

HAWAI`I FOREST INDUSTRY ASSOCIATION

Strategic Plan

Hawai`i Forest Industry Association
Board of Director's Retreat
Kilauea Military Camp
May 16-17, 1997

Group Memory

Participants: Mary Bello, Nancy Glover, Lloyd Jones, Bob Osgood, Bart Potter, Mike Robinson, Peter Simmons (5/16 only), Steve Smith, Jay Warner, John Wittenburg. Facilitated and recorded by Andie Beck. Absent: Bill Cowern, Marsha Erickson, Sally Rice.

Opening:

Ground rules were established and goals listed. Everyone shared a little about themselves and why they are involved in HFIA. A mural depicting each person's vision of what Hawai`i forest industry should look like in 25 years was created.

The personal goals listed for the retreat by the individual board members were: build on diversity; follow the agenda; get to know each other; know who we are-reflect on our roots; determine the right structure for our association; revisit the mission statement; affirm our courage to take on hard issues; rethink the name of HFIA; prioritize our programs; get a sense of our limitations; identify how to help our smaller and medium-sized members; reach out; think holistically.

I. Who Are We? Who Do We Represent?

Who are our members?

Woodworkers are the largest single category—54% of those providing a “job description” in our membership database.

According to our database, 14% of our members are land owners.

HFIA membership spans everyone: from planting to making product.

“Concerned citizens” are members.

There are 14 database categories other than woodworkers; very diverse.

HFIA has broad representation; accepts everyone.

Members share a common interest.

Membership has grown from 30 members to 250 members in 8 years.

The membership survey shows 33% woodworkers; 67% in 15 other categories.

Who should be our members?

HFIA should be bigger and even more diverse.

Small landowners.

More woodworkers.

Environmentalists.
Woodshop/ ag teachers.
Cabinet shops.
Builders group.
Sawmills.
Woodland owners.
Academics.
Forestry professionals.
“Local” folks—ethnic diversity is needed.
Small ranchers.

Who are we allied with? Our partners, clients, sponsors... (Current strong links are italicized; priority groups to nurture as allies are starred.)

Recyclers.
*Wood product associations.
Prudential Timber.
*The Nature Conservancy.
Division of Forestry and Wildlife.
U.S.D.A. Forest Service.
U.S. Fish & Wildlife Service.
Landowners.
Kamehameha School Bishop Estate.
Hawai`i Agriculture Research Center.
University of Hawai`i at Manoa and at Hilo.
*Department of Hawaiian Homes Lands?
Department of Labor and Industrial Relations.
*Office of Hawaiian Affairs.
Secretariat for Conservation Biology.
National Tropical Botanical Garden.
Agribusiness.
Conservation Council?
Department of Business, Economic Development, and Tourism.
Hawai`i Natural Energy Institute (should be.)
*Big Island Woodworkers Guild.
Pig hunters (some.)
The Nature Center (should be.)
Moanalua Gardens Foundation (should be.)
MacArthur Foundation.
Packard Foundation.
*Rural Community Assistance Corporation.
Board of Water Supply.
*Farm Bureau.
Community Associations.
The planning community.

4-H clubs.
Bamboo, hemp, etc.
*Living Indigenous Forest Ecosystems.
Ka`ala Learning Center.
*Natural Resource Conservation Service.
*Resource Conservation & Development.
Rural Development.

Who do we "butt heads" with?

(Editor's note: this page of the group memory has been misplaced. I can only remember a few. If anyone remembers additional ones, please let Myra know.)

Sierra Club.
Sierra Club Legal Defense Fund.
Pig hunters (some.)

What is our vision?

Our vision is to have a Healthy and Productive Forest.

What is our mission?

The Hawai`i Forest Industry Association is a community-based, not-for-profit organization, founded by and for people interested in managing and maintaining healthy and productive forests. We promote a balance of forest land uses and sound management practices for all of Hawai`i's forests.

II. HFIA Programs

Projects and activities are listed under program areas. Starred items are new activities the board would like to add. The board decided not to prioritize projects or programs areas.

EDUCATION

High School nursery classes.
High School wood shop classes.
UH classes and experimental farm.

