



**HAWAII**  
Forest Institute

**Hawai'i Forest Institute  
2010 – 2015 Strategic Plan**

**Prepared for  
Hawai'i Forest Institute**

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## EXECUTIVE SUMMARY

The mission of the Hawai'i Forest Institute (HFI) is to promote the health and productivity of Hawai'i forests through public education and scientific research. HFI's mandates are scientific research in forestry, reforestation, forest species, forest habitats and forest products; educational programs in forestry management practices and forestry related enterprises; and information dissemination and other scientific and educational endeavors related to forestry.

The organization has achieved much success as a nonprofit, delivering meaningful programs and services to the community. After six years of operation, the Board of Directors initiated a strategic planning effort to review past accomplishments and challenges and to chart a future course for the organization. The effort resulted in a strategic plan that reaffirmed HFI's original mission and mandates; established a five-year vision statement; identified strategic issues; developed strategic goals, objectives, tactics and timelines; acknowledged financial implications; and created a process to monitor and evaluate the plan.

The planning identified five strategic goals critical to future direction of the organization, as follows:

- Goal 1: Advance the mission of HFI through achieving excellence in its core mandates: scientific research, education and information dissemination.**
- Goal 2: Establish new relationships and strengthen existing partnerships and collaborative efforts to enhance HFI's contributions and effectiveness.**
- Goal 3: Increase HFI's visibility and reputation by improving public relations and communications strategies.**
- Goal 4: Increase and diversify HFI's funding and resources.**
- Goal 5: Enhance the governance and stewardship of the organization.**

The board has committed to increasing the organization's 2009 annual budget of \$56,000 to \$190,000 in five years in order to carry out the stated goals and objectives of the plan. The plan will also be monitored and evaluated to provide flexibility for modifications and allow for reprioritizing of the goals, objectives, tactics and timeline in the future.

# HAWAI'I FOREST INSTITUTE

## **Overview**

The Hawai'i Forest Institute (HFI) was established in 2003 by a group of volunteers who had a goal of raising awareness of the intrinsic value of Hawaii's forests. Since its inception, HFI's mission has been to improve and promote the health and productivity of Hawaii's forests. Research, education and information dissemination of forestry are the primary purposes of HFI. HFI has established a strong reputation for adhering to its mission through its close affiliation with the Hawai'i Forest Industry Association (HFIA), a trade organization now in its 21<sup>st</sup> year, its well-respected board, and for its delivery of educational outreach programs.

## **Rationale**

Through grants and volunteers, HFI has established itself as a reputable organization that disseminates information and delivers effective educational programs promoting the health and productivity of Hawaii's forests. It has developed partnerships with other environmental, conservation and forest-related industry organizations to achieve credibility and integrity in the community. HFI has published four issues of the industry-recognized Hawai'i Forest Journal; delivered education programs at the Ka'upulehu Dryland Forest and Kalaemanō Cultural Center in North Kona; and established the Native Hawaiian Seed Bank Cooperative.

After six years, the Board of Directors initiated efforts to examine the organization's past accomplishments and challenges and to chart a course for its future direction. Four key questions were central to determining the role of HFI over the next five years: How does the organization define itself today? What does it intend to be? For whom? How will it get there? The planning process which reviewed the organization's mission, mandate and who it benefits was critical to defining the future direction for HFI, determining near-term and long-term goals, identifying strategies to achieve the stated goals and acknowledging and committing to the financial implications of those decisions.

## **Strategic Planning Process**

A one-day Strategic Planning Retreat was held on September 18, 2009 at the University of Hawai'i College of Tropical Agriculture and Human Resources' Komohana Research and Education Center. The administrator and board directors participated in an all-day discussion facilitated by Denise Hayashi. At the start of the meeting, the board members were asked to state in their own words the answers to two questions: "What is the mission of HFI?" and "What is its mandate?" After discussing and reviewing the mission and mandate, the board unanimously reaffirmed its commitment to the organization's stated purpose and to its stakeholders.

