



*Protecting the Health, Beauty, and Enjoyment of
Brewster's Ponds*

**Strategic Plan
Appendix - Detailed Action Plans
June 2018**

Priority Area - Organization

Long Term Goal: Ensure a thriving, well-structured organization with the capacity to carry out the Mission of the Brewster Ponds Coalition over the long term.

Objective #1: Review, and modify as needed, the current structure of the Board of Directors, including roles, skills required, and the size of the Board.

Actions	Resources	Responsible Committee
1. Affirm and document the overall responsibilities of the BPC Board of Directors.	Board Source References Advisory Group input & guidance	Executive Committee
2. Develop a matrix of roles and skills necessary for the Board to meet the needs of the BPC.	Advisory Group recommendations made during the planning process.	Executive Committee
3. Define Board positions and create formal Position Descriptions for each member of the Board.	Board Source References Advisory Group input & guidance	Executive Committee
4. Establish the optimum size of the Board to allow for transition and new positions that may be necessary.	Input from similar organizations.	Full Board
5. Review BPC By-Laws to determine if any changes may be necessary, and if so, draft proposed amendments in time for the 2018 BPC Annual Meeting.	None	Executive Committee
6. Investigate joining the Compact Of Cape Cod Conservation Trusts Inc, ("The Compact") to leverage resources and establish affiliations with other Cape environmental organizations.	Discussion with Mark Robinson at The Compact.	Executive Committee & Full Board

Objective #2: Establish an effective Working Committee structure of BPC volunteers and board members to support key functions of the organization.

Actions	Resources	Responsible committee
1. Establish a list of Working Committees with descriptions of purpose, roles, and responsibilities of volunteer members.	Advisory Group recommendations made during the planning process.	Full Board
2. Develop a formal recruiting system to attract and retain BPC members and volunteers to actively participate in BPC operations, including databases and other techniques necessary to identify and track potential human resources.	Member database;	Full Board
3. Identify specific board leaders to oversee Working Committees.	Board members and potential candidates.	Full Board

Objective #3: Develop and implement a plan to support the existing BPC volunteer organization with paid staff resources to enable the board to shift its focus to organizational leadership.

Actions	Resources	Responsible committee
1. Develop a position description for a Coordinator to assist the Board with managing the details of current programs.	Position descriptions from similar organizations	Executive Committee
2. Raise sufficient funds either through a specific donor campaign and/or grant(s) to enable hiring or contracting for the Program Coordinator position.	Funds available to sustain a position for two years.	Development Team
3. Evaluate the potential for filling the Program Coordinator position by partnering with an existing part-time position in another organization.	Contact with other local organizations.	Executive Committee
4. Recruit & fill position of Program Coordinator	Sufficient funds and organizational capacity.	Executive Committee

Priority Area - Collaboration and Partnerships

Long Term Goal: Maintain and enhance productive relationships with neighborhood and pond associations, Town boards, committees, and staff, as well as with other non-profit organizations.

Objective #1: Build ongoing and long-term relationships with Neighborhood and Pond Associations to protect and improve water quality.

Actions	Resources	Responsible Committee
Create an Associations Liaison Team (ALT) to work directly with the various pond / neighborhood associations.		Board
Create an accurate database of pond and neighborhood associations, working with town, and our own membership.	Existing lists from 2016 summit, Town list from Noelle Bramer	Membership
Create a standard presentation that can serve as an introduction to the BPC to pond / neighborhood association meetings and/or association board meetings – and particularly stress the unique opportunity we can offer them with tax deductible status to hold donations in restricted funds.		ALT
Host second “Pond Summit” event.	Database and contact list of pond and neighborhood leaders. Need a sufficiently large venue.	ALT

Offer presentations to pond / neighborhood associations, personalized to their pond, and work with them to review issues they may be facing, identify potential solutions, and help them set priorities to reach their goals.		ALT
Provide pond/neighborhood associations with tools to grow their membership or to increase engagement within their current membership.		ALT
Provide “sound bite” news stories with photos to enhance pond/neighborhood association newsletters / mailings.		Communications
Collaborate with other groups to ensure dog bag dispensers are available and maintained at pondside beaches and landings.		ALT
Publicize to pond and neighborhood associations BPC’s ability to hold restricted funds that are tax deductible		ALT

Objective #2: Strengthen communications with town boards, committees, and staff.

