

**The Ridges Sanctuary, Inc.
Strategic Plan 2018 – 2022**

Mission Statement

To protect the Sanctuary and inspire stewardship of natural areas through programs of education, outreach, and research.

Preamble

The Ridges Sanctuary, Inc. (“The Ridges”) board of directors and staff initiated a strategic planning process in January 2017 to develop this five-year strategic plan. Integral to the planning process was a recognition of the fact that The Ridges has greatly expanded its footprint, opportunities for new programs, and visibility with the opening of the Cook-Albert Fuller Center, the exhibit area at the Center, the Hidden Brook Boardwalk, and the restoration of our two historic range lights. With these expanded opportunities and increased visibility have come challenges for developing and allocating staff, volunteer, and financial resources.

In creating the plan the board focused on laying the foundation for future sustainability of The Ridges. Thus, there is considerable emphasis on understanding, quantifying, and growing the human and financial resources required to efficiently and effectively fulfill the mission of The Ridges. The plan seeks to empower volunteers, engage visitors and members, strengthen relationships with donors, and develop staff, facilities, and operating practices. It also addresses essential needs in land management and research.

What this plan does.

- It sets priorities and achievable goals for the next five years, establishes specific milestones, and identifies resource requirements to reach those goals.
- It utilizes and expands upon the efforts of staff, members, volunteers, and donors to achieve the mission of The Ridges.
- It serves as a working document to guide the board of directors and staff.
- It serves as a basis for formulating The Ridges annual operating plans.
- It serves as a basis for evaluating progress towards achieving our goals.
- It provides a basis for developing communications with members, donors, and the public about the direction of The Ridges.

What this plan does not do.

- It is not a business or operating plan.
- It does not cover all activities necessary for sustaining the mission or operating The Ridges.
- It is not a promotion tool.

What this plan means by “best practices.”

- Best practices are generally accepted standards for responsible operation of an organization. They include ethical, operational, and technical guidelines.¹
- The board working with staff will identify recognized standards and practices relevant to operation of The Ridges, and will begin implementation as outlined for specific goals.

How this plan will be monitored.

- Progress on achieving goals will be reviewed quarterly at meetings of the board.
- Any needed revisions approved by the board will be documented after quarterly reviews are completed.

¹ For example, see *Land Trust Standards and Practices (Revised 2017)*, Land Trust Alliance, January 2017.

Priorities and goals for the next five years

1. Inspire and empower volunteers.

Create a culture that inspires our volunteers to have a sense of ownership in The Ridges, and empowers them to help fulfill our mission.

- 1.1. Establish a program for identifying and recruiting volunteers with a focus on needed skills and leadership qualities.
- 1.2. Establish a program for orientation, training, and mentoring of volunteers.
- 1.3. Expand opportunities for formal and informal recognition of volunteers.

2. Enhance the visitor experience.

A visit will inspire an affinity for The Ridges, thus encouraging visitors to return and support our mission by becoming members, volunteers, and donors.

- 2.1. Collect and compile data to better understand visitor interests and demographics.
- 2.2. Implement targeted marketing programs to expand awareness of The Ridges and attract additional visitors.
- 2.3. Establish relationship building programs to engage visitors, promote membership, and encourage support opportunities.

3. Expand and strengthen donor relationships.

Create a donor relationship program to increase the financial support essential to meeting the needs of annual, capital, and endowment funds.

- 3.1. Provide staff and volunteers training on building relationships and relationship management, and support tools for customer relationship management.
- 3.2. Establish a program to proactively identify and contact current and potential donors about opportunities to support The Ridges.
- 3.3. Establish a donor recognition program.
- 3.4. Establish a plan for coordinated fund-raising campaigns.

4. Manage The Ridges in accordance with best practices to protect flora, fauna, water quality and significant habitats.

The key first step to be accomplished over the next five years is to create a comprehensive management plan that addresses watershed, flora, and fauna management and maintenance, visitor access, land acquisition, and Ramsar site management.

