



Chatham Conservation Foundation, Inc. Strategic Plan

1.8.2019

The Board of Trustees
Chatham Conservation Foundation, Inc.
540 Main Street
Chatham, MA 02633

Overview

The Chatham Conservation Foundation preserves land for the benefit of the people, plants, animals, and ecosystems of Chatham.

It is a non-profit organization dedicated to the purpose of acquiring land, by gift or purchase, to be preserved in its natural state in perpetuity. It was the first private land trust on Cape Cod when it received its charter from the Commonwealth of Massachusetts in 1962. The Foundation is governed by a volunteer Board of Trustees and supported by a dues-paying membership.

In keeping with this mission, members of the Board of Trustees used input from a member survey and met on October 27, 2018 to examine the board's progress toward achieving the mission. This group was able to determine four focus areas in need of attention during the next three years: Acquisition and Stewardship, Community Perception and Engagement, Financial Sustainability, and Governance.

Acquisition and Stewardship

Short Term Goals (2019)	Mid Term Goals (2020)	Long Term Goals (2021)
<ul style="list-style-type: none"> ● Develop criteria for land acquisition and purchase ● Develop criteria for prioritizing stewardship actions ● Identify and budget for special projects (restoration, undevelopment, etc.) ● Monitor and maintain health of salt marshes to prevent degradation and/or restore health 	<ul style="list-style-type: none"> ● Create and implement policies regarding intake of new parcels ● Increase volunteer support for stewardship activities ● Investigate and improve accessibility of our trails 	<ul style="list-style-type: none"> ● Increase number of management plans for major parcels ● Adopt policies regarding public use for each parcel

Responsibilities:

LSMC

Year One-

Develop criteria for prioritizing stewardship actions. This criteria should be publishable in order to ensure public understanding of our decision making process.

Identify and budget for special projects such as restoration, undevelopment, or other opportunities to restore the health of the environment. This may involve the Grants committee should projects become extensive.

Monitor and maintain health of salt marshes to prevent degradation and/or restore health. As our salt marshes currently reflect the health of the environment overall, they are an important marker for future priorities for CCF. Connecting to Grants and Finance Committee should occur and be prioritized according to the criteria developed in the previous action item.

Year Two-

Create and implement policies regarding the intake of new parcels. This should be done in conjunction with the Land Acquisition committee to ensure both perspectives are considered with care.

Increase volunteer support for stewardship activities. This may involve recruiting help as well as training potential volunteers. Targeted steps should be identified.

Investigate and improve accessibility of our trails. The public should be able to access our walking trails, and their direct feedback may guide actions taken to ensure access where possible.

Year Three-

Increase number of management plans for parcels. The committee may wish to set a target measure for annual growth in order to chart progress. This may be based on the average of completion of plans from the past several years.

Adopt policies regarding public use for each parcel. This should be an ongoing topic throughout the three year cycle in order to achieve completion by year three.

Land Acquisition

Year One-

Develop criteria for land acquisition and purchase. This will allow for continuity of process regardless of the composition of the committee in the future.

Year Two-

Create and implement policies regarding the intake of new parcels. This should be done in conjunction with the LSMC to ensure both perspectives are considered with care.

Executive Board


Publish completed policies as created to ensure transparency within the organization.

Community Perception and Engagement

Short Term Goals (2019)	Mid Term Goals (2020)	Long Term Goals (2021)
<ul style="list-style-type: none"> ● Identify new name for organization ● Rebrand organization to appeal to current community needs including logo, outreach, advertising vision, motto, and core values ● Create a list of community partners and clubs for outreach opportunities 	<ul style="list-style-type: none"> ● Establish policy to limit CCF public comment to issues directly related to our mission and by-laws ● Increase volunteer hours at the Mayo House ● Develop policies and procedures for educational outreach activities ● Create organizational brochure 	<ul style="list-style-type: none"> ● Increase public engagement through coordinated efforts including press releases, public activities, and other special projects ● Present who we are and what we do to town and community groups ● Increase membership by 10% per year ● Prioritize projects and parcels that are highly visible to the public

Responsibilities:**Entire Board***Year One-*

Identify new name for organization. A new name was explored as an option in the past, and the board decided to continue with the traditional name and more news coverage to identify our differences with the Chatham Conservation Commission. Confusion continues today, and the current name does not reflect our mission statement accurately. An



exploration of cost and time spent on this task will be undertaken in order to determine the feasibility of this possible change.

Year Three-

Prioritize projects and parcels that are highly visible to the public. Each trustee and committee should be guided by this principle over the three years of this plan to bring positive attention to the work of the organization.

Education

Year One-

Rebrand organization to appeal to current community needs including logo, outreach, advertising, vision, motto, and core values. This should be addressed in conjunction with Communications and Membership and include whole board input where possible. Education will be responsible for vision, motto, and core values development with input from the board.

Year Two-

Develop policies and procedures for educational outreach activities. Policy that furthers our mission should be developed to determine what activities are appropriate to develop and/or support. This should be publishable for transparency.