INFORMATION

Newsletter.
Symposium.
Stewardship Portfolio.
Community Relations.
Web Page.
*Referral service.

TRAINING

- *Technical assistance.
- Woodworker seminars.
- *Job training.

MARKETING & PRODUCT PROMOTION

- Na La`au (photos & interpretive display).
- Wood Show.
- Marketing Study (HFCI/INC/DBEDT)
- *Forestry investment.

FOREST SCIENCE

- Demonstration forest.
- Dryland forest restoration.
- *Tree improvement.

MEMBERSHIP SERVICES AND ADMINISTRATION

- Loans.
- Tax policy.
- Health benefits.
- Legislation/policy/advocacy.
- Membership recruitment.

III. Organizational Structure and Management

After discussion, the following decisions were made:

Frequency of Board Meetings: Full board every other month; executive committee (the four officers) meets every other month, alternating with full board.

Duration of Board Meetings: Meetings should be streamlined, and last between three and four hours. Each board member should be given an opportunity to report on his or her activities in the past month. Committee reports and the executive director's report should be submitted in writing.

Structure: The board should consist of thirteen members. The executive committee should consist of the president, vice president, secretary, and treasurer. The thirteen board members should continue to include four county representatives, but these representatives should not be precluded from holding an office and therefore serving on the executive committee. The subject of ex-officio board members was referred to the Bylaws Committee; the only agreement was that any ex-officio members must be members of HFIA.

Membership and Committee Structure: Rather than the dual-class membership structure (Regular and Associate members) giving in our Bylaws, only one class is needed. Members need only share our vision and agree with our mission. All members should be able to vote. Each membership gets one vote; that is, an "organization" membership has one vote for the organization, regardless of the number of people in the organization or business. Board approval for new members is not needed. Members may be ejected from HFIA from non-payment of the dues or by two-thirds vote of the board. Each committee should have a

member of the board serving on it and responsible for reporting to the board on that committee's activities. The board member need not be the committee chair.

IV. Suggested Revisions to Bylaws and Articles of Incorporation

(Some changes were already handled in the above discussion.)

ARTICLES OF INCORPORATION

Name: We still need to think of alternatives

Purposes: Okay with minor grammatical changes

Directors and officers: Handled.

Membership: Handled.

Non-Profit, No Compensation: adopt amendment as preciously drafted.

Amendment of Bylaws: Specifically allow voting at the annual meeting or by proxy (mailed in) at the annual meeting.

BYLAWS

IV, Meetings: Clarify that there is only one vote per organizational member.

V.7, Committees of the Board: Get a legal opinion regarding limiting the ability of committees to enter into contracts, lawsuits, etc., and remove committees' abilities to act beyond specifically delegated duties.

VI, Special Meetings: The number of board members or committee members needed to call a special meeting should be specified to be three.

IX.3, Officers: Legal opinion should be sought regarding the renaming of HFIA's officers. The board agreed that the name of the elected volunteer who is the head of the board of directors, currently know as "president," should become "chief executive officer." The "vice president" should be known as the "vice chairman." The paid chief of staff, currently known as "executive director," should be known as "president." Furthermore, the duties and responsibilities of the "president" should be mentioned. It was felt that these changes would bring HFIA in line with common corporate structure.

V. Closure and Next Steps.

The board felt unanimously that the retreat met their expectations. Among the comments were: we accomplished the agenda; we met our individual goals; we stayed focused; there was good participation; we feel good about the retreat; we got a lot done; we came together.

The following list was generated of things which could be done better or still need to be done, and who is assigned to follow up:

Ways and Means (long-term funding) needs to be explored. Nancy to recommend to the board; possible next retreat topic.

What will forestry be like in 3-5 years (e.g., DHHL lands, other enterprises.)

Topic of continued discussion by everyone.

Identify HFIA's strengths and weaknesses. Next retreat.

Improve participation by members. Ongoing activity of Membership Committee and all board members; topic for next retreat.

Should the forestry position on HARC's advisory committee be by an HFIA representative? Bob will make a recommendation for Board action.

