

# **Stewards of a Special Place:**

## **A Strategic Plan for the Friends of Pheasant Branch Conservancy**

**2013 – 2017**

**Adopted February 20, 2013**

### **MISSION:**

**To restore, protect and promote the Pheasant Branch Conservancy and watershed  
for today and tomorrow**

### **VISION:**

**We become increasingly effective at restoring, protecting and promoting the  
Conservancy as an ecological whole**

The Pheasant Branch Conservancy is a regional treasure, a natural haven in the midst of a growing urban area. As a mosaic of marshlands, springs, prairies, meadows, lowland forest and wooded hills, it offers peace and respite to the individual, as well as educational opportunities for all ages. It is part of the 25 square-mile Pheasant Branch watershed, which includes thousands of acres of fertile farmland as well as urban and suburban development. It is also part of the larger Yahara River watershed.

A complex set of jurisdictions and interests affect the Conservancy and its watershed – state, city, county, townships, neighborhood and condo associations and other

environmental organizations. The Friends of Pheasant Branch is the only voice speaking on behalf of this land and water system as an ecological whole. We are vital and unique stewards of an increasingly fragile ecosystem.

That responsibility requires systematic and agile leadership. We will be *systematic* in pursuing goals that are fundamental to our responsibility and objectives that are essential to our goals. We will be *agile* in pursuing unanticipated opportunities to enhance or protect the Conservancy.

We are volunteer and committee driven, managed by a board of directors and supported by members and donors. We collaborate with other stakeholders, including neighbors, the City of Middleton, the Middleton-Cross Plains School District, Dane County and the Wisconsin Department of Natural Resources. We seek to be transparent and open in our planning and actions.

The results of our work with this collaborative network over the next five years will be measurable. We will have an impact on water quality in the watershed, including reduction of sediment and nutrient content. The Conservancy will move closer to the ideal of pre-settlement conditions. Madison lakes will benefit from cleaner headwater discharges.

## VALUES:

### **We advocate an urban land ethic**

We operate in keeping with Aldo Leopold's advocacy of a land ethic, "which enlarges the boundaries of community to include soils, waters, plants and animals."

- We believe in the importance of the distinction between parks, which are landscaped and recreational, and conservancies, which are managed to achieve a condition as close to natural as possible, while providing reasonable public access.
- We believe in restoring the natural ecosystems of the Conservancy by removing invasive species, gathering and planting native seed, conducting prairie burns, and monitoring the health of all flora and fauna in the Conservancy.
- We believe in the importance of environmental education, using the Conservancy as a unique local laboratory.
- We believe in the importance of science, data and measured results in assessing our effectiveness as an organization.
- We believe that this iconic green corridor is immeasurably important to the quality of life in Dane County, to its attractiveness as a place to live and work and, accordingly, to its economic future.

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# STRATEGIES

This five-year strategic plan consists of four goals each with objectives and suggested measures of progress. The objectives have been developed into working tables of suggested actions, responsibility and target schedules. These strategies are adaptive to the emerging realities of our work: the Board and Board committees have the flexibility to adjust these goals, objectives and schedules, should they prove too ambitious or too modest as events unfold.

## **Goal One: Improve Restoration and Management of the Conservancy**

The Conservancy is comprised of land owned by Dane County and the City of Middleton. Management plans are drafted by and implemented at the direction of the county and city in cooperation with the Friends.

**Objective A:** When the current Dane County Naturalist retires, collaborate with the County in replacing him with someone of equal competence

**Measure:** An explicit plan for participation in that search

<b>Action Steps:</b>	<b>Primary Responsibility</b>	<b>Other Actors and Resources</b>	<b>Target</b>
1. Consult initially with Wayne Pauley and coordinate succession plans through his office	Committee chair	Committee members	2012
2. List/quantify competencies considered important to the position	Committee chair	Committee members	2012
3. Meet with other friends groups to coordinate external involvement	Committee chair	Committee members	2013 Q1
4. Coordinate meeting with Darren Marsh	Committee chair	Board President	2013-Q1
5. Coordinate meeting with Kevin Connors	Committee chair	Board President	2013-Q2
6. Coordinate with other friends groups to make a presentation to the Dane County Board	Committee chair	Board President	2013

