



# STRATEGIC PLAN

2021-2026

APPROVED BY THE BOARD OF DIRECTORS

December 11, 2020

DEI STRATEGIC GOALS, OBJECTIVES & ALIGNED INITIATIVES  
APPROVED BY THE BOARD OF DIRECTORS

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## **Mission, Vision, Values and Principles**

(Approved by PPF Board of Directors on September 9, 2020)

### **MISSION:**

PPFF's mission is to inspire stewardship of Pennsylvania's state parks and forests.

### **VISION:**

To be the trusted voice and advocate to sustain and enhance Pennsylvania's state parks and forests.

### **VALUES:**

Integrity  
Excellence  
Innovation  
Collaboration  
Conservation  
Diversity  
Inclusion  
Sustainability

### **PRINCIPLES:**

1. Develop fruitful collaborations and strategic partnerships in the Commonwealth.
2. Create future generations of park and forest supporters by engaging new and diverse audiences.
3. Focus on quality of services and long-term sustainability for the Foundation and our chapter friends groups.
4. Advance financial sustainability and diversification by seeking funding through a variety of initiatives – membership growth, cultivate individual donors, corporate sponsorships, events, foundations, and grants.
5. Inspire individuals to become donors, members, volunteers, and supporters.

## **Goal 1: Work with the Department of Conservation and Natural Resources and other partners to ensure a sustainable system of parks and forests.**

**Objective 1: Expand the number of friends or affiliate groups by two groups per year.**

### **Significance**

Friends have been able to successfully serve as stewards of our parks and forests. Expanding the number of friends groups empowers more people to engage in this stewardship and advocate for our parks and forests.

### **Resources**

- Staff
- DCNR Park managers and district foresters
- Consultants/trainers
- Interns
- PPF Board of Directors
- Friends committee of the board
- Leadership programs

### **Tasks**

1. By February of each year, identify key locations for friends groups or affiliate groups.
2. By March of each year, communicate with park/forest management to plan process.
3. Host friends organizational meetings/events in March/April or September/October.
4. Host virtual trainings for new chapter leaders—scheduled quarterly (except for treasurers, who are scheduled immediately.)
5. Monthly, distribute *Tidbits from Marci* newsletter to all chapter leaders.
6. When officers change, appropriate staff welcome new officers and update them on the PPF protocol and resources.
7. Staff or PPF board attend at least one meeting/event per year of each friends chapter and have a telephone conversation at least twice per year for each chapter. *Ongoing.*
8. Facilitate communication and collaboration between chapters that are in close geographic proximity or who are working on similar projects/goals. *Ongoing.*

### **Risks**

In order to accomplish this growth, there will need to be a growth in staffing. If staffing does not grow commensurately, then this goal cannot be achieved.

### **Measurement Criteria**

Ability to effectively set up new groups as defined by the plan.

**Objective 2: Be a voice for government funding for state parks and forests to address infrastructure and maintenance needs, operations, and to staffing to meet demands.**

## Significance

Sustainability cannot be achieved without funding.

## Resources

- Staff
- Conservation Heritage documentaries
- Park and forest managers
- PPF Board of Directors
- Friends chapters
- Sister organizations
- Hunting and Angling organizations
- Protect Our Parks and Forests Campaign Plan
- Pennsylvania Recreation & Park Society (PRPS)
- Legislative Consultant

## Tasks

1. Partner with Park and Recreation Caucus in the legislature to host four meetings annually to educate decision makers on park, forest, and recreation research and issues.
2. Meet with the Sportsmen's Caucus to educate on the use of sportsmen and women on park and forest lands.
3. Continue to hold meetings with key players/leaders and staff in the administration to discuss needs.
4. Provide monthly updates, through tidbits, on issues impacting parks/forests to keep friends apprised.
5. Create fact sheet advocacy roles for friends groups.
6. Use SoftEdge software to build a grassroots voice for state parks/forests.
7. Work with DCNR to increase visibility of PPF and friends in state parks/forests.
8. See Goal #2, Objective #4 (Monitor and comment upon legislation and statewide policies that impact parks, forests, recreation and outdoor health as part of the advocacy/public policy committee, page 17).

## Risks

Loss of parks/forests.

## Measurement Criteria

Funding.

**Objective 3: Diversify the ways in which individuals, groups and businesses can engage in volunteerism in our parks and forests.**

## Significance

While the number of friends groups continues to grow, there remain many parks and forests that do not have a friends group but have needs in which an organized effort or single day large event

would be beneficial. This objective looks to assist those special places with the intention of both building a program and creating support for additional friends groups.

## Resources

- Staff
- PPF Board of Directors
- Friends Groups
- DCNR
- Partners
  - Sister Organizations, such as Sierra Club, Audubon, etc.
  - Colleges and universities
  - High school civic engagement programs
  - High school clubs
  - Businesses and corporations
  - Dick's Sporting Goods
  - Sheetz
  - Deloitte

## Tasks

1. Work with the public engagement coordinator to focus on volunteer expansion through corporate and group events.
  - a. Tap into an organization's CSR/ ESG "Volunteer Days"
    - i. Research an organization's "Giving Mission," "CSR-Corporate Social Responsibility", or "ESG-Environmental Social Governance" Statement
    - ii. Market Parks, Forests as "Team Building/Professional Engagement" Opportunities
    - iii. For-Profit and Non-Profit Organizations
    - iv. Networking Groups
    - v. Business Employee Resource Groups (BRG / ERG / BERG)
  - b. Invite organizations, families, and individuals to adopt a Trail, Park, or Forest and continue to Support
  - c. Inform and/or partner with hunting and anglers clubs/backpackers networks to understand their outdoor opportunities
2. Build the Stewards of Penn's Woods program through promotion of program and recognition of stewards.
3. Create volunteer incentive/recognition program.
4. PPF and Friends develop relationships with universities to create a stream of young adult volunteers.
5. Annually, encourage all board members to attend at least one volunteer event to understand the needs of parks and forests, as well as to build relationships.
6. Host a minimum of two volunteer days each year in parks and forests that do not have friends chapters to implement some of the project list ideas provided by DCNR.

7. Work with DCNR and chapter leaders to simplify the Conservation Volunteer Program, the online database for tracking volunteer hours and projects. ([DCNR Partnership Opportunity](#))
8. Provide training to friends chapters and DCNR employees on working with volunteers at their annual meetings, regional meetings, and/or when asked.
9. PPF and friends distribute information to park visitors about friends groups and volunteer opportunities, such as business cards to visitors, a flyers, attending events, etc.

### **Risks**

Lack of volunteers to completed needed work.

### **Measurement Criteria**

Marked increase in volunteerism of existing chapters.

**Objective 4: Develop a corps of Leave No Trace Master Trainers and Leave No Trace champions by working with DCNR to host trainings and programs.**

### **Significance**

New visitors to state parks and forests have increased impacts to the natural ecosystems. By offering trainings in leave no trace, we can minimize these impacts

### **Resources**

- Staff
- PPF Board of Directors
- Leave No Trace (LNT)
- Corporate partners
- Businesses
- Volunteers
- Schools
- DCNR

### **Tasks**

1. Register to become a LNT partner, with the benefits that it provides.
2. Find an LNT sponsor to help underwrite costs of LNT program—launch with DCNR funds from Round 26.
3. Coordinate initial Master Trainer Session with DCNR for Spring 2021 with staff, interns, volunteers, and friends members who are interested.
4. Ensure that at least two training participants annually are bi- or multi-lingual.
5. Work with DCNR to design a series of articles and posts on LNT principles for PPF and friends social and print media. Follow LNT on social media and repost their posts.
6. Work with Bureau of State Parks to host a spring 2021 LNT program for chapter leaders who want to understand the principles but do not want to be trainers.
7. Master Trainers will host one workshop per year minimum.
8. Provide T-shirts for PPF LNT team members to brand them when doing programs.



