

→ **PRIVATE LAND CONSERVATION IS MORE COMPLEX TODAY THAN EVER.**

It demands expertise in organizational management, fundraising, stewardship, board governance, tax and real estate law, and more. Obtaining the best and most up-to-date knowledge, and then turning that knowledge into practice, can seem overwhelming, but the Land Trust Alliance has developed a process and a set of tools designed to make excellence attainable for *all* land trusts. This diagram serves as a map for those land trusts willing to embark on a journey of continual improvement needed to ensure that the land they save today is protected tomorrow. The circle form highlights the reality that knowledge is ever expanding and land trusts must continually learn and grow.

THE  
Path TO A  
STRONGER  
Land Trust

BY Rob Aldrich, *Communications Director*

**Land Trust Standards and Practices**

At the heart of the diagram is *Land Trust Standards and Practices*, the ethical and technical best practices for running a land trust and the surest way to secure lasting conservation. The numbered steps and arrows surrounding *Land Trust Standards and Practices* serve as sign posts and directional indicators on the path to excellence. Because each land trust is different, each journey will be different. One land trust may need training on how to implement a practice while another will not. One land trust may go straight from implementing *Land Trust Standards and Practices* to demonstrating that fact through accreditation, while another needs to upgrade its programs to meet best practices. No matter the path taken, the ultimate goal is the same: continual organizational improvement to ensure permanent land conservation.

### 1 Review and Adopt

The first step in the journey is to adopt *Land Trust Standards and Practices* as the guiding principles for operation.

**“Adopt” indicates that the organization:**

- Has reviewed *Land Trust Standards and Practices*;
- Agrees that *Land Trust Standards and Practices* are the ethical and technical guidelines for the responsible operation of a land trust; and
- Adopts *Land Trust Standards and Practices* as guidelines for the organization and commits to making continual progress toward implementation of these standards and practices.

The Alliance encourages all land trusts to implement *Land Trust Standards and Practices* at a pace appropriate for their organization.

### 2 AYO - Assessing Your Organization

Adopting *Land Trust Standards and Practices* is the essential first step, but it’s always a good idea to periodically check to see how an organization is performing. *Assessing Your Organization* (AYO) enables land trusts to conduct a detailed assessment of their progress toward implementing the standards and practices. While the Alliance recommends that a land trust hire an outside facilitator or trained assessor to guide the group through the process, land trusts can complete it in-house.

Completing this assessment is a group activity because it is likely that no one person in the organization will know all the information needed to respond accurately to all of the questions. Sharing information will also help participants better understand all facets of the organization’s operations, which will benefit the land trust for years to come. The completed assessment is a snapshot in time and will provide an invaluable record of the organization’s growth and development.

The assessment results will indicate places where the land trust needs to improve its practices and where it is succeeding. Based on the results, the land trust will move to either step 3 (more training) or step 4 (implementation).

### 3 Training

Once areas for improvement have been identified, the land trust can take advantage of the most current, authoritative and comprehensive information on private land conservation to improve its practices. Authored by some of the

best conservation experts in the community, each course in the Standards and Practices Curriculum was put through a rigorous review and pilot process to ensure that land trusts have not only the best information but that the information represents the diversity of good land trust practices throughout the country. Each course identifies which practices are covered so land trusts can easily determine what to take and not waste time.

This curriculum is readily available to *all* land trusts, regardless of size, budget or geographic location, through a suite of self-study workbooks and Web courses, and in-person training events. The Alliance specifically designed these courses to help land trusts implement the practices; they include action planning with next steps and additional resources.

### 4 Implementation

The Alliance recognizes that land trusts use a wide range of methods to put the practices into operation, and this variety is one of the community’s great strengths. Practices are also constantly evolving because land trusts are learning all the time and implementing what they learn to save the places they love for all time. As community organizations with recognized nonprofit status, they must live up to the expectations and trust of their communities and of the agencies that regulate them. How each land trust conducts itself reflects on the entire land conservation community.

