

Strategic Plan

2013-16



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Table of Contents

From Mandate to Vision	1
The Mandate	1
Purpose of the Plan	1
Mission and Purpose Statement	2
Statement of Core Values	2
Statement of Future Vision	2
Strategic Goals	3
Strategic Objectives	4
Plan Review and Revisions.....	6
Periodic Review Cycle.....	6
Plan Updating Process	6
Organizational Structure	7
Committee Structure, Roles and Responsibilities	7
OSCF Committee Work Plans.....	9

From Mandate to Vision

The Mandate: Oregon Revised Statutes, Chapter 276

The Oregon Legislative Assembly has charged the Oregon State Capitol Foundation (OSCF) with the responsibility of advising the Legislative Administration Committee (LAC) regarding the Oregon State Capitol. The charge to the Oregon State Capitol Foundation is set forth in Oregon Revised Statutes Chapter 276, and appears as Appendix A to this Strategic Plan. The OSCF makes recommendations to LAC through the Legislative Administrator. Generally, the OSCF is charged with:

1. Preserving the history of state government activities that have occurred in the State Capitol.
2. Celebrating the contributions of persons who have participated in state government at the State Capitol.
3. Recommending exhibits, events, renovations, repairs and additions to the State Capitol.
4. Consulting with other appropriate advisory committees regarding potential recommendations.
5. Developing, maintaining and implementing plans to enhance and embellish the State Capitol.
6. Advising LAC on the terms and conditions of contracts or agreements entered into under ORS 276.002.
7. Soliciting and accepting gifts, grants and donations from public and private sources in the name of the Foundation.
8. Receiving and depositing gifts, grants, or donations into separate trust accounts.

Members of the OSCF hold period meetings, communicate between meetings and receive staff assistance from Legislative Administration to accomplish their work.¹

Purpose of the Plan

This Plan reflects the strategic thinking of the Foundation, and its objectives are revised regularly as part of OSCF's annual planning and budgeting. This plan guides the Foundation members in fulfilling the charge to the Oregon State Capitol Foundation by articulating specific strategies, actions and performance measurements.

¹ Paraphrased from ORS 275.002 and SB 489 (2001).

Mission and Purpose Statement

The Oregon State Capitol Foundation will preserve the civics, the history and the stories of our State Capitol, educate the public, and promote the importance of investing in and caring for the State Capitol and its grounds.

Statement of Core Values

These are the values we hold at the Oregon State Capitol Foundation. They are at the center of everything we do and guide us in all our decisions.

Heritage: We believe that Oregon's Capitols and those who have come before us provide a rich and colorful heritage of responding to challenging times, adapting to change, evolving to meet the needs of the future, and thoughtfully respecting the past.

Learning: We believe in offering to the people of Oregon varied and abundant learning experiences about their Capitol and the processes and persons within it that are crucial to the everyday lives of all Oregon citizens.

Stewardship: We believe in establishing and maintaining financial stability, making wise and efficient use of all the resources entrusted to us.

Statement of Future Vision: Preserving History in the New Millennium

During the Capitol's Centennial in 2038, we can imagine the deeper connection of Oregonians to the classic architecture, beautiful grounds, and historical artifacts beneath the boots of the Gold Pioneer, who gazes westward from the dome above the rotunda. The OSCF envisions a future in which Oregonians are proud of their state history.

The Oregon State Capitol Foundation plays a facilitating and convening role in the perpetuation of that deepening connection. One day it will be our role to envision the sesquicentennial or the bicentennial of the Oregon State Capitol.

The Oregon State Capitol Foundation is a dynamic organization with members who support activities that enhance the State Capitol, celebrate significant historical state government events that have occurred in the State Capitol, and preserve the memory of people who have made contributions to Oregon while serving in the State Capitol. Through commitment to the charge, the people of Oregon, and to excellence, OSCF members embrace the future and preserve the past.

Commitment to the Charge. Guided by its statutory charge, the OSCF will contribute time, energy and resources to accomplish Foundation objectives. Members will work actively and energetically to complete existing projects, consider new requests, and develop opportunities to accomplish the OSCF mission. Driven by its mission, OSCF will continue to be creative, innovative and results-oriented. OSCF will seek opportunities to network with other

organizations that have similar or related missions, honor fiscal accountability, and support concepts that maximize the resources of the organization.

