

2021-2023 VIEW THE FUTURE BOARD OF DIRECTORS SELF ASSESSMENT

View the Future's 2023-2028 strategic plan includes four major goals to guide its board of directors for the next five years. We have also changed from a board of directors that manages all aspects of our operations to the use of three standing committees that engage board members and volunteers alike to focus on specific plan objectives. Ultimately, that committee work is reported to the entire board for feedback and approval. Shifting to the use of standing committees has increased our capacity by spreading our work among more individuals, but also required several administrative changes.

Our assessment of the past two years (2021-2023) at VtF as we begin to implement our five-year plan follows.

1. Strengthen Internal Capacity

Since completion of our strategic plan in early 2023, our board has actively pursued establishing robust organizational policies and practices designed to fulfill growth opportunities, including Board member recruitment and staffing feasibility, and in turn securing financial sustainability. Ongoing activities for this goal include refinement of financial management practices and record keeping; researching capacity building funding opportunities to support new staff hire; create a centralized location for archived and current records. Activities accomplished toward this goal include:

- Expanded board membership to broaden expertise 2021-2023:
 - Sam Hillman came to VtF in 2021 as a RARE intern serving several agencies working on local water sustainability issues. After receiving his graduate degree at the University of Oregon, he is now with McKenzie River Trust.
 - Hui Rodomsky is an environmental scientist and land use planner working at the intersection of coastal ecosystems, communities, and governance through partnerships and relationship-building. Hui is experienced in restoration, conservation, and natural resources management of coastal and marine systems of the Pacific. She earned a master's in environmental science from Yale School of the Environment. Hui currently works as the South Coast Regional Representative with the Oregon Department of Land Conservation and Development.
 - Jesse Dolan is the Central Coast Destination Manager with the Oregon Coast Visitors Association. An avid outdoorsman, Jesse is enthusiastic to support projects and initiatives that help connect people with nature and in turn inspire stewardship and care for our natural environment.
 - Liz Byrd, retired, spent over two decades as a Business Systems Analyst, focusing on building and modifying enterprise, cross-functional, complex IT projects. Energies are helping and advocating for preserving our local environment and culture on the Oregon Coast.

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- Kevin Gallagher, (JD/MA) is the Director of Emergent Resilience, a 501(c)(3) non-profit organization that helps build resilience for a climate-changing world. Kevin previously worked as an environmental attorney in Washington, D.C., where he advised President Barack Obama's Blue-Ribbon Commission on America's Nuclear Future and acted as lead associate on Federal loan guarantee and tax credit applications that were awarded more than \$500 million on more than \$1.5 billion in project capital.
- Solicited volunteers to fill gaps in board experience including financial and fundraising;
- Hired a consultant in 2022 to review bylaws, policies, and procedures, and to guide board members in developing a vision and 5-year strategic plan with implementation and timelines. Completed in June 2023;
- Reviewed and revised bylaws, policies, and procedures in Sept. 2023.
- Improved website: Added Amanda Trail page, updated donation information, and added multiple posts that go into a monthly newsletter.
- Clarified roles and responsibilities of board members. Created policy defining roles and responsibilities of board members for each board member to review and sign.
- Implemented branded email, business cards, and name tags.
- Developed two abbreviated versions of the completed strategic plan for public distribution.
- Created three standing committees: executive, conservation programs, fund-raising, and public relations. Committees are comprised of both board members and volunteers.
- Updated View the Future brochure.
- Formalized board member orientation;
- Formed staffing committee to develop job description and seek funds to hire a staff person.
- Initiated review and reorganization of VtF financial record-keeping processes by working with a CPA consultant.

2. Further our Mission & Vision

Our mission involves promotion and protection of cultural history, the environment, and recreation. Our immediate priorities this year (2023) are: raising funds for the permanent protection of 950 acres of land lying immediately southeast of Yachats (Yachats Ridge) and raising funds to support our first paid staff person. These priorities will continue, as will development of a comprehensive fundraising program to further VtF's mission through multiple revenue sources. Activities directed toward those goals include the following:

Cultural

- Gave 20 presentations on the local First Nation History both locally and statewide of which 10 which were with Tribal members. (Examples: 2021,22-,3 Annual Training Workshop to Cape Perpetua Cooperative Volunteers; 2022,23 Oregon Audubon Board members; 2021,22, 23 Alternative School Exclusion