- 4.1. Establish a land project plan for the Sanctuary and Logan Creek.
- 4.2. Establish a land management plan for the the Sanctuary and Logan Creek.
- 4.3. Develop a well-defined partnership with other organizations to manage habitat and acquire property within the Ramsar site.

5. Position The Ridges as a leader in orchid research and restoration.

Enhance The Ridges position as a leader in orchid conservation by advancing the science of conservation of the 26 orchids native to the Sanctuary.

- 5.1. Build upon current research on orchids to establish credentials and enhance recognition within the scientific community.

6. Build capacity to support the mission.

Enhanced human resource, financial, and asset management support systems will provide for more efficient operations and ensure compliance with best practices.

- 6.1. Review and update human resource policies and practices to implement best practices.
- 6.2. Review and update financial and accounting practices to implement best practices.
- 6.3. Establish an asset management plan for maintenance, improvement, and replacement of facilities, infrastructure, equipment, and other physical assets.
- 6.4. Review and update technology tools, business processes and work flows to create an efficient work environment for The Ridges.

1. Inspire and empower volunteers

1.1 Establish a program for identifying and recruiting volunteers with a focus on needed skills and leadership qualities.

Lead Responsibility: Steve Leonard

Board Liaison: Jane Whitney

Resources Required:

Required Labor Hours	2018	2019	2020	2021	2022	5-Year Total
S. Leonard	15					15
Other Staff	90					90
Volunteers	390					390
Totals	495					495

Required Funding (\$)	2018	2019	2020	2021	2022	5-Year Total
Expenses (Non-Staff)						

Key Action Plans/Milestones:

- 1.1.1. Survey current volunteers, and document their interests and skill sets.
- 1.1.2. Identify and systematically document needed skill sets and leadership qualities for volunteers.
- 1.1.3. Develop and implement strategy to identify and actively recruit volunteers.
- 1.1.4. Establish an organizational structure and a database to manage volunteer activities.
- 1.1.5. Establish a succession and leadership development plan for key volunteer positions.

Key Action Plan	2018				2019				2020				2021				2022			
1.1.1. Survey current volunteers.																				
1.1.2. Identify and document volunteer needs. (by December 2017)																				
1.1.3. Recruit volunteers to fill needs.																				
1.1.4 Establish a structure, and database to manage volunteer activities.																				
1.1.5 Establish succession and leadership development plan.																				

1.2 Establish a program for orientation, training, and mentoring of volunteers.*Lead Responsibility:* Steve Leonard*Board Liaison:* Jane Whitney*Resources Required:*

Required Labor Hours	2018	2019	2020	2021	2022	5-Year Total
S. Leonard	10					10
Other Staff	125					125
Volunteers	250					250
Totals	385					385

Required Funding (\$)	2018	2019	2020	2021	2022	5-Year Total
Expenses (Non-Staff)						

Key Action Plans/Milestones:

- 1.2.1. Create communication materials for orientation and training of volunteers.
- 1.2.2. Develop and implement orientation, training, and mentoring programs for volunteers targeted to specific work areas.
- 1.2.3. Provide volunteers and staff the necessary tools and information to clearly and promptly respond to visitor questions and concerns – to meet visitor expectations.

Key Action Plan	2018			2019			2020			2021			2022		
1.2.1. Create orientation and training materials for all volunteer positions.															
1.2.2. Establish orientation, training, and mentoring programs.															
1.2.3. Provide tools and information to promptly respond to visitor inquiries.															

1.3 Expand opportunities for formal and informal recognition of volunteers.

Lead Responsibility: Steve Leonard

Board Liaison: Jane Whitney

Resources Required:

Required Labor Hours	2018	2019	2020	2021	2022	5-Year Total
S. Leonard		5				5
Other Staff		10				10
Volunteers		25				25
Totals		40				40

Required Funding (\$)	2018	2019	2020	2021	2022	5-Year Total
Expenses (Non-Staff)						

Key Action Plans/Milestones:

- 1.3.1. Develop a volunteer recognition program to formally and publically recognize volunteers for outstanding efforts.