Actions	Resources	Responsible Committee
Identify our goals in ongoing communications with town, taking care to define them to meet our needs rather than their expectations.		Board
Establish reporting goals and a formal process / schedule for the BPC to update town boards and committees.		Board

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Attend staff meeting with town administrator and department heads to introduce ourselves.		Board
Attend town board / committee meetings to introduce ourselves, in accordance with our own goals.		Board
Attend town board / committee meetings in accordance with our established schedule to provide regular updates on our activities, as well as any additional meetings where we determine updates/input is needed for specific time-sensitive issues.		Board / BPC Committees
Invite staff and board / committee members to our meetings.		Board

Objective #3: Seek out collaboration and opportunities with other Cape Cod non-profit organizations.

Actions	Resources	Responsible Committee
Actively look for opportunities for collaboration with other non-profits where we can combine efforts to enhance joint programmatic efforts.		Board
Create a standard informational presentation aimed at other non-profits as a method to surface collaboration opportunities.		Communications

Priority Area - Programs and Education

Long Term Goal: Provide ongoing programs that educate and inspire residents to care about and care for the health & water quality of our ponds.

Objective #1: Expand the membership and review the structure of the Education/Programs Committee in order to effectively provide quality educational and recreational programs.

Actions	Resources	Responsible Committee
Establish Working Program Committees (i.e. student education, Understanding Kettle Ponds, cyanobacteria, septic systems, stormwater, recreational/social, and others as the need arises.) Define Program/Education Committee member roles and the leadership structure of Working Committees.	Education Committee, BPC Board, BPC Strategic Plan	Program/Education Committee, BPC Board
Determine an ongoing system of recruiting Program/Education Committee members and Working Committee Members and volunteers who have an interest in specific educational and recreational programs.	BPC Membership database, Senior Environment Corps, Eagle Scouts, Nauset Schools (Environmental Club/science dept.), Brewster Association of Part Time Residents (BAPTR)	Program/Education Committee, Nominating Committee of the Board
Survey current members about their interests, schedule a recruitment event with other BPC committees, and contact organizations with potential volunteers.	Town Vision Planning group, BPC membership, Brewster Community Network, Chamber of Commerce, BAPTR, BCT	Program/Education Committee, BPC Board and other BPC Committees

Objective #2: Continue to provide the Pond Education curriculum and field trips to student populations.

Actions	Resources	Responsible Committee
Coordinate with the Fundraising Committee to find sponsors for the cost of bus transportation, materials for classroom kits, student take-home bags, and field trip materials	Local businesses, Chamber of Commerce Development Team	Fundraising Committee, Pond Education Working Committee
Review and prepare materials, evaluate program, and restock kits for teachers.	Teacher feedback, committee resources	Pond Education Working Committee
Secure volunteers to staff the field trips.	Pond Education Working Committee members, Claire O'Connor Rice for student intern suggestions	Pond Education Working Committee
Conduct the field trips.	Pond Education Working Committee and volunteers	Pond Education Working Committee

Objective #3: Develop an educational program, "Understanding Our Kettle Ponds - Water Quality and the Health of Our Brewster Ponds".

Actions	Resources	Responsible Committee
Recruit Working Committee members.	BPC membership database, Annual Meeting and other BPC recruitment events, APCC and other environmental organizations	Program/Education Committee, BPC Board
Create a short program that educates the audience and promotes appreciation of and advocacy for the health of our ponds.	Environmental Organizations, Brewster Board of Health, DNR, Conservation Commission, County Health Depart. APCC, Appropriate County Organizations, Pond Associations, EPA, Other local experts	Kettle Ponds Working Committee

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Identify and recruit speakers.	APCC, County and local environmental organizations	Kettle Ponds Working Committee
Identify and reach out to audiences in town for engagements.	PTA, Realtors, Chamber of Commerce, BCN, Garden Club, Brewster Ladies' Library, Pond Associations, Select Board, BAPTR, etc.	Kettle Ponds Working Committee
Secure and review take-home "Fact Sheets".	Existing publications, Current research	Communications Committee, Kettle Ponds Working Committee
Coordinate with the Communications Committee to create video presentations and share them through BPC communication channels and Channel 19.	Communications Committee, Kettle Ponds Working Committee, Nauset Schools, Cape Cod Tech.	Communications Committee, Kettle Ponds Working Committee

Objective #4: Design programs that educate residents and visitors on topics that promote clean water advocacy in the Brewster community.

