.03.

Actions:

1. LAC and Council strategically engage representative stakeholders and Tribal nation leadership to encourage support and awareness of the Regional Landscape Program, landscape plan goals, and active engagement in Regional Landscape Committees.
2. In partnership with MFRC staff, Regional Chairs, and committee members, conduct strategic outreach to private, public, Tribal, and industrial land managers/owners ensuring diverse forest resource perspectives are represented.
3. Build relationships across stakeholders, forest industry, private landowners, agencies, and Tribes. Coach regional committee members on their roles outside and within meetings to share and distribute information within their networks and aid in coordination.

Results:

- Regional committee members will see value in partnership and participation within the committee, are aware of their role and who they intend to represent, and underrepresented groups gain increased representation through proactive adjustments.
- Successful stakeholders, private landowners, forest industry, agencies, and Tribes will be invested in participating in LAC activities and see regional committee meetings as a space for collaborative problem solving where all are welcome. They will be deeply involved with a shared understanding of regional goals and roles. Regional Committee meetings will have comprehensive and robust representation and engagement from entities reflective of their respective region.

Strategy 2: In partnership with stakeholders, increase awareness of Regional Landscape Committees as an inclusive space for identifying, discussing, and drafting solutions to landscape-level forest resource concerns, challenges, and opportunities.

Actions:

1. Focus quarterly meeting agendas on plan goals, priority local challenges, productive discussions, and collaborative solution design that result in robust attendance and engagement.
2. Provide opportunities for regional committee members and other attendees to discuss regional needs in forest management and have their perspectives be elevated to the Council when needed.
3. Capture and assimilate the work and accomplishments of regional committees for strategic outreach and external sharing.
4. Utilize field tours, subcommittees, work groups, and project collaborations to recruit, engage, and empower regional committee members in regional landscape planning and coordination.

5. Foster relationships that will facilitate successful grant acquisition to respond to regional challenges and opportunities.

Results:

- Regional stakeholders' engagement, mutual learning, and understanding will result in alignment across all actors in sustainably managing forest resources across the state.
- Sharing of work and accomplishments will result in a more comprehensive understanding of the Regional Committees and Landscape Program's role and impact, both tangible and intangible.
- Regionally led and collaborative efforts have adequate funding to support innovation and implementation in sustainable forest management.

Goal 2

Collaboratively design recommendations for climate mitigation and forest resiliency that uplifts social, environmental, and economic forest resource values.

Strategy 1: Facilitate actions that increase forest cover through reforestation and afforestation across public, private, and Tribal lands.

Actions:

1. Increase engagement and awareness about the importance and challenges of afforestation and reforestation across Minnesota.
2. Foster and support partnerships that engage tree nurseries and others to increase the seedling supply chain from seed collection to planting, particularly in priority areas.
3. Utilize Regional Landscape Committees as a coordination venue for tree planting efforts on private lands.

Results:

- Minnesota increases in forest cover through strong collaborations between landowners, public participation, strengthening of tree seed and seedling supply.

Strategy 2: Collaboratively inspire, guide, and define actions needed to address existing needs and challenges in forest stewardship within the context of a changing climate.

Actions:

1. Develop project/demonstration networks focused on emerging issues (e.g. emerald ash borer mitigation and prescribed fire) through the work of regional committee members.

2. Utilize existing MFRC and other reports to guide and inform regional committee planning and coordination.

Results:

- Committee members are encouraged and supported to collaborate on actions that address emerging issues from a science-based perspective.

Strategy 3: Build collaborative understanding, support, and investment in forest resiliency actions that promote the environmental, economic, social, and cultural benefits of the forest. **

Actions:

1. Collaboratively identify regional challenges, impacts, and opportunities as they relate to climate change and forest resource management.
2. Work through the regional committees to incorporate climate change and resilience into regional landscape planning and coordination that balances environmental, economic, and social needs.

Results:

- MFRC LAC is recognized for their collaborative design in forest resiliency plans.
- Stakeholders are largely in agreement surrounding forest resiliency planning considerations and goals and MFRC recommendations are largely supported.
- Stable or increasing social, economic, and environmental contributions of the forest industry, family, agency, and Tribally owned forests.

