

**LAND CONSERVANCY OF ADAMS COUNTY
STRATEGIC PLAN**

Adopted by the Board of Directors
JUNE 8, 2006

Table of Contents

Organizational Profile

Mission	1
Purposes	1
Values	1
Vision.....	2
History	2
Critical Issues.....	3

Organizational Structure

Board	5
Staff.....	5
Committees.....	6

Program Activities

Conservation.....	8
Outreach.....	10

Operations Activities

Executive.....	12
Finance	13
Resource Development.....	14
Communications	16
Membership	18
Nominating.....	19

ORGANIZATIONAL PROFILE

Mission

The Land Conservancy of Adams County is a member-supported nonprofit land trust whose mission is to preserve the rural lands and character of Adams County. We use conservation easements, outreach, advocacy, and collaboration to maintain the benefits of open space, preserve our community's way of life, and protect our unique heritage and ecosystem.

Purposes

- To preserve open space and areas of scenic, natural, agricultural, geological, biological, or historic value;
- To establish and aid in the establishment of nature reserves, parks, or other protected areas for recreational, educational, or scientific purposes;
- To encourage planning and development that preserves open space, protects natural resources, and respects the rural character of Adams County;
- To accept, hold, monitor, and enforce easements on land, water, and other natural resources;
- To promote and support public policies and initiatives that preserve open space, protect natural resources, and respect the rural character of Adams County;
- To provide information and services to county and municipal officials, real estate developers, community groups, and citizens about land use, land preservation, and Adams County's unique agrarian and cultural heritage;
- To foster alliances with individuals, community groups, nonprofit organizations, governmental agencies and offices, and foundations with shared missions.

Values

Open Space: First and foremost, the Conservancy values open, undeveloped acreage. In addition to sustaining the connection between Adams County's unique heritage and distinctive geography, open space enhances air and water quality, reduces traffic congestion and air pollution, provides zones for aquifer recharge, requires fewer public services, sustains the economy, and contributes to a better quality of life for all residents and visitors.

Conservation Easements: The Conservancy believes that conservation easements complement zoning, planning, and other forms of governmental regulation and provide the best protection for natural resources and a viable alternative to development.

Unique Heritage: The Conservancy values the special history of Adams County, including its native peoples and early settlers, its centuries-old heritage in agriculture and industry, and its unique place in national, military, and presidential history.

Distinctive Ecosystem: The Conservancy values the diverse and distinctive natural resources of Adams County – from the summits of South Mountain to the cool clear native trout waters of the Narrows, from the rich rolling hills of the Fruit Belt to the pitch pine-scrub of the Big Flat Barren, from the amphibian-filled seeps and wetlands of Marsh Creek to the bird-breeding southern grasslands, from the richly cultivated croplands of the east with their interspersed woodland tracts harboring whitetail deer, from the scenic mid-nineteenth century agricultural landscapes of the East Berlin area to the

green foal-filled pastures of the Hanover Shoe Farms, from the prized vistas of High Rock and Little Round Top to the boulder-strewn hillside at Devil's Den.

Community: The Conservancy values the people of Adams County and the admirable qualities they instill in our community – hard work, determination, self-reliance, fearlessness, honesty, helpfulness, volunteering, respect for diversity, tolerance, independence and interdependence, connection to the earth and sky, and appreciation of family, fellowship, and farming.

Small Towns: The Conservancy believes that a vital component of Adams County's rural character is the vibrant, thriving marketplace towns surrounded with open fields and natural spaces that separate the towns like the day divides the night. Served by public water and sewer, these towns hold most of the county's population and provide easy access to stores and doctors, churches and social clubs.

Vision

In the future, Adams County will be a diverse, self-sustaining rural county, an interdependent network of thriving towns and vibrant farmlands. Residents will enjoy an abundance of clean air and water, fresh and local produce, and scenic vistas. No one will ever be far from nature, because residential and commercial developments incorporate greenways and open space. Parks will abound – from the large, historically-significant Gettysburg National Military Park to small, comfortable, quiet, local parks for walking, bird-watching, and enjoying nature – and will be connected by a network of greenways along stream corridors and ridge tops. Trails will make it possible to traverse from one side of the county to the other solely within the natural areas. Agriculture will be a thriving industry, supporting family farms with a great variety of animal and plant operations. The county's population will be clustered in and around the historic towns, making services easily accessible and leaving two-thirds of the landscape untouched. Residents will understand complex land use issues and appreciate their good fortune to live in such an oasis. The timeless qualities of family, fellowship, and farmland will be preserved as a way of life.