Actions	Resources	Responsible Committee
Identify volunteers to serve on Working Committees responsible for programming, such as: - stormwater runoff - cyanobacteria - septic systems - recreational/social	BPC Database, Town Departments, Local environmental organizations, Blueberry/Sol's Pond and other Pond Associations, Eagle Scouts, BAPTR, SE New England Program for coastal watershed restoration, EPA	Program/Education Committee, BPC Board
Develop the programming for each topic.	Experts, Existing Research	Working Committee on each topic
Determine a timeline for presentations.	BPC Board calendar	Working Committee on each topic

<p>Schedule on-site demonstrations and tours (eg., pond run-off, both good and bad situations) and appropriate activities to enhance an educational presentation or for recreational or social events.</p>	<p>Appropriate town departments, Blueberry/Sol's Pond and other Pond Associations</p>	<p>Working Committee on each topic</p>
<p>Provide information/fact sheet for each topic for presentation attendees and make available at other BPC educational or recreational events.</p>	<p>Experts, Existing Research</p>	<p>Communications Committee, Working Committees</p>
<p>Coordinate with the Communications Committee to publicize presentations.</p>	<p>Newspapers, BPC Communication Channels, Channel 19</p>	<p>Communications Committee, Working Committee on each topic</p>
<p>Promote our educational programs at Drummer Boy Park during Brewster Conservation Day.</p>	<p>BPC Calendar, Information/Fact sheets, Pictures and any activities that promote our educational and recreational programs</p>	<p>Program/Education Committee, Working Committee on each topic, BPC Board, Communications Committee</p>
<p>Evaluate the effectiveness and content of the program.</p>	<p>Feedback from the audiences, BPC Board, and the community</p>	<p>Program/Education Committee, Working Committee on each topic, BPC Board, Communications Committee</p>

Priority Area - Development and Fundraising

Long Term Goal: Develop comprehensive financial resources to sustain the BPC mission and programs.

Objective #1: Build a Development/Fundraising Team (DFT)

Actions	Resources	Responsible Committee
BPC Board and select Advisors meet to network and discuss who could participate on a DFT from both BPC member list and members of the Brewster Community.	BPC Membership database, BPC Board, select Advisors	BPC Board

Objective #2: Build an overall Development and Fundraising Plan using all available tools/methods that will be most effective and achievable.

Actions	Resources	Responsible committee
Board meets with members of DFT to develop the overall plan Meet with experienced fundraiser for consultation	BPC Core Issues and specific project plans. List of best potential revenue sources	DFT/BPC Board

Objective #3: Continue to refine Q4 Annual Member Appeal

Actions	Resources	Responsible committee
Meet with Comm Team to discuss division or responsibilities to start. Then any potential improvements annually and work out how two teams will interface. Develop a workflow and plan for the entire Appeal process to ensure the most efficient implementation. Organize volunteers to place telephone reminders to prior donors.	MailChimp database up to date. Member list up to date. Ripples publication	DFT and Comm Team Also Membership Team & Treasurer.

Objective #4: Develop a strategy for engagement and expansion of top donors.

Actions	Resources	Responsible committee
Develop special events that would be of interest to top BPC donors that recognize their dedication to the BPC Mission, such as “Annual Hidden Ponds and Secret Vistas” tour of Brewster’s ponds to include a capstone event at end of day for key donors. Potential for guest speaker. Coordinate with Biz sponsors for food/beverage, etc.	Input from selected current donors.	DFT , BPC Board, Comm Team

Objective #5: Develop grants for both staff position and key projects/objectives

Actions	Resources	Responsible committee
Meet grant writer to review potential grantors Prioritize grant opportunities for staff position Create a key donor program to sponsor staff for X years.	Compact of Cape Cod Conservation Trusts. Grant research/grant writing consultant.	BPC Board/DFT/Grant Writer

Objective #6: Seek Town funding

Actions	Resources	Responsible committee
Meet with Town Administrator and selected departments to discuss where the BPC can augment Town programs and priorities. Seek advocates to support this effort. Seek a means to access funds from the Cape Cod Water Quality Protection Trust for specific projects.	Select Board Department of Natural Resources Planning Department	BPC Board/DFT

Objective #7: Develop business sponsor packages that reach children and adults with BPC Education Programs.

