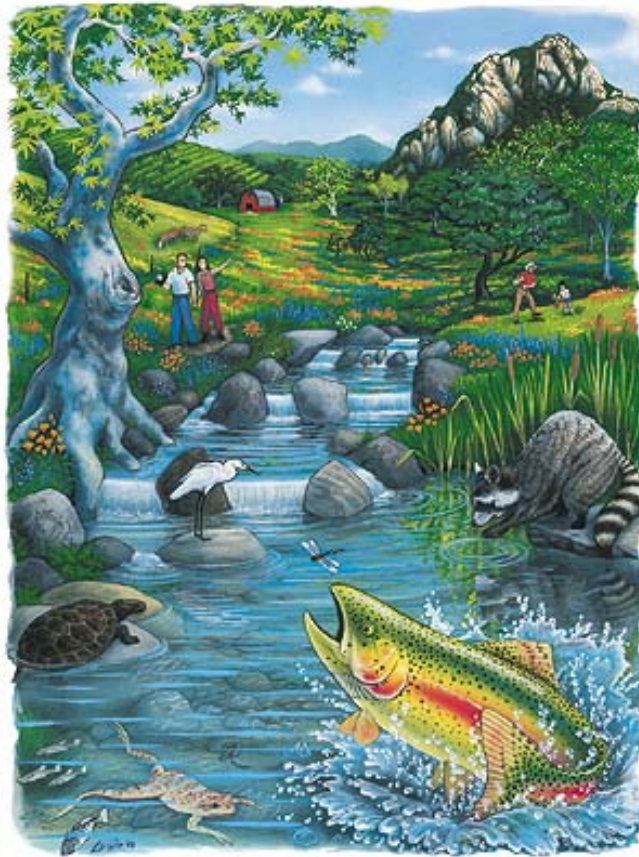


The Land Conservancy

The Land Conservancy of San Luis Obispo County

Strategic Plan 2009 – 2012



Mission

Through voluntary and collaborative measures, The Land Conservancy of San Luis Obispo County works to permanently protect and enhance lands having important scenic, agricultural, habitat and cultural values for the benefit of people and wildlife.

Vision

San Luis Obispo County is composed of unique, vital communities surrounded by productive farms and ranches, scenic natural areas, and accessible open spaces. Agriculture remains viable as a way of life, clean air and water nourish our population, future generations have access to outdoor experiences, and wildlife thrives on local lands. People working together are an integral part of our conservation vision. As the preeminent local land trust, we inspire local people to care for local lands.

Local People, Local Land.

Core Values

The Land Conservancy's commitment to the land calls on us to make a coordinated effort to promote and undertake land conservation in our County. While the Land Conservancy has many important principles that guide our work, we emphasize the following as core to our mission.

- **Integrity** – We are dedicated to fulfilling our mission with integrity, honesty and respect for the privacy of those with whom we work. We will be truthful with our clients and our donors, and will do what we say we will do.
- **Respect** – We recognize and appreciate that landowners have served the community through their stewardship of important private lands. We also respect the thoughts of those that may not share our views.
- **Excellence** – We are committed to being professional, effective, and efficient.
- **Accountability** – We are accountable to the communities we serve - our donors, grantors, stakeholders, partners, and the public.
- **Service** – We will always honor our role as a public charity and strive to provide the best service available for landowners, donors, and our local communities.
- **Inclusiveness** - We are committed to working with diverse partners and volunteers to serve our community.
- **Responsibility** - We will make our decisions based on the best available science and information, and share what we learn with others.
- **Discipline** – We work within a strategic plan and use sound criteria for choosing projects and implementing our mission.

Goals and Strategies

Introduction

The following goals and strategies have been developed to achieve both the Vision and Mission of the Land Conservancy through 2011. These goals and strategies were developed by senior staff of the Land Conservancy based on concepts approved by the Board of Trustees in April 2008. The entire Land Conservancy staff discussed the plan basics at a staff retreat in September 2008. The concepts were then presented to the Board of Trustees for review, comment, and adoption.

The central themes of this plan include directing more resources to the land conservation effort and a gradual shifting of priorities for the restoration program toward Land Conservancy-owned or managed lands and public lands. We are also re-aligning our fundraising to focus on a major gifts program and a planned giving program. The annual membership program will be retained. These represent fundamental shifts for the Land Conservancy and it will take several years to meet all of the objectives. By 2011 the Land Conservancy's staffing will be a better reflection of the primary focus of the organization.

