Madison-Morgan Conservancy

SERVE † SAFEGUARD † SUSTAIN

2017-2021 Strategic Plan
Adopted 1/9/2017
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2017-2021 STRATEGIC PLAN
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PLAN METHODOLOGY

Strategic planning is one part of a larger ongoing planning process and is a significant element of sound organizational management. A well-organized process for a nonprofit should include input from board members, staff, stakeholders, and the general public. The process provides the opportunity to not only define the strategic direction of an organization but also to engage the community in a way that is meaningful for them and for the organization.

Typical of most planning processes, this strategic planning process was designed to assess the organization’s performance history and determine the goals and implementation plan for the next five years. In July 2016, the Conservancy Board met for the first of four strategic planning meetings. The all-day meeting was followed by solicitation of stakeholder input, personal interviews, data collection, data analysis, a draft of the strategic direction (goals/objectives/strategies/tasks), additional board and stakeholder input, revision of the strategic direction, drafting the document in its entirety, a first reading of the document during the November 2016 board meeting, final edits, and adoption of the plan on January 9, 2017.

In addition to the Madison-Morgan Conservancy Board Members, Advisory Board Members, and Staff, the Conservancy was intentional about soliciting input from a diverse group of stakeholders, including members of the local governments, school system, Chamber of Commerce, Convention and Visitor’s Bureau (CVB), County Tax Assessor, Conservancy members, Conservancy partners, other related NGOs, private landowners, and conservation easement donors, among others. Data collected and analyzed included: population growth, demographics, real estate trends, number of farmers, acres in CUVA, acres in conservation easement, number of large tracts (250 acres +), places listed in the National Register of Historic Places, streams listed on the 303D list, zoning ordinances and locally available sustainable development regulations, public dollars committed to conservation locally and statewide, 2015 Conservancy survey results, Conservancy Board self-assessment results, and Conservancy membership growth, among others.
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>ACEP</td>
<td>Agricultural Conservation Easement Program (USDA)</td>
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<td>BOC</td>
<td>Board of Commissioners</td>
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<tr>
<td>CEMAP</td>
<td>Conservation Easement Mapping and Prioritization (Madison-Morgan Conservancy)</td>
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<td>CUVA</td>
<td>Conservation Use Valuation Assessment (State of Georgia)</td>
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<td>CVB</td>
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<td>DRC</td>
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<td>IRS</td>
<td>Internal Revenue Service</td>
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<td>LTA</td>
<td>Land Trust Alliance</td>
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<td>NGO</td>
<td>Non-Governmental Organization</td>
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<td>TDR</td>
<td>Transferable Development Rights</td>
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<tr>
<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities, and Threats</td>
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INTRODUCTION

In July 2016, the Madison-Morgan Conservancy embarked on a strategic planning process, in an effort to update the organization’s strategic direction. The seven-month process included significant input from board members, staff, stakeholders, and the general public and was completed in January 2017.

Morgan County, Georgia, was founded in 1807, relatively early in the colonization of America. Still an agrarian community, its proximity to Atlanta, Athens, Augusta, and Macon presents economic opportunities in tourism and agriculture (Morgan County’s two largest industries) and serves as a convenient residential location. Madison, the town seat, is known for its antebellum architecture and is home to approximately 4,000 of the County’s nearly 18,000 residents. The sense of place in Madison and Morgan County is strong, and the effort to protect it began long ago. The Madison-Morgan Conservancy was founded in 2000 as Georgia’s first countywide conservancy and is a significant part of that preservation effort.

Coinciding with the Conservancy’s strategic planning process was the City of Madison’s and Morgan County’s comprehensive planning processes. The public input provided during those processes have informed this plan to a good degree: protection of greenspace, farmland, and historic resources was clearly valued and publicly prioritized as one of the three most important goals for the future.

As a partner to the local governments, the Conservancy is an integral part of protecting the community’s quality of life and sense of place. This strategic planning process provided insight into how the organization can continue and improve upon its work to facilitate the community’s preservation goals and resulted in an action plan to accomplish those goals over the next five years.

HISTORY AND CONTEXT

Incorporated as Georgia’s first countywide conservancy in 2000, the Madison-Morgan Conservancy has grown into an effective and influential organization, serving both locally and statewide as a resource for protecting natural, agricultural, and historic resources, promoting the region’s local agricultural industry, and preserving the quality of life and sense of place found in Morgan County.

The Conservancy’s unique holistic approach to conservation includes collaboration with land trusts and other partners to: 1) provide education, advocacy, and technical assistance 2) protect critical resources, and 3) grow the local food system.

To date, this work has resulted in over 2,550 acres permanently protected through the donation of conservation easements by private landowners; 50+ educational forums; Georgia’s first countywide Greenprint (2004); “FARMeander,” Georgia’s first agritourism farm trail; development of Farmview Market as a regional food hub; restoration of numerous historic structures; and continuation of an effective working relationship with local governments.

Appendix A includes a more complete list of accomplishments, many of which have earned the Conservancy the following awards:

- 2015 everGreen Award for Excellence in Public Awareness; presented by the Madison Greenspace Commission for the city’s TDR Program.
- 2013 everGreen Award; presented by the Madison Greenspace Commission for 1) Washington Park Playground, and 2) the Teaching Garden at Morgan County Elementary School.
- 2012 State Preservation Award for Excellence in Restoration was awarded to our partner Wallace Grove Baptist Church for the restoration of the 1901 Wallace Grove School; presented by the Georgia Trust for Historic Preservation.
- 2011 State Preservation Award for Excellence in Preservation Service; presented by the Georgia Trust for Historic Preservation.
- 2010 Preservation Excellence Award for Outstanding Heritage Education; presented by the Madison Historic Preservation Commission for the 2009 Greenprint Ramble.
- 2009 everGreen Award for Public Awareness; presented by the Madison Greenspace Commission for the 2008 Sustainability Expo.
- 2008 everGreen Award for Excellence in Education; presented by the Madison Greenspace Commission for the 2007 Greenprint Ramble.
CORE BELIEFS

We Believe: A well-informed public makes good decisions.

We Believe: In order to leave this place better than we found it, we must protect our natural, agricultural, and historic resources.

We Believe: In order to sustain our quality of life, we must allow for balanced growth while we protect our agrarian heritage.

We Believe: In order to have a safe and nutritious food supply, we must protect a critical mass of farmland and provide economic opportunities for farmers.