9. Work with the Hiking and Backpacking PA Facebook page to engage users of parks and forests.
10. Coordinate with and actively recruit volunteers to sign up and participate in becoming trainers or attend workshops on LNT.
11. Recognize volunteers at our annual banquet and on the specially designated page of our website so that they are available for programs.
12. Develop press releases to announce when a new master trainer has become certified.

### **Risks**

Continued negative impacts without funding to mitigate impacts.

### **Measurement Criteria**

Growth of program. Number of programs/trainings completed.

**Objective 5: Develop programs with retail businesses that enable consumers to contribute to recreation and conservation projects through donations when purchasing outdoor goods and services.**

### **Significance**

We need to diversify the ways in which funds are raised to address needs list projects.

### **Resources**

- Board Members
- Explore opportunities for local/regional/state partnerships
- National Association of State Park Foundations
- List of potential retail businesses
  - Dick's Sporting Goods
  - Bass Pro Shops

### **Tasks**

1. Review the model that was established with the PA Wilds to raise funds in that geographic area.
2. Look for other potential partners, such as the outdoor industry, businesses near parks/forests, RV dealers, etc.
  - a. Share/utilize the letter sent during COVID to 300 Outdoor and Service Clubs Organizations
  - b. Create a "Connect with Community" list
    - i. Categorize by sectors: retail, community banks, distilleries, etc.
  - c. Craft beverage producers outdoor events on their properties
3. Establish protocols for building relationships and how program would operate.
4. Consider national opportunities through National Association of State Park Foundations.

5. Create a specific legislators/constituents list (e.g., Kings Gap, Soft Edge Software Action Alert)
6. Partner w/Chambers of Commerce for community events (i.e., Shawnee Park Nights)
7. Broaden DEI audience attraction within park or forest's footprint demographics

### **Risks**

Someone taking the funds, not being successful.

### **Measurement**

Amount of funds raised.

**Objective 6: Expand relationships and communication within the Department of Conservation and Natural Resources through a minimum of three annual meetings at the executive level and six annual meetings at the bureau level.**

### **Significance**

Building relationships and improving communication.

### **Resources**

- Scheduling secretaries
- Calendar
- PPF Board
- Technology such as Zoom

### **Tasks:**

1. Set up annual meeting with Secretary/Executive team to share goals and understand current events.
2. Set up bi-monthly meetings with Deputy Secretary for Parks and Forestry.
3. Set up tri-monthly meetings with Bureau Directors of Parks, Forestry and possibly Facility, Design and Construction.
4. Have at least one meeting with the Bureau of Recreation and Conservation.
5. Have at least one meeting with DEI program within DCNR.
6. Host an annual meeting to review state budget proposal with DCNR Executive Team.
7. Public Relations and Outreach Coordinator will meet bi-monthly with communications team at DCNR to share ideas and coordinate messaging relevant to both entities.
8. PPF staff attend at least one Bureau of Forestry annual meeting and one Bureau of State Parks meeting, as well as one regional meeting in each region.

### **Risks**

Miscommunication.

## Measurement

Meetings occur and any necessary follow-ups happen.

## Goal 2. Build a diverse stakeholder base for the sound investment in our parks and forests through messaging and education on the value of our parks and forests for outdoor recreation, the economy, the environment, and for physical, mental and emotional health.

**Objective 1: Develop partnerships with national and state thought leaders in academia, sister organizations, health care industry, and the outdoor recreation industry to build stakeholder and informational relationship.**

## Significance

Through strategic partnerships, we will strengthen the ability to serve our mission and build the stakeholder base to conserve and enhance our parks and forests.

## Resources

- PPF Board of Directors
- Staff
- Friends Chapters
- Academia
- Partners
  - National Recreation & Park Association (NRPA)
  - PRPS
  - Pennsylvania Forestry Association (PFA)
  - Pennsylvania Environmental Council (PEC)
  - National Association of State Park Foundations (NASPF)
  - Outdoor Industry
  - Tourism Agencies
  - Chambers of Commerce
  - Scouting

## Tasks

1. Identify topics for study, research, or information sharing on an annual basis. Goals will be set by October of each year to inform the annual theme of the foundation, newsletter, and electronic content.
2. Identify potential partners by January of each year.
3. Collect data through meetings, conference calls, research, and partnership development.
4. Develop, as needed, means to interpret data for the lay person for inclusion in public materials such as fact sheets, newsletter, online, etc.
5. Utilize the research to inform our work.

6. Create statewide learning networks to share research and best practices online and at health summits (SCORP).
7. Attend at least one tourism or chambers of commerce meeting annually.
8. Identify publications open to PPF and DCNR awareness input: Articles, Blogs, etc. (DCNR Partnership Opportunity)
  - a. Health Care Partnerships: Align with organization’s Community Outreach Approach
  - b. Align with Tag Lines of Health Organizations
    - i. UPMC: Life Changing Medicine
    - ii. Hamilton Health Center: A Tradition for Caring, A Vision for the Future
    - iii. Highmark: Care That Fits Your Life
    - iv. Capital Blue Cross: Be Kind To Your Mind
  - c. Higher Education Institutions
  - d. Mental Health Organizations
  - e. Bankers Newsletters
  - f. Pennsylvania County Commissioners Assn., Township & Borough Supervisors Associations
  - g. National Association of State Parks Foundation
  - h. Pursue opportunities for expanded Walk with the Doc

**Risks**

We cannot accomplish the work of the foundation without building viable partnerships and expanding access to fact-based information

**Measurement Criteria**

Expansion of relationships and increased demand for PPF publications and expertise.

**Objective 2: Develop an annual communication strategy using to inform print and technology platforms to educate the public, promote outdoor recreation, inform on issues, and expand our base.**

**Significance**

Providing fact-based information on the value and importance of parks, forests and recreation to health, the economy and quality of life builds a case for investment.

**Resources**

- Staff time
- Consultant fees-design and writing
- DCNR
- Friends groups
- Partners
- Cross and Crown
- Social Media Influencers
- Billboards
- Local media
- Websites

- Latino Connection info boards

### **Tasks**

1. Annually, work with partners to compile and promote resources describing the physical, mental and emotional health benefits of outdoor recreation and spending time outdoors and to identify trends impacting park, forests and recreation.
2. Use the resources and information to inform the annual PPF PR/Communication Plan, which includes a clear needs statement and budget.
3. Use the plan to message and inform virtual learning opportunities, such as lunch and learns.
4. Deploy education campaigns on topics that prevent people from spending time in the outdoors, such as Lyme Disease, skin cancer, fears, etc.
5. Working with partners, create a statewide learning network to share research and best practices.
6. Develop an outline and budget for any communication pieces needed—fact sheets, infographics, paid advertisements, etc.
7. Share information across platforms and with friends by repurposing messages.
8. Tie our hashtags and handles to others that are relevant to our work, are trending, or to create a place to capture thoughts or images.
9. Create, statewide press opportunities or feature stories based on PR goals.
10. Enhance our search engine optimization to increase interaction with our website and increase access to fact-based data
11. Host monthly social media events that direct people to our website.
12. Monitor all campaigns to know what is successful and replicate.
13. Build traffic to our new webpage when it is unveiled through media releases, contests, social media, e-newsletters and dynamic content. *Ongoing.*
14. Develop a speakers' program to assist in providing programs and staffing tables at events.

### **Risks**

If we do not increase the community's understanding of the value of parks and forests, investment in parks and forests may continue to decline.