## **MISSION, MANDATES AND STAKEHOLDERS**

### **Mission**

The mission of the Hawai'i Forest Institute (HFI) is to promote the health and productivity of Hawai'i forests through public education and scientific research.

### **Mandates**

- Scientific research in forestry, reforestation, forest species, forest habitats and forest products;
- Educational programs in forest management practices and forestry related enterprises; and
- Information dissemination and other scientific and educational endeavors related to forestry.

### **Stakeholders**

The Hawai'i Forest Industry Association (HFIA) created the HFI in 2003 to broaden HFIA's constituency to include the greater community and increase opportunities for specific program funding from private foundations, corporations and individuals. The organizational differences of HFIA and HFI are: HFIA is a 501(c) 6 nonprofit trade organization sustained primarily by industry-related members and community contributions and HFI is a 501(c) 3 nonprofit educational organization sustained through grants, corporate gifts and donations. As a result of this close relationship, many of HFI's stakeholders are HFIA members, including – forest industry-related companies, landowners, land managers, research institutions, foresters, federal, state and county government entities, media and professionals in the field. With its broader mission HFI's stakeholders also include schools, students, youth, educational institutions and organizations, private foundations and individuals.

## HFI TODAY

### **Current Position – Analysis of Organization**

HFI has established itself as a leader in forestry and environmental stewardship through research, educational programs and information dissemination. It has a strong track record in developing educational programs for youth; supporting research on issues related to forestry, conservation and related industries and utilizing communication tools through the use of its website, Hawai'i Forest Journal publication and affiliation with HFIA. The strength of the organization derived from its committed and dedicated volunteer leadership and a small part-time staff. HFI has been successful in its delivery of programs and products with its partners, supporters, donors, volunteers and beneficiaries (which include researchers, students, landowners, lessees, businesses and others interested in forestry) conveying that the organization's programs meet or exceeds their expectations. In addition, funders and supporters view HFI to be a credible and trustworthy organization and have provided resources to help the organization build capacity and expand its environmental stewardship.

HFI has name recognition and is respected in the forestry and environmental community. However, it is not well-known in the greater community. In addition, it is also often confused with HFIA, its founding organization. HFI has a very small donor base with most of its funding coming from a few local and national foundations. Funding is often "one-time only grants" and restricted to specific projects with limited funds allocated to operations. This has prevented the organization's growth and from hiring and paying full-time staff. HFI's board is comprised of eight members, fewer than the nine members allowed by the organization's bylaws. All of the Board members are members of the HFIA. A lack of diversity of its board has also restricted it from reaching a wider audience, securing new funding from different sources and providing it with a broader knowledge base in other fields.

HFI is a relatively young organization which has a mission with broad appeal. With the public much more aware of the importance of sustainability issues and environmental stewardship, it has the opportunity grow its current programs, attract a wider constituent base and seek new large funders. The Tropical Reforestation Ecosystem Education (TREE) program, which recently ceased operations, agreed to transfer its "branded" educational programs to HFI. Taking over the TREE educational programs, which were similar to HFI's existing Ka'ūpūlehu Dryland Forest efforts, was beneficial to HFI. TREE had a solid audience and donor database which opened up new funding opportunities. HFI is also well-positioned to create new revenue sources. Private residences, such as Kukio, offer opportunities for HFI to create cultural and environmental fee-based services. Ecotourism is also another opportunity. With the Ka'ūpūlehu Dryland Forest, HFI can develop hikes and other

kinds of education related activities that would be attractive to visitors. HFI is a statewide organization that can have appeal beyond the Hawai'i Island. By participating in meetings, conferences and workshops it will also broaden its network. New partnerships and relationships will also help HFI diversify its board, identify new funding sources and develop new programs for the community.

