

STRATEGIC PLAN 2007-2011

Hay Creek Watershed Association
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Heaven is under our feet as well as over our heads.
Henry David Thoreau

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WORDS OF APPRECIATION, RESPECT, AND PRAISE

Faithful to their mission, the Hay Creek Watershed Association plays an invaluable role in protecting, preserving, and restoring the Hay Creek and its watershed. This area, which incorporates many of the townships of Southern Berks County, is vital to maintaining water quality and a healthy ecosystem. I commend the Association for their efforts over the years in protecting such a resource.

Sam Rohrer, Member, Pennsylvania House of Representatives

“Since its formation, the Hay Creek Watershed Association has been an invaluable contributor to the continuing stewardship and protection of Hay Creek and the Hay Creek valley. The Association is a devoted group of expert volunteers who have invested huge amounts of energy and resources to monitor, preserve and enhance Hay Creek; the jewel of Robeson Township. It has been a privilege to know and work with such a fine group of people.”

Henry R. Ramsay, Robeson Township Supervisor

I stocked several fish for the Hit the Hay 5K event and once again remembered how wonderful the Hay Creek valley is. I'm looking forward to expanding this type of area to other watersheds in the county.

Mark Scott, Berks County Commissioner

Corporate efforts to preserve and protect this creek have been fostered by observing the citizen efforts of the Hay Creek Watershed Association.

Tony Jeremias, Manager of Community Relations, HK Group

The Tully Chapter of Trout Unlimited recognizes that the Hay Creek is not only an exceptional value trout stream, but an area where we can enjoy the beauty of this natural treasure.

Ron Speicher, Tulpehocken Chapter, Trout Unlimited

The Hay Creek is an invaluable watershed to Berks County for all of the resources within its boundaries. Having a local watershed association to serve as the Hay Creek's eyes and ears is important for its protection and restoration.

Kristie Fach, Berks County Conservancy

Hay Creek Watershed Association does exactly the type of community work I am hoping/expecting from watershed groups. Way to blaze the trail!

Ryan Zerbe, Watershed Specialist, Berks County Conservation District

OVERVIEW

Amid dynamic and significant changes in the region, the Board of the Hay Creek Watershed Association (HCWA) wanted to reflect on and refine its role in shaping the quality of life of the community. With the guidance of an independent consultant, Edward F. Swenson & Associates, Inc., the Board undertook an extensive, year-long strategic planning process. See [Appendix A: Strategic Planning Process](#) for details on how planning unfolded. Important to the quality of the strategic thinking was the inclusion of the full Board and key volunteers as well as the input of a collection number of policymakers, peer nonprofits, and professional colleagues. See [Appendix B: Resources for HCWA's Strategic Thinking](#) for a list of people engaged in the process.

Stewardship and Sustainability

With passion, commitment and expertise, the Board of the HCWA has developed a Strategic Plan for the Association for the next several years. The Plan builds on the significant achievements of a small group of volunteers and calls for the Association's efforts to transform into a community-wide movement. See [Appendix C: HCWA Chronology](#) for an outline of HCWA's evolution to date. Its heritage has positioned it to be a strong leader in education and advocacy as well as to continue critical hands-on Watershed improvement projects and to increase its service to the community.

While the need for ongoing stewardship of a nationally significant Watershed such as the Hay Creek seems obvious, HCWA recognizes the importance of developing a stronger environmental ethic within the community. Perhaps equally challenging to the HCWA Board is stewardship of the Association itself. To ensure guardianship of Hay Creek Watershed generation after generation, the Association needs to be sustainable, which has implications for the role of volunteers versus staff and historic activities. Key to the progression of the Board during the strategic planning process is realization that the evolution into a more professional organization will enhance the Association's grass roots effectiveness, core values, and commitment to protect and preserve the treasure that is Hay Creek.

Summary of Goals and Objectives

Each of the following goals and objectives is described within this Plan and has specific action steps that compose a work plan for the Association and its volunteers. These strategies are ambitious yet achievable over the next several years with the support of the broader community, partners, and sufficient financial resources.

Facilitate Conservation and Preservation in the Watershed:

- Complete critical hands-on projects in the Watershed.
- Build alliances and partnerships with organizations that view Hay Creek as nationally significant and that have similar goals.
- Provide technical assistance to municipalities and other nonprofits within the Watershed.
- Use technology to improve the management and dissemination of water quality data.

OVERVIEW: STEWARDSHIP AND SUSTAINABILITY (continued)

Educate young people and adults about the environment:

- Conduct quarterly community education workshops/ seminars.
- Establish two-hour, Saturday educational sessions for younger children
- Establish and offer a weeklong Stream School for middle school students each summer.
- Engage five high school students in senior projects each year.

Enhance the community's experience of the Watershed:

- Provide a physical gateway and facilitate resident and visitor activities within the Watershed.
- Use the Internet to strengthen the community's interaction with the Watershed and understanding of Watershed issues.
- Provide more consistent, more frequent, and more comprehensive information on the Watershed to the community.
- Develop and promote Hay Creek as an outdoor recreation destination.

Influence regional land use planning and management policy:

- Help to develop Hopewell Big Woods' regional EAC.
- Help townships make positive land use decisions.
- Encourage developers to build in an environmentally-sensitive manner.

Build the capacity and long-term sustainability of HCWA:

- Establish a formal Board development function.
- Engage professional management.
- Build the corps of active volunteers.
- Establish a more structured and comprehensive fund-raising effort.
- Increase HCWA's profile and visibility.
- Develop a disciplined, Board-wide process for financial management and planning.
- Establish a transparent and structured process for developing contracts and relationships with consultants.

GUIDING PRINCIPLES

During the strategic planning process, the Board adopted guiding principles to shape the future of the Association and to improve, expand, and promote the Hay Creek Watershed's extraordinary physical and cultural resources.

Mission Statement

In considering HCWA's mission going forward, the Board wanted to emphasize an active role for the Association.

Hay Creek Watershed Association actively protects, preserves and restores Hay Creek and its watershed through advocacy, education, community involvement, and stewardship of the areas within or affecting the watershed.

Vision for Hay Creek Watershed

In considering the vision for the Watershed itself, the Board recognized that the Watershed already is an ecologically and environmentally important watershed.

The Hay Creek Watershed is a jewel. Its air is clear. Its waters are exceptional. It teems with a diverse array of plants and wildlife.

The Watershed is the keystone of a network of preserves, parks and heritage areas. Thoughtful and responsible development in and around the Watershed preserves and enhances its character – an oasis amid rapid development.

The Watershed is a destination, a place where people come for recreation, education and relaxation. An extensive trail network allows people to explore and enjoy the area's biodiversity. It is a source of identity and pride. Befitting the jewel that it is, residents and visitors continue to cherish and value its unique beauty.

Vision for Hay Creek Watershed Association

Distinct from its vision for the Watershed, the Board outlined a vision for the Hay Creek Watershed Association.

HCWA is the environmental organization that works with other leaders to ensure a high quality of life for the community. It is well known and well regarded, having earned the trust, confidence, and good will of residents, visitors, peers, and municipalities. It is instrumental in action-oriented problem-solving, uniting various perspectives around a common goal.

GUIDING PRINCIPLES (continued)

Values

The Board has identified the following core values that guide its work. Each plays an important and unique role in leading HCWA toward fulfillment of the organization's mission and vision.

**Respect for Nature
and Sustainability:**

HCWA upholds the fundamental importance of sustaining nature's balance and understanding the complexity of interdependence of the human population and natural resources.

