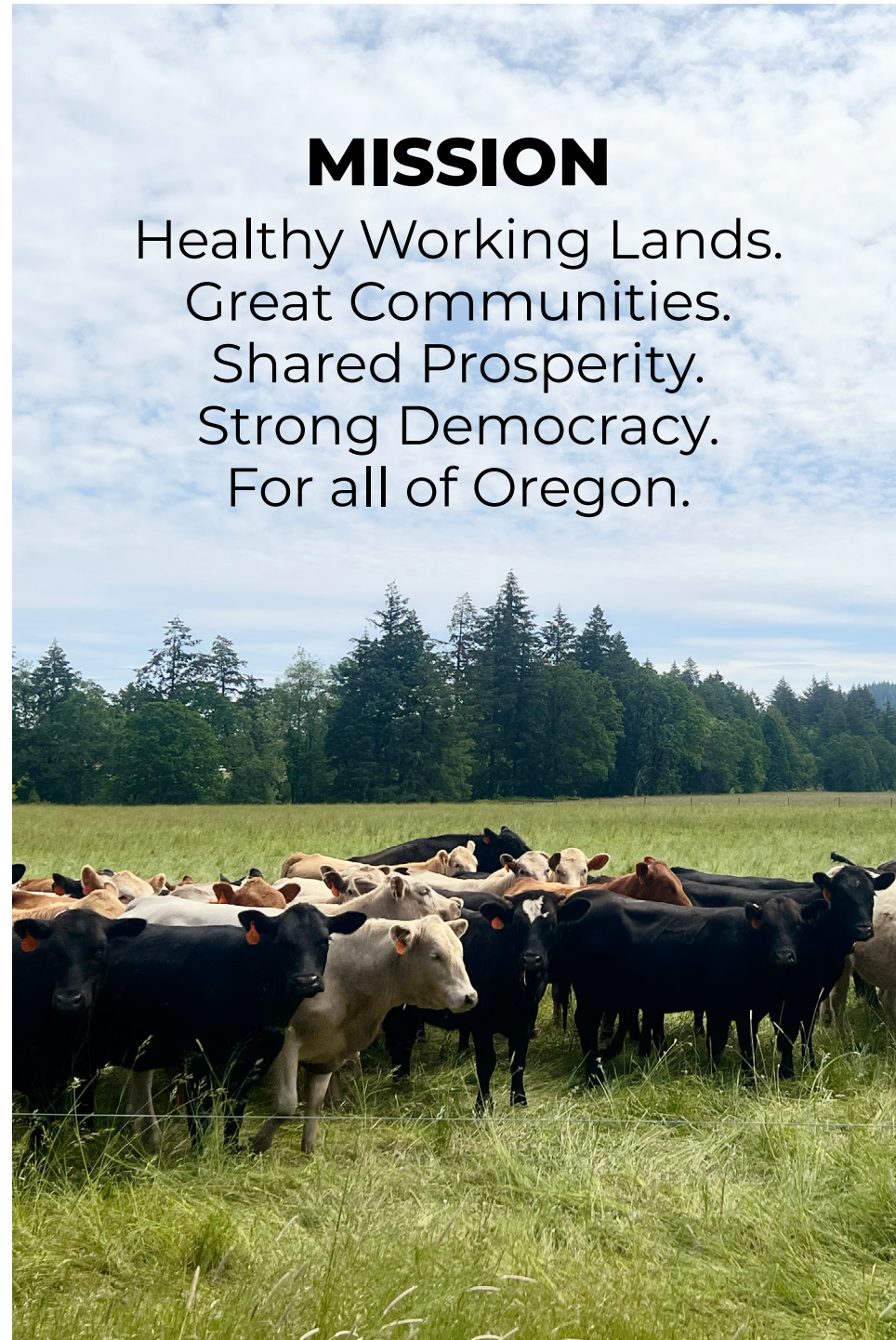




STRATEGIC PLAN 2025 – 2030

Approved by the Board of Directors on March 31, 2025



MISSION

Healthy Working Lands.
Great Communities.
Shared Prosperity.
Strong Democracy.
For all of Oregon.

MANIFESTO

We believe each and every person who calls Oregon home is afforded and deserving of a high quality of life—without condition. We oppose the belief that a person's quality of life is conditional on whether or not one is contributing to our economy, the color of our skin, our sex, our gender, whom we love, how old we are, or where we live in the state. We believe Oregon is positioned for success when we discover how we can appreciate and value each and every person unconditionally.

We recognize and honor indisputable scientific truths. We understand and honor the connection we have with our soils, landscapes, waters, air, people, and the flora and fauna that surround and sustain us. We understand that changes in the availability, access, and quality of these building blocks of human life and our livelihoods are becoming less certain, under attack, and more precious. We recognize the need for us to protect and steward our natural resources. We also recognize the need for us to prepare for future scenarios where we must adapt.

We embrace our role as an organization that builds bridges over division, sources of misunderstanding, and perpetrators of injustice. We practice the acts of empathy and sympathy to understand the perspectives of all Oregonians and to better root out ignorance that can cause the fear of the unknown. Instead, we hone our skills of facilitation, conflict mediation, deescalation, and consensus-building consistently. We support our board and staff—those on the front lines of building bridges—by building a home base.

Oregon is our home. Our job is to protect it and leave it better than we found it for future generations.

STRATEGIC PLAN OVERVIEW

1. FOR OUR DEMOCRACY

Rebuild the public's trust and engagement in land use decisions by defending democracy in land conservation and development efforts.