### 5 Improve

Of course the cycle doesn’t stop with implementation because for every person and

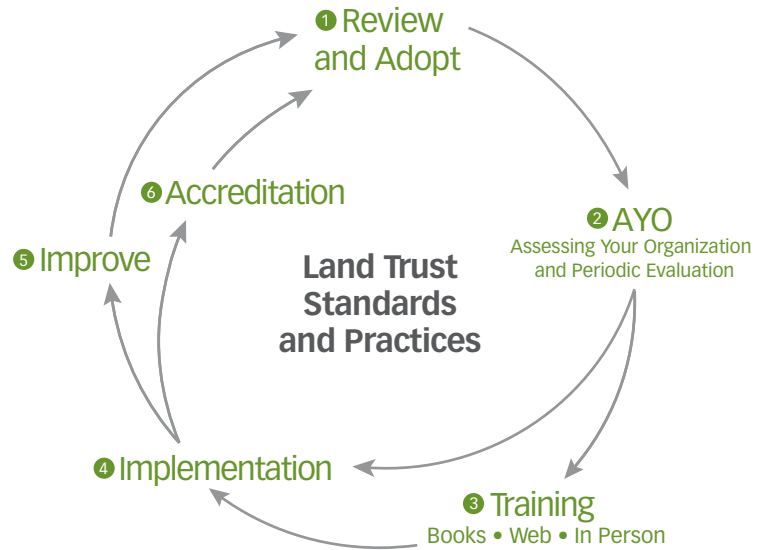
every organization, there is always room for improvement. Once a land trust has implemented a practice, it should periodically determine whether improvement is needed. The complex and ever-changing landscape of private land conservation means land trusts must be committed to creating cultures of continual improvement.

### 6 Accreditation

Those land trusts that desire public recognition for implementing best practices in private land conservation and working in the public interest can take the accreditation path. The Land Trust Accreditation Commission, an independent program of the Land Trust Alliance, conducts an extensive review of a land trust’s operations and grants accreditation—and the right to use the accreditation seal—to land trusts that meet the practices.

The accreditation seal is a mark of distinction in land conservation, demonstrating that an organization meets national standards for excellence, upholds the public trust and implements practices to ensure that conservation efforts are permanent. Accreditation increases public awareness of, and confidence in, land trusts and land conservation.

The land trust’s journey doesn’t end with accreditation. Ideas and laws change, systems improve, people move on and best practices evolve (think about those easements written 20 years ago!). Because change is such a constant, the most effective land trusts make an ongoing commitment to excellence to ensure the land they save today remains protected for future generations. 🌿





## Land Trust Boot Camp: The Essentials for Land Trust Success

Sylvia Bates, Director of Standards and Research  
2011 Southeast Land Conservation Conference  
Chattanooga, TN  
March 31, 2011



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## Agenda for Today

- Welcome and introductions
- Building strong land trusts
  - Strong boards make strong organizations
- Sound land transactions and effective stewardship
- Putting your land trust on the path to success
  - Land Trust Alliance resources and tools

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## *Land Trust Standards and Practices* (revised 2004)



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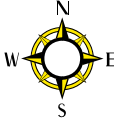
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## Definition

- *Land Trust Standards and Practices* are the ethical and technical guidelines for the responsible operation of a land trust



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## Standards and Practices Overview

- 12 standards and 88 practices
  - Standards 1-7      Organizational Strength
  - Standards 8-12      Land Transactions



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## Land Trust Boot Camp

Part 1  
Building Strong Land Trusts

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## Part I: Organizational Strength

1. Mission
2. Compliance with Laws
3. Board Accountability
4. Conflicts of Interest
5. Fundraising
6. Financial and Asset Management
7. Volunteers, Staff and Consultants



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## Strong Organizations Have Strong Boards

- Why are you a board member?



