Version 2022.1

2022-2026 STRATEGIC PLAN

TINKER'S CREEK
WATERSHED PARTNERS

APPROVED: DECEMBER 9, 2021

LAST UPDATE: DECEMBER 9, 2021

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ACKNOWLEDGEMENTS

Tinker's Creek Watershed Partners owes its achievements to the generous involvement of our many partners, collaborators, staff, and Board. We are grateful for the foundation set by the past members of our staff and Board. Partnerships make our work possible. We would like to recognize the Cuyahoga River Area of Concern Advisory Committee, the working group Northeast Ohio Public Involvement/Public Education, the Central Lake Erie Basin Collaborative, our Northern Ohio Watershed Corps host sites, the Northeast Ohio Regional Sewer District, and our member communities. TCWP couldn't achieve its mission without the dedicated base of volunteers who offer their time and skills each year.
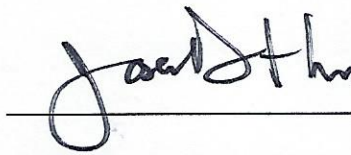
This strategic planning process was made possible by the current dedicated Board of Directors and staff in addition to our facilitator Cindy Carty of CLCarty Consulting. We hope the time and care that went into this plan serves the current and future stewards of this region.

Signatures

BOARD OF DIRECTORS

Ana Burns, President
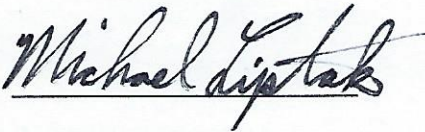
Josh Herchl, Past President

Jim Rodstrom, Member

Katherine Holmok, Vice President
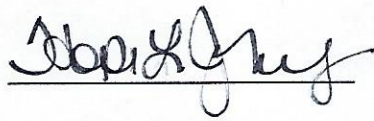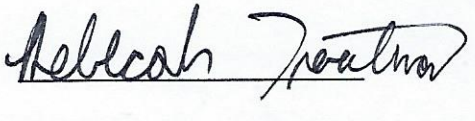
Sandy Barbic, Member

Jennifer Syx, Member

Michael Liptak, Treasurer

Hope Jones, Member

Becah Troutman, Member

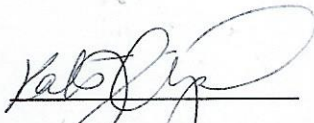Samantha Robbins, Secretary

Chad Reel, Member

Maureen Wise, Member
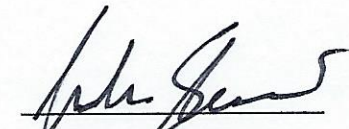
STAFF

Harry Stark, Executive Director

Kate Chapel, Senior Project Manager

Sara Borse, Admin & Fundraising Coordinator

Kelli Herrick, Watershed Coordinator

Julie Stark, NOWCorps Program Manager

Contents

Background

Tinker's Creek Watershed Partners (TCWP) was originally Tinker's Creek Land Conservancy, a nonprofit organization that held land and easements for watershed protection. On January 1, 2006, Tinker's Creek Land Conservancy merged with seven other conservancies to do business as Western Reserve Land Conservancy. The Tinker's Creek Land Conservancy Board recognized the importance of continuing to have an organization dedicated to the health of the Cuyahoga River's largest tributary, so they gifted $80,000 in seed money to establish TCWP.

In 2010, TCWP began hiring full-time staff to further its mission. Events, programs, and goals were established. By 2017, TCWP employed two full-time staff members in addition to temporary interns and part-time staff. The added capacity allowed TCWP to incorporate the Brandywine Creek watershed into its service area. Brandywine Creek communities contributed to a Non-Point Source Implementation Strategy Plan (NPS-IS Plan) that was endorsed by Ohio Environmental Protection Agency (EPA) and U.S. EPA. A map of the watersheds and the active member communities are shown in Figure 1.