Stewardship:

HCWA acts as a guardian of the Watershed, striving not only to manage resources toward a sustainable end, but also to educate current and future generations about their responsibility to care for the Watershed.

Impact:

HCWA intends to affect the Watershed in positive ways that have a palpable effect on the community.

Partnership:

HCWA designs its partnerships so they are freely undertaken, mutually beneficial relationships that are grounded in shared values.

Communication:

HCWA believes that a sense of community is built on consistent, meaningful, and widely disseminated communication.

THE EXTERNAL ENVIRONMENT

One of the more significant steps of the strategic planning process was analysis of HCWA's external environment. It provided an important context within which the Board could envision HCWA's future as well as develop strategies that would be forward-looking and effective. A summary of the external scan is provided below.

Nationally

- Environmental groups are making greater use of technology in order to advance scientific analysis and land use/environmental modeling. New practices emphasize the development of technical responses in order to implement strategies to protect and preserve open space as well as the creation of quantifiable criteria in order to measure outcomes of land preservation and water quality programs.
- Increased research on environmental restoration approaches is on the cutting edge of ecosystem management.

State-wide

- The PA Environmental Council would like to establish EACs (Environmental Advisory Councils) in every county. HCWA is in a position to either try to act as the EAC for Berks County or work closely with the entity that becomes the regional EAC.
- As a result of Growing Greener II, funding priorities are shifting. Legislation may emphasize addressing problem areas rather than supporting healthy assets. Moreover, Berks was one of the only counties in the Commonwealth to vote against the legislation. It is unclear how actions in Berks will affect future funding.
- Throughout the Commonwealth, competition for grant funds is heightening as the pool shrinks and more organizations with related environmental missions are established.

County-wide

- Berks County, like all counties in the Commonwealth, is divided into an extremely large number of townships. Each township lacks sufficient influence and resources to fight development. Nevertheless, Berks County is a leader in the development of multi-municipal planning, which is leading to multi-municipal zoning and, potentially, multi-municipal resource sharing in the future. It is possible, and it would be a boon to HCWA's cause, to get New Morgan Borough involved in multi-municipal planning.
- The Berks County Commissioners have approved a line of credit for open space designed to fund major activities such as preservation, land purchase, easements, etc.

THE EXTERNAL ENVIRONMENT (continued)

- With 13 institutional members, the Smart Growth Alliance of Berks County is focused on developing policies and procedures that provide for a full range of land uses while coordinating the required infrastructure (water, sewers, roads, etc.) with the preservation of natural and physical resources. Accordingly, initiatives will maximize open space as developers cluster houses and build on less land.
- Berks County's current huge increase in population is an opportunity for HCWA. New residents tend to be families with young children and have been more conservation-minded. On the other hand, the corresponding increase in development can be contrary to environmental protection.
- DEP, Berks County Conservancy and municipalities rely heavily on community-based organizations to serve as educators, expeditors, and advocates as well as interpreters of plans and private and public initiatives. These high expectations for local participation and community involvement can put unrealistic pressure on HCWA.
- A number of watersheds in Berks County either have little or no oversight by a local association. The Berks County Conservancy has expressed a clear desire to be the coordinating entity of on-the-ground organizations, however, HCWA must determine if and what role it seeks to play.

Locally

- While Route 82 will likely be allowed to become a permanent trail, the Berks County Comprehensive Plan allowed for Route 82 to be opened, and a local municipality must first agree to accept oversight of the designated area before PennDOT can relinquish responsibility. The Federal Highway Administration, PennDOT, and the Reading Area Transportation Study must formally adopt a "no build" option and formalize the future plan for the necessary redesignation of Route 82 and transfer of ownership.
- Hay Creek has a wealth of interested partners focused on the ecological importance of the area (e.g., The Highlands, Hopewell Big Woods). This positions HCWA for many funding opportunities. Moreover, HCWA is viewed by many as one of the few responsible entities capable of receiving funding to pursue preservation, conservation, and other related activities in the area.
- Development projects such as Robeson Woods, New Morgan land company development in New Morgan Borough, expansion of the Birdsboro materials quarry, and the landfill jeopardize some of the remaining open space in the region. The Berks County Comprehensive Plan and the Southern Berks County Comprehensive Plan allow for suburban sprawl.
- A proliferation of plans, reports, organizations, alliances, legislation, and programs affect local land preservation and development and water quality. HCWA will need to keep abreast of all of this information.

STAKEHOLDERS

During the strategic planning process, the Board identified and categorized key stakeholders – constituencies, competitors, and strategic partners. See [Appendix D: Chart of Key Stakeholders](#) for a chart that lists the primary stakeholders by category.

Strategic Partners

HCWA's future effectiveness depends on relationships with strategic partners that can help it diversify and expand its programs and resources. In addition to Hopewell Big Woods and Highlands coalitions, three organizations have significant influence over HCWA's ability to meet its goals. Although HCWA has not had much interaction with these three groups in the past, it is imperative for HCWA to develop stronger relationships with them going forward.

Berks County

Commissioners

The Commissioners are the political leaders of the County. It is important for HCWA to have a high level of interaction and communication with the Commissioners. Some goals will not be obtainable without their political support.

Berks County

Planning Commission

The Planning Commission is responsible for the day-to-day planning activities within the County. Consequently, HCWA will need its cooperation and support to carry out some of the Association's activities and plans. Specifically, the Berks County Planning Commission has representatives on the Municipal Planning Organization, which is the organization responsible for making transportation enhancement decisions.

PennDOT

PennDOT is responsible for the Commonwealth's transportation network. Notably, the decision to reopen Route 82 or close it permanently lies with PennDOT and the Municipal Planning Organization. PennDOT also can put funding into the alternative reconstruction of Route 82 as a walking trail, which would have tremendous impact on the overall quality of the Watershed.

Constituencies

Constituencies are the individuals or groups that HCWA should serve. The Board identified Watershed residents as the primary constituency, carefully noting that wildlife was a voiceless constituency that needed to be protected and nurtured.

Competitors

Programmatic competitors are local, regional, and national organizations that compete for funding, conduct similar activities, and/or also serve the Watershed. This type of competitor is also a supporter, advocate and potential partner of HCWA. The competitors listed in the chart of stakeholders are not programmatic competitors as defined above. Sometimes, their goals are not aligned with HCWA's yet HCWA seeks to work with them as potential partners in open space preservation.

PROGRAM DEVELOPMENT

Outstanding and Unique Features

The Hay Creek Watershed's outstanding natural heritage distinguishes it as an ecological treasure. The major unique features are identified below and are presented in detail in the Berks County Conservancy's Hay Creek Watershed Conservation Management Plan – Final Report, September 2004.

The Highlands

The HCW is in the Highland Region, which stretches from Reading, PA through northern New Jersey and southern New York to western Connecticut. The Highlands are an essential source of drinking water, clean air, critical wildlife habitat, and recreational opportunities for the twenty-five million people who live within an hour's drive. The Highlands were identified by the Congress as a nationally significant area for conservation purposes.

Hopewell Big Woods

The HCW is within the Hopewell Big Woods, designated by the Natural Lands Trust (NLT) in 1998 as the largest, unbroken block of forest within SEPA. The NLT also ranked the Big Woods #1 of ten known high-quality sites in SEPA. The Nature Conservancy has identified this area as its only forest conservation zone in SEPA. Three rare species are found within the Big Woods, the Bog turtle, Bog bluegrass, and Bald Eagle.