The challenge ahead is to maintain the quality of our existing programs while activating new initiatives.

1. Important conservation lands are protected for future generations.

- a. [Identify and prioritize important conservation lands / areas within the County.](#)
- b. [Negotiate conservation easements with willing landowners](#)
- c. [Purchase land when necessary.](#)

2. Degraded habitat resources are enhanced to return their environmental benefits to the community.

- a. [Identify and prioritize disturbed habitats on LC conserved lands, and those that are complementary to our conservation priorities.](#)
- b. [Implement priority physical restoration projects.](#)
- c. [Finish the Octagon Barn restoration and hand the management to another party if one can be found. \(Major Gifts Initiative\)](#)

3. The Land Conservancy is an enduring and effective organization capable of protecting and managing land and undertaking vital restoration projects on conservation lands.

- a. [Create a strong and diverse Board of Trustees to govern and support the organization. \(Leadership Initiative\)](#)
- b. [Attract and maintain a professional staff to guide the management of the Land Conservancy.](#)
- c. [Develop community relationships / partnerships that enhance the Land Conservancy's capacity, effectiveness and community support.](#)
- d. [Promote organizational strength by achieving LTA accreditation.](#)

4. The Land Conservancy has a stable, diverse, and growing base of community and financial support.

- a. [Develop and maintain programs to promote planned gifts and build the organizational endowment fund. \(Planned Gifts / Endowment Initiative\)](#)
- b. [Maintain and grow a major gifts program. \(Major Gifts Initiative\)](#)

- c. [Build and maintain a regular annual membership base.](#)
- d. [Raise the visibility of the Land Conservancy so the organization can be a leading voice for land conservation \(Public Awareness Initiative\).](#)

5. The Land Conservancy provides information about and access to outdoor areas to help all San Luis Obispo County community members develop a personal land ethic and connection to the land. *(Landowner and Ranchers Initiative).*

- a. [Directly engage stakeholders in real-world field experiences that demonstrate the importance of conservation.](#)
- b. [Develop program and project messaging that resonates with a cross-section of our community.](#)
- c. [Provide meaningful volunteer opportunities for people to help the Land Conservancy achieve goals.](#)

1. Important Conservation Lands are Protected for Future Generations

<p>Strategy 1 a.</p> <p>Identify and prioritize important conservation lands that benefit the County.</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Develop outreach plan to contact landowners in conservation areas. 2. Meet with rural landowners to discuss the services we can provide and listen for what services would be most beneficial for landowners. 3. Collect information on natural resources to identify biologically-based priorities. 4. Develop strategic land conservation priorities. 5. Develop outreach materials as necessary. 6. Work with other conservation organizations to develop strategic partnerships. <p>Milestones:</p> <ol style="list-style-type: none"> 1. Launch of Landowner Initiative (Year 2). <p>Resources Needed:</p> <ol style="list-style-type: none"> 1. Time allocations for landowner meetings. 2. Funding for outreach materials. 3. Active Land Committee inclusive of new board member with skills to support Initiative. <p>Assumptions:</p> <ol style="list-style-type: none"> 1. Priorities will be based on a blend of all the values stated in our mission as well as public benefit. <p>Ongoing Tasks:</p> <ol style="list-style-type: none"> 1. Publicize successes 2. Annually review priorities.
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<p>Strategy 1 b.</p> <p>Negotiate Conservation Easements with willing landowners</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Review standard conservation document templates and edit if necessary. 2. Monitor all Conservation Easements annually. 3. Develop fee structure for Conservation Easement transactions. 4. Hire a full-time conservation associate to expand capacity. 5. Develop and / or update conservation easement templates, including common CE citations. <p>Milestones:</p> <ol style="list-style-type: none"> 1. Hire new conservation associate (year 1) <p>Resources Needed:</p> <ol style="list-style-type: none"> 1. Active Land Committee. 2. Service providers (legal advice, escrow services). 3. Working capital 4. Launch and implement the Conservation Partners donor program <p>Assumptions:</p> <ol style="list-style-type: none"> 1. It is assumed that our preference is to use Conservation Easements if possible. <p>Ongoing Tasks:</p> <ol style="list-style-type: none"> 1. Review / update Conservation Easement templates.
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<p>Strategy 1 c.</p> <p>Purchase land when necessary</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Inform real estate industry professionals of our interest in priority areas. 2. Develop fee / cost structure for long-term stewardship. 3. Develop stewardship plans for fee-owned properties. <p>Milestones:</p> <ol style="list-style-type: none"> 1. Completion of stewardship plans (year 2) 2. Formal method for determining stewardship funding needs. <p>Resources Needed:</p> <ol style="list-style-type: none"> 1. Funding support for conservation staff. 2. Fund reserve for conservation opportunities. <p>Assumptions:</p> <ol style="list-style-type: none"> 1. It is assumed that a Conservation Easement was deemed not appropriate prior to considering purchases. <p>Ongoing Tasks:</p> <ol style="list-style-type: none"> 1. Follow up on available conservation targets in priority areas.
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2. Degraded Habitat Resources are Enhanced to Return their Environmental Benefits to the Community.