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- Class; 2022 OR. Outdoor Recreational Summit, 2023 Western Regional State Park Managers Conference and the 2023 Governor's Conference on Tourism, and Conference for Racial Equality and Understanding;
- Updated and expanded the local First Nation history publication, "*The Yaxaik Indians, Origin of the Yachats Name and the Prison Camp Years*" (2023) under the supervision of the Cultural Departments of the Confederated Tribes of Siletz Indians (CTSI) and Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians (CTCLUSI);
 - Sponsored a presentation by Peter Hatch, Tribal member with the CTSI and Elakha board member on bringing back sea otters and their importance to Tribal history and culture;
 - Researched and wrote a comprehensive history of the Yachats Commons, Yachats community center, an early history of children's programs, and Yachats City parks, and posted them on the View the Past page of the VtF web site;
 - Created two Land Acknowledgments with the supervision and collaboration of the Confederated tribes of Siletz Indians and Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians;
 - In partnership with the Oregon Extension Service and the Cultural Dept of the Confederated Tribes of Siletz Indians, published an interactive Trails map and QR code that teaches indigenous uses of plants and indigenous history along the Amanda Trail. Sold for a suggested donation to cover printing costs or shared with children and student groups at no cost.

Environmental Protection

- Added two additional conservation easements within our service area;
- Continued to conduct annual inspections and reports for our 5 conservation easements totaling 43 acres of permanently protected lands;
- Through our conservation programs committee, we are:
 - cultivating several additional conservation easements;
 - researching grant opportunities to fund restoration and management of Yachats Ridge, and to help fund our first staff person; and
 - researching and preparing to apply for 2024 grants that will fund climate resiliency projects.

Recreation

- Raised funds through grants and donations for the Amanda Trail Suspension Bridge, located on one of the properties under easement to VtF, and which is part of the Oregon Coast Trail (2016-2022);
- Sponsored and coordinated the dedication of the Amanda Trail Suspension Bridge, bringing in 12 partners. The events taking place over a weekend brought in over 250 people with two Tribes and many dignitaries (May 2022);
- Partnered with the City of Yachats and the Yachats Trails Committee and partially funded the establishment of four new interpretive trail signs for the

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Amanda Trail, the 804 Trail, the Yachats wetlands park, and the Gerdemann Botanical Preserve;

- Initiated and coordinated with the City of Yachats to install bike racks on city property;
- Through partnerships, planned and partially funded the reconstruction of a safe and aesthetic link of the Oregon Coast Trail in sore need of rehabilitation;
- Developed a fund for capital improvement projects on the 804 Trail (part of the Oregon Coast Trail) through dollar opt-out program through the Fireside Resort, Inc.;
- Raised funds for the proposed City of Yachats Estuary Board Walk that will soon be part of the Oregon Coast Trail.

3. Increase Community Collaborations by June 2026

This goal is to raise VtF's community profile and increase fundraising success through trust-based relationships in Yachats and around Oregon via in-person, paper and electronic communications. VtF has established many strong partnerships during our 19+ years. We have adjusted our practices to promote a more personalized experience for donors through written communications, the web site, social media and the newsletter. In the future we still plan to explore utilization of a Customer Relationship Management database. All of our projects from 2021-23 have involved collaborations and partnerships with organizations, agencies, and individuals. Examples follow:

- Yachats Ridge: Oregon Parks and Recreation Dept (OPRD); McKenzie River Trust; City of Yachats, Lincoln County Commissioners and Planning Dept, Mid-Coast Watershed Council, Economic Development Council of Lincoln County, Audubon of Portland, Yachats Fire District, Discover Your Northwest, Oregon Coast Visitors Association, Yachats Chamber of Commerce, Waldport Chamber of Commerce, and over 100 community members, many of whom financially contributed to our land stewardship fund;
- Tours of Yachats Ridge: 2021-23, Twenty-two tours of Yachats Ridge have been given, involving 99 individuals from the local community, tribal, county and state agencies, and nonprofit organizations. Site tours include history, stories, geology, cultural, botanical and biological presentations, as well as several scenic viewpoints;
- Conservation Easements: Lincoln Co. Assessors' Program, 5 private landowners, and Lincoln Land Legacy Program;
- Feasibility of adding paid staff: Consulting with Elakha Alliance, Oregon Shores Coalition, Oregon Land Trust Alliance, McKenzie River Trust, and consultant, Deb Merchant, LLC.;
- Local Indigenous history and Tribal Cultures: Publication, interpretive signage, Peace Hike events, PowerPoints, interpretive map, and two Land Acknowledgments have been supervised by either or both the CTSI and the CTCLUSI's Cultural Departments. Some of these projects such as the interpretive map also partnered with the Oregon Extension Service and Trust Management Services. Presentations have been given to the public, agencies and organizations at workshops and conferences;