**Objective B:** Systematize collaboration between the Friends and city and county officials

**Measure:** Explicit annual plans articulating mutual expectations coupled with year-end performance evaluations

<b>Action Steps:</b>	<b>Primary Responsibility</b>	<b>Other Actors and Resources</b>	<b>Target</b>
1. Coordinate two meetings annually with appropriate city and county officials timed to coincide with the beginning of their budgeting process and the beginning of the implementation of those plans	Assigned committee member	Other board members	2013-Q2
2. After the first meeting, negotiate and distribute a	Assigned	Other	2013

written plan describing the cooperation we hope to see between the Friends' board, city and county staff and committees and the County Naturalist	committee member	committee members	
3. Summarize the results of the cooperation at the end of each fiscal year, and share those results in conjunction with planning for the following year	Assigned committee member	Other committee members	2013-Q4
4. Coordinate quarterly Bock Forest Restoration Plan meetings between the city, county, and DNR to assess progress	Assigned committee member	Other committee members	Ongoing

**Objective C:** Enhance the position of the on-site restoration manager, who is responsible for managing restoration work within the Conservancy, including prescribed burns and management<sup>1</sup> of invasive plants in the watershed.

**Measure:** The manager is described in a position description, hired and in place in 2013

<b>Action Steps:</b>	<b>Primary Responsibility</b>	<b>Other Actors and Resources</b>	<b>Target</b>
1. Explore options for hiring or contracting such a position and budget appropriately	Committee chair, Executive Committee	Full board approval required	4 <sup>th</sup> quarter, 2012
2. Draft a position description	Committee chair	Other Committee members	4 <sup>th</sup> quarter, 2012
3. Hire	Committee chair	Committee members recommend, Board approves	1 <sup>st</sup> quarter, 2013

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<sup>1</sup> Restoration and management includes but is not limited to pre and post burn activities, seed monitoring and collecting, planting, management of invasives, and working with volunteers.

## **Goal Two: Understand and Support the Watershed as a Whole**

The Friends currently concentrates its work within the Conservancy boundary, but its mission requires expanding our attention across the entire watershed and range of public and private partners or stakeholders, to apply our efforts to the most effective areas and topics. Within that larger landscape, we should identify needs, prioritize them and work to address as many as possible under an appropriate action - e.g., perhaps establishing a protected status for sensitive lands.

**Objective A:** Establish a new Board Committee to take responsibility for watershed issues

**Measure:** Action will be initiated and completed by adoption of this strategic plan

**Objective B:** Conduct a comprehensive study (inventory) of the watershed, including available scientific, zoning, land use, transportation and water quality data. Collaborate with other stakeholders to identify groups - governmental bodies and agencies, conservation organizations, and private landowners already involved or responsible for impacting the watershed.

**Measures:**

1. Establish work plan, team members, timeline
2. Complete inventory

<b>Action Steps:</b>	<b>Primary Responsibility</b>	<b>Other Actors and Resources</b>	<b>Target</b>
1. Determine what types of data are already available and where to obtain them, costs, time required. Identify the stakeholders in the watershed, and explore their needs for support from the Friends of Pheasant Branch.	Watershed Committee chair	Watershed Committee members	2013-14
2. Collaborate with other stakeholders to develop a work plan and identify any additional needed resources and submit for Board approval. Populate committee with additional expertise and energy as needed, including non-board members	Watershed Committee chair	Watershed Committee members and others	2013-14
3. Identify (list with contact information, web addresses, and so on) database sources for information on agricultural run-off and water quality protection on farmland in PBW	Watershed Committee chair	Watershed Committee members and others	2013-14

<p>4. Review and consider all data relevant to the watershed:  Science data including water quality; current land uses, protected lands, decision-making processes; local government plans; non-profit conservation organization plans; FUDA plans; transportation and traffic plans. Understand how the watershed and its components are treated in existing land use plans, park plans, open space plans, transportation and traffic plans, FUDA plans, etc.</p>	<p>Watershed Committee chair</p>	<p>Watershed Committee members and others</p>	<p>2014-15</p>
<p>5. Research current landowners and land managers</p>	<p>Watershed Committee chair</p>	<p>Watershed Committee members and others</p>	<p>2014-15</p>
<p>6. Contact responsible parties, governmental units, agencies, landowners and other stakeholders to invite their perspectives on the needs within the watershed, and the need for further plans or actions</p>	<p>Watershed Committee chair</p>	<p>Watershed Committee members and others</p>	<p>2014-15</p>

