



Tin Mountain Conservation Center
Strategic Plan
FY26 - FY28
Ratified July 2025



Plan developed in partnership with Paper Crane Associates
www.PaperCraneAssociates.com

Table of Contents

Executive Summary	3
About Tin Mountain Conservation Center	4
Strategic Planning Context & Process	6
Strategic Goals and Priorities for FY26 - FY28	12
Goal 1: Deepen our efforts to inspire stewardship of the natural world within our community	12
Goal 2: Strengthen our role as a regional conservation leader	13
Goal 3: Execute a successful transition into our organization's next chapter	15
Goal 4: Secure our financial sustainability for the next 45 years	16
Conclusion	18
Appendix: Special Thanks to Our Team	19

Executive Summary

Since its founding in 1980, Tin Mountain Conservation Center (Tin Mountain), based in Albany, New Hampshire, has inspired children, adults, and families to connect with and care for the natural world. For over 45 years, Tin Mountain has engaged tens of thousands of community members through its mission-driven work, fostering environmental appreciation and modeling responsible stewardship.

The organization carries out its mission through hands-on programs in schools, at camps, in the community, and through active research and land stewardship. This work is organized around four core programmatic areas:

- Conservation & Stewardship
- Youth Education
- Research & Community Science
- Community Engagement

Each year, these programmatic areas come to life through a wide range of activities, including:

Conservation & Stewardship

- Stewardship of nearly 2,000 acres of conserved land and 20 miles of public trails
- Habitat restoration efforts

Youth Education

- Experiential learning programs serving approximately 3,000 K–12 students across 17 schools in New Hampshire and western Maine
- Seasonal homeschool programming and teacher workshops
- Summer and winter vacation camps for youth ages 4–16

Research & Community Science

- Field research in areas such as avian ecology and stream restoration
- Organized opportunities for community members to meaningfully contribute to regional and national community science projects

Community Engagement

- Year-round nature programs, events, and lectures for all ages
- Renewable energy demonstrations and community sustainability initiatives
- Engage community members through programs, volunteering, and membership

In 2024–2025, Tin Mountain engaged in a strategic planning process that brought together staff, board members, volunteers, donors, members, and community partners. This process offered a valuable opportunity to reflect on what the organization does—and why—as well as how it can position itself for even greater impact and resilience in a changing world.

Through this process, Tin Mountain identified four strategic goals for the next three years:

- 1. Deepen our efforts to inspire stewardship of the natural world within our community**
- 2. Strengthen our role as a regional conservation leader**
- 3. Execute a successful transition into our organization’s next chapter**
- 4. Secure our financial sustainability for the *next* 45 years**

This plan details how those goals were developed and how each will be carried out.

About Tin Mountain Conservation Center

Our strategic planning process provided us with an opportunity to reflect on what we do and why. During the process, we updated our vision, mission, and how we talk about our programs so that these statements were fully aligned with each other and tell a complete story about our work.

Tin Mountain's Vision

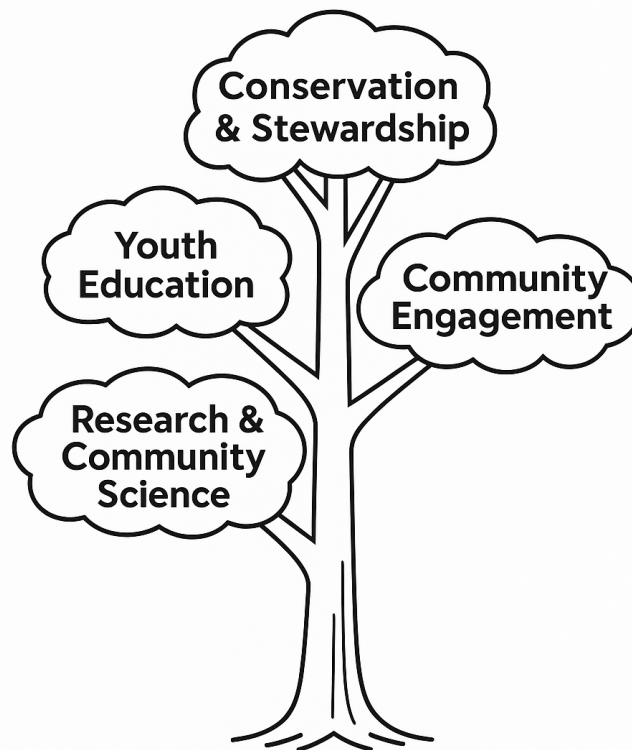
We envision a future where nature serves as the ultimate classroom, inspiring individuals and communities to be stewards of the natural world.