Strategy 4: Update Regional Landscape Plans to remain relevant and useful to regional stakeholders.

Actions:

1. With the help of the LAC and MFRC, garner support for existing landscape plans and commitment for collaboratively updating landscape plans.
2. Update the West Central Regional Landscape Plan.
3. Work within the resources available to do landscape plan updates (or create new appendixes) when needed to address emerging issues such as forest health, climate change, water quality, and changing timber markets.

Results:

- MFRC Landscape Plans are informative, relevant, and are utilized by statewide and regional stakeholders.

Goal 3

Become known as the venue and organization for multi-disciplinary regional and statewide forest resource information sharing; bridging gaps in understanding of issues using the best available science and data.

Strategy 1. Support informed regional landscape planning and coordination by increasing access and understanding of existing forest resource data.

Actions:

1. Collect and publicly share forest resource data to ensure accessibility for stakeholders, agencies, public and private landowners, and Tribal nations. Utilize web-based platforms to elevate the science of forest management; wildlife and biodiversity; climate adaptation and carbon storage; and other forest resources.
2. Provide interpretation of data to facilitate mutual understanding, coordinated management decision-making, and resolution of conflicts between diverse viewpoints within the MFRC, MFRC committees, regional committees, and other groups.
3. Leverage existing forest resource data to inform landscape planning with regional stakeholders, public and private landowners, and Tribal nations.

Results:

- All forest resource stakeholders and public/private forest land managers and Tribal nations are empowered to access and use data for decision-making and problem definition.
- Land managers/owners (industrial, family-owned, public, and Tribal), are making data-informed decisions at the landscape scale.
- Regional committees are informed by robust and reputable data when discussing forest resource issues and conducting regional landscape plan updates.
- Stakeholders, land managers/owners (industrial, family-owned, public, and Tribal), and decision makers will have a shared understanding of forest resource issues using science and data.

Strategy 2. LAC will leverage existing forest resource data to create recommendations for the MFRC to inform decision makers.

Actions:

1. Data is used to create recommendations for the MFRC to inform decision makers at the local, state, federal, and Tribal levels.

Results:

- Decision makers have access to recommendations grounded in science and data.

Goal 4

Strategically coordinate regional stakeholder actions to align and support Regional Landscape Plans.

Strategy 1: Use Regional Landscape Plans to coordinate regional and statewide priorities and actions. **

Actions:

- Regional committees will regularly review landscape plan goals, strategies, and actions at their meetings and when applicable connect meeting agendas to plans to guide coordination efforts.
- Regional committee chairs work collaboratively with the LAC to identify shared multi-regional landscape plan goals and statewide goals for consideration of priorities.
- Regional committees will review updated regional forest resource trends and conditions when setting landscape level plan coordination priorities as they become available.
- MFRC will seek regional committee input during biennium plan and budget development, particularly needs and issues that require council attention.

Results:

- Regional committee members and people doing forest management in the region are aligning their work with agreed upon goals outlined in the Plan.
- MFRC is informed by regional needs and challenges when planning its activities.

Goal 5

Strengthen the Regional Landscape Program through programmatic operational guidance and procurement of resources.

Strategy 1: Create, fund, and maintain an achievable Regional Landscape Program through creation of a stable operational plan and budget. **

Actions:

1. In collaboration with the LAC and Regional Committee Chairs, develop and maintain a landscape program operational document that includes:

- 10-year schedule and budget to update one regional landscape plan every biennium, utilizing planning consultants as appropriate.
 - Fiscal procedures for committee budgets.
 - State-law requirements (SFRA, accessibility, and open meetings law).
 - Outlined process for each Regional Landscape Committee to identify, fund, and support landscape level coordination activities that strategically advance the landscape program and LAC strategic plan goals.
 - Outline of annual reporting requirements of regional committee activities and accomplishments.
2. LAC provides recommendations to the Council regarding its oversight role for the implementation of forest resource monitoring at the statewide and landscape level (as per statute 89A.07).
 3. Develop and maintain a list of tools and resources needed for regional committees to perform effective information sharing and coordination (i.e. such as collaborative data sharing and document templates.)
 4. Recruit and financially support regional administrative partners to assist Regional Landscape Committees with meeting communications, logistics, notices, agendas, summaries, facilities, costs, and special projects. Investigate alternative avenues for increased efficiency and feasibility in providing administrative and fiscal assistance to regional committee chairs.
 5. Recruit and support local leaders of Regional Landscape Committees through providing resources, training, and financial reimbursement of costs. Train and support committee chairs in program operational procedures.
 6. Assess programmatic needs for additional capacity through additional staffing and contracted support.
 7. Develop, maintain and as necessary request Regional Landscape Program budget in accordance with MN. Stat. 89A.06 Sub.3 to provide sufficient resources for each regional committee to carry out its mission.