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## Board Membership Offers Some Great Opportunities

- Further the mission of the organization
- Make a difference
- Learn new skills
- Meet interesting people
- Leave a legacy
- Learn how to be a leader
- Gain decision-making experience
- Get out of the house



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### Board Service Involves Important Responsibilities

- Direction
- Sufficient resources
- Effective management
- Program effectiveness
- Board development and continuity



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### Direction (Standard 1)

- Vision, mission, values
- Strategic planning
- Stewardship of the future of the organization



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### Resources (Standards 5 and 6)

- Budget approval
- Financial controls
- Risk management
- Fundraising



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### Management (Standards 2, 3 and 7)

- Staffed organizations
  - Select and supervise executive director
  - Governance through policy and delegation, not micromanagement
- All-volunteer organizations
  - Policy governance and
  - Day-to-day operations



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### Effectiveness (Standards 3, 4 and 7)

- Board performance
- Organizational performance
- Executive director performance



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### Board Development (Standard 3)

- Board orientation
- Board and leadership succession



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### Standard 3: Board Accountability

- The land trust board acts ethically in conducting the affairs of the organization and carries out the board's legal and financial responsibilities as required by law.



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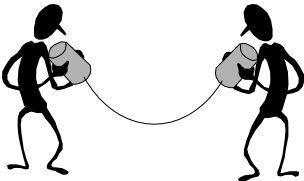
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### Case Example – Jane and Jimmy



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### Standard 3 - Practices

- A. Board responsibility
- B. Board composition
- C. Board governance
- D. Preventing minority rule
- E. Delegation of decision-making authority
- F. Board approval of land transactions



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## Board Responsibility

*"All those in favor say 'Yes.'"*  
"Yes." "Yes." "Yes." "Yes." "Yes."

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## 3A. Board Responsibility

- Legal standards for nonprofit board members
  - Duty of care
    - Observe corporate formalities
    - Actively manage
    - Make reasonable, informed decisions
    - Provide financial management
    - Protect tax exempt status
    - Establish employee policies

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## 3A. Board Responsibility (cont.)

- Duty of loyalty
  - Act in the best interests of organization
  - Put the organization's interests before your own
- Duty of obedience
  - Adhere to your mission and organizational purpose

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## 3B. Board Composition

- Advantages of a diverse board
  - To minimize conflicts of interest
  - To qualify the organization for tax-exempt status
  - To provide credibility in the community
  - To ensure effective operations
- How large? How diverse?




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## 3B. Board Composition (cont.)

- Recruiting new board members
  - Standardize board recruitment methods
  - Develop a written job description or set of expectations for board members
  - Establish alternate ways for key individuals to participate in the land trust
- Removing inactive board members

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## Identifying Potential Board Members




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### 3C. Board Governance

- Informed participation
- Educating board members
  - Provide a board handbook or orientation package
  - Orient new members
  - Provide additional materials and information
  - Training opportunities
  - Evaluate board members

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### 3C. Board Governance (cont.)

- Effective board operating structure
  - Limit the board to an effective size
  - Stagger terms
  - Limit the number of consecutive terms a board member may serve
- Board meetings
- Board meeting attendance




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### To fully implement this practice...

- Distribute a board manual or other materials to board members
- Conduct board trainings to educate new members as to their responsibilities
- Hold at least 3 meeting each year




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### To fully implement this practice...

- Distribute information in a timely manner prior to meetings
- Individual board members attend the majority of meetings




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### 3E. Delegation of Decision-Making Authority

- Delegation to officers
- Delegation to committees and executive committee
- Delegation to staff
- Oversight of delegated activities
- The board and the executive director

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### Board and Staff Roles

<p><b>Governance</b></p> <p>Board Chair ← Leadership Team → Executive Director</p> <p>↓</p> <p>Committee Chairs</p> <p>↓</p> <p>Board of Directors</p> <p>↓</p> <p>Staff members serving as resources to board</p>	<p><b>Management</b></p> <p>Executive Director</p> <p>↓</p> <p>Staff</p> <p>↓</p> <p>Unpaid staff/volunteers</p> <p>↓</p> <p>Board members as program volunteers</p>
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### Standard 4: Conflicts of Interest

The land trust has policies and procedures to avoid or manage real or perceived conflicts of interest.



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### Standard 4 - Practices

- A. Dealing with conflicts of interest
- B. Board compensation
- C. Transactions with insiders



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### 4A. Dealing with Conflicts of Interest

- Legal issues in conflicts of interest
  - IRS prohibition on private inurement
  - Duty of loyalty
  - State law
- Screening board candidates
- Developing a conflict of interest policy
- Using common sense

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## Discussion Questions

- What if a board member wants to donate land to a land trust?
- What if a land trust staff person serves on a local planning board?
- What if an executive director wants to hire her husband to provide legal services?
- Other potential conflicts?

