The Lower Susquehanna Center for Land and Water

Strategic Plan

June 2009

Healthy land, water, and communities through collaboration and exchange.

Table of Contents

Acknowledgements	ii
Map of Initial Target Region	iii
Executive Summary	1
Section One Introduction	7
Section Two The Coalition	13
Section Three Vision, Mission & Values	14
Section Four Goals, Objectives & Initiatives	15
Section Five Prioritization	22
Section Six Implementation	27
Appendix A Detailed Initiative Descriptions	32
Appendix B Balanced Scorecard	115
Appendix C Implementation Timeline	126

Acknowledgements

The development of this strategic plan would not have been possible without financial support from the Pennsylvania Department of Conservation and Natural Resources through a conservation planning grant to the County of Lebanon, and the additional financial support of many of our partner organizations, including Capital Area RC&D, Central Pennsylvania Conservancy, Chesapeake Bay Foundation, Chiques Creek Watershed Alliance, Conoy Creek Watershed Association, Doc Fritchey Chapter of Trout Unlimited, Donegal Chapter of Trout Unlimited, Elizabethtown College, Hershey Trust Company, Lancaster County Conservancy, Lebanon Valley College, Lebanon Valley Conservancy, Manada Conservancy, South Londonderry Township, and Tri-County Conewago Creek Association.

Special thanks to the Lebanon County Commissioners, Commissioner William Carpenter, Commissioner Jo Ellen Litz, and Commissioner Larry Stohler, and the Lebanon County Planning Department for their initiative and support of this plan.

Thanks also to John Rogers and Phil Wallis of Keystone Conservation Trust for their professional facilitation expertise during the planning process, and to Milton Hershey School, Agricultural and Environmental Education Program, for graciously providing meeting space.

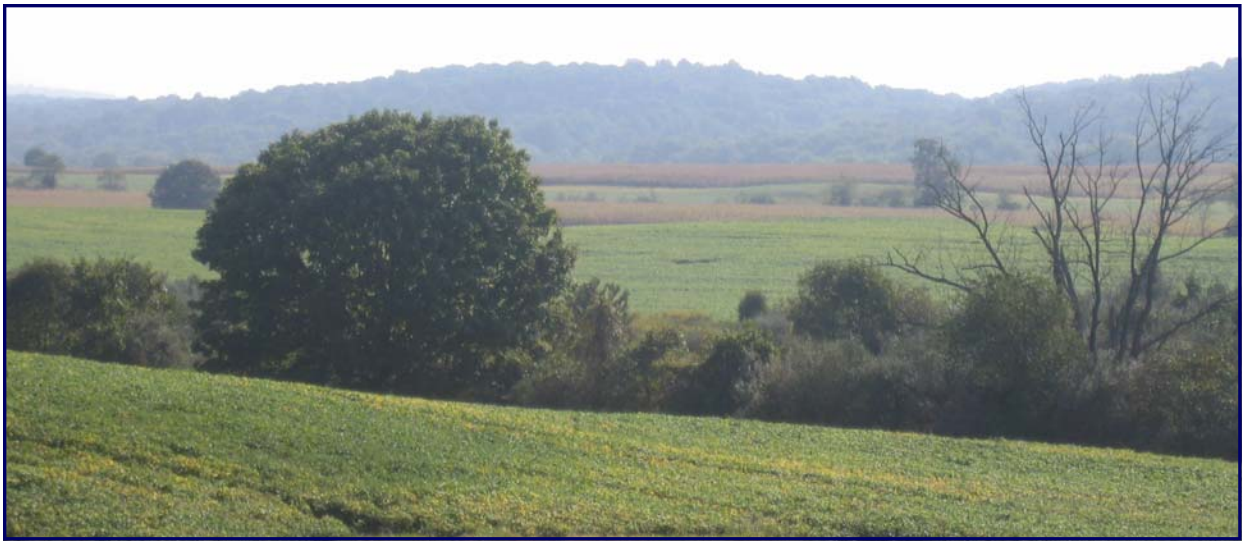
A special thanks to those individuals who attended the strategic planning sessions and donated their time and talents to develop this plan: Mike Benner, Pat Bowling, Jineen Boyle, Mike Eschenmann, Mary Gattis-Shell, Andrew Gavin, Russ Guthrie, Stephanie Harmon, Rugh Henderson, Beth Kirman, Matt Kofroth, David Lasky, Melody Lovelidge, Jo Ellen Litz, Earl Meyer, Gerry Miller, Owen Moe, Tom Murray, Glen Nephin, Susan Parry, Kim Patten, George Porter, Mike Potthoff, Phil Rothermel, Matt Royer, Stephanie Rynders, Steve Shank, Kyle Shenk, Jack Stouffer, Brady Stroh, Kris Troup, John Van Zant, Greg Wilson, Jennifer Wootsick, and Sally Zaino.

This project was financed in part by a grant from the Community Conservation Partnerships Program under the administration of the Department of Conservation and Natural Resources, Bureau of Recreation and Conservation.

Map of Initial Target Region

Executive Summary

Ensuring the future quality of life for the people of the Lower Susquehanna region while protecting our land and water resources is a shared goal of a host of local groups including municipalities, land trusts, watershed groups, government agencies, business groups, public service groups, and educational institutions. These groups share one powerful common vision—healthy land, water, and communities for existing and future generations. While these groups do many great things, most are limited in terms of money, time, and staff, and realize that a productive coalition can enhance their efforts. Over thirty of these groups formed a coalition known as the **Lower Susquehanna Center for Land and Water**. The coalition developed this Strategic Plan as its blueprint for meeting collective land and water conservation goals.

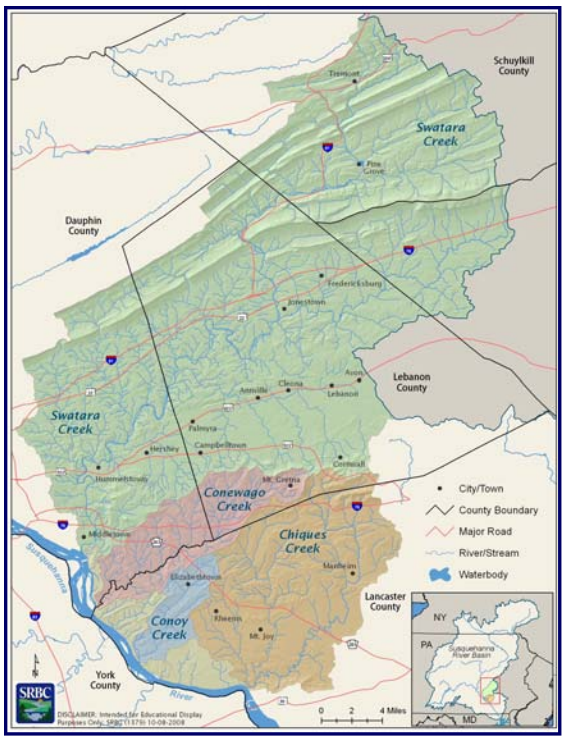


Vision and Mission

The Center's mission is to enhance the effectiveness and capacity of all towards our joint vision: **healthy land, water, and communities through collaboration and exchange.** The Center will galvanize local efforts, provide increased capacity, facilitate partnerships, and instill stewardship in existing and future generations. The Center's collaborative efforts will conserve land, improve water quality and aquatic resources, improve land use practices, and ensure economic vitality throughout the Lower Susquehanna region.

Geographic Focus

As an initial target area, the Center will focus its work primarily in the adjacent Lower Susquehanna watersheds of Swatara, Conewago, Conoy and Chiques Creeks, with particular focus on Dauphin, Lancaster, and Lebanon Counties. Such geographic focus allows the Center to facilitate and implement initiatives in a small enough area that real progress can be achieved, yet can also be felt on a regional, multi-county and multi-watershed scope. As the Center grows, it may look to broaden its reach into other parts of the region.



Goals and Objectives

Five goals of the Center were established, relating to **Land Protection**, **Water Resources**, **Land Use**, **Education**, and **Organizational Strengthening**. These goals broadly state the expected results of the organization in fulfilling its vision and mission. For each goal, several objectives were also established. The objectives help explain the components of the goals and in what direction progress toward meeting the goals is expected.

Goal 1. ***Supporting others in preserving land.***

Goal 2. ***Support others in improving and maintaining water quality and aquatic resources.***

Goal 3. ***Improve land use practices.***

Goal 4. ***Assist educational institutions in meeting and enhancing environmental education curriculum goals.***

Goal 5. ***Organizational strengthening.***

Initiatives

To create an actionable conservation strategy for meeting goals and objectives, initiatives were also identified and developed. Forty initiatives were developed in all. Each initiative was thoroughly evaluated and prioritized through a value and risk assessment, and several key initiatives were identified as high priority for implementation. Among these key initiatives are:

- ***Developing a natural resource inventory and prioritization process for restoration and protection.***
- ***Developing and implementing a process for working with municipalities on land and water conservation goals.***
- ***Facilitating partnerships between conservation organizations and developing inventories of coalition skills and needs.***
- ***Facilitating partnerships with educators and providing mentoring and interning opportunities for local students.***

The priority assessment was used to create a five-year phased strategy for implementation. All of the initiatives were identified as Phase 1, 2, or 3 initiatives. The initiatives listed above and other high priority initiatives were identified as Phase 1 to be implemented first, within the first two years. Phase 2 initiatives are important initiatives that should be undertaken within two or three years. Phase 3 initiatives are more long term initiatives achievable in years four or five, some of which may be more feasible once the Center grows organizationally.

All of the Center's goals, objectives, and initiatives are listed in their respective implementation phases (*1*, *2*, or *3*) at the end of this executive summary.

Organizational Structure

Initial leadership is through a **Steering Committee**, with members representing interested partner groups.

To facilitate implementation of the Center's goals, **Land, Water, and Education Committees** have been established. **Resource Committees** made up of representatives from local and state government and business sectors will also be established, to serve in an advisory capacity and provide a vehicle for information exchange and partnering.

Goal 1. Support others in preserving land.

Objective 1. Provide technical assistance.

1.1. Develop a natural resource inventory and prioritization process. (1)

1.2. Facilitate the ability to hire consultants and recruit interns and volunteers. (2)

Objective 2. Provide funding assistance.

1.3. Build financial capacity. (3)

1.4. Provide grant research. (3)

1.5. Facilitate corporate partnerships. (2)

Objective 3. Increase capacity of local groups involved in land preservation.

1.6. Facilitate partnerships between conservation organizations. (1)

1.7. Assist in organizational strengthening of local groups. (2)

1.8. Support acquisition of easements and land for public benefit. (2)

1.9. Support initiatives to create greenways. (2)

Goal 2. Support others in improving and maintaining water quality and aquatic resources.

Objective 1. Encourage collaborative land and water protection efforts.

2.1. Develop Land and Water Path to Success for municipalities. (1)

2.2. Assist municipalities in developing land and water protection ordinances. (1)

2.3. Support counties in undertaking Act 167 Stormwater Management Plans. (1)

2.4. Encourage and support development of source water protection programs. (1)

Objective 2. Provide resources regarding the value of water quality.

2.5. Inventory skills and available resources of partner organizations. (1)

2.6. Gather and promote local watershed success stories. (2)

2.7. Assist with watershed education and outreach events. (3)

Objective 3. Identify and prioritize sites for restoration and protection.

2.8. Inventory existing watershed assessment and restoration plans. (1)

2.9. Assist groups in periodic prioritization review of projects. (3)

2.10. Assist groups in developing plans for unassessed watersheds. (3)

Objective 4. Assist groups in implementing restoration and protection projects.

2.11. Develop a repository of projects ready for implementation. (1)

2.12. Develop and implement a landowner outreach program. (3)

2.13. Develop and implement a volunteer link system. (3)

2.14. Develop and implement a riparian buffer maintenance program. (3)

2.15. Develop and maintain a native micro-nursery for use by area groups. (3)

2.16. Develop a funding clearinghouse. (3)

2.17. Provide grant writing and administration assistance to groups. (3)

2.18. Assist groups in promoting forest riparian buffer establishment. (3)

2.19. Assist groups in promoting agricultural best management practices. (3)

2.20. Provide stream restoration technical assistance. (3)

Goal 3. Improve land use practices.

Objective 1. Identify and coordinate environmental initiatives.

3.1. Create a path for the evaluation of land and water conservation tools. (1)

Objective 2. Facilitate partnerships to increase efficiency of action.

3.2. Develop and expand partnership opportunities. (2)

Objective 3. Create a repository of information on best management practices.

3.3. Create repository of best management practices information. (2)

Objective 4. Communicate best management practices.

3.4. Create educational program for engineers, developers, and contractors. (3)

Goal 4. Assist educational institutions in meeting and enhancing environmental education curriculum goals.

Objective 1. Provide authentic and experiential education opportunities.

4.1. Provide mentoring and interning opportunities for students. (1)

Objective 2. Provide opportunities and resources to educators.

4.2. Raise awareness among educators of Center goals and resources. (1)

Objective 3. Raise citizen awareness through environmental education.

4.3. Create system to increase opportunities for students and volunteers. (2)

Goal 5. Organizational strengthening.

Objective 1. Help with organizational development.

5.1. Establish an organizational structure for the Center. (1)

5.2. Capacity and assessment building. (1)

Objective 2. Fundraising.

5.3. Fundraising. (1)

Objective 3. Develop and implement a partnering strategy.

5.4. Develop a communications plan. (1)

Section One: Introduction

The Lower Susquehanna region has always been a land of rural and small town charm. From the quaint downtowns of Hummelstown and Manheim to the farms of the Lebanon Valley, from the historic landmarks and rolling farmland of Donegal to the model company town of Hershey, the region offers an environment and quality of life that is uniquely Pennsylvanian.

Land challenges

But this region of Pennsylvania is rapidly changing. The 2007 Lebanon County Comprehensive Report recognizes that Lebanon County parallels the state in many key land use trends, including population declines in older communities such as the City of Lebanon, and the loss of land to development more rapidly than ever before. Present development practices in Lebanon County have consumed more land per lot than traditional development did, "changing the size and character of new neighborhoods," and resulting in ever-expanding footprints for retail stores consuming much of the land planned for commercial development. In analyzing countywide trends, the Comprehensive Plan concludes that "in light of the rate, character and quality of development, projected population growth, changing environmental regulations, etc., a more aggressive and coordinated approach is needed to address the anticipated changes in the future ahead. Growth, as change over time, can be good, if it contributes to the quality of life – the economy, environment, service and culture – that residents desire."

Similar growth trends exist in Lancaster County. In *Balance*, the 2006 Growth Management Element update to the Lancaster County Comprehensive Plan, a probable future analysis was conducted based on existing trends. It predicted that nearly 36% more land would be required outside designated urban growth areas than inside, "primarily due to a continuation of the recent pattern of low-density residential development in rural areas." Likely adverse effects if these trends were to continue include loss of prime farmland, natural resources, and historic properties, erosion of scenic landscapes, disruption of cultural landscapes, increasing traffic congestion, lack

of affordable housing, and pressure on the local tax base to provide services for scattered development.

