

Western Foothills Land Trust Strategic Plan 2019-2024 Adopted 1.3.2019

| Goal 1 | Objective | Strategies | Action steps | Who is responsible | When to accomplish | status |
|---|---|--|--|----------------------------------|-----------------------|---------|
| Develop Organization and Organizational Capacity | Increase Board Number of Directors, Board Diversity | Nominate skill areas as well as passion | create dir.skills list | Exec committee | 2018 | |
| | Train the Board | Educate the details | Record nominating procedures | Staff and Exec Comm | 2019 | |
| | Increase Board effectiveness | Empower Board | Board attendance at land conference Grant for land conf? | Exec Committee Staff | Ongoing | Done |
| | Increase Board participation | Board set annual goals | 6x per year bd. mtg. 12 x committee mtg | Board Exec Committee Staff | Ongoing March 2019 | Done |
| | | Share information more efficiently | 1/4 goal report ¼ ED grant report | Carl | June 2018 | Done |
| | | | Set up Google drive for board materials | Carl | August 2018 | |
| | | | Train Board | | | |
| | Succession planning | Nominate leaders Consider shared leadership | Identify potentials | Exec Committee | Fall 2018 | Ongoing |
| | Enhance Human Resource Policies | Standardize policies procedures | Create HR policies | Staff and volunteer | Fall 2018 | Ongoing |

| Goal 1, p.2 | Objective | Strategies | Action steps | Who is responsible | When to accomplish | status |
|-------------|---|---|---|---|------------------------------|----------------------------|
| | <p>Nurture committees</p> <p>Succession planning for committees</p> <p>Support committees</p> | <p>All committees fully staffed- meet monthly</p> <p>Retiring committee members replace themselves?</p> <p>Support information exchange</p> | <p>Create skills list All directors on 1 committee</p> <p>Create Google Drive folder for committees</p> | <p>Exec committee and staff</p> <p>Carl</p> | <p>2018-2019</p> <p>Done</p> | <p>Ongoing</p> <p>Done</p> |
| | <p>Nurture volunteer programs</p> | <p>Volunteer handbook</p> <p>Volunteer reward program</p> | <p>Steal one</p> <p>Model MCHT</p> <p>Sponsors for bling?</p> | <p>Staff or volunteer</p> <p>Staff or volunteer</p> | <p>Ongoing</p> | |
| | <p>Investigate increasing Staff</p> | <p>Program coordinator</p> <p>Investigate donor/development position</p> <p>Prioritize staffing needs</p> | <p>Secure funding for 2019-2020</p> <p>Other LT models?</p> | <p>Staff and SCW</p> <p>Staff and SCW</p> <p>Exec Committee staff</p> | <p>Done</p> | <p>Ongoing</p> |
| | | | | | | |

| Goal 1, p.3 | Objective | Strategies | Action steps | Who is responsible | When to accomplish | status |
|-------------|------------------------------|---|--|--|---------------------|--------|
| | Develop Financial Management | Segregate bookkeeping from Treasury oversight. Define Treasurer's role | Hire pt book keeper Continue to develop policies procedures | Finance committee Board and Staff | 2019 Ongoing | |
| | Nicer Office? | Invest in paint, files furniture? | Small projects as funding allows | staff | ongoing | |

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| Goal 2 | Objective | Strategies | Action steps | Who is responsible | When to accomplish | status |
|---|---|--|--|--------------------|--------------------|----------|
| Realize the Vision for Roberts Farm Preserve | Identify partners-programming and funding SAD17, CEBE, SHFdn | Clarify relationship with partners | Identify leaders | Staff | 2018-2019 | |
| | | | Develop MOUs | Staff | 2019 | |
| | | | Develop periodic mtg schedule | staff | 2019 | |
| | Develop fund raising capacity | Hire project coordinator/consultant or development officer | Examine LT models | staff | 2019 | |
| | Demonstrate progress | EV charger at Hut | Panels/ EV install | CEBE | August 2019 | Done |
| | | Expand Hut | Build | WFLT and CEBE | March 2019 | Underway |
| | Think Large | Move observatory | Move observatory | SAD17 | Fall 2018 | Done |
| | Complete project to be proud of | Make plans visible in community | Find venue to display models | staff | 2019 | |
| | Differentiate RFP from other Trust conservation activities. | Investigate legal and practical structures | Hidden Valley Nature Center, Belgrade LRCA | Staff | 2019 | |
| | | Create business plan | | | | |
| | | Investigate separate funding | SCORE? | staff | 2019 ongoing | |

| Goal 2, p. 2 | Objective | Strategies | Action steps | Who is responsible | When to accomplish | status |
|--------------|--|---|---|--|--|---|
| | Expand protected lands adjacent to RFP | <p data-bbox="640 181 942 250">Link Preserve Trails to town</p> <p data-bbox="640 412 894 521">Expand trails while expanding ag opportunities</p> | <p data-bbox="963 181 1205 483">Meet with abutters Purchase 47-acre Negotiate trail CEs Purchase trailhead Build trails</p> | <p data-bbox="1226 181 1430 212">Staff and board</p> <p data-bbox="1226 412 1476 443">Staff to investigate</p> | <p data-bbox="1522 181 1671 367">2018-2019 2018 2019 2019 2019-2020</p> <p data-bbox="1522 412 1640 443">Ongoing</p> | <p data-bbox="1799 181 1917 289">Ongoing Done Ongoing</p> |