We Believe: In order to provide landowners with options to realize economic value from their land, we must ensure conservation as an option.

We Believe: In order to have a strong economy and healthy community, we must have a healthy environment.

OPERATIONAL ASSESSMENT

Strategic planning is a significant part of sound operational management and should include an analysis of the organization’s strengths, weaknesses, opportunities, and threats (SWOT). Through a SWOT analysis, the Conservancy assessed mission alignment, reviewed policies and procedures, conducted an environmental scan, assessed programming, reviewed 2015 public survey results, conducted a board self-assessment, reviewed budget history, and made financial projections.

Mission Alignment

Throughout the strategic planning process, the board assessed how the Conservancy’s goals, objectives, strategies, and tasks aligned with its mission statement. Board and staff discussed past programming, results of that programming, and public perceptions of the Conservancy. In the end, all were satisfied with the existing mission statement.

Policies and Procedures

In 2010, the Conservancy embarked on a five-year process to create, update, and adopt policies and procedures according to best management practices of non-profits, specifically conservation organizations. To organize this comprehensive effort, the organization used the Community Foundation for Greater Atlanta’s Managing for Excellence (MFE) Award program as a guide. The Land Trust Alliance’s Standards and Practices were also adopted and used to provide direction.

Environmental Scan

The Conservancy conducted an internal and external scan of politics, culture, economics, demographics, and legal issues related to land conservation, non-profits, and the local community. Politically, the organization sees the opportunity to continue its working relationship with the local governments and finds favor among many of the elected and appointed officials. Conservation organizations in the state all suffer somewhat from a state government that is unable or unwilling to support land conservation and historic preservation efforts. The Conservancy has mitigated that impact by creating strategic partnerships with non-governmental organizations (NGOs) throughout the state to accomplish its mission. On the national stage, Congress enacted one of the most powerful conservation measures in decades just last year - the enhanced federal tax incentive for conservation easement donations - enhancing the Conservancy’s efforts to permanently protect land through this private land conservation tool.

Culturally, the Conservancy plays an important role in the local community. There is a culture of conservation promulgated by a collection of preservation organizations and the actions of landowners, of which the Conservancy is a critical part. Furthermore, the Conservancy’s events are very well received, from issue-specific educational forums, to the Greenprint Ramble, to Derby Day. Derby Day (the organization’s only fundraiser) has been named one of the best eight derby parties in the nation three times, and is one of the community’s most popular events.

Economically, both the state and local community are seeing a rise in real estate prices and development pressure, which informs the Conservancy’s need for the Development Review Committee and provides opportunities for donations of conservation easements. The recent rebound of the economy has evidenced itself in philanthropic giving and may be a factor in the Conservancy’s strong membership growth over the last two years.

Demographically, Morgan County’s population remains stable with slow growth, mostly in the 55+ age group, and the trend of buying second homes/farms continues, informing the Conservancy’s need to link landowners with farmers who lease farmland. The school system is ranked in the top ten systems in the state but is decreasing in number of students and has embarked on a capital improvement project to transition to a College and Career Academy. The Conservancy is supportive of this effort and enjoys an alliance with school administration, teachers, and students in an effort to build an environmental ethic in Morgan County’s youth through student engagement and a Farm to School program.
Legally, the topic of syndicated conservation easements is currently being addressed nationally by the Land Trust Alliance and IRS. The syndication of conservation easements is seen as a threat by the conservation community as it may jeopardize the availability of the conservation easement tool and/or the recently enacted Enhanced Tax Incentive. The public perception of this type of transaction also directly affects the Conservancy’s ability to solicit conservation easements from landowners who want to permanently protect their land by donating a conservation easement (a different process than syndication). The Conservancy continues to be a statewide leader in this discussion, by convening industry professionals (lawyers, CPAs, appraisers, LTA, and land trusts) annually to discuss this issue at its Annual Conservation Easement Workshop, now in its thirteenth year, which will continue to be a forum for statewide discussion of timely and relevant issues.

Programming
The Conservancy’s programming has been described for the last five years as: 1) educational forums, 2) development review, 3) green-printing, 4) farm to market alliance, and 5) resource protection. Since inception in 2000, the Conservancy’s major focus has been educational programming. After 50+ educational forums, the organization has settled into a routine of hosting three to five educational forums annually that are germane to its mission. Relevant and timely topics vary each year, except for the conservation easement workshop which is hosted annually.

The Development Review Committee (DRC) ranks high in the public’s opinion of the Conservancy’s role in the community, though it has only met three times in the last five years due to the real estate downturn. With an improving economy and increased development pressure, the Conservancy’s DRC is ready to act both proactively (making recommendations for land use regulations) and reactively (reviewing proposed developments in Morgan County).

The 2004 Morgan County Greenprint is due to be updated along with the County Comprehensive Plan in 2017. The Conservancy has agreed to work with the County in updating that Greenprint, which will serve for the next decade as the County’s inventory of places worthy of protection. In conjunction with that project, the Conservancy will also update its own Conservation Easement Mapping and Prioritization (CEMAP) project to strategically focus its efforts on protecting critical resources. The Farm to Market Alliance has produced Georgia’s first farm trail (FARMeander) and inspired a County-funded Regional Food Hub Feasibility Study, which in turn inspired the development of Farmview Market, a regional agritourism destination and one leg of the three-legged regional food hub concept. The Conservancy will continue to court a developer of the processing component (USDA certified animal and vegetable processing facilities).

The Conservancy’s resource protection efforts include historic preservation and land conservation. Historic preservation efforts result in tangible, visible accomplishments, which, in addition to protecting important places, promote the work of the Conservancy to the public (more so than conservation easements, which are permanent but mostly invisible). The organization has assisted landowners in: 1) restoring the Wallace Grove School (earned the 2012 State Preservation Award for Excellence in Restoration), 2) rehabilitating the Malcom House, and 3) saving/moving/restoring the Sugar Creek Baptist Church. In the 2015 survey, the public ranked historic preservation as the most important work the Conservancy could do, and the organization will continue to be active in this space.

A careful evaluation of land conservation opportunities in Morgan County, revealed there was potential for additional donations of conservation easements, but that the altruistic nature and complexity of the process will limit that activity to a relatively small number of landowners. It also revealed that the byproduct of a thriving agricultural industry is a significant amount of temporarily protected farmland (protected by CUVA). The Conservancy’s efforts to support farmers through agritourism opportunities (FARMeander) and creating market demand for their products (regional food hub), was confirmed in the strategic planning process as a critical part of the land conservation strategy.