Tin Mountain's Mission

Our mission is to promote an appreciation of the natural world among children, adults, and families, and to demonstrate responsible stewardship of natural resources. We carry out our mission with hands-on programs in schools, at camps, and in the community, as well as through research and land stewardship.

Tin Mountain's Program Portfolio

Our core areas of focus are: Conservation & Stewardship; Youth Education; Research & Community Science; and Community Engagement.



**TIN MOUNTAIN
CONSERVATION CENTER**

Tin Mountain's Diversity Statement

Tin Mountain provides a diverse, equitable and inclusive environment in which to learn about and explore the natural world. Its programs, trails, and buildings are open and available to everyone who wants to participate. Tin Mountain's staff members, Board of Trustees, and members are united in their passion for environmental conservation, education, and research as well as their mutual trust and respect for each other and the world in which we live.

Tin Mountain's Intended Impact

Through this plan, we recommitted to our mission of promoting an appreciation of the natural world among children, adults, and families, and demonstrating responsible stewardship of natural resources. As part of the planning process, we clarified our four programmatic areas and articulated the intended impact of each:

Conservation & Stewardship

- Increased opportunities to access and experience the outdoors through diverse modes (e.g., walking, biking, skiing, wheelchair access, playscapes)
- Improved physical and mental health through time in nature
- Strengthened understanding of and commitment to environmental stewardship

Youth Education

- Increased comfort outdoors
- Growth in curiosity and inquiry of the natural world
- Improved understanding of natural systems, one's role within them, and our impact on them
- Observable shifts in behavior such as increased engagement, reduced screen time, and more active learning

Community Engagement

- Increased appreciation for– and engagement with– the natural world among a growing number of people.
- Stronger financial sustainability through deeper community relationships
- Expanded access to nature and to environmental education for people of all ages and backgrounds

Research & Community Science

- Greater community awareness and appreciation of local ecosystems
- Improved land management practices inspired by shared, applied research
- More impactful outcomes through increased participation in community science initiatives

Tin Mountain's Theory of Change

If Tin Mountain:

- Delivers hands-on environmental education to students of all ages
- Offers accessible nature programs that engage families and lifelong learners
- Conducts and shares applied conservation research and community science

- Protects and stewards 2,000+ acres of land and 20 miles of public trails
- Models sustainability through energy-efficient facilities and land use practices

Then we will:

- Build critical thinking, environmental literacy, and observational skills
- Spark curiosity, confidence, and care in young people through time outdoors
- Increase understanding of and engagement with natural systems across our communities
- Inspire volunteerism, stewardship, and financial support from individuals, partners, and the broader community
- Improve land management and conservation outcomes through applied science, partnerships, and community science
- Make the outdoors more inclusive, restorative, and relevant for all

So that:

- More people of all ages and backgrounds develop a lifelong connection to nature
- Our region benefits from a growing culture of environmental responsibility and well-being
- Tin Mountain continues to thrive as a regional leader in environmental education, research, and conservation

Strategic Planning Context & Process

Every strategic plan is a response to the unique strengths, challenges, and opportunities of a specific moment in time. This plan builds on our 45 years of dedication to cultivating a deep appreciation for the natural world and demonstrating responsible stewardship through hands-on education, research, and land conservation. This section examines our current position, the evolving external landscape, and the goals that will guide our efforts to enhance our impact and ensure long-term sustainability.

Our Organizational Context at the Time of Planning

We entered this strategic planning process as a mature and respected institution with deep roots in the Mount Washington Valley and a strong legacy of impact. Founded 45 years ago by Barbara Rockwell Henry and David Henry, we have grown from a small grassroots effort into a multifaceted organization delivering high-quality programming throughout the region.