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| Goal 3 | Objective | Strategies | Action steps | Who is responsible | When to accomplish | status |
|---|------------------------------------|---|--|--------------------------------------|--------------------|--------|
| Conserving lands Farmland Watersheds Forestlands | Actively Protecting Forestlands | Acquire up to 7,000 acres. | Develop lands committee | Lands Committee | ongoing | |
| | | Community forestlands with municipalities | Develop practices | Accreditation and lands committees | | |
| | Protecting Farmlands | Collaborate with MFT | Develop lands committee Develop practices | Lands Committee with MFT | ongoing | |
| | Actively Protecting our Watersheds | Identify SCW lands to protect- another 1000 acres | Work with SCW And LELT | Lands Committee SCW and staff | ongoing | |
| | | Identify non- SCW lands to protect Little Androscoggin Nezinscot | Develop lands committee Androscoggin WC | Lands Committee | ongoing | |
| | Identify Projects | Strategic Conservation Planning for parcels beyond SCW Need Otisfield, Sumner, Hebron, Hartford, Buckfield | Lands Committee GIS staffing Staff | Maine West and SCW | 2018-2019 | |
| | | Develop relationship with area realtors And developers Major landowners | Visit realtors Meet major landowners. | Board, staff, and Lands committee | Ongoing | |

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| Goal 4 | Objective | Strategies | Action steps | Who is responsible | When to accomplish | status |
|---|---|--|--|--|--|--------|
| <p>Telling Our Story-</p> <p>Exposure</p> <p>exposure</p> <p>exposure</p> | <p>Increase donations</p> <p>One time only</p> <p>Annual giving</p> <p>Estate planning</p> <p>Event donations</p> | <p>Online</p> <p>Newspapers</p> <p>Magazines</p> <p>Radio/blogs</p> <p>Mail chimp</p> <p>Newsletters</p> <p>Fund raising</p> | <p>Develop media list</p> <p>And calendar</p> <p>Develop outreach schedule w staff</p> | <p>Fund raising and outreach committee</p> | <p>2019</p> | |
| | <p>Increase membership</p> | <p>Year to year membership renewal</p> <p>Target lapsed members</p> <p>New Members</p> <p>Charge for events to non -members?</p> | <p>Form Membership Committee or pt staff</p> <p>Follow up mailing</p> <p>Incentives/sponsors?</p> <p>Preregistration on website?</p> | <p>membership committee and/or staff</p> <p>membership committee or staff</p> <p>membership staff</p> <p>staff</p> | <p>2019</p> <p>2019</p> <p>2019</p> <p>2019-2020</p> | |
| | <p>Increase volunteers</p> | <p>Offer volunteer perks</p> <p>Create HS club?</p> | <p>Community specific</p> <p>Volunteer recruit</p> | <p>Program Coordinator for programs and vols</p> | <p>ongoing</p> | |
| | <p>Increase participation in events</p> | <p>Thorough marketing</p> <p>Creating experiences</p> | <p>Media sponsors?</p> <p>Mail chimp,FB</p> <p>Instagram</p> | <p>Program Coordinator</p> <p>Fund raising and outreach committee</p> | <p>ongoing</p> | |

| Goal 4, p.2 | Objective | Strategies | Action steps | Who is responsible | When to accomplish | status |
|-------------|--|---|--|--------------------|---------------------|--------|
| | Increase understanding of WFLT's work in community | Develop materials for each municipality specific to town and conservation opportunities. Community forests? | Staff meet with schools and BOS Use MW GIS triage | Staff and board | Ongoing 2019 | |
| | Expand allies, unexpected partners | Try to understand systems and neighborhoods in both natural and human communities. | Get invited to everyone else's meetings listen | Staff and board | ongoing | |

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| Goal 5 | Objective | Strategies | Action steps | Who is responsible | When to accomplish | status |
|---|---|---|---|--|---------------------------------|--------|
| Advance Programming Recreation and Educational | Continue to be a model of community conservation | Complete and adopt Strategic Plan Enhance programming Inventory Community assets and needs | Complete in committee, board review Form Program Committee Maine West SAD17, churches, homeschoolers. | Strat plan committee Board Program committee | 2018 2018 ongoing | |
| | Advance recreational Programs, opportunities, and audience | Phase I Focus on developing specific recreational assets on each of 6 Preserves Phase II Develop outdoor recreation programs for each Preserve | Map existing/ planned assets at each preserve Inventory assets Develop programing Develop outreach materials | Program coordinator Program committee Program coordinator Program committee | ongoing | |
| | Support a healthy human community with WFLT programs And assets | Develop programing or regular outreach to Health Care community re obesity and aging in place | Work w/ 5210lets go Sarah Carter Develop ADA trails in service area | Sarah and Carl | ongoing | |

| Goal 5, p.2 | Objective | Strategies | Action steps | Who is responsible | When to accomplish | status |
|-------------|--|--|--|---|---|---------|
| | Expand trail users And reduce WFLT time | Develop collaborations with groups who would use or rent facilities and programs | BOC Biathlon Gould Hebron Comm Concepts Hospitals Scouts Gr Machine, Tru Strength, Trout Unlimited | Program coordinator Program committee | ongoing | |
| | Advance Educational Programs | Develop nature-based curriculum for each Preserve in alignment with learning guidelines | Explore learning guidelines Mimic BPond 4H programs Get grant to support | Charlie, Michael Murphy Ryder Pat Carson Lydia Eusden Staff | ongoing | |
| | Diversify programming. | Sponsor educational programs and speakers re conservation issues hikes with naturalists, guides... | Steal from others Share speakers Integrate programming | Program coordinator program committee | ongoing | |
| | Continue to partner with SAD17- develop relationship with RSU 10 | Expand Farming Develop planet/stars programs Trail work | Program with farmers? Move observatory Schools adopt trails | RSU10 SAD17 RSU10, MSAD17 | Ongoing Fall 2018 Spring 2019 | Ongoing |