Important Bird Area (IBA)

The Natural Lands Trust using Smart Conservation gave the HCW the highest priority rating for habitat protection in the Schuylkill River Watershed. The Pennsylvania Audubon Society has designated 12,000 acres of the Hay Creek-French Creek Piedmont Forest Block as an IBA. This site has an abundance of "interior forest birds," a wide variety of migrating and breeding birds, and forest dependent Neotropical migrants.

Trails

The Thun Trail within the HCW is part of the 125-mile Schuylkill River Trail currently under construction. Another pedestrian and equestrian artery that passes through the HCW is the 120-mile Horse-Shoe Trail, which extends from Valley Forge to 12 miles north of Hershey. Among other local trails and dirt paths is an unofficial trail through HCW that was established when Route 82 was closed after a flood in 1987.

Water

Most of Hay Creek has been designated by the Pennsylvania Department of Protection as "exceptional value" – the highest level designation bestowed upon any stream in the Commonwealth. Trout Unlimited and the Pennsylvania Fish and Game Committee have both designated Hay Creek as a "Class A Trout Stream."

PROGRAM DEVELOPMENT (continued)

Strategies

The HCWA is committed to achieving the goals, objectives, and actions of the Hay Creek Watershed Rivers Conservation Plan as well as the Schuylkill River Conservation Plan. These two plans involved a tremendous amount of public participation; therefore, reflect the desires of the residents of the Watershed. The following goals, objectives, and actions were developed by the HCWA Board to add specific direction to the Association's programmatic priorities for the next several years.

Goal 1: Facilitate conservation and preservation in the Watershed.

As a result of suburban sprawl, the Watershed faces the potential loss and fragmentation of forests, wildlife habitat, and farmland as well as the degradation of the water quality of Hay Creek and its tributaries. Development also has implications for traffic patterns and road capacity. Clairvoyant understanding of the steps needed to maintain high quality water is not possible. Additional studies are required in order to understand this system and determine those needs.

Over the next several years, the HCWA will undertake several initiatives to help conserve and preserve the Watershed's outstanding and unique features. While work will be ongoing and always needed, much can be done now to develop a sound platform from which to build on hands-on projects. Building collaborative relationships and partnerships now will empower the Association to have a greater and longer-term impact. The Association plans to do more to manage water quality data, encourage scientific research, and use the expertise of its members and others in order to provide technical assistance to municipalities and other nonprofits.

Objective 1: Complete critical hands-on projects in the Watershed.

Timing and Resources Note: Overall hands-on projects are constant. Many are ongoing and will never truly be completed. Some projects do not require any funding. HCWA will enlist partner organizations to carry out some projects. Often, the level of activity in a given year will be dictated by the availability of funding.

- Action 1:** Conduct a riparian buffer assessment and take steps for restoration based on the assessment.
- Action 2:** Restore the streambank and install fencing to protect the integrity of the streambank.
- Action 3:** Partner with the Berks County Conservancy to extend the trails, repair bridges and prepare the former Route 82 path for pedestrian, recreational (and emergency vehicular) use.
- Action 4:** Blaze trails to facilitate low impact recreational use.
- Action 5:** Create a landing at the confluence of Hay Creek and the Schuylkill River
- Action 6:** Pursue wetland mitigation, as appropriate.
- Action 7:** Build a bridge to the Tucci House.
- Action 8:** Recruit and supervise adjudicated youth doing community service for identified physical projects in the Watershed.

PROGRAM DEVELOPMENT (continued)

Goal 1: Facilitate conservation and preservation in the Watershed (continued).

Objective 2: Build alliances and partnerships with organizations that view Hay Creek as nationally significant and that have similar goals.

- Action 1: Establish and maintain regular communications with the Hopewell Big Woods Partnership and the Highlands Coalition.
- Action 2: Develop programs in collaboration with organizations such as Pennsylvania Audubon Society, Pennsylvania Wildlife Federation, and Trout Unlimited in order to leverage Hay Creek's features as an Important Bird Area, Important Mammal Area, and Important Trout Area respectively.
- Action 3: Work with Arcadia to have Glen Morgan Lake open and accessible to the public for birding and other recreational activities.
- Action 4: Support the Audubon Society in the creation of an educational center at Glen Morgan Lake.
- Action 5: Work with the Horse-Shoe Trail Association to support them in the planning and maintenance of this trail.
- Action 6: Work with the Berks County Conservancy to identify and control or purchase essential easements that would protect the Watershed.
- Action 7: Collaborate with Hay Creek Valley Historical Association, especially by tapping into their "Over the Hill" volunteer force.
- Action 8: Work with the Borough of Birdsboro and the Birdsboro Municipal Water Authority on planning, developing, and maintaining trails in the Birdsboro Waters property.

Objective 3: Provide technical assistance to municipalities and other nonprofits within the Watershed.

Timing and Resources Note: While some Board members have planning experience and can refer groups to appropriate professionals, the Board itself does not have resident scientific expertise and it will take time to build this knowledge in house.

- Action 1: Provide guidance and technical assistance to the environmental advisory councils.
- Action 2: Attend the Board of Supervisors' meetings and provide technical assistance.
- Action 3: Assist other nonprofits working in the Watershed.
- Action 4: Interact with and support the Hay Creek Valley Historical Association and their efforts to preserve the Joanna Furnace.

PROGRAM DEVELOPMENT (continued)

Goal 1: Facilitate conservation and preservation in the Watershed (continued).

Objective 4: Use technology and research to improve the management and dissemination of water quality and other data.

Action 1: Maintain a database of water quality monitoring information.

Action 2: Link to the GIS database overlay.

Action 3: Make information on water quality data accessible via the Internet through HCWA's website.

Action 4: Put water quality data on CDs for alternative distribution.

Action 5: Collaborate with organizations that have the expertise to produce scientific studies that would inform the correct steps for protecting and improving water quality.

PROGRAM DEVELOPMENT (continued)

Goal 2: Educate young people and adults about the environment.

People of all ages need general environmental information as well as information on local activity and implications to build an environmental ethic within the community and to sustain good stewardship generation after generation.

Over the next several years, the HCWA will initiate a variety of programs designed to promote well-informed, environmentally-concerned citizens in the greater Hay Creek Watershed area. Seminars, workshops, and illustrated talks will encourage the public's understanding and appreciation of the cultural and natural resources of the Watershed. Recognizing that the younger the child exposed to environmental issues, the greater the stewardship later in life, new programs will engage children and youth in age appropriate, hands-on learning activities.

Objective 1: Conduct quarterly community education workshops/ seminars.

Timing and Resources Note: It will take time to establish a consistent, quarterly schedule, starting with one, promoted well, the first year, two the second year, three the third year, etc.

- Action 1: Survey the community to ascertain their interests.
- Action 2: Define the list of topics.
- Action 3: Identify and recruit professional topic leaders.
- Action 4: Identify a site(s) for the series.
- Action 5: Acquire funding for the program.
- Action 6: Promote the program.

Objective 2: Establish two-hour, Saturday educational sessions for younger children (ages 4-10).

- Action 1: Identify and refine the curriculum.
- Action 2: Identify a site(s) partner.
- Action 3: Recruit volunteers to run the programs.
- Action 4: Link sessions with a "Kids Corner" on the website and in the newsletter. *See also Marketing & Communications.*
- Action 5: Acquire funding for the program.
- Action 6: Promote the program.

