



STOWE LAND TRUST

STRATEGIC PLAN

PART I: STRATEGIC DIRECTION



2011-2013

Adopted by
Stowe Land Trust Board of Directors
May 19, 2011

This Three-Year Strategic Plan for Stowe Land Trust (SLT) was made possible with support from the Vermont Housing and Conservation Board. Special thanks to SLT's Board Chair, Cliff Johnson, for his vision and leadership. Sincere thanks to SLT's Strategic Planning Committee: David Norden, Chair, Tom Jackman, Billy Coster, Barb Getty and SLT staff, Becca Washburn and Erin Bruhns.

Many thanks to Marc Smiley of Decisions Decisions for his guidance and support.

Stowe Land Trust's accomplishments over the past quarter century would not have been possible without the incredible dedication and commitment of its Board of Directors, volunteers and members.
Thank you.

- Heather Furman, Executive Director
May 19, 2011



Executive Summary

Nearly twenty-five years ago, Stowe Land Trust's founders convinced the Town of Stowe to purchase and conserve a 235-acre farm near the heart of Stowe Village. They felt that losing the Mayo Farm's open vistas and agricultural heritage would forever change the rural character of our community.

Today, a "Corn, Not Cars: Preserve Stowe and The Mayo Farm" bumper sticker hangs on my wall as a testament to the passion and energy of a community that embraces land conservation as a

fundamental component of its identity. Since those early days, SLT has grown into a mature, professional enterprise with over 3,200 acres protected on nearly 30 properties.



The challenges we face today remain similar to those we faced 25 years ago – negative impacts on the scenic qualities that drive Stowe's tourism economy, the fragmentation of forested habitat and the loss of recreational opportunities, and the conversion of our vital agricultural lands to support ever increasing development pressures.

Not unlike 25 years ago, the Stowe community continues to recognize the essential purpose of and need for a voluntary, cooperative method for conserving land outside the function of government regulation. SLT has become a valued and trusted community institution that provides a voluntary and financially efficient approach to protecting not just scenic vistas and open spaces, but clean water, agricultural lands, habitat and productive forests that are dwindling the world over. But while SLT benefits from strong community support, we recognize the need to step up the pace of our work. Stowe is still in danger of losing some of its most treasured landscapes. Our response to that threat is to provide strong leadership with pro-active land protection, and to not only meet our obligations to permanently protect our conserved lands forever, but to continually provide the Stowe community with opportunities for meaningful engagement with the lands we've conserved.

During the past two years, SLT has undertaken a process to address the most pressing issues the land trust now faces. In 2009, SLT formed a Strategic Issues Committee that surveyed the community and hosted a community leader's forum to gather input. The Committee produced a report that addresses topics ranging from SLT's geographic focus, to fundraising, to the kinds of land protection projects that resonate most within our community. In 2010, SLT made the decision to hold a facilitated Board of Directors retreat and used the report to develop its first three-year Strategic Plan. We believe that this comprehensive Plan is necessary to guide our work, maximize the pace of land protection, make the best use of our resources, and truly make good on our promise of permanent land conservation.



To guide our work and respond to the challenges before us, this Plan articulates five specific goals:

1. **CONSERVATION:** The essential character of the Stowe landscape is conserved through pro-active and responsive land protection.
2. **STEWARDSHIP:** SLT conserved and owned properties are sustainably managed to protect their conservation values.
3. **FUNDRAISING:** SLT has sufficient funds to meet its conservation goals and fulfill its perpetual conservation obligations, stewardship obligations and annual operations.
4. **SOLID ORGANIZATION:** Effective people and systems throughout the organization provide direction, resources, and follow-through to support SLT's mission.
5. **REPUTATION:** SLT has a solid reputation as an essential community institution.

This Plan details the strategies to achieve our goals and is supported by a three-year action plan, the implementation of which is already underway. This Plan also defines our mission, values and benchmarks that we will use to measure our success. Most importantly, this Plan clarifies our commitment to land conservation in the greater Stowe community.

It is our hope that this Plan sets us on the path to securing - for our current and future generations - all the benefits, wonderment and inspiration that permanent land protection provides.

Heather Furman
Executive Director
May 19, 2011

VISION

Stowe Land Trust is driven by a vision of the future that reflects our commitment to protect land forever. The vision is big – bigger than our organization alone can achieve. It's a vision that we share with many others who care deeply and work effectively to make our community a better place.

