



Trailkeepers of Oregon (TKO)

2015-2020 Strategic Plan



Goal 1: Expand trail stewardship to maintain and enhance Oregon's hiking trails

The heart of TKO's mission is our effort to build, restore and maintain hiking trails across the state.

Objective 1: Grow the volunteer-base for TKO's trail stewardship program

- Recruit and train 10 to 12 trail crew leaders by 2020
- Engage 300 trail stewardship volunteers by 2020

Objective 2: Expand the number of trail crews to average twice monthly by 2017 and weekly by 2020

- Track and report overall volunteer hours statewide, beginning in 2016
- Develop partnerships with non-profit hiking and conservation organizations and private partners to co-sponsor at least 25% of trail crews by 2020

Objective 3: Collaborate with local, county, state and federal agencies to plan new trails and restore or maintain existing trails

- By 2020, complete projects with City and County Parks (3), Metro Parks (5), Oregon State Parks (5), Oregon Department of Forestry (2), Forest Service (5), Bureau of Land Management (2)

Objective 4: Expand trail stewardship beyond Greater Portland

- Schedule at least 30% of trail crews outside the Metro area, or more than two hours from Portland, by 2020

About TKO

Trailkeepers of Oregon (TKO) is a non-profit 501(c)(3) organization whose mission is to protect and enhance the Oregon hiking experience through advocacy, trail stewardship, outreach and education.

TKO also hosts the **Oregon Hikers.org Forum and Field Guide** as part of our continuing outreach and education efforts. The Oregon Hikers Forum has over 7,000 registered members and is the most widely used online resource for hikers in the state. The companion Field Guide is written by volunteer editors and provides a free and continually updated resource for the latest trail information across Oregon.



Goal 2: Advocate for hiking trails and the hiking experience

TKO is committed to promoting hikers' interests in Oregon with state and federal agencies, elected officials and other organizations that impact the hiking experience

Objective 1: Conduct two to three new trail campaigns as "flagship" effort to both promote new trails and the role of TKO as an advocate

Objective 2: Expand advocacy efforts to provide leadership on issues affecting hiking and the hiking experience

Goal 3: Provide outreach and education to promote trails and hiking

TKO promotes hiking as an activity that creates healthy Oregonians and fosters ownership and conservation of our public lands



Objective 1: Expand and integrate the TKO and Oregon Hikers websites

- *Grow the number of Oregon Hikers Forum volunteer moderators to 10 and Field Guide volunteer editors to 15 by 2017*
- *Upgrade Oregon Hikers Forum software and user experience by 2017, including improved integration with social media and TKO website*
- *Convert Oregon Hikers web visitors to TKO members through a standing membership campaign by 2017*

Objective 2: Begin a guided hike program to promote trails and the hiking experience

- *Offer bi-weekly guided hikes from May through September by 2018 and weekly by 2020*
- *Schedule at least 25% of hikes outside Portland area (more than two hours) by 2020*
- *Partner with other organizations for 25% of guided hikes by 2020*

Objective 3: Hold an annual TKO and Oregon Hikers conference with workshops on hiking and stewardship beginning in 2019

Objective 4: Host a statewide trails summit by 2020 to raise awareness of the challenges facing trails and hiking and to promote trail stewardship as part of the hiking experience.



Goal 4: Build a Sustainable and Effective Organization

As TKO moves into its second decade of operations, we are committed to carrying the organization to a new, more sustainable level of operations that advances our mission for the long term.

Objective 1: Expand board capacity

- *Grow board to 11 members by 2016*
- *Establish 3 to 6 board committees by 2017 (fundraising, events, stewardship, advocacy, communications, board leadership)*

Objective 2: Grow TKO individual and corporate membership programs

- *Grow number of individual members to 200 by 2020*
- *Recruit 20 corporate members and 4 to 6 corporate sponsors by 2020*

Objective 3: Develop fundraising plan by June 2016 that includes:

- *Individual donations and memberships*
- *Corporate donations and sponsorships*
- *Merchandise sales, including TKO calendars*
- *Special events*
- *Foundation grants*

Objective 4: Hire a paid executive director and support staff by 2017

Objective 5: Develop a communications plan that incorporates the TKO brand and consistent messaging by 2017

- *Quarterly email newsletters*
- *Weekly social media posts*
- *3 to 6 tabling events annually*

Objective 6: Establish cooperative agreements

- *Establish federal indirect rate by 2017*
- *Secure three cooperative agreements in the Portland region and three cooperative agreements statewide by 2020*



Objective 5: Establish leadership role as hub for local trail organizations

- *Adapt the Oregon Hikers Forum to support organizing format for partner organizations by 2018*



Learn more about TKO

Did you know that almost all of the trails we hike today were built more than 80 years ago? And did you know that **more than half of the trails built since the 1930s have since been lost** to logging and road building? Did you know that Oregon's population has *more than quadrupled* in that same period?



If you're a hiker, you probably have seen the crowded trailheads and deteriorating trails that reflect these trends, but did you know that almost all trails on public lands are now maintained by volunteers? There are a lot of factors behind the decline in trails, and public land agencies like the U.S. Forest Service are threatening to close even more trails to the public for lack of funds to maintain them.

Trailkeepers of Oregon (TKO) was founded in 2007 by a group of concerned hikers who wanted to reverse this trend. Why? Because trails are an essential refuge from the stress of our daily lives. Trails allow us to maintain our physical and mental health while surrounded by nature, and in Oregon, trails allow us to become immersed in some of the most dramatic and varied natural landscapes in the world.

Trails also allow our children to connect with nature in ways that older, less urban generations once took for granted. They allow families to escape to places where rushing water, hollow logs, giant boulders and sweeping mountaintop vistas take the place (if only briefly) of computer monitors and video games!

TKO's work begins with maintenance and stewardship projects that preserve the trails we already have and the idea that we're *not willing to lose another trail to neglect*. In the longer term, TKO is also committed to *restoring proper funding* and renewing public agency interest in trails for all the proven benefits they provide to the public.

TKO also believes that new trails must be opened to keep pace with the growing demand for hiking opportunities. We see new trails as the best solution for overcrowding on popular routes, and we are working with our public land agencies to plan and build new trails for future generations to enjoy.



We need your help! If you're interested in volunteering for a trail stewardship project, you can learn more about upcoming projects at trailkeepersoforegon.org/events or contact our volunteer coordinator at volunteers@trailkeepersoforegon.org.

If you would like to support TKO, we would appreciate your donation! You can donate through our website at trailkeepersoforegon.org/support. Thanks for being a friend of Oregon's trails!