**Objective C:** Draft and cooperatively implement comprehensive site conservation plans as needed within the Pheasant Branch watershed

**Measures:**

- 1) Based on the findings, consider the need for site conservation plans, and gain board approval
- 2) Develop and implement the plans with regular progress reports to the Board, using a consultant to help evaluate efforts after years two and five
- 3) Build a growing portfolio of protected properties and/or signed landowner agreements

<b>Action Steps</b>	<b>Primary Responsibility</b>	<b>Other Actors and Resources</b>	<b>Target</b>
1. Write site conservation plan and gain board approval	Watershed Committee chair	Watershed Committee members	2014-15
2. As needed, launch a systematic, coordinated landowner contact program designed to raise overall awareness within the watershed of land use impacts on environmental issues (water quality and quantity, effects of development on wildlife, habitat, etc.) - setting the stage for future land protection activity. Prioritize landowner contacts.	Watershed Committee chair	Watershed Committee members, Board of Directors, and partners: city, county, state township officials	2015
3. Acquire, or facilitate the acquisition of high priority lands within the watershed and within the context of the site conservation plan	Watershed Committee chair	Watershed Committee members, Board of Directors, and partners	2014-17
4. As part of the annual report to the members, prepare a formal land use report which details current planning efforts likely to affect Conservancy lands. Also distribute to policy-makers and media.	Watershed Committee chair	Watershed Committee members	2015-17

**Objective D:** Identify goals for managing sediment and nutrient loads flowing into the Conservancy in collaboration with government leaders and watershed owners and when appropriate, advocate action that will sustain and expand improvements.

**Measures:**

- 1) Establish goals and share with public and private partners
- 2) Evaluate water quality against goals annually
- 3) Advocate when needed

<b>Action Steps:</b>	<b>Primary Responsibility</b>	<b>Other Actors and Resources</b>	<b>Target</b>
1. Establish goals and share with public and private partners	Watershed Committee chair	Watershed Committee members	2013-14
2. Establish baseline measurement data needs. Identify (list with equipment needs and costs) any monitoring equipment within the watershed needed to monitor improvements to water quality (sedimentation and nutrient loads).	Watershed Committee chair	Watershed Committee members and outside experts	2013-14
3. Monitor the activities of city, county and state	Watershed	Watershed	2014-17



government within the watershed that have an impact on land use, especially increased sedimentation and nutrient loading in the surface water.	Committee chair	Committee members and outside experts	
4. Cooperate with watershed partners/stakeholders to ensure that someone will identify and monitor agricultural run-off and water quality problems in the PBW and initiatives to remediate them.	Watershed Committee chair	Watershed Committee members and outside experts	2014-17
5. Keep the FOPB Board and members and wider community informed about agricultural run-off problems and solicit their support for remediation of these problems. Prepare reports to board on issues related to: CARPC, land use/zoning, transportation/traffic	Watershed Committee chair	Watershed Committee members and outside experts	2014-17
6. Cooperate with watershed partners to release annually to FOPB members, policy-makers, and the media, a formal water quality report that details water quality problems, solution implementation, and progress toward remediation	Watershed Committee chair	Watershed Committee members and outside experts	2014-17

**Objective E:** Draft and implement a policy that governs when and how the Friends become involved in public policy advocacy

**Measures:**

- 1) Draft policy and gain Board approval
- 2) Annual board evaluation of policy implementation
- 3) Create “systems and processes” approach

<b>Action Steps:</b>	<b>Primary Responsibility</b>	<b>Other Actors and Resources</b>	<b>Target</b>
1. Draft and formally adopt an appropriate advocacy policy	Watershed Committee members	Watershed Committee members	2014
2. Create a “systems and processes” approach for dealing with emerging information from the various policy arenas and make clear decisions about how, when, and where to get involved	“	Watershed Committee members	2014-17
3. Prioritize opportunities/issues identified and coordinate effort to assert a FOPB position on each one	“	Watershed Committee members	2013-17

