CRADLE OF FORESTRY IN AMERICA
INTERPRETIVE ASSOCIATION

2018 ANNUAL REPORT
The Cradle of Forestry in America Interpretive Association (CFAIA) is a 501(c)(3) non-profit with over forty-five years of success in educating visitors on public lands. 2018 was a year highlighted by program growth and an opportunity to restructure around our educational mission and our partnership with the US Forest Service (USFS). Our Education Team led by Adam DeWitte refocused on identifying resources, developing programs, writing grants, and collecting data on outcomes. This refocusing also encouraged the Board of Directors to launch a review of the CFAIA brand, evaluating the opportunity to capitalize on our success delivering both complimentary and fee-based programming at USFS sites.

**HIGHLIGHTS**

- Successfully restructured around our educational mission after loss of Pisgah contract, finishing year with positive operating net.
- Hosted Partnership meeting at Cradle of Forestry with Vicki Christiansen, Chief of the USDA Forest Service.
- Hosted USFS Retirees Reunion at Cradle of Forestry.
- Introduced successful astronomy program at Brasstown Bald Recreation Area and Visitor Center.
- Survived Hurricane Florence with minimal damage to sites under management and successful clean-up operations led by site managers.
- Converted and expanded all reservation data on www.recreation.gov to new technology vendor selected by USFS.
- Increased organizational visibility through involvement in the Public Lands Alliance.
- Engaged in productive discussion with USFS regarding partnership vs. permit model for visitor center sites in Region 8.
- Launched review of the CFAIA brand.
**STRATEGIC PLAN REVIEW**

**MISSION**
Our mission is to promote educational, recreational and interpretive opportunities about forest and water resources, natural history, and the Cradle of Forestry in America.

**VISION**

- to develop educational resources and interpretive programs for use by naturalists, outdoor educators, and educational professionals in indoor and outdoor classrooms.
- to offer unique, guided, educational excursions, workshops, and experiences in and around National Forests and other public lands in partnership with local businesses and educational institutions.
- to promote passive and active recreational opportunities on public and private lands in a customer friendly and safe environment.
- to make available the interpretive, educational, promotional and informational materials and services sourced from creative, sustainable, and local vendors that would add to the visitor’s enjoyment, sense of place, and understanding of the natural, cultural, historic and recreational resources of our public lands.
- to promote a sustainable visitor destination and community resource through partnerships, special events, educational programs, demonstrations, and interpretive signage that highlights the unique and authentic nature of the site.
- to foster a collaborative and transparent FACT-based culture of Fun, Accountability, Communication, and Thoughtfulness for employees, volunteers, partners, and Board members.
- to comply with best practices in customer service, safety, and expense and human resource management.
- to nurture new partnership opportunities and diverse revenue streams that sustainably support our mission and strategic objectives.
STRATEGIC PLAN REVIEW

5 YEAR GOALS (2017-2021)

1. Grow and diversify our educational, recreational, and interpretive opportunities through grant programs, contract expansion, and management of synergistic public, private and owned facilities and programs while insuring quality experiences for all stakeholders.

2. Grow and diversify our revenue base by providing educational, recreational, and site-specific interpretive products, services, and programs.

3. Attract 100,000 annual visitors to the 6500 acre Cradle of Forestry in America Heritage Site to explore scientific forestry, cultural history, and the connection to the Biltmore legacy through experiential learning, exhibits, and events.

4. Expand reliable technological access to educational, recreational, and interpretive opportunities at all managed sites in order to enhance staff and visitor engagement.

5. Develop & maintain a collaborative organization that is resilient & responsive to the needs of employees, partners, guests, and board.

6. Grow organizational revenue to $5 million annually with 10% net profit based on diversified contracts and initiatives that individually contribute a maximum of 15% total revenue, supported by a $1.5 million operating reserve fund.
3-6 MONTHS OF EXPENSES IN OPERATING RESERVE

39% GROWTH IN FACEBOOK LIKES
1,110

PARTICIPANTS IN CRADLE BLUE GHOST TOURS

10%

GROWTH IN SITE NIGHTS AT CAMPGROUNDS
"ROUND UP" COLLECTED FOR VISITOR CENTER PROGRAMS

>$8K

100%

"LEARNED SOMETHING NEW" PER PROGRAM SURVEY
CFAIA Locations

INDIANA
- Hardin Ridge Recreation Area
- Tipsaw Lake Recreation Area
- Indian-Celina Lake Recreation Area

GEORGIA
- Anna Ruby Falls Recreation Area & Visitor Ctr.
- Brasstown Bald Recreation Area & Visitor Ctr.
- Lake Rabun Beach Recreation Area
- Lake Russell Recreation Area
- Lake Winfield Scott Recreation Area
- Morganton Point Recreation Area

NORTH CAROLINA
- CFAIA Headquarters
- Cradle of Forestry in America Heritage Site
- NC Forest Supervisor's Office
- Pisgah Ranger Station & Visitor Ctr.
- Grandfather Ranger Station
- Cheoah Ranger Station
- Nantahala Ranger Station
- Tusquitee Ranger Station
- Black Mountain Campground
- Carolina Hemlocks Recreation Area
- Briar Bottom Group Campground
- Cliffside Lake Recreation Area
- Van Hook Glade Campground

CFAIA.ORG  THEFORESTSTORE.COM  CRADLEOFFORESTRY.COM  PISGAHFIELDSCHOOL.COM  CRADLETOGRAVERACE.COM
ANNUAL NET CONTRIBUTION

2014 2015 2016 2017 2018

$0k $150k $300k $450k

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Beth Hooper, Director of Visitor Centers & Sales
Devin Gentry, Director of Cradle of Forestry Heritage Site
CFAIA Site & Program Brands

CFAIA Key Partners

[Logos of various organizations]