A common discussion during strategic planning for the Conservancy has been about the opportunity to accept donations of conservation easements (to hold, monitor, and defend in perpetuity). The board of directors and staff discussed this issue at length and reaffirmed its earlier decision not to duplicate the services of the many accredited land trusts in its area that already partner with the Conservancy and hold easements in Morgan County. For the first time in its history, the Conservancy explored the opportunity to create a revolving fund: a more strategic method of land protection. Through the revolving fund, the Conservancy would buy, protect, and sell critical resources (natural, agricultural, and historic resources). Fully exploring this opportunity will be prioritized in the next five years.

2015 Survey Results
In 2015, 45 surveys were collected from Conservancy members and non-members, providing public opinion on the importance of Conservancy programming, quality of events, reasons for supporting the organization, and quality of life issues in Morgan County. The responses were instructional and were incorporated into the strategic direction for 2015-2016. For example, historic preservation ranked as the most important activity, and the goal was set to complete one tangible, visible historic preservation project to both protect a resource and raise awareness of its mission. Within a year, the Conservancy had saved the c. 1915 Sugar Creek Baptist Church threatened with demolition by its congregation’s need for a parking lot. The Conservancy learned from this experience that surveys are a valuable tool and that understanding public opinion should inform its strategic direction and will increase the likelihood of success.

Board Self-Assessment
As a preliminary step in the strategic planning process, the board of directors assessed themselves. The results of the board self-assessment illustrated the need for standing committees to be more active, for staff to conduct a more in-depth orientation for board members, and for board member self-assessment to be
conducted more often. In the future, the board will assess itself annually in October in preparation for board development activities.

**Budget History and Financial Projections**

Like most non-profits, the Conservancy is funded mostly through donations from individuals, corporations, and foundations. Additional revenue comes from one annual fundraiser and educational program registration fees. In 2015, the organization accepted a gift of sculpture, which is currently for sale to monetize the donation. Organizational expenses include program, operational, and fundraising expenses expected of an organization this size; the 2016 annual budget was $189,745, and no significant increases in expenses are expected over the next five years, unless the revolving fund is implemented.

The Conservancy Executive Committee reviewed financials from 2012-2016 to assess trends. Change in revenues and expenses over five years was assessed to determine the potential to minimize costs and maximize revenue. In preparing the 2017 budget, the executive committee found projecting grant revenue difficult due to its historic volatility. Accounting, insurance, and personnel expenses were assessed separately to determine the appropriateness of their percentage of the budget. Since election in 2015, the Treasurer has worked with staff and a third party accountant to formalize financial procedures, validate financial records, and assist in financial projections. The organization is financially healthy, on a tight budget, and looking for new sources of revenue: revolving funds and TDR banking are options being assessed.

The mission of the Madison-Morgan Conservancy is to provide public education on conservation matters and to protect and enhance the heritage and quality of life of the residents of Morgan County by preserving historic sites, greenspace, farmland, and timberland.

**VISION**

We envision a thriving Morgan County to be a healthy, beautiful place to live and work for current and future residents, where clean air and water, abundant wildlife, forestry, agriculture, and heritage tourism are vital and contribute to the regional economy. We aim to preserve the beautiful public vistas, agrarian heritage, rural crossroads, and small town atmosphere while attracting small to medium sized businesses to provide essential jobs and sustain our balanced tax digest. We envision an organization that makes an impact locally and uses its success to promote conservation and balanced growth throughout Georgia.

**STRATEGIC DIRECTION**

**GOAL 1: SERVE**

Morgan County landowners, local governments, and the general public through education, advocacy, and technical assistance to affect decisions that will protect Morgan County’s natural, agricultural, and historic resources.

**OBJECTIVE 1.A: EDUCATE**

Strategy 1.A.1: Disseminate information regarding conservation and sustainable development issues to landowners, local governments, the general public, and other appropriate groups

**Action Items:**

- Host four educational forums each year, including but not limited to the Conservation Easement Workshop, the Membership Supper, and two additional forums presenting timely information regarding conservation and/or sustainable development, reaching 350 attendees annually*
- Communicate directly with landowners about land use tools (conservation easements, transferable development rights (TDR), Conservation Use Valuation Assessment (CUVA), zoning, etc.)
- Partner with corporations and other organizations on events and causes to raise awareness of issues related to the Conservancy’s mission
- Present information via print, digital, social media, partnerships, group presentations, events, and one-on-one conversations
- Research history and design route for the 2018 Greenprint Ramble
**OBJECTIVE 1.B: ADVOCATE**

**Strategy 1.B.1:** Advocate for conservation, historic preservation, and sustainable development practices to local, state, and federal decision-makers

**Action Items:**
- Write CUVA letter to encourage retention of 60% of land in CUVA
- Advocate for a TDR program in the County (begin 2018)
- Act as LTA Advocacy Ambassador
- Host legislators in Morgan County at a conservation/preservation project

**OBJECTIVE 1.C: PROVIDE TECHNICAL ASSISTANCE**

**Strategy 1.C.1:** Assist landowners in meeting their individual conservation/preservation goals

**Action Items:**
- Assist Morgan County landowners in executing conservation easements
- Assist Morgan County landowners in listing their properties on the National Register of Historic Places and/or on the Centennial Farm Register
- Provide guidance to landowners in their restoration of significant historic structures

**Strategy 1.C.2:** Act as a resource to City and County planning departments and local governments

**Action Items:**
- Update the Morgan County Greenprint to be adopted as Morgan County’s Conservation Policy (complete in 2017)
- Assist in drafting ordinances related to conservation and sustainable development practices
- Assist in writing grants for projects that protect greenspace, enhance outdoor recreation, protect historic structures and landscapes, or accomplish similar objectives

**OBJECTIVE 1.B: ADVOCATE**

**Strategy 2.A.2:** Solicit conservation easements from landowners of priority lands

**Action Items:**
- Provide information and technical assistance to landowners about conservation easements in order to protect 2,500 (a total of 5,000) acres by 2021
- Invite prospective easement donors to the Annual Conservation Easement Workshop
- Disseminate information to City of Madison landowners who qualify as TDR “Sending Parcel” landowners about the city’s TDR program to encourage their selling of TDRs (complete in 2017)