## Goal Three: Improve Use of the Conservancy in Environmental Education

**Objective A:** Using the Conservancy as a field laboratory, enhance programming aimed at high school students

**Measure:** Annual improvement in program evaluations submitted by students and faculty

<b>Action Steps:</b>	<b>Primary Responsibility</b>	<b>Other Actors and Resources</b>	<b>Target</b>
1. Evaluate the biology service curriculum offered in fall of 2012 and identify areas for improvement	Committee chair	Staff and Education Committee members	15 Nov 2012
2. Develop list of other service learning program FOPB could offer that meet school district needs and which benefit PBC without overwhelming capacity of FOPB	Committee chair	Staff and Committee members	Feb 2013
3. Educate teacher/administrators of limitations on FOPB capacity	Committee chair, staff	Committee members	Q2 2013
4. Provide improved biology curriculum in fall of 2013 to new cohort of freshmen	Committee chair	Committee members, staff	Q4, 2013
5. Develop plan to engage classroom teachers more actively in the service learning program in the field by providing more leadership to small groups of students	Committee chair	Committee members, staff	Q4, 2013
6. Educate school board if there is evidence this is needed to help community understand symbiotic relationship of PBC and school district	Committee chair	Board members	
7. Draft service learning "prospectus" to be used to help educate FOPB Board of Directors about service learning	Staff	Committee members	Dec 2012
8. Complete article to be published in the MTT and school district newsletter	Staff	Development and Marketing Committee	15 Nov 2012
9. Develop plan to improve FOPB coordination and collaboration for service learning, especially with restoration committee	Education and R&M chairs	Members of both committees	
10. Recruit and train more volunteers who can lead small groups of students in the field	Committee chair	Committee members	Q4 2013
11. Consider scheduling "student-only" field days with qualified leadership of small groups	Education and R&M chairs	Members of both committees	
12. Prepare comprehensive annual evaluation of program quality to present to the board of directors	Committee chair	Committee members and staff	Q1 Annually

**Objective B:** Enhance environmental education programming for adult audiences and families.

**Measure:** Annual improvement in the quality of programs, as measured by participant evaluations and the number of people served

<b>Action Steps:</b>	<b>Primary Responsibility</b>	<b>Other Actors and Resources</b>	<b>Target</b>
1. Develop a written, prioritized list of potential audiences to reach out to with educational programming (ex: pre-schoolers, seniors)	Committee chair	Committee members, staff	By end of November, 2012
2. Develop an annual written plan for reaching out to and engaging these audiences, including identifying needs, interest, resources and programs	Committee chair	Committee members, staff	By end of January, 2013
3. Program development for these audiences	Committee chair	Committee members, staff	By end of march, 2013
4. Schedule and promote programs	Staff	Development and Marketing Committee	April, 2013
5. Deliver the programs	Staff	As needed	Summer and fall 2013
6. Use print and electronic newsletters to report on field trip activities	Staff	Development and Marketing Committee	
7. Evaluate programs and identify improvements for the future.	Committee chair	Committee members, staff	By end of November, 2013
8. Propose new program offerings if warranted by evaluation	Committee chair	Committee members, staff	Annually
9. Share program evaluations and proposals with the board and other stakeholders	Committee chair	Committee members, staff	Within a month of the program
10. Prepare comprehensive annual evaluation of program quality to present to the board of directors	Committee chair	Committee members and staff	Q1 Annually

**Objective C:** Enhance environmental programming for elementary and middle school (K-8) children

**Measure:** Annual improvement in program evaluations submitted by students and faculty

<b>Action Steps:</b>	<b>Primary Responsibility</b>	<b>Other Actors and Resources</b>	<b>Target</b>
1a. Prepare written evaluation/analysis of field trips since 2010 to determine #s, leadership and levels of participation	Staff	Committee	End of December, 2012
1b. Draft a plan for an improved process to support recruitment, promotion, interest, follow up and evaluation of field trips so we can be confident that an appropriate number of exemplary field trips are scheduled each year	Committee chair	Staff	End of January, 2013
2. Publicize availability of field trips to generate	Staff	Committee	August 31

interest		members	and January 31, annually
3. Coordinate requests, topics and planning for field trips	Staff		Early autumn and early spring
4. Schedule field trips	Staff		Ongoing
5. Recruit more field trip leaders, as needed	Staff	Committee members	Winter and summer months
6. Deliver field trips	Staff	Naturalists	As scheduled ongoing
7. Evaluate and debrief field trips	Staff	Naturalists	Winter and summer months
8. End of season document updates and improvements, replenish supplies and distribute changes to all naturalists	Staff	Naturalists	Winter and summer months
9. Electronic newsletter to report on field trip activities to customers (people who have been on field trips in the past)	Staff	Marketing and Development Committee	Every other month
10. Prepare comprehensive annual evaluation of program quality to present to the board of directors	Committee chair	Committee members and staff	Q1 Annually

### **Goal Four: Strengthen Internal Management of the Friends**

With the adoption of this plan, five groups will be responsible for the internal management of the Friends.

