

Strategic Plan Goals, Outcomes and Strategies

3-5 Year Plan

Conservation

Goal 1:

Actively advocate for the protection and management of natural areas to preserve, restore and enhance healthy ecosystems.

Outcomes:

- Maintain awareness and track conservation issues
- Give input to current conservation decisions when possible

Strategies:

- Organize cooperative conservation efforts with other community groups and coalitions
- Further scientific inquiry and understanding of ecosystems which may include: grants, guest lectures, outing experiences and possibly in conjunction with the Research Committee
- Maintain direct communication with elected officials and land managers

Goal 2:

Educate our members so they can actively advocate for conservation issues.

Outcomes:

- Members incorporate conservation activities and practices into their own lifestyle

Strategies:

- Promote education and outreach to encourage stewardship and reduce impact to the environment

Goal 3:

Become carbon neutral.

Outcomes:

- The Mazamas will become a carbon neutral organization in its facilities and practices

Strategies:

- TBD by 6/2012

Culture

Goal 1:

Create a more diverse membership.

Community Relations and Membership Services Committee (CRAMS)

Outcome:

- Noted increase in diversity among members: higher percentage of women, increase in number of members younger than age 50, ethnicity and other aspects of diversity

Strategies:

Membership Services

- Automatically enlist BCEP students who have climbed a mountain with a glacier as members paying no fees or initiation until renewal time in September
- ⊖ Actively recruit Adventurous Young Mazamas (AYM) participants to join Mazamas

- Develop family programs and activities. Examples: coordinate with Nordic subcommittee on Nordic Family Weekend at the lodge; coordinate with Trails Trips for more family-oriented hikes.
 - Offer a pilot Ladies Climb Night at Portland Rock Gym (PRG) or other venue
- Community Relations
- ⊖ Establish relations with climbing programs at local colleges
 - Identify and participate in relevant community events at least twice a year such as an outdoor expo or the Starlight Parade
 - Investigate sponsoring climbing walls at two external, kids-related events annually (e.g. Girls Inc, Campfire, outdoor expo)
 - Issue four to six press releases per year on Mazama activities, events, accomplishments, etc.
 - Sponsor a Neighborhood Night at the Mazama Mountaineering Center (MMC) for the residents immediately around our building to provide contact, information, etc.

Education

Goal 1:

All educational activities are conducted under the auspices of the Education Committee.

Outcome:

- Educational activities will be scheduled through the Education Committee, class content changes will be approved as needed by the content owners, subcommittee chairs will continue to attend Education Committee meetings 6 times a year and provide written monthly reports.

Strategies:

- Hold annual scheduling meeting for all educational offerings in the Mazamas
- Maintain process for course curriculum to be changed
- Maintain process for written reports and communicate it to subcommittee chairs

Goal 2:

Expand the Mazamas educational offerings.

Outcomes:

- By the end of 2013 there will be an increase in the number of classes and trainings offered by the Mazamas depending upon market demands

Strategies:

- Offer 3 new mini classes by October 2012

- Evaluate our class capacities and run at 95-100% with qualified students

Strategies:

- Identify resources and restrictions by Feb 2012 in order to determine potential for expansion of course offerings

Goal 3:

Increase the quality and consistency of the Mazamas' educational offerings.

Outcomes:

- In post class evaluations 85% of students will rate the overall class as good or excellent.

Strategies:

- By 2013 have consistent feedback forms for all educational offerings
- Create and communicate clear class objectives
 - Strategies:
 - Have published scope and sequence by 12/2012
- Where appropriate have skills demonstrated by students
 - Strategies:
 - Define a process for performance evaluation 12/2012 (for classes where performance evaluations make sense)
- Provide goals and training so that teachers will consistently implement high curricular standards by the end of 2013.
 - Strategies:
 - Create a train the trainer pilot program for BCEP to be used as a framework for other courses (3/2012)
 - Create mini class (instructional tips) for teaching teachers how to teach by 12/2013
 - Outline a process to promote consistency of instruction in all classes 12/2012

Goal 4:

Document the curriculum & content of all classes in such a way that successive coordinators can use it

Outcome:

- Develop Operational Plans for each class including: Content & Curriculum, Logistics, and Volunteer Recruitment by 12/2014

Strategies:

- Form an Education Committee subcommittee or task force that can work with current coordinators on the documentation process (12/2014)
- Identify online resources for the Operation Plans to exist and be easily accessed by future coordinators and the respective committees (12/2014)

Facilities

Goal:

The Mazama Mountaineering Center (MMC) and Mazama Lodge are welcoming, well maintained, well managed and fiscally sustainable.