**Strategy 2.A.3:** Participate in historic preservation projects that protect significant historic resources

**Action Items:**
- Maintain relationships with landowners of Nolan Crossroads properties and continue to advocate for preservation of the crossroad’s structures and landscapes
- Facilitate the preservation of the Miller house and pecan grove by providing information and guidance to private parties/development corporations working towards its preservation
- Explore protection of any Greenprint resource if threatened

**OBJECTIVE 2.B: AFFECT LAND USE**

**Strategy 2.B.1:** Participate in the City of Madison and Morgan County comprehensive planning processes until adoption in June 2017

**Action Items:**
- Advocate for improvements to ordinances related to sustainable development, conservation, and preservation

**Strategy 2.B.2:** Assess proposed developments and render an opinion through the Development Review Committee

**Action Items:**
- Review developments proposed to the City of Madison and Morgan County Planning Commissions to assess quality of design, consistency with the Greenprint and Comprehensive Plan, and appropriateness to the area, as they relate to the Conservancy mission
- Present comments to the Planning Commission, Board of Commissioners, and/or appropriate City Council when appropriate

**OBJECTIVE 2.A: PROTECT NATURAL, AGRICULTURAL, AND HISTORIC RESOURCES**

**Strategy 2.A.1:** Identify and evaluate resources worthy of protection

**Action Items:**
- Update Conservancy’s Conservation Easement Mapping and Prioritization (CEMAP) (complete in 2017)
- Monitor conservation easement activity, CUVA renewals and total acreage, Greenprint resources, and number of 250+ acre parcels

**Objective 2.A: Protect Natural, Agricultural, and Historic Resources**

**Strategy 2.A.1:** Identify and evaluate resources worthy of protection

**Action Items:**
- Update Conservancy’s Conservation Easement Mapping and Prioritization (CEMAP) (complete in 2017)
- Monitor conservation easement activity, CUVA renewals and total acreage, Greenprint resources, and number of 250+ acre parcels

**Strategy 2.A.2:** Solicit conservation easements from landowners of priority lands

**Action Items:**
- Provide information and technical assistance to landowners about conservation easements in order to protect 2,500 (a total of 5,000) acres by 2021
- Invite prospective easement donors to the Annual Conservation Easement Workshop
- Disseminate information to City of Madison landowners who qualify as TDR “Sending Parcel” landowners about the city’s TDR program to encourage their selling of TDRs (complete in 2017)

**Strategy 2.A.3:** Participate in historic preservation projects that protect significant historic resources

**Action Items:**
- Maintain relationships with landowners of Nolan Crossroads properties and continue to advocate for preservation of the crossroad’s structures and landscapes
- Facilitate the preservation of the Miller house and pecan grove by providing information and guidance to private parties/development corporations working towards its preservation
- Explore protection of any Greenprint resource if threatened

**Objective 2.B: Affect Land Use**

**Strategy 2.B.1:** Participate in the City of Madison and Morgan County comprehensive planning processes until adoption in June 2017

**Action Items:**
- Advocate for improvements to ordinances related to sustainable development, conservation, and preservation

**Strategy 2.B.2:** Assess proposed developments and render an opinion through the Development Review Committee

**Action Items:**
- Review developments proposed to the City of Madison and Morgan County Planning Commissions to assess quality of design, consistency with the Greenprint and Comprehensive Plan, and appropriateness to the area, as they relate to the Conservancy mission
- Present comments to the Planning Commission, Board of Commissioners, and/or appropriate City Council when appropriate

**GOAL 2: SAFEGUARD**

Morgan County’s natural, agricultural, and historic resources by identifying and protecting them through conservation easements, historic preservation, and land use regulations.

**OBJECTIVE 2.A: PROTECT NATURAL, AGRICULTURAL, AND HISTORIC RESOURCES**

**Strategy 2.A.1:** Identify and evaluate resources worthy of protection

**Action Items:**
- Update Conservancy’s Conservation Easement Mapping and Prioritization (CEMAP) (complete in 2017)
- Monitor conservation easement activity, CUVA renewals and total acreage, Greenprint resources, and number of 250+ acre parcels

**Strategy 2.A.2:** Solicit conservation easements from landowners of priority lands

**Action Items:**
- Provide information and technical assistance to landowners about conservation easements in order to protect 2,500 (a total of 5,000) acres by 2021
- Invite prospective easement donors to the Annual Conservation Easement Workshop
- Disseminate information to City of Madison landowners who qualify as TDR “Sending Parcel” landowners about the city’s TDR program to encourage their selling of TDRs (complete in 2017)

**Strategy 2.A.3:** Participate in historic preservation projects that protect significant historic resources

**Action Items:**
- Maintain relationships with landowners of Nolan Crossroads properties and continue to advocate for preservation of the crossroad’s structures and landscapes
- Facilitate the preservation of the Miller house and pecan grove by providing information and guidance to private parties/development corporations working towards its preservation
- Explore protection of any Greenprint resource if threatened

**Objective 2.B: Affect Land Use**

**Strategy 2.B.1:** Participate in the City of Madison and Morgan County comprehensive planning processes until adoption in June 2017

**Action Items:**
- Advocate for improvements to ordinances related to sustainable development, conservation, and preservation

**Strategy 2.B.2:** Assess proposed developments and render an opinion through the Development Review Committee

**Action Items:**
- Review developments proposed to the City of Madison and Morgan County Planning Commissions to assess quality of design, consistency with the Greenprint and Comprehensive Plan, and appropriateness to the area, as they relate to the Conservancy mission
- Present comments to the Planning Commission, Board of Commissioners, and/or appropriate City Council when appropriate

**GOAL 3: SUSTAIN**

Morgan County’s ability to ensure agricultural productivity and permanent protection of its natural, agricultural, and historic resources.

