



NORTHWEST CENTER FOR
ALTERNATIVES TO PESTICIDES

2025-2030 STRATEGIC PLAN

When NCAP embarked on this strategic planning process in 2023, no one could have predicted where the organization would be today. We emerge with our five year plan positioned to influence real improvements for front line communities. Our network of tens of thousands of community members continues to grow the pesticide free movement. Within and beyond our region, millions are waking up to the real need for pesticide policy reform. Our work will continue to inform a response to the ecological destruction pesticides have caused and inspire the adoption of safer alternatives.



THE PROCESS

After many months of evaluating our impact and synthesizing what NCAP can do well, we've landed here. We conducted three organizational health surveys, which sought input from staff and board about aspects of our programming. We assessed the funding landscape and got honest about where our niche should be moving forward. In the end, we have a clear plan for the program goals we want to prioritize, all while retaining flexibility to shift during unprecedented times. Our mission remains the same: *NCAP works to protect community and environmental health and inspire the use of ecologically sound solutions to reduce the use of pesticides.*

EMERGING THEMES

We have identified three central themes in our work—**Accessibility, Growth, and Ecological Responsibility**—which were identified by analyzing our objectives. With clear goals and actionable strategies, we aim to make vital resources more accessible and prioritize environmental stewardship.



ACCESSIBILITY threads throughout our work, as many underrepresented communities experience disproportionate exposure to pesticides. We seek the safest and best alternatives, and when there are none, we push for more research to find them.



GROWTH entails creating sustainable partnerships in our work with pesticide-impacted communities. By fostering relationships, supporting community-led initiatives, advocating for policy change, and addressing systemic inequities, we can ensure that our work leads to measurable, lasting progress.



ECOLOGICAL RESPONSIBILITY remains our north star as we promote effective pest management that looks at the whole system and root causes, not only the symptoms. Reaching long-term ecological balance and harmony between people, planet, and profit takes ingenuity and persistence.

OBJECTIVES KEY:



Accessibility Objective



Growth Objective



Ecological Responsibility Objective

*Photo left: Scouting locations for habitat planting project in Fort Hall, ID
Cover Photos: Wetland by BLM; Hoverfly by Kjetil Rimolsrønning; Swallow by Sharalyn Peterson; Purple Sage Farms veggies by Arlie Sommer*

NCAP'S STRATEGIC PROGRAM GOALS

GOAL 1: Healthy Wildlife & Water

Support on-the-ground strategies to reduce pesticide loading to protect rivers, streams, wildlife, and communities that depend on them.

■ Advocate for practice changes at the community level to reduce pesticide loading in waterways by providing accessible bilingual resources.

▲ Support sustainable industry growth by providing access to best practices and technologies that reduce pesticide inputs in the nursery and landscaping industries. Partner with businesses of all scales and backgrounds to adopt low-impact, science-based solutions.

● Ensure that pesticide use does not harm endangered, threatened, or declining species and their food sources. Continue to put pressure on the EPA to implement policies that protect endangered species from pesticide pollution.

GOAL 2: Healthy People & Communities

Organize people who experience pesticide exposure as an occupational hazard or within their communities to demand safer, healthier environments.

■ Increase accessibility of resources created for landscapers, farm workers, and home gardeners. Ensure that NCAP's educational resources and materials are culturally relevant, linguistically appropriate, and easily available.

▲ Grow staff capacity to expand farm workers education projects into more communities in our region.

Support regional growth through deeper community engagement, broader outreach, and increased delivery of culturally responsive education for agricultural workers. Provide home gardeners with the resources they need to promote and expand ecological pest management in their communities.

● Sustain a network of Latinx landscapers in the Northwest through peer-to-peer knowledge and sharing information that prioritizes environmental stewardship, reduces chemical inputs, and the protection of local ecosystems. Provide consultation services to gardeners and other community members who want recommendations for ecological pest management.

GOAL 3: Healthy Food & Farms

Work with partners to identify resource needs and host events to create synergy towards a healthier food system. Support agricultural professionals interested in growing food without pesticides.

■ Prioritize collaboration at the intersection of agroecology and Indigenous foodways with tribes in our region to provide technical assistance on a range of projects.

▲ Raise alarm about the need for invertebrate conservation through the installation of new on-farm habitat and other native plant restoration projects.

● Support transitioning organic producers and growing the organic market share. Create audience-driven resources and events while continuing to explore how to increase organic access for all.



Restoration project at Camas Prairie Centennial Marsh Wildlife Management Area. Photo: Kaitlyn Parks

NCAP'S ORGANIZATIONAL GOALS

Goal 1: Resilient Organization

Our resilience relies on strengthening shared leadership, supporting staff development, and maintaining financial stability.

■ Strengthen organizational capacity through strong partnerships while actively challenging patterns of racism and exclusion within NCAP and beyond. NCAP is viewed as a safe and supportive organization for prospective staff and members from diverse backgrounds and identities.

▲ Refine NCAP's shared leadership model and board engagement so that NCAP team members are supported and effective in their work. Policies and benefits to staff create a positive work environment, and staff thrive. NCAP's fundraising and financial systems support the work of the organization and its ability to grow our impact. Sufficient unrestricted donations and programmatic grants are raised each year to meet the ever-changing needs of the communities we serve.

● NCAP will steward its money in banks, credit unions, and endowment funds that invest in green energy rather than fossil fuels; NCAP uses a purchasing policy that reflects our mission and values.

Goal 2: Expand the Pesticide-Free Movement

NCAP continues to be the leading voice for alternatives to toxic pesticides in the Northwest. We will resource the growing network of organizations and individuals passionate about creating lasting change.

■ Consult with the public as experts on alternatives to pesticides, whether sharing existing resources, documenting needs, creating processes for implementing alternatives IPM plans, guides, policies, etc., or other support needs.

▲ Add new resources as needs are identified through our work on the ground in our region. Provide opportunities for supporters to engage in our work and build a pesticide justice movement by creating the political will for reform through our on-the-ground work. Share timely updates and calls to action with our supporters.

● Our Northwest communities and ecosystems are better protected from pesticide harms thanks to the work of NCAP staff, volunteers, and our community partners.

HERE'S TO THE NEXT FIVE YEARS!

Our board and staff are excited to share this overview of our strategic plan with our base. We will continue to meet regularly to track progress and refine our programs. This plan tracks an exciting path toward realizing our vision:

- Our Northwest ecosystem is vibrant and healthy.
- All people in our region thrive, living in balance with this healthy ecosystem that sustains all life.
- Residents, farmers, businesses, agencies, and institutions use their knowledge, resources, power, and desire to manage pest problems without pesticides.
- Consumers prefer organic and sustainably produced food and landscapes that are maintained with ecologically sound methods.
- Those most harmed by pesticide use are respected, well-informed advocates whose voices shape policy and practice related to pesticide use.



NCAP staff member Ana Elisa Wilson shares bilingual resources at a community event.