



NORTHWEST CENTER FOR
ALTERNATIVES TO PESTICIDES

NCAP THREE-YEAR STRATEGIC PLAN

2013 - 2016

LETTER FROM DIRECTOR

Dear NCAP Friends,

Did you know that current Environmental Protection Agency (EPA) statistics place the amount of conventional pesticides applied annually in the United States at nearly one billion pounds?

Pesticides are just as relevant, if not more so, today as when NCAP was founded 36 years ago. In 2012 the American Academy of Pediatrics in their report *Pesticide Exposure in Children* highlighted the crucial need to recognize and prevent exposures. In August 2013 the Governmental Accountability Office (GAO) released a report calling on the Offices of Children's Health Protection and Pesticide Programs (OPP) to better protect children from pesticide risks. Moreover, numerous science-based reports have emerged linking various pesticides with a host of health problems including increased rates of cancer.

Researchers are becoming more and more confident about the causal link between certain pesticides and bee colony collapse disorder and other pollinator and bird die-offs. The USDA and EPA 2012 Report on the National Stakeholders Conference on Honey Bee Health states, "Acute and sublethal effects of pesticides on honey bees have been increasingly documented, and are a primary concern."

Public awareness and concern has increased around the environmental impacts of genetically modified herbicide resistant crops and genetically modified organism (GMO) ingredients in foods. This has led to communities organizing for alternative approaches in agriculture and for GMO labeling of foods.

What does NCAP mean by "alternatives to pesticides?" NCAP champions approaches to pest problems that are in balance with nature. We describe this as an ecological approach. In NCAP's agricultural work alternative solutions include cover cropping, crop rotations, biocontrols, beneficial insect habitat creation, and other practices known to reduce pesticide use, protect pollinators, and mitigate climate change.

In schools, parks, housing, and in more urban landscapes, NCAP also advances ecologically-based approaches. We call for determining the root causes of an infestation and focusing on prevention. Alternative solutions often include removing the food and water sources, of the pest through caulking, installing door sweeps, and creating barriers to pest entry.

We work with diverse communities to find viable, economical, and long-term solutions that reduce and eliminate pesticide use and exposures.

NCAP's work is set in the ever-changing context of real-world and real-time politics, cultural, and economic shifts. It is with this in mind, that we choose what we believe to be the best and most strategic place for NCAP to focus its limited staff and resources. The strategic directions (*Healthy People and Communities, Healthy Food and Farms, Healthy Wildlife and Water, Healthy Organization*) reflect the best thinking of NCAP's staff, board, partners, allies and members. We look forward to advancing this work together. Thank you for your support!



A handwritten signature in black ink that reads "Kim Lewal". The signature is written in a cursive, flowing style.

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NCAP’S MISSION STATEMENT

The mission of the Northwest Center for Alternatives to Pesticides is to protect community and environmental health and inspire the use of ecologically sound solutions to reduce the use of pesticides.

SECTION 1. STRATEGIC DIRECTIONS FOR NEXT THREE YEARS

Within the following four major strategic directions and over the next three years:

HEALTHY PEOPLE AND COMMUNITIES

NCAP will work in our region to protect people, and the communities they live in, from exposure to pesticides while advancing alternative solutions. Our work will protect residents of publically subsidized housing, infants and children ages zero to five years who are in critical developmental stages, as well as youth in K-12 schools. We will provide educational videos and other materials, institute policy reforms, and work with green school certification programs to institute alternatives to pesticides.

HEALTHY FOOD AND FARMS

NCAP will promote and expand organic and sustainable food production in our region and federally by advancing alternatives to pesticides in partnership with farmers, researchers and consumers. Our work will advance farmer education programs, federal farm and food policy analysis and advocacy, and research and demonstration projects that result in increased support for, and adoption of, organic and sustainable agriculture.

HEALTHY WILDLIFE AND WATER

NCAP will protect water, imperiled fish and wildlife, including pollinators, from pesticides. Our policy, legal and education campaigns will focus both on protecting native bees and pollinators as well as restoring native, Pacific salmon populations in thousands of miles of rivers and streams in our region.

HEALTHY ORGANIZATION

NCAP will continue to build organizational strength and capacity in order to achieve our mission. To be effective we need to grow our organization, increase funding, and keep NCAP a great place to work. We will build our grassroots base through actively educating local, regional, and national communities on pesticide issues. We will target NCAP's communication and focus increased attention on reaching the full diversity of marginalized communities in our region.