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## Conflict Management

- Have a written policy
  - Identify who it applies to
  - Identify disclosure process
  - Identify what happens after disclosure
  - Specify documentation process
- Develop process to implement




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## To fully implement this practice...

- Have and follow a written conflict of interest policy
- All board members and staff members should have a copy of the policy
- The policy requires disclosure of potential conflicts, includes a prohibition on conflicted parties discussing or voting on the issues, and requires written documentation of each conflict

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### 4B. Board Compensation

- Possible exception for chief staff officers
- Reimbursement of expenses
- Board members paid to render professional services
  - Disadvantages of retaining board members
  - Arrangements for retaining board members

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### 4C. Transactions with Insiders

- Definition of “insider”
- How land trusts approach transactions with board members



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### Practice 1D. Ethics

- The land trust upholds high standards of ethics in implementing its mission and in its governance and operations.
- What does this mean?



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## Land Trust Ethical Obligations

- To the public
  - To prevent private benefit
  - To ensure public benefit
  - To meet long-term promise
- To the landowner
- To the taxpayer
- To the land
- To the land trust community



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## Practice 1B. Planning and Evaluation

- Consistency with mission
  - Development of the annual work plan
  - Strategic planning and review
- The importance of strategic planning



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## Strategic Planning

- Establish directions and constraints
- Define objectives and priorities
- Communicate priorities to staff
- Allocate resources
- Manage change
- Evaluate success
- Provide track record and credibility

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## Practice 7A. Capacity



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## Sharing the Work

- Avoid board reliance on one board member
- Avoid board over-reliance on the chief staff officer
- Bring new people into the land trust's leadership
- Learn to delegate
- Plan for succession and, if possible, some backup for key responsibilities

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## To fully implement this practice...

- Have adequate staff, contractors or volunteers to meet current needs, including easement stewardship obligations
- Staff, contractors and volunteers have adequate training to fulfill their responsibilities
- Periodically review future needs and obligations, and have a formal plan in place for funding and staffing future needs and obligations, including stewardship obligations and potential violations

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## Land Trust Boot Camp

Part 2  
Sound Land Transactions and Effective Stewardship



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## Part II: Land Transactions

- 8. Evaluating and Selecting Conservation Projects
- 9. Ensuring Sound Transactions
- 10. Tax Benefits
- 11. Conservation Easement Stewardship
- 12. Fee Land Stewardship



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## Standard 8: Evaluating and Selecting Conservation Projects



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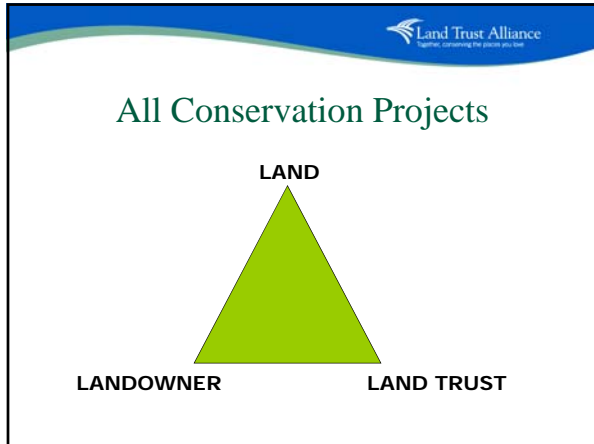
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- ### Two Basic Conservation Tools
- Outright or "fee" ownership
  - Conservation easements
- 
- The slide frame includes the Land Trust Alliance logo and tagline at the top.