Much of this work has been led for decades by long-serving staff and volunteers, with the current Executive Director having worked for our organization in multiple roles over 40 years. This continuity has fostered deep trust, organizational stability, and a strong community identity. With a leadership transition on the horizon, we are proactively considering how to carry that legacy forward— and ensure our future leadership, internal structures, and support systems are well positioned to uphold our mission with enduring strength and clarity.

Internally, we continue to deliver a broad array of programs spanning youth education, research and community science, conservation and stewardship, and community engagement. As part of

this planning process, both programmatic scope and staff capacity were under review with an emphasis on quality, focus, and long-term operational sustainability. In recent years, we have also completed several major capital projects, including the construction of an all-access nature trail. Our successful capital campaign a few years ago helped us to strengthen our relationships with our supporters while building our financial health and funding needed projects.

Externally, we continue to be highly valued by local schools, families, funders, and volunteers. Membership and community engagement remain strong, yet there is a growing need to diversify our funding sources, deepen our understanding of donor stewardship, and adapt our program models in response to evolving community needs and opportunities. This planning process arrived at a pivotal moment—offering us the opportunity to clarify Tin Mountain’s identity, plan for our upcoming leadership transition, and reinforce the foundation for long-term sustainability.

External Context at the Time of Planning

This strategic plan was developed at a time of significant social, environmental, and economic transition, both regionally and nationally. Several key trends informed this process:

- *Education Shifts:* Schools across New Hampshire and Maine continue to adapt to evolving state standards, changes in science curricula, and decreased interest in place-based, outdoor learning. At the same time, program participation is increasingly determined by school budgets and transportation logistics.
- *Climate and Conservation:* Climate change is creating both urgency and opportunity for conservation organizations. Our mission is increasingly relevant as the region experiences changes in wildlife patterns, more frequent flooding, and threats to biodiversity. This underscores the importance of our work in habitat protection, stream restoration, and community science, plus creates new possibilities for education, advocacy, and partnerships in climate resilience.
- *Demographic and Economic Changes:* The Mount Washington Valley is seeing shifts in population due to remote work, real estate pressures, and climate migration. These dynamics are reshaping not just local economic conditions but land use and access to nature—factors that, in turn, influence program participation and donor behavior.
- *Nonprofit Landscape:* We operate in a dynamic field where nonprofits across the region are adapting their staffing models, benefit structures, and partnership strategies. Benchmarking data collected during this process highlighted new models for collaboration, volunteer engagement, and earned revenue.
- *Federal Priorities & Funding:* During this strategic planning process, a new presidential administration took office, bringing a shift in federal priorities. The resulting deprioritization of environmental protection, climate action, education, and scientific research created uncertainty for Tin Mountain’s federal funding. This shift also impacted local school districts and regional funders, many of whom faced new financial pressures in response to threats to their own budgets or to the funding streams of their grantees, which will ultimately impact the funds they can use to invest in Tin Mountain.

Together, these internal and external dynamics underscore the importance of strategic planning at this point in our history.

What Our Planning Process Entailed

In late 2024, we embarked on a strategic planning process designed to chart a course for our organization's continued sustainability and impact. This process was an opportunity to reflect on what had been achieved in our first 45 years, assess the current strengths and opportunities, and plan for our *next* 45 years.

The planning process was guided by our Board of Trustees, senior staff leadership team, and full staff team. Our collaborative approach ensured deep engagement from key stakeholders, fostering a shared sense of ownership over the plan's outcomes.

The process began with a comprehensive review of our current programs, operations, mission, and vision. By systematically examining programs, staffing, board, member/community/partner engagement, finances, fundraising, partnerships, facilities, and impact, we gained a clear understanding of Tin Mountain's strengths and areas of opportunities. These insights steered thoughtful discussions about the future, ensuring that strategic decisions were grounded in both data and the changing internal and external context.

Through a series of meetings and ongoing research, we explored critical topics, including:

- What our organization does and why, how we fit in the regional landscape, and how our priorities are captured in our key statements (vision, mission, programs)
- Financial viability year to year and financial sustainability over many years
- Staff retention and support
- Succession planning for our current, long-time Executive Director
- Capital campaign feasibility

Key Decisions Grounded in Community and Partner Feedback

As part of this strategic planning process, we gathered meaningful input from our members, school partners, and the broader community. The insights collected affirmed our longstanding value while highlighting specific opportunities to increase our impact, responsiveness, and resilience. These inputs directly influenced the goals and priorities outlined in this plan.

