

# OCT Strategic Plan, 2023-2027

As adopted by OCT Board on May 24, 2022

## Land Management

**Goal:** Manage OCT properties to preserve and restore their natural resources and habitat, and to provide opportunities for appropriate public use that fosters appreciation and understanding of the importance of those natural resources.

### Objectives:

1. Develop and implement a framework that guides and standardizes OCT's land management.
2. Increase land management capacity and capabilities.

1. Objective: Develop and implement a framework that guides and standardizes OCT's land management.		
Actions	Lead Committee	Timeline
A. Revisit property tiering scheme and take inventory of land management plans and baseline documentation.	Land Management	2023-2024
B. Develop enhanced land management plans and other management protocols which take into consideration compelling water quality, climate resilience and indigenous values.	Land Management	2024-2027
C. Develop more formal process for identifying and implementing best practices (in invasives control, native plantings, climate resilience, parking, signage, annual CR monitoring, etc.)	Land Management	2025, then SOP
D. Investigate and make decision as to whether to create native pollinator gardens on OCT properties	Land Management	2024

2. Objective: Increase land management capacity and capabilities.		
Actions	Lead Committee	Timeline
A. Evaluate options and develop implementation plans to increase organizational capacity to enhance land management, including staff, contractors, partners, Trustees or other volunteers	Land Management	2023-2024

B. Increase volunteer participation in land management, including through further development of a land steward program.	Land Management	2023-2027
--	-----------------	-----------

# Education

**Goal:** Educate the public regarding mission-relevant topics such as the benefits of conservation , local flora and fauna, the fostering of climate resilience, the improvement of water quality, habitat restoration, and environmentally friendly land management.

## Objectives

1. Encourage and conduct more educational activities designed for children, youth, and families
2. Encourage the use of environmentally sound land stewardship activities on public and private lands not owned by OCT
3. Improve the educational potential of our properties and the effectiveness of our educational activities for participants

<b>Objective 1: Encourage and conduct more educational activities designed for children, youth, and families</b>		
<b>Actions</b>	<b>Lead Committee</b>	<b>Timeline</b>
A. Work with the Nauset schools and other potential partners to clean-up and maintain the Boland Pond area as an educational resource	Education	2023 then SOP
B. Work with the Nauset Schools to explore the added value of a small grants program that allows the Nauset Schools to increase the quantity and quality of environmental education activities for students K-8	Education	Explore feasibility in 2022, pilot in 2023, then SOP
C. Provide walks and other field activities that are appropriate for children, youth, and families	Education	2024 then SOP
D. Implement land stewardship volunteer opportunities appropriate for high school age youth	Education	2024 then SOP
<b>Objective 2: Encourage the use of environmentally sound land stewardship activities on public and private lands not owned by OCT.</b>		
<b>Actions</b>	<b>Lead Committee</b>	<b>Timeline</b>
A. In collaboration with other organizations develop more educational resources (e.g., speakers, webinars, field activities, fact sheets, op ed pieces) focused on habitat management and environmentally sound stewardship	Education	2024-2027
<b>Objective 3: Improve the educational potential of our properties and the effectiveness of our educational activities for participants</b>		

Actions	Lead Committee	Timeline
A. Increase the effectiveness of signage, including QR codes, on select properties linking to information about flora, fauna, land stewardship, property history, climate resilience, and other mission relevant topics	Education	2024 -2027
B. Increase the educational value of our walks and speaker events by linking some of them through shared themes and providing relevant print and video materials	Education	2024 then SOP
C. Do more education around environmental impact of dogs on sensitive lands	Education	2024 then SOP
D. Increase the quantity of OCT educational programs including adding more engaging events such as kayak tours and night walks	Education	2025 then SOP

# Organizational Identity and Capacity

**Goal: Promote OCT’s identity and build organizational capacity to more effectively and efficiently carry out OCT’s mission.**

## Objectives

1. **Expand human resource capacity and organizational resiliency through staffing and volunteers and collaboration with other organizations.**
2. **Refine and proactively project OCT’s identity and messaging in the community.**
3. **Provide continuing education opportunities for staff and Board members**