Results:

- Regional chairs have the funding, tools, resources, and knowledge necessary to perform their work.

Strategy 2: Improve communication, coordination, and strategic actions between the Council, Landscape Advisory Committee, and Regional Landscape Committees.

Actions:

1. Regional Landscape Committee chairs attend at least one LAC meeting each year and present on their activities, opportunities, and concerns.
2. LAC provides a summary annual report of the collective activities and accomplishments of the six Regional Landscape Committees at the November Council meeting.
3. Encourage connection between regional committees through Council meetings, sharing of minutes, field trips, and agendas planned to encourage Council and Regional Landscape Committee communication, engagement, and learning.
4. Provide Personnel and Finance Committee with recommendations on needed support for the Regional Landscape Program through a budget that details additional appropriations, grant funding, or collaborative partnerships.

Results:

- Regional committees, MFRC, and the LAC have good communication and working relationships.

Appendix

LAC documentation used in developing the strategic plan

LAC meeting minutes and supporting documents from the strategic planning process, located here: [2024 LAC Strategic Planning](#)

Strategic Plan iterations over time

Iterations of the LAC Strategic Plan can be found here: [2024 LAC Strategic Plan Iterations](#)

2025 Strategic Plan Priority Actions

A prioritization of the LAC Strategic Plan Actions is located here: [2025 Strategic Plan Priority Actions](#)

Site Level Committee

Strategies & Actions

Strategy #1

Finalize FMG Revision Work and Publication

- Action 1A: Implement state mandated accessibility fixes into full FMGs – (contracted).
- Action 1B: Coordinate printing of full revised FMGs, including an initial run (as MFRC budget allows) and an official run (Sponsorships).
- Action 1C: Coordinate establishment of Revised FMG Sponsorship Group to help fund the official FMG revision printing process.
- Action 1D: Ensure ongoing FMG field guide printing needs are fulfilled and included in MFRC budgets.

Strategy #2

Continued Coordination with Guideline Monitoring Program (GMP)

- Action 2A: Integrate monitoring of updated FMGs into GMP.
- Action 2B: Explore opportunities with GMP for FMG effectiveness monitoring, in coordination with research partners, to assess the degree of lasting impacts on long term sustainability.
- Action 2C: Provide outreach guidance and integration with GMP results to improve implementation and development of outreach priorities specific to FMGs where there is a pattern of higher non-compliance.

Strategy #3

Continued FMG Communication, Education, and Outreach

- Action 3A: Continue SLC's leadership, support and guidance roles in continued statewide FMG training programs with traditional partners and service providers.
- Action 3B: Develop communications plan for FMG revisions in coordination with MFRC communication committee, including outreach and MFRC website materials.
- Action 3C: Identify and engage new partner organizations and service providers with FMG communication, education and outreach.
- Action 3D: Increase collaboration with MFRC Regional Landscape Committees with FMG communication, dialogue and outreach.

- Action 3E: Work with the Minnesota Logger Education Program (MLEP) to increase logger training on specific FMGs.

Strategy #4

Increase Accessibility of the FMGs

- Action 4A: Continue efforts to develop a more robust and usable electronic version of the FMGs, including organized bookmarking and indexing.
- Action 4B: Assess implementation of electronic search, summary and organizational tools to more efficiently gather relevant FMG topical information for users.
- Action 4C: Develop consolidated guidance and summaries on major FMG topical areas.
- Action 4D: Assess the implementation of smartphone, tablet and/or PC applications to more efficiently provide FMGs to end users.