The 2008 Dauphin County Comprehensive Plan details the fiscal impact of increased residential development. Citing a 1994 Penn State Cooperative Extension Service study, the plan notes that for every $1.00 in tax revenue generated from residential land, $1.03 - $2.11 is spent on services for that land. In contrast, commercial or industrial development requires only $.04 to .37 in service expenditures for every dollar generated. Farmland and open space is an even better financial bargain, requiring $.02 to .15 for every dollar spent.

As these trend analyses make clear, the Lower Susquehanna region presently stands at a crossroads. The demand to live here is high, and land is being developed at an increasing rate. Without proper land use planning, existing farmland and open space will be lost forever to development, and fiscal impacts on local governments will be felt.

Proper planning allows residential and commercial growth to continue, while at the same time preserving the farmland, woodlands, and streams that enrich the quality of life in the region. Yet many municipalities in the region do not have the updated comprehensive plans and ordinances in place to adequately manage growth and development.

Water challenges

How we use our land not only impacts quality of life and the nature of our communities, but it also has a direct effect on the water quality of our streams and the water bodies beyond.

Intensive land uses such as development and agriculture impact our local rivers and streams. The top source of pollution to the streams in the Lower Susquehanna region is excess nutrient and sediment runoff from agricultural and developed areas. Pennsylvania's 303(d) list of impaired waters, prepared by the Pennsylvania Department of Environmental Protection as required by the Clean Water Act, indicates

that 42% of the stream miles in the region are impaired for aquatic life uses, compared to 16% statewide. The vast majority of impaired stream miles in the area—96%—are impaired by pollution related to agricultural practices and stormwater runoff from development and urbanization.

The importance of cleaning up these streams becomes readily apparent when considering the many local surface and groundwater sources that provide us with drinking water. Major public water intakes exist on several of the streams in the region, including the Swatara and Conewago Creeks. There are also many public water suppliers that rely on groundwater wells and thousands of residents who rely on private wells to meet their water needs. Protecting these source waters from pollution is critical to ensuring a clean, safe drinking water supply. Reducing the threat of waterborne illnesses helps save hundreds of millions of dollars annually in health care expenses and additional water treatment costs. Source water protection is a much more cost effective way of ensuring clean drinking water than treatment. A study by the Philadelphia Water Department estimates that for every dollar spent on source water protection, twenty-seven dollars of treatment costs are saved. The Source Water Protection Program, authorized by the federal Safe Drinking Water Act, allows for development of source water protection programs to provide protection of our drinking water supplies. Source water protection programs are local, community-based, voluntary efforts to protect drinking water sources used by community water systems and are effective tools for public health protection, water supply security, and managing operational and capital costs through improved or maintained source water quality.

Local water quality impacts also adversely affect one of America's greatest natural treasures—the Chesapeake Bay. The streams that flow through this region, are important tributaries of the Susquehanna River, the largest source of freshwater to the Bay and, consequently, the largest source of nutrient and sediment pollution to the Bay. Through the Chesapeake 2000 Agreement, The Pennsylvania Tributaries Strategy, and Clean Water Act mandates, Pennsylvania must meet aggressive clean up goals for

the Bay. The most extensive reductions in sediment and nutrient loads must come from the Lower Susquehanna region.

Under the Water Resources Planning Act (Act 220), Pennsylvania is presently developing a new State Water Plan to address the challenge of supplying clean, abundant water to meet the Commonwealth's various needs. Among the elements of the plan is the identification of "Critical Water Planning Areas" (CWPA), which are those watersheds where existing or future demands exceed or threaten to exceed safe yield of available water resources. Data collection to date has revealed a concentration of points within the Lower Susquehanna region indicating a higher potential for meeting the CWPA criteria. The Swatara and Chiques Creek watersheds have been identified for more detailed verification, and the Conewago and Conoy Creek watersheds contain multiple high-potential CWPA data points.

Beyond the State Water Plan, many watershed-specific plans exist that establish blueprints for solving this region's water quality challenges. Total Maximum Daily Loads (TMDLs) are cleanup plans that must be developed under the Clean Water Act for impaired waters. There are 11 local streams for which TMDLs have been developed and approved—a heavy concentration of TMDLs for a region of this size. Many local groups have also developed more detailed watershed assessment and restoration plans, including Section 319 Watershed Implementation Plans, River Conservation Plans, and other plans funded by Pennsylvania's Growing Greener program. Plans exist for Swatara, Quittapahilla, Conewago, Chiques, and Little Chiques Creeks. The groups sponsoring these plans have taken critical first steps down the path toward meeting our local water quality goals, but more partnership and collaboration is necessary to achieve full implementation and success.

Education—the driver and sustainer of change

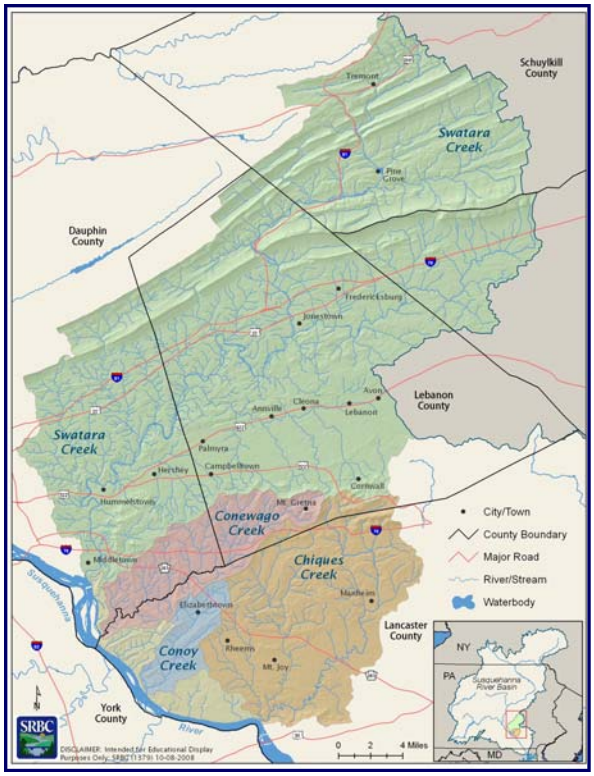
Addressing these interrelated land and water challenges depends upon a change of mindset in how we view our communities and our resources. Education holds the key

to initiating and sustaining such change. One of the priority goals of the Lower Susquehanna Center for Land and Water is to provide local students with authentic and exceptional real world environmental educational opportunities.

By participating directly and deeply in the Center's work, students will play a critical role in efforts to restore and preserve the environment and the quality of life in the area in which they live. And by seeing and participating in stewardship in action, students will learn firsthand the power of community responsibility and volunteerism, cooperation and collaboration; the power of the collective working with passion toward common goals. Through its educational partnership, the Center hopes to inspire and train tomorrow's conservation leaders.

The Lower Susquehanna Center for Land and Water

There are many local conservation organizations, government entities, and other groups and agencies working on land and water conservation efforts throughout the Lower Susquehanna region. While all are doing great work, many are limited in time, staff, and resources. In 2006, several of these groups began discussing the concept of forming a coalition to facilitate collaboration and partnerships among participating organizations, avoiding duplication of effort, ensuring synergy, and helping groups more fully fulfill their missions. When initial discussions generated interest, the groups began bi-monthly brainstorming sessions to establish general goals and objectives, and the Lower Susquehanna Center for Land and Water was born.



The Lower Susquehanna Center for Land and Water is a coalition of conservation groups and local agencies working collectively to achieve healthy land, water, and communities in the Lower Susquehanna region. As an **initial target area**, the coalition will focus its work primarily on the adjacent Lower Susquehanna watersheds of **Swatara, Conewago, Conoy, and Chiques Creeks**. This pilot area encompasses 45 municipalities in significant parts of Dauphin, Lancaster, and Lebanon Counties, as well as an additional 10 municipalities in Berks and Schuylkill

Counties. Early efforts will be focused on the Dauphin, Lancaster, and Lebanon County portions of the target area.

Such geographic focus allows the Center to facilitate and implement initiatives in a small enough area that real progress can be achieved, yet can also be felt at a regional, multi-county and multi-watershed scope. Work with interested partners outside of this geographic scope may be considered and undertaken as well. As the Center grows, it is possible that it may expand its reach into other parts of the broader Lower Susquehanna region, or the model may be replicated locally. It is hoped that the coalition model will be replicable in other regions of the Susquehanna watershed and the Commonwealth.

In January 2008, funded by a conservation planning grant from the Pennsylvania Department of Conservation and Natural Resources to the County of Lebanon, as well as additional financial and in-kind contributions from many coalition members, the coalition began working with Keystone Conservation Trust to develop this strategic plan. Over thirty individuals representing local municipalities, counties, watershed groups, Trout Unlimited chapters, land trusts, colleges and high schools, statewide and regional conservation organizations, and state and regional agencies, attended six planning sessions from January to June 2008, providing their invaluable expertise and input. The result is this strategic plan, which will form the blueprint for the Center and its partner organizations as they move forward to meet their collective land and water conservation goals.

Section Two: The Coalition

The following list of organizations and agencies are partners in the Lower Susquehanna Center for Land and Water coalition. Many actively participated in the development of this strategic plan.

These coalition members value healthy land, water, and communities as vital to the future quality of life of the Lower Susquehanna region. They believe that, by working with others as part of a regional coalition, the Center can enhance the effectiveness and capacity of all towards this joint vision. Each coalition member will seek to work with others to galvanize local efforts, provide increased capacity, facilitate partnerships, avoid duplication of efforts, and instill stewardship in existing and future generations.

It is anticipated that this coalition list will grow as more people become aware of the Center and its work.

Audubon Pennsylvania
Capital Area RC&D
Central Pennsylvania Conservancy
Chesapeake Bay Foundation
Chiques Creek Watershed Alliance
Conoy Creek Watershed Association
Dauphin County Conservation District
Doc Fritchey Chapter, Trout Unlimited
Donegal Chapter, Trout Unlimited
Elizabethtown College
GIS Center at Penn State Harrisburg
Hershey Trust Company
Hershey Center for Applied Research
Keystone Conservation Trust
Lancaster County Conservancy
Lancaster County Conservation District
Lancaster County Planning Commission
Lancaster Farmland Trust
Lebanon County Planning Department
Lebanon County Conservation District
Lebanon Valley College
Lebanon Valley Conservancy
Lower Dauphin School District
Manada Conservancy
Milton Hershey School
PA Dept. of Conservation and Natural Resources
PA Dept. of Environmental Protection
Pennsylvania Environmental Council
Quittapahilla Watershed Association
South Londonderry Township (Lebanon County)
Susquehanna River Basin Commission
Swatara Watershed Association
The Conservation Fund
Tri-County Conewago Creek Association
Tri-County Regional Planning Commission
USDA Natural Resources Conservation Service

Section Three: Vision, Mission & Values

Vision

Healthy land, water, and communities through regional collaboration and exchange.

Mission

To enhance the effectiveness and capacity of all towards our joint vision. To galvanize local efforts, provide increased capacity, facilitate partnerships, and instill stewardship in existing and future generations. These collaborative efforts will conserve land, improve water quality and aquatic resources, improve land use practices, and ensure economic vitality throughout the Lower Susquehanna region.

Values

- Integrity and transparency—foster trust.
- Listen, respond, and respect people—value partners.
- Value and support regional collaboration—learn from and help each other.
- Facilitate, not dictate—work in teams, keep open minds and don't jump to conclusions or solutions.
- Act to enhance capacity to protect and restore land and water resources.
- Maintain "quality of life"—find the balance.
- Be strategic—focus on and do what is most important first.
- Support environmental education and awareness through authentic and experiential projects.

Section Four: Goals, Objectives & Initiatives

Five goals of the Center were established, relating to **Land Protection**, **Water Resources**, **Land Use**, **Education**, and **Organizational Strengthening**. These goals broadly state the expected results of the organization in fulfilling its vision and mission. For each goal, several objectives were also established. These objectives help explain the components of the goals and in what direction progress toward meeting the goals is expected.

To create an actionable conservation strategy that will fulfill the Center's goals and objectives, key initiatives were identified to be implemented. The initiative identification process examined a broad spectrum of possible conservation actions, ranging from hosting a summer environmental education symposium for teachers to working with municipalities on land use and stormwater ordinances. The process explicitly considered whether the initiatives were well matched to the mission.

The initiatives portfolio was also assessed in its entirety to determine whether the initiatives adequately address the established goals of the Center. As explained in Section Six (p. 29), a prioritization assessment was undertaken to create a five-year, three-phased strategy for implementation.

The result is a set of forty strategically selected initiatives, to be implemented in Phases 1, 2, or 3, which support the vision of the Center and allow the coalition to meet its goals and objectives. Each initiative is noted as *(1)*, *(2)*, or *(3)*, representing Phase 1, 2, or 3, respectively. Detailed descriptions of each initiative, including prioritization rankings, are found in Appendix A.

Goal 1. Support others in preserving land.

Objective 1. Provide technical assistance.

Initiative 1.1. *Develop a natural resource inventory and prioritization process. (1)*

Initiative 1.2. *Facilitate the ability to hire consultants and recruit interns and volunteers to evaluate projects. (2)*

Objective 2. Provide funding assistance.

Initiative 1.3. *Build financial capacity. (3)*

Initiative 1.4. *Provide grant research. (3)*

Initiative 1.5. *Facilitate corporate partnerships. (2)*

Objective 3. Increase capacity of local groups involved in land preservation.

Initiative 1.6. *Facilitate partnerships between conservation organizations. (1)*

Initiative 1.7. *Assist in organizational strengthening of local groups. (2)*

Initiative 1.8. *Support acquisition of easements and land for public benefit by land trusts or other agencies or organizations. (2)*

Initiative 1.9. *Support initiatives to create greenways for purposes of conservation, recreation, or multiple uses. (2)*

Goal 2. Support others in improving and maintaining water quality and aquatic resources.

Objective 1. Encourage collaborative integrated land and water protection efforts.

Initiative 2.1. *Develop Land and Water Path to Success for municipalities. (1)*

Initiative 2.2. *Assist municipalities in developing stormwater and land use ordinances to better protect land and water resources. (1)*

Initiative 2.3. *Support counties in undertaking watershed based Act 167 Stormwater Management Plans. (1)*

Initiative 2.4. *Encourage and support community development of integrated source water and groundwater protection programs. (1)*

Objective 2. Provide resources regarding the value of improving and maintaining water quality conditions.

Initiative 2.5. *Inventory skills and available resources of partner organizations. (1)*

Initiative 2.6. *Gather and promote watershed success stories in the Lower Susquehanna region. (2)*

Initiative 2.7. *Assist with promotion and coordination of watershed education and outreach events for landowners and the general public. (3)*

Objective 3. Assist in identification and prioritization of sites for restoration and protection.

Initiative 2.8. *Inventory existing watershed assessment and restoration plans in the Lower Susquehanna region. (1)*

Initiative 2.9. *Assist groups in conducting periodic prioritization review of restoration and protection projects identified in existing plans. (3)*

Initiative 2.10. *Assist groups in developing watershed assessment and restoration plans for unassessed watersheds. (3)*

Goal 2. Support others in improving and maintaining water quality and aquatic resources.