In the future, the Land Conservancy of Adams County will be a strong, successful organization with permanent, sustainable funding sources. The Conservancy will work in partnership with landowners, citizens, community groups, businesses and government officials to preserve and protect the pristine waterways, abundant farmland, rolling hills, and lush woodland of Adams County. The Conservancy will promote cooperation between government, business, and citizens as they shape the future of Adams County, facilitating outcomes not possible by any one sector alone. The organization will work on the most critical issues and areas in the county, using resources wisely and strategically. It will be prepared to monitor and defend conservation easements in perpetuity, a trusted steward honoring the commitment of Conservation Benefactors.

History

The Land Conservancy of Adams County began in 1994 as a small group of dedicated volunteers with a vision of preserving the landscape of the County. In the 10 years since incorporating, the organization has focused on conservation easements, growing the membership and organizing events to fund operations. A part-time Administrative Assistant brought administrative and financial skills that have kept the organization running smoothly with volunteer leadership. A strategic plan carried the organization from 1998 to 2003, and most of its goals were achieved. The Pennsylvania Land Trust Association (PALTA) just released figures that, in 2003, LCAC ranked 7th

for number of easement transactions – an impressive achievement for a small, mostly volunteer organization.

At that point, the organization began a transition – from the vision of the founders into a new stage of development – that continues today. The Board added a full-time Land Conservation Coordinator, a decision which has paid off in increased number of easements and new large sources of funding. State and federal grants, as well as reserve funds accumulated over the years, made it possible to reimburse landowners for bargain sale easements.

Despite a small budget and small staff, the organization has achieved a great deal in a decade:

- More than 3,500 acres preserved.
- A total of 58 easements completed.

This success is attributed to several factors: the significant dedication and time contributions of the volunteer board and committee members, the commitment and skills of the staff, and the collaboration with the County Agricultural Land Preservation Program. The County's cooperation on projects, provision of GIS mapping capability (which allows for successful government grant applications), and donation of office space are all great assets to the Conservancy. The Conservancy also benefits from its broad mission, which allows the flexibility to work in many areas, respond to a variety of opportunities, and collaborate with other groups with shared goals.

The Conservancy is proud of its good reputation and history free of controversy. It has thoughtfully implemented policies to ensure its integrity, including the Land Trust Alliance standards and practices. The effectiveness of the organization's work and good standing of the organization as a whole is evident in the number of word-of-mouth referrals.

A great majority of residents want to preserve the unique heritage and rural character of Adams County. Support for land preservation spans the political and economic spectrum; it is popular with natives and newcomers alike. In addition, there is growing awareness among county and municipal officials about land use concerns, which could be an opportunity for earned income. Creating and administering a land preservation program or handling state and federal grant applications are both services that could be marketed to municipalities.

Political will among citizens to meet the challenges of growth is growing. These efforts are coalescing in the Keep Adams Green initiative, working to raise \$25 million in bond funds for preservation and open space. This presents an enormous opportunity for funding, especially for unrestricted, operational support.

Critical Issues

The organization has already started investigating how it can prepare for the greatest threat: the growing development pressures in Adams County. Applications for new housing have multiplied from 600 to 3,000 a year. Estimates indicate 19,000 units are planned in next decade, which could almost double the local population. Housing values are increasing rapidly, pushing up the value of land. As the value of developable land balloons, agriculture becomes less economically viable. In addition, fruitgrowers are now competing with foreign producers. These developments could irrevocably alter the scenic and environmental landscape of the area, so the next five to 10 years will be critical for growth in Adams County.

While it would be ideal to preserve every property that contacts the Conservancy, the Conservancy needs to direct its limited resources strategically. The first priority of the strategic plan is to help the organization identify and pursue the most important and most threatened areas of the County, where preservation will be the most effective in preserving the quality of life, environment, and landscape of the area.