### **Measurement Criteria**

Cadre of fact sheets; increased hits on our website; requests for information related to our area of expertise; speaking engagements.

**Objective 3: Take advantage of social momentum to message and build partnerships by annually identifying special days or weeks for messaging, volunteer opportunities, or engagement of the public and media and incorporating into communication plan.**

### **Significance**

Using the momentum of existing events or creating statewide events, we can attract partners and media feed, and utilize the events to engage more people.

### **Resources**

- Staff
- Conservation Heritage Partners
- Documentaries
- State park and forest educators
- Conservation Heritage website
- DCNR
- Interns
- PRPS
- PFA
- Museum Associations
- NRPA
- PEC
- REI
- Earth Day Network
- Get Outdoors PA (GOPA)
- WeConservePA
- DEP
- Pennsylvania Department of Education
- Social media influencers

### **Tasks**

1. By October of each year, outline the special days on which we want to focus—significant anniversaries, statewide celebrations, etc.
2. Create a working calendar of events allowing for collaborations or edits and facilitate deadlines
  - a. Become acquainted with observances, holidays: multicultural calendar
  - b. Governor’s Advisory Commissions Partnerships
    - i. African American
    - ii. Asian Pacific American
    - iii. Latino
    - iv. Women
    - v. LGBTQ
    - vi. Disability
3. Identify who is playing a role in these events and delimit the role that we could have in partnership with others.
4. Allocate budget for social and/or print ads around priority days/months.
5. Annually, identify social media influencers and engage them in our messaging.
6. Set up an annual special celebrations committee with partners to keep communication and roles moving forward.
7. Work with DCNR and PRPS to establish a Love Your Park Week in Pennsylvania.
8. Use existing platforms to promote special days/register participants
9. When possible, use the resources of the Conservation Heritage Project to inform stories and social media posts.

10. Possible events: Martin Luther King Day of Service; Black History Month, Women’s History Month, Rothrock Week, Earth Day, Walk in the Woods Day, Latino Month, Diabetes Awareness Month, 2021-50<sup>th</sup> anniversary of the Environmental Rights Amendment, National Public Lands Day, #OptOutside, etc.
  - a. Encourage Friends to incorporate food trucks, variety of music options
11. Create informational awareness marketing collateral
  - a. Be aware of footprint demographics and offer collateral in various languages (i.e., Spanish)
    - i. Brochures, flyers, 5x7 cards educational & communication items
    - ii. List of park/forest locations, offerings
12. Share at conferences, park events, exploratory engagement, partnership dialogues

**Risks**

The growth of movements in which you are not involved means you are left behind 😊

**Measurement Criteria**

Hits on website; number of programs hosted; engagement of participants.

**Objective 4: Monitor and comment upon legislation and statewide policies that impact parks, forests, recreation and outdoor health as part of the advocacy/public policy committee.**

**Significance**

The Pennsylvania Parks and Forests Foundation is the only non-profit organization whose sole mission is our state parks and forests. In order to ensure that we meet our mission, we must monitor those legislative actions as well as agency initiatives that might have both a positive or negative impact on the resource.

**Resources**

- Staff
- PPF Board of Directors
- PPF Advocacy Committee
- Growing Greener Coalition
- PRPS Advocacy Committee
- SoftEdge Software
- DCNR policy office
- Friends groups

**Tasks**

1. Monitor legislation and initiatives that could impact state parks and state forests.
2. PPF President or delegate will attend the monthly PRPS meetings to benefit from their research on issues affecting parks and recreation.
3. Follow the Land and Water Conservation Fund, Growing Greener III, and state budget on an annual basis.
4. Remain an active and viable member of the Growing Greener Coalition.

5. Comment on DCNR policy initiatives that impact state parks and forests.

### **Risks**

Loss of funding for significant projects and/or impacts to parks and forests.

### **Measurement Criteria**

Success in influencing policy and funding decisions that impact parks and forests, as well as recreation.

**Objective 5: Advance Protect Our Parks and Forests Campaign to increase investments and staffing in our parks and forests by fiscal year 2025.**

### **Significance**

Our parks and forests are seriously understaffed and underfunded. If the state doesn't start to invest, it will only be a matter of time until some will need to close, portions will need to close, or accidents could occur.

### **Resources**

- PPF Staff
- PPF Board of Directors
- PFA
- PRPS
- Sister Organizations
- Outfitters

### **Tasks**

#### **Parks In Forefront**

1. \$1.4 Billion maintenance and infrastructure campaign
  - a. Goal is \$90 – \$100 Million per year
    - American Rescue Plan Funds - \$250 Million
    - Conduct informational legislature tours
    - 47 high hazard dams
    - Abandoned wells
2. Business case for increasing current 1970 Staffing Levels
  - a. 132 outstanding park jobs
  - b. Just the Facts infographics
  - c. Economic Annual ROI \$4M versus \$13M
  - d. Engage decision makers – reallocate dollars
3. Develop a comprehensive PPF brand identity marketing/communication plan
  - a. Market all programs/events to diverse audiences
    - 22+ dimensions of diversity outreach



- b. All Sectors
  - Community, business, education, government, etc.
- c. Align with health value, PA “Work Smart. Live Happy” brand, varied generational expectations
- d. Jim Thorpe: national asset – clean water, food companies
- e. Why Forests: protect water, to thrive, to serve
- f. Capture “unknown/hidden” program offerings and 21<sup>st</sup> Century Opportunities
- g. Bi/Multi language per park/forest footprint

**Risks**

The Foundation needs board involvement to maximize its ability to build partnerships.

**Measurement Criteria**

Building of relationships.

**Objective 6: Expand our current membership by 10% annually.**

**Significance**

If we are the trusted voice and we expand our membership, we become a louder, stronger voice. It also increases the financial investment in the organization.

**Resources**

- Membership plan
- DCNR
- Board of Directors
- Website
- Religious institutions
- Social Media ads
- Community centers
- Ambassadors
- Scout groups
- Newsletter

**Tasks**

1. Work with DCNR to develop a joint communication system within the parks and forests for promoting PPF and Friends.
2. Create an Ambassador program to expand our reach across the state. (see that objective)
3. Utilize speakers bureau to expand our reach.
4. Annually, review membership plan and make adjustments.
5. Use the communication strategy to build connections to the work of the Foundation and Friends.

**Risks**

Disappearing.

## Measurement Criteria

Growth of membership.

## Goal 3: Ensure a place and an experience for everyone in the outdoors.

**Objective 1: Invest in four projects per year that expand access to outdoor recreation for those who have a temporary or permanent physical, mental and/or emotional disabilities or that addresses a need of an underserved population.**

### Significance

According to studies done by the Pennsylvania State University, approximately 15 percent of adult residents of Pennsylvania have some sort of disability and these disabilities can limit their outdoor recreation participation. Simultaneously, we have an aging population.

The Penn State User study found that Pennsylvanians clearly see a connection between health and outdoor recreation. More than three quarters (77 percent) of respondents to the resident survey agreed or strongly agreed that parks, trails and open spaces are an essential part of our health care system.

### Resources

- Statewide Comprehensive Outdoor Recreation Plan
- Technical Advisory Committee for SCORP
- PPF Staff
- DCNR
- GOPA
- PPF Board of Directors
- Needs list
- Chapters/friends
- Centers for Independent Living
- Schools
- Funding partners
- Volunteers

### Tasks

1. Using the PPF barrier checklist, the ADA training worksheets, and the Needs List identify four projects each year on which to focus. Be sure that these projects are addressing a diverse set of needs by engaging diverse users in planning and design.
2. PPF and Chapters to incorporate universal design practices in all projects.
3. Identify potential funding sources and partners for projects each year.
4. Continue to be a voice for accessibility and creating welcoming environments in parks and forests.
5. Work with DCNR and Chapters to promote adaptive facilities and equipment.