Objective 3: Establish and offer a weeklong Stream School for middle school students each summer.

Timing and Resources Note: After the first session of the School, the Association will do a comprehensive assessment in order to ascertain the feasibility of continuing the program annually.

- Action 1: Contact and develop relationships with key personnel at Twin Valley and Owen J. Roberts school districts.
- Action 2: Identify a site partner(s).
- Action 3: Develop (either create or adopt) the curriculum.
- Action 4: Acquire funding for the program.
- Action 5: Promote the program.

PROGRAM DEVELOPMENT (continued)

Goal 2: Educate young people and adults about the environment (continued).**Objective 4: Engage five high school students in senior projects each year.**

Timing and Resources Note: Setting up these kinds of projects is cumbersome. It will take time to establish a strong program for five students. The Association hopes to work with one or two students the first year then gradually build the program over time.

- Action 1:** Generate an age-appropriate needs list and define projects to be offered each year.
- Action 2:** Recruit a project coordinator.
- Action 3:** Identify and reach out to the appropriate science person at each high school.
- Action 4:** Develop relationships with key personnel at the school districts and enlist their help in promote the opportunity to students.
- Action 5:** Recruit volunteers to supervise the students.

PROGRAM DEVELOPMENT (continued)

Goal 3: Enhance the community's experience of the Hay Creek Watershed.

HCWA feels obliged to ensure that the Watershed is accessible and meaningful to the community. The vast amount of forest, agricultural lands, boulder fields, waterways, trails and open space lends itself to the enjoyment of individuals and families, horticulturalists, birdwatchers, outdoorsmen, and locals and visitors.

Over the next several years, the HCWA will expand its activities in order to enhance the community's interaction with and enjoyment of the Watershed. HCWA will create a solid physical presence by transforming the Tucci House into a gateway for users and the Association's headquarters. HCWA will be a stronger resource for environmental information. Specifically, the Association will be more comprehensive and deliberate in the development of its website, publications, maps, and promotion of the area's recreational offerings. To reinforce positive environmental action, a new annual award presentation will be put in place to complement the more general effects of the Association's heightened participation in community events.

Objective 1: Provide a physical gateway and facilitate resident and visitor activities within the Watershed.

- Action 1: Produce and install trail and other signage throughout the Watershed.
- Action 2: Produce geophysical/cultural maps and resource lists for Watershed users.
- Action 3: Participate in area festivals as a leading advocate for the Hay Creek Watershed.
- Action 4: Continue to offer Hit the Hay as a major event to attract focus on the Watershed.
- Action 5: Get ownership of Tucci House transferred to HCWA for eventual development into programmatic and office space.
- Action 6: Design a physical and programmatic plan for the Tucci House.
- Action 7: Raise funds to refurbish and to endow maintenance of the Tucci House.

Objective 2: Use the Internet to strengthen the community's interaction with the Watershed and understanding of Watershed issues.

- Action 1: Upgrade the content of the website so that it is rich in tips, topical information, special stories, studies, etc.
- Action 2: Post monthly news updates and call to action notices on the HCWA website.
- Action 3: Develop and post a calendar of HCWA and other Watershed-related events on the HCWA website.
- Action 4: Establish hotlinks to related resources.
- Action 5: Enlist other organizations and municipalities to make HCWA's website a hotlink on their website.
- Action 6: Ensure that the website content speaks to the full range of ages and skill levels found in the community (e.g., Kids Corner and a column for the sophisticated horticulturalist).

PROGRAM DEVELOPMENT (continued)

Goal 3: Enhance the community's experience of the Hay Creek Watershed (continued).**Objective 3: Provide more consistent, more frequent, and more comprehensive information on the Watershed to the community.**

- Action 1: Upgrade the content of quarterly newsletters so that they are rich in tips, topical information, special stories, studies, etc.
- Action 2: Publish and make available an annual "State of the Watershed" report that also includes information on HCWA.
- Action 3: Produce and disseminate a recreational map of the Watershed.
- Action 4: Participate in Earth Day and other community-based environmental events.
- Action 5: Establish an annual award to recognize a community leader's support of the environment and environmental issues.

Objective 4: Develop and promote Hay Creek as an outdoor recreation destination.

Timing and Resources Note: Adding new Board members with this expertise will accelerate the Association's ability to pursue this objective fully.

- Action 1: Work with the Pennsylvania Audubon Society to develop bird watching trails.
- Action 2: Work with the rock climbing community to develop facilities within the Birdsboro Municipal Water Authority Land.
- Action 3: Apply for grants for the development of recreational activities related to trail building and on the closed portion of Route 82.
- Action 4: Develop the Tucci House into a gateway for recreational activities.
- Action 5: Support the development of the Hay Creek Watershed rail trail.
- Action 6: Support the development of the Horse-Shoe Trail within the Watershed.
- Action 7: Produce and disseminate a recreational map of the Watershed.

PROGRAM DEVELOPMENT (continued)

Goal 4: Influence regional land use planning and management policy.

Communication among citizens, private groups, businesses, and municipalities on topics of common concern is critical to achieving consensus and collective goals.

Over the next several years, HCWA will undertake initiatives to encourage municipalities to take more control of their future growth by planning together for both development and conservation of resources, and most important, implementing such plans through cooperative agreements and consistent ordinances and actions. This will require a great deal of outreach both on an individual and informal level as well as through formal presentations to municipal officials and other policymakers.

Objective 1: Help to develop Hopewell Big Woods' regional EAC.

- Action 1:** Act as the local advocate of the Pennsylvania Environmental Council.
- Action 2:** Attend local township meetings to convey the importance of developing a regional EAC.
- Action 3:** Encourage constituency support of a regional EAC.

Objective 2: Help townships make positive land use decisions.

Timing and Resources Note: While major change cannot be expected quickly, the Association currently is making inroads in many of these activities within one township. It will be important to build on these activities as well as extend activities into other townships.

- Action 1:** Implement advocacy strategies to encourage townships to pass conservation ordinances such as Growing Greener and Conversation by Design.
- Action 2:** Attend Planning Commission meetings and Township Supervisor meetings to inform and educate participants about the benefits of developing an official map (graphic ordinance under the municipality planning code).
- Action 3:** Provide townships with technical assistance and other tools (e.g., GIS mapping) to facilitate their understanding of Watershed issues.
- Action 4:** Participate in the Hopewell Big Woods Partnership to ensure that HCWA's goals and objectives are incorporated into the goals of the Partnership.
- Action 5:** Publish and make available an annual "State of the Watershed" report.
- Action 6:** Encourage the introduction of environmentally sound construction alternatives in advance of the permitting process.

PROGRAM DEVELOPMENT (continued)

Objective 3: Encourage municipalities, developers, and others to build in an environmentally-sensitive manner.

- Action 1:** Work with townships within the Watershed to educate and inform on the real cost of development.
- Action 2:** Advocate for the development of a municipal bond for open space preservation.
- Action 3:** Support the creation of a local match for a municipal bond.
- Action 4:** Interact with Arcadia land company to ensure that open space in the new development is linked to the open space created for the Watershed.
- Action 5:** Coordinate with federal highways, PennDOT and the Reading-area Transportation Study to get Route 82 off the highway books.

INFRASTRUCTURE DEVELOPMENT

During the strategic planning process, the Board also analyzed HCWA's internal environment, identifying strengths to build on as well as areas to address in order to build the Association's capacity for the future. A summary of the internal scan is provided below.

