

**STRATEGIC PLAN 2021-2026**  
**Capital Resource Conservation & Development Area Council**  
*Approved November 10, 2021*

**Our Vision**

The Capital RC&D Area Council envisions a clean, healthy region that preserves and conserves natural and community resources and uses them for responsible/sustainable economic development.

**Our Mission**

Capital RC&D strives to improve the quality of life in our region by working with stakeholders to protect the natural resources and economic vitality of our community.

**Our Core Values**

The Capital RC&D Area Council is committed to improving local conservation leadership through leveraging partners and ideas from diverse backgrounds and life experiences. We strive to foster educational and economic opportunities while also improving the quality of life within the regional communities we serve; we have a responsibility to conduct our projects in a fair, equitable and respectful manner.

**Our Community**

- Conservation and Ag Groups
- Land Owners
- Local Growers/Farmers
- Local Food Systems
- Policy Leaders
- Our Funders

**Our Priorities**

**Priority 1:** Develop clear and targeted communication

**Priority 2:** Strengthen relationships with external partners

**Priority 3:** Implement plan for sustainable funding

**Priority 4:** Develop program and policy efficiency

**Priority 5:** Support programs in Capital RC&D's focus areas of Water Quality, Land Conservation and Community Development

**Our Committees**

RC&D Programs (RC&D)  
Community and Government Relations (C&GR)  
Business Affairs (BA)  
Planning and Board Development (P&BD)





**STRATEGIC PRIORITY 1 - Develop clear and targeted communication**

Goals	Strategies	Measurable Action Steps
<b>1. Maintain Clear and targeted communication</b>		
	A. Maintain clear and specific statement of identity and value proposition	
		1. Maintain branding and identity resources, including but not limited to branding elements, website, brochure/flier and elevator speech
		2. Develop evaluation process for identity and outreach tools and distribution systems
<b>2. Communicate Program Outcomes both Internally and Externally</b>		
	A. Update Capital RC&D's marketing and communications plan targeting groups identified annually by Council and staff	1. Develop a list of targeted groups for communication and add traditionally underserved groups to that list and also NRCS county offices
		2. Clarify CRCD audience
		3. Develop appropriate contacts within governing community (state/county/municipal)
		4. Develop regular communications about Capital RC&D programs to targeted groups using their preferred communications channels (Also see Priority 2).
		5. Incorporate feedback and evaluation data for update of marketing plan
		6. Include program outcomes in appropriate external communications
		7. Develop tool to market organization as an information source and expand message footprint



**STRATEGIC PRIORITY 2 - Strengthen relationships with external partners**

Goals	Strategies	Measurable Action Steps
<b>1. Increase collaboration and communication</b>		
	A. Reach out to organizations with similar missions to identify areas of collaboration.	1. Develop a list of organizations and entities active in Capital RC&D program areas and update bi-monthly with the help of the Capital RC&D Council during committee report
		2. Identify and network with organizations with similar missions and program overlap. Two per year. Look for opportunities to collaborate and identify niches and gaps.
		3. Identify and network with groups with complementary programs and skills – two new groups per year.
	B. Identify and develop unique skills and services Capital RC&D can bring to other organization’s programs, e.g. fiscal agent capacity.	1. Identify current skills available and skill gaps in staff and regular contractors. Develop a description of the skills/gaps for Council consideration. ID strategy for skills development and market our services to target audiences.
<b>2. Build partner awareness of Capital RC&amp;D’s capacity to support and collaborate on regional projects</b>		
	A. Outreach to partners to communicate Capital RC&D capacity to champion new projects.	1. Revise and improve Capital’s on-line communication of that role and develop printable material to describe Capital RC&D’s capacity.
		2. Directly communicate with past project partners including offering options to participate in the Council.
		3. Invite the host county commissioners to the Council meeting in their county and present Capital RC&D’s value to the county.
		4. Improve virtual participation with additional equipment. Evaluate on an annual basis and make changes if needed.
		5. Select one target audience group per year and hold a panel discussion as part of a board meeting to explore a potential role for Capital RC&D.
		6. Identify one successful project that is collaborative and could be taken to other counties as an RC&D initiative. Annually at a board meeting and also highlight on website