TCWP hosts four NPS-IS Plans (three for the Tinker's Creek subwatersheds and one for Brandywine Creek watershed) that can be found on our website. While NPS-IS Plans are project-centric, the Tinker's Creek Watershed Action Plan and Brandywine Creek Balanced Growth Plan provide more background and context to these waterways and their communities.
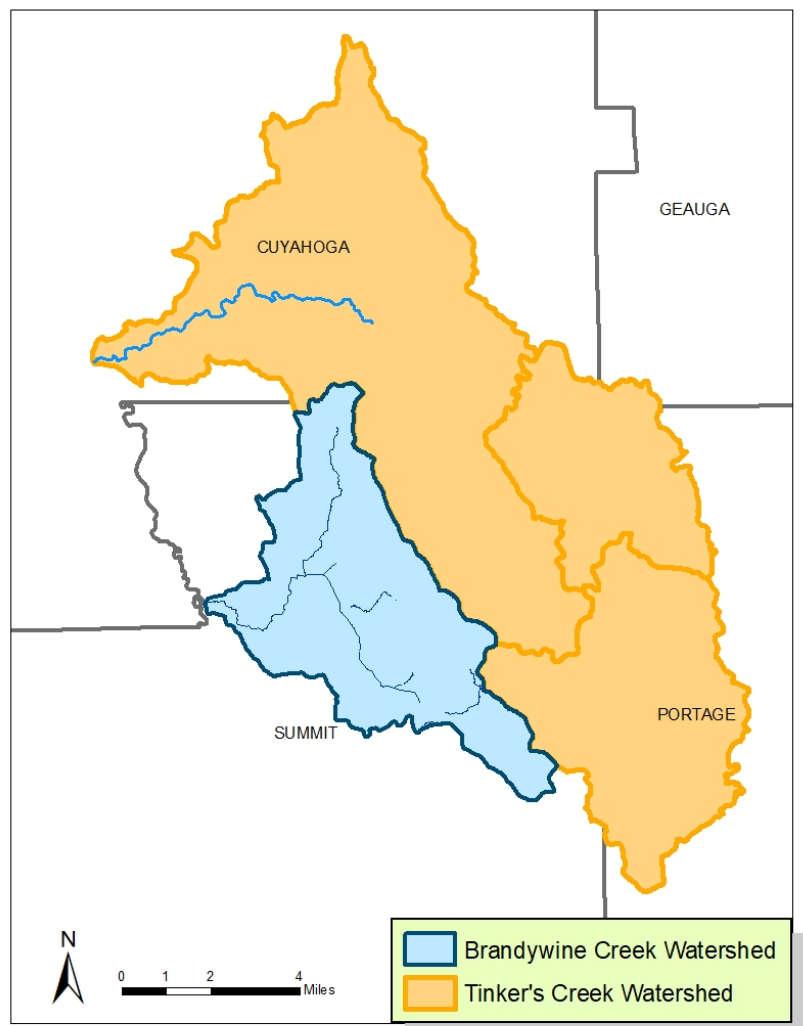
Figure 1: Tinker's Creek & Brandywine Creek Watersheds
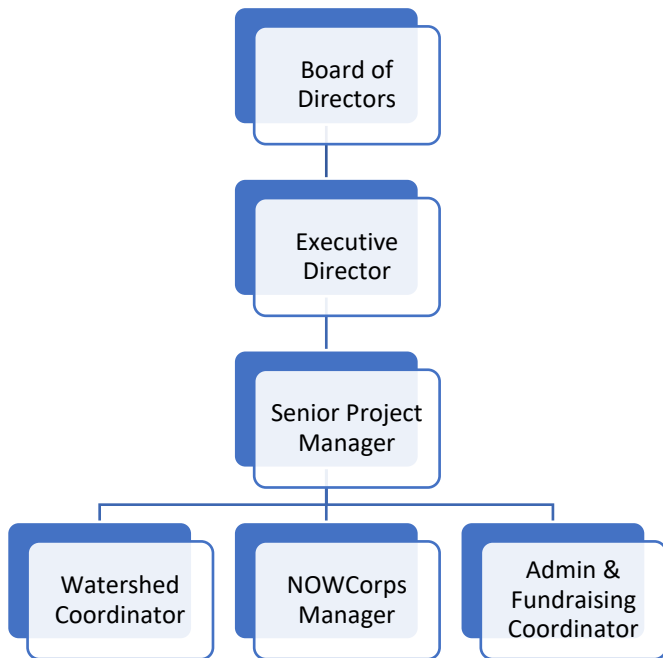
Figure 2: Organizational Chart

Tinker's Creek Watershed Partners is governed by a Board of Directors who volunteer their time and skills to help TCWP achieve its mission. The Executive Director takes direction from this Board and manages the other staff. The staffing structure is shown in Figure 2, and formal job descriptions can be found in the TCWP files.

In addition to the staff shown on this chart, the NOWCorps Manager provides oversight and support to the approximately 20 national service members that are a part of the Northern Ohio Watershed Corps. These members are not technically employees of TCWP, but their payroll is administered through TCWP.

TCWP completed two previous strategic plans in 2010 and 2016. Both plans included a survey sent to Board, staff, members, and community partners as an initial data gathering exercise. Board and staff decided to remove this step from the current strategic planning process since we now incorporate these questions and feedback into quarterly check-in meetings with our stakeholders.

Generally speaking, TCWP has accomplished the goals of both prior strategic plans. The process continues to be a useful exercise to realign and reinvigorate the group around shared values and goals. The intent of this new strategic plan is to provide guidance and direction to current and future Board and staff members, and to serve as a living document that is reviewed frequently and regularly. The adaptive management section of the plan will be used to encourage revisions and additions over the next five years.