SECTION 2: HISTORY AND CONTEXT

For 36 years, NCAP has effectively partnered with and mobilized a diverse set of individuals, communities, groups, universities, policy makers, government agencies, and businesses toward the goal of advancing alternatives and reducing the use of pesticides.

NCAP's history began from a well-spring of community-based groups working on healthier forest management in western states with concentrations of public forest-lands. These groups banded together to form the Northwest Coalition (now "Center") for Alternatives to Pesticides in 1977. NCAP serves both rural and urban communities throughout our region. Our area of service, as defined by this early history, includes Oregon, Washington, Idaho, western Montana and northern California.

In those early years, NCAP focused on coalition building and pursuit of legal strategies to stop forest spraying, assisted individuals and groups with alternatives to pesticides, and worked to grow a grassroots base. Citizens took direct action and NCAP offered a hub for community organizing, citizen-led campaigns, and information sharing.

NCAP began to focus strongly on advocacy and litigation throughout the next two decades. In the 1980's NCAP was party in a winning lawsuit to stop the aerial helicopter application of certain herbicides in Oregon and Washington public forests. The ban stopped short of ending all herbicide uses, allowing targeted applications for invasive and noxious weeds. Through that process, and subsequent changes in federal law that made it increasingly difficult to litigate pesticide cases, the organization grew and learned. NCAP needed to add new tools in addition to coalition building, local and state organizing, and litigation.

NCAP began more public education campaigns, research and demonstration projects, and policy work at the state and federal levels. We targeted on-the-ground demonstration efforts in the region, and strengthening federal pesticide regulation and compliance. We learned, for instance, that we needed to change tactics to influence federal policy and decision makers in addition to the court system.

In the 1990's, we initiated an effort to close a flagrant loophole in federal regulation that allowed inert ingredients, including hazardous chemicals, to be added to pesticide products without being disclosed on the labels. This loophole presented significant risk to poisoning victims and violated the public's right to know.

In the late 1990's, with the knowledge that more than two-thirds of pesticide use occurs in agriculture, we began our work in Idaho with the Shoshone-Bannock Tribes to help them, and those farmers renting their land, to reduce the use of the soil fumigant metam sodium which is a human carcinogen and can cause birth defects.

Starting in 2000, NCAP made a concerted effort to work with people who use pesticides in their profession and are faced with pest problems on a daily basis. We built new alliances with farmers and parks and school maintenance professionals.

Many of our programs showed measurable success in our third decade. NCAP's work to reduce metam sodium use in potato production led to our promotion of the cultural practice of planting mustard greens as a "green manure" and "biofumigant" to manage soil pests. As a result, farmers adopted the green manure practice on 40,000 acres in southern Idaho, thus reducing reliance on metam sodium while educating hundreds of farmers along the way about an alternative.

In addition, our above-mentioned efforts pushing EPA to disclose inert ingredients saw some measurable success in 2009, when the Obama Administration finally recognized the government's responsibility to disclose all ingredients in pesticide products.

In the late 2000's we launched the Pesticide Free Parks campaign. To date, there are more than 90 parks throughout the region that are now pesticide free. The number of parks continues to increase as communities organize and carry forward the momentum that NCAP began. For

example, communities utilize NCAP's toolkit, designed to help communities start a local Pesticide Free Parks program.

The Pesticide Free Parks campaign led to the creation, in 2010, of the Sustainable Places Information Network (SPIN), a social networking site designed for professionals with an interest in urban IPM, pesticide alternatives, organic land care, and other ecologically based management approaches. SPIN now mainly functions as a tool to communicate NCAP's information and messages to audiences that may be new to concepts of sustainability, or who are less interested in the advocacy reflected through NCAP's main website. While it has broader applicability, SPIN has a special greater Pacific Northwest niche as solutions and stories that are shared via the network are focused on pests and solutions that work in our bioregion.

Peer-to-peer learning is another hallmark of NCAP's work over the last decade. It was in this decade that NCAP initiated organic field days for farmers in Idaho to learn from each other. When it comes to pesticides, peers listen to each other and are more receptive to hearing about alternatives. NCAP promotes a peer-to-peer learning model in our agriculture and urban work.

