

1. Statement of Need

How does the project fulfill MFA goals to strengthen the ability of the Mohonk Preserve to serve its public more effectively by supporting high-priority activities that advance the institution's mission and strategic goals?

This project serves the Museum for America goal of “strengthening the ability of a museum to serve the public more effectively” by building institutional capacity and efficiency and strengthening programmatic impact. This will occur through a planning process that will lead to policy development, technology and operational enhancements, and new interpretive strategies in the near-term and engage communities through more effective education, exhibitions, and environmental activities in the long-term. The project also positions the Preserve as it celebrates its years of success and looks to meet current and future challenges with the approach of our 50th anniversary in 2013.

Mohonk Preserve requests a grant of \$91,200 over two years to support a planning process aimed at updating and aligning the Preserve's Interpretive Master Plan, Operational Policies, and Facilities Plan with current realities related to global climate change, rising energy costs, new technologies, and shifting audience needs and expectations.

Due to the public, institutional, and environmental benefits of developing and implementing these plans, the proposed project is comprised of initiatives that are of the highest institutional priority and have the full support of both the Preserve's leadership and the key staff responsible for carrying out project components.

How does the project relate to the mission statement and strategic plan as outlined in the strategic plan summary?

The Mohonk Preserve's mission is to “protect the Shawangunk Mountains by inspiring people to care for, enjoy, and explore the natural world.” The Preserve's programs in field research, environmental education, land protection, and land stewardship round out an integrated strategy designed to ensure that this unique area remains a haven for wildlife, a living museum, and a sanctuary for people in nature now and for the future.

At this time, the Preserve is physically expanding northward along the Shawangunk Ridge through land acquisitions of hundreds of acres. This work offers new opportunities for public access and holds significant potential for linking currently protected land to other regionally important recreational areas, such as rail trails in the Wallkill and Rondout Valleys on either side of the Ridge. In addition, the Preserve will celebrate its 50th anniversary in 2013, making the need for a planning process critical and pressing in order to take advantage of and support activities surrounding this milestone.

The Mohonk Preserve's strategic plan for 2006-2010 outlines priorities for the organization's next stage of growth. The overarching goal is to engage an ever-widening circle of supporters in the Preserve's mission of protecting the Shawangunk Ridge and the broader natural environment for future generations. The plan also outlines strategies to maximize the cost-effectiveness of operations and improve facilities to support core visitor services. In 2010, the current Strategic Plan will require review and updating to reflect goals and constituent needs for 2011-2016; it is currently anticipated that this new Strategic Plan will include goals to strengthen the Preserve's “green” operations and be more responsive to constituent interests and needs—making involvement by IMLS in the proposed project both timely and critical.

How does the project serve as an investment in institutional capacity?

The proposed project addresses several factors related to the Preserve's capacity and effectiveness, as follows.

Changes strengthen the response to economic factors, new populations, and audience needs. From the mid-1980s to September 2003, the price of a barrel of crude oil was generally under \$25 per barrel, but by June 2008, oil was above \$140 a barrel and gas more than \$4.00 a gallon.¹ Despite some temporary downward fluctuations, energy costs—as well as growing urgency around climate change—are now solidly established as a key factor in the spending decisions of organizations, municipalities, and individuals. The implications for the Preserve include higher operations costs due the use of machinery, equipment, and transportation to care for the land and to provide visitor services and educational programs, as well as the need to help solve growing environmental problems. As a result, it has become imperative for the organization to reduce energy use and

¹ WTI/Light Sweet crude daily price quotes from NYMEX, retrieved from <http://octane.nmt.edu/gotech/Marketplace/Prices.aspx>

reliance on fossil fuels and to revise plans for both the fulfillment of its conservation goals and strategies for the provision of high-quality visitor services.