Outcomes:

- Sustainable funding for maintenance and capital improvements for the MMC and Mazama lodge
- Lodge continues to employ a fiscally viable business model and effective management
- MMC continues to meet the needs of our membership, committees, classes and activities

Strategies:

- Formalize a \$40,000 Vanguard reserve account for capital improvements and maintenance/repairs for the lodge and MMC and replenish the account as it is used (Vanguard goal: \$210,000 for operations reserve + \$40,000 for facilities = \$250,000)

- Increase the number of members and students who use the lodge for recreation and classes, e.g., include the lodge weekend in the class fees, more special events, etc.
- Sustain a minimum of \$84,000 for summer (June, July, August) lodge revenue.
- Retain Charles Barker as lodge manager past the 2011-2012 season by providing strong support from staff, the Lodge Committee and Friends of the Lodge and continuing an attractive compensation package
- Maintain an active Lodge Committee of 12 and at least 100 Friends of the Lodge
- Have signs to the library in the MMC lobby
- Research the need and cost for additional electrical outlets in the lower lobby
- Continue to provide access to the MMC on evenings and weekends to those classes and individuals identified by the Education Committee, committees and climb leaders
- Have a mail slot in the front door of the MMC for members to drop off books and papers

Finance

Goal:

Ensure a financially secure organization with adequate resources.

Outcome:

- Increase net revenue

Strategies:

- Evaluate opportunities in education programs to raise fees
- Executive Council direct Financial Affairs Committee (FAC) to work with Education and teaching committees
- Financial Affairs Committee members will work with committee chairs and Education Committee chair
- Evaluate activity revenue to activity costs to ensure costs are covered - Direct and Indirect costs (climbs, classes, etc.)
- Analyze shared costs of organization i.e. office, liability insurance, etc.
- Conduct analysis of membership dues related to membership costs (e.g. the Annual, Bulletin, other mailings, etc.)
- Explore publication of graph (pie chart) that displays membership dues to organizational costs

Outcome:

- Assist the Mazama Foundation in increasing their endowment

Strategies:

- Educate and communicate about the foundation through articles published in The Mazamas' print and electronic bulletins
- Regularly request members to consider donations to the Mazamas Foundation
- Continue office operational support of The Mazamas Foundation
- Review current transfer funds process from The Mazamas to The Mazamas Foundation

Outcome:

- Maintain a yearly balanced budget

Strategies:

- Maintain a strong Financial Affairs Committee that develops strong liaison relationships with committees
- Continue to review budget process at new-chair orientation
- FAC examine cash reserve needs and make recommendations to Executive Council
- Prioritize disbursement of major gifts as follows: 1 balance the annual operating budget, 2 replenish the Vanguard maintenance fund, 3 grant to the Mazama Foundation

Outcome:

- Incorporate capital expenditures in the budget process

Strategies:

- Determine yearly facilities capital expenses and develop a funding plan
- Determine large-scale capital expenses and develop long-term plan

Governance

Goal:

Ensure the Mazamas is an effectively run organization.

Outcome:

- Bylaws clearly govern the operation of the organization

Strategy:

- Regular guidance and review of bylaws conducted by the Bylaws Committee meeting throughout the year

Outcome:

- Executive Council, committees and staff have good leadership and essential skills

Strategies:

- Executive Council members receive governing board (deliberative body) training
- Consider adding a mid-year orientation for committee chairs and members training

Outcome:

- Competent nominees for Executive Council are cultivated

Strategies:

- Meeting regularly throughout the year, a nominating committee will develop strategies for cultivating Executive Council candidates
- Nominating Committee will examine the nomination process and consider recommendations for efficiency and effectiveness

Outcome:

- Members are provided adequate information to cast an informed vote

Strategies:

- Continue to publish a voter pamphlet that can be accessed online
- Continue to include candidate biography and statements in Mazama Bulletin
- Continue to offer a meet the candidates night and distribute via Internet video

Outcome:

- Productive work environment for the staff and fair employer
 - TBA by end of 2011)

Outcome:

- Strategic Plan updated every five years

Strategies:

- Establish a Strategic Plan Committee (SPC)
- Monitor strategic plan goals, outcomes and strategies: Executive Council committee liaison, periodic SPC plan review, regular bimonthly committee reports to Council and members
- Begin preparation for a new strategic plan in October 2014

Outcome:

- Information is stored and there is continuity within committees

Strategy:

- Every committee will have access to electronic resources in order to conduct their business that may include but not limited to file storage, communication, printing and video

Outcome:

- Continuity and succession planning within committees

Strategies:

- Each committee develops a succession plan
- Provide committees with training and suggested processes
- Chair orientation requires chair to consider the succession plan

Information Management

Goal 1:

Provide greater access to information that supplements our classes, programs and activities both externally and internally.