HFI's mission and programs are complementary and/or overlap with other nonprofit environmental organizations, often creating competition for funding. More well-established, well-known organizations such as The Nature Conservancy, Kohala Center, Amy B.H. Greenwell Gardens and the National Tropical Botanical Garden have sizable donor databases, large donors and strong national and local networks. In addition, other small conservation organizations such as Nahelehele, Hawaii Conservation Alliance, and Pono Pacific provide similar services and have created additional competition for resources, media attention and funding. With overall donations in the community declining because of Hawaii's soft economy, HFI is also at risk of becoming "funding" focused rather than mission focused. In the short-term, developing programs to fit a funder's priorities may generate needed funding for a nonprofit. However, this practice over the long-term may compromise the organization's mission and reasons for its existence. Many nonprofits are often confronted with these kinds of issues when unrestricted funding is insufficient for the organization to operate. With inadequate resources, HFI may have a tendency to develop programs outside its mandate and redirect its priorities.

# HFI TOMORROW

## **Vision of the Future**

HFI is a recognized and respected voice in economic, social and science-based forestry in Hawai'i and throughout the world. It will strengthen its commitment to its core mandate by building upon its main programs– Hawai'i Forest Journal, Native Hawaiian Seed Bank Cooperative, Dryland Forest Youth Education, Tommy Crabbe Scholarship and information dissemination through its website. Five new offerings will be developed and will reach new markets on all major Hawaiian Islands. Ten new relationships with dynamic and diverse organizations brought together by the board and staff will encourage partnering and raise the profile of HFI and its mission. A \$190,000 annual budget will be achieved and allow for one permanent full-time staff.

## **Strategic Issues**

During the planning session, the following critical issues were discussed.

1. What is our future focus? What competencies will our stakeholders require in the future?
2. Who will benefit from our mission, products and services? How will we reach them?
3. How will we enhance our reputation and increase our visibility in the community?
4. How will we achieve the funding and resources necessary to achieve our future focus?
5. How will we ensure good governance that includes accountability, transparency, participation and management of the organization?

## **Strategic Goals**

The following goals address the organization's strategic issues and support HFI's mission and vision:

1. Advance the mission of HFI through achieving excellence in its core mandates: scientific research, education and information dissemination.
2. Establish new relationships and strengthen existing partnerships and collaborative efforts to enhance HFI's contributions and effectiveness.
3. Increase HFI's visibility and reputation by improving public relations and communications.
4. Increase and diversify HFI's funding and resources.
5. Enhance the governance and stewardship of the organization.



## PLAN IMPLEMENTATION

### **GOAL 1: ADVANCE THE MISSION OF HFI THROUGH ACHIEVING EXCELLENCE IN ITS CORE MANDATES: SCIENTIFIC RESEARCH, EDUCATION AND INFORMATION DISSEMINATION.**

The core mandates and functions of HFI remain a top priority. Focusing on research, HFI will continue to publish the Hawai'i Forest Journal, which contains broad themes and issues impacting Hawaii's forests. To date, HFI has published four issues of the journal, the first focusing on broad forestry and the three thereafter focusing on the following themes: "Native Forestry and Forest Products," "Insights into Current and Future Development and Marketing of Hawaii's Forest Products," and "Ecosystem Services." The editorial review committee is chaired by Travis Idol, Ph.D., Associate Professor of Tropical Forestry and Agroforestry at the Department of Natural Resources and Environmental Management, UH-CTAHR. His committee is comprised of J.B. Friday, Ph.D., Associate Specialist in Forestry, Department of Natural Resources and Environmental Management, UH-CTAHR; Carolyn Stewart of Marine Coastal Solutions International and Judy Hancock, Landowner and Artist. The Journal currently has an estimated readership of 2,500 with 1,000 copies printed. The publication is mailed to decision-makers in the forestry and agricultural sector, legislators, and HFIA members, which includes: landowners and managers, tree farmers, loggers, millers, nurseries, woodworkers, manufacturers, wholesalers, retailers, libraries, educational institutions and other individuals and organizations interested in forestry.