<p>Strategy 2 a.</p> <p>Identify and prioritize disturbed habitats that are consistent with our conservation priorities</p>	<p>Action Steps:</p> <ol style="list-style-type: none">1. Prepare management plans for Land Conservancy-owned properties that identify restoration priorities.2. Review existing criteria for project selection and modify as needed.3. Complete Santa Rosa Creek Watershed Conservation Plan.4. Complete Dunes Ecosystem management Plan.5. Seek protection of project site lands. <p>Milestones:</p> <ol style="list-style-type: none">1. Complete two property management plans for priority Land Conservancy lands. (year 1). Priority properties are the Black Lake Canyon Preserve and the Lower San Luis Obispo Creek Floodplain Preserve.2. Complete additional land management plans (years 2-4) <p>Resources Needed:</p> <ol style="list-style-type: none">1. Staffing time for the Stewardship Manager and the Restoration Program Manager.2. Budget allotments for grant-writing time. <p>Assumptions:</p> <ol style="list-style-type: none">1. We will be spending more of our effort in the coming years on developing projects to improve LC-owned lands.2. The Land Conservancy will prioritize projects that have a nexus with larger ecosystem-level benefits or those that have benefits to localized habitats. Generally, this means larger projects.3. Restoration projects are an important part of our business model, so the Land Conservancy will continue to consider new projects on lands owned by others within more narrow criteria.4. Wherever possible, we will collaborate and partner with agencies and organizations that share our habitat enhancement mission. <p>Ongoing Tasks:</p> <ol style="list-style-type: none">1. Annually review status of management plans and project priorities.2. Write grants for future projects.
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<p>Strategy 2 b.</p> <p>Implement land restoration projects</p>	<p>Action Priorities: Each restoration project has specific tasks associated with getting the project underway and completed. From a strategic perspective, it is most important to set priorities based on the land management plans and opportunities to do projects that have substantial and lasting benefits.</p> <ol style="list-style-type: none"> 1. Continue legacy projects in the Dunes, SLO Creek, Nipomo Creek. 2. Develop restoration projects on Land Conservancy property in Black Lake Canyon. 3. Develop restoration projects on Land Conservancy property along San Luis Obispo Creek. 4. Diversify funding sources for our restoration program. 5. Prepare project descriptions to be used in raising project funds. 6. Write grants for project funding. 7. Refer projects when appropriate. <p>Milestones:</p> <ol style="list-style-type: none"> 1. Resolve erosion problem in Black Lake Canyon Preserve. <p>Resources Needed:</p> <ol style="list-style-type: none"> 1. Staff time for restoration project planning and grant preparation. <p>Assumptions:</p> <ol style="list-style-type: none"> 1. A substantial portion of current operating budget is generated through the restoration program. 2. See assumptions under 2a. <p>Ongoing Tasks:</p> <ol style="list-style-type: none"> 1. Monitor completed projects. 2.
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<p>Strategy 2 c.</p> <p>Complete restoration of the Octagon Barn</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Complete property subdivision requirements. 2. Execute lease with Caltrans on parking area. 3. Execute an agreement with SLO County for construction of the restrooms and parking lot to support the Bob Jones Trail. 4. Prepare grant proposal and budget for milking parlor repairs. 5. Acquire funding for grading and landscaping. 6. Apply for and complete requirements for conditional use permit. 7. Explore options for future management of Barn. 8. Study the feasibility of partnering with alternate agency to develop interpretive master plan. <p>Milestones:</p> <ol style="list-style-type: none"> 1. Roof to be finished November 2008. 2. Prepare the site for internal use by May 2009. 3. Plan for a public celebration in Fall 2009. 4. Formal grand opening of the Bob Jones Trailhead by 2012. <p>Resources Needed:</p> <ol style="list-style-type: none"> 1. Develop in-kind and cash funds for needed improvements. <p>Assumptions:</p> <ol style="list-style-type: none"> 1. The Octagon Barn Center is a county trailhead for the Bob Jones Trail. 2. Seek grant funding for interpretive master plan. 3. Prioritize fundraising for completion of Octagon Barn restoration <p>Ongoing Tasks:</p> <ol style="list-style-type: none"> 1. Site maintenance.
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3. The Land Conservancy is an enduring and effective organization capable of protecting and managing local lands and undertaking vital restoration projects within the scope of its mission.