Member Insights

A 2025 survey of our members asked why they support the organization. The results reinforced a powerful message: people are drawn not only to our programs but to our broader mission and identity.

- 60% of respondents identified "supporting an organization that prioritizes the natural world" as their primary reason for support.
- When ranked across all responses (primary, secondary, and tertiary), the most frequent mentions were:
 1. Supporting an organization that prioritizes the natural world (32%)
 2. Nature programming (26%)

3. School programs (16%)
4. Summer camp (10%)
5. Volunteering (5%)

These findings affirmed the importance of preserving Tin Mountain's core identity while continuing to strengthen and diversify the programs that bring its mission to life.

In addition, 70% of respondents rated Tin Mountain programs 5 out of 5, praising both quality and content. At the same time, constructive feedback provided valuable guidance for future improvements, including:

- Improve AV equipment and encourage all presenters to use sound systems
- Offer earlier or daytime programs for those who dislike night driving
- Provide virtual access or recordings to expand participation
- Clarify event check-in procedures
- Consider offering multi-part program series
- Make on-the-spot giving easier (e.g., QR code for donations)
- Continue program variety and frequency
- Offer more small-group field experiences to reduce crowding
- Increase outreach to members about upcoming events

These insights directly shaped priorities around member engagement, program delivery, and operational improvements (within Goal 1, Goal 2, and Goal 4).

Additionally, members provided helpful input related to membership levels and motivation:

- Membership level (\$) generally increased with years of membership
- Nearly all members would recommend Tin Mountain at a "9" or "10" out of 10
- Nearly all were highly likely to continue their membership
- In response to an open-ended question about what might encourage greater support of our organization:
 - Most cited "having more money" and a more stable economy
 - Many mentioned seeing stories or measurable impact of Tin Mountain's work
 - Some valued enhanced member-exclusive events, benefits, and family programming
 - Others noted that geographic proximity was a factor (eg, they lived too far away to become frequent users, or were seasonal residents)
 - Several were already at their giving limit or were content with their current level
 - Notably, simply asking members about volunteering increased interest in volunteering (ie, people who were not volunteers provided contact information to learn more about becoming volunteers)

This feedback helped shape strategies under Goal 4 related to donor motivation, storytelling, tiered member benefits, and increased volunteer engagement.

Educator & School Partner Feedback

A parallel survey of school administrators provided essential feedback on our youth education work:

- 77% agreed that our programs “complement standards and/or competencies covered by teachers in the classroom”
- 77% also noted that Tin Mountain programs “serve as a student enrichment experience”

While affirming the value of our work, this data also revealed a key distinction: most school administrators see Tin Mountain youth education programs as complementary rather than essential. That insight helped shape Goal 1: “Deepen our efforts to inspire stewardship of the natural world within our community”, with Objective A being, “Strengthen school partnerships to position Tin Mountain as an *essential* provider of high-quality, hands-on, nature-based science education.”

When asked to select which aspects of Tin Mountain programs were most valuable for their students:

- 100% chose “hands-on learning”
- 92% chose “outdoor experiences (hiking, snowshoeing, canoeing, nature exploration, etc.)”
- 54% chose “use of Tin Mountain Conservation Center Science and Education materials and equipment”
- 46% each chose “curriculum connections” and “sustainability & conservation education”

These insights directly influenced strategic goals and priorities focused on strengthening Tin Mountain’s school partnerships, enriching program design, and expanding our role within regional education systems.

When asked about barriers or limiting factors:

- 92% of schools cited budget as the biggest influence on continued participation
- 54% mentioned curriculum alignment

When asked about interest in expanded programming options (e.g., in-school visits, field trips, virtual programs, teaching kits), a combined 92% responded “yes” or “maybe,” with most citing budget and funding limitations as the primary barrier.

This input contributed directly to priorities related to developing new education models, strengthening school partnerships, and aligning programs with external funding opportunities (Goal 1 and Goal 2).