**OBJECTIVE 3.A: GROW THE LOCAL FOOD SYSTEM**

**Strategy 3.A.1:** Keep farmers farming by supporting local growers in their efforts to connect directly to consumers through FARMeander and other agritourism efforts
Action Items:
• Partner with Madison-Morgan Visitor Center to include Morgan County component of FARMeander in the 2017 Visitor’s Guide
• Re-envision FARMeander to expand its reach and strengthen its impact (begin 2020)

Strategy 3.A.2: Promote the completion of a regional food hub, courting development of animal processing and aggregation/distribution facilities to support the existing retail component (Farmview Market)

Action Items:
• Disseminate the 2012 “Food Hub Feasibility Study” to potential developers

Strategy 3.A.3: Partner with Farm Bureau and Cattlemen’s Association to promote permanent protection of prime farmland through donation or purchase of conservation easements

Action Items:
• Disseminate information about the US Farm Bill Agricultural Conservation Easement Program (ACEP) with assistance from USDA
• Attend Farm Bureau meeting to present information about conservation easements and other farm related conservation programs

Strategy 3.A.4: Initiate a Farm to School Program in the Morgan County Charter School System with the assistance of Farmview Market

Action Items:
• Facilitate the development of a farm-to-school program with the school nutritionist and Farmview (complete in 2017)
• Work toward a goal for the school system to adopt in 2019, stating its intent to acquire 75% of food from local sources by 2025

OBJECTIVE 3.B: FUND CONSERVATION AND PRESERVATION IN THE LONG TERM

Strategy 3.B.1: Create a revolving fund for both historic preservation and land conservation projects to facilitate the protection of special places

Action Items:
• Train staff in real estate finance through the National Trust for Historic Preservation or the National Development Council (begin 2017)
• Complete a feasibility study (begin 2018)
• Seed the revolving fund (begin 2018)

Strategy 3.B.2: Encourage use of Special Purpose Local Option Sales Tax (SPLOST) funds (City of Madison and Morgan County) for conservation and preservation

Action Items:
• Meet with County Manager and BOC to encourage inclusion of a line item of $250,000 on the next SPLOST (2017) for farmland preservation and/or historic preservation of important county resources

Strategy 3.B.3: Explore General Obligation Bonds for conservation and preservation projects

Action Items:
• Facilitate meeting between Trust for Public Land’s Conservation Finance team and Morgan County’s BOC and Manager (begin 2018)

Strategy 3.B.4: Explore feasibility of TDR banking, a.k.a. buying and selling TDRs (begin 2018)

Action Items:
• Research other communities’ TDR banking programs, especially the role of non-profits

OBJECTIVE 3.C: FUND AND MANAGE THE ORGANIZATION

Strategy 3.C.1: Solicit donations from individuals, foundations, and corporations to fund the mission

Action Items:
• Grow membership base to 650 by 2021
• Raise $100,000 in membership dues by 2021
• Raise $65,000 (of the $100,000 membership dues) through Watershed Donors by 2021
• Apply for grants from foundations and corporations to fund programs and operations
• Creatively market 20th Anniversary (January 13, 2020) to reach an expanded audience and seed the Revolving Fund

Strategy 3.C.2: Host Derby Day annually

Action Items:
• Continue Derby Day as one of the eight best Derby Parties in the country
• Raise $30,000 annually through Derby Day

Strategy 3.C.3: Sell Fredrick Prescott sculptures (donated to the Conservancy, in 2015)

Action Items:
• Market sculptures to corporations and other potential buyers (begin 2017)
• List sculptures on Artnet.com or some other online art sales site (begin 2018)

Strategy 3.C.4: Provide technical assistance for a fee to governments, individuals, and non-profit organizations

Action Items:
• Develop a fee schedule for services by year end 2017
• Advertise services to develop business (begin 2018)

Strategy 3.C.5: Develop leadership through recruiting active board members, creating functioning committees, and hiring and retaining qualified staff and volunteers

Action Items:
• Recruit a diverse group of board members with expertise in real estate, agriculture, forestry, historic preservation, event planning, organizational management, etc. for the four-year board terms rotating annually
• Recruit and retain qualified staff and hire a second part-time employee by year end 2017
• Recruit, train, and retain volunteers to assist with events and administrative duties
• Create a Succession Plan (complete by 2017)

* All Action Items are to be performed annually unless otherwise noted
IMPLEMENTATION

In order to turn this strategic plan into action, the Conservancy created an Implementation Plan, which includes communicating the plan, creating annual implementation plans, and reviewing and amending the strategic plan to meet the Conservancy’s goals.

COMMUNICATING THE PLAN

The Conservancy will communicate this plan to those inside and outside the organization through multiple formats appropriate for each audience – email/social media, public announcements, individual meetings, brief brochures, and detailed action plans.

ANNUAL IMPLEMENTATION PLANS

The Annual Implementation Plan (Appendix B) maps out the implementation schedule, responsible party, and designated committee for each action item of each strategy. Measurable goals are referenced in the action items, which are scheduled according to staff and funding capacity. Every year an annual work plan will be generated for use by the board and staff to track progress.

REVIEW AND AMENDMENT

The Conservancy Board of Directors and Staff will review the Annual Implementation Plan quarterly at board meetings in the context of any changes in environment or trends. Once annually, the Conservancy may hold a day-long strategy session to familiarize new board members with the strategic direction and to include stakeholders in determining strategy. If needed, the Annual Work Plan and Strategic Plan may be amended. Any significant changes in strategic direction should be accompanied by a full strategic planning process.

CONCLUSION

The Madison-Morgan Conservancy has experienced moderate, steady growth for sixteen years and has made significant contributions to the community. Its mission is valued by the public, which was illustrated in survey respondents’ comments; one respondent noted: “the mission of the Conservancy is essential to the well-being of Morgan County.” The organization’s crucial position in the community provides services that the local, state, and federal governments and private industry do not provide but that landowners still find valuable.

With an improving economy, increased development pressure, and more staff capacity, the Conservancy is poised to move to the next level. In that next level, the organization will see more strategic land protection, a more vigorous growth in membership, and a more robust culture of conservation in the public. The Conservancy will continue its educational programs, advocacy, and technical assistance, because it believes education is the foundation of good land use decisions. Through secured public funding and a private revolving fund, it will protect resources and affect land use to further the sustainable development of Morgan County.

As part of an ongoing planning process, this strategic plan was created to map out the next five years of the Conservancy’s work. Through stated goals, objectives, strategies, and action items, the organization has a solid plan for reaching the next level. This plan and its annual work plan shall be reviewed quarterly at board meetings to provide direction and track progress.

Afterglow

By Rose Koralewsky

The sun has set behind the hills,  
But limpid skies its radiance show;  
The heavens bloom like one vast rose -  
It is the afterglow.