<p>Strategy 3 a.</p> <p>Create a strong and diverse Board of Trustees to govern and support the organization</p>	<p>Action Steps:</p> <ol style="list-style-type: none">1. Formalize Nominating Committee and solidify Board committee structure.2. Maintain candidate matrix and continue adding names.3. Contact community leaders to identify Board prospects.4. Formalize Board expectations.5. Develop formal orientation program for new Board members.6. Specifically recruit members to meet the needs of the strategic plan.7. Continue Board training in fundraising, governance and other aspects of Board membership.8. Review and revise (if necessary) Land Conservancy bylaws.9. Formalize and expand Advisory Council for periodic consultations.10. Continue to develop board efficiencies related to reporting and meeting times. <p>Milestones:</p> <ol style="list-style-type: none">1. Complete Board expectations / orientation program January 2009.2. Formalize Board giving goals January 2009.3. Elect two new Board members February 2009.4. Consider holding meetings on-site at Land Conservancy programs. <p>Resources Needed:</p> <ol style="list-style-type: none">1. Time from Board members for recruitment activities / committee assignments.2. Information/printed materials for Board recruitment. <p>Assumptions:</p> <ol style="list-style-type: none">1. It is assumed that Board committees will take the primary roles in fundraising and governance of the organization.2. Staff will continue to provide sufficient information to board members to make well informed decisions and carry out their fiduciary duties.3. Board comes prepared to monthly meetings. <p>Ongoing Tasks:</p> <ol style="list-style-type: none">1. Annual Board retreat.2. Regular Board meetings.
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<p>Strategy 3 b.</p> <p>Attract, maintain and care for professional staff and volunteers to guide the operations of the Land Conservancy</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Budget for appropriate salaries and adjustments. 2. Budget for 401K matching contributions. 3. Hold quarterly staff activities involving learning and fun. 4. Acknowledge staff achievements at annual event. 5. Provide opportunities for continuing education of staff at all levels. 6. Hold annual staff retreat. 7. Conduct regular staff meetings for information sharing. <p>Milestones:</p> <ol style="list-style-type: none"> 1. Provide 401K match by (7/2010). <p>Resources Needed:</p> <ol style="list-style-type: none"> 1. Staff time in schedule for training. 2. Appropriate modern technology to perform job responsibilities <p>Assumptions:</p> <ol style="list-style-type: none"> 1. Our business model continues to generate sufficient income. <p>Ongoing Tasks:</p> <ol style="list-style-type: none"> 1. Annual review of staffing levels and workload. 2. Annual review job descriptions and job performance. 3. Annual review of health benefits and 401k benefits 4. Regular review of necessary tools i.e. equipment, technology and vehicles 5. Review and update of Injury and Illness Prevention Plan
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<p>Strategy 3 c.</p> <p>Develop relationships that enhance the Land Conservancy's capacity, effectiveness, and community support</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Management staff and Board attend community functions to promote the Land Conservancy and our mission. 2. Staff and Board members initiate and attend meetings with local government, business and academia. 3. Active participation in chambers of commerce in areas with active projects that further our mission. 4. Maintain regular communication with other land trusts and organizations that help further our mission. 5. Convene meeting of key stakeholders for specific projects to facilitate information sharing <p>Milestones:</p> <ol style="list-style-type: none"> 1. Set priorities for creation of relationships with local governments, businesses and academia. (Q2/09) 1. Formalize ongoing orientation program for elected officials based on priorities established above. 2. Explore feasibility of hosting a 5-Year Conservation Convocation <p>Resources Needed:</p> <ol style="list-style-type: none"> 1. Staff and Board time for meetings. <p>Assumptions:</p> <ol style="list-style-type: none"> 1. Costs for memberships and events are appropriate. <p>Ongoing Tasks:</p> <ol style="list-style-type: none"> 1. Continue regular meetings with the City of San Luis Obispo. 2. Create presentations and materials to keep elected officials current on our projects. 3. Work on best practices for information sharing among our conservation partners.
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<p>Strategy 3 d.</p> <p>Promote organizational strength through LTA accreditation</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Create accreditation committee. 2. Prepare or amend policies and procedures as necessary. 3. Complete a preliminary self audit. 4. Apply for accreditation. <p>Milestones:</p> <ol style="list-style-type: none"> 1. Apply for accreditation lottery in 2010. <p>Resources Needed:</p> <ol style="list-style-type: none"> 1. Budgeted staff time for the Executive Director and key staff to develop the accreditation package. <p>Assumptions:</p> <ol style="list-style-type: none"> 1. Accreditation will enhance the confidence in the professionalism of the Land Conservancy. <p>Ongoing Tasks:</p> <ol style="list-style-type: none"> 1. Keep abreast of benefits of LTA accreditation and track peer progress 2. Maintain and update policies and procedures as appropriate to meet or exceed accreditation standards.
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4. The Land Conservancy has a stable, diverse, and growing base of community and financial support

