

**STRATEGIC PLAN – Adopted by the SFCT Board on October 26, 2021**  
**Santa Fe Conservation Trust 2021-2024 (3 Years)**

**PURPOSE:**

For the next three years the Santa Fe Conservation Trust (SFCT) will focus on the five Goals and associated Objectives described below. Our aim is to move SFCT to a higher level of performance and community service, and thus, achieve our Vision and Mission in land conservation and community engagement in Northern New Mexico.

**VISION:**

**We envision a future where everyone in northern New Mexico cherishes nature and works to preserve it for this and future generations.**

**MISSION:**

The Santa Fe Conservation Trust partners with our community to keep northern New Mexico's living lands and people flourishing together. We protect culturally and environmentally significant landscapes, ignite people's passion for nature and enable the continual regeneration of our healthy place.

**GOALS (focus areas for the next 3 years):**

1. **Expand Organizational Capacity**—to meet needs and challenges, and embrace opportunities.
2. **Complete and Implement Strategic Conservation Plan**—to guide and leverage land conservation efforts in order to achieve landscape-scale impacts, serve landowner needs, and serve our whole community.
3. **Practice Exemplary Stewardship**—to enhance resource values on our fee properties, ensure continued protection of conservation values on our easement properties, and maintain and enhance good landowner relationships.
4. **Practice Community Conservation**—to support and expand programs to broader audiences and underserved communities, with the aim of increasing our impact in our service area of northern New Mexico, broadening the diversity of our constituents, and making sure our services are being delivered as equitably as possible.
5. **Enhance Board and Staff Performance, Diversity and Development**—to increase effectiveness, efficiency, and capacity to meet needs, and to be sure we are keeping equity, diversity and inclusion in mind in our hiring and recruiting practices so that the organization will be more representative of the diversity found in the communities we serve. To accomplish this, SFCT board and staff will create opportunities to examine all aspects of our organization from an equity lens as we work toward building a more just and equitable world through our work with the ultimate goal of writing a statement about the organization's commitment to equity, diversity and inclusion in all that we do.

**GOALS & OBJECTIVES:**

1. **Expand Organizational Capacity**—to meet needs and challenges, and embrace opportunities:
  - A. Fundraising:
    1. Annual Fundraising Plan (*See Appendix A*)—to increase sustainable funding levels:
      - a) Outline current and proposed funding sources:
        - (1) Specific events—annual dinner, Banff, receptions, mailings, etc.

- (2) Evaluate our existing and any new fundraising events with a clear look at time invested (staff & vol.), short and long term benefits to the org (i.e. increased public understanding/awareness of SFCT) and contract costs so we have a better sense of event value.
  - (3) Planned Giving Program—Continue to develop and expand participation,
  - (4) Contracts—Trails program Contract with City of Santa Fe, others,
  - (5) Investments earnings,
  - (6) Grants, and
  - (7) Create and grow an endowment fund, and identify where earnings will be used.
  - (8) Increase opportunities for trail users to donate to SFCT
  - (9) Develop a monthly giving campaign and market it to SFCT constituents
  - (10) Individual donors
- b) Set timelines and income targets by source,
  - c) Implement and/or continue fundraising activities as planned.
- B. Board Engagement:
  - 1. Board Training (*See Appendix B*):
    - a) Reframe fundraising and identify roles,
    - b) Involve all Board members in at least 2 of 5 steps in fundraising cycle,
    - c) Secure Board pledges to: give, identify potential donors, and participate in cycle.
  - 2. Optimize Database:
    - a) Maintain donor and contact lists; add names from event lists, etc.
    - b) Analyze lists to identify how they might be used to generate increased income,
    - c) Develop fundraising strategies around patterns and ideas gleaned from data analysis and best practices,
    - d) Coordinate Staff and Board efforts to implement strategies.
- C. Strengthen/Build Relationships:
  - 1. Continue to personalize Board and Staff outreach efforts,
  - 2. Continue to personalize event invitations, thank you notes, letters, etc.
  - 3. Develop marketing strategies/formulas that reach all potential audiences according to best practices including a social media marketing strategy.
- D. Organizational Management:
  - 1. Staffing Needs:
    - a) Address employee performance, clarify roles and responsibilities, and revise as needed,
    - b) Evaluate staffing levels to determine best value-added use of any new hire,
    - c) Continue Board support and involvement to determine how best to increase organizational capacity. Set timelines and benchmarks to assess progress,
  - 2. Volunteer Management/Strategic Partners—Review practices to optimize use and enhance relations,
  - 3. Board Members and Committees—Maintain, and improve where necessary, focus on stated goals and priorities to prevent Mission-drift.