We did not shy away from litigation when the health of people or the environment was at stake. In 2000, we launched the Clean Water for Salmon Campaign and won a series of carefully orchestrated and strategic lawsuits leading to the first ever measures to protect thousands of miles of salmon-supporting waters from pesticides.

Since our last strategic plan was launched in 2011, NCAP has continued to provide leadership in the pesticide reform movement and to make progress in protecting community and environmental health. By strategically choosing our work, we have:

- Protected 40,000 Oregon public school children by providing technical information and by securing policy improvements that reduced health risks posed by pesticides and pest issues;
- Prompted the Oregon Green Schools certification program, representing 300 schools, to adopt measures of pesticide use reduction;
- Protected 45,000 people living in publicly subsidized housing by providing technical information and securing policy improvements that eliminated many harmful pesticide uses;
- Been appointed to provide leadership on the Pesticide Policy Dialogue Committee, a federal committee that advises the Environmental Protection Agency (EPA) on pesticide matters;
- Trained 452 farmers in Idaho and Oregon in agriculture workshops and field days about alternatives to pesticides;
- Conducted field and research trials documenting a biological control for disease management in potatoes and dry beans with the University of Idaho and Certis USA;
- Joined the National Sustainable Agriculture Coalition as a represented member and helped to shape the Coalition's policy initiatives many of which are still being debated as Congress works toward passing a new farm bill;
- Initiated a new partnership with Oregon State University for a two-year trial to address mummy berry disease in blueberries in Oregon with pesticide alternatives; and

- Expanded groundbreaking work to protect Pacific salmon from pesticides. NCAP's efforts have gained protections that limit pesticide use along thousands of miles of rivers and streams protecting 27 populations of salmon from Southern California to Northern Washington and into Idaho.

In 2010 NCAP changed its name slightly to reflect the change from a coalition of groups to an independent, non-profit and is now known as the Northwest Center for Alternatives to Pesticides. The NCAP Board of Directors and Advisory Committee represent our diverse geographic area and array of programs. NCAP's main office is in Eugene Oregon, with a satellite office in Boise, Idaho.

SECTION 3. VALUES AND BELIEFS

NCAP believes that the following core values shape and guide its work.

1. Reaching long-term ecological balance and harmony between people, planet, and profit takes ingenuity and persistence. As sure as nature changes, so too must our approach.
2. Lasting change is possible when those who are directly impacted speak their own truth and organize their power.
3. Government has a responsibility to develop and enforce policies that protect the health and safety of people and the environment. It is our responsibility to help hold government accountable.
4. Sensitive populations set the bar for pesticide regulation. Protect those most sensitive and we are all better protected.
5. Considering who stands to lose and who benefits in all environmental decisions and actions is crucial to achieving social justice and equity.
6. Effective pest management requires an ecological approach that looks at the whole system and root causes, not only the symptoms.
7. People deserve to be treated with respect and patience, especially when asked to change their views and behaviors.

SECTION 4. KEY AUDIENCES AND CONSTITUENCIES

NCAP has a strong base that has supported our work for many years. This indicates that, as our strong base of supporters grows older, our constituency is changing in terms of demographics. While engaging our current base of supporters, NCAP is putting a strong emphasis on reaching out to younger generations in order to build our supporter base for the long term. This effort is reflected in how we do our work and how we engage technology.

Primary audiences - who our work is directed to (those we are trying to influence):

1. Members, environmental and food system advocates and NCAP supporters - high percentage of women between 35-70 years of age; many with children and grandchildren
2. Parents
3. Caregivers of infants and children

4. Pest management professionals – parks, school and housing maintenance professionals, landscapers, and others who use pesticides as part of their profession
5. Farmers
6. Elected and other policymakers, including administrative decision makers at government agencies
7. Scientists/researchers at universities, government agencies, and other organizations

Secondary audiences (those who help us get our message out):

1. Donors - individuals and businesses that support our work
2. Foundations - that support our work
3. Media - television, radio, print, on-line
4. Social networkers - Facebook, blogs, twitter
5. Allied organizations and partners in coalitions
6. Farmworkers and others who are negatively impacted by pesticides
7. Health care professionals
8. Environmental lawyers

SECTION 5: NICHE

NCAP is a regional organization and specifically serves Oregon, Washington, Idaho, western Montana and northern California. NCAP has a national presence through federal policy work that impacts not only the greater Pacific Northwest region, but the nation. Pesticides are regulated at the federal level and thus it is imperative that we work at the federal as well as state and local levels.