As part of its research mandate, HFI established the Native Hawaiian Seed Bank Cooperative for the collection and storage of native Hawaiian seeds to be planted for fire prevention and mitigation at the various dryland forest sites in North Kona. Hawai'i Island's dryland forests are the most endangered dryland forests in the world and wildfires have played a large role in their demise. Seeds from native plants are being collected and deposited in the seed bank and will be withdrawn for use in restoration projects and wildfire mitigation projects. The Cooperative is a partnership effort funded by the West Hawai'i Wildfire Management Organization. The partners include: Amy B.H. Greenwell Ethnobotanical Garden, Ka'ūpūlehu Dryland Forest, Lyon Arboretum Seed Repository, State Department of Land and Natural Resources' Division of Forestry and Wildlife at Pu'u Wa'awa'a, The National Park Service, The Nature Conservancy, and Waikoloa Dryland Forest Preserve.

Education is also a critical component of HFI's mission. The Ka'ūpūlehu Dryland Forest outreach program, Ka Pilina Poina 'Ole – Connections Not Forgotten (Connections Not Forgotten) program, the Tommy Crabbe Scholarship and the Kalaemanō Interpretive Center are HFI's core education programs.

The Ka'ūpūlehu Dryland Forest site is located in the North Kona District on the island of Hawai'i and is approximately 10 miles north-northeast of Kailua-Kona. Since 1993, the HFIA, HFI's founder and sole member, has coordinated the Dryland Forest Working Group (DFWG), a coalition of landowners, nonprofit organizations, government agencies and committed individuals who have been managing the restoration of remnant dryland forests in Ka'ūpūlehu and nearby properties. Through this effort, HFI's educational outreach program was developed to expand awareness and concern for dryland forest ecosystems by providing opportunities to engage in stewardship activities. Through grants and partnership support, "learning by doing" experiences are provided for youth and adult students coming to learn about the site. More than 3,000 volunteers, many who are students interested in forestry and conservation, have worked more than 13,000 man hours in the last six years. The groups that have participated in the program include: Kohala Center, Hawai'i Youth Conservation Corps, Brown University BELL, Cornell EES semester program, Kamehameha Schools, Ho'olauna Kona, Imi Pono, Yale University (Industrial Ecology Ph.D. program), University of Hawai'i, Hawai'i Predatory Academy, Konawaena High School, Na Kahumoku, and Kealakehe School.

In October 2009, HFI began developing a new educational program, Ka Pilina Poina 'Ole - Connections Not Forgotten. The Connections Not Forgotten program connects two important cultural and natural resource sites, which are located in the Ka'ūpūlehu ahupua'a – the Ka'ūpūlehu Dryland Forest Preserve and the Kalaemanō Cultural Center in North Kona. Educational curricula, youth site visits, two interpretive audio story stations, youth exchanges and a website are being created and implemented as part of the program. Educational themes of the program are linking science and culture, exploring change and continuity, improving awareness of and appreciation for cultural and environmental heritage, and fostering multicultural understandings through exchanges celebrating shared history, traditions, and knowledge.

The Tommy Crabbe Scholarship Fund is being developed to promote formal education and careers in forestry. Named in recognition of Tommy Crabbe, a Hilo native who was an agriculturalist and tree farmer, the scholarship is awarded to a Hawai'i high school graduate pursuing a degree in forestry or a related degree program that includes a forestry certificate or specialization at any accredited two-year or four-year college or university. The award is based on merit, and renewal of the scholarship for up to four years is contingent upon the demonstration of reasonable progress towards a forestry degree, certificate, or specialization.

Other educational projects include interpretive signage and brochure for the Kalaemanō Cultural Center. The Center is the gateway to exploring the historic and environmental connections of the mauka (mountain) and makai (shoreline) environments of the Ka'ūpūlehu area.

Communication and dissemination of information is also a core function of HFI. The Hawai'i Forest Journal is a major component of information dissemination. Its content includes research articles and editorials on forestry, conservation, environmental stewardship and the forest industry, and it boasts a readership of an estimated 2,500. The HFI website also serves as an important resource for information dissemination.

**Objectives:**

***1. Maintain excellence in all current programs that address mandates of research, education, information dissemination.***

**Strategy 1:** Continue developing the Tommy Crabbe Scholarship Program, Hawai'i Forest Journal, Ka'ūpūlehu Dryland Forest program, Ka Pilina Poina 'Ole – Connections Not Forgotten program and the Native Hawaiian Seed Bank Cooperative.