**STRATEGIC PRIORITY 3 - Implement plan for sustainable funding**

Goals	Strategies	Measurable Action Steps
<b>1. Develop &amp; Implement a plan for diversified funding</b>		
	A. Business Affairs Committee will explore new avenues to generate revenue	1. Invite other RC&Ds and other similar organizations to discuss their funding strategies with the BA committee. For example, check in with SMP to see how their strategies have worked.
		2. Consider what a fundraising plan would look like (i.e. one year or long-term). Speak to PANO and national/regional RC&D organizations to get input about a fundraising plan. Determine if a consultant is needed, if so look for referrals and funding resources
	B. Diversify the types of funding entities and partnerships supporting Capital RC&D programs	1. Contact local and regional foundations to identify potential funders and submit proposals.
		2. Form relationships with similar organizations to seek funding for joint projects. (see Priority 2-Goal 1A)
		3. Communicate with CGR committee to make sure the BA committee understands who our community is and how the RC&D is perceived in our community (Strategic Priority 1. 2 A 2)
<b>2. Increase staff and other resources</b>		
	A. Consider strategies to increase staffing, contractors and other resources including grant resources to support development of a diversified funding plan.	1. Identify new fee for service activities and outreach. (see Priority 2-Goal1B1)



**STRATEGIC PRIORITY 4 - Develop program and policy efficiency**

Goals	Strategies	Measurable Action Steps
<b>1. Ensure organizational policies reflect current organizational needs</b>		
	A. Systematically review current Capital RC&D policies every-other year, making use of organizational support materials from PANO, National RC&D	1. Review policies on an every-other-year basis.
<b>2. Provide oversight for strategic plan implementation</b>		
	A. Instill board awareness and oversight of the plan	1. Incorporate oversight of the strategic plan into standing board and committee agenda
<b>3. Use technology to develop more organizational efficiency</b>		
	A. Explore technological approaches to organizational and program management that will maximize staff resources	1. Survey and evaluate project management programs, file sharing and meeting technologies to support greater efficiency in project implementation
		2. Make use of partner/skills lists developed under Priority 2.



**STRATEGIC PRIORITY 5 - Support programs in RC&Ds focus areas of Water Quality, Land Conservation, and Community Development**

Goals	Strategies	Measurable Action Steps
<b>1. Seek resources to continue programs in Capital RC&amp;D focus areas</b>		
	A. Continue to evaluate current programs to determine existing program needs, impact and next steps. Also, determine if program should continue	1. Develop four to eight grant proposals and sub-grant proposals each year to fund existing and new programs.
		2. Report project needs, impact and next steps to project partners and the RC&D Committee.
	B. Stay aware of the work of other organizations to determine opportunities for collaboration	1. Work in collaboration with PBD Committee and Council associated with Priority 2. If opportunities are identified, RC&D committee evaluates and shares with the Council.
		2. Work with CGR committee to support the co-promotion of partner programs through Capital's outreach tools and voice support in other ways. For example, letters of support.
		3. Survey partner needs and gaps in capacity the Capital RC&D can support (see Priority 2).
		4. Promote Capital RC&D services – both technical and communications – to other organizations, for potential use in active projects as well as proposals. (See Priority 2-Goal 1B)
<b>2. Consider new programs as submitted by partners and community-based organizations.</b>		
	A. Outreach to the Council and partners about Capital RC&D capacity to support the development of new programs.	1. Focus on web page update/development to outreach Capital RC&D capacity to act as a fiscal agent for projects. (see Priority 2, Goal 2, Strategy A, 1)
		2. Roll out at minimum of one to three new programs during the next five years, depending on CRCD capacity



**PRIORITY 5 - Support programs in RC&Ds focus areas of Water Quality, Land Conservation, and Community Development (cont.)**

Goals	Strategies	Measurable Action Steps
<b>3. Stay apprised of and incorporate new research and ideas in the update of programs and development of new programs</b>		
	A. Support workshops and other educational avenues to present new research-based ideas within existing programs.	1. Sponsor or support a minimum of one educational event each year.
	B. Provide ongoing education in related topics for Council and staff	1. Support outreach to Council and staff about available educational opportunities and grant programs in mission-related fields via bi-monthly updates and the Capital RC&D website and newsletter.
		2. Organize educational presentations for, at minimum, four Council meetings each year.
	C. Look for opportunities to convene regional conferences or roundtables focused on Capital RC&D program areas.	1. Support (host or co-host) at minimum two conferences or roundtables focused on Capital RC&D program areas by the end of 2025.
<b>4. Implement funded programs in a manner that ensures a positive impact.</b>		
	A. Develop realistic and ambitious project plans making use of project partners and contractors with appropriate skills and proven track record.	1. Implement program deliverables on time.
		2. Make use of partner/skills lists developed under Priority 2.