The Hudson River Valley is a National Heritage Area with a population of 2.2 million. Ulster County, in which the Preserve is located, has a population of 180,000 and an over-65 population expected to grow 62% by 2030. The region's growth is largely the result of urban flight from the surrounding areas of New York City, New Jersey, and Connecticut. It also reflects a nationwide trend of baby boomers purchasing second homes, seeking more leisure time, and planning for retirement years. Currently 150,000 persons come to the Preserve each year. This number is expected to grow as the 22 million residents of the New York-Newark-Bridgeport, NY-NJ-CT-PA combined statistical area² spend leisure time closer to home due to economic realities and a trend toward "staycations," making scenic recreation areas such as the Preserve more attractive destinations. The Preserve must be prepared for increases in the numbers and changes in the needs of the visitors it serves in order to properly steward the land and maintain the organizational capacity to meet new financial and operational challenges.

Smart operations reduce costs in the long-term. Developed by the U.S. Green Building Council, a non-profit organization committed to expanding sustainable building practices, the Leadership in Energy and Environmental Design (LEED) for Existing Buildings Rating System helps building owners and operators measure operations, improvements, and maintenance on a consistent scale, with the goal of maximizing operational efficiency while minimizing environmental impacts.³ LEED for Existing Buildings (such as the Preserve's Visitor Center, built in 1998 with several green design elements) addresses whole-building cleaning and maintenance issues (e.g., the use of harmful chemicals and office products), recycling programs, materials and fossil fuel use, and systems upgrades. The proposed project will consider LEED EB alternatives and identify best practices as they apply to the Visitor Center, other structures across the Preserve, and organizational practices.

Information Technology (IT) is a sound investment. Shifting manual processes to electronic systems is not a simple process, but is certainly necessary in the "digital age" and to leverage advantages in reducing operational costs and increasing organizational efficiency. For example, greater use of the Internet could reduce the cost and time of transacting memberships and daily fees at the Preserve and help free up personnel to provide other critical visitor services. Interactive kiosks could provide information to engage visitors at strategic locations across the Preserve. Greater use of the Internet to disseminate information could enhance the Preserve's ability to reach members, volunteers, visitors, policymakers, the media, and the general public.

Similarly, alternative approaches to the workplace adopted by organizations, agencies, and corporations worldwide are proven ways to help reduce energy use, "green" operations, and increase employee satisfaction and productivity—factors essential to strengthening institutional impact and stability. For example, telework options for staff whose work is largely computer-based could replace or offset costly office expansions or renovations to mitigate crowding and noise and to reduce the "carbon footprint" of Preserve operations. Remote access to the Preserve's server could enable staff to remain connected to the central office and conduct work even while traveling or off-site, thereby helping to streamline work processes and increase efficiency.

A shift to the greater use of technology to resolve operational problems and expand organizational capacities will require consideration of how the systems will impact the people involved, as well as a careful planning process to ensure positive outcomes with regard to workforce performance, the success or failure of IT systems, and investment in the employees who need these systems to perform their jobs.

Mission-based marketing ensures long-term viability. The proposed project will enable the Preserve to position itself in an increasingly competitive world by analyzing the interests and needs of constituencies, and then balancing responsiveness to those factors with achievement of the organization's mission.⁴

Enhancing economic impact in the region will help the Preserve make a stronger case for public and private support. As the Preserves better serves visitors to the Shawangunk Ridge by enhancing the quality of their experience and responding to their interests, other investments in infrastructure in the region will be leveraged,

² Annual Estimates of the Population of Combined Statistical Areas: April 1, 2000 to July 1, 2000, retrieved from <http://www.census.gov/popest/metro/tables/2007/CBSA-EST2007-02.xls>

³ LEED Rating Systems, retrieved from <http://www.usgbc.org/DisplayPage.aspx?CMSPageID=222>

⁴ Brinkerhoff, Peter C. *Mission-based Marketing: Positioning Your Not-for-Profit in an Increasingly Competitive World*, John Wiley & Sons, Inc. Hoboken, NJ. 2003.

such as extending rail trails, providing transportation services, improving roads and bridges, and expanding communication resources (e.g., Broadband access) to rural parts of the County.

How did the institution arrive at its strategic plan, including the planning process and the participants in that process?

The Mohonk Preserve Strategic Plan for 2001-2005 identified four primary goals:

- To secure the place of the Preserve as a leader in land use and visitor management;
- To communicate clearly the Mohonk Preserve's mission and identity;
- To strengthen the evolving organization; and
- To increase financial stability and stakeholder support.