Our vision is permanent protection and enhancement of the Stowe Experience – where the residents and visitors have as an every-day experience, a meaningful interaction with our quintessential Vermont landscape.

Our vision is to preserve the authenticity of Stowe's agricultural, forestry and recreational heritage, providing for the mutual success of viable farms, local food production and thriving wildlife. We work together to ensure that recreational and scenic values support an enduring and memorable Stowe experience. And we support the permanent stewardship of the land, fulfilling a community commitment to ensure perpetual benefit from active conservation.



At the heart of our vision is a vital land trust, thriving as a community institution and treasured community resource. The land trust will work hand-in-hand with the community to conserve places we love for current and future generations. As our work moves from conservation to long-term stewardship, we will evolve and adapt to ensure our strengths meet the community's needs. For decades into the future, the Stowe Land Trust will remain a respected, community institution with a broad base of support and financial independence that will fulfill the commitments we've made.

We believe that all community members, regardless of their ability to support the land trust, benefit from the permanent protection of our community's spectacular natural resources. Whether it's taking advantage of the numerous recreational resources, experiencing the richness and diversity of the working landscape, or enjoying the scenic qualities of Stowe, residents and visitors will know that Stowe Land Trust has played a significant role in enabling these experiences.

MISSION

Stowe Land Trust is dedicated to the conservation of scenic, recreational, and productive farm and forest lands for the benefit of the greater Stowe community.

OUR COMMITMENTS

Values matter, and at our core, we will live our values through our commitments to the community and to each other.

- ◆ To coordinate and cooperate with public entities and the Stowe community to achieve mutual conservation goals.
- ◆ To make available, and sustainably manage, our fee-owned lands for the pleasure and enjoyment of the public.
- ◆ To be the confidential source of information and education in assisting landowners in their conservation objectives; and to act as a catalyst to those who wish to donate their land and/or conservation easements.
- ◆ To recognize, respect and support the inherent cultural connections that both landowners and the community have with the Stowe landscape.
- ◆ To maintain a professional, effective and efficient organization governed with excellence and accountability.
- ◆ To work in partnership with the community to promote understanding of land conservation and environmental stewardship.

GOALS & STRATEGIES

GOAL 1. CONSERVATION: The essential character of the Stowe landscape is conserved through pro-active and responsive land protection.

Strategies

- a. Protect the most important lands identified in our conservation plan.
- b. Respond to conservation opportunities that meet the criteria for permanent conservation.
- c. Maintain and expand partnerships that support permanent land protection.
- d. Increase awareness about issues affecting land conservation among the general public.

GOAL 2. STEWARDSHIP: SLT conserved and owned properties are sustainably managed to protect their conservation values.

Strategies

- a. Maintain conservation values of easement protected lands through active easement stewardship.
- b. Actively manage lands owned by SLT based on comprehensive land management plans.
- c. Develop strong partnerships with easement grantors and successor landowners.
- d. Maintain a stewardship program that is sustainable, efficient, effective and accountable.
- e. Maintain strong partnerships with easement co-holders.

GOAL 3. FUNDRAISING: SLT has sufficient funds to meet its conservation goals and fulfill its perpetual conservation obligations, stewardship obligations and annual operations.

Strategies

- a. Develop committed team to support both fundraising and friend-raising.
- b. Emphasize individual giving opportunities to support annual organizational capacity.
- c. Develop SLT's Planned Giving Program.
- d. Develop a sustainable, effective business/corporate giving program.
- e. Fundraising events effectively use resources to meet budget goals.
- f. Submit grant proposals to support capacity-building efforts.
- g. Evaluate the need for an Endowment (Capital) Campaign to support the long-term financial security of the organization.

GOAL 4. SOLID ORGANIZATION: Effective people and systems throughout the organization provide direction, resources, and follow-through to support SLT's mission.

Strategies

- a. Maintain an active and engaged Board of Directors.
- b. Develop and expand the capacity of professional staff.
- c. Guide organization with effective planning.
- d. Ensure that SLT's systems and procedures continue to meet standards for Accreditation renewal.
- e. Maintain strong financial systems and management tools.

GOAL 5. REPUTATION: SLT has a solid reputation as an essential community institution.

Strategies

- a. Represent the community on important land-related issues and advocate on behalf of conservation.
- b. Evaluate SLT's reputation in the community.
- c. Celebrate SLT's accomplishments.
- d. Communicate the value of SLT to the community.