NCAP is active in national policy issues, generally through its participation in collaborative campaigns. For example, through NCAP's membership in the National Sustainable Agriculture Coalition we advocate for conservation and organic initiatives that ultimately serve to advance alternatives to pesticides.

We work in collaboration with Earthjustice, the Pacific Coast Federation of Fishermen's Associations, and others on our Endangered Species Act (ESA) litigation work pushing federal agencies to comply with and strengthen laws to protect endangered Pacific salmon and steelhead from pesticides. Moreover, our salmon litigation work has inspired copycat lawsuits across the nation aimed at protecting other endangered species. Likewise, we are allied with the Xerces Society, Pesticide Action Network, Center for Food Safety, and Beyond Pesticides in our work to protect bees and other pollinators from pesticides that jeopardize their survival.

Additionally, NCAP is a partner of the Just Label It! Campaign - a national coalition seeking federal labeling of food containing genetically engineered ingredients and stronger regulation of biotechnology as related to agriculture, food, and pesticides.

NCAP adds value to these and other coalitions and collaborations because we bring a unique voice and niche to the discussions and strategy making. Our focus on alternatives to pesticides and our on-the-ground research, demonstration and education work with farmers, for instance, brings an informed voice to coalitions working on food, farm and biotechnology reform efforts.

Moreover, we raise awareness about the harms pesticides have on salmon and waterways and bring that voice to the table as we work in partnership to protect endangered pacific salmon and steelhead.

To reduce pesticides, NCAP promotes practical and ecologically sound strategies for pest management, and at the same time, advocates for strong governmental regulation of pesticides and their use. NCAP has an emphasis on community and environmental health and safety, particularly concerning how pesticides impact vulnerable populations such as infants and children, workers, and imperiled fish and wildlife, including pollinators.

NCAP works in partnership with a diversity of agencies, schools and universities, conservation and agriculture groups, and many others in both urban and rural agricultural settings to reduce the use of pesticides. We work with pesticide users, as well as those negatively impacted. We provide education, policy analysis, science analysis and outreach, technical assistance, advocacy, and expert referrals on pesticide issues at the regional and national levels.

SECTION 6: THEORY OF CHANGE

NCAP works collaboratively in both urban and rural settings to create systemic and lasting change by educating about the hazards associated with pesticides. We work to address the underlying causal effects of pest problems and then to promote and implement ecologically sound solutions to pest problems.

We join forces with many organizations with allied missions including those who promote better working conditions and health protections for those who are exposed to pesticides in their work, such as farm workers.

NCAP works by strategically identifying areas where by leveraging our expertise and finite resources we will make the most change and where we can win and build the movement for change. Our strategic plan reflects these priority areas of work. We take a measured approach to our work by doing our research before we take a position or align with any one group.

We stand in the face of the tremendous economic and political power of the pesticide industry. In the spirit of Rachel Carson, Dr. Sandra Steingraber, and other advocates of health and the environment, NCAP will continue to speak truth to that power.

We often use a “carrot” approach to achieve social change such as in our work to increase federal incentives for transitioning to organic agriculture. At times, change requires holding government accountable for protecting human and environmental health, over the interests, profits, and influence of the pesticide industry. When necessary we use a “stick” approach, such as taking legal action when other avenues have been exhausted.

Change requires continuing to build a broad-based, mobilized grassroots movement for alternatives to pesticides in order to generate the needed political power to win on our issues. This, in turn, requires building the capacity and organizational strength and reach of NCAP.

We look to create higher-level change. Imagine a river where you see dead fish floating on the surface and brown, dead riverbanks. We not only look at the downstream symptoms like the dead fish, we also look to address the source of the problem “upstream” so problems are addressed at a root cause level. We cannot stop the problems “downstream” until we fix those “upstream” problems. Thus, we work at the administrative, judicial, legislative, institutional, community, and individual levels.

What sets us apart is that we work with those using pesticides to help implement solutions. It is critical to understand – from their perspectives – the pest problems they face and what factors lead to their decision to use, or not use, pesticides. We seek common ground in order to achieve incremental and long lasting change.

We work to build systemic change within institutions like parks departments, school districts, and at federal agencies like the Environmental Protection Agency. We work with pesticide users, such as farmers and public housing maintenance staff, to reduce their use or to help them implement alternatives.