Key Action Plan	2018				2019				2020				2021				2022			
1.3.1. Develop volunteer recognition program.																				

2. Enhance the visitor experience

2.1 Collect and compile data to better understand visitor interests and demographics.

Lead Responsibility: Drew Richmond

Board Liaison: Cynthia Crock

Resources Required:

Required Labor Hours	2018	2019	2020	2021	2022	5-Year Total
D.Richmond	35	15				50
Other Staff	20					20
Volunteers	90	80				170
Totals	145	95				240

Required Funding (\$)	2018	2019	2020	2021	2022	5-Year Total
Expenses (Non-Staff)						

Key Action Plans/Milestones:

- 2.1.1 Design a visitor experience survey. Determine the information we want to collect (pre- and post-visit) and how we want to collect it (manual or electronic).
- 2.1.2 Test survey on visitors. Determine whether we are getting the information we need and modify the survey(s) as needed. Rerun the test survey if needed.
- 2.1.3 Implement the survey and data collection process.
- 2.1.4 Analyze “production” survey responses as they are received.
- 2.1.5 Test simple prototype of data management option.
- 2.1.6 Document and analyze visitor flows to provide necessary levels and location of volunteers and staff for effective interactions.

Key Action Plan	2018	2019	2020	2021	2022
2.1.1. Design visitor experience survey.					
2.1.2. Test visitor survey.					
2.1.3. Implement survey and data collection.					
2.1.4. Analyze “production” survey responses.					
2.1.5 Test prototype of data management option.					
2.1.6. Document visitor flows and provide necessary staffing levels.					

2.2 Implement targeted marketing programs to expand awareness of The Ridges and attract additional visitors.

Lead Responsibility: Drew Richmond

Board Liaison: Cynthia Crock

Resources Required:

Required Labor Hours	2018	2019	2020	2021	2022	5-Year Total
D.Richmond	10	80	40	40	40	210
Other Staff		20	10			30
Volunteers	20	40	80	80	80	300
Totals	30	140	130	120	120	540

Required Funding (\$)	2018	2019	2020	2021	2022	5-Year Total
Expenses (Non-Staff)						

Key Action Plans/Milestones:

- 2.2.1 Develop targeted marketing program based on visitor metrics.
- 2.2.2 Use citizen science monitoring programs (for ex., Water Action Volunteers, Shedd Sucker Monitoring, etc.) to attract visitors to The Ridges.
- 2.2.3 Expand marketing of the range lights to target new visitor groups (such as bus tours) and by emphasizing their historical and cultural significance.
- 2.2.4 Implement targeted marketing to selected interest groups.
- 2.2.5 Monitor effectiveness of marketing programs against a goal of increasing the number of visitors to the center (using annual data for 2017, 2018 and 2019, develop a baseline to determine appropriate target).

Key Action Plan	2018				2019				2020				2021				2022			
2.2.1. Develop targeted marketing program.																				
2.2.2. Use citizen science programs to attract visitors.																				
2.2.3. Increase marketing of the range lights.																				
2.2.4. Implement targeted marketing program.																				
2.2.5. Monitor effectiveness of targeted marketing program.																				

2.3 Establish relationship building programs to engage visitors, promote membership, and encourage support opportunities.

Lead Responsibility: Drew Richmond

Board Liaison: Cynthia Crock

Resources Required:

Required Labor Hours	2018	2019	2020	2021	2022	5-Year Total
D.Richmond	40	40	40			120
Other Staff	10	20	20			50
Volunteers		20	20			40
Totals	50	80	80			210

Required Funding (\$)	2018	2019	2020	2021	2022	5-Year Total
Expenses (Non-Staff)						

Key Action Plans/Milestones:

2.3.1 Train volunteers and staff on building relationships with visitors.

2.3.2 Document and analyze changes in the number of visitors who become members/volunteers/donors (using annual data for 2017, 2018 and 2019, develop a baseline to determine an appropriate target for converting new visitors to members each year).

