

# Tillamook Forest Heritage Trust

## Strategic Action Plan 2017 – 2020

**Mission:** Serving and inspiring Oregonians to learn about and enjoy the many benefits of their state forests by nurturing partnerships and supporting the Oregon Department of Forestry.

**Vision:** By supporting recreation, interpretation, and educational opportunities on state forests, the public we serve will better understand the complex issues associated with managing state forests to provide social, economic, and environmental values that contribute to quality of life for Oregonians.

**Values and Culture:** We are a learning-centered organization valuing the perspectives and contributions of all people by promoting the development of forest educational and interpretive programs for all Oregon citizens. We collaborate closely with our board, partners and donors toward shared goals and respect the interests of users, partners and board members. We understand the need for diversity, not only on the board, but in forest recreation and educational programs, and look for the common good in all we do to promote diversity, inclusion and equity.

Our culture is driven by our charter to support recreational and educational programs inclusive of all people of Oregon. We practice openness and transparency by listening and learning from all who wish to contribute. We are responsible to those we serve and our charter.

### 1. *Strategic Focus Area: Outdoor Recreation and Salmonberry Trail*

**Goal 1.1** Providing a diverse array of outdoor recreation opportunities for Oregonians.

**Objectives:** Develop sources of ongoing funding to maintain existing recreation programs and infrastructure on state forests, and support efforts to expand opportunities for diverse recreation experiences on state forests.

**Action - 2018** – Collaborate with ODF’s REI staff to identify new sources of revenue for recreation management.

*2<sup>nd</sup> Qtr – Work with ODF Recreation Staff to identify organized events that could be potential contributors.*

**Action 2018** – Develop and implement marketing tools to increase contributions to the State Forests Recreation Fund.

*1<sup>st</sup> Qtr – Complete design and printing of signs for posting at campgrounds, day use areas, and other facilities.*

*2<sup>nd</sup> Qtr – Post signs at designated facilities.*

*2<sup>nd</sup> Qtr – Design and print rack cards and distribute to ODF offices.*

**Goal 1.2** Be a key partner in developing, maintaining and managing recreation trails, facilities and other infrastructure that will benefit state forest recreation users.

**Objective:** Support efforts to develop the Salmonberry Trail.

**Action 2018** - Continue to serve as fiscal agent for the Salmonberry Trail Intergovernmental Agency.

*1<sup>st</sup> Qtr – Receive and pay invoices for STIA legal support on POTB lease. Administer and track expenditures for Oregon Community Fund, Cycle Oregon, Washington County Visitors Association and Rails to Trails Conservancy grants.*

**Action 2018** - Complete trail benefits study.

*1<sup>st</sup> Qtr – Coordinate presentation of draft study report to STIA Board. Administer agreement with PSU to complete project and transfer funds.*

**Action 2018** - Secure funds to support Canyon and Nehalem segment planning.

*2<sup>nd</sup> Qtr – Develop and submit grant applications to fund Canyon segment plan.*

**Action 2018** - Initiate development of an interpretive concept plan for the trail.

*3<sup>rd</sup> Qtr – Develop and submit grant applications to fund project.*

**Action 2018** - Expand organizational capacity through the addition of a Campaign Associate and full-time Development Director.

**1<sup>st</sup> Qtr** – Complete hiring and orientation of Campaign Associate.

**2<sup>nd</sup> Qtr** – Develop and submit grant applications to fund Development Director position.

**Action 2018** - Establish a Capital Campaign Committee.

**2<sup>nd</sup> Qtr** – Develop position descriptions and committee charter, and identify candidate pool.

**3<sup>rd</sup> Qtr** – Recruit and establish committee.

**Action 2018)** - Plan and sponsor events to promote the trail and build support and momentum for catalyst projects.

**1<sup>st</sup> Qtr** – Develop event plan for hosting 3-4 events. Assemble an inventory and develop a plan for being present at key events sponsored by others.

**1<sup>st</sup> Qtr** – Work with Cycle Oregon to identify roles and responsibilities for Tillamook State Forest gravel ride event.

**2<sup>nd</sup> Qtr** - Develop list of volunteers to assist with event organization and staffing. Identify and solicit sponsors for TFHT hosted events.

**2<sup>nd</sup> and 3<sup>rd</sup> Qtrs** – Host 3-4 events, and be present at 6-10 events sponsored by others.

**3<sup>rd</sup> Qtr** – Work with City of Tillamook to coordinate celebration of initial trail segment completion.

## **2. Strategic Focus Area: Education and Interpretation**

**Goal 2.1** Be a key partner in supporting outdoor education programs at the Tillamook Forest Center and on other state forests, and provide forest-based learning opportunities for schools, teachers and students.