THREE-YEAR BENCHMARKS

1. Three conservation projects are active or complete.
2. Funding necessary to carry out high quality conservation over the next decade has been identified and has been incorporated in capital campaign.
3. Key trail corridors are identified.
4. SLT is an active partner in education and outreach projects in the Route 100 Wildlife Corridor.
5. Input to the conservation priorities in the conservation plan are provided by key partners every five years.
6. Vermont Housing and Conservation Board (VHCB) project pipeline is updated annually.
7. Monitoring plan for each property is fulfilled annually.
8. An action plan for addressing any stewardship violations is put into place within 30 days of discovery.
9. Three fee-owned lands have up-to-date comprehensive management plans.
10. Completed management plans are being implemented according to schedule.
11. Trails on fee owned lands are safe and enjoyable for the public.
12. All easement landowners understand their conservation easement and believe SLT is a resource for them.
13. SLT has a Memorandum of Understanding (MOU) with the Town of Stowe and VHCB's MOU is reviewed annually.
14. Board members plan and host 4 friend-raising events each year.
15. More than 500 members are current at the end of three years.
16. More than 65 individuals and families give as Pinnacle Society members at the end of three years.
17. More than 20 people have identified SLT as a beneficiary of their estate plans.
18. The Hotel Partnership is bringing in more than \$30,000 per year.
19. Fundraising events are not expected to contribute more than 10% of annual operating revenue.
20. A decision will be made whether to move forward with a capital campaign.
21. Board meetings have at least 80% attendance.
22. Every Board member is active on a committee or other Board-specific project.
23. Composition of the Board meets the needs of the organization.
24. 100% of Board members evaluate their experience as a Board member as meaningful and enjoyable.
25. Every staff member participates in at least one training opportunity per year.
26. Staff is evaluated constructively according to annual work plan and provided with meaningful feedback and goal setting opportunities.
27. Annual plan updated prior to beginning of budgeting cycle each year.
28. Board holds an annual planning meeting with staff.
29. SLT complies with Land Trust Alliance (LTA) Guidelines in preparation for re-Accreditation.
30. SLT receives a favorable financial review each year.
31. SLT has conducted a community-wide survey to measure knowledge of conservation and degree of support in the community.



STOWE LAND TRUST

STRATEGIC PLAN

PART II: THREE-YEAR PLAN



2011-2013

Goal I. Conservation: The essential character of the Stowe landscape is conserved through pro-active and responsive land protection

Strategy A	2011	2012	2013
<p><i>Protect the most important lands identified in our conservation plan</i></p>	<p>Complete the 2006 Conservation Plan utilizing previously documented community input to prioritize parcels and resource values. Update the plan every 5 years.</p>	<p>Reassess land protection priorities each year.</p>	
	<p>Plan and budget to bring GIS in-house.</p>	<p>Bring GIS in-house.</p>	
		<p>Develop landowner outreach materials that best communicate the advantages and options for land protection.</p>	
		<p>Each year, mail every landowner identified in the conservation plan; specifically follow up with the top 3 most-feasible.</p>	
		<p>Identify funding needs for the next decade of the land protection program; integrate into evaluation for capital campaign.</p>	

Goal I. Conservation: The essential character of the Stowe landscape is conserved through pro-active and responsive land protection

Strategy B	2011	2012	2013
<p><i>Respond to conservation opportunities that meet the criteria for permanent conservation</i></p>	<p>Respond to and foster at least one high-quality conservation project each year.</p>		
			<p>Review and update project criteria checklist to reflect goals identified in Conservation Plan.</p>
		<p>Develop a policy/protocol for evaluating stewardship and carry costs for new fee-land acquisitions.</p>	
	<p>Develop and incorporate stewardship evaluation criteria to be used when considering new conservation easement acquisition projects.</p>		



Goal I. Conservation: The essential character of the Stowe landscape is conserved through pro-active and responsive land protection

Strategy C	2011	2012	2013
<p><i>Maintain and expand partnerships that support permanent land protection</i></p>	<p>Continue work with the Stowe Mountain Bike Club (SMBC) to identify and protect key properties with important trail corridors.</p>		
	<p>Continue partnerships with the Waterbury and Stowe Conservation Commissions and other partners to raise awareness about the Route 100 Wildlife Corridor.</p>	<p>Maintain a dialogue with landowners within the Route 100 Wildlife Corridor about the importance of conserving their land.</p>	
	<p>Attend at least one Stowe Conservation Commission meeting annually in order to enhance partnership with the Town of Stowe.</p>		
	<p>Support conservation efforts in Waterbury and Morristown that focus on the Worcester Range and the Route 100 scenic corridor as it relates to a “Stowe experience.”</p>		
	<p>Maintain project pipeline list with VHCB.</p>		