Key Action Plan	2018				2019				2020				2021				2022			
2.3.1. Train volunteers and staff on building relationships.																				
2.3.2. Analyze number of visitors who become members/volunteers/donors.																				

3. Expand and strengthen donor relationships.

3.1 Provide staff and volunteers training on building relationships and relationship management, and support tools for customer relationship management.

Lead Responsibility: Drew Richmond

Board Liaison: Cynthia Crock

Resources Required:

Required Labor Hours	2018	2019	2020	2021	2022	5-Year Total
D.Richmond		20	50	40		110
Other Staff		20	10			30
Volunteers		10	20	10		40
Totals		50	80	50		180

Required Funding (\$)	2018	2019	2020	2021	2022	5-Year Total
Expenses (Non-Staff)						

Key Action Plans/Milestones:

- 3.1.1 Identify staff and volunteers who are comfortable asking current or potential donors for additional funding.
- 3.1.2 Provide “relationship managers” with training and support tools to facilitate effective contacts via mailings, phone calls, or personal visits.
- 3.1.3 Implement feedback sessions for “relationship managers” to exchange experiences.
- 3.1.4 Update the training to reflect findings from the feedback sessions.

Key Action Plan	2018				2019				2020				2021				2022			
3.1.1. Identify staff and volunteer “relationship managers.”																				
3.1.2. Provide training and support tools.																				
3.1.3. Implement feedback sessions.																				
3.1.4. Update training to reflect findings from feedback sessions.																				

3.2 Establish a program to proactively identify and contact current and potential donors about opportunities to support The Ridges.

Lead Responsibility: Drew Richmond

Board Liaison: Cynthia Crock

Resources Required:

Required Labor Hours	2018	2019	2020	2021	2022	5-Year Total
D.Richmond		50	40	80		170
Other Staff		40				40
Volunteers						
Totals		90	40	80		210

Required Funding (\$)	2018	2019	2020	2021	2022	5-Year Total
Expenses (Non-Staff)						

Key Action Plans/Milestones:

- 3.2.1 Identify key current and potential donors.
- 3.2.2 Develop a “story” and talking points for use in contacting donors.
- 3.2.3 Assign staff or volunteer relationship managers to contact key donors regarding opportunities to support or increase support of The Ridges.
- 3.2.4 Document and analyze changes in the donation level of current donors with the goal of increasing donations (using annual data for 2017, 2018 and 2019, develop a baseline to determine an appropriate target for increased donation levels between 2019 and 2022.)
- 3.2.5 Document and analyze changes in the number of new members who donate.
- 3.2.6 Develop refined talking points as needed based on results achieved.
- 3.2.7 Establish a plan for informing donors of potential support through planned giving.

Key Action Plan	2018				2019				2020				2021				2022			
3.2.1. Identify key current and potential donors.																				
3.2.2. Develop story and talking points for use in contacting donors.																				
3.2.3. Assign relationship managers to key donors.																				
3.2.4. Document and analyze changes in donation level of current donors.																				
3.2.5 Document and analyze changes in new member donations.																				
3.2.6 Develop refined talking points as needed.																				
3.2.7 Establish plan for informing donors about planned giving.																				

3.3 Establish a donor recognition program.

Lead Responsibility: Drew Richmond

Board Liaison: Cynthia Crock

Resources Required:

Required Labor Hours	2018	2019	2020	2021	2022	5-Year Total
D.Richmond	20					20
Other Staff	10					10
Volunteers	40					40
Totals	90					90

Required Funding (\$)	2018	2019	2020	2021	2022	5-Year Total
Expenses (Non-Staff)						

Key Action Plans/Milestones:

3.3.1 Develop and implement a recognition plan.

3.3.2 Organize and host special events (receptions, programs, etc.) for major donors.

Key Action Plan	2018				2019				2020				2021				2022			
3.3.1. Develop and implement a recognition plan.																				
3.3.2. Organize and host special major donor events.																				