Build relationships with the groups we identified. Ongoing activity, and topic for next retreat.

Opportunities and threats to be identified. Next retreat.

Implement decisions made at this retreat. Everyone responsible.

The forest industry needs to recognize its true value, not just farm gate value; don't overstate the farm gate value. Executive director and board.

Revisit certification. Board agenda item.

After each election, an introductory mini-retreat incorporating visioning and a review of HFIA's goals and mission should be held. Executive director and board.

Should there be term limits for board members? Next retreat.

Clarify the role of committees and the board liaison. Executive director.

Establish a year's calendar for meetings and deadlines. Executive director.

Get access to wood cleared by the Navy. Bart.

HFIA Strategic Plan

1/99

Introduction

The Hawaii Forest Industry Association was incorporated in Hawaii in 1989. It is a registered non-profit 501(c)(6) trade organization with approximately 300 members, primarily within the State of Hawaii but also extending to other states and overseas.

HFIA operates with a small staff based in Hilo, but most of its projects are guided by volunteers. Policy is set by a 13-member volunteer board of directors. A president, vice president, secretary, and treasurer comprise the board officers. The staff presently includes a part-time executive director, a part-time office assistant, and a full-time marketing director. Additional professional assistance is secured from independent contractors as needed.

Support for projects has been provided via contracts with a number of state, county, and federal agencies, as well as partnerships with private entities. Unrestricted funds primarily come from dues and donations. In a typical year, HFIA's budget may be between \$100,000 and \$150,000.

This strategic plan, developed primarily during a retreat held in June 1998 but refined during subsequent board discussions, focuses on improving the effectiveness and long-term viability of HFIA. Major concerns are the organization of the association, its ability to serve its members with staff and volunteer effort, and its financial health.

Strategy

In order to meet the challenges of an expanding industry and growing organization, HFIA will pursue means of securing unrestricted funds while continuing to solicit contracts to support projects which serve its members and the association purposes. HFIA will emphasize six areas to achieve its financial goals: initiate an economic development project; amend the dues structure; establish an endowment fund; sponsor special events; pursue grants; and secure additional donations.

To improve the effectiveness of the organization, interest-oriented subgroups should be set up to address the focused needs of portions of its membership. Volunteers must be sought and motivated, with a stronger committee structure and improved communication among the committees, board and staff. The activities of the association need to be scrutinized to ensure that priorities are being met.

Vision, Mission, & Purposes

HFIA envisions: "Healthy and Productive Hawaii Forests."

Our mission statement reads: "The Hawaii Forest Industry Association is a 501(c)(6) nonprofit organization, which promotes a balance of forest land uses and sound management practices for all of Hawaii's forests. The Association exists to enable the many diverse elements of the Hawaii forest industry to work effectively together to realize common goals."

As stated in our Articles of Incorporation, our purposes are:

- To manage and encourage sound forestry practices for the benefit of the forests and the forest products industry of Hawaii;
- To promote the health of Hawaii forests;

- To promote public relations for the Hawaii forest industry and to stimulate interest, use and involvement in the forest products industry of Hawaii;
- To provide members and others with opportunities for dialogue, education, advancement and improvement of all aspects of the Hawaii forest industry;
- To promote, foster and develop industry standards, research and development, quality control and industry integrity in the State of Hawaii;
- To articulate and advocate as a focused voice the needs and interests of the forest industry before local, state and federal governments; and
- To operate as a trade association of the Hawaii forest industry for the purpose of promoting a common business interest.

Projects

With support from partner agencies and our members, HFIA has undertaken the following types of projects:

Advocacy. Property tax revisions. Legislation. Landowners' rights. Right to Harvest. Native forest tax relief. Responsible forest management.

Education. High school enrichment in woodshop, nursery, and tree farm skills. College-level introductory forest classes.

Forest science. Demonstration of techniques to restore and protect species in dryland native forests.

Information exchange. Monthly newsletters for members only; quarterly newsmagazine for the broader forestry community. Reprints of reference books. Annual symposia. Participation in fairs, conferences, and special events. Public relations, and the development of information on the world wide web.