6. Work with chapters and partners to develop easy trail loops for various populations and purposes, such as forest therapy, education, sensory, etc.
7. Work with AARP and local senior centers to develop tools to engage seniors while working with PPFV volunteers to increase opportunities for seniors to become involved in volunteerism and recreation.
8. Identify partners and tools that may assist in providing services to user groups, such as sign language, language translation, mobility assistance, recreation equipment loans, and video.
  - a. Accessible Documents – Projects (i.e., Centers for Independent Living)
    - i. Invite all in
      - I. Ensure as many as possible have options to be accessible
    - ii. Autism – Sounds
    - iii. Wheelchair and strollers access
    - iv. Playgrounds age appropriate “touchy/feely” area
  - b. “Belonging” table landscaping and spacing for family gatherings
    - i. Diverse games/sports: i.e., cricket, corn hole, etc.
    - ii. accessibility to boarding a boat
  - c. Cultural Attire: Collaborate with Governor’s Commissions
  - d. General communication information series
    - i. Maps and literature in varied languages per area population demographics
      - I. Smart Phone: scan for your particular language
  - e. Informational inquiries and potential partnerships with Governor’s Commission for Disability, Dept. of Human Services and Labor & Industry
    - i. Pennsylvania provides many services for people who may need help in their day-to-day lives. These programs are offered through different state agencies and county organizations. The best place to learn about the programs that may be available to you by visiting your local county assistance office (CAO).
9. Help chapters understand the barriers that they might address at their park/forest.
  - a. Identify Engineer and Architecture Groups for possible pro bono collaborations
    - i. Example: Easy access to beach area = downgrade of bridge
    - ii. The problem is illustrated plainly by lack of access meaning we “have to carry Grandma over the bridge”
    - iii. Inaccessible rest rooms
10. Assess transportation options for gaining access to parks and forests for those who are unable to drive.
11. WITF Commercial: Scott Lamar feature
12. Short videos aired on local channels (e.g., PCN).
  - a. Show PPFV Validity and Value (i.e., Tour of State Game Land w/PPFF Partners)

## **Risks**

In order to remain relevant to the general population of Pennsylvania, our parks and forests must provide for the needs of all potential users.

## **Measurement Criteria**

Projects completed. Follow up assessments to review work accomplished. Attendance at events. Surveys of participants.

**Objective 2: By Fall 2021, develop a Diversity, Equity and Inclusion Program within the Foundation to ensure welcoming environments in all that we do and in the places where we work.**

## **Significance:**

In 2000, minority populations made up 15.9% of the Pennsylvania population. This rose to 20.5% of the population in the 2010 census (Source: Pennsylvania State Data Center). According to research completed by Penn State for the 2015 State Comprehensive Outdoor Recreation Plan, between 2010 and 2030, the White population is projected to grow by less than one percent, while the Hispanic population is projected to grow 184 percent, to a total of 8.5 percent of the state's population. The African American population is projected to grow 26.6 percent and will remain the state's largest ethnic population. In fact, all other ethnic populations are projected to grow from 2010 to 2030. Given these growth rates, no ethnic population is projected to become the majority population in Pennsylvania by 2030.

The LGBTQ population makes up 4.1% of the population above 18 years old of Pennsylvania. Presented another way, the LGBTQ community ages 13 and above represents 490,000 Pennsylvania residents.

Our parks and forests belong to all of the people and by creating welcoming environments, we reaffirm this fact—our parks and forests belong to all.

## **Resources**

- Staff
- DCNR
- Chapter Leaders
- Campground Hosts
- GOPA
- Communication Consultant
- Interns
- Create a board task force
- Trainers

## **Tasks**

- I. **Diversity, Equity, & Inclusion Level Set Training:** provide an “informative foundation” of awareness, discovery learning, expectations, and initial skill building. Aligned with PPF’s Mission, Vision, Culture of Community, and established Strategic Goals and Objectives

- a. PPF Staff and Board Members participated in DEI Level Set Training: “Embracing Diversity To Connect, Engage, Achieve” Foundational Discovery Learning on September 2 & 9, 2021
- b. PPF Friends and Volunteers participated in DEI Level Set Training: “Embracing Diversity To Connect, Engage, Achieve” Foundational Discovery Learning on September 23 & 30, 2021
2. DEI Moving Forward Strategic Framework Visioning Sessions
  - a. Five overarching goals and their various objectives were selected to identify Diversity, Equity, Inclusion Strategic Initiatives to enable successful implementation and on-going achievement of the PPF 2021-2016 Strategic Plan. Four planning sessions were held on October 7, 14, 21, 28, 2021.
3. Chapter Level DEI Foundational Training
  - a. Campground Host Program
    - i. First and Last Visitor Interaction
  - b. Expectation of “Become Comfortable with Being Uncomfortable” and Equitable Engagement with all Visitors. Ensure a Belonging Approach.
4. Establish a DEI team and set up monthly support calls.
5. Expand training to create regional DEI coaches to assist friends groups in setting up DEI teams.
6. Engage diverse users in the planning and design of outdoor recreation spaces and programs/outreach.
7. Hire four multi-lingual interns to do programs and outreach in parks/forests seeing diverse users. Pilot in summer 2021, with potential to replicate annually.
8. Develop a campground host and park/forest ambassador (guest liaison) training program to improve customer service and charge all hosts/ambassadors with creating welcoming and belonging environments.
9. Offer interpretive services to assist all visitors to our parks and forests.
10. Support PA Outdoor Corps – Youth Program
  - a. Harrisburg Inspiring Skills, Hands on Learning Opportunities, Scholarships
  - b. Provide Outdoor Learning Development with a focus on Underserved Youth
11. Compile list of Diverse Youth Organizations per PPF regional footprint

## **Risks**

User conflicts due to misunderstandings.

## **Measurement Criteria**

Establishment of DEI teams, use of interpretive services. Feedback and observation.

**Objective 3: Develop a “Back to Basics” educational campaign and programs by 2022 to provide skill building workshops and materials for new users or visitors wishing to have new experiences.**

**Significance**

Not knowing how to engage in the outdoors is one barrier that exists for new users or potential users.

**Resources**

- Staff
- Friends Chapters
- DCNR
- Other Partners
- Consultant
- PPF Board of Directors
- Interns/university projects
- Leadership programs
- GOPA
- PRPS
- Outdoor Outfitters
- REI Staff
- Lunch and Learn programs

**Tasks**

1. Work with DCNR, chapters, GOPA, and PRPS to provide skills-based learning opportunities for outdoor recreation activities.
2. Utilize our resources to develop communication pieces and programs on “Back to the Basics” for those new to or interested in exploring outdoor recreation.
3. In partnership with parks/forests, hire interns for hosting educational programs.
4. Work with chapters/parks/forests to host two demo-days with local outfitters per year.
5. In partnership with parks/forests and friends, increase access to first time equipment kits for loan. ([DCNR Partnership Opportunity](#))
  - a. PPF/DCNR purchase rental equipment for each park/forest – fishing, hiking, walking, etc.
    - i. Encourages a “trial run” for new users to engage and have new experiences.
    - ii. Addresses the huge barrier of initial cost investment and encourages participation and visitor retention.
6. Educate new, entry level, and Youth Group users in the basics (i.e., Day Pack)
  - a. Establish win/win partnerships with organizations already doing the work in this field (e.g., REI and Public Lands).
  - b. Bring together different clubs/networks – mountain bikers, runners, hikers – for informational awareness and parks/forests opportunities.
7. Orientation components ([DCNR Partnership Opportunity](#))
  - a. Utilize existing orientation videos and lunch and learn links.
  - b. Update boundary markers with added clarity and welcoming language.
  - c. Marketing campaign of “Did You Know?” to address barriers, challenges, opportunities, and to increase awareness of Pennsylvania’s parks and forests.