3.4 Establish a plan for coordinated fund-raising campaigns.

Lead Responsibility: Drew Richmond

Board Liaison: Cynthia Crock

Resources Required:

Required Labor Hours	2018	2019	2020	2021	2022	5-Year Total
D.Richmond	40	120	80	160	100	500
Other Staff	20	60	40	80	50	250
Volunteers	20	60	40	80	50	250
Totals	80	240	160	320	200	1000

Required Funding (\$)	2018	2019	2020	2021	2022	5-Year Total
Expenses (Non-Staff)						

Key Action Plans/Milestones:

- 3.4.1 Identify funding goals (amounts and timing) for each campaign type (operations, capital campaign, endowment, range lights, unique equipment, etc.).
- 3.4.2 Develop a strategy and a specific marketing plan for effective coordination of each targeted appeal with appropriate consideration of the annual appeal.
- 3.4.3 Implement the strategy and marketing plan.
- 3.4.4 Analyze results of each appeal and adjust marketing plan as needed.

Key Action Plan	2018			2019			2020			2021			2022		
3.4.1. Identify funding goals for each campaign type.															
3.4.2. Develop strategy and marketing plan for appeals.															
3.4.3. Implement the strategy and marketing plan.															
3.4.4. Analyze results and adjust marketing plan as needed.															

4. Manage The Ridges in accordance with best practices to protect flora, fauna, water quality and significant habitats.

4.1 Establish a land project plan for the Sanctuary and Logan Creek.

Lead Responsibility: Matt Peter

Board Liaison: Vicki Medland

Resources Required:

Required Labor Hours	2018	2019	2020	2021	2022	5-Year Total
M. Peter	20					20
Other Staff	10					10
Volunteers	5					5
Totals	35					35

Required Funding (\$)	2018	2019	2020	2021	2022	5-Year Total
Expenses (Non-Staff)						

Key Action Plans/Milestones:

- 4.1.1 Quantitatively define the Sanctuary and Logan Creek land project boundaries, and identify and prioritize potential land acquisition and easement needs required to protect significant habitat and provide conservation buffer zones for the project boundaries.
- 4.1.2 Establish a geographic information system (GIS) database to document the project boundaries.

Key Action Plan	2018				2019				2020				2021				2022			
4.1.1. Define project boundaries and existing conditions and identify potential land acquisitions and easements.																				
4.1.2. Establish database to document project boundaries.																				

4.2 Establish a land management plan for the the Sanctuary and Logan Creek.

Lead Responsibility: Matt Peter

Board Liaison: Vicki Medland

Resources Required:

Required Labor Hours	2018	2019	2020	2021	2022	5-Year Total
M. Peter	20	30	30	30	30	140
Other Staff	20	30	30	30	30	140
Volunteers	20	60	60	60	60	260
Totals	60	120	120	120	120	540

Required Funding (\$)	2018	2019	2020	2021	2022	5-Year Total
Expenses (Non-Staff)	\$2,000*					\$2,000

* Boundary signage and larger property identification signage.

Key Action Plans/Milestones:

- 4.2.1 Quantitatively define the Sanctuary and Logan Creek land management unit boundaries (Family Discovery Area, Living Laboratory, Heart of The Ridges, Rustic Trail System, etc.), and survey existing conditions (flora, fauna, including invasive species) within the management units.
- 4.2.2 Develop a land management plan for the Sanctuary and Logan Creek that addresses the specific needs for each property as well as each land management unit within the properties.
- 4.2.3 Develop a monitoring program for each property and land management unit.
- 4.2.4 Implement the land management plan and the monitoring program.

Key Action Plan	2018				2019				2020				2021				2022			
4.2.1. Define land management unit boundaries and existing conditions.																				
4.2.2. Develop land management plan.																				
4.2.3. Develop monitoring program.																				
4.2.4. Implement land management plan and monitoring program.																				

4.3 Develop a well-defined partnership with other organizations to manage habitat and acquire property within the Ramsar site.