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### Factors Favoring Fee Ownership

- Property contains highly sensitive resources
- Public use is a significant conservation objective



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### Factors Favoring Fee Ownership

- The resources require intensive management
- Surrounding lands are owned in fee by a land trust or other conservation organization or agency



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### Factors Favoring Conservation Easements

- Conservation objectives include productive use
- Private ownership is compatible with conservation objectives



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### Factors Favoring Conservation Easements

- The land trust has the capability and finances to monitor and enforce the easement
- Restrictions that protect the resources can be negotiated and can be reasonably monitored and enforced

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### The Land Trust



LAND TRUST *of the*  
UPPER ARKANSAS

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## 8B. Project Selection and Criteria



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## 8B. Project Selection and Criteria

- Written project criteria exist and are consistently applied
- Projects are declined when they do not meet the criteria



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## 8B. Project Selection and Criteria

- Criteria are:
  - Consistent with the mission and goals of the land trust
  - Address public benefit
  - Reflect federal and state requirements when appropriate
  - Aid in priority setting
  - Assess feasibility and stewardship needs and capacity

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### The Landowner



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### Landowner Motivations

- Conservation minded
- Some conservation interest
- Business or economic motivations



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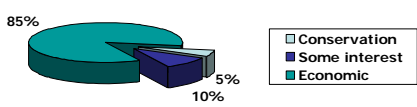
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### Landowner Motivations in the Midwest



Motivation	Percentage
Conservation	85%
Some interest	5%
Economic	10%

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## 8G. Project Planning

- Resource values
- Threats
- Landowner's goals
- Land trust's goals



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## Case Example



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## Project Planning

- Clarify landowner and land trust goals for the project
- Select the most appropriate conservation strategy for the property
- Evaluate the land trust's capacity to undertake the project and fulfill any long-term stewardship responsibilities

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### Standard 9: Ensuring Sound Transactions



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### 9A. Legal Review and Technical Expertise

- Every transaction has a legal review
- If the land trust uses a template easement
  - Document should be prepared by an attorney
  - Reviewed annually
  - Each easement should have review of legal description and any deviations from template
- Engage other professionals as needed

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### 9E. Easement Drafting



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## Words to draft by...

- “If words are intended to mean the same thing, precisely the same words should be used in each instance.”



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## Consider the following...

1. Grantor retains the right to continue agricultural use as long as the property is managed as an organic farm.
2. An additional residential structure may be built.
3. Grantor retains the right to continue the home-based business of selling blueberries gathered on the property and run a bed and breakfast.
4. Hunting is not allowed on the property.

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## 9E. Easement Drafting

- Use qualified professionals to draft the easement to ensure it is enforceable in perpetuity, and to perform the fieldwork for the easement design and baseline report



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## 9E. Easement Drafting

- For every easement:
  - Identify the conservation values protected
  - Document the public benefit served by the easement
  - Only allow permitted uses or reserved rights that will not impair the conservation values
  - Only include restrictions the easement holder is capable of monitoring
  - Ensure that it is enforceable

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## 9G. Recordkeeping

- Have and follow a written records policy
- Store originals of all irreplaceable items in one location with working copies in a separate and accessible location
- Protect original documents from daily use and secure them from damage

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## 9H. Title Investigation and Subordination



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**Your title search discloses the following:**

1. There is an inactive railroad track on a portion of the property
2. There is a mechanic's lien in the amount of \$9,999.99 filed March 6, 1992
3. There is an old utility easement whose location is not readily ascertainable
4. The only access to this property is over a right-of-way recorded at the registry of deeds in 1945

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### Title Investigation

- Who owns the property and any interest in it
- Liens, mortgages or other financial encumbrances
- Easements and rights-of-way
- Other claims, encumbrances or conditions

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### Other Interests in the Property

<ul style="list-style-type: none"> <li>• Conservation easements</li> <li>• Mortgages</li> <li>• Leases and tenants</li> <li>• Other easements               <ul style="list-style-type: none"> <li>- Appurtenant</li> <li>- In gross</li> </ul> </li> <li>• Restrictive covenants</li> </ul>	<ul style="list-style-type: none"> <li>• Mineral rights</li> <li>• Water rights               <ul style="list-style-type: none"> <li>- Riparian</li> <li>- Littoral</li> </ul> </li> <li>• Monetary claims</li> <li>• Lis pendens</li> </ul>
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### 9H. Title Investigation and Subordination

- Conduct a title search, by a competent professional issuing the title certificate or equivalent, for all projects
- Obtain title insurance for all purchases



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### 9H. Title Investigation and Subordination