The current plan, a revised version of the prior plan, was developed by a joint Board and Staff Strategic Planning Team that met several times between March and June 2005. It was facilitated by a consultant for the Council of Community Services of New York State, Inc. and funded by a grant from the Dyson Foundation. A major goal of the 2006-2010 Strategic Plan was to develop a fiscally sustainable organization that is adaptable and able to respond quickly to rapid changes in the environment. In the course of the process, the Team:

- Developed a progress report on implementation of the prior plan, entitled Strategic Plan 2001-2005: Status Report, Challenges, and Prospectus;
- Surveyed the Board and Department Directors for input to inform the Preserve's SWOT (strengths, weaknesses, opportunities, and threats) analysis and the full staff for comment;
- Developed and reviewed an analysis of core programs, projected costs, and obligations in relation to the Certificate of Incorporation and agreements with the five towns in which the Preserve is located;
- Identified and prioritized strategic goals and actions; and
- Revised the mission statement and developed values and vision statements.

Who is the intended audience and how will the project serve this audience, including area demographics, and how this intended audience fits within the institutional strategic plan?

To implement key elements of its Strategic Plan, the Preserve commissioned an Audience Development Plan⁵ (see executive summary, supporting document 1) to identify and define new audiences and strategies for engagement with the Preserve. Key findings have been integrated into and currently guide Preserve programs and outreach and education efforts, including:

- The Mohonk Preserve has an opportunity to re-position itself regionally as the mid-Hudson Valley's premier natural asset and known leader in preservation and stewardship.
- To broaden and deepen the audience for financial support purposes, new target market groups should be courted based on their concerns and thus potential interest in the Preserve. These include "holistics" who are concerned about health and environmental sustainability; "country home-ers," regular weekenders and second homeowners who may become part-time residents and then retirees; "quality of life-ers" who seek safety and social, recreational, and environmental quality; and "heritagers," who are concerned with the land for reasons related to personal history and culture and come from families who have lived in the area for several generations.
- Recreationists are already a market and find the Mohonk Preserve because of their interest in outdoor activities. However, effort should be made to convert visitors to members and donors.

2. Project Design

What are the project goals and activities?

Review and evaluate existing conditions and strategies and gather resources to inform the planning process. The following tasks will be accomplished to meet this objective:

- Evaluate the Preserve's current interpretive strategies and program offerings in light of 11 years of operational experience at the current Visitor Center and 46 years of organizational experience.

⁵ *Mohonk Preserve Audience Development Plan* prepared by consultant Shelli Bischoff-Turner, Conservation Impact, Inc., September 2006.

- Evaluate the building's site utilization with regard to accessible interpretive trails, way-finding, the children's discovery forest, and indoor/outdoor facilities suitable for programs and events.
- Coordinate new findings with conclusions of the 2006 Audience Development Plan in order to strengthen impact and respond to constituent interests and needs.
- Review broader issues of the Preserve as a multi-building–multi-site campus comprised of 28 structures spread across extensive acreage.
- Consider how programs and architecture can better serve the needs of visitors and the perception and use of the Preserve's facilities.
- Evaluate potential upgrades to trailhead infrastructure for visitor-staff transactions, interpretation, and way-finding.
- Consider options to improve organizational connectivity and efficiency through technology upgrades, such as remote access, inter-departmental linkages, and the integration of phone and computer networks at key locations.
- Evaluate the value and logistics of obtaining LEED EB Certification and integrate lessons from this process to improve organizational efficiency and environmental performance.

Develop a preliminary program narrative and interpretive master plan concept design based on coordinated and integrated content research, updated interpretive goals and objectives, identification of target audiences, and the Preserve's reach and focus. This will serve to re-invigorate interpretive programs and create flexible exhibits that engage a variety of audiences and reflect current-day interests and issues related to nature and the environment.

Identify ways to improve the workplace environment to support operations in light of new technologies, staff needs to enhance productivity, cost-savings, energy and operational efficiency, and design of facilities.

Identify alternatives to improve the visitor experience by providing a broader range of public programs, new interpretive elements, more engaging and dynamic exhibits, and spatial flexibility at the Visitor Center in order to ensure high-quality public programs and events.