8. Work with DCNR and other partners to create a mentoring program and resources to encourage outdoor enthusiasts from diverse backgrounds to become program volunteers.

### **Risks**

Losing new users due to lack of knowledge or access to equipment.

### **Measurement Criteria**

Growth of program.

**Objective 4: Increase youth participation and leadership in outdoor recreation and conservation through media, videos, leadership training and access to the outdoors.**

### **Significance**

Young people are also great entrepreneurs and can be extremely resourceful. Not to mention they are our future community builders, business owners, public servants, and decision makers. If we are to sustain our public lands, we need to engage the next generation of decision makers. By developing these relationships through fun and innovative programming and workdays, we can create a sense of stewardship, ownership, and pride. It could also lead to the creation of a future conservation workforce.

### **Resources**

- Staff
- Chapters
- DCNR
- Academic and organizational partners
- Interns
- Granting Foundations
- Inner City Outings
- Big Brothers/Big Sisters
- GOPA
- Pennsylvania Institute for Conservation Education (PICE)
- Conservation Heritage Project
- Pennsylvania Outdoor Corps
- Scouting groups
- Preschool
- Department of Education
- Charter School

### **Tasks**

1. Support DCNR in their goal to enlist 1,200 young people in the Pennsylvania Outdoor Corps by 2024.
2. Utilize speakers' bureau to outreach to youth programs and online programming.
3. Promote the Wilderness Wheels Transportation Scholarship Program.
4. Work with Pennsylvania Institute for Conservation Education to develop stewardship programs and educational outreach with friends chapters, the Conservation Heritage Project, Stewards of Penn's Woods, and other PPF programs.
5. Explore platforms to attract youth and/or families to programs and volunteer days.

6. Work with local colleges to build partnerships with PPF and Friends groups.
7. Focus on tree planting and clean-up stewardship with a local and holistic Friends Group approach.
  - a. Identify and engage with k-12 schools and colleges existing outdoor/climate programs and projects.
  - b. Engage Friends Group Youth Leadership Teams.
  - c. Enhance/expand existing partnerships: PA Institute for Conservation and the Wildlife Academy
  - d. Partner with Girl Scouts in the Heart of PA (GSHPA), Boy Scouts, Boys & Girls Clubs, and High School & College Environment Clubs
    - i. Awareness and Utilization of Camps and Forests for their programs
    - ii. Share PPF articles for their newsletters, blogs, etc.

### **Risks**

Youth and non-traditional populations are the next decision makers for our natural assets. If they are disassociated from our parks and forests, or from conservation in general, our natural assets stand the risk of not having a protector.

### **Measurement Criteria**

Growth of the program. Increase in number of youth participating in programs. Increase in number of youth engaged in conservation careers. Increase youth volunteerism with friends chapters.

### **Objective 5: Utilize the arts (photography, painting, music, food, etc.) to attract new audiences to parks and forests.**

### **Significance**

Artists tell stories. They help us make sense of our world, and they broaden our experience and understanding. The arts enable us to imagine the unimaginable, and to connect us to the past, the present, and the future, sometimes simultaneously. Source: Huffington Post

### **Resources**

- Staff
- Friends Chapters
- Partners
- Parks and Forests
- Camera clubs
- Art Museums
- Art Departments at schools and colleges
- Tourism Bureaus
- Artists/musicians
- Art associations
- Camp programs
- After school programs
- Latino Connection
- Other diverse businesses



## Tasks

1. Host annual photo contest and use the photos to tell a story.
2. Plan a minimum of one multi-cultural event each year in partnership with friends groups or other partners.
3. Develop a fact sheet on holding arts in the parks programs, such as the one done by Friends of Cowans Gap.
4. Sponsor an annual PPF concert series in parks where friends chapters need assistance building a base and to use as a foundation to launch a new friends group.
5. Research how to hold a food truck rally.
6. Encourage friends to expand the types of concerts held to attract different audiences.

## Risks

Nature inspires art, and by engaging the arts in the outdoors, we build a stronger and broader base of support for our natural world, our state parks and state forests.

## Measurement Criteria

Increased number of events. Friends group development. Reports from friends groups. Number and quality of photo contest entries.

## **Goal 4: Invest in transformative projects and opportunities to enhance and conserve our parks and forests.**

**Objective 1: Utilizing the needs list, identify a minimum of five projects per year and connect to a funding source or a partner to sponsor or complete the project.**

## Significance

The projects in which PPF invests improve the recreational experience for all user groups, reduces environmental impacts, or conserves special places.

## Resources

- Staff
- Grant writer
- PPF Board of Directors
- DCNR
- Business leaders
- Friends Chapters
- Ambassadors
- Partners

## Tasks

1. Ensure that new website show cases needs as well as completed projects to entice donors.
2. Identify five projects in the last quarter of each year for the following year.

3. When possible, bundle these projects into a larger ‘ask’ that has regional impact.
4. Annually, develop a funding and marketing strategy for the projects based on the projects and needs.
5. Depending on the needs, write grants, cultivate donors, or development partnerships to accomplish the projects.
6. Work with parks/forestry and local friends chapters to accomplish the projects.
7. Use social media, press releases, website and eblast to promote the projects and garner enthusiasm.
8. Invest in friends chapter events and projects through fundraising training, loaning of expertise and brain capitol, connecting to resources, and facilitating partnerships.

### **Risks**

A growing list of incomplete projects.

### **Measurement Criteria**

Completed projects.

**Objective 2: Develop chapter leader and PPF board and staff fundraising skills through trainings, workshops, assistance and webinars through-out the year.**

### **Significance**

Friends, working at the local level, are better able to raise revenue from local businesses and individuals for improvements at the park or forest in which they are involved.

### **Resources**

- Staff
- Friends Groups
- Webinars
- Articles in popular journals
- Grant writer
- PPF Board of Directors
- Consultants

### **Tasks**

1. Host webinars and in-person training on fundraising. *Ongoing.*
2. Develop templates or fact sheets for fundraising, particularly if many groups are seeking funds for a similar project.
3. Work with Friends Chapters to seek grant funds for friends initiatives.
4. Utilize the PPF board of directors and their contacts when needed to leverage funds.
5. Invest in an annual professional fundraising speaker presentation for chapter training.
6. Showcase chapter fundraising successes in the PPF newsletter and chapter tidbits to encourage collaboration, celebration and excitement.

## Risks

Unfunded projects.

## Measurement Criteria

Increased funding to address friends activities.

**Objective 3: Reinvigorate Corporate Membership Program by \$50,000 annually by 2023 to strengthen PPF's ability to implement transformational projects.**

## Significance

Increased membership ensures the community at large is engaged in our mission. Additionally, members are donors and help ensure we are sustainable financially long-term.

## Resources

- Corporate and/or Development committee
- Staff
- Marketing materials
- DCNR

## Tasks

1. Review with a panel of corporate leaders the terms of our corporate membership program.
2. Work with DCNR to identify ways to recognize corporate contributions to projects and programs within state parks and forests.
3. Identify five small, five medium, and five large businesses or corporations to reinvigorate the membership program.
4. Empower corporations to get outside by offering lunch and learns or outdoor volunteer opportunities as part of corporate membership package.
5. Partner with Healthcare Industry in the education piece.
6. Connect with all industries
  - a. Identify an organization's approach and/or CSR and ESG statements and align PPF proposals/asks.
    - i. Earth Day – Tree Planting
    - ii. Corporate Volunteer Lunch and Learns
    - iii. Adopt a Park/Forest
    - iv. Restoration of a Cemetery - Different Model

## Risks

We limit our ability to reach our financial goals if we don't recruit new corporate members. If we don't effectively recruit new members, we may be in jeopardy of not reaching our financial goals.