- Address all encumbrances that could significantly impair conservation values and the perpetual nature of the conservation easement
- Effectively subordinate mortgages
- Properly record the conservation easement

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### Standard 10: Tax Benefits



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## Tax Benefits

- Internal Revenue Code Section 170(h)
- Treasury Regulation Section 1.170A-14
- Other legal requirements
  - State conservation easement law
  - Charitable gift law
  - Special rules for appreciated property

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## Standard 11: Conservation Easement Stewardship



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## 11A. Funding Easement Stewardship

- Baseline documentation
- Monitoring
- Building and maintaining landowner relations
- Enforcement



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### Calculating the Contribution

- Case-by-case calculation of annual costs
- Base rate modified for acreage and complexity
- Calculating an average amount per easement



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### Sources to Build Easement Stewardship Funds

- Ask the landowner
- Local fundraising
- Transfers from operating funds
  - Occasional
  - Regular
- Grant support
- Transfer fees
- Planned giving



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### 11A. Funding Easement Stewardship

- Have a secure and lasting dedicated or operating fund with adequate income for stewardship and administration, and monies to fully fund an enforcement action
- Have written policies governing the distribution of interest and withdrawal from any dedicated funds

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### 11A. Funding Easement Stewardship

- Perform a calculation for every easement to determine the funding needed for annual costs plus enforcement OR assess a standard fee
- Secure funds at or prior to the completion of the easement OR have a plan to secure these funds and a policy committing the funds to this purpose

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### 11B. Baseline Documentation Report

- Baseline data provide evidence of conservation resource values
- For tax-deductible easement gifts, the IRS requires baseline data
- Baseline documentation provides a summary file for organizational use




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### Baseline Documentation Report

- A written procedure or policy exists for creating baseline documentation
- Every easement has a baseline report
- Baseline reports are:
  - Signed by the landowner
  - Signed by the land trust representative
  - Completed prior to closing

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### 11C. Easement Monitoring

- Have and follow a written monitoring policy, which requires at least annual monitoring
- Conduct annual monitoring for every easement OR follow an alternate and appropriate monitoring schedule
- Document monitoring activities in writing

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### 11D. Landowner Relationships



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### Building Strong Relationships with Landowners

- Landowner outreach
- Landowner recognition
- Landowner services and technical assistance
- Active management
- Research



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## 11D. Landowner Relationships

- Have a standard process for building relationships with owners of easement restricted land
- Designate trained staff or volunteers to respond to landowner inquiries or requests
- Have a system for annually checking and tracking changes in landownership
- Promptly meet with new landowners

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## 11E. Enforcement of Easements

- Have a written policy or procedure to guide the land trust's responses to violations and enforcement, including the role of all parties involved
- Actively resolve any violations



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## Standard 12: Fee Land Stewardship



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## 12A. Funding Land Stewardship

- Establishing a dedicated stewardship fund
- Raising stewardship funds
  - Asking donors of the land
  - Fundraising at acquisition
  - Allocating unrestricted funds
  - Generating income from the property



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## Types of Management Costs

- Start-up costs
- Annual costs
- Occasional, replacement costs
- Potential high-cost management situations



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## 12C. Land Management



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## Land Management Plan

- To protect resources
- To communicate management objectives
- To control damaging uses
- To build public support and credibility



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## Land Management Plan

- Preparing the plan
  - When to prepare the plan
  - Who prepares the plan
- What goes in the plan
  - Site information
  - Management objectives
  - Implementation



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## Land Trust Boot Camp

Part 3  
Putting Your Land Trust on the  
Path to Success

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### Part 3

- *Land Trust Standards and Practices* and Accreditation
- Using *Assessing Your Organization*
- Introduction to the Standards and Practices Curriculum and The Learning Center
- Pathways to Accreditation

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### *Land Trust Standards and Practices* and your Land Trust

- Land Trust Alliance members must adopt the 2004 Standards and Practices revisions
- All land trusts are encouraged to implement Standards and Practices at a pace appropriate for their organizations



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### What does it mean to “adopt”?

