



TRAILKEEPERS OF OREGON



Photo by Susan Schen, TKO Coast-wide Stewardship Manager

2020-2030 STRATEGIC PLAN

MISSION

Trailkeepers of Oregon's (TKO) mission is to protect and enhance the Oregon hiking experience through trail stewardship, advocacy, outreach and education.

VISION

Oregon's trails are a place where people can go to connect with nature and one another. They are accessible and welcoming to all communities.

The trails and the natural lands that visitors explore are well cared for by TKO inspired stewards and dedicated public resources.



Along the Maple Ridge Trail at Milo McIver State Park, crew leaders take the time to share the “why” behind trail maintenance. Photo by Megan Holmes, TKO board member and volunteer.

VALUES

QUALITY

We build, restore and maintain trails at the highest standards to leave a lasting legacy.

INCLUSION

We create partnerships with diverse communities and work together to make trails and nature welcoming & accessible.

LEADERSHIP

We give voice to Oregon's hiking community, building bridges between the public and decision-makers to ensure a thriving trail system in Oregon, accessible to all communities.

APPRECIATION

We connect people with nature, inspiring a responsibility to maintain access to Oregon's natural places.

COLLABORATION

We develop collaborative relationships and trusting partnerships with land managers, volunteers and trail supporters to make significant impact with limited resources.



Photo by Neil Cadsawan, TKO volunteer crew leader.



Photo by Michael Puma, TKO volunteer crew leader.

ORGANIZATIONAL IMPACT GOALS: STEWARDSHIP

Provide safe and fun experiences to volunteers, build and restore trails to provide a quality hiking experience, and teach stewardship ethics to visitors of Oregon's nature places.

I. Support a Culture of Inclusion & Fun

- Develop strategies to improve diversity, equity and inclusion among the trail party volunteer base.
- Partner with other recreation and environment conservation organizations working with under served and under represented communities to provide inclusive co-events and trail parties.

II. Engage People in Stewardship

- Increase the number of trail party days each year.
- Have at least one trail party event at each trail we visited in the year prior.
- Expand 30% of our trail party locations to new trails we have not performed stewardship on before.
- Host monthly training and workshop events that attract new volunteers and support crew leader growth of expertise.

III. Develop Leaders

- Update Crew Leader Manual in 2020.
- Establish leadership pipeline.
- Maintain training, mentorship & certification programs.

IV. Promote Safety & Quality

- Instill protocols for safety documentation and volunteer experience to ensure programming is safe and fulfilling.
- Host monthly educational resources and safety briefings for crew leaders, assistant crew leaders, and volunteers, to ensure safe, high-quality work on all trails.
- Host annual First Aid/CPR certification for staff and volunteers.
- Increase safety training programs for staff and crew leaders - wilderness first aid scenarios, emergency radio communications training, etc.
- Utilize existing standards and programming to establish an expanding portfolio of TKO curriculum for trail skills and other stewardship activities - trailhead ambassadors, scouting/assessment, tread/drainage, rock/timber structure building, etc.
- Establish Project Proposal and Management Practices.
- Develop standards of work to highest standard.
- Continue training programs for volunteers and other groups and through partner events.



Photo by Drew Stock, TKO volunteer crew leader.

ORGANIZATIONAL IMPACT GOALS: STEWARDSHIP

V. Expand Partnerships

- Grow strategically and sustainably to partner in advancing strong and diverse relationships across all trails in Oregon.
- Develop model for state-wide growth. Consider creating chapters or central office.
- Continue to build relationships with existing trail groups.
- Engage with Community Coalitions / Events.
- Participate in Trails Summit & with Travel Oregon / RDMOs.

VI. Enhance Trail Systems

- Increase trail mileage and major reroutes and realignments.
- Collaborate with local, county, state, and federal agencies to plan new trails and restore or maintain existing trails.
- Provide opportunities for education for crew leaders and assistant crew leaders in planning and developing new trails to agency standards.
- Conduct ongoing discussions with land managers during trail construction to ensure that work is done to their specifications.



On Larch Mountain trail, restoring trails affected by the Eagle Creek fire. Photo by Megan Holmes, TKO board member and volunteer.

ORGANIZATIONAL IMPACT GOALS: ADVOCACY

Promote hikers' interests in Oregon with public agencies, elected officials and other organizations that impact the hiking experience.

I. Champion Trail Campaigns

- Conduct two to three concurrent new trail campaigns to both promote new trails and the role of TKO as an advocate for expanding trail opportunities by 2020.
 - Commit to campaigns in varied regions in Oregon. (Gorge, Mt. Hood, North Coast, etc.)
 - Commit to campaigns at varied levels of government (federal, county, state, city, etc.)
 - TKO Vision one-sheet for Gorge and Mt. Hood.

II. Establish TKO Advocacy Positions

- Develop process for developing new TKO positions.
- Develop general statements on positions (capacity, overuse, new trails, maintenance funds, etc.).
- Develop process for handling “quick reaction” situations.
 - Generate process for public to report to us as ‘eyes and ears’ of trail issues.
- Grow advocacy committee capacity and possibly expand board committee membership.