**2. Complete and Implement Strategic Conservation Plan**—to guide and leverage land conservation efforts to achieve landscape-scale impacts, serve landowner needs, and serve our whole community:

- A. Refine and Finalize—update the 2018 plan as needed, identify gaps in the plan, and address as needed.
- B. Update Implementation Plan—with timeline, estimated budget, etc., for priority projects and programs.
- C. Strategic Partnerships—Include potential strategic partners in plan development, review and implementation efforts (e.g., other conservation organizations, county, city, trail groups, etc.).

**3. Practice Exemplary Stewardship**—to enhance resource values on our fee properties, ensure continued protection of conservation values on our easement properties, and maintain good landowner relationships.

- A. Continue to steward and monitor all conservation easements with appropriate documentation,
- B. Achieve 100% compliance with conservation easement requirements with all landowners,
- C. Finalize and begin implementing Management Plans for all fee properties,
- D. On the Conservation Homestead, our flagship fee property, take the following steps towards our 2030 management goal, which is that “By 2030, SFCT collaboratively enhances and maintains the Conservation Homestead as a special place of multicultural history, spacious quiet beauty, and a place where anyone can come to relax, recreate, and experience nature. SFCT stewards this area with a view toward developing a learning and demonstration area about ecological resilience and climate adaptation, and in such a way that SFCT, through a breadth of partnerships, builds a passionate, curious, and educated conservation community of people of various backgrounds and abilities.”
  - 1. Protect the property with a Conservation Easement.
  - 2. Utilize the management plan to continue to bring the land back to a healthy state, including erosion control, wetland restoration, rangeland enhancement, and wildlife habitat enhancement
  - 3. Prepare the property for public access, for example with roads, parking areas, benches, shade structures, and wayfinding and interpretive signage
  - 4. Design and install a publicly accessible trail, as well as a shorter loop that can be enjoyed by the differently-abled.
  - 5. Utilize the site for SFCT programming, education, workshops, etc.

**4. Practice Community Conservation**—Expand capacity to expand existing programs to broader audiences and underserved communities with the aim of engaging more people and children to increase our relevance in our Community: The Trails Program is an invaluable asset to the organization for Community Outreach. It offers SFCT the opportunity for more community recognition; reaches new and diverse audiences; brings in new donors to SFCT; provides tangible evidence of quality of life and economic impact of our work; connects SFCT to many community partners; generates stories for fundraising, etc.

- A. Community Engagement—Develop programs and outreach efforts for new audiences and children:
  - 1. Build partnerships with other organizations and community leaders to create mutually beneficial opportunities—e.g. Vámonos, Safe Routes to School, Passport to Trails
  - 2. Improve branding of Vámonos program to link it more to SFCT
  - 3. Participate in local events—to raise the profile of the organization

4. Conduct stakeholder involvement and other focused efforts to stay abreast of constituent interests, needs and opportunities in our Community.
5. Continue to develop point of entry events such as Insider Tours, Bears Ears trip, etc.
6. Improve branding of SFCT's role in trail production and maintenance for the City
- B. Outreach to diverse audiences and children—expand outreach efforts, e.g., Passport to Trails, Safe Routes to School and Vámonos, to create meaningful opportunities for underserved neighborhoods and populations,
- C. Continue to secure appropriate grants and contracts to help fund this effort—e.g., City of Santa Fe Trails Contract, Safe Routes to School, etc.
- D. Work with the City's Economic Development staff to quantify the economic impact of Santa Fe's trail system, which will help SFCT in securing more funding for its work.
- E. Utilize the GUSTO implementation plan to identify the trails it suggests for linkages that can be completed by 2024. Begin the design and implementation of them.
- F. Finish creating the policies and procedures for implementing trail easements.
- G. Hire Community Engagement Specialist to expand community conservation programs and assist with the implementation of the SRTS grant.

**5. Enhance Board and Staff Development**—to increase effectiveness, efficiency, diversity and capacity to meet Strategic Plan goals:

- A. Reframe fundraising function to increase Board participation,
- B. Develop case statements/story lines/sound bites to focus Board and Staff efforts,
- C. Training—assess needs and take advantage of opportunities. Encourage staff to embrace opportunities and learn new skills.
- D. Board Recruitment—target the talents and diversity needed to achieve these strategic goals. The Governance & Nominating Committee leads this effort with input and help from the full Board, with the aim of having a strong and diverse slate of candidates for the annual Board meeting in December each year.
- E. Pursue opportunities to deepen understanding of inequalities in our region so that the organization can be more effective in addressing them through its conservation work.
- F. Write a statement about the organization's commitment to equity, diversity and inclusion in all that we do.
- G. Study the Land Acknowledgments used by other nonprofits and adopt the practice for the organization.
- H. Broaden board involvement in conservation efforts and our programs.

**IMPLEMENTATION:**

Each year an annual work plan will be developed to implement elements of the SFCT strategic plan to accomplish goals and objectives in a logical sequence. These annual work plans will be reflected in annual budget development, committee work, employee performance plans, and existing and new projects.