Dear Lord, when my life’s sun has set,  
And I am gone, as all must go,  
Grant that I too may leave behind  
A lovely afterglow.
APPENDIX A
MADISON-MORGAN CONSERVANCY ACCOMPLISHMENTS

2000
• Incorporated as the first countywide conservancy in Georgia

2001
Resource Material
• Commissioned and funded the American Farmland Trust Study of Morgan County*

2002-2003
Events
• Nature Conservancy Presentation
• Georgia Conservancy Presentation
• Trust for Public Land Presentation

2004 (hired part-time staff)
Events
• First Conservation Easement Workshop
• First Membership Supper
• First Greenprint Forum Series

Technical Assistance
• Invited by County to assist in drafting land use regulations: 100-ft stream buffers, resource preservation ordinance, conservation subdivision ordinance, tree ordinance, workforce housing ordinance, big-box retail ordinance

Conservation Easements
• .5 acre (historic landscape, tree canopy)

Resource Material
• Commissioned and partially funded the Morgan County Greenprint (first countywide Greenprint in Georgia)*

2005
Events
• Conservation Easement Workshop
• Membership Supper
• Randall Arendt “Rural by Design” Forum
• Rick Preutz “TDR Forum”
• First Tri-County Land Talks

Conservation Easements
• 104 acres (hardwood forest, working forest, wildlife habitat, riparian areas, viewshed)

Resource Material
• Began an Adopt-A-Stream program to collect water quality data

2006
Events
• Conservation Easement Workshop
• Membership Supper
• Tri-County Land Talks
• TDR Forum

Technical Assistance
• First Development Review Committee (DRC) meeting.
• DRC: Silver Lakes Mixed Use Development
• DRC: Prior Farm Mixed Use Development
• DRC: Bell Park Mixed Use Development
• DRC: Development Agreements (in general)

• DRC: Ready Mix Industrial

Conservation Easements
• 505 acres (pastureland, cemetery, wildlife habitat, riparian areas)

2007
Events
• Conservation Easement Workshop
• Membership Supper
• Tri-County Land Talks
• First Greenprint Ramble

Technical Assistance
• DRC: Kingston on Lake Oconee Mixed Use Development

Conservation Easements
• 89 acres (pecan grove, wildlife habitat, riparian areas)

2008
Events
• Conservation Easement Workshop
• Membership Supper
• Tri-County Land Talks
• First Sustainability Expo

Technical Assistance
• DRC: Patillo Industrial Park

Conservation Easements
• 239 acres (pastureland, hardwood forest, historic structures, wetlands)

Resource Material
• Cost of Community Services Study (COCs)*

Award
• everGreen Award for Public Awareness for the 2007 Greenprint Ramble

2009
Events
• Conservation Easement Workshop
• Membership Supper
• Tri-County Land Talks
• Historic Preservation and Sustainability Forum

Technical Assistance
• Assisted City of Madison with Greenprinting process

Conservation Easements
• 75 acres (wildlife habitat, hardwood forest, riparian areas)

Award
• everGreen Award for Public Awareness for Sustainability Expo

2010 (hired full-time staff)
Events
• Conservation Easement Workshop
• Membership Supper
• Tri-County Land Talks
• Historic Preservation and Sustainability Forum

Technical Assistance
• DRC: Landfill
• DRC: Greendale Farm

Conservation Easements
• 1 acre (historic structure)
Resource Material
- CEMAP completed (Conservation Easement Mapping and Prioritization)*
- Began Managing for Excellence process

Award
- Preservation Excellence Award for Outstanding Heritage Education for the 2009 Greenprint Ramble

2011 Events
- Conservation Easement Workshop
- Membership Supper
- Tri-County Land Talks
- Third Greenprint Ramble
- First Derby Day

Technical Assistance
- Hard Labor Creek State Park clear cutting advocacy
- First Regional Food Hub Committee meeting

Conservation Easements
- 92 acres (pastureland, wildlife habitat, riparian areas)

Resource Material
- First publication of FARMeander, GA’s first farm trail*

Award
- State Preservation Award for Excellence in Preservation Service

2012 Events
- Conservation Easement Workshop
- Membership Supper
- First Land Stewardship Workshop Series
- First Land, Water, and Harvest Day
- Derby Day

Technical Assistance
- Wallace Grove School Restoration Completed

Conservation Easements
- 97 acres (working forest, wildlife habitat)

Resource Material
- Regional Food Hub Feasibility Study*
- FARMeander*

Award
- State Preservation Award for Excellence in Restoration

2013 Events
- Conservation Easement Workshop
- Membership Supper
- First Land Stewardship Workshop Series
- Derby Day

Technical Assistance
- Contracted by City to draft TDR ordinance
- Williams Family Farm listed as Centennial Family Farm

Conservation Easements
- 491 acres (working forest, wildlife habitat, riparian areas, agriculture, granite outcrop)

Resource Material
- Walton Mill Site (first cotton mill in Georgia) white paper and video*
- FARMeander*

Award
- everGreen Award for Washington Park playground, Teaching Garden at Morgan County Elementary School

2014 Events
- Conservation Easement Workshop
- Membership Supper
- Fourth Greenprint Ramble
- First Symposium Series with MMCC – “Yankees Marching By”
- Derby Day

Technical Assistance
- Madison TDR ordinance adopted*
- Nolan House listed on National Register of Historic Places
- Began Farm to School Pilot Project

Conservation Easements
- 809 acres (pasture, working forest, riparian areas)

Resource Material
- FARMeander*

2015 (hired part-time staff for a total of 1.5 staff) Events
- Conservation Easement Workshop
- Membership Supper
- First Boys & Girls Club partnership event
- Symposium Series – “WWII: the Homefront”
- Derby Day

Technical Assistance
- Malcom House restored
- Contracted by County to write grant for Braswell Park trail development
- USDA grant for farmers market (Farmview Market)

Conservation Easements
- 32 acres (TDR easements in the City of Madison for greenspace and trails)

Resource Material
- Managing for Excellence process finalized*
- FARMeander*

Award
- everGreen Award for Public Awareness for the City TDR Program

2016 Events
- Conservation Easement Workshop
- Membership Supper
- Symposium Series – “Sustainability”
- First Protect & Prosper, a workshop for land use professionals
- Derby Day

Technical Assistance
- Broach Family Farm listed as Centennial Family Farm
- Sugar Creek Baptist Church saved, moved, and restored
- Farmview Market opens

Conservation Easements
- At the time of this writing, over 500 acres are being considered by landowners for conservation easements to close by year end 2016

Resource Material
- Strategic Plan revised and adopted*

* Documents available upon request
**PRESERVATION ACCOMPLISHMENTS**

**GREENPRINT Plan**: A long-term strategy for the preservation of Morgan County's valuable resources

While on the outskirts of the Atlanta-metro region, Morgan County has maintained its **RURAL SETTING** with **SMALL TOWN CHARM**, **ABUNDANT GREENSPACE**, and its **RICH AGRICULTURAL HERITAGE**. These aspects of the County contribute to the distinct quality of life found here.