The majority of conventional pesticides applied in the United States are used in agriculture. We work with farmers to find common goals to create change in how pesticides are used. We evaluate and demonstrate possible alternative solutions that are both economically viable and environmentally sound and that fit into farmers’ management practices.

Change requires increased research into, and availability of information on, non-toxic and healthy solutions to pest problems. We work with allied researchers to increase support for, and to expand research into, alternatives and to increase innovative on-farm or on-site research that works in "real life" situations.

In the long run, change will require that the least powerful and most vulnerable are protected. In other words -- if society protects the environment, infants and children, farm workers, pesticide applicators, those who work in and live near pesticide manufacturing facilities, and vulnerable plant, pollinator, wildlife, and fish populations -- we will all be better protected.

NCAP works on behalf of future generations and the impacts pesticides will have on our grandchildren and great grandchildren. We work to inspire a healthier future.

SECTION 7: PRIORITY OUTCOMES, OBJECTIVES, MEASURES OF SUCCESS

NCAP’s nine priority outcomes are the big steps we will work to achieve in order to advance our four strategic directions over the next three years.

STRATEGIC DIRECTION 1: Healthy People and Communities

PRIORITY OUTCOME 1: The health and well-being of children are better protected from pesticide exposures.

OBJECTIVE A. Motivate schools in NCAP's five-state region to adopt alternatives in lieu of pesticides.

OBJECTIVE B. Protect infants and children age zero to five years from exposure to pesticides through a targeted public education campaign.

MEASURE OF SUCCESS:

- Two hundred and fifty schools in our region, serving at least 125,000 students, will eliminate the most harmful pesticide uses and those uses that are routine.
- Green/sustainable school programs in at least three states in our region will include goals for pesticide use reduction.
- Fifty percent of schools in our region that are Green Certified will use the pesticide reduction criteria as an indicator.
- Health inspectors from at least 10 counties in our region will reduce pesticides and increase alternatives to pesticides at 200 schools that serve 100,000 students.
- Eight thousand parents, expectant parents, and child-care providers will utilize information to better protect infants and children from the impacts of pesticides.

PRIORITY OUTCOME 2: *Families throughout the region will live in healthier homes as harmful chemical applications are eliminated and the use of safe alternatives expands.*

OBJECTIVE A. Create healthier homes for low-income housing residents, including low literacy populations through adoption of alternatives to pesticides.

OBJECTIVE B. Provide technical assistance and referrals to fill direct information requests about pesticides and alternatives.

MEASURES OF SUCCESS:

- Ten low-income housing providers, serving more than 80,000 people in our region, will adopt the use of pest control practices that measurably reduce pesticide use.
- At least 80,000 low income housing residents, from around our region, will be able to manage a bed bug problem without pesticides.
- More than 1,500 people over three years will receive technical and referral support from NCAP staff to help them resolve pest and pesticide related questions and adopt alternative solutions.

PRIORITY OUTCOME 3: *Strong regional and federal policies will be in place that protect communities from pesticides and promote effective IPM.*

OBJECTIVE A. Strengthen state pesticide regulations in our region with a focus on protecting vulnerable populations including low-income housing families and children ages zero to five years.

OBJECTIVE B. Increase federal funding and support for pesticide reduction in schools and public housing.

MEASURES OF SUCCESS:

- Five state or local policies will be created and/or strengthened to better reduce pesticide use in our region and protect vulnerable populations.
- At least 150,000 people, considered part of a vulnerable population, will be better protected.

STRATEGIC DIRECTION 2: Healthy Food and Farms

PRIORITY OUTCOME 4: There will be a strong and healthy regional food production system that promotes alternatives to pesticides, organic farming methods and on-farm conservation.

OBJECTIVE A. Galvanize farmers and community members from our region to call upon Congress to pass a new five-year Farm Bill that restores funding for organic research, education, and transition and on-farm conservation.

OBJECTIVE B. Recruit and activate farmer and community champions from our region to improve federal agriculture policy and implementation of alternatives to pesticides research, organic farming, and on-farm conservation.

OBJECTIVE C. With key partners, assess and report on the level of organic research in Idaho, Montana, Oregon and Washington and at key research and educational institutions, with a focus on pest management and where alternatives to pesticides (and other controls) are most needed.

OBJECTIVE D. Inspire NCAP constituencies to support federal labeling of genetically engineered foods to highlight the extensive use of herbicides in many genetically engineered crops.