The Internal Environment

- Strong, compelling messages to engage the community in key issues have made HCWA's campaigns to take action successful. A stronger infrastructure will facilitate more frequent and more consistent messages not only on specific activities, but also on general environmental information.
- The Board currently consists of passionate people with significant expertise in a variety of environmental fields. Having a small Board, however, puts a burden on the Association's ability to follow through with all of its intentions. While the Association would like to increase the number of Board members, it has been caught in a cycle of not having the time to devote to extensive recruitment. HCWA will need to engage more volunteers and develop new systems to facilitate more successful planning and execution.
- The Association has had significant accomplishments in its short history due to the skills and interest of key volunteers. On the other hand, volunteers can only do so much and HCWA needs the administrative continuity afforded by staff in order to generate more financial and human resources.
- Membership implies ownership in HCWA's mission, demonstrates investment in the Association's future, and can be a stable source of revenue. While there may be about 150 HCWA members currently, recruitment has not been very organized; no one has been asked to renew their membership for a while.
- Currently, volunteers are identified and recruited via a personal connection with a member of the Board. The potential for a larger corps of volunteers is significant as HCWA's presence in the Watershed, educational and advocacy activities, and communications grow.
- Recent turnover has brought new dynamics to Board meetings as well as the need for a more structured and transparent decision-making process. The agendas of the Association's monthly meetings are full and focused, typically, on providing information and reviewing assignments. As the Board evolves, the nature of Board discussions will naturally include more policy-level discussions with breakout sessions for different committees.
- Lack of a physical presence in the Watershed inhibits HCWA's growth in many programmatic areas.

INFRASTRUCTURE DEVELOPMENT (continued)

Strategies

Goal: Build the capacity and long-term sustainability of HCWA.

Programmatic growth brings operational and financial challenges. To meet these challenges and to create an institution that will transcend the current core group of individuals, working from cause to cause and project to project, the Board will need to evolve. HCWA will need to put in place a stronger infrastructure for financial management and planning; marketing and communications; and fund development. HCWA would like to engage a broader network of volunteers and supporters from the grassroots to the policy-making levels. Although Board members are both smart and dedicated, these steps will be successful only with paid staff as the foundation for leveraging volunteer talent and energy. With staff comes a new dimension of discipline and continuity.

Objective 1: Establish a formal Board development function.

HCWA is fortunate to have a passionate Board representing a great deal of technical expertise on environmental issues. For HCWA to be sustainable, Board members will need to learn more about their governance role and to add other types of expertise to their skill set. The Board also will need to be more structured in its operations. Moreover, focusing on policy-level issues and the strategic future of HCWA will clarify expectations of Board members versus those of hands-on volunteers.

- Action 1:** Educate the Board about its roles and responsibilities as the governing body of HCWA.
- Action 2:** Establish and maintain an active governance process, including length of terms, decision-making process, meeting format, periodic by-law review, etc.
- Action 3:** Establish a process of succession planning for Board leadership.
- Action 4:** Develop a strong, regional nominating process aligned with the Strategic Plan. See Appendix E: Target Board Composition.
- Action 5:** Establish a committee structure and recruit non-Board volunteers to facilitate more in-depth analysis and project work at the committee versus the full Board level.
- Action 6:** Strengthen the Board's financial literacy and disciplined oversight over financial management policies and planning. *(See Financial Management objective.)*
- Action 7:** Produce a glossary of key terms and acronyms in order for Board members to have the same nomenclature.
- Action 8:** Incorporate monitoring progress against Strategic Plan objectives into the Board's normal operating procedures.

INFRASTRUCTURE DEVELOPMENT (continued)

Objective 2: Engage professional management.

HCWA has been a volunteer-driven organization since its inception yet has come to the point in its evolution where it needs professional management to “get things done” and facilitate the forward momentum for which the Association is positioned. For HCWA to be sustainable, paid staff will need to be in place to complement and support volunteer efforts while freeing up Board members to focus on organizational growth, strategic priorities, and key functions such as raising the Association’s visibility and the necessary resources to support more significant activities. The ideal candidate will have a diverse set of administrative skills, including the ability to partner with the Board in order to lead implementation of the Strategic Plan. Over time, HCWA will engage technical personnel as projects warrant.

- Action 1:** Develop position descriptions, including clear expectations for staff versus Board members.
- Action 2:** Conduct a search for and hire an Executive Director.
- Action 3:** Develop a mechanism for transferring information from the Board President and other volunteers to the Executive Director.
- Action 4:** Establish a system of annual goal setting and performance evaluations.

Objective 3: Build the corps of active volunteers.

Volunteers are valuable as a workforce for HCWA’s hands-on projects and are instrumental in engaging the broader community in environmental stewardship. For HCWA to be sustainable, volunteers must continue to feel welcomed and that their participation is valued and meaningful. Stronger communications will facilitate better recruitment and retention as well as greater understanding of HCWA’s activities and plans. Accordingly, volunteers will become a force for broad advocacy as well as for generating resources to help the Association fulfill its mission.

- Action 1:** Develop, publish, and maintain a year-long calendar of core activities.
- Action 2:** Refine the intent, use, and role of volunteers so they are aligned with the needs of the Strategic Plan.
- Action 3:** Build the database with contact information as well as volunteer interests and skills.
- Action 4:** Establish a “Welcome Wagon” orientation for newcomers.
- Action 5:** Publish a list of volunteers, annually, to recognize their efforts.
- Action 6:** Hold an annual volunteer orientation to facilitate recruitment and to instill a greater understanding of activities and plans.
- Action 7:** Communicate with volunteers throughout the year (e.g., monthly e-news updates).
- Action 8:** Invite volunteer input and feedback on their experiences as well as policy-level issues.
- Action 9:** Hold an annual volunteer recognition and thank-you event.
- Action 10:** Ask for volunteers in the beginning-of-the-year appeal.

INFRASTRUCTURE DEVELOPMENT (continued)

Objective 4: Establish a more structured and comprehensive fund-raising effort.

Currently, HCWA operates with a very small, project-driven annual budget. The Strategic Plan, however, calls for more resources in order to support new administrative activities as well as significant programmatic goals. For HCWA to be sustainable, the Board will need to build a stronger infrastructure for fund development. The Association will need to be more consistent in its donor/funder cultivation, solicitation and stewardship activities. The passion and knowledge of the Board will need to be complemented by the expertise of paid staff and consultants. This will add sophistication to the strategies and help lay the groundwork for an anticipated campaign to raise funds for renovations to the Tucci House.

- Action 1:** Craft a case for support for HCWA that reflects the key thrusts of the Strategic Plan and identifies areas needing financial support.
- Action 2:** Provide Board training on fund development.
- Action 3:** Conduct a prospecting session for all constituencies (government agencies, foundations, corporations, and individuals) to develop “top 10” lists.
- Action 4:** Develop a year-long calendar of cultivation and stewardship opportunities.
- Action 5:** Link government agencies as well as foundations with key projects over the next several years and seek funding accordingly.
- Action 6:** Revamp key events such as Hit the Hay and the Pumpkin Walk to maximize unrestricted net income while maintaining the community-building aspects of these events. Consider corporate sponsorships.
- Action 7:** Reorganize the membership program to facilitate consistent appeals and renewals. Distinguish membership appeals from individual giving appeals.
- Action 8:** Work with local businesses, asking them to provide financial, labor, and media support.
- Action 9:** Hold an annual dinner to raise funds for HCWA and increase visibility with community and civic leaders.