Another critical issue is the need to expand the organization's outreach to residents of Adams County. There is widespread misunderstanding about the differences between the Conservancy's easements, the County program, the Soil Conservation program, and Clean and Green. The inaccurate belief that an easement means "giving up my land" is still widespread. Outreach efforts will educate residents about the Land Conservancy, the value of preservation, and how they can contribute to the cause.

Achieving these goals will be impossible without the development of two key resources: funding and volunteers. The primary organizational weakness is the lack of funds to preserve land, and there are no systems in place for critical areas of fundraising (major donors, foundation grants). The staff has been successful at obtaining state and federal grant funds, but the Conservancy needs to develop more predictable streams of revenue and a more balanced portfolio of revenue sources. Less dependence on any one source allows an organization to weather fluctuations in giving.

Finally, a major impediment to implementing the strategic plan is a shallow pool of volunteers. Current volunteers and leaders are among the most devoted that could be found anywhere, but many feel "overburdened, frustrated, with little hope of relief." Many committees are underpopulated, and finding new leaders is a continual struggle. Addressing problems with burnout, retention, and recruitment is a critical factor for future organizational success.

ORGANIZATIONAL STRUCTURE

Board

Goal: To lead the organization as it evolves, adapting its operations and programs in response to the changing environment.

Strategic Priorities:

- Strategic Plan: Provide strategic direction for the organization.
 - 2006:
 - Approve strategic plan, and introduce to all staff and volunteers.
 - Determine board decisions on topics necessary to implementing plan: committee structure, municipal outreach, role of executive committee, volunteer management process, and mission statement.
 - 2007:
 - Restructure board meetings to deal with the main functions of board: planning, guiding, advising, considering large issues of the organization. Limit board meetings to 1.5 hours – half hour for committee and staff issues, 1 hour for consideration of larger issues. Limit committee reports to brief comments summarizing progress on goals and plans OR presentations of larger issues requiring board input.
 - Request that each committee and staff member submit an annual work plan based on objectives and budget identified by the board. Review and approve work plans, then act as a resource as plans are implemented.
- Planning and Assessment: Encourage planning and assessment at all levels of the organization.
 - 2006:
 - Restructure board meetings to deal with the main functions of board: planning, guiding, advising, considering large issues of the organization. Limit board meetings to 1.5 hours – half hour for committee and staff issues, 1 hour for consideration of larger issues. Limit committee reports to brief comments summarizing progress on goals and plans OR presentations of larger issues requiring board input.
 - Request that each committee and staff member submit an annual work plan based on objectives and budget identified by the board. Review and approve work plans, then act as a resource as plans are implemented.
 - 2007:
 - Request that each committee and staff member submit a progress report on the previous year's work plan along with an annual work plan for the coming year. Provide incentives (recognition at events and in newsletter, small gifts like movie tickets and gift certificates) for committees and volunteers who achieved objectives.
 - Continue to review progress reports and work plans annually.
- Policies and Procedures: Rather than revisiting decisions again and again, establishing written policies and distributing them helps the organization run smoothly.
 - 2006:
 - Assign Conservation committee to create policies on Easement Valuation and Monitoring Process and submit them for board approval.
 - Review LTA Standards and Practices, and begin process of implementing them. Consider applying for LTA accreditation.
- Personal Contributions: The board sets the standard for commitment to the organization mission, and its contributions should reflect that.
 - Keep passion for the mission as the most important quality in board members.
 - Establish guidelines for board contributions of time, easements, and funds. Encourage one hundred percent participation in board giving.
 - Ask board members to provide personal contacts for easement and fund donors. Set a goal of one personal fundraising solicitation by each board member every three months.

Staff

Goals: To provide the board with information and expertise necessary to lead the organization. To implement the vision of the board and generate the resources necessary to do so.

Strategies:

- Management: The current staff require more supervision and feedback to be as effective as possible.
 - 2006: Prioritize activities of current staff to reflect current goals. Reassign tasks where appropriate to volunteers or new staff.
 - Focus Land Conservation Coordinator's work on easement acquisition, monitoring, and federal/state grant acquisition, including Growing Greener funds. Hire student interns or recruit volunteers to help her with administrative work.
 - Increase Administrative Assistant's role to four days a week. Enhance the Administrative Assistant's skills by funding specialized training. Reassign newsletter articles to committee chairs. Request quarterly progress reports.
- Hiring: As funding is secured, add staff to support the organization's growth and ability to respond to challenges ahead.
 - 2006:
 - Hire a director with skills in fundraising, outreach, program development, volunteer management, and administration.
 - Request that the County create office space for Director. If County space is not possible, develop an alternate plan for office space.