Major accomplishments from past plans:

- Increased staff from zero full-time to four full-time and one part-time employees
- Developed several new programs and events to serve member communities and watershed residents
- Leveraged nearly $2,000,000 in grant funding
- Thousands of linear feet of stream restored

North Stars

Mission

To protect and restore the Tinker's Creek and Brandywine Creek watersheds through community partnerships

Vision

Clean Water, Healthy Habitats, Engaged Communities

Tag line

Rediscover, Respect, Revitalize

Five-Year Theme

Become the leader in community-centered environmental stewardship.
Together we will mobilize resources and capabilities to improve the health of individuals, communities, and our environment.

Strengths, Weaknesses, and Trends Analysis

The Board of Directors and staff participated in a strengths, weaknesses, and trends analysis to inform this strategic planning process. Some of the characteristics and qualities identified in the responses can be seen as guiding principles just as significant as our public mission and vision statements. These cultural touchstones can also be seen as strengths to lean on when accomplishing our public goals.

TCWP's greatest strengths included our staff and their ability to adapt to evolving situations, the group's willingness to be flexible, and the organization's close relationships with communities and partners.

Weaknesses have also been identified in this process. Each business objective addresses these to remove barriers to our continued success.

The trends identified provide a lens to look through on our way forward. They have influenced our decisions on how we do things, what we prepare for, and new opportunities to explore proactively.

The raw data for this survey can be found in the TCWP files.

Business Objectives

A subcommittee of the Board of Directors was formed to lead the writing of this new strategic plan. That subcommittee worked with staff and CLCarty Consulting to identify objectives that will guide the next five years. More detailed work plans for each of these objectives can be found in Appendix A. The current work plan can be found in the TCWP digital files. The six business objectives that form the foundation of our strategic plan are:

1. Apply the latest science to effectively implement watershed health initiatives
2. Become a community engagement hub
3. Extend and facilitate private and public collaborations
4. Develop and implement a fundraising strategy
5. Develop and implement a marketing and communications strategy
6. Align structures and capacities with our mission and fiscal goals

Business Objectives

1. Apply the latest science to effectively implement watershed health initiatives

<u>Introduction</u>

TCWP develops restoration projects and prioritizes our work based on science and empirical data. We are expanding internal data collection efforts, and we use state and federal data in our planning documents.

The ultimate goal is to attain water quality standards and achieve the goals of our <u>NPS-IS Plans</u>.

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*Water quality standards (WQS): noun. provisions of state, territorial, authorized tribal or federal law approved by EPA that **describe the desired condition of a water body** and the means by which that condition will be protected or achieved.*

Science is an ever-evolving field, and TCWP needs to keep up with the latest data and technology to achieve our goals. In addition to the available state and federal watershed health data, we utilize citizen scientists to collect more frequent localized data. These data are incorporated into our NPS-IS Plans and work plans to ensure we are effectively implementing restoration projects and targeting priority areas of the watersheds we serve.

In addition to using good data and implementing restoration projects, TCWP will work with our communities to ensure watershed-friendly ordinances and policies are in place.

<u>Primary Goals:</u>

- Continually update our NPS-IS Plans
- Identify and implement priority projects

2. Serve as a community engagement hub

Introduction

TCWP will continue to serve as and expand our role as a hub for citizen science/stewardship. Our survey of staff and Board shows that a major strength is in our community partnerships. We have excellent relationships with our municipalities, stakeholders, residents, volunteers, and partner organizations. While other local watershed groups focus on land preservation or collaborative grant programs, TCWP focuses on community engagement at all levels.

Hub: noun. a center around which other things revolve or from which they radiate; a focus of activity, authority, commerce, etc.

Our NOWCorps program exemplifies how TCWP can increase community engagement and capacity building. We have leveraged a small internal staff into over 20 national service members serving throughout northern Ohio. The Ohio Stormwater Conference is another example of creating a high-profile event to convene experts, share information, and discuss solutions to our water issues throughout Ohio and the greater Midwest region.

Our ability to create and maintain relationships, build trust, implement action, and leverage resources can be a model to other watershed groups. This model can be formalized into presentations and materials to share at expanding scales over the next five years.

Diversity, equity, inclusion, and environmental justice are lenses that we need to look through to do more meaningful work. An overarching goal for this group is to include these priorities in every grant application initiative moving forward.

Primary Goals:

- Orchestrate educational and stewardship events annually in each member community

- Formalize our model of community involvement as a tool for other watershed groups

- Increase the inclusivity and accessibility of our programs

3. Extend and facilitate private and public collaborations

Introduction

In addition to our public education and outreach events, TCWP creates opportunities for the public and private sectors to collaborate, learn from each other, host events, and build understanding.

Collaboration: noun. the act of working together, especially on a goal or shared project.

A component of this objective is to increase private and public involvement in our stewardship. Our NPS-IS Plans identify critical areas for watershed improvement and protection, but federal grants are competitive and have eligibility requirements that limit where the work can occur. To complement these public funding sources, TCWP aims to increase the private funding of restoration and protection activities within the watersheds. TCWP will work with businesses in the area to ensure the stormwater best management practices are correctly built and maintained with an emphasis on native plants and water quality.