Objective 4. Assist groups in implementing watershed restoration and protection projects that improve and maintain water quality and aquatic resources.

Initiative 2.11. *Develop a repository of projects ready for implementation in the Lower Susquehanna region. (1)*

Initiative 2.12. *Develop and implement a landowner outreach program. (3)*

Initiative 2.13. *Develop and implement a volunteer link system for the Lower Susquehanna region. (3)*

Initiative 2.14. *Develop and implement a buffer maintenance program for the Lower Susquehanna region. (3)*

Initiative 2.15. *Develop and maintain a native micro-nursery for use by area groups in riparian forest buffer restoration projects. (3)*

Initiative 2.16. *Develop a funding clearinghouse. (2)*

Initiative 2.17. *Provide grant writing and administration assistance to groups implementing watershed restoration and protection projects. (3)*

Initiative 2.18. *Assist groups in promoting forest riparian buffer establishment in the Lower Susquehanna region. (3)*

Initiative 2.19. *Assist groups in promoting agricultural best management practices in the Lower Susquehanna region. (3)*

Initiative 2.20. *Provide technical assistance to groups conducting stream restoration projects. (3)*

Goal 3. Improve land use practices.

Objective 1. Identify and coordinate environmental initiatives.

Initiative 3.1. Create a path for the evaluation of comprehensive plans, community ordinances, and growth management techniques to advance land and water conservation goals. (1)

Objective 2. Facilitate partnerships to increase efficiency of action.

Initiative 3.2. Develop and expand partnership opportunities while encouraging diversity among members. (1)

Objective 3. Create a repository of information on best management practices.

Initiative 3.3. Research, itemize, and catalog regional best management practices to create repository of information. (2)

Objective 4. Communicate best management practices.

Initiative 3.4. Create an educational program for engineers, developers, and contractors on the methods and benefits of best management practices. (3)

Goal 4. Assist educational institutions in meeting and enhancing environmental education curriculum goals.

Objective 1. Provide authentic and experiential education opportunities for students.

Initiative 4.1. *Provide mentoring and interning opportunities for students in the Lower Susquehanna region. (1)*

Objective 2. Provide opportunities and resources to educators.

Initiative 4.2. *Raise awareness among preK-16 teachers and additional groups of informal educators (e.g. scouts) of Center goals and resources. (1)*

Objective 3. Raise citizen awareness in region through environmental education work.

Initiative 4.3. *Create an information management system to increase availability of opportunities for students and volunteers to further natural resource protection in the region. (2)*

Goal 5. Organizational strengthening.

Objective 1. Help with organizational development.

Initiative 5.1. *Establish an organizational structure for the Center. (1)*

Initiative 5.2. *Capacity and assessment building. (1)*

Objective 2. Fundraising.

Initiative 5.3. *Fundraising. (1)*

Objective 3. Develop and implement a partnering strategy.

Initiative 5.4. *Develop a communications plan. (1)*

Section Five: Prioritization

To develop a workable, staged plan of action, the initiatives were evaluated using a process which considered the pros and cons of each so that a relative assessment of both value and risk could be made. Value and risk are two important elements of selecting any strategy. Each initiative was scored on the value and risk analysis criteria listed below.

Value Analysis Criteria

- Importance to partnership members
- Urgency of need
- Sustainability of the initiative and its successful outcome
- Desirability among key stakeholders
- Extent to which the initiative advances the overall partnership

Risk Analysis Criteria

- Concept track record
- Program design
- Capacity of available people to execute the initiative
- Level of training needed
- External risk factors which may impede success

Each criterion was scored on a ten point scale. The scores for the five value analysis criteria and five risk analysis criteria were added separately to yield two scores: a **Value Score** and a **Risk Score**, each with a possible range of 5 to 50. The Value Score and Risk Score were added together, resulting in an overall **Impact Score**, with a possible range of 10 to 100.

For both the value and risk analyses, high scores reflect a positive assessment of the initiative. A high Value Score means that the initiative is determined to be urgent and important to partnership members. A high Risk Score represents an assessment that the initiative carries a manageable level of risk, *not* an assessment that there is a high level of risk associated with the initiative.

A high overall Impact Score reflects an initiative which was assessed favorably on both value and risk attributes. The higher the Impact Score, the higher the preliminary prioritization of the initiative.

Portfolio of Initiatives

As an aid to the planning process, each initiative is represented on a plot of risk versus value using the scores described above. This exercise provides an effective tool for refining the prioritization of a new set of initiatives and examining what types of actions are needed.

Figures 1-5 illustrate the results of the examination of Risk and Value Scores for each of the forty initiatives, organized by Center's five established goals.

Those initiatives that fall in the upper right quadrant are the strongest candidates and are designated as priorities. The very best of these, those with both value and risk scores above 40, are considered "No Brainers."

If the initiatives have both value and risk scores below 15, they are considered to have too little merit to carry forward. These would fall in the lower left corner of the grid and be considered "No Way."

If the initiative falls in the lower right quadrant, it is viewed as an "Also Ran." These initiatives can be implemented if someone is found who has the interest or passion to do it. Otherwise the value is too low compared to the other, higher priority initiatives which must take precedence in decisions on how to allocate the resources of the Center.

If the initiative falls in the upper left quadrant, the initiative has high value but some risk. In this case the initiative needs to be reorganized to mitigate the risk. This might mean it is scaled back, phased, piloted, or money is pursued from funders willing to invest in ventures with less certainty but high potential return.

Figure 1.

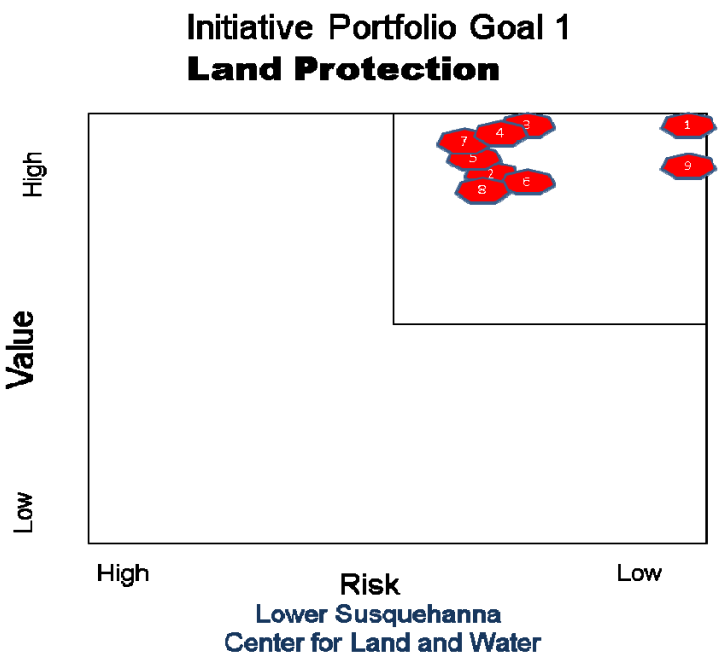


Figure 2.

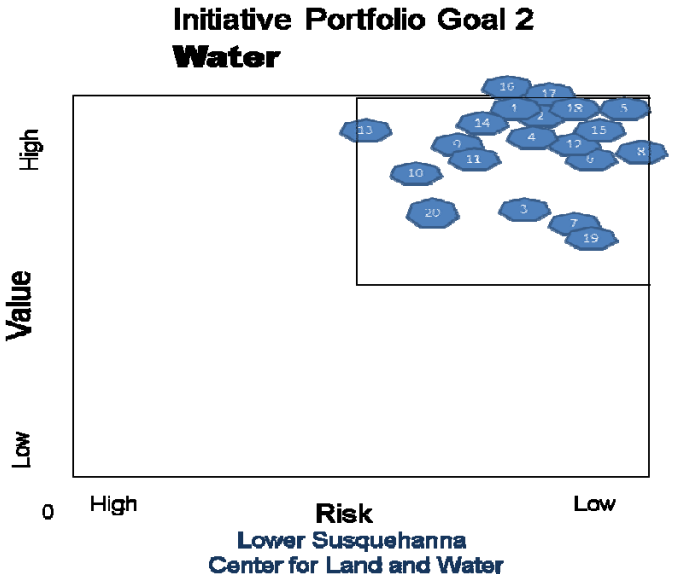


Figure 3.

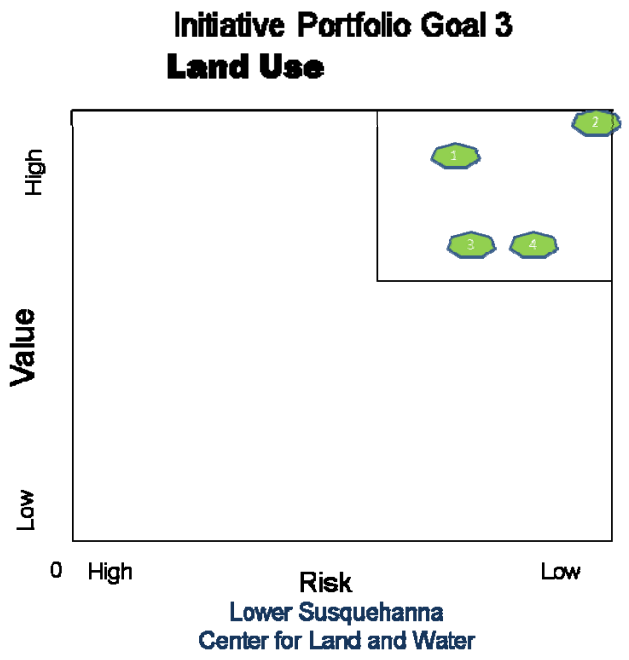


Figure 4.

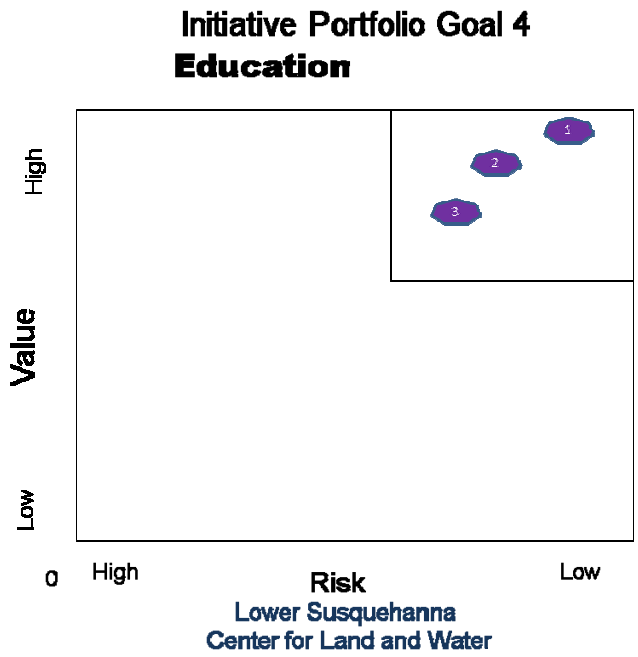
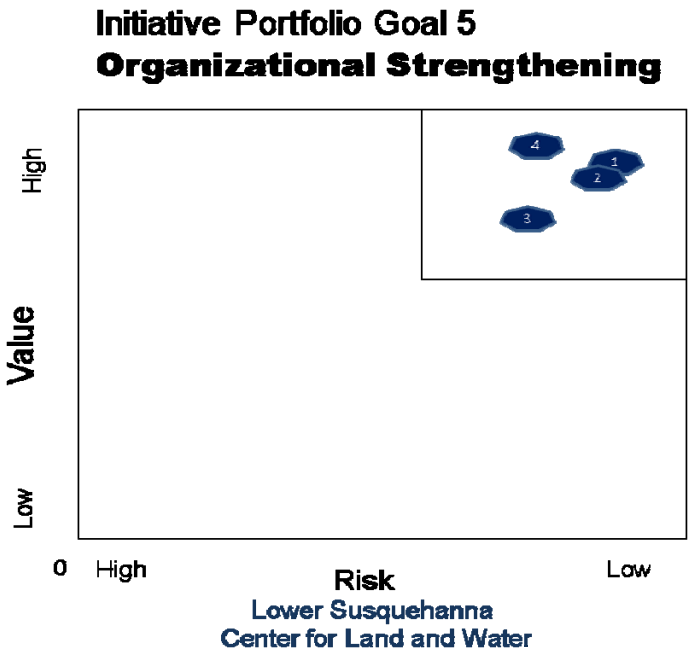


Figure 5.


Initiative Portfolio Goal 5
Organizational Strengthening
High
Value
Low
0
High
Risk
Low
Lower Susquehanna
Center for Land and Water
4
1
2
3

Section Six: Implementation

Following development of the portfolio of initiatives, a strategy for implementation was created. This strategy consists of three main elements: **initial organizational structure**; **phased strategy**; and **balanced scorecard**.

Initial Organizational Structure

An initial organizational structure for the Center is proposed that will allow the Center to grow at a pace necessary to gain support, demonstrate success, learn to share resources and talents, and raise the funds needed to implement important initiatives that multiple partners support. Members of the Center will consist of the partner organizations of the Center. It is anticipated that membership will grow as more organizations in the region learn of the Center and begin to partner with other regional organizations.

Initial leadership will be through a steering committee, with members representing interested partner groups. These may include land trusts, watershed organizations, educators, government entities, and business interests. The steering committee's primary role will be to implement Goal 5 objectives by developing programs for administration, fundraising, marketing, communication and coordination of partner efforts. It is proposed that the steering committee appoint a chair to direct the business of the Center and provide oversight of administrative and development activities.

Goal group and resource group committees will also be established and will report to the steering committee. It is proposed that three goal group committees be formed around the three general goal areas identified by the strategic planning team: **Land**; **Water**; and **Education**. These groups will consider priority initiatives and guide and direct actual implementation of important initiatives.

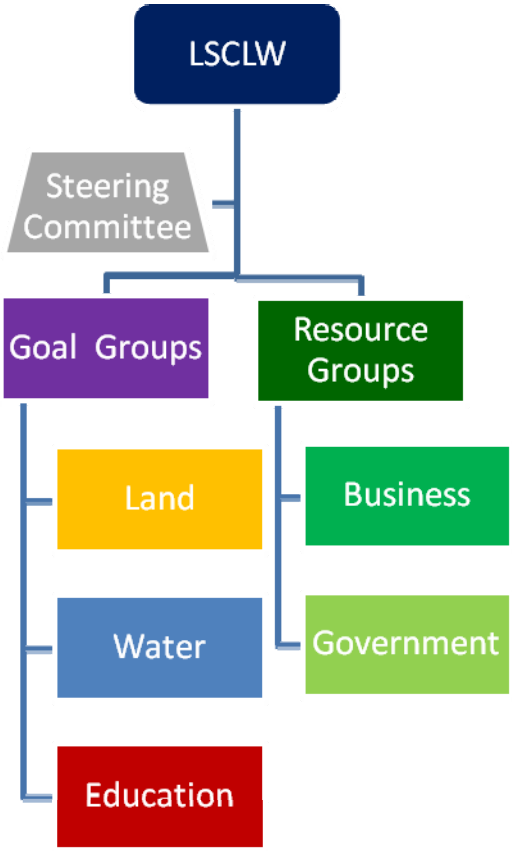
Two resource group committees representing two key sectors of partners—government and business—will serve in an advisory capacity and provide a vehicle for

information exchange and partnering, facilitating further community collaboration and enhancing the effectiveness of the Center.