Marketing. Research into market strategies for commodity wood products and fine crafted products. Implementation of the "Hawaii's Wood" brand, and the related creation of marketing material and tools. Sponsorship of annual Wood Show highlighting conservative woodworking practices and promoting alternative hardwood species.

Planning. Landowners and county wildfire planning workshops. Development of best management practices. Participation in state Forest Stewardship, Kaulunani and other advisory committees. Forest certification.

Training. Providing professional improvement for woodworkers, loggers, equipment operators and others. Offering business assistance to wood product manufacturers and improving entrepreneurial skills for forestry-related businesses. Sponsoring special interest workshops in skills such as kiln drying and forest economics.

Organizational Objectives

Staff. Increase the executive director's hours to full-time and secure regular office help. Continue project-related staff such as the marketing director. Maintain rented office. Focus on priorities.

Board of directors. Develop a board "handbook" consisting of the bylaws, articles of incorporation, policies, responsibilities and other critical information to efficiently orient board members. Develop duty descriptions for officers and island representatives. Facilitate board interaction by supporting travel to meetings and enhancing other communication. Streamline board meetings; provide project updates and policy proposals in advance of meetings.

Committee chairs. Improve communication between board liaisons and committee chairs. Maintain morale. Provide written “job descriptions” to help them develop and meet their goals. Facilitate regular written reports by providing report templates and timely reminders of deadlines. Provide staff support. Budget travel for committee members as necessary for meetings and projects.

Volunteers. Motivate more members to volunteer, and orient them properly to their tasks. Develop “job descriptions” for Wood Show volunteers, and others as needed. Acknowledge and recognize members whose actions contribute to HFIA goals.

Members. Increase the membership. Organize the members into interest/technical subgroups to be more responsive to their needs. These interest groups could include: woodworkers; mill operators; growers; landowners. Welcome new members and thank renewing members. Encourage lapsed members to renew. Improve opportunities for members to meet and interact with each other.

Financial Objectives

The major challenge facing HFIA is not securing contracts and grants for projects, although present funding sources cannot be presumed to be unlimited. The most critical shortage in the Association’s budget is unrestricted funds which can be used to support non-contract priorities (such as legislative advocacy) and organizational infrastructure such as staff and office expenses.

Presently, HFIA is highly reliant on contracts with public agencies. Although the Association has achieved a high level of satisfaction in its relationships with partner agencies, contract funds are restricted to the projects they support. Furthermore, public funding cannot be expected to be maintained indefinitely. HFIA needs longer-term financial security and the flexibility and control to run our own programs.

Under its current budget, HFIA’s unrestricted income averages \$15,000 to \$20,000 annually. This is insufficient to pay for ongoing activities, and cannot support expansion of services.

The board of directors has determined that an additional \$25,000 per year in unrestricted funds is needed immediately to support existing organizational objectives, a total of \$85,000 to \$95,000 will be needed annually.

At its June 1998 strategic planning retreat, the board identified the following methods of pursuing its financial goals:

- 1) Undertake an economic development project.
- 2) Revise the dues structure.
- 3) Establish an endowment fund.
- 4) Sponsor special events.
- 5) Continue to seek grants.
- 6) Solicit donations and sponsorships.

Economic Development project. Various ventures that HFIA could operate as an “unrelated business” or other independent money-making activity were discussed at the retreat and at subsequent board meetings. The top ideas were: designing, producing and selling one or more unique wooden items with an HFIA signature; licensing use of the “Hawaii’s Wood” brand and collateral materials; increasing revenues through a professionally-produced WOODS newsmagazine through means such as advertising and subscriptions; and offering HFIA as a professional services bureau, brokering services such as forest management, inventory work, lumber grading, and training. These ideas will be analyzed as potential businesses by HFIA consultants and, if promising, a business plan will be prepared.

Dues structure. Dues should be examined to ensure that they cover the cost of servicing members, and increased as necessary. Dues rates for businesses should be scaled, reflective of the businesses' revenues. The structure should also reflect the interest subgroups.

