



# Strategic Plan

## 2008-2013

Board Approved, January 13, 2009

### MISSION STATEMENT

Protecting and enhancing our region's quality of life, now and for future generations, through the conservation of natural and working landscapes in Southeastern Idaho.

## **VISION**

Preservation of southeastern Idaho's natural open spaces and working lands is vital to protecting our quality of life, and the Sagebrush Steppe Regional Land Trust will be a leader in the permanent preservation of southeastern Idaho natural and rural environment. We envision a future in which population growth and development is matched by land preservation, thus creating and maintaining a high quality and balanced environment for future generations. We will achieve our vision by:

- **partnering with public and private landowners** to identify methods and options for protecting sensitive open spaces for the benefit of landowners, wildlife, and the public;
- **developing conservation easements** to protect prime farms and ranch lands, scenic vistas, wetlands, streams, and wildlife habitats;
- **facilitating opportunities for families to retain ownership** of family lands for future generations;
- **furthering awareness of landowners** as to the income and estate tax benefits for open space protections and preservation;
- **developing fundraising activities** to enable purchase of critical and sensitive lands or easements;
- **presenting informational seminars, newsletters, and information brochures** to create public awareness of the needs for and benefits of protecting sensitive lands and open spaces for public and wildlife use; and
- **serving as a networking conduit** between citizens, sportsmen, contractors and developers, local, state and federal agencies, farmland protection agencies, and any other groups concerned with open space conservation, fish and wildlife conservation, and conservation of wildlands and wetlands.

## **VALUES**

### **GENERATIONAL RESPONSIBILITY**

We are committed to the permanent protection of land in Southeastern Idaho and will assist and encourage landowners and partners in their efforts to protect natural and working lands, now and for future generations.

### **RESPECT**

We value, appreciate and recognize the contributions of all people working to preserve the quality of life in southeastern Idaho, as well as the diverse approaches and perspectives they bring.

### **INTEGRITY**

We are dedicated to fulfilling our mission with integrity and honesty, working with others with tolerance and in a spirit of cooperation and collaboration.

### **ORGANIZATIONAL EXCELLENCE**

We will be a professional, effective, and efficient organization committed to excellence and accountability.

## **GOALS & STRATEGIES**

### **1. LAND CONSERVATION - Permanently preserve the most important open space and**

**agricultural lands that are unlikely to be protected by others.**

- A. Identify and prioritize the most critical land parcels in the region for protection by Sagebrush Steppe Regional Land Trust.
- B. Increase the geographical diversity of projects across our service area.
- C. Systematically evaluate options for protecting these critical lands and take actions to achieve protection according to assigned priorities and funding opportunities.
- D. Respond to opportunities presented by land owners and conservation partners that may lead to protection of high value conservation properties and irreplaceable working lands.
- E. Ensure that the conservation values of lands protected by Sagebrush Steppe Regional Land Trust are maintained permanently.

**2. FINANCIAL SECURITY - Develop a stable and growing base of financial support**

- A. Increase membership and annual giving to include individuals, businesses, organizations, and governmental agencies.
- B. Seek grants to support programs and special initiatives.
- C. Build endowment funds to support conservation, stewardship and operations.
- D. Develop and implement diverse fundraising strategies (to supplement membership, grants and endowments).
- E. Cultivate relationships with local, regional, and federal governmental agencies
- F. Secure appropriate endowments to meet our stewardship obligations in perpetuity.

**3. ORGANIZATIONAL CAPACITY - Create an efficient and effective organization capable of protecting and managing lands in perpetuity.**

- A. Develop a strong and diverse Board of Directors.
- B. Develop the organization's infrastructure, including a strong network of committees and advisors
- C. Increase volunteer support as needed to manage programs effectively.
- D. Provide the resources and development opportunities to ensure an effective, professional staff.
- E. Prepare for accreditation through the Land Trust Alliance (LTA).