III. Engage with Public Agency Planning Efforts

- Be an active participant in public trail planning processes and provide leadership on issues affecting trails and the hiking experience. Advocate for good trail design, equitable and inclusive access to public lands, sustainable trail management plans and continued monitoring to ensure trails continue to meet the needs of hikers in Oregon.
 - Provide comments on Oregon Coast Trail Plan (OPRD).
 - Provide comments on Columbia River Gorge, Mt. Hood and other planning processes statewide.
 - Meet with land managers in Columbia River Gorge to discuss implementation of OPRD Comprehensive plan.
- Send letters of support or opposition as needed.

IV. Connect with Elected Officials

- Support efforts of Oregon Trail Coalition by having representation on board, attending events, and signing onto support letters.
- Send letters of support or opposition as needed.



TKO volunteer crew leaders are easy to find in their bright orange or yellow hats.
Photo by Megan Holmes, TKO board member and volunteer.

ORGANIZATIONAL IMPACT GOALS: COMMUNICATIONS

Connect & engage the trails community and potential trail users with TKO's work and the understanding that everyone can be a "trailkeeper."

I. Establish robust and relevant content to further TKO's brand:

- Establish robust and relevant content to further TKO's brand.
- Develop and implement a Communications Plan by the end of 2020.
- Within our messaging, instill a stewardship ethic and sense of responsibility that we're all trailkeepers.
- Be an informative and relevant voice for the trails community on social media.
- Analyze effectiveness and determine best content to highlight TKO messages in the monthly e-newsletter.
- Develop and implement a branding strategy for highlighting TKO on the Oregon Hikers Field Guide and Forum.

II. Be a Statewide Voice.

- Highlight TKO's partnership with the Oregon Trails Coalition more frequently.
- Draw attention to TKO's working and ongoing partnerships with various land agencies.
- Promote TKO's efforts when expanding to other parts of the state.
- Promote TKO's skills and resources to the general public.
- Promote TKO's trails skills/knowledge to a wider audience via various media.



Photo by Tom Kloster, TKO founding board member and volunteer crew leader.

ORGANIZATIONAL IMPACT GOALS: EXECUTIVE

Grow the organization efficiently and sustainably to expand TKO's impact statewide.

I. Lead with Diversity/ Equity/Inclusion

- Build an advisory team of 5-6 members to inform the creation of a DEI Statement/Strategy/Plan to include specific values, goals objectives and annual tactics.
- Create regional representative positions on the board. (Rolling dates, based on one year of continuous work in a region).
- Bring diverse voices from underrepresented communities to the Board and volunteer leadership, including a minimum of two non-white Board members by end of 2020.
- Expand Tribal relationships.
- Hold an annual DEI training for staff and volunteers.

II. Raise Funds

- Develop a fundraising plan to include membership growth, grants, and large-donor program, with an annual plan due by each November for the following year.
- Grow membership by 20% annually.
- Add one major unrestricted funding partner (minimum \$50,00 annually) per year over 5 years.
- Establish annual board role in fundraising.
- Hold at least two major fundraising events annually that gross at least \$5000 each.
- Establish an Estate giving program
- Create a budget by each November for the following year.
- Establish a finance committee, made up of the Treasurer, one other board member, and a volunteer.
- Follow best practices in all bookkeeping and accounting.
- Produce an annual report for the public and funders.

III. Develop the Board

- Set annual timeline for meetings, elections, and retreat (due each November for following year).
- Establish Board Member Roles, Expectations & Strategy
- Grow board to 16 members by end of 2020.
- Create an Advisory Board with roles in Board and retreat.
- Expand subcommittees by adding advisory members.
- Create and follow a formal structure for board meetings.

IV. Expand Staffing

- Establish a staffing plan for the next two years by November of each year.
- Develop an employee manual.
- Commit to paying a living wage with full benefits and flexible schedule.
- Establish process for annual staff review.



Photo by Natalie Ferraro, TKO Engagement Coordinator.

ORGANIZATIONAL IMPACT GOALS: EXECUTIVE

V. Monitor Growth with Thoughtful Planning and Evaluation

- Revisit master strategic plan every five years.
- Dedicate one full board meeting or retreat annually to strategic plan check-in.
- Issue an annual strategic plan update document for the general public, no later than December 1 each year.

VI. Manage Risk

- Set a goal of zero major injuries requiring hospitalization during any work parties.
- Implement safety training protocols to include wilderness first aid and evacuation training, paid for by TKO or provided by partners, for all crew leaders by February 2020.

VII. Support Operations with Facilities / Infrastructure

- Fully implement Salesforce for volunteer / donor / grant / partner tracking.
- Establish a permanent office for the organization by the end of 2022.
- Establish regional offices as appropriate.
- Find solutions to offer rides to crew events for carless volunteers.



Photo by Megan Holmes, TKO board member and volunteer.



Photo by Megan Holmes, TKO board member and volunteer.



Photo by Claudio Berstein, TKO volunteer crew leader.

CREDITS

2019 TRAILKEEPERS OF OREGON (TKO) BOARD

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