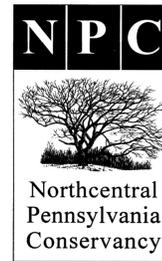


# Northcentral Pennsylvania Conservancy

Strategic Plan 2005-2007



## **MISSION STATEMENT**

To conserve the working lands and identifying waters of northcentral Pennsylvania for the enjoyment and well-being of present and future generations

## **VISION**

The Northcentral Pennsylvania Conservancy's vision for the future guides the organization. Working forests provide resources, jobs, and recreation for families. Farms produce local food for the communities they surround and beyond. Water resources are valued and protected. Development and growth in the region are balanced with conservation.

## **CORE VALUES OF THE CONSERVANCY**

### **Open Space**

We support the conservation of working farms and forests, as well as land conserved for the natural areas and wildlife it supports. We recognize that there is value in conserving land to help maintain the visual character of this region.

### **Balance**

We believe that conservation should be achieved in balance with our community and regional needs. Just as the natural landscape changes over time, so too do communities and their needs change. We recognize that growth and development may be needed in order for communities to sustain themselves, but we also recognize that conservation of our natural resources is an important part of that growth.

### **Cooperation**

The region we work in is large, diverse and locally focused. We need the help, support, and insight of the local communities we work in. We also recognize that the region we work in has other conservation groups. We want to work with, not compete against, these other conservation interests.

### **Communication**

Without communication we cannot achieve conservation. We need to communicate not only with landowners, but also with our members, with our partners, and with the many residents of the region in which we work. If people understand what we are doing, and how we plan to achieve it, more conservation can take place with less confusion and misunderstanding.

# **Northcentral Pennsylvania Conservancy**

Strategic Plan 2005-2007

## **GOALS AND STRATEGIES**

- 1. The most important lands are conserved in perpetuity.**
  - A. Identify and prioritize critical lands for protection by NPC.
  - B. Encourage landowners in priority areas to consider conservation agreements and other conservation options.
  - C. Respond to opportunities presented by landowners and conservation partners that may lead to protection of high value conservation properties.
  - D. Steward the conservation values of lands protected by NPC.
  
- 2. The community understands how conservation and NPC can help achieve landowner and community goals.**
  - A. Contact landowner advisors and other partners to promote the use of private conservation options.
  - B. Keep our members and supporters informed of our activities
  - C. Broadly educate the community about the importance of conservation.
  
- 3. NPC has a diverse and committed group of people to lead its efforts.**
  - A. Develop a diverse, involved, and strong Board to lead the organization.
  - B. Grow the capacity of staff to support the mission.
  - C. Improve the effectiveness of the committee and advisory structures of NPC.
  
- 4. NPC has stable, predictable, and growing resources to support its mission.**
  - A. Strengthen annual giving as the foundation of financial support.
  - B. Write grants to support special projects and capacity building efforts.
  - C. Develop planned giving programs to grow the endowment and reserves.
  
- 5. NPC has the organizational structure necessary to effectively fulfill its mission.**
  - A. Maintain strong systems to manage information and decisions.
  - B. Ensure NPC has the facilities and equipment to work effectively.
  - C. Develop plans and structures to respond to the changing needs of the organization.

**The most important lands are conserved in perpetuity.**

Identify and prioritize critical lands for protection by NPC.

2006	2007	2008
Develop a conservation plan for the region NPC works in	Evaluate the conservation plan and the effectiveness within each focus area	Evaluate the conservation plan and the effectiveness within each focus area
Identify up to 4 focus areas to concentrate outreach, education, and relationship building	Continue to work in those focus areas identified by the conservation plan	Continue to work in those focus areas identified by the conservation plan
Participate in developing and implementing broader conservation plans that achieve NPC's conservation goals	Participate in developing and implementing broader conservation plans that achieve NPC's conservation goals	Participate in developing and implementing broader conservation plans that achieve NPC's conservation goals

Encourage landowners in priority areas to consider conservation agreements and other conservation options.

2006	2007	2008
Complete the land protection options brochure	Evaluate the success of last year's introductory mailing and implement, if necessary, an introductory mailing to another group	Evaluate the success of last year's introductory mailing and implement, if necessary, an introductory mailing to another group
Identify outlets for the information	Continue to distribute information to potential project partners	Continue to distribute information to potential project partners
Identify and prioritize properties with conservation value in the focus areas	Maintain contact with property owners through newsletter mailings and other forms of communication	Maintain contact with property owners through newsletter mailings and other forms of communication
Develop a contact list for landowners within each focus area and conduct an introductory mailing to them		

Respond to opportunities presented by landowners and conservation partners that may lead to protection of high value conservation properties.

2006	2007	2008
Develop evaluation criteria to rank potential projects that fall outside focus areas	Review evaluation criteria in relation to what projects are falling out	Determine if non-focus area projects are creating a de facto focus area
Initiate negotiations on conservation opportunities that meet responsive criteria	Initiate negotiations on conservation opportunities that meet responsive criteria	Initiate negotiations on conservation opportunities that meet responsive criteria

**Steward the conservation values of lands protected by NPC.**

2006	2007	2008
Develop and implement a yearly monitoring plan to ensure all conservation easements are monitored	Develop and implement a yearly monitoring plan to ensure all conservation easements are monitored	Develop and implement a yearly monitoring plan to ensure all conservation easements are monitored
Contact the owners of all eased lands at least once yearly in addition to the yearly monitoring	Contact the owners of all eased lands at least once yearly in addition to the yearly monitoring	Contact the owners of all eased lands at least once yearly in addition to the yearly monitoring

**The community understands how conservation and NPC can help achieve landowner and community goals.**

Contact landowner advisors and other partners to promote the use of private conservation options.