Goal I. Conservation: The essential character of the Stowe landscape is conserved through pro-active and responsive land protection

Strategy D	2011	2012	2013
<p><i>Increase awareness about issues affecting land conservation among the general public</i></p>	<p>Annually identify top issues affecting land conservation.</p>		
	<p>Create a plan that uses outreach and media tools, including press releases, social media, website, newsletters, public presentations and other means in coordination with Outreach Protocol.</p>		
		<p>Gather and use quantitative data about land conservation.</p>	<p>Integrate data into media campaign.</p>



Goal 2. Stewardship: SLT conserved and owned properties are sustainably managed to protect their conservation values

Strategy A	2011	2012	2013
<p><i>Maintain conservation values of easement protected lands through active easement stewardship</i></p>	<p>Meet annual monitoring requirements.</p>		
	<p>Respond to violations, issues, landowner concerns.</p>		
	<p>Review stewardship policies and update to reflect roles and responsibilities of Board and staff.</p>		
	<p>Hold landowner meetings when needed to address management issues.</p>		
	<p>Hold annual training and/or appreciation event for volunteer stewards.</p>		



Goal 2. Stewardship: SLT conserved and owned properties are sustainably managed to protect their conservation values

Strategy B	2011	2012	2013
<p><i>Actively manage lands owned by SLT based on comprehensive land management plans</i></p>	<p>Develop or update land management plans on 1 SLT-owned property per year until each is updated.</p>		
	<p>Implement scheduled actions in completed management plans.</p>		
	<p>Develop and install signage and publications at Kirchner & Wiessner Woods.</p>	<p>Develop signage and publications for other SLT owned lands.</p>	
		<p>Develop policy governing group use of SLT owned lands.</p>	
	<p>Apply for funding to restore Moravian cabin at Mill Trail.</p>	<p>Carry out minor restoration and stabilization project on Moravian cabin. Open to the public.</p>	
	<p>Complete SMBC agreement on DuMont regarding trail maintenance.</p>		
	<p>Apply for funding, and if awarded, complete planned improvements on trail at Mill Trail.</p>	<p>Assess additional needed improvements on the trail at Mill Trail.</p>	<p>Submit funding request for additional trail improvements as needed.</p>
	<p>Conduct trail work on SLT owned properties on National Trails Day.</p>		
	<p>Conduct inventory of trail maintenance needs at Wiessner Woods.</p>	<p>Carry out trail maintenance and improvements on Wiessner Woods in conjunction with its 20th Anniversary.</p>	



Goal 2. Stewardship: SLT conserved and owned properties are sustainably managed to protect their conservation values

Strategy C	2011	2012	2013
<i>Develop strong partnerships with easement grantors and successor landowners</i>	Encourage landowners to participate in annual monitoring visits.		
	Distribute a conserved landowner newsletter.		
	Carry out SLT procedures for introducing successor landowners to their conservation easement.		

Strategy D	2011	2012	2013
<i>Maintain a stewardship program that is sustainable, efficient, effective and accountable</i>	Develop annual stewardship budget.		
	Budget for or seek grant funding to purchase Conservation Connections Database.	Purchase Conservation Connections Database for managing land information.	
	Finalize the process for organizing paper land records.	Organize paper land records for 12 properties per year until each has been incorporated in new records maintenance system.	
		Identify the long-term funding needs of the stewardship program; integrate into evaluation for (Capital) Campaign.	
	Create a plan that uses outreach and media tools, including press releases, social media, website, newsletters, public presentations and other means to share information about SLT's stewardship program in coordination with Outreach Protocol.		