INFRASTRUCTURE DEVELOPMENT (continued)

Objective 5: Increase HCWA's profile and visibility.

HCWA has demonstrated its effectiveness at rallying the community around specific causes and has maintained basic communications over the last several years. Unfortunately, through controversy around some of HCWA's positions some people in the community see the Association in a negative light (e.g., a perception that HCWA is anti development). For HCWA to be sustainable, it will need to be proactive in shaping the public's perception of its mission and goals. Messages will need to be sensitive to many perspectives and encourage good will as well as a greater awareness of HCWA's broad agenda. Moreover, with a larger base of volunteer and financial support, HCWA will be able to produce consistent and sophisticated communications. Using information technology will facilitate more opportunities for communicating unique messages to various audiences quickly and cost-effectively.

- Action 1:** Establish a year-long calendar of communications activities.
- Action 2:** Upgrade HCWA's basic publications to include a cohesive presentation and message.
- Action 3:** Develop and disseminate a quarterly newsletter (make it available on-line as well).
- Action 4:** Revamp the design and use of the website as a stronger, more interactive communication tool.
- Action 5:** Create an annual report on the State of the Watershed as well as HCWA's activities and plans.
- Action 6:** Develop signage within Hay Creek.
- Action 7:** Establish a program of media relations.
- Action 8:** Enlist stakeholders as ambassadors for HCWA.
- Action 9:** Meet face to face with key opinion leaders periodically.
- Action 10:** Participate in area organizations and partnerships to promote HCWA's presence and leadership.
- Action 11:** Establish the Tucci House as HCWA's headquarters.

INFRASTRUCTURE DEVELOPMENT (continued)

Objective 6: Develop a disciplined, Board-wide process for financial management and planning.

Managing the Association's small budget has been the responsibility, essentially, of a couple of people. While funds have been used conscientiously, they have been primarily project-based. Financial planning has been limited, conducted without an organization-wide or multi-year perspective. For HCWA to be sustainable, the full Board will need to engage in annual and longer-term financial planning. As the Association grows and its activities become more complex, it will be particularly important for Board members to have at least a basic understanding of the facets of the Association's fiscal health. Reviewing periodic reports will enable the Board to make more informed and more strategic decisions.

- Action 1:** Hire an accountant to work with HCWA on a regular basis.
- Action 2:** Set up a financial accounting system.
- Action 3:** Establish an annual budget and an annual budgeting process.
- Action 4:** Outline Board-approved financial management policies and procedures, including investment policies are they warranted.
- Action 5:** Provide the Board with financial literacy training.
- Action 6:** Issue a monthly statement of progress in income and expenses against budget.
- Action 7:** Set aside funds annually to build operating reserves for emergencies and unforeseen opportunities.
- Action 8:** Investigate earned income strategies.
- Action 9:** Provide a report of detailed expenditures for each Board meeting.

INFRASTRUCTURE DEVELOPMENT (continued)

Objective 7: Establish a transparent and structured process for developing contracts and relationships with consultants.

Like every nonprofit, HCWA must retain the trust and confidence of the public and its peers. Moreover, it must enter into agreements with vendors and consultants that are in the best interests of the Association. As a small organization, in a rural community, HCWA must undertake projects that require specialized skills, which make it difficult to cast a broad net for vendors. As an example, currently Mary Jane Stell is President of the HCWA and President of Stell Environmental. The Board will need to continue to be transparent about the Association's relationship with Stell Environmental as well as the competitiveness of its selection process. For HCWA to be sustainable, it will need guidance on how to manage relationships, potential conflicts of interest, and controversial agreements so that the Board's focus can be on securing the best expertise in fulfillment of its mission.

- Action 1:** Enlist the help of a specialized professional to provide guidance on criteria, develop a template, and outline proper protocols for entering into contracts/signed agreements.
- Action 2:** Develop a pool of eligible, local consultants through more extensive networking.
- Action 3:** Recruit a new President of the Association to assume leadership so that Mary Jane Stell can step down from that position.
- Action 4:** Develop guidelines for competitive bidding and selection of consultants and other vendors.
- Action 5:** Establish a consistent, Board-level process for open discussions when considering new relationships and alliances before to provide parameters around

IMPLEMENTATION

Communicating the Plan

A summary of this Strategic Plan will be made available immediately to a short list of HCWA's key stakeholders and major funders. As a dynamic document, the plan will be updated periodically; refinements will be reviewed with these key stakeholders on an ongoing basis. Moreover, a summary of the Strategic Plan will be made available to the general public via HCWA's website.

Evaluation and Monitoring

Strategies within the Board development objective of the plan indicate an intention to incorporate periodic reviews of the Strategic Plan into HCWA's regular Board meetings. Periodic reviews will enable HCWA to revisit goals that might have been deferred to later years as well as to consider whether or not new objectives should become priorities.

Also key to the success of this Strategic Plan is the Association's ability to evaluate existing and new programmatic opportunities and the Board's operations. The group discussed setting up criteria and other standards a rubric to measure the success of individual programs and to point out the required factors, such as leadership, that need to be in place.

IMPLEMENTATION (continued)

Strategic Implementation Guide

While a number of activities currently are underway, this guide indicates when the Association will begin to *focus on achieving a particular objective within the Strategic Plan*. Moreover, many efforts will be progressive in nature, and will increase in intensity as the years unfold. For example, while the Association currently has a website, the website of the future will be a much more sophisticated, interactive communication vehicle.

This guide also assigns “responsible parties” to each objective. The responsible party is to take the lead in initiating work and in monitoring progress. In many cases, the responsible party will merely be facilitating the activity, utilizing outside expertise and/or volunteers for execution. Moreover, subgroups within the Board will need to refine the timing and nature of specific action steps on an annual basis. As a small organization, HCWA will need to continue to rely on the full Board to support each effort. This guide is intended to facilitate accountability as well as the broader engagement of non-Board volunteers in carrying out the plan.

Codes: DA = Dwight Ackerman; TK = Ted Cofelt; MF = Mimi Feeg; SH = Steve Hutchinson; CK = Chip Karasin; NK = Nancy Kaufmann; PK = Patience Kaltenbach; DL = David Loesch; JSh = Joe Shidisky; MJS = Mary Jane Stell; TS = Todd Stell; JSt = Jennifer Stinson; Jim Thorne = JT

Strategies	Year 1 2007	Year 2 2008	Year 3 2009	Year 4 2010	Year 5 2011	Responsible Party
PROGRAM DEVELOPMENT						
GOAL 1: FACILITATE CONSERVATION AND PRESERVATION IN THE WATERSHED						
1.1 Complete critical hands-on projects in the Watershed.	✓					TS and CK
1.2 Build alliances and partnerships with organizations that view Hay Creek as nationally significant.	✓					JT and TS
1.3 Provide technical assistance to municipalities and other nonprofits within the Watershed.		✓				CK and TS
1.4 Use technology to improve the management and dissemination of water quality.	✓					DL and SH
GOAL 2: EDUCATE YOUNG PEOPLE AND ADULTS ABOUT THE ENVIRONMENT.						
2.1 Conduct quarterly community education workshops/seminars.	✓					MF and PK
2.2 Establish two-hour, Saturday educational sessions for younger children.		✓				PK and CK
2.3 Establish and offer a weeklong Stream School for middle school students each summer.	✓					PK and CK
2.4 Engage five high school students in senior projects each year.			✓			JSt and JSh