Peer Benchmarking & Organizational Reflections

The strategic planning process also included benchmarking against several local and regional peer organizations. A few key takeaways helped shape our thinking:

- Many of our peers publish both mission and vision statements prominently
- Organizations like the Mt. Washington Observatory are seeking to become education leaders through robust program offerings

- Some peers offer tiered membership/donation levels with perks
- Some peers generate revenue through professional development offerings for educators
- Peer organizations with sizable endowments benefit from reliable investment returns
- Public pricing information (e.g., for programs, field trips, PD) helped contextualize our own pricing
- Executive Director and seasonal staff salaries across peers were comparable and within range, though our intern wages were low relative to the market

These insights supported our priorities around strengthening Tin Mountain’s conservation leadership, refining our value proposition, and building our long-term financial sustainability.

As mentioned earlier, it is also important to recognize that this planning process occurred during a period of both internal change and external uncertainty.

- National political and cultural shifts are creating uncertainty for science, education, and environmental priorities
- Internal transitions—including the planned retirements of long-serving leaders—represent a generational shift that requires thoughtful preparation
- In this next chapter, the leadership team expressed a clear desire to prioritize the highest-impact efforts, even if doing so required a more focused approach to fulfilling the mission

These internal and external dynamics shaped the tone of this plan and informed the decision to focus on four clear, achievable strategic goals. The final goals and priorities reflect:

- Input from 1:1 conversations with staff and board
- Two retreats with full staff and board members
- Regular discussions with the senior leadership team and full board
- Data and insights gathered from member and school surveys
- Benchmarking against peer organizations
- Organizational self-assessment

This integrated decision-making process ensured that the strategic priorities are grounded, relevant, and achievable—setting us up for success in our next chapter.

By the end of the strategic planning process, we had established clear strategic goals to guide us over the next three years. These goals included deepening our work, inspiring stewardship of the natural world, strengthening our role as a regional conservation leader, ensuring a successful transition into our organizational next chapter, and ensuring our financial sustainability for the next 45 years. The success of this plan will further establish us as a leader in the efforts to create a future in which nature serves as the ultimate classroom, inspiring individuals and communities to be stewards of the natural world.

Strategic Goals and Priorities for FY26 - FY28

We entered this strategic planning process from a position of relative strength. Our youth and adult programs were highly regarded, our camps remained popular, our research and stewardship efforts were measurably impactful, our membership was engaged and expanding, our organizational culture was positive, and our financial footing was stable. As we embark on the next chapter of our journey, we will be focused on building an organization that is even more impactful, essential, integrated, and sustainable. Our work over the next three years will be centered around four strategic initiatives that will strengthen our ability to fulfill our mission of promoting an appreciation of the natural world among children, adults, and families, and demonstrating responsible stewardship of natural resources.

The four strategic goals are:

- 1. Deepen our efforts to inspire stewardship of the natural world within our community**
- 2. Strengthen our role as a regional conservation leader**
- 3. Execute a successful transition into our organization's next chapter**
- 4. Secure our financial sustainability for the *next* 45 years**

Each strategic goal is outlined below, along with the key priorities that will guide our efforts and drive meaningful progress toward achieving our mission.

Goal 1: Deepen our efforts to inspire stewardship of the natural world within our community

The power and impact of our work isn't accomplished solely through our own stewardship of lands under our management but also through the creation of an ever-expanding community of children, adults, and families who themselves are inspired to be stewards. Together, this community will take everyday actions and big bold actions that support and sustain the natural world in the Conway region and beyond.

- A. Strengthen school partnerships to position Tin Mountain as an essential provider of high-quality, hands-on, nature-based science education

For decades, we have been a resource for local districts and schools, providing hands-on classroom-based, school campus-based, and nature-based science instruction and field trips. Feedback from teachers demonstrates the significant social-emotional and intellectual impacts of this work on the approximately 3,000 K-12 students across 17 schools we serve, and on helping teachers to meet curriculum standards in enriching ways.

Unfortunately, school administrators too often see our work as supplemental, leaving the teachers and students at risk of not having access to our programs as budget cuts loom. We will work to cement our role as an essential means through which districts, schools, and teachers carry out their educational mandate.