Committees

Goals: To provide the board with information and expertise necessary to lead the organization. To implement the vision of the board and generate the resources necessary to do so.

Strategies:

- Structure: Some committees are very active, while others are stagnating. This plan outlines new responsibilities for several committees, and the names should be revised to reflect that. Detailed explanations of those responsibilities constitute the bulk of this plan
 - 2006: Determine how to restructure committees to implement goals of strategic plan.
 - 2007: Assess new structure and revise if necessary.
 - 2008 – 2010: Continue annual assessment.
- Membership: Provide the human resources to achieve goals.
 - 2006:
 - Increase committee membership to levels capable of achieving organizational goals. In particular, recruit volunteers with necessary expertise.
 - Orient new committee members about structure, policies, and history of organization. Provide with handbook of policies.
 - Limit meetings to one hour, whenever possible.
 - 2007:
 - Submit projections for future needs for funds and members to board.
- Leadership: Ensure continuous stream of volunteer leaders for committees.
 - 2006:
 - Establish terms of three years, and encourage chairs to rotate leadership after one term.
 - Add a vice chair to each committee, to assist the chair and be ready to take over leadership if necessary.

- Develop plan for leadership transitions for each committee.
- Communications: Promote communications between committees, board, and staff.
 - 2006:
 - Email meeting minutes to every committee chair.
 - Start every committee meeting with a five-minute update on the recent activities and decisions of other committees, board, and staff.
 - Request that all committee chairs attend board meetings. Evaluate policy of committee chairs being board members.
 - 2007: Create a weekly email announcement about committee activities and a web-forum for discussions.

PROGRAM ACTIVITIES

Conservation

Goals:

Conservation: To preserve open space and areas of scenic, natural, agricultural, geological, biological, or historic value. To accept, hold, monitor, and enforce easements on land, water, and other natural resources. To establish or aid in the establishment of nature reserves, parks, or other protected areas for recreational, educational, or scientific purposes.

Marsh Creek: To protect Gettysburg's water supply.

Strategies:

- Planning
 - 2006:
 - Invite local real estate developer to present formal proposal about land acquisition and resale to the board.
 - Evaluate land acquisition program, program to transfer lands to government agencies, and Transferrable Development Rights Bank as possible new land conservation strategies. Submit cost-benefit analyses and recommendations to board for review.
 - 2007
 - Develop a process for understanding the threat of development in the county. Cultivate relationships with developers and public officials to hear about developments when planning begins.
- Procedures:
 - 2006:
 - Review easement process from start to finish. Establish separate procedures for donated and bargain sale easements.
 - Identify problems with maintaining confidentiality, and develop a plan to address them. Consider asking all Conservation committee and board members to sign confidentiality agreements. Consider creating a coded system for easements, instead of referring to properties by name.
 - 2007: Evaluate system of valuing easements.
- Stewardship Donations:
 - 2006: Develop new system for requesting stewardship funds from donors. Investigate how much other organizations are requesting in stewardship donations, and consider revising amount to correspond with industry standards. Evaluate Private Transfer Fee clause in easement as a funding possibility.
- Monitoring:
 - 2006:
 - Retain an attorney with special expertise in conservation easements to review the standard easement contract.
 - Evaluate the value of partnering with real estate brokers to offer a Conservation Buyer service.
 - 2007:
 - Develop procedures for handling problems that arise with monitoring easements. Create a Monitoring Handbook.
 - Develop procedures for working with landowners who buy preserved properties.
- Conservation:
 - 2006:

- Submit list of potential strategic conservation priorities to the board with a request to decide three to five strategic projects. Appoint a committee member to manage each strategic project. Create a business plan for each strategic project. Work with Resource Development committee to identify funders and create materials for fundraising.
- Create a schedule of government funding programs, then identify properties that will qualify.
- 2007
 - For each strategic project, create list of landowners, rank by importance, send offer letters, and cultivate easement donations or bargain sales.
- 2008 – 2010:
 - Develop new priority projects as each is completed.
- Municipalities:
 - 2006:
 - Consult with board on developing a model land preservation program for municipalities.