MEASURES OF SUCCESS:

- At least 500 farmers and community members will call upon congress to pass a strong Farm Bill that funds organic research and demonstrations and transition to organics.
- More than 1,200 active farmer and community members will champion improved federal agricultural policy and implementation.
- Four reports will be published (conducted in states in our region) outlining the current research and recommendations on further research needed to promote organics and alternatives to pesticides.
- More than 1,500 NCAP supporters will take action to highlight the risks and dangers of genetically modified crops.

PRIORITY OUTCOME 5: Farmers and agricultural professionals will have the tools and resources they need to create a healthier regional food system with a focus on effective cover cropping, crop rotations, ecological pest management, beneficial insect habitat creation and other practices known to reduce pesticide use, protect pollinators and mitigate climate change.

OBJECTIVE A. Through 2016, hold educational workshops and field days for farmers in our region to increase the knowledge of alternatives to pesticides and organic farming methods, as well as strengthen the community of farmers using and advocating for these practices.

OBJECTIVE B. In collaboration with researchers and farmers, research and demonstrate new viable alternatives to pesticides in potato, dry bean, mixed vegetable, and/or blueberry cropping systems to introduce and increase the adoption of alternatives to pesticides in the region.

MEASURES OF SUCCESS

- 400 farmers from our region will increase their knowledge of alternatives to pesticides and organic farming methods.
- Alternatives to pesticides will be demonstrated on ten farms in our region.
- 300 farmers will take information from our on-farm demonstrations and put them into practice on their farms.
- Twenty farmers will sign up for NRCS funding to increase pollinator habitat on their farms.
- Thirty-five farmers in our region will take a leadership role in educating approximately 400 farmers on alternatives.

Strategic Direction 3: Healthy Wildlife and Water

PRIORITY OUTCOME 6: Our nation's fish and wildlife populations from salmon to bees will be better protected from pesticide uses that threaten their survival.

OBJECTIVE A. Ensure 27 species of endangered Pacific salmon and steelhead are protected from 14 harmful pesticides.

OBJECTIVE B. Put pressure on Congress and the EPA to pass laws and policies such as the Saving America's Pollinators Act that protect pollinators from pesticides found to harm them.

OBJECTIVE C. Better protect fish and wildlife by strengthening pesticide laws with an emphasis on reforming risk assessment, conditional registrations, and pesticide monitoring at EPA.

MEASURES OF SUCCESS:

- Fourteen pesticide active ingredients (representing thousands of products) will have stronger labels on their use and 17 additional pesticide products will have recommended label changes.

- 40,000 people will participate in the public comment processes urging Congress and the EPA to better protect our threatened and endangered wildlife and imperiled pollinators from pesticide use.
- Thousands of miles of salmon supporting waters, supporting 27 Pacific salmon runs, will have a reduction in the contamination by 14 pesticide active ingredients.
- The ripple effect of our legal work will better protect the thousands of imperiled fish and wildlife populations.
- At least 80 members of the House of Representatives co-sponsor the Saving America's Pollinators Act with diverse and bi-partisan support.
- The chair of the Horticulture, Research, Biotechnology and Foreign Agriculture sub-committee holds a hearing on the Saving America's Pollinator Act.
- EPA stops neonicotinoid insecticide uses harmful to bees.
- America's fish and wildlife populations will be better protected because the science used to inform regulation will more accurately estimate pesticide risks.

Strategic Direction 5: Healthy Organization

PRIORITY OUTCOME 7: NCAP will have a strong base of supporters from across the region that understand the importance and value of our work to promote alternatives to pesticides, take action when called upon and have the resources they need to help us protect the health of people and the environment.

OBJECTIVE A. Grow and inform NCAP's base of supporters by further establishing NCAP's brand identification and communicating successes with the public.

OBJECTIVE B. Launch a new online platform that builds a powerful network of supporters that will work together to change policy to reduce pesticide use and advance alternatives through targeted campaigns in our region and at the national level.

MEASURES OF SUCCESS:

- 10,000 people will be educated on our mission and programs at 50 tabling events by 2016.
- Approximately 500,000 people over three years will use NCAP's website to access online resources and learn about our work.
- 5,000 individuals will take action and join our online network, growing our base of supporters from 13,000 to 18,000.