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- Annual New Year’s Day Peace Hike: City of Yachats, Yachats Trails Team, Yachats Chamber of Commerce, CTCLUSI, Yachats Fire District, Yachats Ladies Club, and over 250 participants throughout western Oregon;
- Elakha Alliance Presentation: CTSI and 45 community members and visitors;
- Amanda Trail Suspension Bridge Project: OPRD, Discover Your Northwest, Three Rivers Foundation, Siletz Tribal Charitable Contribution Fund, Lincoln County Land Legacy Program, City of Yachats, Yachats Trails Team, Midcoast Watershed Council, Siuslaw National Forest, Angell Job Corps, FEMA, and 70 individuals gave over \$55,000 in donations;
- Amanda Trail Suspension Bridge Dedication Weekend: OPRD, CTSI, CTCLUSI, Siuslaw National Forest, Polly Plumb, City of Yachats, Lincoln County Commissioners, Yachats Ladies Club, Oregon Coast Visitors Ass. With over 300 people participating;
- Interpretive Signs for Local Trails: City of Yachats, Yachats Trails Team, Oregon Parks Foundation Fund of OCF;
- Restoration of Oregon Coast Trail Link Between 804 N and 804 S: City of Yachats, Trails Team, and Oregon Parks Foundation Fund of OCF;
- Proposed Estuary Boardwalk: City of Yachats, Lincoln County, Estuary Boardwalk Team comprised of three Yachats commissions and Yachats Trails Team Leadership, Civil West, architect, Kevin Shanley, and 24 community members who donated \$52,000 and 5000 visitors who donated \$8000 through the Fireside \$1 opt-out program;
- Strategic Plan Community Survey: and Zoom Interviews: Surveys and interviews provided feedback from the community and from organizations’ perceptions and recommendations for VtF. Seventy-two people responded on the survey and 15 agreed to be interviewed.

4. Increase our Impact – VtF’s Long-Term Vision – June 2028

Through our long-term vision of community preserving nature and culture, VtF will have, (with resources, staffing, and expertise increasing over time), sought out and implemented land and water conservation projects, enhancing public recreation opportunities, protecting scenic landscapes, and restoring natural habitat in the Yachats region. Past examples follow:

- More than 1000 hikers (Confirmed by trail counters) visit the Amanda Trail, Amanda Suspension Bridge, and Yaxaik Trail **every** month, and read the interpretive signage on both trails.
- Our fundraising and public relations committee has begun the development of a formal campaign to raise funds for the restoration and management of Yachats Ridge and the hiring of our first paid staff person.
- Site tours and presentations of Yachats Ridge to 99 visitors between Nov. 2022- Dec. 2023, publication of monthly newsletters to website members, and through use of social media sites, has raised awareness and support that has translated into over \$100,000 in donations.

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- Based on Facebook weekly data, our viewership has increased by 300%.
- Board co-chair Joanne Kittel received the President's Award from the National Association of State Park Directors, giving VtF national recognition for its work with local Tribes on local Indigenous history through publication, interpretive signage, and trails that call attention to that history.
- Efforts are underway to identify and apply for grants for the restoration and management of Yachats Ridge through public agencies, philanthropic organizations, and the local community.
- Presented PowerPoint and short video on the special nature and assets of a 950-acre property known as Yachats Ridge to Oregon Parks Commissioners in November 2023.
- Publicized Yachats Ridge video on VtF's website and social media sites;
- Yachats News featured VtF in three articles which has a readership of over 330,000.
- Joined the Coalition of Oregon Land Trusts and the Land Trust Alliance in 2023.

Board /Volunteer Annual Hours:

2021: 1448.5

2022: 2369

2023: 2773