Lead Responsibility: Matt Peter

Board Liaison: Vicki Medland

Resources Required:

Required Labor Hours	2018	2019	2020	2021	2022	5-Year Total
M. Peter		20	20	20		60
Other Staff		10	5	5		20
Volunteers						
Totals		30	25	25		80

Required Funding (\$)	2018	2019	2020	2021	2022	5-Year Total
Expenses (Non-Staff)						

Key Action Plans/Milestones:

4.3.1 Develop an initial framework for a Ramsar partnership committee, including a purpose statement, committee mission statement, committee goals, potential partners and points of contact.

4.3.2 Contact all potential Ramsar partners and cooperatively develop a committee charter.

Key Action Plan	2018				2019				2020				2021				2022			
4.3.1. Develop initial Ramsar committee framework.																				
4.3.2. Contact Ramsar partners and develop a committee charter.																				

5. Position The Ridges as a leader in orchid research and restoration.

5.1 Build upon current research on orchids to establish credentials and enhance recognition within the scientific community.

Lead Responsibility: Matt Peter

Board Liaison: Vicki Medland

Resources Required:

Required Labor Hours	2018	2019	2020	2021	2022	5-Year Total
M. Peter	20	20	10	10	30	90
Other Staff		5	5	5	30	45
Volunteers		5	5	5	60	75
Totals	20	30	20	20	120	210

Required Funding (\$)	2018	2019	2020	2021	2022	5-Year Total
Expenses (Non-Staff)						

Key Action Plans/Milestones:

- 5.1.1 Develop propagation protocol standards for native orchid species inhabiting the Sanctuary.
- 5.1.2 Publish findings and updates periodically to disseminate information and to further the scientific understanding of orchid propagation and restoration.
- 5.1.3 Develop partnerships with local, national and international orchid conservation and restoration groups.
- 5.1.4 Pursue funding to support research activities.
- 5.1.5 Utilize research findings and outside partnerships to improve native orchid habitat.

Key Action Plan	2018				2019				2020				2021				2022			
5.1.1. Develop propagation protocol standards.																				
5.1.2. Publish articles and research papers.																				
5.1.3. Develop partnerships.																				
5.1.4. Pursue research funding.																				
5.1.5. Utilize research to improve orchid habitat.																				

6. Build capacity to support the mission.

6.1 Review and update human resource policies and practices to implement best practices.

Lead Responsibility: Steve Leonard

Board Liaison: Rob Davis

Resources Required:

Required Labor Hours	2018	2019	2020	2021	2022	5-Year Total
S. Leonard	20	15	10	5	5	55
Other Staff	20	15	10	5	5	55
Volunteers	20	15	10	5	5	55
Totals	60	45	30	15	15	165

Required Funding (\$)	2018	2019	2020	2021	2022	5-Year Total
Expenses (Non-Staff)		Consultant (TBD)				To Be Determined (TBD)

Key Action Plans/Milestones:

- 6.1.1 Review current human resource (HR) policies and update policy manual as needed for consistency with best practices of similar organizations.
- 6.1.2 Establish process for orientation and mentoring of full- and part-time staff.
- 6.1.3 Establish opportunities for targeted staff training including leadership development.
- 6.1.4 Establish program for informal and formal recognition of staff.

Key Action Plan	2018				2019				2020				2021				2022			
6.1.1. Review and update HR policies.																				
6.1.2. Establish process for staff orientation and mentoring.																				
6.1.3. Establish opportunities for staff training and leadership development.																				
6.1.4. Establish staff recognition program.																				

6.2 Review and update financial and accounting practices to implement best practices.*Lead Responsibility:* Steve Leonard*Board Liaison:* Rob Davis*Resources Required:*

Required Labor Hours	2018	2019	2020	2021	2022	5-Year Total
S. Leonard	15	10	10			35
Other Staff	20	10				30
Volunteers	50	35	30			115
Totals	85	55	40			180

Required Funding (\$)	2018	2019	2020	2021	2022	5-Year Total
Expenses (Non-Staff)		Consultant for 6.2.2 (TBD)				To Be Determined (TBD)

Key Action Plans/Milestones:

- 6.2.1 Develop and implement budgeting and financial models to forecast program costs, revenues, expenses, and cash flow.
- 6.2.2 Review financial systems, accounting functions, and oversight practices, and update as needed for consistency with best practices for similar organizations.
- 6.2.3 Create forecast for operations and capital expenditure needs for the next five years.