Outcomes:

- Improved communication with and between members and nonmembers
- Increased amount of climbing-related information
- Library resources are more accessible
- Easier for members and non-members to access Mazamas' services
- Has a social media presence

Strategies:

- Reorganize Informational Technology Committee (ITC) immediately
- ITC focus are web site and resource to committees
- Implement new Mazama web site by spring 2012
- Consistently analyze web site, committee requests and improve as needed
- Conduct an analysis of membership data and determine how to mine information for benefit of Mazamas
- Prioritize Mazamas' needs and implement with ITC members and friends

Goal 2:

Build community awareness of the Mazamas.

Outcomes:

- Media relationships built
- At least one press release published per month
- Community events staffed

Strategies:

- TBD 12/2011

Recreation/Activities

Goal 1:

Improve quantity and quality of Hiking and Trail Trips.

Outcome:

- Increased number of hikes and rambles

Strategies:

- Greater use of social media such as Facebook to attract and maintain hikers, especially younger hikers
- Copy some of the more successful aspects of Meet-Up, especially social/community actions
- Email list=serve of upcoming hikes to prior trip participants
- Maintain a list serve of pervious hike participants and distribute hike monthly invitation to join a hike/s along with list of the next month's hikes
- Collaborate with Adventurous Young Mazamas (AYM) to increase participation of younger hikers in general Mazama hike schedule
- Create and maintain a Facebook fan page
- Explore social networking possibilities in order to connect with potential hike, backpack and snowshoe participants
- Increase the number of A level urban hikes in addition to rambles (This maybe particularly valuable during cold-wet seasons.)
- Explore social needs or wants of hike participants. Conduct a survey?

Outcome:

- Increased number of backpack and snowshoe trips

Strategies:

- Develop more snowshoe leaders
- Develop more qualified backpack leaders
- Target a minimum number of backpack trips per month during the summer by 3/2012
- Collaborate with Outings Committee to organize one outing backpack trip each full summer month 1/2012

Outcome:

- Increase in variety of hiking destinations

Strategies:

- Develop D-hike list and field test without degrading existing C hikes
- Revisit overnight car-camp or lodging based trips to more distant destinations (Rainier, Olympics, Sisters, etc.

Outcome:

- Standardized leadership practices

Strategies:

- Track leader first-aid status and notify them when certification will expire
- Formulate D-hike leaders certification/training

Outcome:

- More family-friendly programs on schedule

Strategies:

- Increase number of lodge based family/kid hikes
- In conjunction with CRAMS, network with Portland schools/Outdoor school

- Reach out to Mazama members with children and grandchildren
- Collaborate with Outings Committee to organize a spring break family outing to a warm area such as southern California incorporating a variety of activities

Goal 2:

Grow and improve the recreational climbing program.

Outcome:

- Increased participation on Mazama climbs
- Climbs are 90% full when leaving the trailhead

Strategies:

- Increase use of social media such as Facebook to attract and maintain younger climbers
- Create and maintain a Facebook fan page
- Work with Education committee to enhance BCEP climb application process lecture to improve success rate.
- Develop an email list-serve of last-minute openings on climbs
- Increase number of members climbing one or more times per year
- Increase average acceptance rate for those applying for climbs
- Explore social needs and wants of climb participants. Conduct a survey?
- Create a process to encourage leaders to schedule more popular or sought after climbs based upon membership demand

Outcome:

- Increased number and variety of climbs

Strategies:

- Climb Committee to set seasonal targets for minimum number of climbs on popular (16 peak) climbs. Find leaders to lead if insufficient number on climbs listed on initial climb schedule
- Existing climb leaders will be encouraged to lead more climbs through an enhanced leadership update program.
- Climb Committee members will review and enhance paper work process to make it easier to lead a climb
- Promote new, seldom done and unknown climbs of all levels
- Collaborate with Outings Committee to organize at least one climb outing each summer to more remote destinations (Canada, Sierras, Tetons, etc)
- Create a process to better manage the variety of climbs offered on the climb schedule