2006	2007	2008
Identify those advisors in NPC's database and ensure they receive communication from NPC	Add information to NPC's website for advisors – links to other resources, etc.	Hold a gathering for advisors to educate them about NPC and options we provide
Determine advisors that are missing from NPC's database and add them	Explore conducting a for-credit workshop in cooperation with other groups	If feasible, conduct a for-credit workshop
Identify groups that can assist in communicating and educating advisors	Maintain cooperative relationships with groups assisting in advisor communication	Maintain cooperative relationships with groups assisting in advisor communications

**Keep our members and supporters informed of our activities**

2006	2007	2008
Create, publish and distribute a quarterly newsletter that is also posted to the website	Create, publish and distribute a quarterly newsletter that is also posted to the website	Create, publish and distribute a quarterly newsletter that is also posted to the website
Maintain and upgrade the website to inform new visitors, NPC supporters, and non-supporters	Maintain and upgrade the website to inform new visitors, NPC supporters, and non-supporters	Maintain and upgrade the website to inform new visitors, NPC supporters, and non-supporters
Utilize e-mail notices to keep supporters informed of upcoming events, project successes, and other critical matters.	Utilize e-mail notices to keep supporters informed of upcoming events, project successes, and other critical matters.	Utilize e-mail notices to keep supporters informed of upcoming events, project successes, and other critical matters.

**Broadly educate the community about the importance of conservation.**

2006	2007	2008
Update outreach materials using the TNC/TPL poling language	Develop a marketing plan for NPC	Implement the marketing plan
Contact current and potential partners and offer to speak at a meeting	Contact current and potential partners and offer to speak if we did not speak last year	Contact current and potential partners and offer to speak if we did not speak last year
Create a list of community events and work to attend 4 a year with the NPC display	Review the success of the previous year's events and update or modify the list	Review the success of the pervious year's events and update or modify the list

**NPC has a diverse and committed group of people to lead its efforts.**

**Develop a diverse, involved, and strong Board to lead the organization.**

2006	2007	2008
Review and update the board member handbook	Review and update the board member handbook	Review and update the board member handbook
Develop a board make-up grid and update it with the current board	Update the board grid	Update the board grid
Recruit board members to maintain the board at 16 members	Recruit board members to maintain the board at 16 members	Recruit board members to maintain the board at 16 members
Develop annual training calendar for board training and development	Develop annual training calendar for board training and development	Develop annual training calendar for board training and development

**Grow the capacity of staff to support the mission.**

2006	2007	2008
Create a staff development plan to define training and development needs for staff	Evaluate the effectiveness of the current staffing structure and determine if modifications are needed	Evaluate NPC's pay ranges and determine if NPC is competitive with land trusts of a similar size
Locate training programs to provide staff with necessary skills and training and send them to reasonable training.	Locate training programs to provide staff with necessary skills and training and send them to reasonable training.	Locate training programs to provide staff with necessary skills and training and send them to reasonable training.
Determine the database needs of the organization, how the staff's skills relate, and decide what additional resources, if any are needed.		

Improve the effectiveness of the committee and advisory structures of NPC.

2006	2007	2008
Develop committee descriptions for each committee	Review the committee descriptions	Committees are engaged in the strategic planning process
Determine what advisory roles are available and should be filled	Review and evaluate the committee structure	Seek advisors to fill open spots
Develop an on-going list of specific volunteer needs and advertise those to members	Review and evaluate the volunteer needs of NPC	Develop a volunteer recognition program

**NPC has stable, predictable, and growing resources to support its mission.**

Strengthen annual giving as the foundation of financial support.

2006	2007	2008
Create a fundraising structure within NPC	Review the giving patterns of major donors and develop a membership upgrade program	Develop a program to be utilized when an emergency (operating or land protection) arises
Review and evaluate current fundraising projects for their effectiveness	Provide training for the Board to improve their ability to ask for new support and ask existing donors to increase support	A minimum of three direct mail appeals are conducted for new members
Begin using direct mail as a way to reach out to new members	A minimum of three direct mail appeals are conducted for new members	
Develop a donor recognition program	Board and staff receive training in fundraising and donor centric organizations	

Write grants to support special projects and capacity building efforts.

2006	2007	2008
Research local foundations	Contact local foundations and make preliminary funding inquiry	Invite foundations to participate in NPC strategic planning process
Update the case for support	Update the case for support	Update the case for support

Develop planned giving programs to grow the endowment and reserves.

2006	2007	2008
Develop planned giving language and materials and distribute widely	Develop a marketing strategy for the planned giving program	Assess the effectiveness of the planned giving program
Develop policies and procedures needed for a planned giving program	Educate trust officers, estate planners and financial advisors as well as other advisors on NPC and our planned giving program	

**NPC has the organizational structure necessary to effectively fulfill its mission.**

Maintain strong systems to manage information and decisions.

2006	2007	2008
Update the current computer system	Evaluate additional software needs and potential sources of funding	Create a plan for the next computer upgrade
Network the computer system	Establish a secure section on the website for use by the Board and committees	Evaluate effectiveness of current computer system

Ensure NPC has the facilities and equipment to work effectively.

2006	2007	2008
Evaluate the cost effectiveness for NPC paying mileage	Organize the reference materials in the NPC office	Evaluate the office space available and the layout of the offices
Ensure all NPC office equipment is catalogued	Determine what NPC's reference needs are, and add a "wish list" to the newsletter	Begin examining office locations, including the current office as NPC's lease will soon expire

Develop plans and structures to respond to the changing needs of the organization.

2006	2007	2008
Create a 3 year staff development plan	Create a 2008 budget and work plan	Update the strategic plan
Create a 2007 budget and workplan	Hold a board retreat to evaluate the strategic plan	Create a 2009 budget and workplan
Hold a board retreat to evaluate the strategic plan		Update the staff development plan