Strategy #5

FMG/GMP Engagement with Private Forest Landowners

- Action 5A: Coordinate with statewide private forest management service providers and non-government organizations (NGOs) to provide awareness of fundamental FMG and GMP information relevant to their existing programs.
- Action 5B: Coordinate with MFRC Family Forest Landowners and Landscape Advisory Committees to engage with local service providers for increased FMG outreach to private landowners.
- Action 5C: Coordinate with GMP to develop a strategy for increased private forest management involvement in the GMP.

Strategy #6

Continued Assessment and Awareness of Public Concern Registration Process (PCRP)

- Action 6A: Review and assess how the revised PRCP protocol has functioned in practice since revision.
- Action 6B: Increase PCRP awareness and education with stakeholders throughout MN.

Communication Committee

Executive Summary

The Communication Committee provides overall leadership and direction to the Minnesota Forest Resources Council's (MFRC) committees and staff on purposeful communications to achieve goals and fulfill statutory requirements as described in the Sustainable Forest Resources Act (Minnesota Statutes, Chapter 89A). This plan, drafted in outlines aspirational, operational, and tactical objectives developed by the Communication Committee in first and second quarter of 2024 to support its contributions to the MFRC's mission. Components of the Communication Committee Strategic Plan are guiding principles, audience considerations, responsibilities, roles, functions, coordination processes, and a plan of action.

Guiding Principles

Guiding Principles describe a broad philosophy of values to direct operations, goals, and strategies. The MFRC Communication Committee's guiding principles provide direction for ongoing communications efforts. They can be used periodically as a litmus for assessing communications work and devising new tactics as needed. These guiding principles are:

- **Dependable.** Be reliable, consistent, and identifiable as produced by the MFRC.
- **Clear.** Strive for clarity. Ensure tone and amount of technical language is appropriate for the audience.
- **Relevant.** Engage key audiences with information that is applicable to them and in accessible formats.
- **Inclusive.** Seek opportunities to connect with the forestry sector's many diverse audiences.
- **Two-way.** Solicit feedback and listen to understand and inform communications.

Audiences

The Communication Committee recognizes that the MFRC has a diverse range of audiences that encompass all with an interest in the state's forest resources, including the economic, ecological, and social benefits they provide. Audiences include public, private, and tribal entities and range from all state residents at the broadest definition to more specifically the constituencies represented by Council members. The Communication Committee considers and makes recommendations for entities or individuals with whom the Council may consider prioritizing communications in accordance with its goals.

Operating Approach

Responsibilities

- Provide input on the direction and strategy of communications work of the MFRC.
- Provide input on upcoming communications initiatives and materials.
- Engage with MFRC committees and members to understand communications needs and share updates on MFRC communications.
- Encourage and celebrate MFRC communications aligned with the Council’s mission and goals.
- Support Council members to further strengthen communications with respective constituents.

Roles

- Communication Committee chair: Provides committee leadership and direction, oversees meeting agenda and proceedings, and facilitates agenda topics as needed.
- Communication Committee members: Attend and participate in Communication Committee meetings and discussions.
- Communication specialist: Serves as staff committee liaison, performs MFRC communications function in accordance with strategy or direction set upfront by Communication Committee.

Functions

- Meets at least every other month, and shares status reports to the Council every other month at MFRC meetings.
- Meeting agenda topics or issues are brought to the Communication Committee chair or communications specialist for inclusion on the agenda. Items may include:
 - Updates on communications materials and initiatives.
 - Input on communications activities as detailed in the “Committee Responsibilities” section.

Coordination

Communication Committee Collaboration and Coordination with MFRC Committees

Fellow Council committees are important to the development and deployment of MFRC communications. Accordingly, the Communication Committee seeks opportunities to strengthen coordination and collaboration with Council committees to help identify newsworthy and timely matters for communication. The Communication Committee also intends to serve as an advisor to Council committees on their communications objectives. Working where possible within existing Council

processes, the Communication Committee has identified the following approaches to facilitate collaboration and coordination with Council committees in service to the MFRC's communications goals:

- **Communications updates/needs cascade process:** Invite MFRC committees to add a standing "communications updates and needs" item to their meeting agendas. Communications updates and needs shared during committee meetings will be cascaded from committees' staff liaisons to the communication specialist who will add the updates to the Communication Committee's upcoming meeting agenda for discussion of opportunities to support. Committees' staff liaisons will also listen for potential communications updates and needs during Committee discussions and advance them to the communications specialist for including on the Communication Committee's meeting agenda.
- **Communications ambassadors:** Serve as ambassadors for MFRC communications in the course of their service on other Committees. To support this function, a communications "crib sheet" will be developed that includes new topics ideas, prompts for soliciting feedback on communications opportunities, and a mechanism for tracking feedback shared by committees. Make the resource available via online form in tandem with the news tip sheet.
- **MFRC news tips sheet:** Develop a form that Council members can use to share news tips for inclusion in the MFRC newsletter or other Council communications. Include an "ideas bank" on the form that provides possible news topics to inspire ideas. Make the news tip sheet available at Council meetings and potentially through an online form.
- **Communications initiative campaign template:** Create a template to support Council committees in developing strategic communication campaigns around priority initiatives, including identification of campaign goals, target audiences, key messages, spokespeople, communications vehicles, and a plan of action.

Communication Committee Collaboration and Coordination with Forestry Sector and Other Organizations

The MFRC frequently engages with forestry sector and other organizations in accordance with its mission. The Communication Committee recognizes that these engagements can provide opportunities to coordinate and/or collaborate on communications strategies to strengthen their impact and expand reach to target audiences. The Communication Committee seeks to support these opportunities in the following ways:

- **Forestry Sector and other Organizations with Administrative or Statutory Connection to MFRC:** The MFRC is connected administratively or statutorily to several organizations. Examples include the Department of Natural Resources (DNR), DNR Forestry Division, the Minnesota Forest Resources Partnership, and the University of Minnesota. The Communication Committee receives updates from MFRC staff on coordination and collaboration with these organizations and provides guidance as needed on

opportunities to further strengthen engagements in service to communications objectives.

- **Forestry Sector and other Organizations aligned with MFRC’s mission, priorities, or target audiences:** The Communication Committee will help identify and suggest approaches to foster engagement with these organizations to advance communications objectives, including those that provide mutual benefits to both parties.

Plan of Action

The Communication Committee’s Plan of Action outlines activities, and related details, to be carried out to support delivery of purposeful communications that help achieve MFRC goals and fulfill its statutory requirements. Tactical considerations align with the Communication Committee’s guiding principles. This is intended to be a “living section” within the strategic plan that will evolve as activities are refined, completed, or added. [View the Plan of Action](#) as of February 2026.

Appendix / Background Information

MFRC 2021-2023 Strategic Plan – Communications Committee

GOAL

Develop and institute a strategic communication plan that will tactically target stakeholder groups, policy leaders, decision makers, and Council member constituencies.

STRATEGIES & ACTIONS

STRATEGY #1

Utilize various communication plan components to develop and create an efficient and effective plan.

- **Action 1A:** Have staff collect and compile relevant documents and literature to be used as a guide for developing a communication plan.
- **Action 1B:** Engage with Amy Kay Kerber (DNR) to check our process and direction.

STRATEGY #2

Develop contact lists specific to the targeted parties identified in the Goal, which are accessible to all committee members and facilitate targeted communication.

- **Action 2A:** Start compiling stakeholder/constituency lists. Reach out council members.
- **Action 2B:** Explore electronic tools (check with AKK & MNIT)

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STRATEGY #3

Engage in communication with the other MFRC committees and assist in the development of relevant content.

- **Action 3A:** Include committee-specific messaging and guidance in all communications that are relevant to the respective committee.
- **Action 3B:** Establish an appropriate conduit/channel for the communication needs of each respective committee and the Communications Committee.
- **Action 3C:** Determine priority messages by analyzing the questions “what do you want to happen? Who can make that happen? What message do they need to hear? From whom do they need to hear it? And, what is the best way to convey it?”

STRATEGY #4

Contribute to the development and dissemination of MFRC reports to the targeted parties identified in the GOAL.

- **Action 4A:** Develop a process of review/edit of MFRC reports within the Committee as well as with outside ‘editors.’
- **Action 4B:** Review Strategy #2 with each ‘report’ to ensure thorough dissemination of the reports.