Motivations will differ between partnerships (volunteers, business, municipal, etc.), so our strategy will be tailored to each audience.

Primary Goals:

- Audit our existing events to understand gaps

- Host and continually improve the Ohio Stormwater Conference

- Use our Board's network to increase our range of partners

4. Develop and implement a fundraising strategy

<u>Introduction</u>

As our capacity grows, TCWP needs to evolve our fundraising strategies to sustain the organization.

Fundraising plan: noun. all of those elements comprising an organization's procedure for attaining a campaign goal including objectives, leadership requirements, timetable, personnel requirements, and budget; and the overall strategy or grand design for successful implementation of a campaign.

We will continuously diversify revenue streams to remain resilient and sustainable. One of our primary goals for the next five years is to create relationships with private foundations that are currently an untapped resource for TCWP. This business objective complements our marketing strategies to match great stories to the funding source's priorities.

<u>Primary Goals:</u>

- Expand our portfolio to foundations and other funding opportunities

- Evaluate our fundraising events for return on investment

- Create a robust customer relationship management database

5. Develop and implement a marketing and communications strategy

<u>Introduction</u>

TCWP has an incredible story to tell about our watershed's history, the value of greenspace, the streams we revive, and the people who interact with these ecosystems. We recognize the need to communicate our story more effectively to our targeted audiences (collaborative groups, volunteers, municipal, businesses, etc.).

Storytelling: noun. The act of communicating narratives to influence, teach, and inspire

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Our marketing and communications efforts need to take many forms to be inclusive of the watersheds and partners we serve.

<u>Primary Goals:</u>

- Standardize our branding

- Develop core messaging

- Develop and implement a marketing strategy

- Upgrade platforms and software

6. Align structure and capacities with our mission and fiscal goals

<u>Introduction</u>

TCWP seeks to intentionally align our structure and capacities to our mission and goals. Over the next five years, we will identify gaps and inefficiencies and fill them appropriately.

Alignment: noun. the proper adjustment of the components of a system for coordinated functioning

Our existing staff and Board have a diversity of skills but are not necessarily diverse in other consequential ways. We see the following areas as focus areas for growth: fiscal, legal, informational technology, fundraising, marketing, academia/education, local political, watershed residents, age, income, lived experience, race, and ethnicity. The Board can recruit strategically to increase the representation of these areas.

To retain Board talent, we will create a handbook and orientation process for the Board of Directors. We also need to evolve the Board to meet the current needs of the organization.

We may use contacts, partnerships, and/or volunteers to use our capacity most efficiently.

TCWP will invest in its staff by providing professional development and mentoring opportunities to increase competencies.

TCWP seeks to align our Board, staff, and volunteers with the goals of this strategic plan. The alignment actions below are intended to recruit, retain, and develop our human resources.

<u>Primary Goals:</u>

- Restructure the Board to support the strategic plan

- Increase diversity within our Board and staff

- Maintain a culture of continual learning for Board, staff, and volunteers

Adaptive Management

Adaptive management is an ongoing natural resources management process of planning, doing, assessing, learning, and adapting. This process allows us to implement strategies, gather data, and adjust our implementation based on new information. Adaptive management is meant to be iterative, making this plan a living document that incorporates salient ideas and processes.

This section provides a placeholder for the lessons we learn over the next five years. Any major content revisions and their logic will be described here.

Appendix A: Detailed Work Plans

Strategic Plan 2022-2026 Detailed Work Plans

Mission:	To protect and restore the water quality and habitats of the Tinker's Creek and Brandywine Creek watersheds through community partnership.
Vision:	Clean Water, Healthy Habitats, Engaged Communities
Tag line:	Rediscover, Respect, Revitalize

Five-Year Theme:

Become the leader in community-centered environmental stewardship. Together we will mobilize resources and capabilities to improve the health of individuals, communities, and our environment.

Metrics

Goals:	2022	2023	2024	2025	2026
Reached through education	5,000	7,000	10,000	15,000	20,000
Reached through newsletter	800	850	900	1,000	1,500
Social Media reach (ave)	500	600	750	1,000	1,500
Social Media engagement (ave)	10	20	30	40	50
Volunteers involved	20	30	50	75	100
Volunteer hours	300	400	500	750	1,000
Volunteer match	$120,000	$240,000	$500,000	$1,125,000	$2,000,000
Trees planted	100	150	200	250	300
Trees given away	200	300	500	750	1,000
Rain barrels sold	60	75	100	125	150
Invasives removed (lbs)	75	100	150	200	300
Trash removed (bags)	30	50	75	150	200
Stream restored (LF)	300	400	500	700	1,500
Wetlands restored (AC)	3	5	10	30	50