- B. Use programs to inspire community members to become active stewards
Our programs for adults, families, and children play essential roles in accomplishing our mission of increased appreciation for and engagement with the natural world. We have built an extensive calendar of classes and programs that are well regarded and impactful. We will continue these programs while extending their impact by helping participants take steps beyond the more passive appreciation of and engagement with nature towards being active stewards and advocates for the natural world.
- C. Enhance camp programs to deepen environmental learning and foster lasting connections to the natural world
Our youth nature-based camp programs are fun, highly regarded, and an important part of many families' summers. Now, there is an opportunity to deepen our camp curriculum so the impacts of the camp are more closely tied to the goals stated in our mission, particularly as related to campers' environmental learning and connections to the natural world.
- D. Leverage Community Science to increase engagement of youth and the broader community while providing real-world learning opportunities
We have long-standing research projects that staff have led and carried out with the help of interns, however there is an opportunity to bring more youth and community participants into our community science projects. This will allow for the continuation and expansion of these community science projects while also providing community members with tangible, real-world ways in which they can learn, have impact, and deepen their engagement with the natural world and with Tin Mountain.
- E. Increase member and business engagement through clearer pathways for participation, action, and connection to our mission
We have had a membership program and a business supporter program that has continued to grow year over year. We now wish to deepen their engagement, creating more ways for members and businesses to participate in education, research and community science, and stewardship activities led by us. As their engagement increases, so will their connections and commitments to our organization.

Goal 2: Strengthen our role as a regional conservation leader

We play an important role in the region through our own conservation efforts and through inspiring community members to engage with and steward the natural world.

- A. Be an active leader in local and regional conversations about conservation, environmental stewardship, and outdoor experiential learning
For more than 40 years, we have been leading conservation and environmental stewardship efforts. Now we want to bring that expertise beyond our organization, by playing a larger, leadership role in local and regional conversations and planning, particularly those that relate to conservation, environmental stewardship, and outdoor experiential learning.

B. Continue to steward Tin Mountain's 2,000+ acres through consistent maintenance, habitat care, and responsible land management

Over the past 45 years, we have assumed ownership and management of more than 2,000 acres across the Mount Washington Valley. The priority for the next few years will be to focus on stewarding those properties, including trail maintenance, habitat care, and land management, rather than on additional acquisitions.

C. Continue to invest in trail maintenance and infrastructure to ensure accessibility, safety, and long-term sustainability

Part of our mission is to encourage the stewardship of the natural world *by* community members, and that means creating the opportunities for community members to be *in* the natural world. Doing so necessitates ongoing investments on our part to create and maintain safe access to our properties and to ensure the properties' long-term sustainability.

D. Align Research with organizational priorities, regional conservation initiatives, available funding, and partner capacity

We will assess our current research projects to evaluate their alignment with Tin Mountain's organizational priorities, their connection to regional and national conservation efforts, and their long-term sustainability within available funding. We will also create and deepen our relationships with the strong research institutions in the area, helping us to access technical research expertise, student researchers, and funding, which together can help us to expand and sustain our research projects.

E. Improve coordination between Youth Education; Community Engagement; Research & Community Science; and Conservation & Stewardship teams to better leverage our organizational strengths

As with many organizations, our programs and their teams have grown somewhat independently. We recognize that improving the coordination between teams will help us to accelerate our work and impact. We also identified a number of tangible needs that each department had for each other that will help to drive forward their work, from better signage on our properties to being able to engage students in community science projects.

F. Upgrade gear, equipment, and facilities to support the other goals in this plan

Our staff team identified specific upgrades, such as gear, equipment, storage, trail maintenance, and signage, that are needed to achieve the education, research, community science, and conservation goals laid out in this plan. These will be incorporated into annual budgets, and a replacement plan will be developed to ensure that needs are regularly assessed and addressed.

Goal 3: Execute a successful transition into our organization's next chapter

Strong, healthy organizations not only conduct great programmatic work, but they also embed caretaking of their own people and their organization as a regular part of their work. We have identified a number of priorities related to organizational sustainability that will help us to ensure that we are able to carry out our work for years to come.

A. Complete a successful search and onboarding process for the next Executive Director to ensure a smooth leadership transition

We are on the cusp of a significant transition for our organization as our long-time Executive Director prepares to retire. These are big shoes to fill and we want to ensure that our next Executive Director will be just as successful and impactful. We have seen some of the challenges with unsuccessful transitions in organizations in our region and we are determined to utilize best practices to avoid those pitfalls. Therefore, we will carefully develop a search strategy, onboarding process, and exit strategy to ensure organizational sustainability throughout this transition.