Develop recommendations to streamline and enhance operations and visitor services and help coordinate a greater sense of integration of recreational and interpretive sites across the Preserve.

Develop an Integrated Sustainable Operations Manual for the Preserve based on LEED standards.

Provide recommendations regarding potential next steps, a preliminary timeline and implementation strategy, and assessment of approximate costs associated with additional planning, design, engineering and/or actual implementation of capital projects.

Prepare visuals and conceptual materials to support fundraising efforts by the Preserve that will ensure implementation of diverse facilities-related projects identified during the proposed project.

How is the project managed and what is the process for corrections and adjustments throughout the project?

A capital campaign planning study is currently being incorporated into the Preserve's 2010 budget that, while not part of this proposal, is linked to its goals and implementation. To be initiated in the early part of 2010, the campaign will involve work with Conservation Impact (a consulting firm specializing in strategic planning and organizational development for environmentally-focused entities) to help the Preserve determine how it can achieve short-term philanthropic and financial goals, and position itself to take best advantage for the planning process proposed in this IMLS-supported project (see supporting document 2). This preliminary groundwork will also enable the Preserve to test planning assumptions, build a sense of ownership among donors, ascertain potential support, identify volunteer leadership potential, determine campaign strategies, and develop plans for soliciting individual prospects. In addition, Joshua Peskay, director of technology consulting at the Fund for the City of New York, is being engaged to undertake an IT Audit. (see supporting document 3). This work will be initiated in advance of the IMLS project, but will also help inform the master interpretive plan and plans for infrastructure enhancements.

Glenn D. Hoagland, Executive Director, will manage the project along with Board President Ronald G. Knapp and the Facilities Committee of the Board of Directors, chaired by Eric M. Gullickson and Kathleen C. Weathers.

The mission of the Committee is to “guide the process of developing a rational plan for facilities management, renovation and adaptation that will (i) help to direct the efficiency, upkeep, and further development of Mohonk Preserve buildings and infrastructure, and (ii) help with budget prioritization as the Preserve develops new programmatic and fundraising opportunities that are consistent with the goals outlined in the audience development plan and current strategic plan.” The Committee will work with staff (who are already engaged in Committee discussions and activities) and the consultants to guide the overall course of the project and to ensure it is on track and consistent with organizational values, mission, and goals. Recommendations will be brought back to the full Board and staff in working sessions and retreats for refinement and approval as the planning process develops.

The Associate Director of Grants and Corporate Relations will provide project support, reporting, and contract oversight. Department Directors (including in Education, Research, and Communications) will be regularly involved in the project to provide background information and to identify opportunities and evaluate alternatives, with a focus on the development of a Master Interpretive Plan. The Director of Development will spearhead the capital campaign plan; the Director of Land Stewardship will focus on site integration, facilities improvements, and transaction efficiency; and the Associate Director of Information Technology will assist with IT improvements at the facilities, sustainability of new systems, and IT plans.

Due to the nature of the planning process and as a result of the breadth of organizational involvement, there will be ample opportunities to adjust and strengthen implementation processes as they unfold. This will in turn ensure that recommendations resulting from this project consistently and closely match the needs and requirements of members, visitors, staff, and the organization as a whole.

What are the evaluation processes?

Throughout the project, both input and feedback will be gathered from all staff and Board members involved. Visitors, members, and donors will be surveyed and interviewed with regard to current services and potential operational improvements. Preserve staff regularly evaluate programs and services and solicit feedback from the audiences served, a process that will be expanded and refined to yield concrete results related to the current project. For example, visitors at trailheads will be asked to evaluate transaction processes using new electronic systems; public program participants will be asked to evaluate current conditions and future wishes with regard to program and exhibit content and event venues; and readers of Preserve communications (print and electronic) will be asked about their interests and responses to guide the provision of information. Leading up to and during project implementation, there will be considerable outreach to donors, members, and partner organizations across the region both broadly and in targeted focus groups, an effort that will help shape ongoing steps and generate a summative evaluation to track accomplishments and fulfillment of project recommendations.