Actuals:	2022	2023	2024	2025	2026
Reached through education					
Reached through newsletter					
Social Media reach (ave)					
Social Media engagement (ave)					
Volunteers involved					
Volunteer hours					
Volunteer match					
Trees planted					
Trees given away					
Rain barrels sold					
Invasives removed (lbs)					
Trash removed (bags)					
Stream restored (LF)					
Wetlands restored (AC)					

Variance:	2022	2023	2024	2025	2026
Reached through education					
Reached through newsletter					
Social Media reach (ave)					
Social Media engagement (ave)					
Volunteers involved					
Volunteer hours					
Volunteer match					
Trees planted					
Trees given away					
Rain barrels sold					
Invasives removed (lbs)					
Trash removed (bags)					
Stream restored (LF)					
Wetlands restored (AC)					

Other measures of success

Measure:	2022	2023	2024	2025	2026
Water quality sites visited monthly during field season					
Deer exclosure sites					
Macroinvertebrate sites					
Salamander sites					
NOWCorps recruitment/rentention at 85+%					
Community member retention 90+%					
Business member retention 90+%					
Business member growth 10% yearly					
Individual member retention 90+%					
Individual member growth 10% yearly					
Members in all Northern Ohio counties					
Increase NOWCorps staff					

Business Objectives	*Action Plans*	
	1A	Audit our existing data collection program for effectiveness

Apply the latest science to effectively implement watershed health initiatives	1B	Update our NPS-IS Plans
	1C	Delist the AOC
	1D	Expand data collection
	1E	Join professional societies
	1F	Review professional publications
Become a community engagement hub	2A	Do an internal review of actions we take to engage our communities
	2B	Do a literature review of the subject and adjacent subjects
	2C	Formalize a list of stakeholders we engage with
	2D	Create presentations on the "how" to the board, then to partners
	2E	Identify and document measures of success/data parameters
	2F	Quarterly meetings with member communities
	2G	One education event in each member community
	2H	One stewardship event in each member community
	2I	Phase II Updates
	2J	Demographic survey of the watersheds we serve
	2K	Identify new partnerships and organizations
	2L	Audit our resources (physical, knowledge, partners, etc.
	2M	Effectively match grants and funding
	2N	Audit our partnerships (collaborative, municipal, etc.)
	2O	Maintain valuable relationships
Extend and facilitate private and public collaborations	3A	Identify current relationships that are specifically private/public combined
	3B	Evaluate how the public (donors, volunteers, members) find out about TCWP
	3C	Literature review/research
	3D	Identify what opportunites we're missing
	3E	Identify what all sides expect from a private/public partnership
	3F	Inspire new public and businesses to become members/donors
	3G	Cultivate current and prospective volunteers
	3H	Create new events and analyze the ones we currently have
	3I	Update member/sponsorship structures based on findings
	3J	Identify measures of success/data parameters
	3K	Create marketing stategy
	3L	Host the Ohio Stormwater Conference
	3M	Host a Mayor's event
	3N	Host networking events
Develop and implement fundraising strategy	4A	Hire/train Admin & Fundraising Coordinator
	4B	Identify University/partner resources
	4C	Steward the Stacey Faile Memorial Fund
	4D	Explore endowment fund opportunities
	4E	Evaluate CRM software, build our database
	4F	Expand our portfolio to private foundations
	4G	Consider a consultant for mid/major level donors
	4H	Identify measures of success/data parameters
	4I	Audit of our current fundraising events
	4J	Implementation of fundraising events
	4K	Evaluate membership dues
	4L	Expand our stormwater services into new contracts
	4M	Identify new for-cost services based on community needs
	4N	Review bank accounts/work with a financial advisor
	4O	Yearly giving campaigns
	4P	Cultivate relationships with existing funders
	5A	Graphic design
	5B	Marketing collateral
	5C	Targeted mailings
	5D	Standardize branding (consider rebranding, survey, community and business members)
	5E	Perfom a cost-benefit analysis of other marketing contracts (i.e. graphic designers, professional photography and

Develop marketing and communications strategy	**5F**	Identify exisiting partners that could aid in expanding our brand
	5G	Identify new markets/partners to expand our brand (i.e. develop wellness-centered TCWP programs)
	5H	Create templates and/or protocols for social media, emails, website, etc.
	5I	Upgrade social media platforms as necessary
	5J	Standardize social media insight documentation and review
	5K	Define how much we want to grow our platforms each year
	5L	Identify measures of success/data parameters
	5M	Develop new content that aligns with this plans
Align structure and capacities with our mission and fiscal goals	**6A**	Clarify role of the board
	6B	Create board handbook and orientation
	6C	Create list of areas we want to diversity into
	6D	Assign areas for existing board members to recruit new
	6E	Have a board roaster that reflects the communities we serve
	6F	Develop committees on the board that align with strategic gols
	6G	Identify unique skillsets in our volunteer base
	6H	Create database of volunteers
	6I	Formalize training for volunteers
	6J	Identify growth opportunities for volunteers
	6K	Explore a handbook/orientation for volunteers
	6L	Create mentoring relationships between staff and board
	6M	Review job descriptions
	6N	Create menu of approved staff trainings
	6O	Identify soft benefits of working at TCWP
	6P	Audit of staff culture
	6Q	Evaluate staff and board roles and responsibilities
	6R	Update employee handbook
	6S	Update policies and procedures