<p>Strategy 4 a.</p> <p>Develop and maintain programs to promote planned gifts and build the organizational endowment fund.</p>	<p>Action Steps:</p> <ol style="list-style-type: none">1. Review and revise gift acceptance policy.2. Provide training to Board and staff on planned giving concepts.3. Establish benefits for planned gift donors.4. Develop outreach materials.5. Advertise planned giving in Landlines newsletter with information and testimonials.6. Prepare website for planned giving program.7. Establish planned giving advisors committee. <p>Milestones:</p> <ol style="list-style-type: none">1. Create Planned Giving Resource Group and recruit members (1/09)3. Host information sessions with professional advisors (9/09).4. Publicly announce gift club, Terra Firma (1/09).5. Recognition event for planned gift donors (7/09).6. Adopt revised Gift Acceptance Policy7. Create an Endowment Fund Management Policy (3/09) <p>Resources Needed:</p> <ol style="list-style-type: none">1. Staff time and professional training.2. Board time and education.3. Printing and special event budget. <p>Assumptions:</p> <ol style="list-style-type: none">1. The planned giving program is the primary vehicle for building the Land Conservancy's organizational endowment.2. The primary decision-making body of this program is the Development Committee. <p>Ongoing Tasks:</p> <ol style="list-style-type: none">1. Maintain and monitor donor pledges and gifts.2. Meetings with Planned Giving Resource Group.
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<p>Strategy 4 b.</p> <p>Maintain and grow a major gifts program.</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Finish funding program descriptions. 2. Determine program gift levels and benefits. 3. Establish Development Committee. 4. Research background of donors and potential donors. 5. Prepare and implement cultivation strategies. 6. Prepare gift proposals. 7. Identify methods for creating a Development Director position. <p>Milestones:</p> <ol style="list-style-type: none"> 1. Confirm 4 donors for the Conservation Partners Guild. (4/09) 2. Publicly announce Board lead gifts. (1/09) 3. Create the job description for a Development Director. 4. Define priorities for a Development Director. <p>Resources Needed:</p> <ol style="list-style-type: none"> 1. Substantial staff and consultant time and funding. <p>Assumptions:</p> <ol style="list-style-type: none"> 1. The major gifts program is the primary method of securing operating funds and reducing dependence on grants. <p>Ongoing Tasks:</p> <ol style="list-style-type: none"> 1. Research, identify, cultivate and solicit new donor prospects. 2. Stewardship program for donors. 3. Staff development/review of major donor program tools and technology. 4. Recruit, train and maintain core of leadership volunteers.
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<p>Strategy 4 c.</p> <p>Build and maintain a regular annual membership base</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Define annual donor/membership strategy and benefits. 2. Expand employee match donation programs. 3. Expand business membership plan. 4. Analyze trends / adapt programs. 5. Host 12 or more diverse events (hikes, restoration, non-physical, ag/ranch outings). 6. Market recurring gifts on the website. 7. Solicit information from donors regarding member benefits. <p>Milestones:</p> <ol style="list-style-type: none"> 1. Grassroots membership drive (tapping existing supporters and their friends). 2011 2. Develop recurring donor program (online gifts). <p>Resources Needed:</p> <ol style="list-style-type: none"> 1. Dedicated staff position for annual membership. 2. Continued database enhancement. <p>Assumptions:</p> <ol style="list-style-type: none"> 1. We're committed to maintaining the annual membership program. <p>Ongoing Tasks:</p> <ol style="list-style-type: none"> 1. Ongoing solicitations and maintenance.
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<p>Strategy 4 d.</p> <p>Raise the visibility of the Land Conservancy so the organization can be a leading voice for land conservation</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Improve and update the website. 2. Advertise in multiple media formats. 3. Maintain regular press releases. 4. Update newsletter styling and content as needed. 5. Consider blog and editorial placement. 6. Octagon Barn oral history. 7. Develop plan for promotion of 25th year anniversary year. 8. Develop promo materials plan (stickers, hats, etc). 9. Implement branding plan / awareness campaign. 10. Hire part-time staff position or intern for marketing and media outreach / publications. 11. Host special events for 25th anniversary. 12. Continue to build community partnerships. 13. Keep board members in the community spotlight. <p>Milestones:</p> <ol style="list-style-type: none"> 1. Annual reception and inauguration of 25th year (1/09). 2. Launch new website (1/09). 3. Postcard campaign (Local People, Local Land) (1/09). 4. Barn Art show and Gala (5/09). 5. Barn grand opening (fall/09). 6. Board member feature in newsletter (3/09). 7. Add donor links/action links in on-line newsletter (6/09). <p>Resources Needed:</p> <ol style="list-style-type: none"> 1. Staff position or internship. <p>Assumptions:</p> <p>Ongoing Tasks:</p> <ol style="list-style-type: none"> 1. Evaluate program success and adjust as necessary.
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5. The Land Conservancy provides information about and access to outdoor areas to help all San Luis Obispo County community members develop a personal land ethic and connection to the land.