Membership

Year One-

Rebrand organization to appeal to current community needs including logo, outreach, advertising, vision, motto, and core values. This should be addressed in conjunction with Communications and Education and include whole board input where possible. Membership will be responsible for outreach.

Create a list of community partners and clubs for outreach opportunities. This will help determine appropriate outreach activities to build membership. This should be maintained and updated annually.


Year Three-

Increase membership by 10% per year. This can be monitored through Donor Snap and should guide future outreach efforts.

Communications

Year One-

Rebrand organization to appeal to current community needs including logo, outreach, advertising, vision, motto, and core values. This should be addressed in conjunction with Education and Membership and include whole board input where possible. Communications will be responsible for logo and advertising.



Year Two-

Create an organizational brochure that highlights the mission, vision, and activities of CCF to inform the public.

Year Three-

Increase public engagement through coordinated efforts including press releases, public activities, and other special projects. This may be done independently but will often require support from other sub committees.

Mayo House

Year Two-

Increase volunteer hours at Mayo House. This should be done with the goal of positive exposure for the organization and minimal disturbance for staff using the space.

Executive Board

Year Two-

Establish policy to limit CCF public comment to issues directly related to our mission and by-laws. As the organization is asked for public comment at an increasing rate, a policy is required to guide when and how to address external environmental concerns.

Year Three-

Present who we are and what we do to town and community groups. The Executive Board should determine what specific topics or areas would best serve each of these groups and appoint staff and board members to present as deemed appropriate. The creation of a general CCF presentation that may be adapted for specific use may be a consideration and assignment from this board to interested trustees and staff.

Financial Sustainability

Short Term Goals (2019)	Mid Term Goals (2020)	Long Term Goals (2021)
<ul style="list-style-type: none"> • Fundraise to cover operational costs in addition to endowment contributions • Determine amounts for Board endorsed projects 	<ul style="list-style-type: none"> • Determine matching percentages prior to grant applications • Provide annual education regarding tax advantages for CR and land donations 	<ul style="list-style-type: none"> • Include an expanded demographic in fundraising activities

Responsibilities:

Finance

Year One-

Determine amounts for Board endorsed projects. Ensuring our sustainability as an organization will require information about our current finances to make an appropriate action plan for project funding.

Year Two-

Provide annual education to the public regarding tax advantages for CR and land donations. The Finance committee is in the best position to create a presentation that may be adjusted annually to reflect the current opportunities for local landowners.

Fundraising

Year One-

Fundraise to cover operational costs in addition to endowment contributions. Determining “legacy” fundraisers that will support the future of CCF in an ongoing manner as well as promoting an annual appeal should increase and then be maintained to help support the endowment.

Year Three-

Include an expanded demographic in fundraising activities. Efforts to include new homeowners, younger families, and summer residents should increase over the three year period to bring in further support.

Grants

Year Two-

Determine matching percentages prior to grant applications. This may be done in connection with the Finance committee to ensure that our applications are both acceptable to donors while being sustainable internally.

Governance

Short Term Goals (2019)	Mid Term Goals (2020)	Long Term Goals (2021)
<ul style="list-style-type: none"> • Define committees, members, and specified roles, and provide each with clear procedures and practices • Create an updated job description and monthly task expectation checklist for Executive Director, and define Executive Director responsibilities in committee work. 	<ul style="list-style-type: none"> • Establish policy for board and committee meeting attendance • Provide trustees with access to committee meeting minutes and other relevant documents 	<ul style="list-style-type: none"> • Increase volunteer support

Responsibilities:

Entire Board

Year One-

Define committees, members, and specified roles, and provide each with clear procedures and practices. While this should be reviewed by the Executive board prior to whole board approval, each committee should identify what they believe to be the current practices as a starting point for defining the committee parameters.

Year Three-

Increase volunteer support. This should be the goal of each active committee. Volunteers should be noted and contact information shared with the Executive Director.

Executive Board

Year One-

Define committees, members, and specified roles, and provide each with clear procedures and practices. This board should review drafts submitted by each committee and revise as needed to place responsibilities where they are most appropriately handled before review as a whole board.

Create an updated job description and monthly task expectation checklist for Executive Director, and define Executive Director responsibilities in committee work. This should be done in conjunction with the Executive Director.

Year Two-

Establish policy for board and committee meeting attendance. Ensuring optimum use of the talent available to CCF should guide the creation of this policy, and the Nominating committee may have input in the crafting of the policy to ensure the continuing ability to bring new talent to the board where needed.

Executive Director

Year One-

Create an updated job description and monthly task expectation checklist for Executive Director, and define Executive Director responsibilities in committee work. This should be done in conjunction with the Executive board.

Year Two-

Provide trustees with access to committee meeting minutes and other relevant documents. Ensuring transparency while maintaining document integrity (view only access, etc.) will be the primary focus.

Year Three-

Increase volunteer support. The Executive Director should maintain an up to date list of the volunteers who work on behalf of CCF. Committee heads shall be responsible for sharing this information. This should be an ongoing process from year one in order for us to determine if support is increasing.

"Conservation is a cause that has no end. There is no point at which we will say our work is finished." -Rachel Carson