GOAL 3: ENHANCE THE COMMUNITY’S EXPERIENCE OF THE HAY CREEK WATERSHED.						
3.1 Provide a physical gateway and facilitate resident and visitor activities within the Watershed.	✓					NK and DA
3.2 Use the Internet to strengthen the community’s interaction with the Watershed and understanding of Watershed issues.	✓					SH
3.3 Provide more consistent, more frequent, and more comprehensive information on the Watershed to the community.	✓					DA and NK
GOAL 4: INFLUENCE REGIONAL LAND USE PLANNING AND MANAGEMENT POLICY.						
4.1 Help to develop Hopewell Big Wood’s regional EAC.				✓		JT and ???
4.2 Help townships make positive land use decisions.	✓					CK, TS, JT
4.3 Encourage municipalities, developers, and others to build in an environmentally-sensitive manner.		✓				CK, TS, JT
INFRASTRUCTURE DEVELOPMENT						
	Year 1 2007	Year 2 2008	Year 3 2009	Year 4 2010	Year 5 2011	Responsible Party
GOAL: BUILD THE CAPACITY AND LONG-TERM SUSTAINABILITY OF HCWA.						
1. Establish a formal Board development function.	✓					Board Chair, NK, DA
2. Engage professional management.		✓				NK, DA, MJ
3. Build the corps of active volunteers.	✓					CK, MF, DL, TK
4. Establish a more structured and comprehensive fund-raising effort.	✓					DA, TS, JT
5. Increase HCWA’s profile and visibility.		✓				DA and NK
6. Develop a disciplined, Board-wide process for financial management and planning.	✓					DL and NK
7. Establish a transparent and structured process for developing contracts and relationships with consultants.	✓					JT and DL

APPENDICES

Appendix A: Strategic Planning Process

Throughout the strategic planning process, Edward F. Swenson & Associates, Inc. (EFS), a management and fund-raising consulting firm, led the Board through several sessions focused on policy issues. In between sessions, individual Board members thought further and refined specific sections of the plan while EFS compiled the ideas into drafts for the full group's review.

SUMMER 2005

- May 26 – A small group met with EFS to identify key issues, refine the strategic planning process, and develop a “Power List” of key contacts to inform the list of interview participants and subsequent cultivation activities.
- June and July – EFS conducted nine interviews of people identified by HCWA in order to gain broader input on HCWA and its future.
- July 20 – EFS facilitated the first Board session to enable the group to discuss interview findings as well as major themes and trends. The Board participated in a series of visioning exercises and began preliminary work on a new mission statement. The Board analyzed the Association's internal and external environment.
- August 20 – EFS facilitated a day-long retreat so that the Board could discuss a timeline of its history as well as a host of elements of the Strategic Plan, including a mission statement, values, stakeholders, programming, membership, volunteers, board development, and marketing messages.

FALL 2005

- November 30 – EFS facilitated the third session with the Board. The group reviewed and set priorities for program goals and objectives, refined a vision for the Watershed, and discussed internal resources including the Board of Directors, staffing, and how to make the best use of Stell Environmental as a resource.

2006

- February 7 – EFS issued a comprehensive survey to the Board to obtain thoughts on organizational issues. Aggregate results were compiled and informed thinking around goals for strengthening the Association's infrastructure to help ensure sustainability.
- May 10 – EFS facilitated the fourth session with the Board to refine a number of strategic plan elements, emphasizing detailed programmatic strategies as well as extensive discussion on governance and staffing issues.
- Fall/Winter – The group reviewed and discussed final drafts of the plan, a timetable for implementation, and multi-year budget projections.

APPENDICES (continued)

Appendix B: Resources for HCWA's Strategic Thinking

The following people were participants in HCWA's strategic planning process. HCWA is particularly grateful for the confidential input provided by people who were interviewed by Edward F. Swenson & Associates, Inc. as part of the firm's fact-finding process.

Board of Directors

(Listed are all who were Board members at some point during the strategic planning process.)

Dwight Ackerman
 Ted Cofelt
 Martey Costello
 Chip Karasin
 Nancy Kaufmann
 Patience Kaltenbach
 David Loesch
 Mary Jane Stell
 Mimi Feeg
 Joe Shidisky
 Todd Stell
 Jennifer Stinson
 Jim Thorne

Other Volunteers

Ray Ott
 Judy Rogers

Stakeholders

Jineen Boyle
 Watershed Manager, Department of Environmental Protection
 Don Cook and Ingrid Cantarella-Fox
 Board Members, Horse-Shoe Trail Club
 Roger Feeg
 Supervisor, Robeson Township Supervisor
 Kimberly J. Murphy
 Executive Director, Berks County Conservancy
 Emory Ritchie
 President, Hay Creek Valley Historical Association
 Diane Schrauth
 Program Officer, William Penn Foundation
 Judy Schwank
 Berks County Commissioner
 Jim Thorne
 Director of Science and Education, Natural Lands Trust
 Ryan Zerbe
 Watershed Specialist, Berks County Conservation District

APPENDICES (continued)

Appendix C: HCWA Chronology

During the strategy planning process, the HCWA Board reviewed its history. The chronology tells a story of the Association's beginnings and gradual evolution into becoming a more visible "player" and advocate in the Watershed. HCWA was primarily a political organization in the mid-90s. After a period of relative inactivity in the late 90s, the Association was supportive of activities, but not proactive. A turning point came in 2001 when HCWA became separately incorporated and began to seek grants, move toward stewardship, and act as a force at public meetings. Key milestones are listed below:

1982

- Environmental damage to the Creek/Watershed

1987

- Environmental damage to the Creek/Watershed

1993

- H&K Quarry issue
- Chip Karasin was the founder/leader

1995-1997

- H&K Quarry won the right to work the quarry

1999

- Hay Creek designated as "exceptional value," establishing its attractiveness for public/private funding

2000

- Growing Greener legislation initiated

2001

- Hopewell Big Woods, Schuylkill Heritage Corridor, and National Audubon Society all take on new visibility in local/state circles
- Department of Environmental Protection (DEP) push to support Hay Creek
- HCWA works with Riverkeepers
- HCWA works with Berks County Conservation District
- HCWA gets funded for incorporation, to build its website, and for signage
- Closing permanently/Opening Route 82 is a major and visible issue. Feeg and Ramsey are elected as Township Supervisors and are advocates for permanent closure.
- Some people label HCWA as "a bunch of whackos"
- Festivals reach 5,000-10,000 people.
- HCWA produces t-shirts and newsletters.

APPENDICES (continued)

2002

- DEP/DCNR grant for riparian buffer/greenway plan
- Water monitoring projects initiated

2003

- First Hit the Hay – 5K run conducted

2004

- Environmental damage to the creek/watershed. Bridges are out. Closing permanently/Opening Route 82 issue comes to a head
- Second annual Hit the Hay – 5K run conducted

2005

- Robeson supervisors make “no open decision” regarding Route 82 – important step toward having Route 82 permanently closed and used as a recreational trail
- Quarry land fill issues help arguments to keep Route 82 closed
- PennDOT decides not to rebuild the bridge and road on Route 82

Appendix D: Chart of Stakeholders

The chart below specifies the stakeholders identified during the Strategic Planning process, in priority order.

