

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.

2nd 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.

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

2nd Qtr – Post signs at designated facilities.

2nd 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.

1st 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.

1st 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.

2nd Qtr – Develop and submit grant applications to fund Canyon segment plan.

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

3rd 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.

1st Qtr – Complete hiring and orientation of Campaign Associate.

2nd Qtr – Develop and submit grant applications to fund Development Director position.

Action 2018 - Establish a Capital Campaign Committee.

2nd Qtr – Develop position descriptions and committee charter, and identify candidate pool.

3rd Qtr – Recruit and establish committee.

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

1st 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.

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

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

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

3rd 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.

1st Qtr – Work with ODF to administer fund transfers for pavilion construction.

1st Qtr – Plan and host a construction celebration event at the Tillamook Forest Center.

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

1st Qtr – Develop and initiate a fundraising plan for equipping and furnishing the pavilion.

1st & 2nd 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.

2nd Qtr – Work with ODF to update program materials.

3rd 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.

1st Qtr – Submittal of management plan to ODOT for final approval.

2nd 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.

2nd Qtr – Work with ODF to identify high priority exhibit repair and replacement needs.

3rd 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.

1st Qtr – Interview candidates and make selection.

1st & 2nd 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.

1st Qtr – Develop position description and initiate grant application for funding position.

2nd Qtr – Initiate recruitment process.

3rd Qtr – Interview candidates and make selection.

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

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

4th 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.

1st 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.

2nd 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.

2nd 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.