This general organizational structure is shown in Figure 6.

This organizational structure is proposed as an initial organizational structure for the Center. The Center may evolve in the future to include full or part-time staff, 501(c)(3) status, etc. The path of growth will be guided by the steering committee, with input from goal and resource group committees, and member organizations.

Figure 6. LSCLW Organization Chart



Phased Strategy

Using the Impact Scores to assess each initiative, a phased strategy for implementation was developed.

Phase 1 initiatives were identified as high priority initiatives that should be implemented first, within years one or two. Phase 2 initiatives are important initiatives that should be undertaken within two or three years. Phase 3 initiatives are more long term initiatives, achievable in years four or five, some of which may be more feasible once the Center grows organizationally.

The phase of implementation of each initiative is noted in the complete lists of initiatives in Section Four (pp. 16-21). Each initiative is noted as *(1)*, *(2)*, or *(3)*, represented Phases 1, 2, or 3, respectively.

Balanced Scorecard

As an aid in tracking initiative implementation and success, a "balanced scorecard" was created. The balanced scorecard provides additional working detail on how performance will be measured for each initiative. For each initiative, implementation tasks have been identified, timelines established, and responsible persons assigned to each. The balanced scorecard creates a set of measures intended to provide a quick and comprehensive view of the initiatives and the strategic plan. The term "balanced

scorecard" is used to reflect the tool's emphasis on ensuring each key strategy element is being adequately measured to guarantee high performance.

The balanced scorecard, presented as Phases 1, 2, and 3, is found in Appendix B.

Implementation Timeline

The final step of the strategic plan was the development of an implementation timeline. Value, risk, and timeline are the major legs of the strategic planning stool. The implementation timeline for each initiative is shown in Appendix C.

The scheduling and prioritization of initiatives in this plan were based upon conditions and information at the time that this plan was prepared. Priorities may change in response to changing conditions. Trigger events such as the passage of legislation or

creation of new funding opportunities may alter the priorities and timeline for implementation of specific initiatives. Some actions are serial. Some actions may be considered low hanging fruit.

Funding Sources

Identifying funding sources necessary to implement initiatives is part of any strategy. Some potential funding sources, particularly for Phase 1 initiatives, were identified by the strategic planning team. Additional funding sources for all initiatives identified in this plan will be discussed and explored by the steering committee as the Center moves forward. The implementation timeline in Appendix C includes a "Funding Source" column, and indicates any potential sources identified to date.

Performance Measures

Good strategic plans have specific outcome measures that allow the organization to track performance and evaluate success. Each detailed initiative description in Appendix A includes a description of the applicable performance measure for evaluating the success of implementation. For the Center's Phase 1 initiatives, these performance measures are as follows.

Phase 1 Performance Measures

Number of municipalities, land trusts, and other organizations using mapping.
Number of acres of protected land.
Number of successful joint projects.
Number of municipalities implementing land and water protection tools.
Number of land and water protection tools implemented.
Number of municipal ordinance assessments completed.
Number of municipal ordinances revised.
Number of completed Act 167 Plans with elements to protect water quality and natural resources.
Number of community water systems with approved source water protection programs.
Number of implementation projects fostered by the Center.
Percent coverage for directory of needed skills/resources from partners to implement strategic plan objectives.
Number of municipalities partnering with Center.
Number of municipalities with ordinances implementing BMPs.

Appendix A

Detailed Initiative Descriptions

NOTE: The following definitions apply to the Impact Analysis scoring completed for each initiative:

Urgency. *Needs to get done from our perspective; how quickly something must be done to have a major impact.*

Importance. *Significant effect on conservation to the region.*

Sustainable. *Able to be maintained by key stakeholders.*

Desirability. *Passionate or compelled to do by key stakeholders.*

Extent. *Geography or scope of initiative.*

Concept. *Done before.*

Program. *Well thought out.*

Capability. *Talent available.*

Training. *Learning needed to implement or change culture.*

Outside/other. *Level of uncertainty or items out of our control.*

Initiative 1.1. Develop a natural resource inventory and prioritization process.

Purpose: *Provide inventory and site prioritization tools to local land trusts, municipalities and others interested in preserving land.*

Scope*:*

Task 1. Collect existing baseline GIS data from Smartconservation, Highlands Coalition, county planning, other sources.

Task 2. Outreach to municipalities to make them aware of existing tools and data for their use.

Task 3. Identify and train volunteers interested in collecting additional natural resource data using the Smartconservation bioinventory assessment protocol.

Task 4. Volunteer data collection.

Task 5. Develop regional priority ranking system.

Task 6. Input additional data into GIS system and incorporate priority ranking system.

Results: *More tools for land trusts and municipalities to identify and prioritize lands for protection, thereby increasing acres of land protected.*

Who will be responsible to see this happen and will follow through? *Penn State Harrisburg GIS Center and LSCLW*

Who should do this? *Penn State Harrisburg GIS Center, LSCLW and local conservation groups.*

When does it need to be done to have an impact? *Phase 1*

How do I measure this? Number of municipalities, land trusts, and other organizations using mapping. Number of acres of protected land.

How much will it cost? $5,000

IMPACT ANALYSIS: Initiative 1.1. Develop a natural resource inventory and prioritization process.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*10*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*10*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*10*	*(1) Unlikely (5) Unsure (10) Excellent program*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***50***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*10*	*1) Unclear (5) Organized (10) Excels*
	Capability	*10*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*10*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*10*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***50***	
Impact Score		***100***	

Initiative 1.2. Facilitate the ability to hire consultants and recruit interns and volunteers to evaluate projects.

Purpose: To increase the capacity, efficiency, and mobility of area land trusts and other organizations to evaluate properties and preserve land.

Scope:

Task 1. Database of interested volunteers maintained

Task 2. Recruit volunteers

Task 3. Advice on consultants available

Task 4. Training for volunteers

Results: More resources to evaluate potential projects, ultimately resulting in more land preserved.

Who will be responsible to see this happen and will follow through? Land Committee

Who should do this? Land Committee, LSCLW staff, land trusts.

When does it need to be done to have an impact? Phase 2

How do I measure this? Number of volunteers, consultants involved; number of properties evaluated

How much will it cost? No cost for volunteers; several thousand dollars for retention of consultants

IMPACT ANALYSIS: 1.2. Facilitate the ability to hire consultants and recruit interns and volunteers to evaluate projects.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*8*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*9*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*9*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*8*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*9*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***43***	
Risk Analysis	*Concept*	*8*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*6*	*1) Unclear (5) Organized (10) Excels*
	Capability	*6*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*5*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*9*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***34***	
Impact Score		***77***	

Initiative 1.3. Build financial capacity.

Purpose: To increase financial resources of local land trusts and other organizations interested in preserving land.

Scope:

Task 1. Fund raising expertise provided

Task 2. Grant writing assistance

Task 3. Grant research

Task 4. Coordinating joint fundraising activities of two or more organizations

Results: Increased financial capacity of land trusts to preserve land, resulting in more land preserved.

Who will be responsible to see this happen and will follow through? LSCLW staff

Who should do this? LSCLW staff, working with land trusts

When does it need to be done to have an impact? Phase 3

How do I measure this? Dollars raised by land trusts; acres preserved

How much will it cost? $50,000 (Note: This is the estimated cost of establishing a development program, through which initiatives 1.3, 1.4, and 1.5 could be implemented.)

IMPACT ANALYSIS: Initiative 1.3. Build financial capacity.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*10*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*10*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*10*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***50***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*7*	*1) Unclear (5) Organized (10) Excels*
	Capability	*7*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*5*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*9*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***38***	
Impact Score		***88***	

Initiative 1.4. Provide grant research.

Purpose: Provide assistance to local land trusts in identifying and applying for grants.

Scope:

Task 1. Monitor availability of grants applicable to local land trusts

Task 2. Provide a database of grants and assistance in research

Task 3. Attend workshops provided by grantors

Task 4. Coordinate similar needs of two or more land trusts

Results: Increased funding for local land trusts to preserve land.

Who will be responsible to see this happen and will follow through? LSCLW staff

Who should do this? LSCLW staff

When does it need to be done to have an impact? Phase 3

How do I measure this? Number of grants secured

How much will it cost? $50,000 (See note at Initiative 1.3)

IMPACT ANALYSIS: Initiative 1.4. Provide grant research.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*10*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*10*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*10*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*9*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***49***	
Risk Analysis	*Concept*	*9*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*7*	*1) Unclear (5) Organized (10) Excels*
	Capability	*5*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*8*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*9*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***38***	
Impact Score		***87***	

Initiative 1.5. Facilitate corporate partnerships.

Purpose: Increase number of partnerships and opportunities for corporate sponsorship of land preservation efforts.

Scope:

Task 1. Provide informational material to send to corporations.

Task 2. Represent land trusts when meeting in person with corporations.

Task 3. Maintain database of corporations who are more likely to donate to land trusts.

Task 4. Develop contacts within local corporate community.

Results: Increased number of corporate partners and corporate donations.

Who will be responsible to see this happen and will follow through? Land Committee, LSCLW staff

Who should do this? Land Committee, LSCLW staff

When does it need to be done to have an impact? Phase 2

How do I measure this? Number of corporate partners; number of dollars donated by corporations.

How much will it cost? $50,000 (See note at Initiative 1.3)

IMPACT ANALYSIS: Initiative 1.5. Facilitate corporate partnerships.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*7*	*1) Not urgent (5) neutral (10)Past*
	Importance	*10*	*(1) Limited effect (5) Neutral (10) Sig-*
	Sustainable	*9*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***46***	
Risk Analysis	*Concept*	*9*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*5*	*1) Unclear (5) Organized (10) Excels*
	Capability	*5*	*1) not able (5) people available (10)*
	Level of training needed	*9*	*1) Long (5) 1 month (10) limited needed to*
	Outside/other	*7*	*1) Known problems (5) Concerned (10)*
	Risk Score	***35***	
Impact Score		***81***	

Initiative 1.6. Facilitate partnerships between conservation organizations.

Purpose: Combine and share resources to preserve land more effectively and efficiently.

Scope:

Task 1. Coordinate similar projects of two or more land trusts

Task 2. Pull together land trusts that have complimentary skills

Task 3. Serve as an umbrella for land trust partnerships when applying for grants

Task 4. Seek out partners outside land trust community

Results: Increase number of partnerships; decreased costs; increased number of completed projects.

Who will be responsible to see this happen and will follow through? Land Committee

Who should do this? Land Committee, land trusts, LSCLW staff

When does it need to be done to have an impact? Phase 1

How do I measure this? Number of successful joint projects

How much will it cost? None

IMPACT ANALYSIS: Initiative 1.6. Facilitate partnerships between conservation organizations.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*5*	*1) Not urgent (5) neutral (10)Past*
	Importance	*8*	*(1) Limited effect (5) Neutral (10) Sig-*
	Sustainable	*9*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*9*	*(1) Unpopular (5) 50/50 (10) Majority*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***41***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*7*	*1) Unclear (5) Organized (10) Excels*
	Capability	*5*	*1) not able (5) people available (10)*
	Level of training needed	*8*	*1) Long (5) 1 month (10) limited needed to*
	Outside/other	*9*	*1) Known problems (5) Concerned (10)*
	Risk Score	***39***	
Impact Score		***80***	

Initiative 1.7. Assist in organizational strengthening of local groups.

Purpose: Increase capacity and effectiveness of local conservation groups.

Scope:

Task 1. Provide administrative assistance to land trusts who are short on staff

Task 2. Provide technical assistance

Task 3. Provide educational programs for board members and volunteers

Task 4. Help to recruit board members and volunteers

Results: Increased ability for local groups to preserve more land and recruit more members and volunteers

Who will be responsible to see this happen and will follow through? LSCLW staff

Who should do this? LSCLW staff

When does it need to be done to have an impact? Phase 2

How do I measure this? Number of members, volunteers of local land trusts; number of projects completed

How much will it cost? $50,000

IMPACT ANALYSIS: Initiative 1.7. Assist in organizational strengthening of local groups.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*10*	*1) Not urgent (5) neutral (10)Past*
	Importance	*10*	*(1) Limited effect (5) Neutral (10)*
	Sustainable	*10*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority*
	Extent	*8*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***48***	
Risk Analysis	*Concept*	*9*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*5*	*1) Unclear (5) Organized (10) Excels*
	Capability	*5*	*1) not able (5) people available (10)*
	Level of training needed	*8*	*1) Long (5) 1 month (10) limited needed to*
	Outside/other	*10*	*1) Known problems (5) Concerned (10)*
	Risk Score	***37***	
Impact Score		***85***	

Initiative 1.8. Support acquisition of easements and land for public benefit by land trusts or other agencies or organizations.

Purpose: Increase number of acres preserved

Scope:

Task 1. Evaluate the scope , focus, and methodology of organizations within the Lower Susquehanna region in terms of preservation activities

Task 2. Determine limiting factors for these organizations (i.e., funding, technical expertise, legal needs)

Task 3. Help to develop specific routes for alleviation of these problems, such as a set of potential solutions to finding match for an acquisition grant

Task 4. Publicize successes as education outreach, positive publicity for mission of organizations and the LSCLW

Results: Increased capacity of local groups to preserve land; increased acres preserved

Who will be responsible to see this happen and will follow through? Land Committee

Who should do this? Land Committee, LSCLW staff

When does it need to be done to have an impact? Phase 2

How do I measure this? Number of acres preserved.

How much will it cost? $10,000

IMPACT ANALYSIS: Initiative 1.8. Support acquisition of easements and land for public benefit by land trusts or other agencies or organizations.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*8*	*1) Not urgent (5) neutral (10)Past*
	Importance	*8*	*(1) Limited effect (5) Neutral (10) Sig-*
	Sustainable	*7*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*8*	*(1) Unpopular (5) 50/50 (10) Majority*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***41***	
Risk Analysis	*Concept*	*5*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*9*	*1) Unclear (5) Organized (10) Excels*
	Capability	*6*	*1) not able (5) people available (10)*
	Level of training needed	*8*	*1) Long (5) 1 month (10) limited needed to*
	Outside/other	*8*	*1) Known problems (5) Concerned (10)*
	Risk Score	***36***	
Impact Score		***77***	

Initiative 1.9. Support initiatives to create greenways for purposes of conservation, recreation, or multiple uses.

Purpose: To ensure the future scenic, ecologically sound, and environmentally beneficial existing of greenways along area rivers and streams, benefiting the community and supporting the high quality of life afforded by proximity to such a resource. In addition, to provide, where appropriate, recreational opportunities to the increasing population of the region.

Scope:

Task 1. Identify existing greenways projects. One such effort already identified by LSCLW is the Swatara Greenway project.

Task 2. Research existing efforts of these projects.

Task 3. Determine overlap of goals and how to meet them without undermining or duplicating efforts.