What is the community involvement in content, planning, or execution?

The Preserve is a 501 (c)3 non-profit with more than 11,000 members and active involvement by hundreds of skilled volunteers (who commit more than 14,000 hours of their time annually), advisory committees made up of outside experts, and an all-volunteer board of directors. Regular educational partners include the State University of New York at New Paltz, Ulster and Dutchess County Board of Cooperative Educational Services (established in 1948 to provide shared educational programs and services to school districts), the American Museum of Natural History, and others. The Preserve’s Daniel Smiley Research Center regularly collaborates with the NASA Goddard Institute for Space Studies, Lamont Doherty Earth Observatory, Cary Institute of Ecosystem Studies, Cornell University, Vassar College, Bard College, SUNY New Paltz, and others.

The Preserve works closely with the 11 local municipalities surrounding the Ridge through the Shawangunk Mountains Regional Partnership, which sets priorities for open space conservation, and is a key member of the Shawangunk Ridge Biodiversity Partnership, which uses science and land management strategies to protect the wildlife habitat and other natural resources of the region.

As part of this planning project, regional partners in the public and private sectors will be surveyed for feedback and focus groups from the community will be engaged. The goal is to ensure that the Preserve and the experience and interpretation of nature and the environment that it provides has relevance for people in their everyday lives.

3. Project Resources: Time, Personnel, Budget

What is the time allocated to complete the project?

The project will be completed over a two year time period ending by September 2012.

Who are the key staff and consultants involved in the project, their qualifications, commitment to project activities, and how will they balance project responsibilities with other ongoing duties?

Glenn Hoagland has been Executive Director of the Mohonk Preserve since 1993. He oversees all aspects of the Preserve's management and institutional advancement, including its \$2.3 million operating budget, 48-member staff, and 400 volunteers. This project would be part of his ongoing work on facilities and operations. Glenn is a member of the Association of Nature Center Administrators, chairs the Region 3 Citizen Advisory Committee for the New York State Open Space Conservation Plan, serves on the Shawangunk Ridge Biodiversity Partnership Steering Committee, the Shawangunk Ridge Coalition, and the Hudson Valley Climate Change Advisory Network, and is ex-officio to the Shawangunk Mountains Scenic Byway Regional Partnership.

Kathy Ambrosini, Director of Education, has worked in the field of environmental education for over 20 years. As the originator of *NatureAccess*TM, an inclusive program of accommodations for visitors with disabilities for which she has received numerous awards, Kathy plays a pivotal role in developing and maintaining the Preserve's programs, interpretative services, and exhibits—responsibilities that form the core of this project.

Eric M. Gullickson is a member of the Preserve's Board of Directors and co-Chairs the Facilities Committee. He has worked as a journalist and is currently Media Coordinator at SUNY New Paltz and spokesperson for the university. Eric also serves as a member of the Board of Directors of the Mohonk Mountain House, where he has participated in facilities master planning.

Kathleen G. Weathers is a member of the Preserve's Board of Directors and co-Chairs the Facilities Committee. She is an ecologist with the Cary Institute of Ecosystem Studies in Millbrook, NY, and is regionally known for her work on natural systems analysis and water and air quality.

Ronald G. Knapp has been on the Mohonk Preserve Board since 1987 and was elected President in 2005, a position that requires involvement in key aspects of the Preserve's operations and activities. He taught in the Department of Geography at SUNY New Paltz until 2001 and is now Executive Secretary and Board Member for the New York Conference on Asian Studies, SUNY Distinguished Professor Emeritus at the State University of New York, and Adjunct Professor for the Teachers College at Columbia University.

Lee H. Skolnick Architecture + Design Partnership (LHSA+DP, www.skolnick.com) consists of a multi-disciplinary team of Associates, Architects, Designers, Educators, and Museum Specialists that will be engaged for this project as consultants. Key members of the team are:

Lee H. Skolnick, FAIA, founder, Principal, and lead designer of the firm, has developed a philosophical approach to architecture and its interpretation that designs museums as rich storehouses, tools for learning, and important elements in the life of communities. He has served on advisory and grant evaluation panels for both the National Endowment for the Arts Design Education and as a panelist for the New York State Council on the Arts for grants for Architecture, Planning, and Design. He is a regular speaker for such organizations as the Association of Youth Museums, American Association of Museums, the Association of Science and Technology Centers and the Society for Environmental Graphic Design.