Commitment to the People of Oregon. The OSCF serves the citizens of Oregon. Activities will be developed to encourage Oregonians to learn about their state government’s heritage. Members recognize that the State Capitol is the “People’s Building” and will seek opportunities to encourage citizens to engage in activities, events, and exhibits in the building. OSCF envisions future generations of Oregonians who value the history of state government and the State Capitol, and who feel welcomed in the building.

Commitment to Excellence. Members of the OSCF take seriously their commitment to excellence in carrying out the mission of the Foundation. Excellence results from high quality communication, participation, and teamwork. In planning for the future, OSCF members will keep in mind the public’s perception of the work of the OSCF, and will act with integrity in all undertakings.

Strategic Goals

Rev. 1/21/2015

To assist in the navigation of our strategy, the Foundation establishes three-year strategic goals. The goals are extended with strategic objectives, which guide actions of OSCF and are reviewed and potentially revised on an annual basis. The OSCF develops strategies using an interactive dialogue among stakeholders, the OSCF in its annual planning retreat and the OSCF committees who take responsibility to plan and execute the work.

The following strategic goals were reviewed and revised at OSCF’s 2014 planning retreat to guide the Foundation’s activities from 2013-2016:

Goal	Primary Committee
1. Encourage public engagement with the Oregon State Capitol and its grounds as the ‘people’s building’.	History Committee
2. Support forward progress for eventual approval of the Oregon State Capitol Renovation Project.	Building Committee
3. Increase knowledge and improve visibility of OSCF.	Communications Committee
4. Strengthen OSCF as an organization with new and improved structures, policies, and	Executive Committee Finance & Budget Committee

procedures.

5. Improve financial stability through increased funding and resource development capacity and effectiveness.

Development Committee
All OSCF members

Strategic Objectives

Rev. 1/21/2015

Goal One: Encourage public engagement with the Oregon State Capitol and its grounds as the ‘people’s building’

1. Assure all aspects of the Oregon History Gateway phases 1 and 2 are well executed on time and on budget.
2. Assure exceptional communication and coordination among Building, History and Communications Committee.
3. Create and execute a basic OSCF/History Gateway publicity and communications strategy (with Communications Committee).
4. Develop and execute an integrated strategy of outreach about the History Gateway to all 90 members of the Legislative Assembly with particular focus on the newly elected.
5. Working in concert with the interpretive planner for the History Gateway, revitalize and redesign the oral history project to provide meaningful content to support the interpretive design.
4. Increase Foundation partnerships with Oregon Historical Society, statewide history ‘centers’ and involved Salem history/heritage organizations with OSCF.

Goal Two: Support forward progress for eventual approval of the Oregon State Capitol Renovation Project

1. Assure exceptional communications and coordination among Building, Communications and History Committees.
2. Implement a Renovation Project outreach strategy that coordinates with progress on Goal One.

Goal Three: Increase knowledge and improve visibility of OSCF

- 1. Craft and manage a year-round, annual communications strategic plan to meet Foundation goals and objectives.**
- 2. Ensure exceptional communications and coordination with History and Building Committees.**
- 3. Ensure that the Hello Again Social becomes a significant State Capitol event, strategically planned to meet Foundation mission and goals for legislative communications, education and outreach (with Special Events Committee).**

Goal Four: Strengthen as an organization with structures, policies and procedures

- 1. Assure a realistic and aspirational budget is developed for FY15-16 that can fund the continued development of the History Gateway, and provides adequate staffing for OSCF operations. (Finance/Budget).**
- 2. Assure a vibrant and sustainable organization leadership (Nominations Subcommittee).**
- 3. Solidify operating practices between the Foundation and The Fund for the Oregon State Capitol Foundation. (Governance Subcommittee & The Fund for the OSCF).**
 - a. Assure all operating practices are established and documented with written policies.
 - b. Examine new policies that refine OSCF's application of license plate funds and interest. (Finance & Budget).
- 4. Assure successful committees function to serve OSCF strategic goals and objectives.**
 - a. Solidify new practice where new committee assignments are recruited after each annual retreat, based on individual interest in Communications, History, Building and Exec. Subcommittees.
 - b. Assure annual planning is accomplished to review progress and establish new objectives and strategies.
 - c. Committees will develop and submit budget recommendations to the Chair of the Finance & Budget Committee prior to each fiscal year.