## Measurement Criteria

Reaching our membership goals by designated date

**Objective 4: Host a minimum of twelve park and forest tours annually for the media and decision makers.**

## Significance

The public and decision makers need to understand the threats to our parks and forests, the funding and staffing needs, and the value of these places to ensure their protection.

## Resources

- Friends groups
- Board members
- Media Contacts
- Legislators
- Stakeholders

## Tasks

1. Assess key legislative areas annually for targeting tours.
2. Work with friends groups, when available, to host tours.
3. Continue to build the stakeholder database and invite stakeholders to tours.
4. Research online opportunities for when in-person options are limited.
5. Create virtual tours based on park/forest and/or by theme—dams, bridges, etc.
6. Host talks with local businesses, chambers, etc. on the value of investing in parks/forests.

## Risks

Failing to build an awareness of the needs and the value could result in funding moving away from our parks and forests.

## Measurement Criteria

Reports on visits, meeting 12 annually, with attendance and media coverage.

**Goal 5: Strengthen the capacity of PPF, friends' chapters and volunteers through strategic investment of time, talent and revenue.**

**Objective 1: Increase board engagement in advancing PPF's mission through annual training and awareness building activities and strategic recruitment.**

## Significance

Board engagement is critical to the success of the Foundation. Not only are board members critical to raising the financial capital to invest in the organization, they can use their experience and connections to further the mission of the organization.

## Resources

- Staff
- PPF Board of Directors
- Board committees
- DCNR
- Consultants

## Tasks

1. Annually prepare a matrix of board skills and needs by June of each year to kick off board recruitment process.
2. Develop a pipeline of potential board members and engage with them prior to nominating them as board members.
3. Create an annual board self-evaluation for board members.
4. Assign a board mentor to every new board member, *annually*.
5. Capture new board member perspectives to inform current and future operations.
6. Develop a culture of engagement and friendship within the board through team building opportunities, mission-vision updates, and networking opportunities.
7. Review the board committees and create task groups based upon objectives and programs outlined in the strategic plan annually by May board meeting.
8. Encourage board members to visit parks and forests, as well as friends groups, to better understand the resources and challenges.
9. Encourage board members to participate in one volunteer opportunity each year.
  - a. Park/Forest on site “in person, hands on” board retreat experience with planting of trees
10. Quarterly board member engagement items for discussion: DEI, New Engagement and Fundraising
11. Meeting evaluation questions provided for board members to answer at the end of each meeting.

## Risks

Failure of the board to be advocates and fundraisers for PPF.

## Measurement Criteria

Increased engagement of the board and long term sustainability of PPF.

## Objective 2: Expand the development work of the board.

## Significance

People give to who they know. By expanding our network, we can advance our development plan and raise revenue for needed projects and programs.

## Resources

- Staff
- Consultants/contractors
- PPF Board of Directors
- Board committees
- Development Plan

## Tasks

1. Implement the ambassador program.
2. Annually update and implement the development plan.
3. Increase unrestricted donations by 10% annually.
4. On Boarding Expectations
  - a. Personal Donation(s)
  - b. Expectation to Raise Funds
  - c. Identify and/or Offer Fundraising Options
  - d. Provide Connections to Potential Funding
  - e. How to ask for funds
5. Communicate Importance of 100% Board Contribution: Applying for Grants Criteria
6. Brand Marketing of 100% Board Participation and Engagement
7. Diverse Marketing Approach Dialogue
8. Engagement of achieving PPF Strategic Plan Initiatives
9. Virtual Meeting Participant Etiquette
  - a. Take control of your own noise:
    - i. Mute yourself when you sign on and when you are not speaking. This prevents any unexpected background noise from causing a distraction.
    - ii. You need to consider what other people can — and cannot — hear.
  - b. Speak clearly, but do not yell. Don't be afraid to ask if people can hear you well.
  - c. Turn your camera on.
  - d. Participate, Add Value.
  - e. Sit in a quiet area.
    - i. Ensure that you have a quiet area in which to conduct or participate in a virtual meeting. This is one of many virtual meeting norms that people — especially in a business environment — have come to expect. If you have dogs barking or roommates chatting in the background, it can be extremely distracting. Also, consider the noise that fans or air conditioning units make. The air movement can interfere with your microphone, creating a constant buzzing or ambient noise. You may not hear it, but others in your meeting almost certainly will.
  - f. Eye Contact.
    - i. You will also need to take note of how you interact with the camera. In order to make “eye contact,” you will need to look directly into the webcam. Most people look at their computer screens. While there's technically nothing wrong

with this, it will appear to others that you are looking down, rather than looking at their eye level.

g. Participation

- i. If your virtual meeting is more of a conversation between colleagues, you need to ensure that everyone gets the chance to ask and answer questions.

**Risks**

Lack of funding

**Measurement Criteria**

Funding diversification.

**Objective 3: Build chapter boards to improve overall capacity on an annual basis.**

**Significance**

Board engagement is critical to the success of any volunteer organization. As leaders of a friends chapter the board members are held accountable to their members, the park/forest, PPF and to the community as whole. Each board member brings experience, knowledge and connections to further the mission of the Friends chapter.

**Resources**

- Staff
- Consultants
- Volunteers
- Friends boards
- Online opportunities
- Local leadership programs
- Website
- Quarterly calls to chapter leaders

**Tasks**

1. Reestablish and expand the Friends Committee of the PPF board of directors to include more chapter leaders.
2. Train friends groups on board recruitment. Provide annual training for all chapter board members.
3. Create a briefing packet for newly appointed chapter officers specific to the responsibilities of the chair, vice-chair, treasurer and secretary.
4. Host annual new-leader trainings and pair with neighboring chapters for mentoring.
5. Develop a culture of engagement and friendship with and within the chapters through facilitated discussions and annual meetings.
6. Facilitate the networking of chapter board members at PPF retreats and informally in their regions.
  - a. Utilize the strategic planning survey results to develop trainings for friends groups.

## **Risks**

Failure of the board to be advocates and fundraisers for chapters.

## **Measurement Criteria**

Increased engagement of the board and long term sustainability of chapters.

**Objective 4: Take advantage of and expand upon existing digital platforms to build volunteerism with friends and in parks and forests.**

## **Significance**

Need to reach wider audience

## **Resources**

- DCNR
- Friends groups
- AARP
- Volunteer Match
- REI
- Meet UP
- Facebook
- GOPA
- PRPS

## **Tasks**

1. Set up quarterly calls with partners.
2. Review existing platforms—present findings.
3. Recommend best platforms and establish protocol for using.
4. Establish roles in posting
5. Monitor platforms and make shifts on an annual basis.
6. Cross promote where possible.

## **Risks**

Confusion. Missing or losing volunteers.

## **Measurement criteria**

Increased participation

**Objective 5: Annually, host a minimum of three volunteer trainings-in person or virtually based on needs identified by volunteers, friends, park or forest staff.**

## **Significance**

Builds the base of qualified volunteers while recognizing their importance to the overall success of our mission and DCNR's.



## Resources

- Staff
- PPF Board of Directors
- Partners
- DCNR
- Sister organizations, such as other volunteer programs, state park foundations, etc.
- Chapter Leaders
- GOPA
- Park Maintenance Institute
- Contractors/qualified instructors

## Tasks

1. Organize training—in person, webinars and fact sheets--as identified by PPF, DCNR, and Friends Chapters.
2. Recognize those trained with certificates either through the training entity or PPF.
3. When possible, include others in training to expand potential volunteer base.