Key Action Plan	2018				2019				2020				2021				2022			
6.2.1. Develop and implement budgeting and financial models.																				
6.2.2. Review financial systems and practices, and update as needed.																				
6.2.3. Create forecast for operations and capital expenditure needs.																				

6.3 Establish an asset management plan for maintenance, improvement, and replacement of facilities, infrastructure, equipment, and other physical assets.

Lead Responsibility: Steve Leonard

Board Liaison: Rob Davis

Resources Required:

Required Labor Hours	2018	2019	2020	2021	2022	5-Year Total
S. Leonard	10	30	20	15	15	90
Other Staff	40	60	60	20	20	200
Volunteers	475	800	575	515	535	2900
Totals	525	890	655	550	570	3190

Required Funding (\$)	2018	2019	2020	2021	2022	5-Year Total
Expenses (Non-Staff)		\$75,000	\$125,000	\$110,000	\$100,000	\$410,000

Key Action Plans/Milestones:

- 6.3.1 Create a database inventory of existing assets including equipment, buildings, HVAC and mechanical systems, IT equipment, boardwalks, trails, parking areas, and signage. (See also 6.4 related to IT Systems.)
- 6.3.2 Inspect and establish a baseline record of the current condition of assets.
- 6.3.3 Create a ten-year plan for needed maintenance, replacements, and capital improvements.
- 6.3.4 Conduct annual inspections of assets to define current-year budget needs and to update the asset management plan.
- 6.3.5 Complete the upper range light restoration project, including the restoration of the privy and oil house.

Key Action Plan	2018			2019			2020			2021			2022		
6.3.1. Create inventory of existing assets.	■			■	■										
6.3.2. Establish baseline record of current condition of assets.				■	■		■	■							
6.3.3. Create plan for asset maintenance, replacements, and improvements.							■	■							
6.3.4. Conduct annual inspections and update asset management plan as needed.							■	■				■		■	
6.3.5. Continue the upper range light restoration project to completion.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

6.4 Review and update technology tools, business processes and work flows to create an efficient work environment for The Ridges.

Lead Responsibility: Steve Leonard

Board Liaison: Rob Davis

Resources Required:

Required Labor Hours	2018	2019	2020	2021	2022	5-Year Total
S. Leonard	10	30				40
Other Staff	40	180	120			340
Volunteers	40	180	120			340
Totals	90	390	240			720

Required Funding (\$)	2018	2019	2020	2021	2022	5-Year Total
Expenses (Non-Staff)		Hardware/ Software (TBD)				To Be Determined (TBD)

Key Action Plans/Milestones:

- 6.4.1 Review and evaluate operating procedures for procurement, records retention, inventory management, financial transaction processing, and Nature Store management against best practices for similar organizations.
- 6.4.2 Collaborate with staff and volunteers to create and prioritize a list of data variables that need to be collected and tracked, and identify the types of tools and applications required to store and analyze these data.
- 6.4.3 Research, acquire, and install hardware and software options that best fit requirements for The Ridges.
- 6.4.4 Document key operational functions and establish requirements for reviewing and updating on a regular basis.
- 6.4.5 Train staff and volunteers on use of hardware and software, as needed.

Key Action Plan	2018				2019				2020				2021				2022			
6.4.1. Review and evaluate operating procedures.																				
6.4.2 Identify data requirements, and tools and applications.																				
6.4.3. Research and purchase hardware and software.																				
6.4.4. Document key operational functions and update as needed.																				
6.4.5. Train staff and volunteers on use of hardware and software.																				