Actions	Resources	Responsible committee
Have BPC President, Board and Fundraising Team members regularly attend Brewster Chamber meetings	BPC Board and F.T. members	Board + DFT
Develop sponsor packages for Pond Ed kits, and pond friendly practices piece mailed to new pond front/view property owners	Pond friendly practices brochure and other BPC publications, review pond Education kits for possible sponsorship opportunities	Comm Team, DFT and Programs/Education Team.
Create sponsor packages for businesses to be mailed and followed up with individual meetings	Existing printed materials.	DFT
Create video of children at pond field trip to run on local cable access tv and to be used to support fundraising and grant proposals.	Lower Cape TV. and other partners, including BPC volunteers	DFT

Objective #8: Develop a plan for possible merchandising of BPC items to be used as donation incentives and for sale at events/locations.

Actions	Resources	Responsible committee
Identify possible selection of retail inventory and promotional items (e.g. T-shirts, hats, refrigerator magnets, etc.	Experienced retail professionals.	DFT
Develop a business plan to evaluate the feasibility and potential revenue that could be realized through a merchandising program.	Experienced retail professionals.	DFT
Create an annual photo calendar of Brewster ponds	BPC Photo Team (Communications) Volunteer designer	Comm Team + DFT
Brewster Ponds photos poster – similar to the doors posters printed in many cities. Or simply one iconic image.	BPC Photo Team (Communications) Volunteer designer	DFT & Comm Team

Priority Area - Communication

Long Term Goal: Create a sustainable, managed infrastructure to effectively communicate the BPC Mission, core issues, and pond-friendly practices.

Objective #1: Create Annual Communications Plan to Organize/Schedule Communications Resources/Activities.

Actions	Resources	Responsible Committee
List BPC and relevant events and activities—BPC events, town events, other relevant events—and proposed supporting communications activities/mediums. Ask board members/action committees to submit new/updated comm requests at least two days before board meeting. Update comm plan monthly and file in monthly board meetings folder to disseminate comm-related information to board.	BPC online calendar, Board members External org calendars	Communications Board

Objective #2: Evaluate Media to Communicate Effectively.

Actions	Resources	Responsible committee
Develop Instagram channel to promote BPC to younger people.	Comm Team Volunteers/Intern	Communications
Explore/expand video opportunities on community CATV channel to broaden reach	Comm Team Volunteers/Intern	Communications, Board

Update/redesign website to reflect results of strategic planning: emphasize initiatives/actions that support core issues and member engagement	Comm Team Volunteers/Intern	Communications, Board
Inventory, organize, and label current printed material/publications: dispose of outdated materials; organize/label for easy access, and determine need for new materials based on strategic planning outcomes	Comm Team Volunteers/Intern, Gwen garage storage area	Communications
Work with membership committee to ensure email subscriber lists are up-to-date. Create standard email message to send to unsubscribers to learn why they unsubscribed	Up to date member database.	Communication, Membership
Ensure media contact list is up-to-date and comprehensive by making calls to media	Comm Team Volunteers/Intern	Comm Team

Objective #3: Recruit, Better Organize/Recognize BPC Communication Team Members.

Actions	Resources	Responsible committee
Identify ways to recruit more communications volunteers more effectively; may complement with other planning teams' volunteer recruitment	Survey of members	Communications. Other planning teams, Board

Hold quarterly meetings with Comm Team members and BPC photographers to review upcoming activities, plan/brainstorm action items, and recognize achievements	BPL Library meeting room or other free meeting space	Communications
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Objective #4: Evaluate Whether to Hire Comm Intern to Work on communications-Related Action Plan Activities.

Actions	Resources	Responsible committee
Create & post job description: help with social media, video production, website redesign/maintenance, event promotion, etc.	Post at CCCC, Bridgewater State, Senior Corps RSVP, Nauset Regional HS, Cape Cod Tech	Communications, Board

Objective #5: Create general public awareness as well as Identify and target communications to support core issues and specific audiences.

Actions	Resources	Responsible Committee
Develop matrix for each Planning Action Team's Goals and BPC Core Issue program/activities, etc., and available Comm Resources [e.g, email, printed materials] to support it.		Communications, Board members who are in charge of relevant action teams and core issue.
Use the matrices to add required communications activities/resources to annual communications plan for each core issue and identify potential communications resource gaps that need to be filled.		Communications, Board members who are in charge of relevant core issue.

Goal #6: Create general public awareness about the BPC Mission.

Actions	Resources	Responsible Committee
Explore BPC/pond education signage opportunities at town-owned pond landings		Communications Partnership/Collaborations
Create Traveling Exhibit Kit that can be easily stored, transported, set-up: repurpose the materials for CC5 exhibit—and explore other venues at which to exhibit—e.g. the library entrance display case.	Current CC5 exhibit, other material	Communications