<p>Strategy 5 a.</p> <p>Directly engage stakeholders in real-world field experiences that demonstrate the importance of conservation.</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Develop Landowner Initiative work plan. 2. Conduct ag/ranch hikes and non-physical outdoor events that are geographically diverse in the county. 3. Develop annual conservation workshop for / with landowners and financial / estate planning expert. 4. Partner on developing landowner/rancher workshops with UC Cooperative Extension and other groups. 5. Submit "Landowner Conservation" profiles/issues as commentary to local media <p>Milestones:</p> <ol style="list-style-type: none"> 1. Participate first conservation workshops (summer 2011). 2. Complete work plan for Landowner Initiative (summer 2011). <p>Resources Needed:</p> <ol style="list-style-type: none"> 1. Board, staff or volunteer time to develop & implement Initiative <p>Assumptions: Task to PR/Outreach committee</p> <p>Ongoing Tasks:</p>

<p>Strategy 5 b.</p> <p>Develop program and project messaging that resonates with a cross-section of our community.</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Design and implement interpretive signage and information for key programs and sites. 2. Develop a voluntary signage program for easement lands and implement approved signage. 3. Develop media pitch for 25 year history/overview 4. Review / develop specific web content. 5. Develop educational land conservation displays for the Octagon Barn. 6. Reach out to organizations / institutions on field learning. 7. Develop and disseminate informational bookmarks. <p>Milestones:</p> <ol style="list-style-type: none"> 1. "25 years of conservation" media feature (fall/09). 2. Signage complete on conservation lands (2/2010). <p>Resources Needed:</p> <ol style="list-style-type: none"> 1. Staff time for developing message content and materials. 2. Funds for materials and signage. <p>Assumptions:</p> <p>Ongoing Tasks:</p> <ol style="list-style-type: none"> 1. Continue support of SMCF programs.
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<p>Strategy 5 c.</p> <p>Provide meaningful volunteer opportunities for people to help the Land Conservancy to achieve its goals</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Assess volunteer program; adjust size and scope. 2. Expand volunteer program to new tasks critical to the organization. 3. Develop volunteer tasks appropriate for all age groups. 4. Develop volunteer appreciation program. 5. Build business volunteer program. <p>Milestones:</p> <ol style="list-style-type: none"> 1. Host volunteer appreciation event (Spring/Summer 09). 2. Complete volunteer handbook and orientation procedures (Summer 09). <p>Resources Needed:</p> <ol style="list-style-type: none"> 1. Staff time for volunteer integration (volunteer manager). <p>Assumptions:</p> <ol style="list-style-type: none"> 1. Volunteers are an integral measure of our mission success. <p>Ongoing Tasks:</p> <ol style="list-style-type: none"> 1. Recruiting volunteers. 2. Volunteer appreciation.
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