Apply the latest science to effectively implement watershed health initiatives

Ref#	Description	Person Responsible	Schedule	Frequency	Comments
1A	Audit our existing data collection program for effectiveness	All staff	2022	Annually	
1	Identify all state collection programs	All staff	2022	Annually	
2	Review other programs similar to ours	Watershed	2022	Annually	
3	Refine most effective sources	All staff	2022	Annually	
4	Automate the process	All staff	2022	Annually	
5	Review a reasonable document for continued use	Watershed Coordinator	2022	Annually	
6	Review with board focus	Staff & Board	2022	Annually	
7					
8					
9					
10					
1B	Update our NPS IS Plans	Senior Project Manager	2022	Ongoing	
1					
2					
3					
4					
5					
6					
1C	Defer the AGC	All staff	2022	Ongoing	
1					
2					
1D	Expand data collection	Watershed Coordinator	2022	Ongoing	
1	Evaluation			Annually	
2					
3					
1E	Join professional societies	All staff	2022	Ongoing	
1	Review			Annually	
2					
3					
1F	Review professional publications	All staff	2022	Ongoing	
1	Review				
2					
3					
4					
5					
6					
7					
8					
9					
10					

Become a community engagement hub

Plan #	Plan Description	Person Responsible	Schedule	Frequency	Comments
2a	Do an internal review of actions we take to engage our communities	All Staff	2022	Annually	
1					
2					
3					
4					
5					
2b	Do a literature review of the subject and adjacent subjects	All Staff	2022	Ongoing	
1					
2					
3					
4					
5					
2c	Formalize a list of stakeholders we engage with	Admin & Fundraising	2022	Quarterly	
1					
2					
3					
4					
5					
2d	Create presentations on the "how" to the board, then to partners	All Staff	2022	Ongoing	
1					
2					
3					
4					
5					
2e	Identify and document measures of success/data parameters	All Staff	2022	Monthly	
1					
2					
3					
4					
5					
2f	Quarterly meetings with member communities	Senior Project Manager	2022	Quarterly	
1					
2					
3					
4					
5					
2g	One education event in each member community	All Staff	2022	Annually	
1					
2					
3					
4					
5					
2h	One stewardship event in each member community	All Staff	2022	Annually	
1					
2					
3					
4					
5					
2i	Phase II Updates	All Staff	2022	Bi-monthly	
1					
2					
3					
4					
5					
2j	Demographic survey of the watersheds we serve	All Staff	2022	Bi-yearly	
1					
2					
3					
4					
5					
2k	Identify new partnerships and organizations	All Staff	2022	Ongoing	
1	Review	All Staff		Annually	
2					
3					
4					
5					
2l	Audit our resources (physical, knowledge, partners, etc.	Admin & Fundraising	2022	Annually	
1					
2					
3					
4					
5					
2m	Effectively match grants and funding	All Staff	2022	Ongoing	
1					
2					
3					
4					
5					
2n	Audit our partnerships (collaborative, municipal, etc.)	All Staff	2022	Annually	
1					
2					
3					
4					
5					
2o	Maintain valuable relationships	All Staff	2022	Ongoing	
1					
2					
3					

| 4 | | | | | |
| 5 | | | | | |

Extend and facilitate private and public collaborations

Plan #	Plan Description	Person Responsible	Schedule	Frequency	Comments
3a	Identify current relationships that are specifically private/public combined	All Staff	2022	Bi-yearly	
1					
2					
3					
4					
5					
3b	Evaluate how the public (donors, volunteers, members) find out about TCWP	All Staff	2022	Annually	
1					
2					
3					
4					
5					
3c	Literature review/research	All Staff	2022	Ongoing	
1					
2					
3					
4					
5					
3d	Identify what opportunites we're missing	All Staff	2022	Ongoing	
1					
2					
3					
4					
5					
3e	Identify what all sides expect from a private/public partnership	Admin & Fundraising	2022	Annually	
1					
2					
3					
4					
5					
3f	Inspire new public and businesses to become members/donors	All Staff	2023	Ongoing	
1					
2					
3					
4					
5					
3g	Cultivate current and prospective volunteers	All Staff	2023	Ongoing	
1					
2					
3					
4					
5					
3h	Create new events and analyze the ones we currently have	All Staff	2022	Annually	
1					
2					
3					
4					
5					
3i	Update member/sponsorship structures based on findings	Admin & Fundraising	2023	Annually	
1					
2					
3					
4					
5					
3j	Identify measures of success/data parameters	All Staff	2022	Ongoing	
1	Review			Annually	
2					
3					
4					
5					
3k	Create marketing stategy	Admin & Fundraising	2024	Bi-yearly	
1					
2					
3					
4					
5					
3l	Host the Ohio Stormwater Conference	Executive Director	2022	Annually	
1					
2					
3					
4					
5					
3m	Host a Mayor's event	All Staff	2022	Annually	
1					
2					
3					
4					
5					
3n	Host networking events	All Staff	2022	Ongoing	
1	Review			Annually	
2					
3					
4					
5					