Charter

The Communication Committee provides overall leadership and direction to the MFRC's Committees and staff to achieve goals and fulfill statutory requirements as described in the Sustainable Forest Resources Act (Minnesota Statutes, Chapter 89A). This includes:

- Recommending communication strategies to targeted audiences to achieve MFRC goals.
- Reviewing and providing feedback for all communications created by the MFRC and its committees, ensuring accuracy, unified messaging, and readability.

- Engaging with MFRC committees to determine their respective communication needs and assisting in meeting those needs.
- Supporting and assisting individual Council members' outreach to their respective stakeholder groups.

Staff Liaison: Information Specialist

Family Forest Landowners Committee

Introduction

The Family Forest Landowners Committee (FFLC) of the Minnesota Forest Resources Council (MFRC) is pleased to present its five-year (2025-2030) Strategic Plan to the Council. This document will guide FFLC's work in the coming years as it carries out the MFRC's statutory responsibilities (Minnesota Statutes, Chapter 89A.03, Subd 2) and charter.

Goal 1

Understand the unique conditions, trends, challenges, opportunities, and benefits of family-owned forests.

Strategy 1.A: Assess the conditions, trends, challenges, and opportunities of family-owned forests in Minnesota.

Actions:

1. Work with MFRC staff, committees, and key collaborators to assess and summarize the current status and conditions, trends, challenges and opportunities of family-owned forests from available data and reports.
2. Share the results of the study with the MFRC; recommend that MFRC share with policy makers and family forest landowners.

Strategy 1.B. Assess the benefits and beneficiaries of Minnesota's family-owned forests.

1. Identify, characterize, quantify and value the benefits of family-owned forests.

Goal 2

Identify and evaluate policies affecting family-owned forests.

Strategy 2.A: Inform MFRC's policy committee of family-owned forests issues and opportunities.

Actions:

1. Coordinate with the MFRC Policy Committee and MFRC Policy Analyst to assess current state and federal policies pertaining to family-owned forests.
2. Provide the MFRC Policy Committee with recommendations for consideration for the annual policy priority list (due in November each year).

Goal 3

Promote engagement and informed stewardship of family-owned forests.

Strategy 3.A: Respond to the opportunities and challenges of family-owned forests with practical, adaptive approaches that enhance forest ecosystems in a manner consistent with findings of science-based family forest landowner research (e.g. Minnesota Woodland Owner Survey and UMN landowner survey).

Actions:

1. Assess current stewardship practices occurring on family-owned forests, noting challenges and successes.
2. Use science-based information to increase awareness on what motivates family forest landowners in their decisions and practices.
3. Increase the knowledge and practice of proven, sustainable, long-term forest management consistent with family forest landowners' benefits and values (e.g., wildlife, biodiversity, forest health, and recreation).

Goal 4

Be an effective advocate for family-owned forests within MFRC and with partners.

Strategy 4.A: Support partners through understanding, coordination and cooperation.

Actions:

1. Understand and monitor existing programs and services to family forest landowners and assess capacity, gaps and opportunities in supporting MFRC's vision.
2. Implement MFRC responsibilities under the "System Framework for Minnesota Family-Owned Forests" by working with MN Forest Stewardship Committee. See appendix for the framework.
3. Work with partners (e.g., MN Dept of Natural Resources, Minnesota Forestry Association, UMN Extension, Natural Resources Conservation Service, US Forest Service) to increase the acreage of family-owned forests with a stewardship plan.

Strategy 4.B: Support coordination within MFRC and its committees.

Actions:

1. Assign liaison responsibilities for FFLC committee members who serve on other MFRC committees. See appendix for the matrix.
2. Work with the following MFRC's committees in these ways:

- a. Landscape Advisory and Regional Committees to inform and learn from locally led family forest landowner outreach, engagement and collaborations.
 - b. Communications Committee to promote communication and encourage family forest landowners' engagement and stewardship. (e.g. highlighting family-owned forestland in the MFRC newsletter.)
 - c. Research Advisory Committee to support research on family forests.
 - d. Policy Committee to advocate for policy that supports family-owned forests.
 - e. Personnel and Finance Committee to provide adequate resources for the FFLC.
3. Working within MFRC's Statutory responsibilities, FFLC will collaborate with the Council and its Committees to advocate for family-owned forests.

Appendices

[View the appendices](#) for the Family Forest Landowners Committee's strategic plan.