Goal 2. Stewardship: SLT conserved and owned properties are sustainably managed to protect their conservation values

Strategy E	2011	2012	2013
<p><i>Maintain strong partnerships with easement co-holders</i></p>	<p>Hold annual Stewardship MOU meeting with VHCB.</p>		
	<p>Complete stewardship MOU agreement with Town of Stowe.</p>		<p>Review and update stewardship MOU agreement with Town of Stowe.</p>
	<p>Attend annual VHCB Grantees Meeting.</p>		



Goal 3. Fundraising: SLT has sufficient funds to meet its conservation goals and fulfill its perpetual conservation obligations, stewardship obligations and annual operations

Key

	Board Lead
	Shared Responsibility
	Staff Lead

Strategy A	2011	2012	2013
<i>Develop committed team to support both fundraising and friend-raising</i>	Develop a three-year fundraising plan that maximizes full Board participation.	Implement fundraising plan.	
	Research and design Trustee’s Council.	Implement Trustee’s Council and recruit four trustees per year.	
	All Board members develop individual action plans that reflect their commitment to raise funds and friends.		
	Conduct 4 fun, Board member-initiated, inexpensive friend-raising events annually.		



Goal 3. Fundraising: SLT has sufficient funds to meet its conservation goals and fulfill its perpetual conservation obligations, stewardship obligations and annual operations

Strategy B	2011	2012	2013
<p><i>Emphasize individual giving opportunities to support annual organizational capacity</i></p>	<p>Recruit and sustain members through annual direct mail membership campaigns.</p>		
		<p>Evaluate the wisdom of adding Waterbury and Morrisville Grand Lists to database.</p>	
	<p>Develop maintenance criteria for database clean up and apply to membership mailing strategies for 2012 campaign.</p>	<p>Continually update Sage Database to maintain high rate of return on membership solicitations.</p>	<p>Identify new target audiences to solicit for membership.</p>
		<p>Enhance “new residents” program.</p>	<p>Maintain “new residents” program.</p>
	<p>Create a plan to sustain and grow the Pinnacle Society by 3-5 members per year.</p>	<p>Grow the Pinnacle Society by 3-5 members per year.</p>	
	<p>Hold 2-3 events specifically for PS members per year.</p>		
	<p>Develop strategies to increase existing PS member giving levels.</p>	<p>Implement strategies.</p>	
		<p>Develop and implement a monthly giving program.</p>	



Goal 3. Fundraising: SLT has sufficient funds to meet its conservation goals and fulfill its perpetual conservation obligations, stewardship obligations and annual operations

Strategy C	2011	2012	2013
<p><i>Develop SLT's Planned Giving Program</i></p>	<p>Develop materials about SLT's Charitable Gift Annuity program.</p>	<p>Develop other outreach initiatives to educate planned giving professionals about SLT's Planned Giving Program.</p>	
	<p>Introduce all major and loyal members to planned giving options.</p>		
	<p>Host a summer party with Vermont Community Foundation (VCF) to launch SLT's Charitable Gift Annuity program.</p>	<p>Investigate other Planned Giving options with VCF and grow program.</p>	



Goal 3. Fundraising: SLT has sufficient funds to meet its conservation goals and fulfill its perpetual conservation obligations, stewardship obligations and annual operations

Strategy D	2011	2012	2013
<i>Develop sustainable, effective business/corporate giving program</i>	Develop marketing structure and materials to launch Hotel Partnership with Spruce Peak Resort.	Refine Hotel Partnership as needed and expand as necessary and appropriate.	
		Explore reviving the Business Membership Program.	

Strategy E	2011	2012	2013
<i>Fundraising events effectively use resources to meet budget goals</i>	Hold SLT's Annual Golf Tournament.		
	Hold Stowe Land Jam.	Transition Land Jam to friend-raising event.	
	Hold and evaluate success of Pie in the Sky Benefit Bake.	Adjust Pie in the Sky Benefit Bake as necessary.	



Goal 3. Fundraising: SLT has sufficient funds to meet its conservation goals and fulfill its perpetual conservation obligations, stewardship obligations and annual operations

Strategy F	2011	2012	2013
<i>Submit grant proposals to support capacity-building efforts</i>	Identify operations needs that could be grant-supported and are attractive to funders.		
	Apply for grants as necessary and appropriate.		
		Research new grant opportunities.	

Strategy G	2011	2012	2013
<i>Evaluate the need for an Endowment (Capital) Campaign to support the long-term financial security of the organization</i>		Identify the components of the Campaign including Stewardship, Conservation and Organizational Capacity.	
	Prepare and budget for the Campaign and for hiring a consultant.	Hire consultant to conduct a feasibility study.	Evaluate outcome of feasibility study and implement next steps.