B. Advance a continuous process for identifying and onboarding the next generation of Board leadership

Our anticipated transitions are not just at the staff level. We are also anticipating the retirement of Board leaders and members. We need to recruit new Board members and support the onboarding and development of these Board members so they can become our next Board leaders.

C. Clarify roles and responsibilities across the staff, board, and committees

With changes anticipated at the Executive Director level and the Board leadership level coinciding with the development of this strategic plan, it is an opportune time for us to clarify the roles and responsibilities of all involved in our organization, from staff teams and staff members, to the Board as a whole, to Board Committees, and to Advisory Committees. This will help us ensure that everyone understands their roles and responsibilities, how they fit within the organization and relative to others, and how they contribute to the success of this plan.

D. Document core organizational knowledge and practices to ensure continuity

Much of our organizational knowledge and how we do things resides in the minds of our leaders. For organizational sustainability and continuity, it will be important for us to document knowledge and practices so we can maintain operations if someone were to leave the organization and so we can refer to the “what, why, and how” as new people onboard.

E. Evaluate and enhance staff development, compensation, and benefits to support long-term retention and recruitment

We have a strong staff team and we owe so much of our impact and resilience to their longevity with the organization. We also have an obligation to them to ensure they have

opportunities to grow and receive a competitive income. We will regularly evaluate and enhance our compensation and benefits package to be competitive with the marketplace while also working with each staff member on their own development goals.

- F. Invest in technology and foster a systems mindset to improve program delivery and organizational efficiency.

We recognize that some of our technology and systems could be better integrated and utilized, and that doing so would make it easier and more efficient for us to carry out our work and impact.

Goal 4: Secure our financial sustainability for the *next* 45 years

As we celebrate our 45th anniversary, we recognize that we have crossed many milestones that other nonprofit organizations do not survive, from leadership transitions, to recessions and economic downturns, to changing community landscapes. Our work is not yet done and so we need to ensure that we are here for the *next* 45 years, as well. Our final goal is related to ensuring our financial sustainability to do just that. Two key components of this effort will be telling a strong story of Tin Mountain's essential work and impact, and increasing the time dedicated to stewarding donors, members, and supporters.

- A. Increase financial sustainability by significantly growing contributed income, targeting grants, and diversifying fundraising events

Like so many other nonprofits, the focus of our team's work has been on carrying out our programmatic and mission work. We have undertaken some key fundraising activities, including building a member base, completing a successful capital campaign, maintaining two major annual fundraising events (First Season Dinner/ Benefit Auction and Mount Washington Auto Road Bicycle Hillclimb), and maintaining a grant funding pipeline. We now want to grow our organization's income and diversify away from some risk of relying on a single day outdoor fundraising event. To do so, we will put more focus on growing our contributed income by stewarding members and donors, targeting new grant opportunities, and identifying additional strategies to minimize the risks with the Hillclimb fundraising event.

- B. Grow the endowment to 3x annual revenue to enhance long-term financial resilience

Our recent capital campaign helped us to solidify our endowment. With the changing funding landscape around us, the need to grow our annual budget, and the desire to mitigate the risks of our annual outdoor bike fundraising event, we will prioritize growing our endowment so that the annual draw from it is a bigger percentage of our annual budget.

- C. Increase the staff capacity dedicated to fundraising, grantwriting, and donor stewardship

To move the needle on our fundraising goals, we will add at least one staff position dedicated to fundraising, grantwriting, and donor stewardship. Simultaneously, we will

be increasing the amount of Executive Director and senior leader time dedicated to these areas.

D. Share Tin Mountain's stories and promote the work we do to deepen donor engagement

Here at Tin Mountain, we have great stories to tell about our work and impact spanning multiple generations in our community and thousands of acres in our region. We will be focused on elevating our storytelling so that the people who already know us engage with us more deeply and more frequently, and so many more people join the Tin Mountain community.