**Objective:** Develop funding sources to provide ongoing and project support for Center education programs.

**Action 2018** - Complete fundraising to support construction of an outdoor education pavilion at the Center.

**1<sup>st</sup> Qtr** – Work with ODF to administer fund transfers for pavilion construction.

**1<sup>st</sup> Qtr** – Plan and host a construction celebration event at the Tillamook Forest Center.

**Action 2018** - Conduct fundraising activities for furnishing and equipping the pavilion.

**1<sup>st</sup> Qtr** – Develop and initiate a fundraising plan for equipping and furnishing the pavilion.

*1<sup>st</sup> & 2<sup>nd</sup> Qtrs – Submit grant applications and develop and distribute fundraising solicitation materials.*

**Objective:** *Sponsor programs to help educators maximize the value of the Center as an outdoor education resource.*

**Action 2018** - Administer and provide funding for the J. E. Brown Forest Education Grant.

*2<sup>nd</sup> Qtr – Work with ODF to update program materials.*

*3<sup>rd</sup> Qtr – Solicit and select grantees.*

**Goal 2.2** Be a key partner in supporting operation of the Tillamook Forest Center and help Oregonians develop a deeper connection with Oregon’s forests through experiences and exploration.

**Objective:** Support outreach and marketing efforts to maximize visitation at the Center.

**Action 2018** - Complete Scenic Byway management plan process for final designation of the “Trees to Seas” Scenic Byway.

*1<sup>st</sup> Qtr – Submittal of management plan to ODOT for final approval.*

*2<sup>nd</sup> Qtr – Develop and implement plan for additional highway signage to promote Center.*

**Objective:** Develop funding sources to provide ongoing support for interpretive programs on state forests.

*2<sup>nd</sup> Qtr – Work with ODF to identify high priority exhibit repair and replacement needs.*

*3<sup>rd</sup> Qtr – Seek grants and donations to fund high priority needs identified.*

3. **Strategic Focus Area: Organizational and Board Development**

**Goal 3.1** Creating and maintaining an inclusive, responsive, effective and financially sustainable non-profit organization, and building a future organization for providing increasing levels of support.

**Objective:** Implementation of a transition plan to an organization with adequate staffing to meet current and future needs.

**Action 2018** - Complete recruitment and hiring process for the addition of a Campaign Associate to the Salmonberry team.

*1<sup>st</sup> Qtr – Interview candidates and make selection.*

*1<sup>st</sup> & 2<sup>nd</sup> Qtr – Orientation and trial service period for person selected.*

**Action 2017** - Developed position description for full-time Executive Director, and a succession plan for Board consideration.

**Action 2018** – Pursue addition of a full-time Development Director to staff.

*1<sup>st</sup> Qtr – Develop position description and initiate grant application for funding position.*

*2<sup>nd</sup> Qtr – Initiate recruitment process.*

*3<sup>rd</sup> Qtr – Interview candidates and make selection.*

**Action 2018** – Pursue transition to a full-time Executive Director position.

*2<sup>nd</sup> Qtr – Work with ODF to identify organizational and funding options for a full-time ED position.*

*4<sup>th</sup> Qtr – Initiate recruitment process.*

**Objective:** Development and adoption of the additional financial and governance standards necessary to meet commonly accepted standards for the non-profit sector.

**Action 2018** - Review key governance documents and make necessary revisions.

*1<sup>st</sup> Qtr – Work with ODF to review Articles of Incorporation, By-Laws, and MOUs to assure that they are consistent and adequate given the evolving mission and scope of the organization and its programs.*

*2<sup>nd</sup> Qtr - Initiate work to revise key governance documents and agreements.*

**Objective:** Develop and maintain a Board of Trustees with the necessary skills, abilities and perspectives to create a successful future organization.

**Action 2017** - Developed Trustee position description, Conflict of Interest policy and Code of Conduct to provide current and prospective Trustees with their roles and responsibilities.

*2<sup>nd</sup> Qtr – Board finalize and adopt position description and policies.*

**Action 2018** - Develop and implement a recruitment plan for increasing the number of Trustees to broaden stakeholder representation and diversity of viewpoints.

**Action 2018** - Develop an orientation program for new Board Members and a board development and training program for current board members.

**4. Strategic Focus Area: Financial Management Systems and Processes**

**Goal 4.1** Create an organization with financial standards, policies and processes that meet commonly accepted standards for the non-profit sector.

**Objective:** Manage financial support to meet strategic objectives.

**Action 2018** - Create and implement a development plan for increasing revenue to support long-term staffing needs.

**Objective:** Review financial standards, policies and processes to assure consistency with commonly accepted standards for the non-profit sector.

**Objective:** Develop additional standards, policies and processes to address increased levels of complexity.

**Action 2018** - Review and update MOU with ODF to address more complex financial transactions.

**Action 2018** - Review and update TFHT Purpose and Financial Principals document to address increased complexity.

**Action 2018** - Review budgeting and expenditure tracking processes and implement needed improvements.

**Action 2018** - Review grant accounting and reporting processes and implement needed improvements.

**Action 2018** - Review donor tracking processes and implement needed improvements.