



TO: VOF Board of Trustees
FROM: Brett Glymph, Executive Director
DATE: June 2, 2025
RE: Strategic Plan Status & 2025 Progress Update – Key Takeaways

This memo provides a summary of our progress toward the goals and strategies outlined in the 2023–2028 Strategic Plan, along with highlights from the 2025 Measures Update.

Strategic Progress Overview

Guided by Strategic Plan, VOF has made measurable progress across all five priority areas:

1. Land Conservation Impact (Goal 1)
 - Over 900,000 acres protected to date. (approximately 925,000 acres as of this meeting)
 - Progress toward the 1-million-acre goal is steady, with focused efforts in key watersheds.
 - Notable expansions in conserved land adjacent to scenic and recreational streams and rivers (including impaired waterways).
2. Public Access & Community Engagement (Goal 2)
 - Continued program activity at Bull Run Mountains Preserve; infrastructure and access improvements at House Mountain.
 - Emphasis on trail creation and community-based conservation to broaden access.
 - Target remains to complete at least one conservation project in every Virginia jurisdiction. (Colonial Heights complete. Charlottesville, Portsmouth, Newport News and Salem are pending. Combined projected revenue \$55k/yr)
3. Revenue Diversification (Goal 3)
 - Significant increases in external grant revenues.
 - Ongoing legislative and budget initiatives of land trust advocates to increase funding for land conservation. (Great Outdoors Act of Virginia; Get Outdoors)
 - Increased donor engagement to encourage gifts of land. (Lambert Foundation, Bull Run Mountain acquisitions)
4. Policy Innovation & Partnerships (Goal 4)
 - Ongoing stakeholder engagement to improve local government collaboration and explore administrative remedies for easement enforcement. (Office of the Attorney General, local governments, revenue commissioners)
 - Ongoing stakeholder engagement to address pressures from renewable energy development. (Consulting agency on HB206 - 2022 for solar mitigation).

5. Organizational Effectiveness (Goal 5)

- Internal communication and work process improvements are being implemented.
- Regional reorganization (East, Central, West regions headed by three senior program directors to improve collaboration and efficiency and develop internal talent in advance of veteran retirements/attrition).

Key 2025 Measures (from PPT Update)

- Significant investments made across multiple grant programs: Preservation Trust Fund, TERRA, VaULT Capacity, etc.
- Visitation tracking piloted at Bull Run; expansion of metrics collection anticipated.
- Grantmaking has reached new annual highs, both in funding volume and geographic reach.

Looking Ahead

While progress is strong, we must remain vigilant in addressing emerging challenges, particularly:

- Policy shifts affecting easement donation incentives and public investments in land conservation.
- Balancing conservation with growing land use demands from renewable energy.
- Monitoring changes to federal and state grant programs and expenditures.

On the following pages you will find the 2023-2028 Strategic Plan. You will see Strategies column highlighted in different colors. The legend is below:

COMPLETE - GREEN – Staff has fully implemented at least one project/policy that addresses the strategy. This does not mean that Staff has stopped working on it. To the contrary, almost every strategy is ongoing.

IN PROGRESS - YELLOW – Staff has begun one project/policy to address the strategy but has not yet completed it.

FUTURE - BLUE – Staff hasn't formally started any projects/policies to address the strategy.

Strategic Measure	Current Total
Cumulative number of acres of land conserved	918,800 acres
Cumulative number of counties and cities with a VOF project or conserved land	127 localities
Cumulative number of open-space easements	3,761 easement projects
Acres conserved in Chesapeake Bay watershed	691,832 acres
Acres conserved in Chowan/Pamlico watershed	143,863 acres
Acres conserved in Mississippi watershed	90,356 acres
Acres of USDA-designated prime farming soils	422,706 acres
Miles of land conserved along designated hiking and biking trails	223.6 miles
Miles of land conserved along designated scenic roads and scenic rivers	339.5 miles
Miles of land conserved adjacent to streams and rivers	4,840 miles
Miles conserved on waterways with one threatened or endangered species	324.6 miles
Miles conserved on TMDL or impaired waterways	852.7 miles
Annual revenue received from external grants	\$4,762,507 received in FY24
Annual number of projects funded by VOF grants*	79 projects in FY24
Cumulative number of projects funded by VOF grants	737 projects cumulative
Annual dollars spent on projects funded by VOF grants	\$3,264,335 spent in FY24
Cumulative dollars spent on projects funded by VOF grants	\$31,108,552 spent cumulative
Number of visitors to VOF's reserves**	14,440 visitors in Bull Run Preserve in FY24

**Includes Preservation Trust Fund, Get Outdoors, TERRA, Coastal Resilience and Trees Fund, and VaULT Capacity Building grants*