Paul Alter, AIA, Principal, serves as both a Design Principal and Project Administrator and has over 25 years of experience in the architectural field. Throughout his professional career, he has pursued a wide range of explorations in the art, design, and craft of building. His expertise in construction methods and knowledge of environmentally appropriate technology and renewable resources, combined with his personal leadership skills, ensure that LHSA+DP projects are brought to fruition in a timely, well-crafted and professional manner.

Jo Ann Secor, Principal and Director of Museum Services, has worked for over 25 years in the cultural education field, developing innovative education programs for zoos, children's museums, and public schools. She was Program Director at The Staten Island Children's Museum and has consulted on numerous projects for the New York City Transit Museum, The American Museum of Natural History, and the Sony Wonder Technology Lab, among others. She is an active member of the American Association of Museums, American Association of Museums Committee on Audience Research and Evaluation, and the American Association of Museums Museum Education Committee, and serves as an adjunct professor in the Museum Studies Program at New York University.

What is the budget allocation to accomplish project activities, including both the applicant's contributions and how the applicant will meet the required 1:1 cost share?

The overall project budget is \$183,166, of which we are requesting just under 50 percent (\$91,200) from IMLS. The Preserve's cost sharing will be fulfilled primarily through a contribution of indirect costs and staff time, as well as allocation of general operating funds and other grants solicited from foundations and agencies.

4. Impact

What are the intended products, measurable results, and process for evaluation and reporting?

Outputs for this project are the major products created during the course of the grant term (as detailed above), including 1) an updated interpretive master plan; 2) visitor center design alternatives; and 3) a sustainability plan. A project report will summarize and characterize what occurred during project implementation, including feedback from members, visitors, donors, and partners provided during the project; assessment of the project process and lessons learned; key findings; and recommendations for improvement of the Preserve's operations and facilities.

These and other outputs will result in concrete outcomes that are significant for creating long-lasting change at the Preserve. The grant period goals and activities—and thus related outcomes—will be observable during the course of the grant and reflect an intermediate stage of work that is reportable within the established timeframe. Specific outcomes include increased knowledge; insight into current and potential operations; improved institutional capacity for moving forward into capital campaign and implementation phases; and incorporation of new policies and practices into the day-to-day operations of the Preserve.

Post-grant period outcomes are expected to occur over time and reflect the overarching intent of the project. Ultimately, the project will create observable changes in behavior, policies, practices, and services at the Preserve; a higher level of visitor and employee satisfaction; and increased knowledge about issues related to the Preserve's mission on the part of a larger constituency, especially students and visitors who come to the Preserve. We will assess the post-grant period outcomes following implementation of each stage of the project, but will not have complete evidence and evaluation until an extended period after completion of the grant.

What is the long-term impact of this project after IMLS funding ends?

The ultimate beneficiaries of the project will be residents of the Mid-Hudson Valley and beyond who have a stake in the success of a nature preserve that provides significant opportunities to learn about and engage with nature; plays a significant economic role in a highly-populated and visited region; and enhances scenic beauty, recreational resources, and biodiversity and ecological conservation. In the next ten years alone, over 1.5 million visitors will benefit on the land from an enhanced visitor experience thanks to well placed interpretive kiosks and wayfinding stations, at our facilities from engaging exhibits, and more generally from greater operational efficiency and environmental sustainability. The expected long-term outcomes include:

- 1) Improved experiences for 150,000 annual visitors to the Preserve.**
 - a) Accessibility of nature for all will be given highest priority in the revision of facility and interpretive plans.
 - b) Public space will be realigned to accommodate a broader range of public programs/events.
 - c) Exhibits and interpretive displays will be updated to reflect current technology and learning norms.
 - d) Programs and interpretive resources will be more responsive to constituent needs and reflect current issues.
 - e) The Preserve will use “pull” rather than “push” strategies to engage audiences in learning through an interactive process that is responsive to their needs and interests and takes advantage of new technologies.
- 2) Streamlined and enhanced operations and visitor services through connectivity and technology.**
 - a) Trailhead infrastructure for transactions, interpretation, and wayfinding will be improved.
 - b) All Preserve facilities, trailheads, and key interpretive locations will be integrated and linkages strengthened.
- 3) Enhanced workplace environment and employee productivity and satisfaction.**
 - a) Existing uses of offices will be improved by matching space needs with specific job requirements and by taking measures to mitigate noise and other problems.
 - b) Technology (e.g., remote access) and practices (e.g., telework) will be better utilized.
- 4) More efficient and environmentally sound operations.**
 - a) Strategies will be identified for “greening” the organization through supply procurement, materials use, fuel consumption, and other policies and practices.
 - b) Energy use will be reduced through the use of alternative and efficient technologies.
- 5) Better use of scarce resources at the Preserve.**
 - a) A larger constituency will be served more effectively and efficiently through strategies that are “market-driven” and in line with growing economic and environmental challenges.
 - b) The Preserve's mission will be served more broadly and effectively and its brand as a nature preserve with regional benefit enhanced for deepened stakeholder support.
- 6) Excellent positioning for the future,** including the 50th Anniversary Celebration and the Second 50 Years.

BUDGET FORM - PAGE FOUR

Section B: Summary Budget

	\$ IMLS	\$ Cost Share	\$ TOTAL COSTS
1. Salaries and Wages			
2. Fringe Benefits			
3. Consultant Fees			
4. Travel			
5. Supplies and Materials			
6. Services			
7. Student Support			
8. Other Costs			
TOTAL DIRECT COSTS (1–8)			
9. Indirect Costs			
TOTAL COSTS (Direct and Indirect)			

Project Funding for the Entire Grant Period

1. Grant Funds Requested from IMLS

2. Cost Sharing:

 a. Cash Contribution

 b. In-Kind Contribution

 c. Other Federal Agencies*

 d. TOTAL COST SHARING

3. TOTAL PROJECT FUNDING (1+2d)

% of Total Costs Requested from IMLS

* If funding has been requested from another federal agency, indicate the agency's name:

Mohonk Preserve, Inc. Schedule of Completion

ID	Task Name	Duration	Q3 '10			Q4 '10			Q1 '11			Q2 '11			Q3 '11			Q4 '11			Q1 '12			Q2 '12			Q3 '12		
			J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A
1	Pre Design Services	40 days																											
2	Scope definition meeting	5 days																											
3	Follow-up and refinement to proposal	5 days																											
4	Digital drawing file preparation	30 days																											
5	Work Place Improvement Planning	64 days																											
6	On-site meeting with staff / review strategies	2 days																											
7	Develop concept sketches / recommendations	20 days																											
8	Presentation / design review / feedback	2 days																											
9	Refine scope / update drawings	20 days																											
10	Prepare and issue summary	20 days																											
11	Visitor Interpretive Experience Improvement Planning	99 days																											
12	Program meeting with staff / review strategies	2 days																											
13	Develop overall interpretive narrative	30 days																											
14	Presentation / design review / feedback	2 days																											
15	Refine strategies / integrate feedback	30 days																											
16	Prepare and issue summary	5 days																											
17	Revise Interpretive Master Plan	30 days																											
18	Operations / Visitor Service Improvement Planning	67 days																											
19	Program meeting with staff / review conditions	2 days																											
20	Develop preliminary recommendations	30 days																											
21	Presentation / design review / feedback	2 days																											
22	Refine strategies / integrate feedback	30 days																											
23	Prepare and issue summary	3 days																											
24	Sustainability / Green Design Improvement Planning	42 days																											
25	On-site LEED Charette w/ staff	2 days																											
26	Review conditions w/ mechanical engineer	5 days																											
27	Design review / team follow-up	5 days																											
28	Draft Sustainable Operations Manual	30 days																											
29	Gather information for Final Report	60 days																											

Project: 08 11 IMLS MFA ProjectMane Date: Tue 10/27/09	Task		Milestone		External Tasks	
	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	