E. Increase Board engagement, accountability, and leadership in fundraising

Our Board has played important roles in supporting the organization through many chapters. Now to ensure that this strategic plan comes to full fruition, we will be expanding our Board and deepening each board member's engagement with our organization. Just like our staff and staff teams, the Board as a whole and its committees will be developing annual workplans for how they will be carrying out their roles in ensuring the successful accomplishment of this strategic plan. In particular, the priorities related to increasing financial sustainability through growing contributed income and growing the endowment will both take significant Board leadership and engagement to be achieved.

Conclusion

As we look to the future, we do so with a deep commitment to our mission and clarity as to the opportunities and challenges ahead. In our first 45 years, we have built robust programs that have impacted thousands of school children, youth, and community members; preserved thousands of acres of land forever; and contributed to longstanding local, regional, and national research projects. Collectively this work has built an appreciation of the natural world among participants and demonstrated responsible stewardship of natural resources.

Even as the public conversation shifts in the United States, we remain steadfast in our commitment to our core values of environmental protection, conservation, scientific research, public education, and land preservation. Our work is vital to cultivating a society that actively values and champions the natural world through personal action, financial contributions, civic participation, and informed voting. It's time to boldly tell our story, highlight our impact, and invite our supporters to partner with us in continuing this indispensable work.

The national funding landscape is likely to have direct and trickle down impacts here at Tin Mountain, and underscores the importance of building our organizational and financial sustainability. We will raise more money, diversify our funding streams, and grow our endowment, all while navigating planned leadership transitions at the staff and board levels. While navigating these simultaneous goals might intimidate other organizations, our 45 year track record of driving impact while navigating organizational growth and change shows us that we will succeed at these new goals, too.

This strategic plan is not simply a document—it is our commitment to action. Each goal and priority is designed to ensure we remain resilient, responsive, and ready to meet the needs of our community, no matter what challenges arise.

By deepening our programmatic work, strengthening our regional conservation leadership role, completing a successful transition into our organization's next chapter, and securing our financial sustainability, we are ensuring that we will not only endure but thrive. With continued support from donors, partners, and the community, we are poised to make an even greater impact, ensuring that nature serves as the ultimate classroom, inspiring individuals and communities to be stewards of the natural world.

Appendix: Special Thanks to Our Team

The dedication of Tin Mountain's team to this strategic planning process and the development of this strategic plan cannot be overstated. We want to thank in particular:

Tin Mountain's Staff

Lori Jean Kinsey — Executive Director *

Ed Barosky — Marketing Director

Allison Byrd — Research Manager *

Nelson Cormier — Property Manager

Phaedra Demers — Education and Camp Director *

Mike Dufilho — High School Program Manager *

Nora Dufilho — Program Director *

Everly Eldeen — Outgoing Resident Bird Intern as of May 2025

Kat Ferguson — Program Teacher

Dexter Harding — Teacher-Naturalist

Matt Maloney — Teacher-Naturalist

Lisa McCoy — Special Events Coordinator

Heather McKendry — Membership / Development *

Kelly Merryfield — Teacher-Naturalist

Chantal Schamber, Avian Research Technician as of May 2025

Dan Stepanauskas — Consulting Forester

Lisa Wilbur — Business Manager

Tin Mountain's Board of Trustees

Rick Steber — Outgoing Board President as of May 2025

Elizabeth Seabury — Incoming Board President as of May 2025

Bill Petry — Vice-Chair

Jason Salgo — Treasurer

Ed Boyle, Trustee

Chris Costello, Trustee

Laura Cummings — Incoming Trustee as of May 2025

Jason Dennis — Outgoing Trustee as of May 2025

Nancy Devine — Outgoing Trustee as of May 2025

Dylan Harry, Trustee

Adam Hicks — Incoming Trustee as of May 2025

Jerry Knirk — Incoming Trustee as of May 2025

Leslie Schomaker — Outgoing Trustee as of May 2025

Steve Woodcock, Trustee

Johanna Vienneau, Trustee

Sue Wemyss, Trustee

David Govatski — Honorary Trustee

Seth Rockwell — Honorary Trustee

Strategic Planning Facilitators from Paper Crane Associates

Sarah Glatt, Founder & Nonprofit Strategic Advisor

Dave Manning, Nonprofit Capacity Building Consultant

*Denotes a member of the senior leadership team, which was instrumental to this process