Constituencies	Competitors	Strategic Partners
Watershed residents	Developers	Natural Lands Trust
Wildlife: land and water	New Morgan Borough	DCNR
Neighbors of the creek	Geigertown Fire Company	Berks County Conservancy
Philadelphia water users	Gibraltar Fire Company	Hay Creek Valley Historical Assn.
Twin Valley School District	H&K Quarry	Birdsboro Borough
Birdsboro water users	The Grange/ the agricultural industry	Birdsboro Municipal Water Authority
Businesses serving residents/ visitors		Robeson Township
Daniel Boone School District		Academy of Natural Sciences
Reading Area Community College		Stroud Water Research Center
Scout troops		(SRGA) Manage of the Schuylkill River National Heritage Area
Tourists and visitors		William Penn Foundation
		Berks County Environmental Advisory Committee
		Berks County Park and Recreation
		Highlands Coalition
		Pennsylvania Audubon Society
		Pheasants Forever
		Sam Rohrer /State Representative
		Union Township
		Berks Conservation District
		Birdsboro Fire Company
		Conestoga Creek Watershed Assn.
		Department of Environmental Protection
		Jim Gerlach/US Congressman
		Horse-Shoe Trail Club
		Important Mammal Area Project
		The Nature Conservancy
		PennFuture
		Pennsylvania Fish and Boat Commission & PGC
		Philadelphia Water Department
		POWR (Pennsylvania Organization of Watersheds and Rivers)
		Schuylkill Riverkeeper Network
		Trout Unlimited (Tulpehocken Chapter)

APPENDICES (continued)

Appendix E: Target Board Composition

During the strategic planning process, the Board considered the ideal skill sets/perspectives for the HCWA Board. The group generated a list of ideas then identified priorities for the next three years based on the skills they thought were represented currently and on what would be needed to carry out the strategic plan. Furthermore, the Board also identified general characteristics of ideal candidates including, living in the area, emotional attachment to the organization, and representing diverse demographics.

Intent on increasing the size of the Board, HCWA will use the networks of Board members and stakeholders as well as of civic groups such as the Lions Club and Rotary in order to expand its recruitment process.

Skill/Perspective	Existing	Year 1	Year 2	Year 3
Activist				
Biologist	✓✓			
Builder/Contractor			✓	
Communications	✓			
Educator	✓✓			
Financial/Accounting		✓		
Geologist	✓			
High Net Worth				✓
Historian/Culturalist	✓			
Hydrologist	✓			
Information Technology		✓		
(Environmental) Lawyer			✓	
Legal/Insurance	✓			
Limnologist				
Marketing/Public Relations		✓		
(Environmental) Planner	✓			
Politically/Socially Connected	✓✓			
Real Estate Specialist				✓
Soil Scientist				
Sylviculturalist				
Transportation				

MULTI-YEAR BUDGET PROJECTIONS

YEAR ONE		Goal 1	Goal 2	Goal 3, Obj 1	Goal 3, Obj 2	Goal 3, Obj 3	Goal 3, Obj 4	Goal 4	Organizational Administration	
EXPENSES	Total	Conserv. & Preservation	Educational Programs	Gateway	Internet Info Resource	Non-Internet Info. Res.	Recreation Destination	Land Use Policy	Mgmt	F-Raising
Salaries	\$25,000	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$5,000	\$2,500
Payroll Taxes	\$3,750	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$750	\$375
Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rent/purchase	\$10,000	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$750	\$0	\$500	\$0	\$0	\$0	\$0	\$0	\$250	\$0
Printing	\$2,745	\$20	\$150	\$0	\$0	\$2,500	\$0	\$0	\$50	\$25
Postage	\$615	\$20	\$75	\$0	\$0	\$500	\$0	\$0	\$20	\$0
Telephone	\$315	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35
Supplies	\$900	\$50	\$250	\$250	\$0	\$100	\$0	\$0	\$250	\$0
Contractors etc.	\$77,400 \$0	\$0	\$0	\$75,000	\$2,400	\$0	\$0	\$0	\$0	\$0
TOTAL	\$121,475	\$3,000	\$3,885	\$88,160	\$5,310	\$6,010	\$2,910	\$2,910	\$6,355	\$2,935
CONTRIBUTED AND EARNED INCOME										
Foundations	\$20,000		\$5,000 ²						\$10,000 ⁷	\$5,000 ⁵
Govt Agencies	\$90,000			\$75,000 ³			\$15,000 ⁵			
Individuals	\$500	\$500 ¹								
Corporations	\$10,000			\$10,000 ⁴						
Events etc.	\$2,500 \$0						\$2,500 ⁶			
TOTAL	\$123,000	\$500	\$5,000	\$85,000	\$0	\$0	\$17,500	\$0	\$10,000	\$5,000

¹ Membership dues expected -- for salary

² WREN potential grant for stream school

³ DCNR grant to Birdsboro for Tucci House feasibility study and master plan to cover contractor cost -- in hand

⁴ From H&K to Birdsboro for Tucci House purchase to cover rent/purchase expense -- in hand

⁵ DCNR to HCWA -- potential HBW grant -- for salary

⁶ Hit the Hay 5K run proceeds expected -- for salary

⁷ William Penn capacity building grant -- expected

MULTI-YEAR BUDGET PROJECTIONS

YEAR TWO

EXPENSES	Total	Goal 1	Goal 2	Goal 3, Obj 1	Goal 3, Obj 2	Goal 3, Obj 3	Goal 3, Obj 4	Goal 4	Organizational Administration	
		Conserv. & Preservation	Educational Programs	Gateway	Internet Info Resource	Non-Internet Info. Res.	Recreation Destination	Land Use Policy	Mgmt	F-Raising
Salaries	\$30,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$6,000	\$3,000
Payroll Taxes	\$4,500	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$900	\$450
Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rent/purchase	\$9,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Equipment	\$1,000	\$0	\$500	\$0	\$0	\$0	\$0	\$0	\$500	\$0
Printing	\$2,820	\$20	\$150	\$0	\$0	\$2,500	\$0	\$0	\$100	\$50
Postage	\$635	\$20	\$75	\$0	\$0	\$500	\$0	\$0	\$40	\$0
Telephone	\$315	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35
Supplies	\$1,150	\$50	\$250	\$250	\$0	\$100	\$0	\$0	\$500	\$0
Contractors	\$102,400	\$0	\$0	\$100,000	\$2,400	\$0	\$0	\$0	\$0	\$0
etc.	\$0									
TOTAL	\$151,820	\$4,575	\$5,460	\$104,735	\$6,885	\$7,585	\$4,485	\$4,485	\$9,075	\$4,535
CONTRIBUTED AND EARNED INCOME estimates										
Foundations	\$60,013			\$50,000 ³					\$10,000 ¹⁰	
Govt Agencies	\$85,021		\$20,000 ²	\$50,000 ⁴	\$5,000 ⁶			\$10,000 ⁹		
Individuals	\$751	\$750 ¹								
Corporations	\$20,012			\$10,000 ⁵		\$10,000 ⁷				
Events	\$2,508						\$2,500 ⁸			
etc.	\$0									
TOTAL	\$168,250	\$750	\$20,000	\$110,000	\$5,000	\$10,000	\$2,500	\$10,000	\$10,000	\$0

¹ Membership dues expected -- for salary

² DEP potential grant for education

³ William Penn grant to rehab Tucci House

⁴ DCNR grant to rehab Tucci House

⁵ From local corporations to cover Tucci House renovation

⁶ Wren education grant

⁷ SRGA grant

⁸ Hit the Hay 5K run proceeds expected -- for salary

⁹ Berks County CZIP grant -- expected

¹⁰ William Penn capacity building grant -- expected