Through a public input-driven process, the 2004 Morgan County Greenprint Plan identified many of these important resources, including **AGRICULTURAL AND FORESTED LAND**, **SIGNIFICANT HISTORIC PROPERTIES AND STRUCTURES**, **SCENIC ROADS AND VIEWS**, and **IMPORTANT ECOLOGICAL HABITAT**. The Greenprint Plan has been used by local governments, landowners, land trusts, the Historic Preservation Division, and the Madison-Morgan Conservancy as a guiding document to facilitate the preservation of these special places.

Since its adoption as part of the 2004 Comprehensive Plan, many of the preservation goals identified in the Greenprint Plan have been accomplished. See a few of those accomplishments mapped below.

In addition to the site specific preservation accomplishments shown on the map above, over 2,550 ACRES of farmland, timberland, water resources, wildlife habitat, and historic landscapes have been permanently protected through conservation easements; agritourism has increased through the publication of Farmmeander, Georgia’s first agritourism farm trail and the development of Farmview Market; $300,000 has been raised through SPLOST for greenspace acquisition; and more than 64% of land continues to be agriculturally productive.
<table>
<thead>
<tr>
<th>GOAL</th>
<th>STRATEGY</th>
<th>ACTION ITEM</th>
<th>IMPLEMENTATION SCHEDULE</th>
<th>RESPONSIBLE PARTY</th>
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<tbody>
<tr>
<td>1</td>
<td>Educate</td>
<td>1.A.1: Disseminate information regarding conservation and sustainable development to landowners, local governments, the general public, and other appropriate groups</td>
<td>Annually 2017-2021</td>
<td>Staff and Committee</td>
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<td></td>
<td></td>
<td>Host four educational forums each year, including but not limited to the Conservation Easement Workshop, the Membership Supper, and two additional forums, presenting timely information regarding conservation and other sustainable development issues to 350 attendees annually.</td>
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<td>Staff and Qualified Board Members</td>
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<td>Communicate directly with landowners about use tools (conservation easements, transferable development rights (TDR), Conservation Use Valuation Assessment (CUVA), zoning, etc.)</td>
<td>Annually 2017-2021</td>
<td>Staff and Committee</td>
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<tr>
<td></td>
<td></td>
<td>Partner with corporations and other organizations on events and causes to raise awareness of issues related to the Conservancy’s mission</td>
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<td>Staff and Board Members</td>
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<td></td>
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<td>Present information via print, digital, social media, partnerships, group presentations, events, and one-on-one conversations</td>
<td>Annually 2017-2021</td>
<td>Staff and Committee</td>
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<td>Community Education Committee</td>
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<td>Greenprint Ramble Committee</td>
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<td></td>
<td>Research history and design route for the 2018 Greenprint Ramble</td>
<td>2018</td>
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<td>1</td>
<td>Advocate</td>
<td>1.B.1: Advocate for conservation, historic preservation, and sustainable development to local, state, and federal decision-makers</td>
<td>Annually 2017-2021</td>
<td>Staff</td>
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<td></td>
<td></td>
<td>Research County by 2018 to encourage retention of 60% of land in CUVA</td>
<td>Annually 2017-2021</td>
<td>Staff</td>
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<td></td>
<td></td>
<td>Advocate for a TDR program in the County</td>
<td>2018</td>
<td>Staff and Qualified Board Members</td>
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<td></td>
<td></td>
<td>Act as a Land Trust Alliance (LTA) Advocacy Ambassador</td>
<td>Annually 2017-2021</td>
<td>Staff</td>
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<td></td>
<td></td>
<td>Host legislators annually in Morgan County at a conservation/preservation project</td>
<td>2018</td>
<td>Staff and Board Members</td>
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<td></td>
<td></td>
<td>Host Morgan County landowners in executing conservation easements</td>
<td>2018</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Provide Technical Assistance</td>
<td>1.C.1: Assist landowners in meeting their individual conservation/preservation goals</td>
<td>Upon request, time permitting</td>
<td>Staff and Interns</td>
</tr>
<tr>
<td>GOAL</td>
<td>OBJECTIVE</td>
<td>STRATEGY</td>
<td>ACTION ITEM</td>
<td>IMPLEMENTATION SCHEDULE</td>
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<td>Strategy 1.C.2:</td>
<td>Provide guidance to landowners in their restoration of significant historic structures</td>
<td>Upon request, time permitting</td>
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<td></td>
<td>Act as a resource to City and County planning departments and local governments</td>
<td>Update the Morgan County Greenprint to be adopted as Morgan County's Conservation Policy</td>
<td>2017</td>
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<td>Assist in drafting ordinances related to conservation and sustainable development</td>
<td>Upon request, time permitting</td>
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<td></td>
<td>Assist in writing grants for projects that protect greenspace, enhance outdoor recreation, protect historic structures and landscapes, or accomplish similar objectives</td>
<td>Upon request, time permitting</td>
</tr>
<tr>
<td>GOAL 2: SAFEGUARD Morgan County’s natural, agricultural, and historic resources by identifying and protecting them through conservation easements, historic preservation, and land use regulations.</td>
<td>Objective 2.A: Protect Natural, Agricultural, and Historic Resources</td>
<td>Strategy 2.A.1: Identify and evaluate resources worthy of protection</td>
<td>Update Conservancy’s Conservation Easement Mapping and Prioritization (CEMAP)</td>
<td>2017</td>
</tr>
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<td></td>
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<td>Strategy 2.A.2: Solicit conservation easements from landowners of priority lands</td>
<td>Monitor conservation easement activity, CUVA renewals and total acreage, Greenprint resources, and number of 250+ acre parcels</td>
<td>Annually 2017-2021</td>
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<td>Provide information and technical assistance to landowners about conservation easements in order to protect 2,500 (a total of 5,000) acres by 2021</td>
<td>Annually 2017-2021</td>
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<td>Invite prospective easement donors to the Annual Conservation Easement Workshop</td>
<td>Annually 2017-2021</td>
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<td>Disseminate information to City of Madison landowners who qualify as TDR “Sending Parcel” landowners about the city’s TDR program to encourage their selling of TDRs</td>