**Tactic:** Ensure excellence in program delivery, develop timely progress reports to funders, secure on-going program support through current and new funders, create marketing tools, encourage on-going and new participation from the community, communicate the success of programs through media, e-mail, website and publications.

**Timeframe:** On-going.

**Responsibility:** Board and Staff

**Strategy 2:** Establish a practice of reviewing and evaluating programs and obtaining feedback from program participants.

**Tactic:** Develop methods and tools, such as surveys, to obtain feedback on the effectiveness of programs and for continual evaluation and improvement of all programs.

**Timeframe:** On-going.

**Responsibility:** Staff.

***2. Increase program and project opportunities by advancing current programs.***

**Strategy:** Develop or participate in five new projects over five years – one per year with a goal of having a program presence on every island – Maui, O'ahu, Kaua'i, Hawai'i Island.

**Tactics:** Identify programs that can successfully be replicated on other islands, secure funding, market, implement and evaluate program, communicate progress to funders and publicize success of program.

**Timeframe:** One per year, with first program launched by September 2010.

**Responsibility:** Board and staff.

***3. Establish Forestry Forums as part of the education mandate.***

**Strategy:** Create four educational forums per year.

**Tactic:** Select four forestry topics of interest, determine speaker(s), identify location preferably one on every island(s), secure funding, market program through partner organizations, media, e-mail and website, implement and evaluate forum, report progress to funders, and publicize success of forum.

**Timeframe:** One per year, with first program launched by February 2010

**Responsibility:** Board and staff.

#### ***4. Review, inventory and evaluate current programs and propose potential projects.***

**Strategy:** Develop report of current programs and summarize their success in fulfilling organizational mandates and determine if new programs are feasible and worthy of implementation.

**Tactics:** Board to review report of programs, determine effectiveness of program based upon mandates and community interest, determine continuation of programs, discuss new potential projects.

**Timeframe:** Annual review at full board meeting.

**Responsibility:** Board and staff.

### **GOAL 2: ESTABLISH NEW RELATIONSHIPS AND STRENGTHEN EXISTING PARTNERSHIPS TO ENHANCE HFI'S CONTRIBUTIONS, EFFECTIVENESS AND REPUTATION.**

Much more can be achieved by approaching issues and concerns through collaborative efforts. As awareness and sensitivity of environmental stewardship and sustainability become a part of our daily lives, it is probable that many other organizations will develop research and educational programs similar or related to those produced by HFI. By establishing new relationships and strengthening existing partnerships, HFI has the opportunity to expand its reach beyond its physical location on Hawai'i Island. Its educational outreach program, Ka'ūpūlehu Dryland Forest, can be used as a model for developing similar forestry management programs. In addition, curricula can be shared with other organizations and used as a template to creating new educational material. Other opportunities include collaborative research efforts, new authors for Hawai'i Forest Journal articles, speakers from related environmental organizations for its Forestry Forums and new board members from non-forestry related professions.

HFI's partners include HFIA, Kamehameha Schools, University of Hawai'i, Hawai'i State Department of Labor and Industrial Relations, Hawai'i State Department of Land and Natural Resources, Hawai'i State Department of Education, Hawai'i Forestry and Communities Initiative – Na Hoa Mahi'ai, U.S. Department of Agriculture, and Bishop Museum. Its Ka'ūpūlehu Dryland Forest educational program includes collaborative partnerships with: Kohala Center, Hawaii Youth Conservation Corps, Brown University BELL, Cornell EES semester program, Ho'olauna Kona, Imi Pono, Yale University (Industrial Ecology Ph.D. program), University of Hawai'i, Hawai'i Preparatory Academy, Konawaena High School, Na Kahumoku, Kealakehe School, and others. The Native Hawaiian Seed Bank Cooperative includes partners: Amy B.H. Greenwell Ethnobotanical Garden, Ka'ūpūlehu

Dryland Forest, Lyon Arboretum Seed Repository, Hawai'i State Department of Land and Natural Resources' Division of Forestry and Wildlife at Pu'u Wa'awa'a, The National Park Service, The Nature Conservancy, and Waikoloa Dryland Forest Preserve.