## Risks

Deterioration of amenities in parks and forests; lack of accessibility to accommodate a wider range of users.

## Measurement Criteria

Number of trained volunteers implementing their knowledge through volunteer days and programs.

## GLOSSARY OF ACRONYMS

DCNR: Department of Conservation & Natural Resources

DEIJ: Diversity, Equity, Inclusion, Justice

DEP: Department of Environmental Protection

GOPA: Get Outdoors PA

LNT: Leave No Trace

NASPF: National Association of State Park Foundations

NRPA: National Recreation & Park Association

PEC: Pennsylvania Environmental Council

PFA: Pennsylvania Forestry Association

PICE: Pennsylvania Institute for Conservation Education

POC: Pennsylvania Outdoor Corps

PRPS: Pennsylvania Recreation & Park Society

SCORP: Statewide Comprehensive Outdoor Recreation Plan

## **APPENDIX 1 – AMBASSADORS PROGRAM**

### **WHY AN AMBASSADOR PROGRAM?**

Pennsylvania has an award winning park and forest system. These special places receive over 40 million visitors a year and are engines for improving human and environmental health while also supporting and growing local economies.

As a result of inadequate state support, despite enormous public demand and affection, the parks and forests remain in continuous need of charitable support.

The Pennsylvania Parks and Forests Foundation (PPFF) was formed in 1999 to, in part, promote private philanthropy for, and stewardship of, these special places.

Our parks and forests have a compelling and urgent message of value and need that must be widely shared to both raise their importance to decision makers and attract charitable support.

Countless Pennsylvanians have personal stories that we can share of time spent in our parks and forests and have friends and acquaintances who are eager to hear those stories. The best way to relay the message is person to person, one story at a time, by those who care for and appreciate these special places.

Ambassadors are those who are willing to share their stories and time, in concert with and with the support of the Foundation, to increase awareness of need and instill a willingness to give.

By providing Ambassadors with the right information and assisting their efforts, PPFF will expand its reach and resources with champions for our mission and the stewardship of our parks and forests.

### **WHO WILL BE AMBASSADORS?**

#### **❖ CURRENT BOARD MEMBERS**

- ❖ Past board members
- ❖ Prospective board members
- ❖ Past DCNR or government employees
- ❖ Known friends and supporters of PPFF
- ❖ Park and forest enthusiasts
- ❖ Owners or managers of companies that rely on the parks and forests

Ambassadors would be recommended by staff and identified to the Board of Directors. Recognition as an Ambassador would be coordinated so that training could be organized in groups, e.g., no more than twice a year.

Ambassadors must be chosen for their passion for the parks and forests and their energy and enthusiasm; they should not be reluctant.

The number of Ambassadors is limited only by the number of people found who have a passion to develop resources for the parks and forests and a willingness to work on it.

## **WHAT ARE THE RESPONSIBILITIES OF AMBASSADORS?**

To represent and promote Pennsylvania Parks and Forests Foundation (PPFF) to the public in a concerted effort to significantly increase charitable giving.

More specifically:

### **Meetings and Time Commitment:**

- Periodic meetings or phone calls with Ambassadors and PPFF staff
- Attend a reasonable number of events such as the annual PPFF Banquet and fundraising events
- Stay informed of the initiatives of PPFF through phone calls, PPFF website, reading emails, newsletters and other communications from the foundation

### **Expectations:**

- Be familiar with the PPFF Fundraising/Friendraising Toolkit.
- Make an annual personal contribution at a meaningful level.
- Be responsive to staff requests for information or help.
- Work with staff to succeed at getting introductions and/or opportunities to make presentations to potential donors or businesses.
- Participate in annual development initiatives, as requested: calls, emails, annual appeal letter.
- Keep PPFF apprised of personal efforts and successes.

## **MENU OF TASKS AN AMBASSADOR MIGHT PERFORM**

### **Thinking and Planning:**

- Determine skillsets to share such as: speaking, writing, asking, compiling prospect contact information, introducing, social media promotion, organizing, attending events, etc.
- Think regularly about the potential for fund development and ways to generate awareness of PPF's impact in parks and forests.
- Compile a list of community contacts (philanthropists, business leaders, and foundation trustees) who have potential to fund PPF or projects on the parks and forests *Needs List*.
- Contact civic groups in your community to arrange speaking presentations.
- Seek opportunities for and/or staff free table display (trade groups, festivals, chambers of commerce).
- Have a short elevator speech and conversation-starters ready.

### **Reaching Out:**

- Invite friends or prospects to a park or forest for recreation or an event.
- Share the story of our parks and forests each time you meet people or are in groups.
- Send potential donors a letter or info, have a coffee meeting, share an article about PPF, or a newsletter or other promotional PPF piece.
- Visit or accompany staff on visits to potential prospects and current donors.
- Promote the Extraordinary Give in October and November.
- Host an Extraordinary Give Party.
- Thank donors personally who responded to requests.
- Share PPF social media on personal social media pages.
- Wear PPF garb when out in the parks.
- Have each ambassador's picture and reasons they love our parks and forests ready for social media posts. Share one per week or month.

## **WHAT IS THE RESPONSIBILITY OF PPF STAFF?**

- Learn and develop the particular "gifts" and talents that each Ambassador has for some aspect of the development process, e.g., introducing, asking, researching, meeting, events, so that they can work as a cohesive whole.
- Work with board and development committee to recruit and train ambassadors.
- Train ambassadors twice a year through WebEx or in person (when possible).
- Toolkit, PPF mission, information on parks and forests, personal style quiz, etc.
- Offer online training throughout the year through paid for and free webinars.

- Set up online or social channel for ambassadors to share information and meet for encouragement.
- Set up monthly Ambassador Updates to share information and quarterly WebEx call.
- Provide Ambassadors with items needed to complete meet their personal Ambassador goals such as: sample letters and emails, scripts, newsletters, handouts, etc.
- Someone on staff to be the point person and routinely reach out to the Ambassadors with either information or an ask.

## **KEEPING AMBASSADORS ACCOUNTABLE, ENGAGED AND MOTIVATED**

- Keep track of and share the basic metrics of success: the numbers of the total donors, numbers of repeat donors, numbers of new donors, the average donated amount, the total amount donated.
- Reward and celebrate successes of Ambassadors? (Gifts? public recognition/introduction at events? Share progress of Ambassadors at board meetings, special ribbons at banquet)
- Simple “thank you” on a regular basis.
- Recognition on PPF Website, at banquets, events.
- Everyone has a different style / comfort level. Marci and staff need to understand individual motivations of Ambassadors.
- If Ambassadors work on a specific initiative such as funding for a new dock they should be kept informed as to the progress of the initiative.
- Invite an Ambassador to a Board meeting.
- Ambassadors share their successes; enthusiasm and success are contagious.