<td>2017</td>
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<td>Strategy 2.A.3: Participate in historic preservation projects that protect significant historic resources</td>
<td>Maintain relationships with landowners of Nolan Crossroads properties and continue to advocate for preservation of the crossroads landscape</td>
<td>2017-2021</td>
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<td>Facilitate the preservation of the Miller house and pecan grove by providing information and guidance to private parties/development corporations working towards its preservation</td>
<td>2017-2021</td>
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<td>Explore protection of any Greenprint resource if threatened</td>
<td>2017-2021</td>
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Objective 2.B: Affect Land Use
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<tr>
<th>GOAL</th>
<th>OBJECTIVE</th>
<th>STRATEGY</th>
<th>ACTION ITEM</th>
<th>IMPLEMENTATION SCHEDULE</th>
<th>RESPONSIBLE PARTY</th>
<th>COMMITTEE</th>
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<td></td>
<td>2.B.1:</td>
<td>Participate in City and County comprehensive planning process until adoption in June 2017</td>
<td>Advocate for improvements to ordinances related to sustainable development, conservation, and preservation</td>
<td>2017-2021</td>
<td>Staff and Committee</td>
<td>Development Review Committee</td>
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<td></td>
<td>2.B.2:</td>
<td>Assess proposed developments and render an opinion through the Development Review Committee</td>
<td>Review developments proposed to the City and County Planning Commissions to assess quality of design, consistency with the Greenprint and Comprehensive Plan, and appropriateness to the area, as they relate to the Conservancy mission</td>
<td>When needed, 2017-2021</td>
<td>Staff and Committee</td>
<td>Development Review Committee</td>
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<td>Present comments to the Planning Commission, Board of Commissioners, and/or appropriate City Council when appropriate</td>
<td>When needed, 2017-2021</td>
<td>Staff and Committee</td>
<td>Development Review Committee</td>
</tr>
<tr>
<td>GOAL 3: SUSTAIN Morgan County's ability to ensure agricultural productivity and permanent protection of its natural, agricultural, and historic resources.</td>
<td>Objective 3.A: Grow Local Food System</td>
<td>Strategy 3.A.1: Keep farmers farming by supporting local growers in their efforts to connect directly to consumers through FARMeander and other agritourism efforts</td>
<td>Partner with Madison-Morgan Visitor Center to include the Morgan County component of FARMeander in the 2017 Visitor’s Guide</td>
<td>2017</td>
<td>Staff</td>
<td>Community Education Committee</td>
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<td>Strategy 3.A.2: Promote the completion of a regional food hub by courting development of animal processing and aggregation/distribution facilities to support the existing retail component (Farmview Market)</td>
<td>Re-envision FARMeander to expand its reach and strengthen its impact</td>
<td>2020</td>
<td>Staff and Committee</td>
<td>Community Education Committee</td>
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<td>Strategy 3.A.3: Partner with Farm Bureau and Cattlemen’s Association to promote permanent protection of prime farmland through donation or purchase of conservation easements</td>
<td>Disseminate the 2012 “Food Hub Feasibility Study” to potential developers</td>
<td>2017-2021</td>
<td>Staff and Committee</td>
<td>Regional Food Hub Committee</td>
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<td>Strategy 3.A.4: Initiate a Farm to School Program in the Morgan County Charter School System with the assistance of Farmview Market</td>
<td>Attend Farm Bureau meeting to present information about conservation easements and other farm related conservation programs</td>
<td>Annually 2017-2021</td>
<td>Staff and Qualified Board Members</td>
<td>Regional Food Hub Committee</td>
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<td>Facilitate the development of a farm-to-school program with the school nutritionist and Farmview staff</td>
<td>2017</td>
<td>Staff and Committee</td>
<td>Regional Food Hub Committee</td>
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<tr>
<td>GOAL</td>
<td>OBJECTIVE</td>
<td>STRATEGY</td>
<td>ACTION ITEM</td>
<td>IMPLEMENTATION SCHEDULE</td>
<td>RESPONSIBLE PARTY</td>
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<td>Objective 3.B: Fund conservation and preservation in the long term</td>
<td>Strategy 3.B.1: Create a revolving fund for both historic preservation and land conservation projects to facilitate the protection of special places</td>
<td>Work toward a goal for the School System to adopt in 2019, stating its intent to acquire 75% of food from local sources by 2025</td>
<td>2017-2021</td>
<td>Staff and Committee</td>
<td>Regional Food Hub Committee</td>
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<td>Train staff in real estate finance through the National Trust for Historic Preservation or the National Development Council</td>
<td>2017</td>
<td>Staff and NTHP</td>
<td>Conservation and Preservation Committee</td>
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<td></td>
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<td></td>
<td>Complete a feasibility study</td>
<td>2018</td>
<td>Staff and Committee</td>
<td>Fundraising and Membership Committee</td>
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<td>Strategy 3.B.2: Encourage use of Special Purpose Local Option Sales Tax (SPLOST) funds (City and County) for conservation and preservation</td>
<td>Seed the revolving fund</td>
<td>2018-2020</td>
<td>Staff and Committee</td>
<td>Fundraising and Membership Committee</td>
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<td>Strategy 3.B.3: Explore General Obligation Bonds for conservation and preservation projects</td>
<td>Meet with County Manager and BOC to encourage inclusion of a line item of $250,000 on the 2017 SPLOST for farmland preservation and/or historic preservation of important county resources</td>
<td>2017</td>
<td>Staff</td>
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<td>Strategy 3.B.4: Explore feasibility of TDR banking, a.k.a. buying and selling TDRs</td>
<td>Facilitate meeting between Trust for Public Land's Conservation Finance team and Morgan County's BOC and Manager</td>
<td>2018</td>
<td>Staff</td>
<td>Conservation and Preservation Committee</td>
</tr>
<tr>
<td></td>
<td>Objective 3.B: Fund and Manage the Organization</td>
<td>Strategy 3.C.1: Solicit donations from individuals, foundations, and corporations to fund the mission</td>
<td>Grow membership base to 650 by 2021</td>
<td>Annually 2017-2021</td>
<td>Staff and Committee</td>
<td>Fundraising and Membership Committee</td>
</tr>
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<td></td>
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<td></td>
<td>Raise $100,000 in membership dues by 2021</td>
<td>Annually 2017-2021</td>
<td>Staff and Committee</td>
<td>Fundraising and Membership Committee</td>
</tr>
</tbody>
</table>