**Objectives:**

***1. Maintain current partners.***

- Strategy:** Identify current partners and ensure their continued involvement in programs.  
**Tactics:** Establish methods and tools to regularly communicate and update with partners.  
**Timeframe:** On-going.  
**Responsibility:** Staff.

***2. Develop new partnerships with other notable and credible organizations.***

- Strategy 1:** Create five new program partners per year.  
**Tactics:** Identify potential partners and their role, request their support, maintain contact and establish formal means of communication with them.  
**Timeframe:** On-going.  
**Responsibility:** Board and staff.

- Strategy 2:** Increase HFI participation in important environmental meetings and/or conferences.  
**Tactic:** Identify meetings and conferences, secure funding if necessary for registration and travel, identify HFI representative, attend meeting.  
**Timeframe:** Once a year.  
**Responsibility:** Board and/or staff.

**GOAL 3: INCREASE HFI'S VISIBILITY AND REPUTATION BY IMPROVING PUBLIC RELATIONS AND COMMUNICATIONS STRATEGIES.**

With the advent of the internet, the world has become one global community where information can be accessed instantaneously. Communication now occurs twenty four hours and is not dependent upon physical location. A comprehensive public relations campaign will help ensure that HFI becomes more effective in developing its presence in the community, as well as globally. HFI's current methods of communication include a website, email and traditional mail.

**Objectives:**

***1. Improve HFI's ability to enhance public relations and provide community education.***

**Strategy 1:** Finalize community education plan and submit capacity building implementation grant to the Hawaii Community Foundation (HCF) and/or other identified funding sources.

**Tactic:** Finalize and submit grant proposal. Upon approval of funding, work with PR firm to implement a comprehensive public relations and community education campaign that identifies specific strategies to publicize programs, provide education, and report accomplishments.

**Timeframe:** Complete plan by February 2010. Secure funding and implement plan in 2010/2011.

**Responsibility:** Board, staff and Public Relations firm.

**Strategy 2:** Create an HFI editorial in major news publications.

**Tactic:** Identify issue, select publication and appropriate author and submit to publication.

**Timeframe:** One per year, first editorial by September 2010.

**Responsibility:** Board and staff.

**GOAL 4: INCREASE HFI'S FUNDING AND RESOURCES.**

In order for HFI to achieve its stated mission, mandate and goals over the next five years, it will need to increase its overall budget to hire staff and enhance its current programming. This will entail developing a realistic and achievable fund development plan. Successful implementation of the plan will require a one-hundred percent commitment by the board. It will require building a diversified donor base that should include foundations, governments, corporations and individuals through a number of giving strategies. A good balance of restricted and unrestricted funding will ensure long-term stability, as well as with opportunities to grow.

**Objectives:**

***1. Seek foundation grants that support capacity building.***

**Strategy:** Submit capacity building planning grant to the HCF and/or other identified funding sources to develop a comprehensive fund development plan.

**Tactic:** Develop and submit grant proposal(s).

**Timeframe:** July 2010.

**Responsibility:** Staff.

***2. Implement fund development plan to increase opportunities for unrestricted and restricted funding.***

**Strategy:** Submit capacity building implementation grant to the HCF and/or other identified funding sources to implement the fund development plan.

**Tactic:** Upon approval of funding, hire consultant, involve board in the implementation of the plan, identify a board member responsible for overseeing the implementation of the plan, report progress to the board.

**Timeframe:** Submit proposal in 2010 and upon approval of funding, implement plan 2011.

**Responsibility:** Board, staff, consultant.

### ***3. Require 100 percent personal giving by the board to the annual fund.***

**Strategy:** Board President to request 100 percent board participation to the annual fund.

**Tactic:** Board President to make first gift, communicate importance of personal gift to the rest of the board, follow-up by staff.