Goal Five: Improve financial stability through increased funding and resource development capacity and effectiveness

- 1. Build organizational capacity to support successful and sustainable fundraising**
- 2. Strengthen Foundation Members' engagement in fundraising**
- 3. Increase annual revenue from Friends by 50% (from \$10,000 to \$15,000)**
- 4. Create "major gifts program" to secure funding for special projects**
- 5. Host annual event to increase visibility and acquire/renew/upgrade Friends**
- 6. Ensure license plate renewal in the 2015 Legislature (with Executive Committee).**

Plan Review & Revisions

Periodic Review Cycle

This Strategic Plan is a 'living' document. The OSCF will review it every three years. Each year, the OSCF shall review progress toward the objectives, revising objectives if necessary and developing new strategies for implementation.

Interim periodic adjustments may be considered to the degree they support the general Mission of the Foundation.

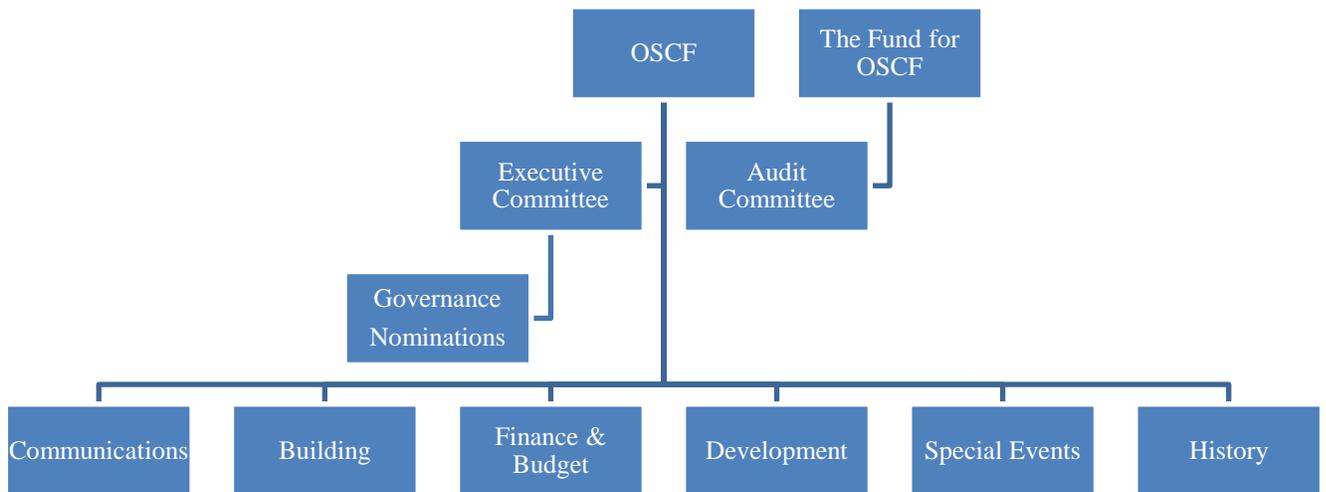
Plan Updating Process

The Executive Committee will manage OSCF's annual planning as described below, and will facilitate the review and necessary revisions of the Strategic Plan with the Board every three years. Any amendments to the plan will be communicated to the Legislative Administrator.

1. The five 3-year strategic goals are to be reviewed each year at the OSCF annual fall retreat. Progress is assessed; strategic objectives are renewed, revised or created anew.
2. A public version of the current OSCF strategic framework is maintained on the website.
3. Each of the five strategic goals and accompanying draft strategic objectives is tasked to one of the primary OSCF working committees.
4. New committee assignments are made by the OSCF Chair, in consultation with the sitting Executive Committee, each December.
5. Each committee maps a benchmarked 18-month Committee work plan, identifying the working membership of their committee and any subcommittees needed to execute their work plan, and requesting any resources (expertise, staff support, funds) needed to implement their work plans. (Committee work plan format included as in Appendix A.)