Develop and implement fundraising strategy

Plan #	Plan Description	Person Responsible	Schedule	Frequency	Comments
4a	Hire/train Admin & Fundraising Coordinator	Executive Director	2022	Once	
1					
2					
3					
4					
5					
4b	Identify University/partner resources	All Staff	2022	Ongoing	
1	Review			Annually	
2					
3					
4					
5					
4c	Steward the Stacey Faile Memorial Fund	Executive Director	2022	Ongoing	
1	Review			Annually	
2					
3					
4					
5					
4d	Explore endowment fund opportunities	Admin & Fundraising	2023	Ongoing	
1	Review			Annually	
2					
3					
4					
5					
4e	Evaluate CRM software, build our database	Admin & Fundraising	2022	Ongoing	
1					
2					
3					
4					
5					
4f	Expand our portfolio to private foundations	Admin & Fundraising	2022	Ongoing	
1					
2					
3					
4					
5					
4g	Consider a consultant for mid/major level donors	Executive Director	2022	Ongoing	
1	Review			Annually	
2					
3					
4					
5					
4h	Identify measures of success/data parameters	All Staff	2022	Ongoing	
1	Review			Annually	
2					
3					
4					
5					
4i	Audit of our current fundraising events	Admin & Fundraising	2022	Annually	
1					
2					
3					
4					
5					
4j	Implementation of fundraising events	All Staff	2022	Quarterly	
1					
2					
3					
4					
5					
4k	Evaluate membership dues	Admin & Fundraising	2022	Annually	
1					
2					
3					
4					
5					
4l	Expand our stormwater services into new contracts	All Staff	2022	Ongoing	
1	Review			Annually	
2					
3					
4					
5					
4m	Identify new for-cost services based on community needs	All Staff	2022	Ongoing	
1	Review			Annually	
2					
3					
4					
5					
4n	Review bank accounts/work with a financial advisor	Executive Director	2022	Annually	
1					
2					
3					
4					
5					
4o	Yearly giving campaigns	All Staff	2022	Annually	
1					
2					
3					
4					
5					

4p	Cultivate relationships with existing funders	All Staff	2022	Ongoing	
1					
2					
3					
4					
5					

DRAFT PLANNING FY 2021
Develop marketing and communications strategy

Plan #	Plan Description	Person Responsible	Schedule	Frequency	Comments
5a	Graphic design	Admin & Fundraising	2022	Ongoing	
1	Review			Annually	
2					
3					
4					
5					
5b	Marketing collateral	All Staff	2022	Ongoing	
1					
2					
3					
4					
5					
5c	Targeted mailings	Admin & Fundraising	2022	Annually	
1					
2					
3					
4					
5					
5d	Standardize branding (consider rebranding, survey, community and business members)	Admin & Fundraising	2022	Ongoing	
1	Review			Annually	
2					
3					
4					
5					
5e	Perfom a cost-benefit analysis of other marketing contracts (i.e. graphic designers, professional photography and videography, paid promotions)	Admin & Fundraising	2022	Bi-yearly	
1					
2					
3					
4					
5					
5f	Identify exisiting partners that could aid in expanding our brand	All Staff	2022	Ongoing	
1	Review			Annually	
2					
3					
4					
5					
5g	Identify new markets/partners to expand our brand (i.e. develop wellness-centered TCWP programs)	All Staff	2022	Ongoing	
1	Review			Annually	
2					
3					
4					
5					
5h	Create templates and/or protocols for social media, emails, website, etc.	Admin & Fundraising	2022	Bi-yearly	
1					
2					
3					
4					
5					
5i	Upgrade social media platforms as necessary	Admin & Fundraising	2022	Ongoing	
1	Review			Annually	
2					
3					
4					
5					
5j	Standardize social media insight documentation and review	Admin & Fundraising	2022	Ongoing	
1	Review			Annually	
2					
3					
4					
5					
5k	Define how much we want to grow our platforms each year	All Staff	2022	Annually	
1					
2					
3					
4					
5					
5l	Identify measures of success/data parameters	All Staff	2022	Annually	
1					
2					
3					
4					
5					
5m	Develop new content that aligns with this plans	All Staff	2022	Ongoing	
1					
2					
3					
4					
5					