***Visitation is currently only tracked at Bull Run Preserve*



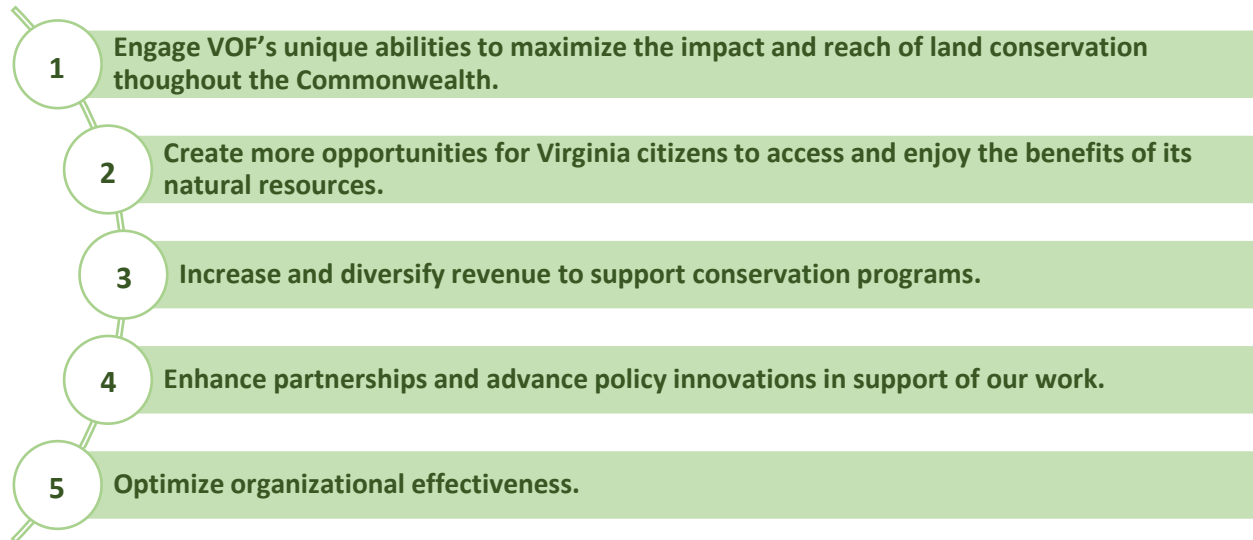
Strategic Plan

7/1/2023 – 6/30/2028

Virginia Outdoors Foundation Vision

Protect the quality of Virginia's outdoors and make its resources available to its people.

Virginia Outdoors Foundation Goals for 2023-2028



Strategic Measures

The Virginia Outdoors Foundation monitors its progress and results through the following measures.

- Cumulative number of acres of land conserved
 - Acres conserved in each of the three main Virginia watershed destinations: Chesapeake Bay, Chowan/Pamlico and Mississippi
 - Acres of USDA-designated prime farming soils and FCV forestland conserved
 - Miles of land conserved along designated hiking and biking trails
 - Miles of land conserved along designated scenic roads and scenic rivers
 - Miles of land conserved adjacent to streams and rivers
 - Miles conserved on waterways with one threatened or endangered species
 - Miles conserved on TMDL or impaired waterways
- Cumulative number of counties and cities with a VOF project or conserved land
- Cumulative number of open-space easements
- Annual revenue received from external grants
- Annual and cumulative number of projects funded by VOF grants
- Annual and cumulative dollars spent on projects funded by VOF grants
- Number of visitors to VOF's Bull Run Preserve and other reserves

Goal 1: Engage VOF's unique abilities to maximize the impact and reach of land conservation throughout the Commonwealth.

Objectives	Strategies
1.1: Maximize conservation activities to support Commonwealth of Virginia goals.	<ul style="list-style-type: none"> 1.1A - Prioritize Chesapeake Bay goals in our conservation work. 1.1B - Protect a million acres by 2028. 1.1C - Partner with other entities to collaborate on large-scale conservation initiatives. 1.1D - Explore opportunities (e.g., wildlife crossings) to protect wildlife habitats. 1.1E - Support other programs that are state funded, such as Soil and Water District Best Management Practices (BMPs). 1.1F - Use and share relevant data to inform and demonstrate the results of our work.
1.2: Explore innovative and creative approaches to encourage and capitalize on conservation opportunities.	<ul style="list-style-type: none"> 1.2A - Advertise and promote conservation opportunities on existing conserved land. 1.2B - Cultivate a shared conservation ethic by highlighting exemplary stewardship and best management practices on VOF projects. 1.2C - Explore opportunities for federal funding in pursuit of landscape-scale projects. 1.2D - Proactively seek high-value conservation lands. 1.2E - Explore the use of virtual platforms and other technology to engage a broader range of people.