1. **Board of Directors**: Responsibilities described in by-laws
2. **Executive Committee**: Responsibilities described in by-laws
3. **Finance Committee**: Responsibilities described in by-laws
4. **Governance Committee**: will accept three new objectives, expanding the responsibilities described in by-laws

**Objective A**: Determine optimal board size and structure, including committees, terms board member roles and responsibilities, and number of meetings

**Measures:**

- 1) Detailed plan for key areas to be addressed to enable the Friends to accomplish Strategic Plan goals, objectives and action plans.
- 2) Draft organizational master plan presented to the Board for approval.
- 3) Plan implementation per approved timetable.

<b>Action Steps:</b>	<b>Primary Responsibility</b>	<b>Other Actors and Resources</b>	<b>Target</b>
1. Review strategic planning goals, objectives and action plans, focusing on human resource and operational requirements, and identify areas to be addressed in priority order	Governance Committee chair	Committee members	April 2013
2. Develop detailed plan to address each area, including responsible committee member, information needed, benchmarking requirements, etc	Committee chair		May 2013
3. Conduct necessary research and present proposed plan for identified areas	Assigned committee member	Sister environmental groups, GWC	July 2013
4. Review proposed plans, consolidate into draft organizational master plan and present to Executive Committee	Governance Committee chair	Committee members	August 2013
5. Review draft master plan and confirm next steps, including actions needed to present plan to Board	Executive Committee	Governance Committee members	September 2013
6. Complete and approve final draft	Governance Committee chair	Committee members, Executive Committee	October 2013
7. Present draft master plan to board for approval	Committee chair		November 2013
8. Approve final plan	Board		December 2013
9. Implement plan	Governance Committee chair	Responsible party as identified in plan	January 2014
10. Review and monitor progress annually. Recommend adjustments as needed.	Governance Committee chair	Board members	February 2015-2017

**Objective B:** Analyze and define additional resource requirements, including potential staff and volunteer needs

**Measures:**

- 1) Draft report/plan summarizing additional resource requirements
- 2) Approved plan

<b>Action Steps:</b>	<b>Primary Responsibility</b>	<b>Other Actors and Resources</b>	<b>Target</b>
1. Review organizational (board) work plan. Compare with strategic plan to determine additional resource requirements, including potential staff needs	Governance Committee chair	Governance Committee members	April-May 2013
2. Prioritize, investigate and define identified potential resource requirements	Assigned committee member	Marketing and Development and Finance Committees	July 2013
3. Combine findings into draft report/plan and present to Executive Committee, along with draft organizational plan	Governance Committee chair	Executive Committee members	August 2013
4. Review draft master plan and confirm next steps, including actions needed to present plan to Board. Present draft implementation plan to Board for approval	Governance Committee chair	Committee members	June 2013
5. Approve final plan	Board		July 2013
6. Implement plan	Governance Committee chair	Responsible party as identified in plan	July 2013 through December 2014
7. Review and monitor progress. Recommend adjustments as needed		Governance Committee members	2013-2017

**Objective C:** Develop and implement policies, procedures and practices to improve organizational efficiency and continuity

**Measures:**

- 1) Draft implementation plan – a prioritized list of required policies, procedures and practices, including responsibilities and timetable.
- 2) Approved implementation plan.
- 3) Approved policies, procedures and practices as outlined in plan.