PRIORITY OUTCOME 8: NCAP will grow its annual operating budget by 15 percent each year over the next three years in order to effectively carry out its mission.

OBJECTIVE A. Increase individual giving to NCAP, specifically increasing our individual and business league memberships.

OBJECTIVE B. Increase foundation giving to NCAP by reaching out to new foundations and maintaining strong relationships with current funders.

MEASURES OF SUCCESS:

- By fiscal year 2017 our annual operation budget will be \$723,657
- NCAP donors will increase from 1,000 to 2,000.
- Business League membership will grow to 300 members.
- By the end of this plan, ten new foundations will commit to fund NCAP's work.

PRIORITY OUTCOME 9: NCAP will be a strong and efficient organization using innovative tools to accomplish our goals.

OBJECTIVE A. Grow NCAP staff to increase program work across the region.

OBJECTIVE B. Increase volunteer and intern programs thereby increasing our capacity and impact in meeting our mission.

OBJECTIVE C. Adopt new technology infrastructure to ensure NCAP can effectively communicate our mission and goals with supporters.

MEASURES OF SUCCESS:

- NCAP will grow from 5.65 full time equivalent (FTE) on staff to 7.0 FTE.
- 150 volunteers and interns will help us achieve our goals.
- NCAP's internal supporter database will be upgraded and increase our efficiency and ability to communicate with our supporters.
- NCAP's website platform will be upgraded to WordPress to allow us to use innovative tools to engage our supporters.

SECTION 8: MONITORING, EVALUATION AND PLAN RENEWAL

NCAP will conduct continuous evaluation and learning as an organization so that we may improve and do our greatest and most impactful work. Ongoing, regularly scheduled monitoring, evaluation, and course correction will help to ensure that NCAP's strategic plan is a living framework for sound decision-making. This document is subject to modification based on changing circumstances and new opportunities that may arise. A good monitoring and evaluation process allows all involved to continue to assess the external environment, learn from action, discuss options, and make better decisions. The following steps constitute a planning and monitoring cycle.

Step 1: (*July 2013*) The three-year strategic plan, 2013-2014 budget, and operating plan is discussed and approved by the NCAP Board of Directors.

Step 2: (*October 2013*) New plan is launched.

Step 3: (*January 2014 and each subsequent January*) At a staff retreat or other staff gathering, the Executive Director and staff will review and assess the first three months of the strategic plan and operating plan and make any needed course corrections. If the staff recommend a major change in direction, the board will review, discuss, and vote on these recommendations at the next scheduled board call or meeting.

Step 4: *(April-June 2014 and each subsequent April-June)* At a staff retreat or other staff gathering the Executive Director and staff will review and assess the outcomes from the prior six months of the strategic plan and prepare a draft annual plan for the next year based on the goals and objectives of the strategic plan. This annual plan will be brought before the Board for discussion and acceptance at the July (summer) board meeting. Any additional changes to the three-year strategic plan recommended by staff may be brought to the board at this time.

Step 5: *(April-June 2014 and each subsequent April-June)* The Executive Director and staff will prepare a draft annual budget based on the goals and objectives of the strategic plan. This budget will be brought first to the finance committee for recommendation and then before the Board for approval at the July (summer) board meeting along with the annual plan.

Step 6: *(March 2015 - winter meeting- and each subsequent winter board meeting)* The NCAP Board of Directors, along with the Executive Director will assess NCAP's progress on its annual plan and strategic plan and recommend any needed course corrections.

Step 7: *(August 2015)* Begin process of drafting a new three-year strategic plan. Form a strategic plan team including representatives from the board and staff leadership. Assess the last three years of the plan utilizing the McMillan Matrix, possibly a strategic plan facilitator, and other tools. Conduct an on-line membership survey and phone interviews with key partners including funders and donors. The team compiles and analyzes the data and drafts a report based on the feedback. In a staff and board retreat, review and discuss all data. Board and staff decide on major directions. The strategic planning team takes outcomes and decisions from board/staff retreat and drafts the new 2016-2019 strategic plan. The Board reviews the draft plan at the winter 2016 board meeting/planning retreat. A final plan is ready for review and approval by the NCAP Board in the summer (July) of 2016.

Step 8: *(October 1, 2016)* The new plan is launched.