Objectives:

- 2006: 1,000 acres in new easements.
- 2007: 1,500 acres in new easements.

Outreach

Goals: To engage the membership and the community in the mission of the Land Conservancy. To educate the community about the Land Conservancy, land use issues, land preservation, and Adams County's unique agrarian and cultural heritage.

Strategies:

- Outreach
 - 2006:
 - Develop outreach program for community members. Create promotional and presentation materials. Conduct outreach training so board, staff, and volunteers can lead community meetings. Identify locations and sponsors for meeting, such as libraries, PTAs, homeowner associations, fire companies, VFW, fruit growers' meetings, townships, community groups, churches, fishing and hunting groups, and Multi-Municipal Planning groups. Consider outreach to schools, scouting groups, and children's clubs. Follow up with direct mail to solicit membership. Add all attendees to newsletter and e-newsletter mailing lists.
 - Create outreach plan to promote easements. Review materials and messages. Hold one private salon a month in homes of board members and donors for easement prospects. Invite friends, neighbors, and colleagues, and then introduce the Conservancy's work. Follow up with personal letter to thank and ask for support. Add all attendees to newsletter mailing list.
 - Develop annual schedule of community events and festivals that need the staffed display.
 - 2007
 - Hold one community meeting every two months.
 - Create outreach program for landowners, realtors, and donor advisors (attorneys, financial planners, real estate professionals). Create promotional and presentation materials. Hold two programs a year. Add all attendees to newsletter and e-newsletter mailing lists. Follow up with calls to attendees, asking them to host a reception to introduce the Conservancy to their clients.
 - 2008 - 2010
 - Develop a program of county bus tours to highlight the beauty of the county, the threat of development, and the Conservancy's priority areas. Tour ends with a reception, where guests are asked to become members. Invite new College faculty, new residents, township officials, prospective donors, foundation officials, even Pennsylvania's senators and governor. Conduct two tours.
- Volunteers
 - 2006:
 - Develop volunteer recruitment process, targeting groups such as Gettysburg College Service Learning students, Environmental Alliance for Senior Involvement volunteers, new retirees, 4-H, Boy and Girl Scouts, and children's groups.
 - Create menu of volunteering opportunities, such as:
 - Staffing information tables at events and membership drive
 - Leading outreach programs
 - Monitoring properties
 - Providing administrative support to projects and committees

- Create volunteer training session to be offered to existing volunteers. Create a Volunteer Handbook.
- Develop volunteer appreciation strategies.

OPERATIONS ACTIVITIES

Executive

Goals: To oversee the administration of the organization, on behalf of the board of directors.

Strategies:

- Strategic Plan: The organization's investment of time and funds into creating the strategic plan calls for equal dedication to implementation.
 - 2006: Develop an implementation plan for the strategic plan. Manage the restructuring of committees, identification of consultants, and staffing plan.
 - 2007: Review the strategic plan and revise to reflect current circumstances and goals.
 - 2008 - 2010: Review and revise the strategic plan. Interview stakeholders (members, donors, public officials) to gauge whether the organization is on track and how the environment is changing. Develop plans of action to correct course, and implement them.
- Organizational Management:
 - 2006:
 - Develop a process for evaluating costs, benefits, and mission-appropriateness of new opportunities, programs, and initiatives.
 - Develop a plan for managing organizational change, including communications strategies and tactics for handling difficulties that arise.
 - Create a general crisis plan, with specific recommendations for Worst Case Scenarios: unexpected loss of staff member, computer virus, problems with insurance coverage for events, budget deficit for several years, bad publicity, board member does something controversial or illegal, and legal challenge to an easement.
 - Prepare for potential operational difficulties by establishing tactics for handling them.
- Staff Management:
 - 2006:
 - Establish employee performance standards, goals, and reviews. Develop Employee Handbook.
 - Establish procedures for administrative support of committee chairs. Determine the role and function of staff and communicate it to committee chairs and board members. Evaluate and revise job descriptions accordingly.
 - 2007:
 - Develop yearly goals for staff.
 - Evaluate number of seminars and meetings that staff attend.
- Committee Management:
 - Develop a plan to recognize and energize committee members and chairs.
 - Recognize committed volunteers with incentives and awards.