Goal 4. Solid Organization: Effective people and systems throughout the organization provide direction, resources, and follow-through to support SLT’s mission

Strategy A	2011	2012	2013
<p><i>Maintain an active and engaged Board of Directors</i></p>	<p>Develop a three-year Strategic Plan.</p>	<p>Update plan annually.</p>	
	<p>Refine roles and responsibilities of Board Committees.</p>		
	<p>Ensure a healthy nominating process that recruits new directors based on SLT’s goals.</p>		
	<p>Provide orientation, training, and educational opportunities to Board members to amplify their contributions.</p>		
	<p>Clarify roles and responsibilities of Board and staff.</p>		
		<p>Provide incentives for at least one Board member to attend Rally or a regional conference each year and strongly encourage other Board members to attend.</p>	
	<p>Revise Board meeting agenda and reporting structure to emphasize committee leadership.</p>		
	<p>Revise reporting structure to include action items for the Board in the form of written recommendations.</p>		
	<p>Evaluate Board performance.</p>		



Goal 4. Solid Organization: Effective people and systems throughout the organization provide direction, resources, and follow-through to support SLT’s mission

Strategy B	2011	2012	2013
<p><i>Develop and expand the capacity of professional staff</i></p>	<p>Update staff job descriptions.</p>		
	<p>Evaluate the need for additional staff.</p>	<p>Plan for additional staff in conjunction with the (Capital) Campaign.</p>	
	<p>Budget for training and educational opportunities for staff including attendance for all staff at Rally.</p>		
	<p>Conduct evaluation of staff performance based on annual work plans and establish professional goals.</p>		



Goal 4. Solid Organization: Effective people and systems throughout the organization provide direction, resources, and follow-through to support SLT’s mission

Strategy C	2011	2012	2013
<i>Guide organization with effective planning</i>	Hold Board-led annual planning meeting in August to update three-year strategic plan.		
	Board Committees and staff create annual work plans each year based on Strategic Plan.		

Strategy D	2011	2012	2013
<i>Ensure that SLT’s systems and procedures continue to meet standards for Accreditation renewal</i>			Research funding for re-Accreditation.
			Check LTA Guidance Documents for policy conformity.



Goal 4. Solid Organization: Effective people and systems throughout the organization provide direction, resources, and follow-through to support SLT’s mission

Strategy E	2011	2012	2013
<p><i>Maintain strong financial systems and management tools</i></p>	<p>Update Financial Procedures document.</p>		
	<p>Maintain system of sound organizational management and internal fiscal controls set forth by the Financial Procedures document.</p>		
		<p>Develop long range fundraising policies for SLT’s long-term sustainability.</p>	
	<p>Conduct an annual external Financial Review.</p>		
		<p>Upgrade QuickBooks every two years.</p>	<p>Research integrating QuickBooks checks into financial management system.</p>



Goal 5. Reputation: SLT has a solid reputation as an essential community institution

Strategy A	2011	2012	2013
<i>Represent the community on important land-related issues and advocate on behalf of conservation</i>	Participate in local and statewide public policy discussions, including Town Plans and zoning and subdivision regulation revisions, which relate to land conservation.		
	Maintain membership in the Vermont Housing and Conservation Coalition and send 1 Board member to Legislative Day.		
	Stay current on national trends affecting land conservation.		

Strategy B	2011	2012	2013
<i>Evaluate SLT's reputation in the community</i>		Conduct community survey about the services that SLT provides.	Integrate results into planning and outreach.

Strategy C	2011	2012	2013
<i>Celebrate SLT's accomplishments</i>	Develop scope of work and budget for SLT's 25 th Anniversary.	Carry out plans to celebrate SLT's 25 th Anniversary.	
	Plan and execute an annual meeting.		



Goal 5. Reputation: SLT has a solid reputation as an essential community institution

Strategy D	2011	2012	2013
<p><i>Communicate the value of SLT to the community</i></p>	<p>Evaluate use and effectiveness of social media and other electronic communications.</p>	<p>Adjust use of social media based on evaluation.</p>	
	<p>Apply for grant funds to pay for website upgrade.</p>	<p>Complete website upgrade.</p>	<p>Maintain a dynamic and effective website.</p>
	<p>Publish one newsletter every quarter.</p>		<p>Incorporate e-newsletter into outreach media.</p>
		<p>Develop periodic conservation lands profiles for electronic and news media. (28 week property profile campaign).</p>	
	<p>Develop Outreach Protocol for integrating outreach initiative within core programs; identify staff responsibilities.</p>	<p>Follow Outreach Protocol.</p>	