2. FOR OUR PROSPERITY

Foster a diversified economy of the future to take care of all Oregonians and our natural resources/working lands in land conservation and development efforts.

3. FOR OUR COMMUNITIES

Reaffirm affordability, accessibility, and sustainability as top priorities in every land conservation and development effort for Oregon cities and towns.

4. FOR OUR LAND

Build consensus for land conservation and development efforts that support Oregonians who call smaller/rural/frontier towns home.



FOR OUR DEMOCRACY

Rebuild the public’s trust and engagement in land use decisions by defending democracy in land conservation and development efforts.

Strategy I: By March 2026 and each subsequent year, build at least 5 authentic partnerships with a business partner/government institution (including educational institutions) or mission-based organization around shared priorities and leadership of the next generation as part of an intergenerational and nonpartisan movement.

Strategy II: By April 2026 and each subsequent year, build political power to support the mission-aligned positions of at least 5 elected officials who are putting the health, safety, and well-being of Oregonians front and center in land conservation and development efforts.

Strategy III(a): By March 2030, achieve a measurable reputation that 1000 Friends of Oregon is the go-to place on land conservation and development approaches. For example, media requests for quotes as a metric (for FYE 2024 – 2025, 1000 Friends appeared in the press 65 times).

Strategy III(b): Launch a statewide land use planning resource center with both active programming and “on-the-shelf” templates, model ordinances, sample testimony, funding and financing resources, and important lawsuits.



Since 2012, our Land Use Leadership Initiative (LULI) has been offering site visits and interactive learning for the next generation of Oregon leaders.

FOR OUR PROSPERITY

Foster a diversified economy of the future to take care of all Oregonians and our natural resources/working lands in land conservation and development efforts.

Strategy I: By the close of the 2027 legislative session, 1000 Friends of Oregon will introduce legislation that articulates what is needed for a comprehensive, future-oriented statewide economic development strategy with a diverse task force to be appointed to create it within 18 months and presented back to the Governor and Legislature for adoption.

As an interim measure, 1000 Friends of Oregon could author (with others) a document describing our strengths and what more is needed from the statewide strategy.

Strategy II: By April 1, 2026, and each year, grow our FAAC by 10% as we prioritize two-way communication for setting priorities to support the stewards of our land.

Strategy III: By July 2026, 1000 Friends will have formed a proactive agenda (local/regional/state and federal items) to emphasize the positive experiences Oregonians get to enjoy because of our land use protections (e.g., farm-to-fork) and the actions we need to take to bring these experiences to all Oregonians and future generations (e.g., Double Up Food Bucks).



Since 1974, 1000 Friends has partnered with farmers to advocate for land use decisions, policy changes, and funding for ongoing stewardship. (Pictured: Sunbeam Farm in Nehalem)

FOR OUR COMMUNITIES

Reaffirm affordability, accessibility, and sustainability¹ as top priorities in every land conservation and development effort for Oregon cities and towns.

Strategy I: Deliver affordable housing.

Strategy II: Improve access and transportation.

Strategy III: Foster walkable/rollable, sociable, and inclusive community designs.



1000 Friends translates important policy and funding conversations into on-the-ground workshops, tours, and community conversations.

¹ In this Strategy, 1000 Friends uses two different resources to help us define “sustainability: (1) [Circular Ecology’s three pillars of sustainability](#), which include environmental, social, and economic sustainability and (2) [US EPA’s smart growth fixes](#) for urban and suburban communities.

FOR OUR LAND

Build consensus for land conservation and development efforts that support Oregonians who call smaller/rural/frontier towns home.

Strategy I: By April 2026, 1000 Friends of Oregon visits with at least 12 small communities to develop position(s) on large-impact, durable, regenerative economic development strategies. Learn from existing, trusted organizations/agencies as part of this process.

Strategy II: By April 2028, 1000 Friends of Oregon organizes existing staffing and new staffing in order to effectively work with Oregonians living and working in a rural regional area to address their outstanding basic needs and inform 1000 Friends of Oregon’s agenda for land conservation and development decisions (litigation, policy changes, and/or funding asks (e.g., schools, hospitals, housing)).

Strategy III: By 2030, pilot implementation with at least 2 communities to identify and organize around smart growth projects, funding, and construction.²

² The team defines smart growth using criteria outlined in the U.S. Environmental Protection Agency’s self-assessment tool for rural communities. <https://www.epa.gov/smartgrowth/smart-growth-self-assessment-rural-communities>



In partnership with our Forestry and Agricultural Advisory Committee, 1000 Friends protects Oregon’s working lands with farm and ranch tours, policy research, and free legal assistance.

FOR OUR HUMANITY

Nurture the relationships needed to support the people, tools, and funding that are essential to drive our mission forward.

Strategy I: Finance. By March 2030, we will responsibly steward the organization’s financial resources and diversify and strengthen our revenue streams.

Strategy II: People and Culture. By March 2026 and each subsequent year, we will shift our organizational culture—among both staff and board—from debating equity to fully embracing our shared humanity through belonging, dignity, and collective responsibility. We will recruit and retain board and staff from historically and currently excluded groups (as defined in our Equity Policy) based on University of Pennsylvania’s tipping point research.

Strategy III: Health of the Organization: In October 2025 and each subsequent year, we are ranked as one of the top 100 Nonprofits to Work For in Oregon.



Winning isn’t just reserved for our legal work and policy advocacy; it is also being named a top nonprofit in Oregon for talented and passionate people to work, intern, and volunteer.



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