Finance

Goals: To sustain the financial health and integrity of organization. To promote financial knowledge throughout board, staff, and volunteers. To help committees generate budgets and audit responsibilities.

Strategies:

- 2006:
 - Develop three- to five-year financial projections to allow for organizational long-range planning.
 - Evaluate balance of funds designated for organizational infrastructure and program needs.
 - Conduct training sessions for all board, staff, and volunteers to understand current and future financial situation.
- 2007:
 - Conduct training session for new board, staff, and volunteers to understand current and future financial situation.
 - Evaluate funding of monitoring expenses and stewardship endowment.

Resource Development

Goals:

Fundraising: To provide the funds needed by the organization's operations and programs. To promote fundraising knowledge and ability among board, staff, and volunteers.

Collaboration: To foster alliances that further the organization's program and operational goals.

Strategies:

- Planning
 - 2006
 - Evaluate using a fundraising consultant to train the board, staff, and key volunteers in methods and techniques of fundraising.
 - Create a fundraising plan, including annual objectives and budget.
 - Create a partnership plan, with budget and timeline. Develop procedures to establish partnerships.
 - 2007:
 - Develop the Conservancy's case for support, including the:
 - Organization's good reputation and fiscal responsibility
 - Value of work and achievements to date
 - Crisis of impending development and strategic conservation opportunities that have created the need fundraising
 - Board's plan to meet that crisis and take advantage of those opportunities
 - Requests for support
 - Levels and benefits of giving, especially naming opportunities
 - Range of giving strategies: donations of property, appreciated securities, and other assets; challenge grants; sponsorships; memorial and honorary gifts.
 - Create model text for letters, brochure, proposals, and talking points using the case for support.
- Planned Giving
 - 2006:
 - Incorporate Testamentary Gift committee as a subcommittee of Fundraising.
 - Identify and recruit local attorneys with estate planning experience and knowledge of the Conservancy as members.
 - Coordinate with Outreach committee to promote planned giving to local legal and financial advisors.
- Fundraising
 - 2006:
 - Analyze costs and benefits of using a fundraising consultant to manage a capital campaign.
 - Develop fundraising plans for each group of donors: Major, Corporate, Foundation, and Government.
 - 2007:
 - Work with Communications committee to create fundraising materials.
 - Assess donor database system's ability to meet increasing fundraising needs.
- Events: This subcommittee will be handling the Annual Dinner, Art Auction, Road Rally, and any other events.
 - 2006:

- Host a picnic at a preserved property for all new members, where they can learn about the Conservancy, meet other members, and sign up for volunteer opportunities. Exceptional volunteers will be honored at this event. Serve only locally produced food.
 - Manage Road Rally.
 - Evaluate all events, and create an annual work plan with budget and timeline. Consider creating a new fundraising event and adding a fundraising component, such as a silent auction, to the annual dinner.
- 2007
- Evaluate the potential of a black-tie, fundraising event.
 - Create an annual award for excellence in planning and development for developers and townships. Present award at a luncheon for developers, real estate brokers, Builders Association, planning and municipal officials. Awardees provide contact list of business associates and friends to be invited to attend. Set ticket prices to make it a fundraiser (\$100 per person).

Communications

Goals: To promote the work of the Conservancy in the community. To provide communications expertise to board, committees, and staff.

Advocacy: To promote and support public policies and initiatives that further the organization's mission.

Strategies:

- Planning
 - 2006:
 - Create a communications plan, including budget and timeline.
 - Assign committee members as managers of each project: Messages, Materials, Media relations.
- Messages
 - 2006/2007:
 - Identify the Conservancy's audiences (members, landowners, donors, public officials, civil war preservation groups). Develop messages customized for various audiences.
 - Clarify differences between the Conservancy's easements, the County program, the Soil Conservation program, and Clean and Green. Create visual/graphic representation with story about real or hypothetical donor.
 - 2008 – 2010: Develop word-of-mouth marketing programs for membership and easements. Identify opinion leaders, members and community leaders most likely to share their opinions with large social/professional networks. Provide tools (information, materials) that make it easier to share their opinions. Offer incentives for referrals. Solicit feedback about supporters, detractors, and neutrals – then respond with new messages and materials.
- Materials
 - 2006:
 - Evaluate need for new materials, such as email newsletter, video, new brochures, fact sheets, display, advertisements, and fundraising information. Evaluate the need for *Saving Family Lands* publication.
 - Create editorial plan for newsletter, including committee reports, information on Adams County environment, wish list of donations, recognition of new members and donors, , and success stories from other land trusts. Request committees to write articles or provide suggestions for stories.
 - 2007:
 - Improve website. Add photos of Adams County and more information to website. Improve online capacity for accepting donations and selling merchandise, such as the Lott photos. Request links on Adams County websites and selected others.
 - Develop attractive signs to be displayed on preserved properties. Work with Conservation Coordinator to secure funding from PALTA for signs.
 - Create radio PSAs with monthly themes and distribute to local stations.
 - Work with program staff to prepare promotional materials for model land preservation program for townships.
 - 2008
 - Develop email mailing list and send updates and news. Include a schedule of township meetings about land use issues.
 - Assess membership materials and redesign if necessary. Create new materials for spring membership drive.

- Evaluate the use of the annual report. If it is determined that a new design is needed, Ask a professional graphic designer to create a new design. Distribute to donors, funders, public officials, corporate sponsors, and other opinion leaders.
- 2009 – 2010:
 - Create a video and brochure that explains the process of deciding on an easement, answering FAQs.
 - Create a general video about the Conservancy, Adams County, development pressures, and conservation programs to be used in outreach and fundraising.
 - Analyze costs and benefits of new merchandise.
- Media Relations
 - 2006:
 - Continue with press releases for properties preserved, events, public meetings, and Conservancy achievement with goal of one per month in print.
 - Develop an editorial plan for monthly column in the *Gettysburg Times*.
 - Evaluate if additional outlets, such as *Evening Sun*, should be pursued.
 - Produce ACTV advertisements and segments.

Membership

Goals: To provide a strong base of supportive individuals and prospective volunteers for the organization.

Strategies:

- Planning
 - 2006:
 - Create a membership plan, with annual goals and budget. Focus on individual members, and work with Resource Development committee to support their cultivation of existing corporate, foundation, and donors over \$250.
 - Coordinate with Communications committee to evaluate membership messages and materials, and revise as necessary.
 - Evaluate membership benefits to motivate and reward membership, including premium gifts, benefits, and incentives for referrals.
 - Evaluate giving categories, such as a \$15 membership category for new members, students, and retirees.
- Membership
 - 2006:
 - Develop a system to mine contacts of current and past board and committee members.
 - Recognize new members and donors in every issue of the newsletter.
 - During renewal calls, request introductions to other organizations and clubs to which members belong.
 - Evaluate direct mail campaign with lists of Adams County zipcodes:
 - Purchased from *National Geographic*, *Country Journal*, and other appropriate publications.
 - Shared by other organizations, such as Watershed Alliance of Adams County, Convention and Tourism Bureau, Friends of National Park, Adams County Historical Society, WITF, American Farmlands Trust, Nature Conservancy, Audubon, National Trust for Historic Preservation.
 - New residents of the county.
 - 2007:
 - Launch an annual membership drive in May. Evaluate strategies such as:
 - Mailing to prospective members.
 - Print, radio, and ACTV advertising.
 - Volunteer-staffed tables at Farmers Market, grocery stores, Wal-Mart, and other high-traffic locations
 - Request county to name LCAC Week, to coincide with membership drive.

Objectives:

- 2006: 200 new members.
- 2007: 500 new members.

Nominating

Goals: To develop a pipeline of future board members and organizational leaders. To assist Resource Development committee in identifying community leaders and major donor prospects.

Strategies:

- Planning
 - 2006
 - Create a nominating plan, including a list of prospects, budget, and timeline.
 - Evaluate nominating process, including how to deal with committee tenure before board appointment. Create a policy for the board to review and approve.
 - 2007
 - Create a packet of materials for potential committee/board members, including clear statement of giving/fundraising expectations.
 - Work with Outreach committee to craft orientation for new volunteers.
- Nominating:
 - 2006:
 - Work with Membership and Resource Development committees to develop a system to mine contacts of board and committee members.
 - Create a set of criteria for prospective nominees, including a goal of diversity. Identify prospects for new committee and board members, and evaluate against criteria. Consider approaching Conservation Benefactors for committee and board members.