- Adoption indicates that a land trust has...
  - Reviewed
  - Accepted
  - Made a commitment



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## Sample Board Resolution

- “Now, therefore be it resolved that, the Board of Directors of the [organization], hereby adopts *Land Trust Standards and Practices* as guidelines for the organization’s operations and commits to making continual progress toward implementation of these standards and practices.”

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## Adoption versus Implementation

- Adoption does not signify that a land trust is fully implementing the specific details of every practice
- However, it indicates that a land trust’s implementation efforts are consistent with the spirit and intent of the practices




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## What is Accreditation?

- Sample of *Land Trust Standards and Practices*
- Independent verification of 26 indicator practices
- Voluntary




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## Resources to Help You Prepare

Land Trust Accreditation Commission

- Website:
  - [www.landtrustaccreditation.org](http://www.landtrustaccreditation.org)
  - *Applicant Handbook*
  - *Fact sheets*
  - *Guidance Documents*
- Webinars
- Accreditation staff
  - 518-587-3143




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## Resources Available from the Land Trust Alliance

- *Assessing Your Organization*
- *Standards and Practices Guidebook*
- Standards and Practices Curriculum
- The Learning Center
- Pathways to Accreditation




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## *Assessing Your Organization*




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## Why should a land trust evaluate its performance?



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## Assessment of performance allows land trust leaders to...

- Reflect on individual responsibilities
- Clarify expectations
- Identify issues and concerns that need attention, including training needs
- Recognize and reward good performance
- Set goals for the future
- Use the results as a springboard for performance improvement

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## Introduction to AYO

- Background
- How AYO has been used
  - Strategic planning
  - Organizational challenges
  - Expanding staff or programs
  - Mentoring
  - Grant-making requirement
  - Membership in statewide land trust council
  - Land trust accreditation



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## AYO Levels

1. Self-assessment done by land trust without external assistance
2. Paper-based guided assessment with phone support from Alliance staff or consultant
3. "Standard" guided assessment with Alliance staff or consultant
4. High-level AYO with document review

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## General Steps in the Guided AYO Process

1. Land trust is engaged in the process
2. An assessment meeting is scheduled
3. Land trust completes the workbook and submits background materials to the assessor
4. Assessment meeting is held
5. Written recommendations are prepared and delivered to the land trust
6. The assessment process is evaluated
7. Additional follow up

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## Before the Assessment Meeting

1. Schedule the meeting
2. Distribute workbook
3. Participants may complete questionnaire
4. Sample documents, background materials submitted to assessor
5. Pre-meeting phone conference




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## The Assessment Meeting

1. Introduction and background
2. Review and discussion of each practice
3. Reach general consensus concerning ranking
4. Identify priorities for improvement for Parts 1 and 2
5. Wrap-up, summary and next steps

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## Components of the Written Report

- Brief summary of the meeting
- Summary of findings
- Recommendations
- Priorities
- Work plan
- Reference materials and resources



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## How the Final Report is Delivered

- By mail
- Phone conference
- Face-to-face meeting



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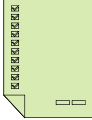
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## After the Assessment

- Evaluation forms
  - For the land trust to complete
  - For the facilitator to complete
- Six-month progress report
- Additional follow-up (examples)
  - Additional coaching
  - Technical assistance plan
  - Individual follow-up



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## Standards and Practices Curriculum



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## Our Goal

- To provide land trusts with the tools and information they need to save more land for the long term



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## Standards and Practices Curriculum

- 15 core courses on indicator practices
  - Prepares land trusts for accreditation
  - Not required for accreditation
  - No guarantee of accreditation
  - Not just for accreditation!




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## How Do I Take a Course?

- Self-study books ([www.lta.org/publications](http://www.lta.org/publications))
- Land Trust Alliance, partner and land trust training events
- Electronically (PDF and online learning – free to member land trusts)




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## The Learning Center

- Free to Alliance members anytime, anywhere
- Same content as the books/instructors
- Access and more information:  
<http://learningcenter.lta.org>
- Accessible to members with dial-up




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## Pathways to Accreditation



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## Southeast Program Opportunities

- Guided assessments
- Technical assistance
- Grant opportunities
- Other



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## Final Questions and Discussion



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