Task 4. Determine how best to support and coordinate efforts, or to integrate past efforts into current ones.

Task 5. Develop an integrated plan for the acquisition, stewardship, and protection of identified greenway corridors.

Results: Increased implementation of greenways projects.

Who will be responsible to see this happen and will follow through? Land Committee

Who should do this? Land Committee, LSCLW staff

When does it need to be done to have an impact? Phase 2

How do I measure this? Miles of established greenways.

How much will it cost? $100,000

IMPACT ANALYSIS: Initiative 1.9. Support initiatives to create greenways for purposes of conservation, recreation, or multiple uses.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*9*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*10*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*10*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*8*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*8*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***45***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*10*	*1) Unclear (5) Organized (10) Excels*
	Capability	*10*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*10*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*10*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***50***	
Impact Score		***95***	

Initiative 2.1. Develop Land and Water Path to Success for municipalities.

Purpose: Provide tools to local municipalities to assist them in land and water protection efforts.

Scope:

Task 1. Develop Land and Water Path to Success toolbox and assessment tools for municipalities.

Task 2. Meet with interested municipalities to discuss vision and goals for the community as they relate to land and water conservation, and to develop a baseline assessment of land and water protection measures.

Task 3. Work with municipalities to determine those tools the municipalities lacks but desires to put in place.

Task 4. Assist municipalities in implementing priority tools. Priority tools LSCLW partners are prepared to implement include (1) EAC development; (2) natural resource mapping; and (3) ordinance review.

Task 5. Continue to provide long term assessment and reevaluation as municipalities desires.

Results: Increased municipal awareness and implementation of tools to protect land and water resources.

Who will be responsible to see this happen and will follow through? County Planning Departments and LSCLW

Who should do this? County Planning Departments, LSCLW and local conservation groups.

When does it need to be done to have an impact? Phase 1

How do I measure this? Number of municipalities implementing land and water protection tools. Number of tools implemented.

How much will it cost? $5,000

IMPACT ANALYSIS: Initiative 2.1. Develop Land and Water Path to Success for municipalities.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*10*	*1) Not urgent (5) neutral (10)Past*
	Importance	*10*	*(1) Limited effect (5) Neutral (10) Sig-*
	Sustainable	*10*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***50***	
Risk Analysis	*Concept*	*7*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*8*	*1) Unclear (5) Organized (10) Excels*
	Capability	*10*	*1) not able (5) people available (10)*
	Level of training needed	*10*	*1) Long (5) 1 month (10) limited needed to*
	Outside/other	*8*	*1) Known problems (5) Concerned (10)*
	Risk Score	***43***	
Impact Score		***93***	

Initiative 2.2. Assist municipalities in developing comprehensive plans and stormwater and land use ordinances to better protect land and water resources.

Purpose: Revise and develop comprehensive plans and stormwater and land use ordinances to better protect land and water resources as development proceeds.

Scope:

Task 1. Develop a scope of work for comprehensive plan and ordinance technical assistance to municipalities.

Task 2. Meet with municipalities interested in developing or revising comprehensive plans or stormwater and land use ordinances.

Task 3. Conduct comprehensive plan and ordinance review and assessment.

Task 4. Prepare and submit to municipality a comprehensive review and report on the municipality's comprehensive plan and ordinances, complete with recommendations.

Task 5. Present findings to the municipality at a meeting if desired.

Task 6. Assist municipality in implementation of recommendations as desired.

Results: Revised stormwater and land use ordinances that better protect land and water resources.

Who will be responsible to see this happen and will follow through? Lebanon County Planning Department and LSCLW.

Who should do this? County Planning Departments, local land trusts, Natural Lands Trust, CBF, County Conservation Districts.

When does it need to be done to have an impact? Phase 1

How do I measure this? Number municipal assessments completed, ordinances revised.

How much will it cost? $25,000

IMPACT ANALYSIS: Initiative 2.2. Assist municipalities in developing comprehensive plans and stormwater and land use ordinances to better protect land and water resources.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*10*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*10*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*10*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***50***	
Risk Analysis	*Concept*	*8*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*8*	*1) Unclear (5) Organized (10) Excels*
	Capability	*10*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*10*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*8*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***44***	
Impact Score		***94***	

Initiative 2.3. Support counties in undertaking watershed based Act 167 Stormwater Management Plans.

Purpose: To provide assistance in developing Act 167 Watershed Stormwater Management Plans that protect water quality and land and water resources.

Scope:

Task 1. Determine which existing or future Act 167 Plans are being or will be developed in the region.

Task 2. Ensure appropriate Center members representatives are on the Watershed Planning Advisory Committee for each Plan.

Task 3. Assist in developing Plans through participation on the Watershed Planning Advisory Committees.

Results: Establishment of watershed based Act 167 Stormwater Management Plans that protect water quality and land and water resources in the Lower Susquehanna Region.

Who will be responsible to see this happen and will follow through? DEP, SRBC

Who should do this? LSCLW member organizations, particularly local watershed groups.

When does it need to be done to have an impact? Phase 1

How do I measure this? Number of completed Act 167 Plans with elements to protect water quality and land and water resources in the Lower Susquehanna region.

How much will it cost? $0

IMPACT ANALYSIS: Initiative 2.3. Support counties in undertaking watershed based Act 167 Stormwater Management Plans.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*10*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*7*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*7*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*5*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*5*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***34***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*5*	*1) Unclear (5) Organized (10) Excels*
	Capability	*8*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*10*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*10*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***43***	
Impact Score		***77***	

Initiative 2.4. Encourage and support community development of integrated source water and groundwater protection programs.

Purpose: Local source water protection (SWP) programs are community-based voluntary efforts to protect drinking water sources used by community water systems. Local SWP programs are effective tools for public health protection, water supply security and managing operational and capital costs through improved or maintained source water quality.

Scope:

Task 1. Identify CWS in area, review Source Water Assessment Reports (SWAR)

Task 2. Identify systems that are participating/not participating in SWP (CCRs, direct contact)

Task 3. Engage in education outreach on SWP issues to the CWS. Seek local gov't support.

Task 4. LSCLW should assist CWS in developing their SWP Programs also act as a conduit to connect interested organizations and stakeholders

Results: Ideal goal is for Community Water System (CWS) to obtain a DEP approved SWPP with appropriate protection measures. Uniform Private well construction standards following DEP Guidelines and participate in Penn State's Master Well Owner Program

Who will be responsible to see this happen and will follow through? CWS in conjunction with the steering committee (local stakeholders). LSCLW should support whenever possible.

Who should do this? In the most basic approach, a water system owner or operator will work with the steering committee to put the entire SWP plan together. The steering committee will set goals and timetables, assemble all pertinent documents and serve as advisors to the local entity that will eventually manage the SWP area.

When does it need to be done to have an impact? Phase 1

How do I measure this? Number of CWS with DEP approved protection programs

How much will it cost? Costs vary according to Source Protection management choices. Technical Assistance is available through DEP. Low cost or free assistance from Pennsylvania Rural Water Association and Water Resources Education Network.

IMPACT ANALYSIS: Initiative 2.4. Encourage and support community development of integrated source water and groundwater protection programs.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*10*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*10*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*8*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***48***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*9*	*1) Unclear (5) Organized (10) Excels*
	Capability	*8*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*6*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*6*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***39***	
Impact Score		***87***	

Initiative 2.5. Inventory skills and available resources of partner organizations.

Purpose: Provide a directory of skills/resources available through the LSCLW

Scope:

Task 1. Review and analyze "skills/resources" matrices developed as part of the LSCLW strategy development

Task 2. Determine gaps

Task 3. Pursue additional partners to fill identified gaps

Task 4. Make complete directory available to LSCLW partners

Task 5. Update directory on a regular basis (every 2-4 years)

Results: Improvement/Efficiency in allocation of skills/resources related to restoration and protection projects – more projects able to be implemented

Who will be responsible to see this happen and will follow through? LSCLW steering committee or staff

Who should do this? LSCLW steering committee or staff

When does it need to be done to have an impact? Phase 1

How do I measure this? Percent coverage for directory of needed skills/resources from partners to implement LSCLW Strategic Plan Objectives

How much will it cost? $2,000

IMPACT ANALYSIS: Initiative 2.5. Inventory skills and available resources of partner organizations.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*10*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*10*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*10*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***50***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*10*	*1) Unclear (5) Organized (10) Excels*
	Capability	*10*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*10*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*10*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***50***	
Impact Score		***100***	

Initiative 2.6. Gather and promote watershed success stories in Lower Susquehanna region.

Purpose: Increase implementation of restoration and protection projects in Lower Susquehanna Region

Scope:

Task 1. Compile database of successful restoration and protection projects – organized by issue area (stormwater, drinking water protection, land use planning, etc.) with accompanying descriptive profiles and contact lists

Task 2. Work with partner organizations to build on successful strategies in priority areas

Task 3. Identify issue area gaps to promote emphasis on building capacity for challenging issues/projects

Task 4. Update database lists on an annual basis

Results: Increased success with implementation projects based on successful strategies and peer-level acceptance

Who will be responsible to see this happen and will follow through? LSCLW staff and partner organizations

Who should do this? LSCLW staff, with support from partner organizations

When does it need to be done to have an impact? Phase 2

How do I measure this? Number of successful projects compiled and number of issue areas covered

How much will it cost? $10,000

IMPACT ANALYSIS: Initiative 2.6. Gather and promote watershed success stories in Lower Susquehanna region.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*8*	*1) Not urgent (5) neutral (10)Past*
	Importance	*8*	*(1) Limited effect (5) Neutral (10) Sig-*
	Sustainable	*10*	*(1) Unlikely (5) Unsure (10) Excellent pro-*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***46***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*9*	*1) Unclear (5) Organized (10) Excels*
	Capability	*5*	*1) not able (5) people available (10)*
	Level of training needed	*8*	*1) Long (5) 1 month (10) limited needed to*
	Outside/other	*10*	*1) Known problems (5) Concerned (10)*
	Risk Score	***42***	
Impact Score		***88***	

Initiative 2.7. Assist with promotion and coordination of watershed education and outreach events for landowners and the general public.

Purpose: Increase public support for implementation of restoration and protection projects in Lower Susquehanna Region

Scope:

Task 1. Identify organizations engaged actively in watershed education and outreach programs

Task 2. Identify education and outreach needs for the region

Task 3. Provide coordination/promotional assistance for education and outreach events

Task 4. Track landowner/public interest and feedback related to education and outreach events

Results: Increased public support for the implementation of restoration and protection projects

Who will be responsible to see this happen and will follow through? LSCLW staff and partner organizations

Who should do this? LSCLW staff and partner organizations with existing education/outreach programs (nonprofits, government agencies, etc.)

When does it need to be done to have an impact? Phase 3

How do I measure this? Number of events coordinated/promoted by LSCLW, number of participants at events

How much will it cost? $20,000

IMPACT ANALYSIS: Initiative 2.7. Assist with promotion and coordination of watershed education and outreach events for landowners and the general public.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*3*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*8*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*5*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*5*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***31***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*9*	*1) Unclear (5) Organized (10) Excels*
	Capability	*5*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*10*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*10*	*1) Known problems (5) Concerned (10)*
	Risk Score	***44***	
Impact Score		***75***	

Initiative 2.8. Inventory existing watershed assessment and restoration plans in the region.

Purpose: Provide information on plan coverage for the region

Scope:

Task 1. Compile database of existing assessment and restoration plans for the region, including descriptive profiles for the plans and contact information (including GIS coverage development)

Task 2. Identify areas in need of plan coverage and possible partners capable/willing to pursue plan development and implementation

Task 3. Promote needed planning actions and provide support

Task 4. Identify those plans/projects to promote as "success stories" (Objective 2, Initiative 2)

Results: Planning gaps for the region filled

Who will be responsible to see this happen and will follow through? LSCLW staff and partner organizations

Who should do this? LSCLW staff and partner organizations

When does it need to be done to have an impact? Phase 1

How do I measure this? Percent region covered

How much will it cost? $20,000

IMPACT ANALYSIS: Initiative 2.8. Inventory existing watershed assessment and restoration plans in the region.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*10*	*1) Not urgent (5) neutral (10)Past*
	Importance	*10*	*(1) Limited effect (5) Neutral (10)*
	Sustainable	*10*	*(1) Unlikely (5) Unsure (10) Excellent*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***50***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*9*	*1) Unclear (5) Organized (10) Excels*
	Capability	*5*	*1) not able (5) people available (10)*
	Level of training needed	*8*	*1) Long (5) 1 month (10) limited needed to*
	Outside/other	*10*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***42***	
Impact Score		***92***	

Initiative 2.9. Assist groups in conducting periodic prioritization review of restoration and protection projects identified in existing plans.

Purpose: Provide support for implementation of priority projects

Scope:

Task 1. Develop criteria and protocols for equitable/objective/timely review of projects identified in existing plans

Task 2. Assist groups with prioritizing projects and determining next steps

Task 3. Determine how the projects fit within LSCLW goals, and provide appropriate support within context of other objectives/initiatives

Results: Improved environmental results from implementation of priority projects

Who will be responsible to see this happen and will follow through? LSCLW staff

Who should do this? LSCLW staff

When does it need to be done to have an impact? Phase 3

How do I measure this? Percent region covered by prioritization process, number of priority projects identified and implemented

How much will it cost? $20,000

IMPACT ANALYSIS: Initiative 2.9. Assist groups in conducting periodic prioritization review of restoration and protection projects identified in existing plans.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*7*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*10*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*10*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*7*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***44***	
Risk Analysis	*Concept*	*8*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*8*	*1) Unclear (5) Organized (10) Excels*
	Capability	*5*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*7*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*7*	*1) Known problems (5) Concerned (10)*
	Risk Score	***35***	
Impact Score		***79***	

Initiative 2.10. Assist groups in developing watershed assessment and restoration plans for unassessed watersheds.

Purpose: Provide support for planning efforts in areas lacking coverage

Scope:

Task 1. Identify areas lacking coverage

Task 2. Identify potential stakeholder groups

Task 3. Provide technical assistance for plan development

Results: Planning coverage achieved for unassessed watersheds

Who will be responsible to see this happen and will follow through? LSCLW staff

Who should do this? LSCLW staff

When does it need to be done to have an impact? Phase 3

How do I measure this? Percent unassessed watersheds covered by LSCLW efforts, number of plans developed

How much will it cost? $25,000

IMPACT ANALYSIS: Initiative 2.10. Assist groups in developing watershed assessment and restoration plans for unassessed watersheds.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*7*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*10*	*(1) Limited effect (5) Neutral (10)*
	Sustainable	*10*	*(1) Unlikely (5) Unsure (10) Excellent*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority*
	Extent	*3*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***40***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*10*	*1) Unclear (5) Organized (10) Excels*
	Capability	*5*	*1) not able (5) people available (10)*
	Level of training needed	*2*	*1) Long (5) 1 month (10) limited needed to*
	Outside/other	*3*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***30***	
Impact Score		***70***	

Initiative 2.11. Develop a repository of projects ready for implementation in the Lower Susquehanna region.