During the staff and board assessments of the plan we will discuss questions such as:

- Which of our objectives and major activities are we accomplishing? What difference has it made?
- Which objectives are we not getting to or making headway on? (What are the gaps?) Why?
- How has our external environment changed over the course of the year?
- How has our internal environment changed over the course of the year?
- How has our budget compared with our actual expenditures and our desired activities?
- What new opportunities or threats have presented themselves and how should we be responding to them?
- What are we learning from doing our work?
- What changes or course corrections do we need to make at this point to the strategic and/or operating plan? Why?

SECTION 9: NCAP'S STRATEGIC PLANNING PROCESS/METHODOLOGY

NCAP formed the Strategic Planning Team composed of both staff and board members in August 2012. This Team provided leadership and facilitation throughout the strategic planning process. The Team developed a scope of work, held conference calls, designed and carried out planning meetings and membership and partner surveys. Team members included: Board members Martin Guerena, Tony Brand, Betty McArdle, Sara Nienaber and staff members Kim Leval, Josh Vincent and Jennifer Miller; and facilitator, Kathi Jaworski.

Step	Date	Activity
1. Preparation: Phase I	August - November 2012	<ul style="list-style-type: none"> ▪ Create Strategic Planning Team (SPT) ▪ Develop scope of work – plan and design meetings ▪ Hold SPT mini-retreat and engage full board and staff for input (November board meeting) ▪ Hire facilitator for full board/staff retreat in March
2. Assessment and Data Gathering: Phase II	October 2012 - February 2013	<ul style="list-style-type: none"> ▪ Plan and conduct member and partner surveys ▪ Compile, analyze, and write up results
3. Planning Retreat: Phase III	September 2012 - March 2013	<ul style="list-style-type: none"> ▪ Plan and hold strategic planning retreat March 2013 with full board and staff, facilitated by Kathi Jaworski (Write to Know, Inc.)
4. Plan Development: Phase IV	March 2013 - October 2013	<ul style="list-style-type: none"> ▪ Draft, vet, and finalize written strategic plan with staff and board ▪ Board reviews and approves core sections of the strategic plan and 2013/14 budget at July board meeting ▪ New three-year plan launched on October 1, 2014
5. Evaluation/Review: Phase V	January 2014 - August 2015	<ul style="list-style-type: none"> ▪ Regular evaluation and review of plan
6. Preparation: Phase 1	August 2015 - September 30, 2016	<ul style="list-style-type: none"> ▪ Process begins again to develop 2016 to 2019 strategic plan (includes evaluation of current plan as we are building toward the next plan)

SECTION 10: FUTURE VISION

In the next 5 to 10 Years NCAP will help to create pesticide policies and practices that:

1. Transform Northwest agriculture with more sustainable approaches in food production, less reliance on pesticides and more ecological systems-based approaches to pest problems. Build support and increase the level of organic research performed in the region.
2. Better protect children, families, communities, and those with the least voice by ensuring that public places, particularly parks, schools and low-income housing in our region, manage pests in ways that don't compromise the health of people or the environment.
3. Strengthen federal regulation of pesticides and related compliance to ensure that pesticide use does not harm people, fish, wildlife, or the environment.
4. Ensure federal, state and local governments are rigorous, ethical, and transparent in their regulation and use of pesticides.
5. Utilize multi-disciplinary, systems-based science and foster research to find reliable and safe alternatives to pesticides.
6. Recognize new challenges arising from climate change and prepare farmers and others for the increasing pest pressure.
7. Reform immigration policies for agricultural workers giving workers labor rights and increasing worker safety from dangers such as pesticides.

In the next 10 to 15 Years NCAP will help to create an organization that:

1. Is recognized as a national and regional leader in pesticide reform and continues to be regarded as a trusted provider of educational resources and sound scientific information on pest solutions and hazardous pesticide impacts.
2. Is knowledgeable and effective in using interactive electronic communications and other technologies as a way to reach new people and to network, target and share information among key stakeholders and constituents.
3. Has 27,000 key supporters who receive our newsletter, take action and/or financially support NCAP, a staff of 15 and a satellite office in each of its five states that can engage members in localized programs that are appropriate to that state or area.
4. Has a diverse and sustainable funding stream, with members and individual donors supporting 50 percent or more of NCAP's annual revenue.
5. Influences major pesticide reforms at the federal and regional levels.
6. Has a strong reputation as a collaborative organization that partners with diverse allies to effect change and build the broader health, sustainable and organic agriculture, and environmental movements.