

***Finding our way toward a  
strategic plan***

**Brewster Conservation Trust**



**January 2015**

# *Brewster Conservation Trust*

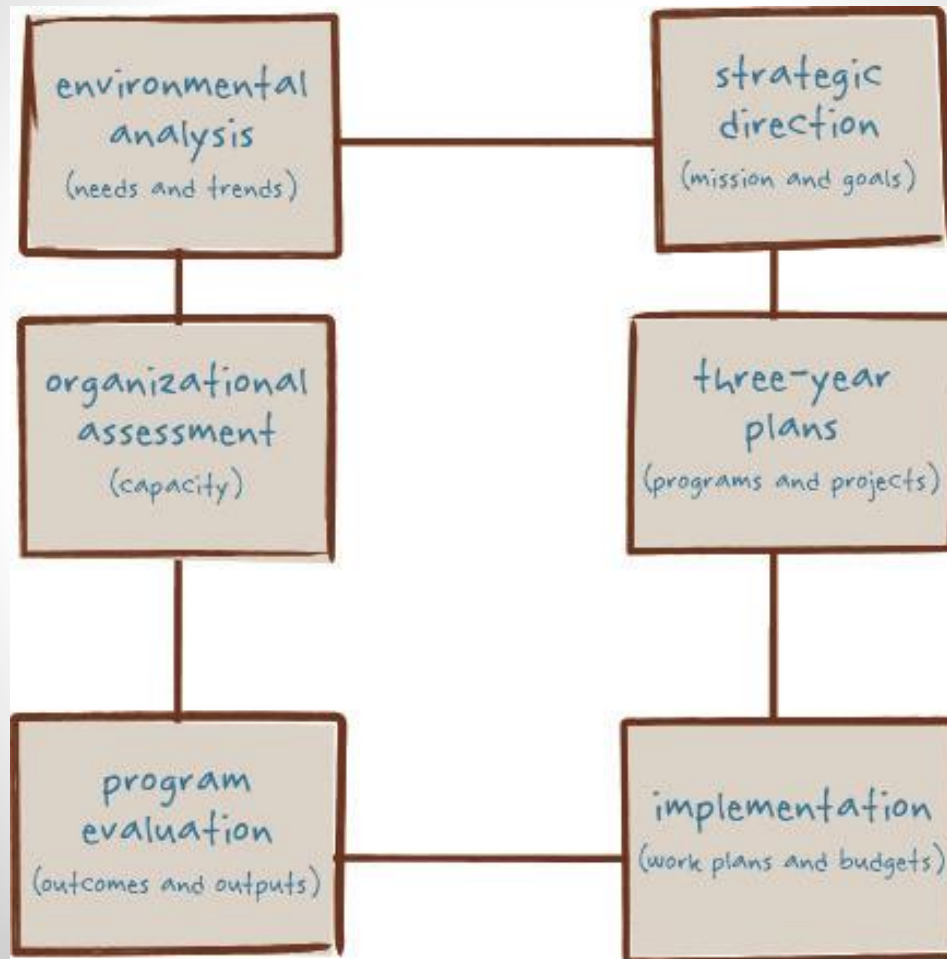
- Founded in 1983
- Approximately 600 active members
- Over 1,050 acres protected
- Active 15 member Board, support from Compact
- Strong partnership with the Town of Brewster
- Potential significant bequest challenges BCT to think about long term sustainability

## *Key questions*

- How to secure sustainable access to technical expertise for land acquisition and land management?
- How to maintain strong community support, including an active volunteer base and expanding donor contributions?
- How to continue being a leader in the community on conservation issues and respond to evolving conservation challenges?

# *The strategic planning cycle*

*(Solid Ground Consulting)*



## *Strategic planning – what we wanted*

- Simple process, adapted to BCT's needs as a small volunteer organization
- Driven by BCT Board, board members play active role in all phases
- Outside consultant to frame and facilitate discussions, help with background research
- Focus on mission, strategy, and near term actions

# *Process overview*

- Hire consultant
- Conduct environmental scan
- Workshop to frame strategy and begin identifying actions
- Committee work to define actions
- Workshop to finalize plan
- Originally projected 4 month time frame, now will be finalized in June (winter down-time)

# *Environmental scan*

## **1. The Community Scan**

- Objective to learn what key stakeholder groups in the community are thinking about priorities and what can be done to make us more effective.
  - Thinking about the current situation and what the future may bring in Brewster, what role, if any, do you think conservation should play?
  - What do you think BCT's role in addressing these needs should be?
  - How effective do think BCT has been as a conservation organization?
  - How could BCT be more effective as a conservation organization?

# Community scan

Group	Questions
BCT membership (letter with return envelope)	<ul style="list-style-type: none"><li>✓ Standard questions</li><li>✓ What conservation needs most important for the BCT programing</li></ul>
Town officials (departments, committees) and partner local organizations	<ul style="list-style-type: none"><li>✓ Standard questions</li><li>✓ How could BCT collaborate more effectively with your organization in pursuing a conservation agenda?</li></ul>
The Brewster community (diverse perspectives)	<ul style="list-style-type: none"><li>✓ Standard questions</li></ul>



# *Environmental scan*

## **2. Land trust scan**

Objective is to learn from other trusts about their organizational and program experiences.

- vision/mission
- programs (land acquisition, stewardship, education, outreach)
- organization/administration (structure, staffing, board structure, financing)
- evolution (past and future) of their priorities and organization
- major land trust issues

# *Strategic Planning Workshop*

## *(April 11)*

Board, Mark, Jeff:

- analyze Strengths, Weaknesses, Opportunities, and Threats (SWOT)
- review/refine mission statement
- identify long range goals
- begin to identify short range goals and actions

# *Workshop follow-up*

**April:** regular committees and special committees if needed develop/refine short goals and actions for key for all long term goals

**May 11:** Workshop to share and harmonize actions

**June 3:** Board adopts strategic plan

# *Lessons learned*

- Take time to do it right
- Don't do it in a crisis
- Do it your way, figure out what process is best for your organization
- Keep it simple – focus on key audiences, information
- It's a learning experience – look out, look in