Align structure and capacities with our mission and fiscal goals

Plan #	Plan Description	Person Responsible	Schedule	Frequency	Comments
6a	Clarify role of the board	Board	2022	Annually	
1					
2					
3					
4					
5					
6b	Create board handbook and orientation	Board	2022	Once	
1	Review			Annually	
2					
3					
4					
5					
6c	Create list of areas we want to diversity into	Board	2022	Annually	
1					
2					
3					
4					
5					
6d	Assign areas for existing board members to recruit new members	Board	2022	Ongoing	When there are vacancies
1					
2					
3					
4					
5					
6e	Have a board roaster that reflects the communities we serve	Board	2026	Ongoing	Working towards always
1					
2					
3					
4					
5					
6f	Develop committees on the board that align with strategic gols	Board	2022	Ongoing	
1	Review			Annually	
2					
3					
4					
5					
6g	Identify unique skillsets in our volunteer base	All Staff	2022	Annually	
1					
2					
3					
4					
5					
6h	Create database of volunteers	Admin & Fundraising	2022	Ongoing	
1					
2					
3					
4					
5					
6i	Formalize training for volunteers	All Staff	2023	Ongoing	
1	Review			Annually	
2					
3					
4					
5					
6j	Identify growth opportunities for volunteers	All Staff	2022	Ongoing	
1	Review			Annually	
2					
3					
4					
5					
6k	Explore a handbook/orientation for volunteers	All Staff	2023	Bi-yearly	
1					
2					
3					
4					
5					
6l	Create mentoring relationships between staff and board	Board	2022	Ongoing	
1	Review			Annually	
2					
3					
4					
5					
6m	Review job descriptions	Board	2022	Bi-yearly	
1					
2					
3					
4					
5					
6n	Create menu of approved staff trainings	Board	2022	Ongoing	
1	Review			Annually	
2	Remind staff			Quarterly	
3					
4					
5					
6o	Identify soft benefits of working at TCWP	Board	2022	Annually	
1					
2					
3					
4					
5					

6p	Audit of staff culture	Consultant	2023	Once	
1					
2					
3					
4					
5					
6q	Evaluate staff and board roles and responsibilities	Board	2022	Annually	
1					
2					
3					
4					
5					
6r	Update employee handbook	Board	2022	Annually	
1					
2					
3					
4					
5					
6s	Update policies and procedures	Board	2022	Annually	
1					
2					
3					
4					
5					

Metrics 2022

Actuals	January	February	March	April	May	June	July	August	September	October	November	December	Totals
Reached through education													0
Reached through newsletter													0
Social Media reach (ave)													0
Social Media engagement (ave)													0
Volunteers involved													0
Volunteer hours													0
Volunteer match													0
Trees planted													0
Trees given away													0
Rain barrels sold													0
Invasives removed (lbs)													0
Trash removed (bags)													0
Stream restored (LF)													0
Wetlands restored (AC)													0
													0
													0
													0
													0
													0
													0

Metrics 2023

Actuals	January	February	March	April	May	June	July	August	September	October	November	December	Totals
Reached through education													0
Reached through newsletter													0
Social Media reach (ave)													0
Social Media engagement (ave)													0
Volunteers involved													0
Volunteer hours													0
Volunteer match													0
Trees planted													0
Trees given away													0
Rain barrels sold													0
Invasives removed (lbs)													0
Trash removed (bags)													0
Stream restored (LF)													0
Wetlands restored (AC)													0
													0
													0
													0
													0
													0
													0

Metrics 2024

Actuals	January	February	March	April	May	June	July	August	September	October	November	December	Totals
Reached through education													0
Reached through newsletter													0
Social Media reach (ave)													0
Social Media engagement (ave)													0
Volunteers involved													0
Volunteer hours													0
Volunteer match													0
Trees planted													0
Trees given away													0
Rain barrels sold													0
Invasives removed (lbs)													0
Trash removed (bags)													0
Stream restored (LF)													0
Wetlands restored (AC)													0
													0
													0
													0
													0
													0
													0

Metrics 2025

Actuals	January	February	March	April	May	June	July	August	September	October	November	December	Totals
Reached through education													0
Reached through newsletter													0
Social Media reach (ave)													0
Social Media engagement (ave)													0
Volunteers involved													0
Volunteer hours													0
Volunteer match													0
Trees planted													0
Trees given away													0
Rain barrels sold													0
Invasives removed (lbs)													0
Trash removed (bags)													0
Stream restored (LF)													0

Wetlands restored (AC)												0
												0
												0
												0
												0
												0
												0

Metrics 2026												
Actuals	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	**Totals**
Reached through education													0
Reached through newsletter													0
Social Media reach (ave)													0
Social Media engagement (ave)													0
Volunteers involved													0
Volunteer hours													0
Volunteer match													0
Trees planted													0
Trees given away													0
Rain barrels sold													0
Invasives removed (lbs)													0
Trash removed (bags)													0
Stream restored (LF)													0
Wetlands restored (AC)													0
													0
													0
													0
													0
													0
													0