

National Historic Oregon Trail Resource Advisory Board FY 2004 Strategic Plan

Goal 1: Sustain level of visitation at the goal established in the NHOTIC Marketing Plan

Objective 1: Marketing

A. NHOTIC will develop a draft 3-to-5 year Strategic Marketing Plan by March 31, 2004.

(1) Marketing Plan should contain:

- Visitation Expectations
- Budget/staffing requirements
- Sources of funding (i.e., BLM, private)
- Partners (existing, past, opportunities for new)
- Role stakeholders will play in implementing
- Analysis of fee impact
- Proposed products
- ID reasons for people to come back to the Center
- Benchmark similar operations
- Plan to visit other Visitor Centers
- Measures to be used to evaluate effectiveness of marketing
- Continuity of implementation

B. NHOTIC, in coordination with the NHOTIC Advisory Board Marketing Subcommittee, will develop Annual Operating Plans to address each year's execution of the marketing plan and budget requirements. A draft Annual Operating Plan will be developed by September 30, 2003. A final Operating Plan will be completed by Nov. 31, 2003. (October 31st will be the due date in subsequent years.)

C. NHOTIC will work with partners and investigate alternate funding sources to maximize marketing research and opportunities.

D. NHOTIC Assistant Center Director will devote one-half of his/her time in support of marketing. Note: Marketing is a necessary screening element for the Assistant Center Director position.

Goal 2: Provide for Capital Expansion and On-Going Operations Support

Objective 1: Finance/on-going support

A. An annual report will be sent to the donors who have helped to build and market the Center.

- Need to define format of annual report (i.e., letter, report card, newsletter, etc.)
- Define role of Oregon Trail Preservation Trust, the Center and BLM in developing/sending this report.
 - Solicit recommendations for long-term strategic plan from annual report recipients.
 - By October 31 each year the Center Manager will send a personal letter/newsletter to each of the donors, current Congressional contacts, and other interested parties, with a progress update of the Center's activities and accomplishments, report to include a signature page at the end of letter/newsletter".

Goal 3: Maximize the Economic Benefit of the Center Upon the Community and the Region

Objective 1: "Speak" to visitors

A. Recommend the BLM update and possibly expand current publications. The BLM should participate with community partners to explore outreach opportunities to inform the entire community about what NHOTIC has to offer.

B. Recommend the BLM remain active in its participation in Miners Jubilee and other community events in order to remain interactive with the Chamber of Commerce, Baker County Visitor and Convention Bureau and the community. Recommend BLM continue to review special events and explore opportunities within the community.

Goal 4: Maintain and Expand Education and Interpretive Outreach

Objective 1: Educational materials

A. Recommend the BLM develop and deliver educational materials related to the Center's themes, especially the early explorers and trappers theme.

Objective 2: Promote career enhancement opportunities

A. Recommend the BLM participate at Career Day at Baker High School, Eastern Oregon University, and other regional career days. Continue internships; expand the current Education Guide; find a way to involve students in events at the Center.

Objective 3: Expand the role of Trail Tenders

A. Recommend the BLM and Trail Tenders participate in coordinating an aggressive program of volunteer recruitment.

Goal 5: Enhance the Community's "Sense of Ownership" of the Center

Objective 1: Maximize the community's awareness of activities, programs, and opportunities at the Center.

A. Highlight the Center's programs/activities to the community through calendars, news, features, internet, print/non-print media, etc.

B. Provide information-sharing opportunities periodically with the local community through meetings, open houses, cable TV, radio, etc.

Objective 2: Create opportunities for involvement

A. Review outreach calendar and opportunities annually.

B. Establish speakers' roster.

C. Recommend the BLM and Advisory Board members participate in community organizational meetings to enhance Center community involvement.

D. Make free passes available to Advisory Board members to offer at their discretion.

Goal 6: Contribute to "Sense of Identification" with the local community

Objective 1: Partner with other organizations

A. Optimize the use of all partner logos where possible.

B. Investigate "Home of the Oregon Trail" initiative.

Objective 2: Be an active partner in supporting Baker County's vision

A. Take part in opportunities to establish vision of Baker County.

Objective 3: Review partnership opportunities on a continuous basis

Partners (NOT inclusive):

- Oregon Museum Association
- Oregon Trail Preservation Trust
- Museum

- EOVA
- BCU
- HBC
- BLM
- USFS
- Progress Board
- Forum
- Trail Tenders
- OCTA
- OTC
- Oregon Visitor Association
- Eastern Oregon Mining Association
- State Parks
- Universities
- ODOT
- NE Oregon Vacation Land
- National Park Service
- Baker County
- Baker City
- School Districts
- Hells Canyon Chamber of Commerce