



## STRATEGIC PLAN 2016-2020

# Capital Resource Conservation & Development Area Council

### Approved January 15, 2016

#### Our Vision

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

#### Our Mission

The Capital RC&D Area Council networks people, resources and projects to promote responsible use and conservation of our region's natural, community and economic resources.

#### Our Core Values

The Capital RC&D is committed to improving local conservation leadership through partnerships and ideas from diverse backgrounds and life experiences, we strive to foster educational and economic opportunities while 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)



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

Goals	Strategies	Measurable Action Steps	Resources Needed	Target Date/ Strategy Lead
<b>Clarify Capital RC&amp;D's Identity</b>	Develop clear and specific statement of identity and value proposition		Staff and Council time, 2-3 committee meetings	December 2016 C&GR Committee & Cheryl Burns
		Develop, review and select Capital RC&D branding language and appearance	Staff hours Committee time	March 2016 Carla Snyder
		Identify appropriate outreach vehicles based on constituent preferences	Staff	July 2016 Nedette Otterbein
		Update website and other materials to reflect the updated branding	Staff	December 2016 Cheryl Burns
		Develop an identity piece (electronic or print) with message for broad distribution	Staff	December 2016 Cheryl Burns
		Develop Board elevator speech and train	Committee and Board time	November 2016 Nedette and Carla
		Evaluate message and distribution systems	Staff and Committee	January 2017
<b>Communicate Program Outcomes</b> both Internally and Externally				
	Update Capital RC&D's marketing and communications plan targeting groups identified annually by Council and staff	Develop a list of targeted groups for communication	Staff C&GR Committee	June 2016 C&GR Committee Cheryl Burns
		Staff and Council identify partners and stakeholders to receive external communications	Staff 1 hr./quarter Council 1 hr./yr.	1 <sup>st</sup> update September 2016 Cheryl Burns



**PRIORITY 1 (cont.) - Develop clear and targeted communication**

Goals	Strategies	Measurable Action Steps	Resources Needed	Target Date/ Strategy Lead
		Develop regular communications about Capital RC&D programs to targeted groups using their preferred communications channels (Also see Strategy 2).	Staff 3 hr./qtr	1 <sup>st</sup> Sept. 2016 Cheryl Burns
		Work with feedback from the RC&D Committee to revise program update reporting	Staff time CGR and RC&D Committee time	March 2017 RC&D Committee Susan Richards
		Include program outcomes in appropriate external communications	1-2 hrs/quarter CGR and RC&D Committee time	3/17 Susan Richards



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

Goals	Strategies	Measurable Action Steps	Resources Needed	Target Date/ Strategy Lead
<b>Increase collaboration and decrease competition</b>	Reach out to organizations, including those that may be perceived as competitors, to identify areas of collaboration.	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.	P&BD Committee and Council time – ongoing hours related to regular update of list	July 2016 for initial list P&BD Committee Susan Richards
		Identify and network with organizations with similar missions and program overlap. Two per year. Look for opportunities to collaborate and identify niches and gaps.	Staff time	October 2016 P&BD Committee Susan Richards
		Identify and network with groups with complementary programs and skills – two new groups per year.	P&BD Committee and Council. Staff time and Council time	October 2016 P&BD Committee Susan Richards
	Identify and develop unique skills and services Capital RC&D can bring to other organization's programs , e.g. fiscal agent capacity.	Identify current skills available and skill gaps. Develop a description of the skills/gaps for Council consideration. ID strategy for skills development and market our services to target audiences.	Staff Time 2 hours per quarter	December 2016 P&BD Committee Susan Richards
<b>Build awareness of Capital RC&amp;D's capacity to support regional projects with partners</b>				
	Outreach to partners to communicate Capital RC&D capacity to champion new projects.	Revise and improve Capital's on-line communication of that role and develop printed material to describe Capital RC&D's capacity.	Staff time 8 hours P&BD Committee time	December 2016 Susan Richards



**PRIORITY 2 (cont.) - Strengthen relationships with external partners**

Goals	Strategies	Measurable Action Steps	Resources Needed	Target Date/ Strategy Lead
		Directly communicate with past project partners including offering options to participate in the Council.	Staff time P&BD Committee time	December 2016
		Invite the host county commissioners to the Council meeting in their county and present Capital RC&D's value to the county.	County Commissioner Representative	Beginning in January 2016
		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.	Staff time P&BD Committee	September 2016
		Identify one success story that is collaborative and could be taken to other counties as an RC&D initiative.	Staff time P&BD Committee	March 2017