Purpose: To facilitate implementation of projects through ready access to plans/information

Scope:

Task 1. Compile database of existing restoration and protection projects for the region ready for implementation, including descriptive profiles for the project plans and contact information (including GIS coverage development). Projects already identified by LSCLW include:

- Work with Hershey Trust Company to implement BMPs on agricultural lands.
- Assist Hershey Center for Applied Research in maintaining an enhancing open space on HCAR campus.
- Assist Hershey Gardens in developing and implementing a stormwater management plan to better manage stormwater runoff.
- Work with Indiantown Gap Military Reservation to control sedimentation on Manada Creek.

Task 2. Develop criteria and protocols for characterizing degree of implementation readiness (i.e. conceptual design/implementation plan versus projects with completed design/permitting)

Task 3. Assist with identifying potential local stakeholder support for implementation, as well as assist with integrating the project to other complimentary community projects

Task 4. Provide technical assistance for implementation, including facilitation with peer/ practitioner support and advisement

Task 5. Determine how the projects complement other LSCLW goals, and provide appropriate support within context of other objectives/initiatives

Task 6. Identify those projects to promote as “success stories” (Objective 2, Initiative 2)

Task 7. Update database lists on an annual basis

Results: Improvement/Efficiency in allocation of skills/resources related to restoration and protection projects – more projects able to be implemented. Allows a means for the LSCLW to track it successes and monitor ongoing projects and tasks.

Who will be responsible to see this happen and will follow through? Water Committee

Who should do this? Water Committee

When does it need to be done to have an impact? Phase 1

How do I measure this? Number of implementation projects fostered by LSCLW staff

How much will it cost? $10,000

IMPACT ANALYSIS: Initiative 2.11. Develop a repository of projects ready for implementation in the Lower Susquehanna region.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*10*	*1) Not urgent (5) neutral (10)Past*
	Importance	*10*	*(1) Limited effect (5) Neutral (10)*
	Sustainable	*10*	*(1) Unlikely (5) Unsure (10) Excellent*
	Desirability	*7*	*(1) Unpopular (5) 50/50 (10) Majority*
	Extent	*5*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***42***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*7*	*1) Unclear (5) Organized (10) Excels*
	Capability	*10*	*1) not able (5) people available (10)*
	Level of training needed	*8*	*1) Long (5) 1 month (10) limited needed to*
	Outside/other	*8*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***43***	
Impact Score		***85***	

Initiative 2.12. Develop and implement a landowner outreach program.

Purpose: Increase landowner participation in existing watershed restoration and land protection programs.

Scope:

Task 1. Existing program service providers (i.e., CCDs, FSA, NRCS, CBF, land trusts) and local conservation groups meet to discuss nature and scope of landowner outreach program.

Task 2. Develop scope of work for program.

Task 3. Implement program.

Results: Increased number of watershed restoration projects and acres of preserved land in Lower Susquehanna region.

Who will be responsible to see this happen and will follow through? LSCLW staff

Who should do this? LSCLW staff, local conservation groups, service providers.

When does it need to be done to have an impact? Phase 3

How do I measure this? Number of stream miles restored; number of acres restored; number of acres preserved.

How much will it cost? $20,000

IMPACT ANALYSIS: Initiative 2.12. Develop and implement a landowner outreach program.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*8*	*1) Not urgent (5) neutral (10)Past*
	Importance	*10*	*(1) Limited effect (5) Neutral (10) Sig-*
	Sustainable	*8*	*(1) Unlikely (5) Unsure (10) Excellent pro-*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***46***	
Risk Analysis	*Concept*	*8*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*6*	*1) Unclear (5) Organized (10) Excels*
	Capability	*10*	*1) not able (5) people available (10)*
	Level of training needed	*10*	*1) Long (5) 1 month (10) limited needed to*
	Outside/other	*8*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***42***	
Impact Score		***88***	

Initiative 2.13. Develop and implement a volunteer link system for the Lower Susquehanna region.

Purpose: Provide increased opportunities for volunteers to engage in restoration and maintenance projects.

Scope:

Task 1. Develop a comprehensive database of restoration and maintenance projects in need of volunteers.

Task 2. Recruit and retain individuals and groups interested in volunteer opportunities, targeting schools, scouts, FFA, corporate service groups, community groups, etc.

Task 3. Link volunteers with groups in need of volunteer assistance.

Task 4. Develop and provide a web-based tool to facilitate matching volunteers with projects.

Results: Increased number of projects involving volunteers.

Who will be responsible to see this happen and will follow through? LSCLW staff

Who should do this? LSCLW staff

When does it need to be done to have an impact? Phase 3

How do I measure this? Number of projects implemented involving volunteers.

How much will it cost? $25,000.

IMPACT ANALYSIS: Initiative 2.13. Develop and implement a volunteer link system for the Lower Susquehanna region.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*7*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*10*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*10*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***47***	
Risk Analysis	*Concept*	*3*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*3*	*1) Unclear (5) Organized (10) Excels*
	Capability	*5*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*8*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*6*	*1) Known problems (5) Concerned (10)*
	Risk Score	***26***	
Impact Score		***73***	

Initiative 2.14. Develop and implement a buffer maintenance program for the Lower Susquehanna region.

Purpose: Provide maintenance of restored riparian forest buffers where needed to ensure long term success.

Scope:

Task 1. Develop complete database of buffer projects in Lower Susquehanna region (location, landowner, size, program, date installed).

Task 2. Work with existing service providers (CBF, County Conservation Districts, FSA, NRCS) to assess buffer maintenance needs.

Task 3. Through existing service providers, implement CREP post-planting establishment care cost share on eligible buffers (new buffers and buffers up to 4 years old).

Task 4. For buffers not eligible for CREP post-planting establishment care cost share (CREP buffers greater than 4 years old, non-CREP buffers), work with CBF to provide necessary maintenance.

Task 5. Utilize volunteers to perform maintenance on other buffers still in need of maintenance.

Results: Increased survivorship and long term success of restored riparian forest buffers.

Who will be responsible to see this happen and will follow through? LSCLW staff, CBF

Who should do this? LSCLW staff, CBF, watershed groups

When does it need to be done to have an impact? Phase 3

How do I measure this? Number of established buffers.

How much will it cost? $25,000

IMPACT ANALYSIS: Initiative 2.14. Develop and implement a buffer maintenance program for the Lower Susquehanna region.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*10*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*10*	*(1) Limited effect (5) Neutral (10) Sig-*
	Sustainable	*8*	*(1) Unlikely (5) Unsure (10) Excellent pro-*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***48***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*5*	*1) Unclear (5) Organized (10) Excels*
	Capability	*8*	*1) not able (5) people available (10)*
	Level of training needed	*8*	*1) Long (5) 1 month (10) limited needed to*
	Outside/other	*8*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***39***	
Impact Score		***87***	

Initiative 2.15. Develop and maintain a native micro-nursery for use by area groups in riparian forest buffer restoration projects.

Purpose: Improve growth and survivorship of riparian forest buffer plantings.

Scope:

Task 1. Develop micronursery design plan (size, location, number of trees, species, maintenance plan etc.)

Task 2. Establish and maintain nursery.

Task 3. Run nursery (take and process orders from local conservation groups for use in restoration projects).

Results: Increased number of healthy, established riparian forest buffers.

Who will be responsible to see this happen and will follow through? LSCLW staff

Who should do this? LSCLW staff

When does it need to be done to have an impact? Phase 3

How do I measure this? Number of trees distributed and planted in riparian forest buffer projects.

How much will it cost? $10,000 start up; $5,000 annually

IMPACT ANALYSIS: Initiative 2.15. Develop and maintain a native micro-nursery for use by area groups in riparian forest buffer restoration projects.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*7*	*1) Not urgent (5) neutral (10)Past*
	Importance	*10*	*(1) Limited effect (5) Neutral (10) Sig-*
	Sustainable	*10*	*(1) Unlikely (5) Unsure (10) Excellent pro-*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***47***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*8*	*1) Unclear (5) Organized (10) Excels*
	Capability	*10*	*1) not able (5) people available (10)*
	Level of training needed	*10*	*1) Long (5) 1 month (10) limited needed to*
	Outside/other	*8*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***46***	
Impact Score		***93***	

Initiative 2.16. Develop a funding clearinghouse.

Purpose: Provide a "one stop shop" for local conservation groups to research funding opportunities.

Scope:

Task 1. Research and compile relevant funding sources to fund land and water protection and restoration efforts.

Task 2. Make database available to all local groups.

Task 3. Work with local groups to identify appropriate funding options for proposed projects.

Results: Provide more funding opportunities for local groups and reduce time and resources needed to research funding.

Who will be responsible to see this happen and will follow through? LSCLW staff

Who should do this? LSCLW staff

When does it need to be done to have an impact? Phase 2

How do I measure this? Number of grants provided and funding sources used by conservation groups in the Lower Susquehanna region.

How much will it cost? $10,000

IMPACT ANALYSIS: Initiative 2.16. Develop a funding clearinghouse.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*9*	*1) Not urgent (5) neutral (10)Past*
	Importance	*10*	*(1) Limited effect (5) Neutral (10)*
	Sustainable	*10*	*(1) Unlikely (5) Unsure (10) Excellent*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***49***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*9*	*1) Unclear (5) Organized (10) Excels*
	Capability	*1*	*1) not able (5) people available (10)*
	Level of training needed	*10*	*1) Long (5) 1 month (10) limited needed to*
	Outside/other	*10*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***40***	
Impact Score		***89***	

Initiative 2.17. Provide grant writing and administrative assistance to groups implementing watershed restoration projects.

Purpose: Provide grant writing and administrative assistance to groups with limited time and resources.

Scope:

Task 1. Meet with local groups to determine grant writing and administrative needs.

Task 2. Write grants.

Task 3. Administer grants.

Results: Increase the number of grants received and implemented by groups in the Lower Susquehanna region. By providing grant writing and administration assistance, free up local conservation groups' limited time and resources so they are better able to meet their goals and objectives.

Who will be responsible to see this happen and will follow through? LSCLW staff

Who should do this? LSCLW staff

When does it need to be done to have an impact? Phase 3

How do I measure this? Number of grants written, awarded, and administered.

How much will it cost? $25,000

IMPACT ANALYSIS: Initiative 2.17. Provide grant writing and administrative assistance to groups implementing watershed restoration projects.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*9*	*1) Not urgent (5) neutral (10)Past*
	Importance	*10*	*(1) Limited effect (5) Neutral (10)*
	Sustainable	*10*	*(1) Unlikely (5) Unsure (10) Excellent*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***49***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*10*	*1) Unclear (5) Organized (10) Excels*
	Capability	*1*	*1) not able (5) people available (10)*
	Level of training needed	*10*	*1) Long (5) 1 month (10) limited needed to*
	Outside/other	*10*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***41***	
Impact Score		***90***	

Initiative 2.18. Assist groups in promoting forest riparian buffer establishment in the Lower Susquehanna region.

Purpose: Increase stream miles with forest riparian buffers in the Lower Susquehanna region.

Scope:

Task 1. Meet with CBF, NRCS, FSA, County Conservation Districts, and other active service providers working on buffer establishment and determine proper role for LSCLW and its organizational members.

Task 2. Develop scope of work for enhancing existing buffer establishment efforts.

Task 3. Implement scope of work to enhance existing efforts to establish buffers in Lower Susquehanna region.

Results: Increased stream miles with forest riparian buffers.

Who will be responsible to see this happen and will follow through? LSCLW staff, CBF

Who should do this? LSCLW staff, CBF, NRCS, FSA, County Conservation Districts, and local watershed groups

When does it need to be done to have an impact? Phase 3

How do I measure this? Miles of stream buffers established.

How much will it cost? $0

IMPACT ANALYSIS: Initiative 2.18. Assist groups in promoting forest riparian buffer establishment in the Lower Susquehanna region.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*10*	*1) Not urgent (5) neutral (10)Past*
	Importance	*10*	*(1) Limited effect (5) Neutral (10)*
	Sustainable	*9*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***49***	
Risk Analysis	*Concept*	*8*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*6*	*1) Unclear (5) Organized (10) Excels*
	Capability	*10*	*1) not able (5) people available (10)*
	Level of training needed	*10*	*1) Long (5) 1 month (10) limited needed to*
	Outside/other	*8*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***42***	
Impact Score		***91***	

Initiative 2.19. Assist groups in promoting agricultural best management practices in Lower Susquehanna region.

Purpose: Increase acres of agricultural land managed using BMPs to improve water quality.

Scope:

Task 1. Meet with County Conservation Districts, FSA, NRCS, CBF, Capital RC&D, No-Till Alliance, Project Grass, and other active service providers to determine proper role for LSCLW and its organizational members.

Task 2. Develop scope of work for enhancing existing agricultural BMP efforts.

Task 3. Implement scope of work to enhance existing efforts to promote agricultural BMPs in Lower Susquehanna region.

Results: Increased acres of agricultural BMPs and improved water quality.

Who will be responsible to see this happen and will follow through? Conservation Districts, other existing service providers, or LSCLW staff

Who should do this? Conservation Districts, other existing service providers, LSCLW staff

When does it need to be done to have an impact? Phase 3

How do I measure this? Number of BMPs, water quality monitoring results.

How much will it cost? $0

IMPACT ANALYSIS: Initiative 2.19. Assist groups in promoting agricultural best management practices in Lower Susquehanna region.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*10*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*8*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*9*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***47***	
Risk Analysis	*Concept*	*5*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*2*	*1) Unclear (5) Organized (10) Excels*
	Capability	*7*	*1) not able (5) people available (10)*
	Level of training needed	*10*	*1) Long (5) 1 month (10) limited needed to*
	Outside/other	*5*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***29***	
Impact Score		***76***	

Initiative 2.20. Provide technical assistance to groups conducting stream restoration projects.

Purpose: Provide more cost effective and efficient technical assistance to groups.

Scope:

Task 1. Hire technical staff.

Task 2. Provide services to assess, design, apply for funding and permits, and implement restoration projects for local groups.

Task 3. Put together applicable partnerships to assist in implementation of projects.

Results: More projects implemented more cost effectively and at a faster pace.

Who will be responsible to see this happen and will follow through? LSCLW staff

Who should do this? LSCLW staff

When does it need to be done to have an impact? Phase 3

How do I measure this? Number of projects for which assistance is provided. Number of stream miles restored.

How much will it cost? $100,000 annually

IMPACT ANALYSIS: Initiative 2.20. Provide technical assistance to groups conducting stream restoration projects.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*3*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*5*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*7*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*6*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***31***	
Risk Analysis	*Concept*	*8*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*8*	*1) Unclear (5) Organized (10) Excels*
	Capability	*1*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*5*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*8*	*1) Known problems (5) Concerned (10)*
	Risk Score	***30***	
Impact Score		***61***	

Initiative 3.1. Create a path for the evaluation of comprehensive plans, community ordinances, and growth management techniques to advance land and water conservation goals.

Purpose: Assess current land use policy and recommend improvements for land use practices

Scope:

Task 1. ID specific purpose of ordinance (i.e. Floodplain).

Task 2. Identify stakeholders within the area, and utilize Initiative – 1 for BMPs.