6. Committee work plans are to be reviewed and approved at OSCF's annual January Board Meeting.

Organizational Structure



Committee Structure, Roles and Responsibilities

The standing committees of the Oregon State Capitol Foundation include: Executive Committee, Finance and Budget, Special Events, Communications, History, Building, and Development. Additional subcommittees and task groups are appointed and tasked as needed to accomplish specific assignments of the standing committees. The Executive Committee currently has two standing subcommittees: Nominations and Governance. The standing committees are listed in the organization chart above.

The Foundation is supported by its own 501(c)(3) charitable corporation: The Fund for the Oregon State Capitol Foundation. The Fund has a board of directors selected by the members of the Foundation and typically is comprised of current and former members of the Foundation. It is chaired by the immediate past-chair of the Foundation.

Each committee and sub-committee will have a chair appointed by the OSCF Chair, and may include members from the community who are not OSCF members. Each committee is tasked by OSCF to accomplish assigned annual objectives and recommended strategies.

Committee	Summary
Executive	Includes the OSCF Chair, immediate past chair, Vice Chair, Secretary, Treasurer and chairs of standing committees/subcommittees. Responsible to maintain focus on the OSCF mission and purpose: oversees effective accomplishment of OSCF's strategic plan, maintains effective governance and assures the organization's efficiency and sustainability.
Governance	As a sub-committee of the Executive Committee, its purpose is to ensure that OSCF is prepared for the potential merger of the OSCF and The Fund. The committee will ensure that proper operational policies are in place and is responsible for updating the OSCF Strategic Plan for 2016.
Nominations	Recruits and maintains the strong and experienced membership required to accomplish the OSCF mission. Manages identification, recruitment and appointment of new members and qualified officers.
Communications	Plans and implements OSCF communications strategies.
Building	Undertakes selected activities that maintain/improve the physical aspects of the state capitol building, including public support for the Oregon State Capitol Renovation Project.
History	Attends to effective accomplishment of the goals of the Oregon State Capitol History Gateway.
Finance & Budget	Guides the development of OSCF's annual budget and monitors the organization's finances. Assures revenue-generating strategies provide the funds required to implement OSCF's strategic priorities.
Special Events	Leads in planning and conducting Foundation events, recruiting resources and volunteers as needed.
Development	Improve financial stability through increased funding and resource development capacity and effectiveness.

OSCF Committee Work Plans

The OSCF committees and subcommittees respond to their roles and responsibilities, and to the strategic goals and objectives outlined in this Plan. Each committee develops and submits for review work plans that outline monthly benchmarks for all committee activities and accomplishments.

The committee work plans will be reconsidered and developed anew in the fourth quarter of each calendar year.

After approval of OSCF at a regular quarterly meeting, Committee chairs are responsible to the Board Chair for the accomplishment of their committee's work plan. It is anticipated that committees and subcommittees will meet regularly in the months when OSCF meetings are not scheduled. Under this procedure, OSCF committees and subcommittees would meet in February, March, May, June, August, September, November and December of each year.

Committee Work Plan Format

Committees will be tasked with no more than four primary projects for any single calendar year. Projects will be mapped with monthly benchmarks, indicating and measuring project progress. Committee chairs will be responsible to assure individual and group assignments are made to accomplish the benchmarks, and will report on a quarterly basis to OSCF meetings.

Following are initial 2015-16 Committee Work plans for each of the OSCF standing committees. Project assignments link directly to the strategic objectives and strategies listed earlier in this Plan document.

The Fund for OSCF:

Executive: Strengthen OSCF as an organization with structures, policies and procedures

Nominations:

1. Design and implement new methods for Foundation appointments, transitions and leadership recruitment that re-energizes the OSCF and that can guide future success.

Governance:

1. Ensure OSCF is prepared for the potential merger with The Fund in Sept. 2015.
2. Work with Development Contractor (Sharon Leighty & Co.) and legal counsel to review existing operational policies for sufficiency (bylaws, investment, gift, banking, conflict of interest).

3. Formulate new operational policies as needed (records retention, whistle blower, errors and omission coverage, background checks, board member training, etc.).
4. Propose revisions to the OSCF Strategic Plan to add/revise/delete new goals and objectives for 2016.

Communications: Increase knowledge and improve visibility of OSCF.