<b>Action Steps:</b>	<b>Primary Responsibility</b>	<b>Other Actors and Resources</b>	<b>Target</b>
1. Finalize list of required policies, procedures and practices, utilizing the Gathering Waters organizational assessment recommendations and approved Strategic Plan	Governance Committee chair	Governance Committee members	March 2013
2. Develop detailed plan to address each area, including responsible committee member, information needed, benchmarking requirements, etc. Develop implementation plan, including priorities, responsibilities and timetable, and present to Executive Committee		Executive Committee	April 2013
3. Complete and approve final draft		Governance Committee members	May 2013
4. Present draft implementation plan to Board for approval			June 2013
5. Approve final plan	Board		July 2013
6. Implement plan	Governance Committee Chair	Responsible party as identified in plan	July 2013 through December 2014
7. Review and monitor progress. Recommend adjustments as needed			2013-2017

## **5. Development and Marketing Committee**

**Objective D:** Through a consolidated Development and Marketing Committee, we will enhance public awareness of the Friends; eliminate structural deficits; and increase annual cash flow from memberships, annual unrestricted gifts and one-time capital gifts

### **Measures:**

- 1) Consistently balanced annual budgets
- 2) Reserves equal to one year's annual budget
- 3) Improved public awareness

Action Steps:	Primary Responsibility	Other Actors and Resources	Target
1. Board approves consolidation of all fund-raising, marketing, membership and event management responsibilities under a single Development and Marketing Committee	Board of Directors		Upon approval of strategic plan
2. Appoint Committee Chair	Board President		1 <sup>st</sup> quarter, 2013
3. Appoint Committee members	Committee chair		1 <sup>st</sup> quarter, 2013
<p data-bbox="235 659 808 758">4. Draft a plan with the goal of increasing revenue through growth in memberships and leadership giving, using these objectives:</p> <ul data-bbox="285 793 808 1835" style="list-style-type: none"> <li data-bbox="285 793 808 911">• Improve information management, especially our capacity (a) to segment and personalize direct mail solicitations and (b) to measure growth in multiple dimensions</li> <li data-bbox="285 940 808 1003">• Focus the President’s work on major gifts, a year-round activity</li> <li data-bbox="285 1033 808 1096">• Encourage the involvement of all Board members in membership solicitation</li> <li data-bbox="285 1125 808 1188">• Improve prospect research, which also requires wide Board involvement</li> <li data-bbox="285 1218 808 1239">• Solicit Middleton businesses</li> <li data-bbox="285 1268 808 1331">• Improve outreach to neighborhood associations</li> <li data-bbox="285 1360 808 1381">• Expand the mailing list</li> <li data-bbox="285 1411 808 1541">• Work with the Restoration &amp; Management and Education Committees to develop grant proposals with budget relief and overhead recovery components</li> <li data-bbox="285 1570 808 1633">• Work with the Finance Committee to set revenue targets for budgeting purposes</li> <li data-bbox="285 1663 808 1726">• Work with the Education Committee to allocate income from the Pulver endowment</li> <li data-bbox="285 1755 808 1835">• Work with the Governance Committee to identify Board nominations with advancement potential</li> </ul>	Committee chair	Committee members	2 <sup>nd</sup> quarter, 2013



<ul style="list-style-type: none"> <li>• Increase Board giving and participation</li> <li>• Identify best practices among other Friends groups in Dane County (and elsewhere in WI, if possible)</li> </ul>			
<p>4. Draft and implement a marketing plan for 2013 using standard tools, including:</p> <ul style="list-style-type: none"> <li>• Newsletter</li> <li>• E-mail</li> <li>• Traditional and social media</li> <li>• Special projects (e.g., calendar; summer event; annual meeting)</li> <li>• Public speaking</li> <li>• Market research</li> <li>• Membership pricing levels</li> <li>• Donor and member relations</li> <li>• Message strategy &amp; awareness measures</li> <li>• Best practices among other Friends groups in Dane County (and elsewhere in WI, if possible)</li> </ul>	Committee chair or marketing co-chair	Committee members	2 <sup>nd</sup> quarter, 2013
5. Draft and implement a marketing plan for 2014-17	Committee chair	Committee members	2014-17
6. Draft a plan to encourage giving by bequest	Committee chair	Committee members	1 <sup>st</sup> quarter, 2014
7. Implement plans	Committee members	Board members	3 <sup>rd</sup> and 4 <sup>th</sup> quarters, 2013
8. Evaluate results of marketing and development plans	Committee chair	Committee members	1 <sup>st</sup> quarter, 2014 – 17
9. Improve both plans	Committee chair	Committee members	1 <sup>st</sup> quarter, 2014-17
10. Draft a plan to raise gifts to endowment through a three-year campaign, 2015-17	Campaign chair	Bd members; MCFoundation; Campaign steering committee	4 <sup>th</sup> quarter, 2014