Task 3. Gain input from affected stakeholders, and modify as necessary to meet BMPs.

Task 4. Develop or modify ordinance accordingly.

Results: Improved ordinances and other implemented tools to better protect land and water resources.

Who will be responsible to see this happen and will follow through? Center

Who should do this? Center / Outside Consultants

When does it need to be done to have an impact? Phase 1

How do I measure this? By the number of townships utilizing the service and a random review of ordinances for agreement with BMPs.

How much will it cost? ~$50K per year but well worth it.

IMPACT ANALYSIS: Initiative 3.1. Create a path for the evaluation of comprehensive plans, community ordinances, and growth management techniques to advance land and water conservation goals.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*9*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*9*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*9*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*9*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*9*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***45***	
Risk Analysis	*Concept*	*8*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*8*	*1) Unclear (5) Organized (10) Excels*
	Capability	*8*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*5*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*8*	*1) Known problems (5) Concerned (10)*
	Risk Score	***37***	
Impact Score		***82***	

Initiative 3.2. Develop and expand partnership opportunities while encouraging diversity among members.

Purpose: Increase efficiency and cooperation

Scope:

Task 1. Identify organizations with similar scope of work, along with organizations that are conducting work that the Center may be expanding toward in the future

Task 2. Contact and survey organizations for their partnership needs

Task 3. Develop a working relationship with these partner organizations

Task 4. Determine how the center can help each organization.

Results: Increased number of partners and growth of the Center.

Who will be responsible to see this happen and will follow through? Center and partner organizations will develop relationship over time

Who should do this? Initiated by Center

When does it need to be done to have an impact? Phase 1

How do I measure this? By the success and number of LSCLW partners

How much will it cost? Time and interaction

IMPACT ANALYSIS: Initiative 3.2. Develop and expand partnership opportunities while encouraging diversity among members.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*10*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*10*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*10*	*(1) Unlikely (5) Unsure (10) Excellent*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***50***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*10*	*1) Unclear (5) Organized (10) Excels*
	Capability	*10*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*10*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*10*	*1) Known problems (5) Concerned (10)*
	Risk Score	***50***	
Impact Score		***100***	

Initiative 3.3. Research, itemize, and catalog regional best management practices for repository of information.

Purpose: Make available a user friendly data system

Scope:

Task 1. ID BMPs through any available and reliable source (i.e. literature and web).

Task 2. Categorize by Source of Control or other logical category (i.e. Ag vs. Storm Water).

Task 3. Create manual of computer web base database.

Task 4. Use to review compliance plans, SALDOS (subdivision and land development ordinance), other ordinances, etc.

Results: Information source created for local municipalities, engineers, consultants and other organizations.

Who will be responsible to see this happen and will follow through? Center

Who should do this? Center

When does it need to be done to have an impact? Phase 2

How do I measure this? Completion of cataloged BMPs and the usage by engineers, townships, and other groups working in this area.

How much will it cost? $20,000

IMPACT ANALYSIS: Initiative 3.3. Research, itemize, and catalog regional best management practices for repository of information.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*5*	*1) Not urgent (5) neutral (10)Past*
	Importance	*8*	*(1) Limited effect (5) Neutral (10)*
	Sustainable	*5*	*(1) Unlikely (5) Unsure (10) Excellent*
	Desirability	*8*	*(1) Unpopular (5) 50/50 (10) Majority*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***36***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*5*	*1) Unclear (5) Organized (10) Excels*
	Capability	*8*	*1) not able (5) people available (10)*
	Level of training needed	*5*	*1) Long (5) 1 month (10) limited needed to*
	Outside/other	*10*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***38***	
Impact Score		***74***	

Initiative 3.4. Create an educational program for engineers, developers, townships, and contactors on the methods and benefits of BMPs.

Purpose: Encourage good land use practices

Scope:

Task 1. Identify focus of work shop on what type of BMP will be targeted

Task 2. Assemble list of recommended BMPs, including photos and examples, utilizing Initiative #2 as an information base.

Task 3. Hire speakers and contact BMP distributors (i.e. take advantage of vendors)

Task 4. Send mailing to specific target audience and conduct course

Results: Increased awareness and utilization of BMPs

Who will be responsible to see this happen and will follow through? Center

Who should do this? Center

When does it need to be done to have an impact? Phase 3

How do I measure this? Attendance and utilization of BMPs

How much will it cost? ~$2,500 per seminar for keynote speaker and food

IMPACT ANALYSIS: Initiative 3.4. Create an educational program for engineers, developers, townships, and contactors on the methods and benefits of BMPs.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*5*	*1) Not urgent (5) neutral (10)Past*
	Importance	*8*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*8*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*5*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***36***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*10*	*1) Unclear (5) Organized (10) Excels*
	Capability	*5*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*8*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*10*	*1) Known problems (5) Concerned (10)*
	Risk Score	***43***	
Impact Score		***79***	

Initiative 4.1. Provide mentoring and interning opportunities for students in the Lower Susquehanna region.

Purpose: To provide a first-hand, applied setting (outside the classroom); networking; resources; specific job training to bridge theory and practice.

Scope:

Task 1. Survey and disseminate existing opportunities for job shadowing, internships, and mentoring, including paid or unpaid roles; roles of limited duration or ongoing, etc.

Task 2. Survey provider groups to determine capacity for student involvement, level of experience necessary, skill set to be gained by the organization, etc.

Task 3. Investigate sponsorship of interns by third party organizations (e.g. DCNR)

Results: Area students will be exposed to more authentic, experienced based opportunities in the conservation field. Further, the program will crease a system of temporary, low-cost labor that will ensure an adequate pipeline into the profession (by new employees more hirable) and the specific organization (by grooming and evaluating).

Who will be responsible to see this happen and will follow through? Education committee

Who should do this? Volunteers, participating organizations

When does it need to be done to have an impact? Phase 1

How do I measure this? Identify quantifiable goals (number of internship/mentoring/ shadowing relationships formed); feedback/evaluations from participating organizations and students.

How much will it cost? No initial cost

IMPACT ANALYSIS: Initiative 4.1. Provide mentoring and interning opportunities for students in the Lower Susquehanna region.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*9*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*10*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*8*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***47***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*10*	*1) Unclear (5) Organized (10) Excels*
	Capability	*8*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*10*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*7*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***45***	
Impact Score		***60***	

Initiative 4.2. Raise awareness among preK-16 teachers and additional groups of informal educators (e.g. Scouts) of LSCLW goals and resources.

Purpose: To assist educators in identifying and accessing local land and water resources that will support: 1) formal instruction of PA State Academic Standards for Environment and Ecology for all students; 2) advanced high school courses (e. g Advanced Placement), career/technical pathways, and college coursework; and 3) informal education that takes place outside of traditional classrooms.

Scope:

Task 1. Work with Land and Water Committees to determine priorities and availability of resources.

Task 2. Identify educator groups interested in engaging their students in first-hand, experiential learning of environmental concepts.

Task 3. Identify a chair and committee to organize and plan a one-day summer symposium for teachers and other education stakeholders (venue, agenda, invitation, participant list, speakers, outcomes, follow-up, etc.)

Task 4. Ensure that stakeholder groups are an integral part of the assessment and further development of this system to ensure sustainability of the initiative.

Results: Educators will become aware of opportunities available to them through the LSCLW to connect their students with hands-on natural resource protection with experts

Who will be responsible to see this happen and will follow through? Education Committee

Who should do this? Consultants, volunteers

When does it need to be done to have an impact? Phase 1

How do I measure this? Number of educators engaged; level of feedback from symposium.

How much will it cost? *None*

IMPACT ANALYSIS: Initiative 4.2. Raise awareness among preK-16 teachers and additional groups of informal educators (e.g. Scouts) of LSCLW goals and resources.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*10*	*1) Not urgent (5) neutral (10)Past*
	Importance	*10*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*5*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*10*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***45***	
Risk Analysis	*Concept*	*10*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*5*	*1) Unclear (5) Organized (10) Excels*
	Capability	*4*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*10*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*5*	*1) Known problems (5) Concerned (10)*
	Risk Score	***34***	
Impact Score		***79***	

Initiative 4.3. Create an information management system to increase availability of opportunities for students and volunteers to further natural resource protection in the region.

Purpose: To increase availability of opportunities for students and volunteers to further natural resource protection in the region.

Scope:

Task 1. Work with Land and Water Committees to determine priorities and availability of resources.

Task 2. Identify groups interested in working on projects (formal and/or informal educators).

Task 3. Identify experts in the community interested in working on and managing projects.

Task 4. Benchmark communication system for other places (e.g. Habitat for Humanity)

Task 5. Determine multi-modes for communication to create linkages (e.g. web site, e-mails, faxes, media)

Task 6. Ensure stakeholder groups are integral part of development of this system.

Results: School students and volunteers are working on natural resource protection in smart, efficient and effective ways.

Who will be responsible to see this happen and will follow through? Education Committee

Who should do this? Consultant, volunteers

When does it need to be done to have an impact? Phase 2

How do I measure this? Identify quantifiable goals, i.e. volunteers engaged, students engaged, projects completed, trees planted, and through the collection of “success stories”.

How much will it cost? No cost initially

IMPACT ANALYSIS: Initiative 4.3. Create an information management system to increase availability of opportunities for students and volunteers to further natural resource protection in the region.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*5*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*8*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*8*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*8*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*8*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***37***	
Risk Analysis	*Concept*	*5*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*5*	*1) Unclear (5) Organized (10) Excels*
	Capability	*5*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*8*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*8*	*1) Known problems (5) Concerned (10)*
	Risk Score	***31***	
Impact Score		***68***	

Initiative 5.1. Establish organizational structure for the Center.

Purpose: Provide structure, coordination and administration so that the organization can perform its mission.

Scope:

Task 1. Finalization and approval of strategic plan

Task 2. Each stakeholder organization provides a letter of support for the goals outlined within the plan

Task 3. Create initial meeting location, host organization/coordinator and committee structure for Center. Center partners appoint a "central" steering committee, with goals committees functioning like "subcommittees." Develop hierarchy and description of responsibilities for committees and leaders.

Task 4. Assess capacity and integrate into all aspects of the organizational plan

Task 5. Create job descriptions for Committees, Center director and future staff/volunteers

Task 6. Determine financial needs while considering fundraising capacity (see below- Initiative #3); Create organizational budget

Task 7. Integrate Communications Plan (Initiative 5.5) into organizational structure. Internal: sub- committee communications; External: outreach/education to other stakeholders, volunteers, communities

Task 8. Consider incorporation and non-profit 501I 3 status

Results: Provides formal working structure for the Center and facilitates a process for considering becoming an independent organization. Develops a cohesive program that all stakeholders can support, as well as provide staff, when appropriate, to implement projects and initiatives of the Center

Who will be responsible to see this happen and will follow through? Support partners: steering committee with initial oversight from a "host organization" (i.e. CBF, Milton Hershey School, EESI)

Who should do this? Steering Committee

When does it need to be done to have an impact? Phase 1

How do I measure this? People are working, assigned/volunteer for committee work; tasks are completed and the group is focused on their mission.

How much will it cost? No initial cost

IMPACT ANALYSIS: Initiative 5.1. Establish an organizational structure for the Center.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*9*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*10*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*7*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*9*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*9*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***44***	
Risk Analysis	*Concept*	*9*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*8*	*1) Unclear (5) Organized (10) Excels*
	Capability	*10*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*8*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*8*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***43***	
Impact Score		***87***	

Initiative 5.2. Capacity assessment and building.

Purpose: Identify committee/staff/volunteer resource needs based on Goals 1 thru 4

Scope:

Task 1. Prioritize Center needs based on goals 1-4

Task 2. Design appropriate tool for capacity assessment

Task 3. Determine cost for start-up and ongoing operations of Center

Task 3. Discuss Circuit Rider program with DCNR, as a way to support Center for multiple years of start-up/ongoing operation

Task 4. Create responsibilities for the Steering and Sub-Committees, as well as job descriptions for Center director and future staff/volunteers

Results: Identify resource needs and capacity of stakeholders, volunteers and the Center.

Who will be responsible to see this happen and will follow through? Steering and sub-committees

Who should do this? Steering and sub-committees

When does it need to be done to have an impact? Phase 1

How do I measure this? Number of stakeholder groups at the table, approved budget and resource assessment.

How much will it cost? No initial cost

IMPACT ANALYSIS: Initiative 5.2. Capacity and assessment building.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*8*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*10*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*7*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*10*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*8*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***43***	
Risk Analysis	*Concept*	*9*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*8*	*1) Unclear (5) Organized (10) Excels*
	Capability	*8*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*8*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*8*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***41***	
Impact Score		***84***	

Initiative 5.3. Fundraising.

Purpose: Provide working capital for establishment/operations of the Center

Scope:

Task 1. Explore specific project application for DCNR amendment (April-June 2008)

Task 2. Develop a basic business plan, including detailed marketing plan and any other plans generated by sub-committees (e.g. volunteer business plan)

Task 3. Create a fundraising plan that includes partner, organization, corporation, agency and individual sponsorship categories

Task 4. Upon completion of the strategic plan, approach private foundations, organizations, individuals and corporations for operational/program funding and organizational support

Results: Provide necessary cash flow for Center start-up and financial plan for ongoing operations

Who will be responsible to see this happen and will follow through? Steering and Sub-Committees

Who should do this? Steering and Sub-Committees

When does it need to be done to have an impact? Phase 1

How do I measure this? Meeting the goals of the fundraising plan

How much will it cost? Little to no cost – primarily volunteer time and effort

IMPACT ANALYSIS: Initiative 5.3. Fundraising.

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*7*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*8*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*8*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*6*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*6*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***35***	
Risk Analysis	*Concept*	*7*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*8*	*1) Unclear (5) Organized (10) Excels*
	Capability	*6*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*7*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*8*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***36***	
Impact Score		***71***	

Initiative 5.4. Develop a communications plan.

Purpose: Provide direction for both internal and external communications of the Center.

Scope:

Task 1. Work with the "steering committee" to be sure that all of the stakeholders represented understand and support the Center's mission, goals, objectives, etc.

Task 2. Formalize the internal communication (building of structure and relationships) through a written process that is followed

Task 3. Integrate a make operational the Communications Plan into the organizational structure. Internal: sub-committee and possible staff communications; External: outreach/ education to other stakeholders and communities-at-large

Task 4. Communicate strategic plan results with all stakeholders

Task 5. Develop a marketing and image-building plan (external), integrating capacity assessment and communications at all levels

Task 6. Adapt internal and external communications to current conditions

Results: Provide a forum and mechanism for outreach/education within the Center as well as to those within the larger community

Who will be responsible to see this happen and will follow through? Steering and Sub-Committees

Who should do this? Steering and Sub-Committees

When does it need to be done to have an impact? Phase 1

How do I measure this? Written communications plan

How much will it cost? Little to no cost – primarily volunteer time and effort

IMPACT ANALYSIS: Initiative 5.4. Develop a communications plan .