Green - Complete Yellow - In Progress Blue - Future

Goal 2: Create more opportunities for Virginia citizens to access and enjoy the benefits of its natural resources.

Objectives	Strategies
2.1: Support community conservation projects and local and state government conservation activities.	<ul style="list-style-type: none"> • 2.1A - Look for gaps in Virginia Outdoors Plan to fund projects. • 2.1B - Complete a project in every jurisdiction. • 2.1C - Assist localities with their conservation goals or outdoor opportunities.
2.2: Publicize and support outdoor opportunities.	<ul style="list-style-type: none"> • 2.2A - Support programming at Bull Run Mts. Natural Area Preserve. • 2.2B - Increase VOF activity at House Mountain. • 2.2C - Prioritize projects for the creation and protection of trails. • 2.2D - Find new ways to engage more people with VOF-protected lands (e.g., apps such as the All Trails app) to share outdoor opportunities.

Green - Complete Yellow - In Progress Blue - Future

Goal 3: Increase and diversify revenue to support conservation programs.

Objectives	Strategies
3.1: Leverage private, federal, and state funding sources.	<ul style="list-style-type: none">• 3.1A - Complete a review of all conservation-related federal grants available to VOF; apply for eligible conservation grants.
3.2: Improve processes and options for philanthropy and other avenues for revenue growth.	<ul style="list-style-type: none">• 3.2A - Encourage gifts of money, land and stock.• 3.2B - Plan fundraising goals and avenues to support grant programs.• 3.2C - Broaden VOF's planned giving outreach.

Green - Complete Yellow - In Progress Blue - Future

Goal 4: Enhance partnerships and advance policy innovations to support our work.

Objectives	Strategies
4.1: Cultivate stronger relationships with landowners.	<ul style="list-style-type: none"> 4.1A - Educate landowners about available conservation programs and incentives. 4.1B - Publicize the amendment initiative. 4.1C - Explore the idea of offering classes or public engagement sessions on land conservation to current and prospective donors. 4.1D - Support partners who are working on family land retention, generational transfer and heirs land issues. 4.1E - Utilize VOF properties to demonstrate best practices and stewardship principles.
4.2: Cultivate stronger relationships with local governments, state partners and like-minded groups.	<ul style="list-style-type: none"> 4.2A - Increase collaboration with local governments on conservation acquisitions through grant programs and technical assistance. 4.2B - Evaluate the feasibility of tying easement compliance to preferential taxation. 4.2C - Enhance working relationships with state agencies to capture efficiencies and achieve better conservation results. 4.2D - Continue to participate in and make presentations at educational events that reach a broad audience working in the land conservation realm (e.g., VaULT and LTA conferences). 4.2E - Partner with groups to facilitate links between land conservation and direct benefits to a community.
4.3: Ensure protection of conservation lands from conversion to industrial-scale renewable energy development.	<ul style="list-style-type: none"> 4.3A - Study public policy, emerging technologies and associated land use demands of renewable energy to understand impacts to conservation lands. 4.3B - Strengthen the Energy and Infrastructure Charter, Model Deed and Conversion/Diversion Policy to prevent negative impacts from renewable energy. 4.3C - Educate and collaborate with stakeholders on the importance of avoidance of conservation lands.
4.4: Mitigate challenges presented by financially lucrative, competing uses of	<ul style="list-style-type: none"> 4.4A - Maintain awareness of financial incentives that are complementary to our work and those that conflict.

Objectives	Strategies
land and reductions in incentives.	<ul style="list-style-type: none"> <li data-bbox="630 233 1339 338">• 4.4B - Explore ways to address the decrease in financial incentives associated with tax deductibility of land conservation gifts. <li data-bbox="630 352 1398 430">• 4.4C - Continually update conservation documents to reflect legal and regulatory changes.

Green - Complete Yellow - In Progress Blue - Future

Goal 5: Optimize organizational effectiveness.

Objectives	Strategies
5.1: Enhance the work environment and communication.	<ul style="list-style-type: none"> 5.1A - Improve internal communication channels. 5.1B - Adopt standard practices to make meetings more efficient.
5.2: Cultivate internal talent.	<ul style="list-style-type: none"> 5.2A - Establish a pilot program that provides opportunities for staff members to expand their knowledge through involvement in internal service projects. 5.2B - Establish a mentorship program.
5.3: Improve work processes and tools.	<ul style="list-style-type: none"> 5.3A - Implement one location to store procedures, policies and other guidance documents. 5.3B - Clarify and document the decision-making process. 5.3C - Review and update work procedures.

Green - Complete Yellow - In Progress Blue - Future