

Strategic Plan Outcomes and Timeline—2020-2025

Light Grey = Ongoing

Dark Grey = Target year for activity

Plan Element	Plan Activity	Description	Desired Outcomes	FY20	FY21	FY22	FY23	FY24	FY25
PRESERVATION	1.1 Design Review	Collaborate with Town of Coupeville and Island County planning departments in implementing and enforcing local development and zoning regulations through the design review process.	Design Review process is understood by Partners and citizens; Education and outreach is ongoing; Process is clear and consistent; Resources retain integrity; Reserve is protected.						
	1.2 Easement	Review and monitor preservation easements.	Partners and property owners understand the importance of compliance; cooperation is the norm; Resources retain integrity.						
	1.3 Technical Assistance	Coordinate public workshops; provide expert consultation with property owners, collaborate with the National Park Service on projects on park properties.	Partners and citizens see the Trust Board as a resource for preservation in the Reserve; Education about preservation is ongoing; Resources are preserved and protected; Support for preservation is strong.						
	1.4 Preservation Grants	Administer Ebey’s Forever and other grant programs.	Outreach is ongoing; Staffing is adequate to assist and manage grants; Continuous improvement to grant administration; Community is engaged; Donations and applications are robust; Resources are protected.						
	1.5 Planning, legislation and Environmental Review	Where appropriate, provide comment and consultation for SEPA, NEPA, NHPA Section 106 and other review processes; collaborate with other historical and preservation interested parties; and advise the public and partners on impacts and adverse effects to the Reserve.	The Trust Board exercises its mission to protect and preserve the community and its history; The Trust Board introduces a community-centered voice in government decisions involving the Reserve; The Reserve is protected and preserved.						

Strategic Plan Outcomes and Timeline—2020-2025

INTERPRETATION

2.1 Interpretation	Coordinate interpretive and sign planning, content creation, production and installation, maintenance.	Interpretive media are current, accurate, and effective. The Reserve's purpose and story are widely known. There is strong appreciation and support for the Reserve and its mission.
2.2 Volunteer Coordination	Recruit, train, and schedule volunteers and coordinate retention incentives and volunteer recognition events.	The Trust Board offers opportunities for volunteers. Volunteer opportunities are advertised. Volunteers feel appreciated and many return. Volunteers help protect, preserve and interpret the Reserve. The volunteer program is self-sustaining
2.3 Community Outreach	Develop prioritized outreach plan to engage residents, property owners, businesses and other local organizations in Reserve activities; coordinate or sponsor community tours and events and inspire a historic preservation ethic in the community.	The Trust Board offers or supports activities that share the purpose and significance of the Reserve. Activities engage residents and visitors. Activities are prioritized and guided by the Trust Board mission. Community support for the Reserve is enhanced by outreach activities.
2.4 Visitor Services	Monitor visitation trends and impacts and coordinate with Washington State Parks and NPS on resource protection, visitor amenities and visitor facility maintenance.	The Trust Board works with partners to document visitation in the Reserve. Planning to meet visitor needs is based on current, accurate data. Planning for visitor services protects the integrity of the resources as well as the community.
2.5 Media	Assist local, regional and national outlets in telling the Ebey's story and maintain web and social media presence through websites and other appropriate channels.	The Trust Board uses multiple channels to disseminate information about the Reserve. The Trust Board disseminates accurate information about the Reserve.

Strategic Plan Outcomes and Timeline—2020-2025

PARTNERSHIPS

3.1 Partnership Agreement Review	Conduct a formal review of existing foundational documents and agreements with NPS, Town of Coupeville, Island County and Washington State Parks. Update working relationships based on changing conditions, resource availability and emergent issues.	The Trust Board will engage each partner with a formal request to review existing agreements. As needed, new or updated agreements will be developed. Trust Board will consider establishing a Partnerships liaison or committee.
3.2 Friends of Ebey's	Collaborate in planning and foster a mutually supportive relationship with Friends of Ebey's.	Annually schedule a joint board meeting with the Trust Board and Friends Board to discuss agreement and encourage dialog. Coordination and planning between the Friends and Trust board is strengthened.
3.3 Partnerships of Opportunity	Seek out new and energize existing collaboration partners.	Trust Board will consider establishing a Partnerships liaison or committee. Key relationships are strengthened.
3.4 Business Model Assessment	Review program capacity and financial structure (fee for service/cooperative agreement/grants/cost reimbursement etc.)	Trust Board and partners have a clear understanding of operations and funding. There is a clear path toward a sustainable operation. Partnership model is strengthened. [3.4 dependent upon 3.1?]

Strategic Plan Outcomes and Timeline—2020-2025

ADMINISTRATION AND OPERATIONS

4.1 Staffing	Support optimal staffing levels with direct staff, contractors, interns, and volunteers. Develop qualifications and position descriptions. Maintain work plans, supervise assignments and outcomes. Recruit and train quality personnel and compensate fairly and equitably, based on merit.	Operation has adequate staffing to accomplish mission and work under Best Management Practices. Trust Board is effective and accomplishing its purpose. Reserve is protected.
4.2 Operations Infrastructure	Maintain operational capacity with adequate office space and support for utilities, vehicles and Information Technology.	Operation has space and equipment to accomplish mission and work under Best Management Practices. Trust Board is effective and accomplishing its purpose. Reserve is protected.
4.3 Financial Management	Maintain financial accounts perform required audits and produce reports as required by contracts and agreements.	Trust Board has trust and confidence of partners and community. Trust Board is effective and accomplishing its purpose. Reserve is supported and protected.
4.4 Management Controls	Maintain up-to-date office and personnel policies, utilize best management practices and strive for accountability, efficiency and effectiveness.	Trust Board has trust and confidence of partners and community. Trust Board is effective and accomplishing its purpose. Reserve is supported and protected.
4.5 Trust Board Governance	Ensure clear and effective staff-board relationships, open and effective business meetings, well-defined Board policies, transparency and accountability in budget oversight and develop clear and realistic Board work plans.	Trust Board has trust and confidence of partners and community. Trust Board is effective and accomplishing its purpose. Reserve is supported and protected.
4.6 External Affairs	Develop and maintain strong intergovernmental relations and respond to information needs of stakeholders, elected officials and partner organizations.	Partners have a good understanding of the Reserve and Trust Board. Trust Board has trust and confidence of partners and community. Trust Board is effective and accomplishing its purpose. Reserve is supported and protected.