<b>Objective 1: Expand human resource capacity and organizational resiliency through staffing and volunteers and collaboration with other organizations.</b>		
<b>Actions</b>	<b>Lead Committee</b>	<b>Timeline</b>
A. Analyze current and projected human resource needs in light of the updated Strategic Plan and recommend a future staffing plan that indicates timing, costs and funding of planned hires	Personnel	2023 (preliminary work in 2022)
B. Conduct board and staff succession planning and ensure organizational operations are well documented	Governance	2024-2027
<b>Objective 2: Refine and proactively project OCT’s identity and messaging in the community.</b>		
<b>Actions</b>	<b>Lead Committee</b>	<b>Timeline</b>
A. Develop a comprehensive strategy and implementation plan for communicating OCT’s identity (including via tagline), taking into account audiences, content, and communication vehicles and schedules.	Communications and Marketing	2023
B. Improve digital communications to be more professional and modern, including the addition of an e-Newsletter	Communications and Marketing	2024-2027
C. Identify organizations and individuals that are important to reach (key influencers), and develop a strategy to engage them	Communications and Marketing	2024-2027
D. Establish attractive and consistent look and feel on OCT property signage, kiosks, and materials.	Communications and Marketing	2024-2027
E. Increase efforts to place articles or columns in newspapers, and/or create videos and other content for website/social media	Communications and Marketing	2026-2027

<b>Objective 3: Provide continuing education opportunities for staff and Board members</b>		
<b>Actions</b>	<b>Lead Committee</b>	<b>Timeline</b>
A. Educate Board on OCT's landholdings, land management practices, and land acquisition priorities and outreach to landowners	Land Acquisition, Land Management	2023
B. Provide web-based programs and materials for Board and staff on various conservation related topics	Education	2023 then SOP

## Membership and Fundraising

**Goal:** Consistently raise sufficient funding to accomplish OCT’s near-term priorities and enable it to fulfill its long-term stewardship responsibilities.

### Objectives

1. Retain and expand membership, and increase donations.
2. Further develop a successful planned giving program.

<b>Objective 1: Retain and expand membership, and increase donations.</b>		
<b>Actions</b>	<b>Lead Committee</b>	<b>Timeline</b>
A. Working with Communications, develop an enhanced strategy for use of printed and/or digital materials for membership recruitment.	Communications and Marketing	2024
B. Encourage the existing membership to donate at higher levels through recognition programs, highlighting major gifts, and targeted appeals.	Fundraising	2023, then SOP
C. Working in conjunction with the OCT Education Initiative, develop a strategy to attract families with children as members.	Fundraising	2024
D. Publicize our availability to hold presentations to community organizations (e.g., Nauset Newcomers, Nauset Garden Club, neighborhood associations).	Communications and Marketing	2025, then SOP
<b>Objective 2: Further develop a successful planned giving program</b>		
<b>Actions</b>	<b>Lead Committee</b>	<b>Timeline</b>
A. Develop additional OCT-specific planned giving brochures and promotional materials with specifics on land conservation tax benefits, with the help of a volunteer or retained individual with expertise in trust and estate planning.	Fundraising	2025
B. Identify and meet with prospects	Fundraising	2023-2024 then SOP
C. Develop and implement a plan with schedule for promoting planned giving through newsletters, publications, website, and social media and meetings.	Fundraising	2023-2027

## Land Acquisition

**Goal:** Acquire and protect land that meets OCT’s identified priorities for conservation (i.e., educational and passive recreational value, water access and protection, connections with existing conservation properties, scenic views, natural resources and habitat protection)

### Objectives

- 1. Improve the processes and transparency for prioritizing and acquiring properties.**

Actions	Lead Committee	Timeline
A. Develop method/protocol to respond to properties that come to us that are not on the priority property list (including CRs)	Land Acquisition	2024
B. Standardize the process for estimating and allocating stewardship funds for each land acquisition project.	Land Acquisition	2023
C. Re-establish/review/update property selection criteria (include strategic un-development, town priorities, climate resilience considerations, and anticipated costs of land management.)	Land Acquisition	2024-2027
D. Apply updated selection/ranking criteria to list of priority parcels and formally adopt a priority list.	Land Acquisition	2024 2027