**Approved by the SEEDS Board on March 9, 2026**

Strategic Plan for SEEDS of Northeast PA

**Executive Summary:**

Sustainable Energy Education & Development Support (SEEDS) stands at a critical inflection point in its organizational lifecycle. Since 2008, SEEDS has served as a trusted resource for renewable energy advocacy and sustainable living in Northeastern Pennsylvania (NEPA). However, the organization currently faces a convergence of internal constraints—including a projected structural deficit, a transitional governance model, and volunteer fatigue—and external pressures characterized by rising energy costs, political polarization regarding climate initiatives, and rapid industrial shifts in the region.

This comprehensive 5-year strategic plan (2026–2030) provides a rigorous framework to transition SEEDS from a volunteer-driven "working board" model to a sustainable, professionalized institution. The plan addresses the urgent need to bridge the gap between the organization's current operational reality—characterized by a budget of approximately $50,000—and the strategic necessity of an operating baseline to meet community demand.

These goals and objectives were developed through an evaluation of SEEDS bylaws, surveys of the public and board of directors, an annual meeting work session, and an analysis of peer organizations in our region. These goals and objectives were developed from the following two documents, and those should be referenced in review. These documents provide context and some guidance that can be utilized in guiding and implementing the plan.

Final 12-29-26 SEEDS Strategic Plan Analysis.docx

SEEDS Survey Synthesis - (Board + Community) and Annual Meeting.docx

*(Contact the Development Director at director@seedsgroup.net to get access to these additional documents)*

**Goal 1: Organizational Stabilization and Infrastructure Development (Board Priority)**

**Context**: The Board of Directors emphasized that SEEDS is in a growth phase requiring internal stabilization to manage existing resources effectively.

- **Objective 1.1**: Develop a "living document" of Key Performance Indicators (KPIs) and metrics by Q2 2026 to track goal versus actual performance.
- **Objective 1.2:** Transition from a Working Board to a Governing Board by 2028.
    - Formalize Board training and onboarding processes.
        - At the board meetings between March and July complete a review of identified training materials on board development identified by the Governance Circle.
        - By July 2026, review the board packet and update the training materials.
        - Define and outline a Board of Directors onboarding process by September 2026.
    - Identify gaps and develop a recruitment plan for board diversity that best suits SEEDS organizational needs.
        - Identify gaps to expand board diversity and capabilities by April 2026.
        - Identity potential board members or circle members – 1st new board member by September 2026.
        - Ongoing board recruitment and circle members.
    - Review job duties and assess organizational needs
        - Identify gaps in staffing for coverage for programmatic and administrative duties.
    - Seek funding sources to support these gaps on an annual basis.
- **Objective 1.3:** Develop and implement messaging around what a “sustainable future” means to our community.
    - Year One: Define what a “sustainable future” is to our community by developing questions and prompts (April 2026) garnering input from the following groups:
        - Program participants: Define the messaging of the organization by surveying program participants by developing a program survey.
        - Donors: Outreach to donors through email and conversations.
        - Volunteers: Outreach to donors through email and conversations.
    - Year two: Have a clear messaging strategy that can be implemented across all target audiences to generate interest and awareness in the organization. Present messaging strategy to the Board by February 2027.

**Goal 2: Geographic and Demographic Outreach Expansion**

**Context**: Stakeholders requested more visibility outside of the Honesdale/Hawley corridor and specifically suggested engaging younger populations.

- **Objective 2.1**: Establish a student-led roundtable in at least two local counties to increase student volunteerism.

    - Host the first “Eco Voices” discussion by March 2026 and develop a meeting timeframe for future discussions.
    - Develop a list of priorities and potential projects of the group by July 2026.
- **Objective 2.2**: Automate the volunteer calendar and provide specific "asks" (task, time, date) in newsletters to improve recruitment efficiency.
    - Add volunteer section in the monthly newsletter adding opportunities as they arise by February 2026.
    - By December 2026, research other options of volunteer calendar signups.

**Goal 3: Programming Evolution and Economic Alignment**

**Context**: Community feedback indicated a desire for programming that addresses economic insecurity and emerging local issues.

- **Objective 3.1**: Re-establish forums, integrating topics such as renewable energy, rising energy costs, and limited grid capacity.
    - Energy Circle will develop 4 forums in 2026 focusing on renewable energy topics potentially partnering with likeminded organizations to include online and in person versions.
    - Reestablish “Green Drinks” - host 3 informal mixers in 2026 bringing together individuals interested in sustainable living.
- **Objective 3.2**: Pilot a media film festival centered on "sustainability storytelling" to increase community engagement through digital media.
    - Work with “Eco Voices” group to develop digital media content on “sustainability storytelling” by September 2026.
    - Host annual event highlighting content produced with a media film festival starting in 2027.
- **Objective 3.3:** Explore creating resilience-focused programming (near term, local e.g. extreme weather) and sustainability (global, long-term e.g. green utilities) to appeal to a broader range of interests.
    - Education Circle will coordinate 4 programs in 2026 focusing on recycling, composting, water conservation and native gardens partnering with likeminded organizations to include online and in person versions.
    - Re-establish SEEDS Reads to include monthly book recommendations in our newsletter, schedule volunteer driven library visits throughout Monroe, Pike and Wayne counties in the summer months, and work with a local school on a book trunk of books that meet academic standards.
    - Identify and coordinate tabling events throughout the coverage area to expand awareness of SEEDS.

- **Objective 3.4:** Revise energy & solar assessments service offering low demand, low volunteerism.

- Develop framework for home energy efficiency assessment program to include a paid part time program coordinator providing energy coaching and coordination of site assessments by April 2026.
- Develop outreach plan to promote the program by April 2026.
- Development of additional online tools to assist homeowners with questions on state and federal programs for energy assistance by May 2026.
- Outreach to partners to coordinate efforts to assist homeowners to implement energy efficiency upgrades including financial assistance throughout 2026.

**Goal 4: Financial Sustainability**

**Context:** Bridge the gap between the organization's current operational reality and the strategic necessity of an operating baseline to meet community demand.

- **Objective 4.1**: Eliminate the deficit in Year 1 and reach a $150,000 operating budget by 2029.
  - Set an annual goal to increase funding by $25K per year for the next four years through diversified funding streams.
- **Objective 4.2:** Aggressively pursue new funding streams including expansion of corporate sponsorships, capacity building grants rather than project-based funding and implement a low-cost Donor Management System (CRM) to track donor lifecycles.
  - Review current sponsor list and expand list to include more from Pike and Monroe Counties by December 2026.
  - Identify corporate sponsors for annual giving by December 2026.
  - Identify low-cost Donor Management System options to track donor and volunteer time tracking by September 2026 to then incorporate into budget for 2027.
  - Implement Gift/Endowment policy in 2026. Begin Planned Giving outreach in fall of 2026.