**Timeframe:** Request to board by April 2010.

**Responsibility:** Board President, board and staff.

## **GOAL 5: ENHANCE THE GOVERNANCE AND STEWARDSHIP OF THE ORGANIZATION.**

Good governance requires accountability, transparency and sound management. It ensures the long-term viability and credibility of an organization and is the process by which decisions are made and implemented. HFI's board is comprised primarily of professionals in the field(s) of environmental conservation, forestry and land management, with one Director in the field of law. A strong board requires diversity to encourage new ideas, contacts, resources and expertise. HFI currently has one open board position and should begin looking for new professionals in fields outside of forestry to fill the slots.

### **Objectives:**

#### ***1. Review of bylaws, articles of incorporation and financials on a regular basis.***

**Strategy:** Board to commit to ensuring proper and appropriate oversight of legal and governing documents.

**Tactic:** Board President to identify board member with governance expertise to review material with the board annually and require staff to maintain current records.

**Timeframe:** Review by September 2010.

**Responsibility:** Board and staff.

#### ***2. Maintain a full board of nine members.***

**Strategy:** Create Nominations Committee to ensure a full Board.

**Tactics:** Appoint Nominations Committee Chair, Committee to identify and nominate individual(s) at the board meeting and ensure all board positions filled.

**Timeframe:** Create Nominations Committee by September 2010.

**Responsibility:** Board, Nomination Committee Chair.

**3. Aim for board diversity with professionals who would bring new ideas, resources, contacts and expertise.**

**Strategy 1:** Ensure at least two of the nine board members represent professions not associated with forestry.

**Tactic:** Nominations Committee to review board composition, identify potential individual(s), and nominate and recommend for board Director.

**Timeframe:** Create Nominations Committee by September 2010, Ongoing.

**Responsibility:** Nominations Committee Chair and Committee.

**Strategy 2:** Consider expanding board members to improve network in the community.

**Tactic:** Board President to include board expansion issue on the agenda, board discussion and determination of whether expansion of board beneficial to the organization.

**Timeframe:** Annual review.

**Responsibility:** Board chair, board.



## **Financial Implications of the Plan**

HFI's 2009 operating budget was \$56,000 which helps supports personnel, general operating expenses (equipment, supplies, insurance), and program delivery costs. HFI has funding through donations from corporations and individuals, grants from foundations and a government partnership grant from the U.S. Department of Education through Bishop Museum. Personnel costs are kept to a minimum with administrative services totaling \$5,000 and the remaining expenses paying for program costs.

Implementing the strategic plan will substantially increase HFI's overall budget. At present, the board is committed to increasing the annual budget to \$190,000 in five years. The increase in the budget will allow for adequate human resources to maintain and expand programs, secure and administer grants, provide marketing and publicity support and manage the board and organization. The permanent staff will ensure organizational stability and a greater likelihood of achieving the stated goals and objectives of the plan. The goal is to have one permanent full-time staff and one permanent part-time staff in five years. In addition, the increase in funding will be applied to new program delivery costs to support the goal of adding five new programs on all of the major Hawaiian Islands in five years.

In the first year, HFI will have a goal of increasing revenue by 50 percent from \$65,000 in 2009 to \$112,000 in 2010. The additional \$65,000 will allow for flexibility in developing one new program, attending conferences and/meetings, finalizing and implementing its communications plan and creating a fund development plan. Funding after the first year will be dependent upon the ability for the organization to execute the development plan, which will identify new sources of funding, strategies and tactics.

## **Monitoring and Updating the Plan**

### **Monitoring**

The board will conduct a formal review and update the strategic plan annually.

### **Reporting**

Staff will generate reports for the board at every meeting outlining the progress toward achieving stated goals of the plan. The board will be kept apprised of the successes and challenges in meeting the organizational mandates and the required funding for the organization. A review of programs will be conducted annually to determine their effectiveness. In addition, the board will review the feasibility of funding ongoing programs and reaffirming or establishing new priorities. New programs will also be considered and evaluated based upon their alignment with the mission and mandates. Funding opportunities and the ability to sustain them will also be taken into consideration in determining their merit.

Modifications to the priorities and adjustments to the timeline will also be based upon the human resources required to successfully implement the plan.