1. Manage media relations, communications and marketing for the annual state birthday party each Feb. 14, to focus and enhance the mission of the History Gateway and to enhance and maintain higher visibility for OSCF. (with Special Events Committee)
2. Support History Committee initiatives to increase Foundation partnerships with Oregon Historical Society, statewide history centers and involve Salem history/heritage organizations with OSCF.
 - a. Involve Salem historians in OSCF and in the History Gateway project (Elizabeth Potter, Virginia Green Hazel Patton, etc.)
 - b. Plan and undertake the coordination necessary to make the History Gateway a visitor ‘gateway’ to Salem area history and heritage offerings.
3. Publish a quarterly OSCF newsletter.
 - a. Work to incrementally move the newsletter to an all-digital publication sent electronically to foundation members and stakeholders.
4. Revamp the OSCF website to attract users and broaden our audience and outreach efforts and messaging.
 - a. Conduct a website inventory and audit.
 - b. Conduct a website user survey.
 - c. With the help of a professional website design consultant, develop a new, modern website template that enables better communications with foundation stakeholders, members and the general public, with emphasis on serving mobile platform users.
 - d. Revamp website content to retain existing foundation member outreach and communications while engaging and building a growing audience of millennials.
5. Support Building Committee and Foundation messaging and outreach related to the Capitol Renovation Project.
 - a. Develop a strategic communications and outreach plan that supports the Foundation’s goals, objectives and role in Capitol Renovation Project.

Building: Support forward progress for eventual approval of the Oregon State Capitol Renovation Project.

History: Encourage public engagement with the Oregon State Capitol and its grounds as the ‘people’s building’.

1. Represent the OSCF on the History Gateway Council to assure a quality history of the State Capitol is developed, providing research, expertise and guidance when requested.
2. Implement a speaker’s bureau with outreach and well-designed, strategic presentations to at least two organizations of significance in 2015.

3. Ensure consistent visual and written information about the History Gateway and OSCF is written and delivered to all appropriate state publications/websites (i.e. Blue Book) in a timely way.
4. Ensure OSCF e-news to contain regular Capitol Gateway progress updates.
5. Ask presiding officers to show the Frankie Bell video at new member orientation.
6. Schedule and make 90 face-to-face visits to all members asking them to join as Foundation members.
7. Construct Oral History project goals, procedures, policies and methods.
8. Assure pilot audiotapes are edited (in partnership with experts and from existing interviews), to include in the History Gateway.
9. Craft and recommend a FY15 budget to support an ongoing and more extensive Oral History project under the auspices of OSCF.
10. Plan and undertake the coordination necessary to make the History Gateway a visitor 'gateway' to Salem area history and heritage offerings, involving Salem historians such as Elizabeth Potter, Virginia Green and Hazel Patton, etc.

Finance & Budget:

1. Assure a realistic budget is developed for FY15 that will be flexible, sustainable and will anticipate a September 2015 merger of the Foundation and The Fund.
 - a. Review the budget to see if detail can be reduced by collapsing categories;
 - b. Recommend a flexible and sustainable budget that includes any budget impacts identified by other committees;
 - c. Anticipates the merger of the Foundation and The Fund in FY15.
2. Examine new policies that refine OSCF's application of license plate funds and interest, in anticipation of the passage of the bill to allow us to use license plate dollars for all Foundation purposes.
 - a. Analyze bill(s) and make recommendations or suggestions
 - b. Develop compelling arguments for broader use of these funds

Special Events:

For each event:

1. Coordinate with other OSCF committees to build event goals and core design strategies for each event.
2. Design invitation/marketing timeline and attendance targets/goals.
3. Draft and present event plan and expense/revenue projections.
4. Develop timelines and manage event plan.
5. Secure volunteer committees, sponsorships, in-kind contributions and all resources required.

Development: Improve financial stability through increased funding and resource development capacity and effectiveness

A detailed two-year (FY 2014-16) Development Plan has been prepared to reflect the following five Strategic Objectives. An FY 2014-2015 Action Plan was then prepared by the Development Committee in consultation with the Development Contractor, which has been reviewed with, and approved by, the Foundation. Progress reports are submitted routinely to the Committee, Executive Committee and Foundation.