



# WESTWIND

## **2022 Strategic Plan: Living Draft**

The non-profit Westwind Stewardship Group (WSG) owns and operates the 529-acre Westwind site on the Oregon Coast. This camp and conservation area is set entirely within the Cascade Head UN Biosphere Reserve.

Westwind is home year-round to programs for youth, families, and individuals. The site also plays host to MESD Outdoor School, and many other youth and non-profit rental groups.

The WSG Board of Stewards has approved this Strategic Plan Living Draft to help guide the organization in the years to come. The Board welcomes your feedback on this plan and how Westwind can welcome more people to its wild shores and green hills.



## **Objective - Activities: WSG Hosts Programs and Groups Aligned with Its Vision and Mission**

**1.A. Westwind Programming:** Provide programming that helps all campers, participants, and guests learn, connect to and bring home Westwind values.

**1.B. Diversity:** Expand access and participation through outreach to communities historically underrepresented at Westwind.

**1.C. Inclusion:** Identify, adopt, and expand practices that support all community members' sense of belonging, commitment, and connection to Westwind.

**1.D. Aligned Partnership:** Prioritize rental programs and organizations that advance Westwind's DEI goals and promote.





## **Objective - Finances: WSG Is Financially Resilient**

**2.A. Revenue Sources:** Build a diversified business model through program and rental fees while growing support from stakeholders, including donors, foundations, research partners, and businesses that support Westwind's mission

**2.B. Capital Improvements:** Launch a capital campaign that is focused on making the greatest impact on Westwind's mission

**2.C Operating Reserves:** Dedicate funding for the operating reserve in the annual operations budgets



## **Objective - People: WSG Has a Diverse, Inclusive, Equitable, and Sustainable Team of Stewards**

**3.A. Workload and Capacity:** Westwind staff will have sustainable workloads and sufficient capacity and support to carry out the organization's work

**3.B. Workplace of Choice:** Attract and retain valued team members by being among the leaders in recognition and total compensation of staff

**3.C. Organizational Culture:** Build a strong and shared culture between site and city staff, and staff and board, by addressing policies, schedules and practices

**3.D Stewards:** Strengthen Westwind's staff and Board of Stewards through clear roles and responsibilities, equitable, inclusive recruitment, regular training, transparent succession planning, and annual performance review measures



## **Objective - Conservation: WSG Has a Research-Based Conservation Plan in Action**

**4.A. Long-Term Plan:** Identify 50-year conservation goals, create an action plan supported by partnerships including research and educational organizations, and secure funding to enact the plan

**4.B. Sustainable Operations:** Prioritize facility operations that demonstrate and achieve sustainable conservation practices

**4.C. Capacity:** Ensure organizational capacity and expertise to carry out conservation responsibilities, partnerships, and programming





## **Objective - Site: WSG Has a Robust Plan for Safe and Sustainable Use in Action**

**5.A. Deferred Maintenance:** Reduce deferred maintenance annually prioritizing primary systems and essential functions

**5.B. Hazards:** Identify and address hazards and risks for all residential buildings, program areas, and assets

**5.C. Construction:** Identify and invest in construction projects to accommodate site needs and provide maximum impact for programs and participants

**5.D. Physical Access:** Create and implement a plan that prioritizes the reduction and mitigation of physical barriers to participation

**5.E. Inclusion:** Assess site and facilities and implement changes to make them more inclusive and welcoming

## VISION

Westwind will always welcome people to these wild shores and green hills to discover that caring for the land is caring for ourselves and our communities.

## MISSION

The Westwind Stewardship Group inspires people to be stewards of the environment and their communities by conserving Westwind's diverse ecosystems in perpetuity and fostering life-changing experiences for children, families, individuals, and groups.



**To learn more about the  
Westwind Stewardship  
Group visit us on the web:  
[www.westwind.org](http://www.westwind.org)**

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# This Plan has been developed by the WSG Board of Stewards with the input of WSG Staff

## Westwind Board of Stewards

Sarah Ames- Board Member  
Gail Baker- Chair  
Karen Belsey- Board Member  
Matt Barry- Chair  
Megan Cogswell- Board Member  
Cindy Ewers- Secretary  
Nathan Leamy- Treasurer  
Elizabeth Liedel Turnbull- Vice Chair  
Kim Taylor- Board Member  
Chena Weitzer- Board Member

## Westwind Year-Round Staff

Riley Brown- Development Director  
Laura Chase- Program Director  
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Sarah Keplinger- Business Director  
Brian Klippert- Site Manager  
Missy Klippert- Guest Services Manager  
Andy Lindberg- Executive Director  
Duncan Reid- Operations Director  
Izzy Quattrucci- Program & Volunteer Coordinator  
Allison Watts- Kitchen Manager



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