	Measure	***Score 1-10***	***Scale***
Value Analysis	*Urgency*	*9*	*1) Not urgent (5) neutral (10)Past due*
	Importance	*9*	*(1) Limited effect (5) Neutral (10) Significant and helpful to everyone*
	Sustainable	*9*	*(1) Unlikely (5) Unsure (10) Excellent program to maintain culture change*
	Desirability	*9*	*(1) Unpopular (5) 50/50 (10) Majority favor*
	Extent	*9*	*(1) Small area (5) 50% (10) Majority*
	Value Score	***45***	
Risk Analysis	*Concept*	*9*	*1) Unproven (5) Tested (10) Proven*
	Program Design	*8*	*1) Unclear (5) Organized (10) Excels*
	Capability	*8*	*1) not able (5) people available (10) Ready talent*
	Level of training needed	*7*	*1) Long (5) 1 month (10) limited needed to implement*
	Outside/other	*7*	*1) Known problems (5) Concerned (10) Low level of uncertainty*
	Risk Score	***39***	
Impact Score		***84***	

Appendix B

Balanced Scorecard

Phase 1

Balanced Scorecard for Lower Susquehanna Center for Land and Water

Goal 1. Support others in preserving land

Objective	#	Initiative	Person Responsible/ Who Will Do	Impact Score	Measure of Success	Target
Provide Technical Assistance	1.1	Develop a natural resource inventory and prioritization process	PSU Harrisburg GIS Center	100	Map of all critical natural areas in three counties	I year
Increase capacity of local groups involved in conservation	1.6	Facilitate partnerships between conservation organizations	Land Committee	80	Number of partners involved in LSCLW	1 year

Balanced Scorecard for Lower Susquehanna Center for Land and Water

Goal 2. Support others in improving and maintaining water quality and aquatic resources

Objective	#	Initiative	Person Responsible/ Who Will Do	Impact Score	Measure of Success	Target
Encourage collaborative integrated land and water protection efforts	2.1	Develop land and water path to success for municipalities	County Planning, CBF, NLT	93	Number of munis. working with LSCLW	2 years
	2.2	Assist municipalities in developing storm water and land use ordinances to better protect land and water resources	County Planning, CBF, NLT	94	Number of munis. working with LSCLW	2 years

Balanced Scorecard for Lower Susquehanna Center for Land and Water						
Goal 2. Support others in improving and maintaining water quality and aquatic resources						
Objective	**#**	**Initiative**	**Person Responsible/ Who Will Do**	**Impact Score**	**Measure of Success**	**Target**
Encourage collaborative integrated land and water protection efforts	2.3	Support counties undertaking watershed based Act 167 Stormwater Management Plants	LSCLW member organizations (primarily Water Committee), local watershed groups	77	Increased involvement with Act 167 planning	1 year
	2.4	Encourage and support community development of integrated source water and groundwater protection programs	LSCLW member organizations (primarily Water Committee), water suppliers, municipalities, and local watershed groups	87	Increased involvement with source water protection	1 year
Provide resources regarding the value of improving and maintaining quality conditions.	2.5	Inventory skills and available resources in partner organizations	Water Committee	100	Completed inventory	1 year
Assist in identification and prioritization of sites for restoration	2.8	Inventory existing watershed assessment and restoration plans in region	Water Committee, local watershed organizations	92	Completed inventory	1 year

Balanced Scorecard for Lower Susquehanna Center for Land and Water						
Goal 2. Support others in improving and maintaining water quality and aquatic resources						
Objective	**#**	**Initiative**	**Person Responsible/ Who Will Do**	**Impact Score**	**Measure of Success**	**Target**
Assist groups to implement watershed restoration and protection projects that improve and maintain water quality and aquatic resources	2.11	Develop a repository of projects ready to implement in the region	Water Committee, water suppliers, municipalities, conservation districts, watershed groups	85	Number of projects identified in repository	1 year

Balanced Scorecard for Lower Susquehanna Center for Land and Water						
Goal 3. Improve land use practices						
Objective	**#**	**Initiative**	**Person Responsible/ Who Will Do**	**Impact Score**	**Measure of Success**	**Target**
Identify and coordinate envt'l issues	3.1	Create a path of evaluation of comprehensive plans, community ordinances, and growth management techniques to advance land and water conservation goals.	County Planning, CBF, NLT	82	Number of munis. working with LSCLW	2 years
Facilitate partnership to increase efficiency of action	3.2	Develop and expand partnership opportunities while encouraging diversity among members	Land Committee	100	Number of new partners	1 year

Balanced Scorecard for Lower Susquehanna Center for Land and Water

Goal 4. Assist educational institutions in meeting and enhancing environmental education curriculum goals.

Objective	#	Initiative	Person Responsible/ Who Will Do	Impact Score	Measure of Success	Target
Provide authentic and experiential education opportunities for students	4.1	Provide mentoring and internship opportunities in the Lower Susquehanna region	Education Committee	92	Number of internship/ mentoring/ shadowing relationships	1 year
Provide opportunities and resources to educators	4.2	Raise awareness among educators of Center goals and resources	Education Committee	79	Number of educators engaged; Completed, successful symposium held	1 year

Balanced Scorecard for Lower Susquehanna Center for Land and Water

Goal 5. Organizational Strengthening

Objective	#	Initiative	Person Responsible/ Who Will Do	Impact Score	Measure of Success	Target
Help with development of organization	5.1	Establish an organizational structure for the center	Steering Committee	87	Structure developed and organization growing	1 year
	5.2	Capacity assessment and building	Steering Committee	84	Number of stakeholder groups involved; approved budget/ resource assessment	1 year
Fundraising	5.3	Fundraising	Steering Committee	71	Amount of fundraising plan goals achieved	1 year
Develop and implement a partnering strategy	5.4	Develop a communication plan	Steering Committee	84	Completed plan	1 year

Phase 2

Balanced Scorecard for Lower Susquehanna Center for Land and Water

Goal 1. Support others in preserving land.

Objective	#	Initiative	Person Responsible/ Who Will Do	Impact Score	Measure of Success	Target
Provide technical assistance	1.2	Facilitate ability to hire consultants and recruit volunteers to evaluate projects	Land Committee, LSCLW staff, land trusts	77	Number of volunteers, consultants involved	3 years
Provide funding assistance	1.5	Facilitate corporate partnerships	Land Committee, LSCLW staff	81	Number of corporate partners, dollars donated	3 years
Increase capacity of local groups involved in land preservation	1.7	Assist in organizational strengthening of local groups	LSCLW staff	85	Number of members, volunteers of local land trusts; number of projects completed	3-4 years
	1.8	Support acquisition of easements and land	Land Committee, LSCLW staff	77	Number of acres preserved	3 years

Balanced Scorecard for Lower Susquehanna Center for Land and Water

Goal 1. Support others in preserving land.

Objective	#	Initiative	Person Responsible/ Who Will Do	Impact Score	Measure of Success	Target
Increase capacity of local groups involved in l and preservation	1.9	Support initiatives to create greenways	Land Committee, LSCLW staff	95	Miles of established greenways	3 years

Balanced Scorecard for Lower Susquehanna Center for Land and Water

Goal 2. Support others in improving and maintaining water quality and aquatic resources.

Objective	#	Initiative	Person Responsible/ Who Will Do	Impact Score	Measure of Success	Target
Provide resources regarding the value of improving and maintaining quality conditions	2.6	Gather and promote watershed success stories in Lower Susquehanna region	LSCLW staff, with support from partner organizations	88	At least 3 success stories documented in each county	2 years
Assist groups in implementing watershed and restoration protection plans	2.16	Develop a funding clearinghouse	LSCLW staff	89	Number of grants provided and funding sources used by partners	3 years

Balanced Scorecard for Lower Susquehanna Center for Land and Water

Goal 3. Improve land use practices.

Objective	#	Initiative	Person Responsible/ Who Will Do	Impact Score	Measure of Success	Target
Create a repository of information on BMPs	3.3	Research, itemize, and catalog regional BMPs to create a repository of information	Land Committee, LSCLW staff	74	Completion of repository; number of entities using repository	3 years

Balanced Scorecard for Lower Susquehanna Center for Land and Water

Goal 4. Assist educational institutions in meeting and enhancing environmental education curriculum goals.

Objective	#	Initiative	Person Responsible/ Who Will Do	Impact Score	Measure of Success	Target
Raise citizen awareness in region through environmental education work	4.3	Create and information management system to increase opportunities for students and volunteers to further natural resource protection	Education Committee	68	Number of volunteers and students engaged; number of projects completed	2-3 years

Phase 3

Balanced Scorecard for Lower Susquehanna Center for Land and Water

Goal 1. Support others in preserving land.

Objective	#	Initiative	Person Responsible/ Who Will Do	Impact Score	Measure of Success	Target
Provide funding assistance	1.3	Build financial capacity	LSCLW staff	88	Dollars raised by land trusts; acres preserved	5 years
	1.4	Provide grant research	LSCLW staff	87	Number of grants secured	4-5 years

Balanced Scorecard for Lower Susquehanna Center for Land and Water

Goal 2. Support others in improving and maintaining water quality and aquatic resources.

Objective	#	Initiative	Person Responsible/ Who Will Do	Impact Score	Measure of Success	Target
Provide resources regarding the value of improving and maintaining quality conditions	2.7	Assist with promotion and coordination of watershed education and outreach events for landowners and the public	LSCLW staff (with support from member organizations)	75	Number of events held, number of participants	4 years
Assist in identification and prioritization of sites for restoration	2.9	Assist groups in conducting periodic prioritization review of projects identified in plans	LSCLW staff	79	Percent region covered by prioritization process, number of priority projects identified	3-4 years

Balanced Scorecard for Lower Susquehanna Center for Land and Water

Goal 2. Support others in improving and maintaining water quality and aquatic resources.

Objective	#	Initiative	Person Responsible/ Who Will Do	Impact Score	Measure of Success	Target
Assist in identification and prioritization of sites for restoration	2.10	Assist groups in developing watershed assessment and restoration plans in unassessed watersheds	LSCLW staff	70	Percent of unassessed watersheds in region covered by plans	4 years
Assist groups in implementing watershed and restoration and protection projects	2.12	Develop and implement landowner outreach program	LSCLW staff, conservation districts, service providers	88	Number of stream miles restored, acres protected or preserved	4 years
	2.13	Develop a volunteer link system	LSCLW staff and member organizations	73	Number of projects implemented involving volunteers	4 years
	2.14	Develop and implement a buffer maintenance program	LSCLW staff, CBF, watershed groups	87	Number of established buffers	4 years
	2.15	Develop and maintain a native micro-nursery	LSCLW staff	93	Number of trees distributed and planted in buffers	5 years

Balanced Scorecard for Lower Susquehanna Center for Land and Water

Goal 2. Support others in improving and maintaining water quality and aquatic resources.

Objective	#	Initiative	Person Responsible/ Who Will Do	Impact Score	Measure of Success	Target
Assist groups in implementing watershed and restoration and protection projects	2.17	Provide grant writing and administrative assistance to groups implementing watershed projects	LSCLW staff	90	Number of grants awarded and administered	5 years
	2.18	Assist groups in promoting forest riparian buffers	LSCLW staff, CBF, NRCS, FSA, conservation districts, local watershed groups	91	Miles of stream buffers established	4 years
	2.19	Assist groups in promoting agricultural BMPs	LSCLW staff, conservation districts, existing service providers	76	Number of BMPs, water quality monitoring results	4 years
	2.20	Provide technical assistance to groups conducting stream restoration projects	LSCLW staff	61	Number of projects for which assistance is needed	5+ years

Balanced Scorecard for Lower Susquehanna Center for Land and Water

Goal 3. Improve land use practices.

Objective	#	Initiative	Person Responsible/ Who Will Do	Impact Score	Measure of Success	Target
Communicate best management practices	3.4	Create an educational program for engineers, developers, contractors	LSCLW staff	79	Number of attendees, number of projects that implement BMPs	5 years

Appendix C

Implementation Timeline

Lower Susquehanna Center for Land and Water Implementation Timeline

Initiative	Funding Source	2009				2010				2011				20112				2013			
Goal 1. Land Protection																					
1.1. Natural resource inventory	DCNR																				
1.2. Consultants, volunteers to evaluate projects	Foundations, corporations, donors																				
1.3. Build financial capacity	Foundations, corporations, donors																				
1.4. Provide grant research	Foundations, corporations, donors																				
1.5. Facilitate corporate partnerships	Foundations, corporations, donors																				
1.6. Facilitate conservation organization partnerships	None needed																				
1.7. Local group organizational strengthening	Foundations, corporations, donors																				
1.8. Support acquisition of land and easements	Foundations, corporations, donors																				
1.9. Support greenways initiatives	Foundations, corporations, donors																				
Goal 2. Water Resource Protection and Restoration																					
2.1. Land and Water Path to Success	DCNR																				
2.2. Municipal stormwater and land use ordinances	DCNR																				
2.3. Support Act 167 Plans	None needed																				
2.4. Encourage development of source water protection plans	None needed																				
2.5. Inventory skills and resources of partners	None needed																				

Lower Susquehanna Center for Land and Water Implementation Timeline

Initiative	Funding Source	2009				2010				2011				2012				2013			
Goal 2. Water Resource Protection and Restoration																					
2.6. Watershed success stories in Lower Susquehanna	Foundations, WREN																				
2.7.. Watershed outreach and education events	Foundations, WREN, education funding																				
2.8. Inventory existing watershed plans	Foundations																				
2.9. Periodic prioritization review of watershed projects and plans	Foundations																				
2.10. Assist groups in watershed plan development	Growing Greener, 319																				
2.11. Repository of projects ready for implementation	None needed																				
2.12. Landowner outreach program	Growing Greener, NFWF, 319, foundations																				
2.13. Volunteer link system	Foundations, donors																				
2.14. Buffer maintenance program	Growing Greener, CREP																				
2.15. Native micro-nursery	Foundations, corporations, donors																				
2.16. Funding clearinghouse	Foundations, donors																				
2.17. Grant writing and administration assistance	Foundations, donors																				
2.18. Assist groups in riparian buffer establishment	Foundations, Growing Greener, 319, NFWF																				
2.19. Assist groups in promoting agricultural BMPs	Foundations, Growing Greener, 319, NFWF																				
2.20. Stream restoration technical assistance	Foundations, Growing Greener, 319, NFWF																				

Lower Susquehanna Center for Land and Water Implementation Timeline

Initiative	Funding Source	2009				2010				2011				2012				2013			
Goal 3. Land Use																					
3.1. Create Land and Water Path to Success	DCNR																				
3.2. Expand LSCLW partnership and partnering opportunities	No funding needed																				
3.3. Develop regional BMP repository of information	Foundations, NFWF, corporations																				
3.4. BMP educational program for developers, consultants	Foundations, WREN, corporations																				
Goal 4. Education																					
4.1. Mentoring/internship/ shadowing program	None needed																				
4.2. Raise awareness among educators of LSCLW	None needed at this time																				
4.3. Information management system	Education funding, foundations, corporate																				
Goal 5. Organizational Strengthening																					
5.1. Establish organizational structure for LSCLW	None needed																				
5.2. Capacity assessment and building	None needed at this time																				
5.3. Fundraising	Steering committee to evaluate funding																				
5.4. Develop communications plan	Steering committee to evaluate funding																				