Endowments. A subcommittee of the finance committee will examine the potential for creating an endowment to support HFIA, answering questions such as a recommended size of the fund, what the earnings will be used for, how the funds will be managed, and a list of potential donors.

Special Events. A wide range of special fundraising events were suggested at the retreat. A subcommittee of the finance committee will look into the logistics of sponsoring events such as benefit dinners, forest tours, auctions, or logging skills contests. One obstacle is the increased workload for already scarce volunteers that such an effort would entail.

Grants. It may be possible to expand HFIA's grant and contract partners by opening the process to the membership, who could identify new opportunities and perhaps participate in managing the project. A grant writer may need to be found.

Donations. Because HFIA is not a charitable organization and the "audience" is relatively small compared to the general population, opportunities for significant donations are fairly slim. More attention needs to be given to soliciting donations; project committees should become involved. Sponsors should be sought particularly for ongoing, high-profile events such as the Wood Show and the annual symposium. Incentives could be offered to members for attracting donations.

Next Steps

- 1) The executive director will develop a scope of work for a business consultant to conduct a feasibility analysis of the potential economic development projects. At least three proposals will be sought.
- 2) A new dues structure will be initiated.
- 3) The board of directors will prioritize the remaining fundraising ideas and set an action plan to accomplish them.
- 4) The board of directors will develop a "job description" for the membership committee and seek committed volunteers to chair and serve on the committee. The membership committee will examine and establish programs to increase membership and encourage members' active participation, including the development of "interest subgroups."
- 5) The board of directors and staff will prioritize the remaining organizational objectives, such as the handbooks, job descriptions and report templates, and determine if additional funding or labor resources are needed to achieve them. A plan of action will be developed.

Suggestions to Improve HFIA's Activities in
"Voice of the Industry" and Membership Services
4/4/00

During the March 22, 2000 HFIA Strategic Planning Session, participants voted on where HFIA should focus its endeavors. The two subjects which received the most support were "Voice of the Industry" and Membership Services. Accordingly, the following actions are suggested for discussion.

"Voice of the Industry"

1. Annual HFIA-sponsored symposium or workshop, whether or not outside funding is available.
2. Quarterly meetings with directors of cabinet-level departments and other VIPs (e.g., Tim Johns, Mike Buck, Lorraine Akiba) whose activities most affect our industry to pursue and provide pressure on the resolution of important issues.
3. Representation in person at all BLNR meetings having a forestry topic on the agenda.
4. An active year-round Legislative Committee to develop strategies, nurture contacts, and discern industry needs for a proactive legislative program.
5. Attendance as a priority at all HFCI Working Group meetings. Renewed requests for HFIA participation as a member of the HFCI Executive Council.
6. Attendance as a priority at all forestry-related conferences held in-State, such as the Conservation Conference and Pacific Logging Conference.
7. Coordinated positive public relations work to enunciate industry positions and counter negative publicity, including "viewpoints," letters to the editor, and factsheets.
8. Make presentations to local business groups, including Chambers of Commerce, economic development boards, Big Island Business Council, etc. on behalf of forestry. Improve communications with these groups so that they will be informed and supportive.

Membership Services

1. Thank you letters to renewing members, including a reminder of HFIA services such as reduced workshop fees and access to HMAA insurance. (Presently, *new* members receive a note and recent issues of the monthly and quarterly newsletter, plus a welcome notice in the next monthly newsletter.)
2. Improved membership application form with check-off boxes instead of a fill-in-the-blank for the member's business, to better identify our constituency. (Currently, most members leave this blank so we are unable to accurately characterize the membership.)

3. Informal “talk story” meetings with members and/or the interested public, scheduled in the evening or pau hana time several times per year for each island. Could be “hooked” to a presentation by a visiting expert, a hot issue, or special event such as a class or workshop. With refreshments.
4. Telephone contact with each member at least once per year to talk story.
5. Personal follow-up, either by phone or letter, with members who declined to renew, within two months of their failure to respond to the “final notice” dues invoice. (Members are sent three dues invoices in consecutive months with the monthly newsletter.)
6. Distribute membership cards to each current member with the member’s name, HFIA’s logo and the term of membership.