## **SOME INITIAL CANDIDATES FOR "AMBASSADORSHIP":**

- |                     |                  |
|---------------------|------------------|
| • All Board members | • John Oliver    |
| • Paul Caulfield    | • Joanne Raphael |
| • Jen Cruver-Kibi   | • Rob Wonderling |
| • George Asimos     | • Gary Smith     |
| • Matt Haar         | • Bill Forrey    |
| • Charlie Davidson  | • Andy Mowen     |

## APPENDIX 2 – DCNR AWARENESS AND POSSIBLE COLLABORATIONS (DEI STRATEGIC VISIONING)

DCNR Initiative	DCNR Gatekeeper	Stakeholder Collaboration	Commonwealth ROI	Note/Comment
1. <b>Collaborate w/DCNR on improving cumbersome process for becoming a Volunteer</b>	○	○ PPF	○ User friendly ○ Increased engaged applications	○
2. <b>Arrange a “Volunteer Day” and market on social media, etc.</b> <ul style="list-style-type: none"> <li>• Collaborate w/PPFF on developing a “Career Day/Early Engagement” Initiative (Determine Grade Level)</li> <li>• Reach out to Illinois Water &amp; Land – Leave No Trace Initiative Components <ul style="list-style-type: none"> <li>▪ Focus: 3rd Graders in 3 Counties provided lunch</li> </ul> </li> <li>• 28 Stations set up – opportunity to visit 3-4 stations</li> </ul>	○	○ PPF ○ PRPS-PA Park and Recreation Society	○ Exposing and Educating the next multi-racial generation in healthy outdoor experiences ○ Awareness marketing tool for DCNR and participating vendors ○ Collaborating w/schools on field trips	○
3. <b>Ensure DCNR’s website is searchable and accessible</b>	○	○ Oh, Ranger! App	○ DCNR brand identity of user-friendly access for all	○

DCNR Initiative	DCNR Gatekeeper	Stakeholder Collaboration	Commonwealth ROI	Note/ Comment
<p><b>4. Collaborate with PPF on “Belonging” Signage</b></p> <ul style="list-style-type: none"> <li>• Awareness = Words Matter, Unintentionally Offensive</li> <li>• Placement = Not knowing if Allowed on “State Land”</li> <li>• Needs to be at the entrance</li> <li>• Why are some signs saying “Private Property” at entrances to State Park/Forest?</li> <li>• How do citizens/visitors know it is a State Park and they are free to utilize?</li> <li>• The “Welcoming” should not be part of the “Rules” sign</li> <li>• Size and Image Design</li> </ul>	<ul style="list-style-type: none"> <li>○ Emily</li> </ul>	<ul style="list-style-type: none"> <li>○ PPF</li> </ul>	<p>dimensions of diversity</p> <ul style="list-style-type: none"> <li>○ Bringing clarity and an inclusive message</li> <li>○ Ensuring everyone can see themselves in image and messaging</li> <li>○ Brand identity of openness and “everyone belongs”</li> </ul>	<ul style="list-style-type: none"> <li>○ Bi-lingual Signage</li> <li>○ Not just Spanish e.g., Vietnamese, French, Bosnian</li> </ul>
<p><b>5. Orientation Components:</b></p> <ul style="list-style-type: none"> <li>• Utilize existing orientation videos and lunch and learn links.</li> <li>• Update boundary markers with</li> </ul>	<ul style="list-style-type: none"> <li>○ Park Managers</li> <li>○ District Foresters</li> </ul>	<ul style="list-style-type: none"> <li>○ PPF</li> <li>○ Oh, Ranger! App</li> <li>○ Bucks County Hunters &amp; Anglers</li> <li>○ PA Outdoorsmen</li> <li>○ Women Outdoors</li> <li>○ Trout Unlimited</li> <li>○ ATC</li> <li>○ AMC-Appalachian</li> </ul>	<ul style="list-style-type: none"> <li>○ Increased awareness and addressing the known challenges &amp; barriers enable engaged PA</li> </ul>	<ul style="list-style-type: none"> <li>○ Oh, Ranger! To capture available Loaner Equipment for each State Park</li> </ul>

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<p>added clarity and welcoming language</p> <ul style="list-style-type: none"> <li>Marketing campaign of “Did You Know?” to address barriers, challenges, opportunities, and to increase awareness of Pennsylvania’s parks and forests.</li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>	<p>citizens and across the board tourism.</p> <ul style="list-style-type: none"> <li>An inclusive experience is the best word of mouth marketing</li> </ul>	
<p>6. <b>PPFF/DCNR purchase loaner equipment for each park/forest – fishing, hiking, walking, etc.</b></p> <ul style="list-style-type: none"> <li>Encourages a “trial run” for new users to engage and have new experiences.</li> <li>Addresses the huge barrier of initial cost investment and encourages participation and visitor retention.</li> </ul>	<ul style="list-style-type: none"> <li>Category Marketing w/Signage</li> </ul>	<ul style="list-style-type: none"> <li>PPFF</li> <li>Camp Hosts</li> <li>Hook &amp; Bullet Crowd</li> <li>REI</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced experience</li> <li>Visitor attraction, and recurring visits</li> <li>Addresses the potential socio-economic barrier of not being able to participate</li> </ul>	<ul style="list-style-type: none"> <li>Identify agreed upon display location at each location</li> </ul>
<p>7. <b>Identify Publications/ Newsletters/Blogs for PPFF &amp; DCNR Articles and or Marketing Events</b></p>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>PPFF</li> <li>Jessica-PA Outdoor Writers</li> <li>Community Committee</li> </ul>	<ul style="list-style-type: none"> <li>Informational and educational awareness, resources, outdoor participation opportunities</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>



DCNR Initiative	DCNR Gatekeeper	Stakeholder Collaboration	Commonwealth ROI	Note/Comment
			<ul style="list-style-type: none"> <li>○ Opens the door for cross sectors knowledge sharing engagement and possible partnerships</li> </ul>	
<p><b>8. Raise Awareness and Collaborate with PPF on:</b></p> <ul style="list-style-type: none"> <li>● Identifying Meeting Spaces</li> <li>● Process and Cost on Pavilion Holds versus Free (No Sign?)</li> <li>● Equitable Reservation System and Communication Clarity</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>○ PPF</li> </ul>	<ul style="list-style-type: none"> <li>○ Brings clarity to the reservation system</li> <li>○ Challenges the perception that there is a lack of fairness</li> <li>○ Ensures everyone can participate regardless of their culture</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>
<p><b>9. Partner with Brick &amp; Mortar and Cyber Charter Schools on their Student Educational Field Trips</b></p> <ul style="list-style-type: none"> <li>● Opportunity for Park Staff to provide Educational Activities and Learning Tours</li> <li>● Chamber of Commerce</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>○ Tammi Peffer-Board of Education</li> <li>○ Allison Acevedo-Environmental Justice</li> </ul>	<ul style="list-style-type: none"> <li>○ Raising DCNR profile across generations and organizational sectors</li> <li>○ Exposes PA youth to alternative fun and healthy activity options.</li> <li>○ Opens the career</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>

DCNR Initiative	DCNR Gatekeeper	Stakeholder Collaboration	Commonwealth ROI	Note/Comment
Opportunity to Host Meetings			opportunity door.	
<b>10. Create a “Repair &amp; Improvement” List</b>	○	○	<ul style="list-style-type: none"> <li>○ Safety, Environment, Tourists Retention</li> <li>○ PA cares about its parks &amp; forests</li> </ul>	○
<b>11. Update DCNR “No Alcohol” Rule</b> <ul style="list-style-type: none"> <li>• Look at Waiver Process to ensure it is equitable</li> </ul>	○	○ PPF	○ Managing the perception of equality and fairness in all participating situations.	○
<b>12. Enhanced Tourism Marketing</b> <ul style="list-style-type: none"> <li>• Easily located PPF and Friend Groups links on DCNR website <ul style="list-style-type: none"> <li>• Separate Tabs versus 4-5 clicks</li> </ul> </li> <li>• Additional brochure holders, posters, bulletin boards at each location</li> </ul>	○	<ul style="list-style-type: none"> <li>○ PPF</li> <li>○ <a href="#">Outdoor Adventures   visitPA</a></li> <li>○ <a href="#">visithersheyharrisburg.org</a></li> </ul>	<ul style="list-style-type: none"> <li>○ Easy, affordable enhanced informational communication and marketing vehicles</li> </ul>	<ul style="list-style-type: none"> <li>○ Present at regional meeting</li> <li>○ Possibly PPF will seek grant to do each park</li> </ul>