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

Goals	Strategies	Measurable Action Steps	Resources Needed	Target Date/ Strategy Lead
Develop a plan for <b>diversified funding</b>	Form an ad hoc committee to explore and evaluate fund raising concepts.	Implement a one year fundraising plan and monitor for success.	BA Committee time Staff time 10 hours	June 2017 Kathy Greiner BA Committee
	Diversify the types of funding entities supporting Capital RC&D programs.	Contact local and regional foundations to identify potential funders and submit proposals.	Staff time Board input	December 2016 Susan Richards Board
<b>Increase staff and other resources</b>				
	Consider strategies to increase staffing and/or make use of contractors/consultants as needed to generate unrestricted funds.	Identify at least one new fee for service activity each year and outreach/test its viability.	BA Committee Staff time 10 hours	September 2016 Kathy Greiner BA Committee



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

Goals	Strategies	Measurable Action Steps	Resources Needed	Target Date/ Strategy Lead
Ensure organizational policies reflect current organizational needs.	Systematically review current Capital RC&D policies making use of organizational support materials from PANO, National RC&D	Develop a timetable for review and update of Capital RC&D policies and implement the time table	Staff time plus P&BD Committee time	Timetable development March 2016. P&BD Committee Susan Richards
Implement funded programs in a manner that ensures a positive impact .	Develop realistic and ambitious project plans making use of project partners and contractors with appropriate skills and proven track record.	Implement at minimum 90% of funded programs on time and, at minimum, 90% of funded programs deliverables delivered	Staff time to be supported by program funding. RC&D Committee.	Ongoing. RC&D Committee Cheryl Burns
		Make use of partner/skills lists developed under Priority 2.	RC&D Committee review and recommendation	December 2016 Susan Richards
	Explore technological approaches to organizational and program management that will maximize staff resources	Survey and evaluate project management programs, file sharing and meeting technologies to support greater efficiency in project implementation	RC&D Committee and Council Staff time Funds for technology purchase funds for technology purchase	June 2017 RC&D Committee develop a list of potential technology. Cheryl Burns



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

Goals	Strategies	Measurable Action Steps	Resources Needed	Target Date/ Strategy Lead
<b>Seek resources to continue programs</b> in Capital RC&D focus areas.	Continue to evaluate current programs to determine needs, impact and next steps.	Develop four to eight grant proposals each year to fund existing programs.	RC&D Committee Staff time	September 2016 RC&D Committee Susan Richards
		Report project needs, impact and next steps to project partners and the RC&D Committee.	RC&D Committee Time. Staff time	Bi-monthly Susan Richards
	Stay aware of the work of other organizations to determine opportunities for collaboration	Work in collaboration with P&BD Committee and Council associated with Priority 2.	RC&D Committee See Priority 2.	Ongoing RC&D Committee Susan Richards Cheryl Burns
Consider new programs as submitted by partners and community-based organizations.	Outreach to the Council and partners about Capital RC&D capacity to support the development of new programs.	Develop web page and brochure to outreach Capital RC&D capacity to act as a fiscal agent for projects.	Staff hours. RC&D Committee time.	January 2017 Cheryl Burns
		Roll out at minimum three new programs during the next five years.	RC&D Committee Staff time new program development	Ongoing/ RC&D Committee Susan Richards
		RC&D Committee will develop a more systematic method for evaluating new projects.	Committee time two meetings. Staff Time	June 2016 RC&D Committee Susan Richards





Goals	Strategies	Measurable Action Steps	Resources Needed	Target Date/ Strategy Lead
Incorporate new research and ideas in the update of programs and development of new programs				
Stay apprised of new research in mission-related fields				
	Support workshops and other educational avenues to present new research-based ideas.	Sponsor or support a minimum of one educational event each year.	Staff time program funds	RC&D Committee Cheryl Burns
	Provide ongoing education in related topics for Council and staff	Support outreach to Council and staff about available educational opportunities in mission-related fields via bi-monthly updates and the Capital RC&D website.	Staff time	RC&D Committee Cheryl Burns
		Organize educational presentations for, at minimum, four Council meetings each year.	Staff time RC&D Committee	RC&D Committee Susan Richards
	Look for opportunities to convene regional conferences or roundtables focused on Capital RC&D program areas .	Support at minimum two conferences or roundtables focused on Capital RC&D program areas by the end of 2020.	RC&D Committee Staff time	RC&D Committee Susan Richards