Outcome:

- Retain and increase number of climb leaders

Strategies:

- Improve tracking of leader first-aid and training status
- Improve notification to leaders of required training updates
- Leadership development program will be enhanced to be more proactive to gain new prospective leaders
- Climb Committee members will continue to streamline and simplify the climb leader training requirements to the extent possible to encourage greater participation

Outcomes:

- Standardize leadership practices

Strategies:

- Teach the same methodology throughout all leader training from leadership development to senior leader training
- Share with leaders our vision to increase climber acceptance through inclusive practices and better use of alternate lists

Outcomes:

- Family-friendly programs scheduled

Strategies:

- Schedule family climbs of “easy” peaks such as Old Snowy or South Sister
- Network with Portland schools/Outdoor school
- Reconstitute Mazamas Explorer Post to train young climbers

Goal 3:

Enhance the Outings program.

Outcomes:

- More members participate in outings
- More kinds of, and more affordable, trips reaching a wider audience
- Encourage more people to lead outings

Strategies:

- Email outing leaders and assistants with a quarterly informational newsletter
- Quarterly bulletin article focusing on outings and leading one (Potential topics – Top ten reasons to lead, trip reports, leaders to write article and include photos, possible domestic and global travel destinations, explanation of planning, implementing and evaluating an outing – it’s doable) - create a yearly plan
- During an outing, mentor new leaders via current leaders
- Bounty to bring in a leader – incentives?
- Develop a relationship with AYM and potential leaders – extend their trips to five or more days
- Conduct an annual leader appreciation activity: evening, dinner, tickets to adventure show or movie (Banff Film Festival)
- Automate sign up and payment procedures

*Believe that with more outing leaders, more outings will take place resulting in an increase in variety. Variety may include: birding, kayaking, hiking, climbing, float trip, biking, skiing, family, etc.

Outcome:

- Administrative income increased

Strategy:

- Work with Finance Affairs Committee and office staff in determining administrative fees

Outcome:

- Family-friendly programs scheduled

Strategy:

- Conduct an outing in a warm setting during spring break including a variety of activities for family members including a few times where adults have personal time.

Goal 4:

Increase Nordic / Mountaineering skiing participation.

Outcomes:

- Comprehensive skiing activity schedule
- Family-friendly programs scheduled

Strategy:

- Rebuild the Nordic Committee

Goal 5:

Provide more activities and refine the ones we currently have.

Outcomes:

- More social events with more members participating
- Wednesday-night programs expanded

Strategies:

- TBA

Volunteer Resources (Council/Staff)

Goal 1:

Increase volunteerism and improve volunteer utilization.

Outcomes:

- Volunteer Resource Manager employed
- Higher percentage of members contribute volunteer hours
- Volunteers feel valued and well informed
- Classes, programs, and committees well staffed with volunteers whose experience is relevant

Strategies:

- The Executive Director creates a comprehensive job description for a Volunteer Resource Manager with input from committee chairs and final approval from the Executive Council. The job description will include responsibilities that influence or directly result in the remaining outcomes for Goals 1 and 2
- Initiate a search for candidates and hire a Volunteer Resource Manager by the end of the 2012 FY (Tied to a finance goal.)
- Council, staff, climb leaders, hike leaders and committee chairs actively recruit members and students to volunteer through a concerted effort in classes and events
- Executive Director, class and event leaders continue to recognize volunteers for classes and event planning in the Bulletin. Education Committee and staff schedule recognition articles so no one is missed in Volunteer Spotlights. Institutionalize the class schedule recognition through the Education Committee
- Liaisons develop protocol for succession planning to ensure that chairs are properly trained and experienced to lead committees

Goal 2:

Establish volunteer training and protocol.

Outcomes:

- Students rate their experiences with leaders and assistants as good or excellent in post-class evaluations
- Volunteers have a clear and consistent understanding of the practices, curriculum, and expectations needed within classes, programs, and committees
- Volunteer handbook that includes practices and procedures related to behavior, hours, recognition, etc.

Strategies:

- Create a volunteer training program that provides a general organizational overview, as well as specific training modules around class curriculum and expectations
- The Volunteer Resource Manager will compile a volunteer handbook that includes expected volunteer protocol and behavior around standard practices and procedures
- The Education Committee will institutionalize an evaluation system to measure students' experiences with leaders and assistants during classes