**4. LEADERSHIP - Develop a leadership role in Southeastern Idaho land conservation.**

- A. Increase community awareness of Sagebrush Steppe Regional Land Trust and emphasize the benefits of private non-government land conservation.
- B. Develop alliances that enhance our capacity, effectiveness, and community support.
- C. Successfully complete at least one high-profile land preservation project.
- D. Establish Sagebrush Steppe Regional Land Trust as a reliable resource for land conservation information.

**Land Acquisition Goal**

Permanently preserve the most important habitat, open space and working lands

Strategy	2008-09	2009-2011	2011-2013
	Develop a land protection plan for SSRLT service area to prioritize SSRLT protection efforts		
	Review and revise SSRLT land protection criteria and identify		



## Land Acquisition Goal

Permanently preserve the most important habitat, open space and working lands

Strategy	2008-09	2009-2011	2011-2013	
<p>Ensure that the conservation values of land protected by Sagebrush Steppe Regional Land Trust are maintained permanently</p>	Complete baseline documentation for all protected properties			
	Develop stewardship and management plans for all protected properties as needed			
	Recruit and train volunteer land stewards			
	Develop record-keeping procedures that best assure protection in perpetuity		Implement record-keeping procedures	
	Keep current on legal aspects of conservation easements and partner with others on easement defense efforts			
	Develop and implement policies to allocate funds to stewardship endowments			

## Financial Goal

Develop a stable and growing base of financial support

Strategy	2008-09	2009-2011	2011-2013
Increase membership and annual giving, including individuals, businesses and organizations	Develop a strategy for increasing membership and annual giving		
	Implement strategy for increasing individual and business memberships and annual giving		
Seek grants to support programs and special initiatives	Develop a prioritized grant-writing strategy based on strategic plan		
	Apply for grants		
Build endowment funds to support long-term conservation, stewardship and operations	Identify endowment needs		
	Determine monetary goal for present endowments		
	Develop strategy for funding endowments from various sources		
	Implement endowment strategy		
Develop and implement diverse fundraising strategies (to supplement membership, grants and endowments)	Develop an annual Fundraising Plan		
	Host annual fundraiser  (Spring 2009)		
	Implement annual Fundraising Plans		

**Capacity Goal**  
 Create an efficient and effective organization  
 capable of protecting and managing lands in perpetuity

Strategy	2008-09	2009-2011	2011-2013
Develop a strong and diverse Board of Directors	Develop a Board matrix of roles and skills to identify priorities for Board growth		
	Recruit new Board members based on matrix and provide training and orientation	Evaluate and improve Board training and orientation	
	Hold a membership appreciation/meet your Board event and encourage members to join		

**Capacity Goal**  
 Create an efficient and effective organization  
 capable of protecting and managing lands in perpetuity

Strategy	2008-09	2009-2011	2011-2013
Increase volunteer support as needed to manage programs effectively	Develop outreach plan and priorities		
	Provide information to the community about SSRLT activities and encourage participation		
	Send thank-you letters to volunteers with information on upcoming activities		
	Provide adequate volunteer training		
Provide the resources and development opportunities to ensure an effective, professional staff	Conduct regular staff evaluations		
	Allocate funds to ensure operational efficiency		
	Develop and implement a plan for staff support, including professional development and training and office resources.		
			Re-assess staffing needs as SSRLT holdings and funding increase

## Leadership Goal

Develop a leadership role in Southeastern Idaho land conservation.

Strategy	2008-09	2009-2011	2011-2013
Increase community awareness of Sagebrush Steppe Regional Land Trust and emphasize the benefits of non-government land conservation	Develop a strategy and resources for public outreach		
	Provide information to the community about land conservation options and SSRLT activities		
	Develop and maintain an active and visible presence in the community		
Develop alliances that enhance our capacity, community support, and effectiveness	Assess and identify current relationships with existing and potential partners and understand their goals		
	Determine how SSRLT can interact with partners to form mutually beneficial alliances		
		Identify and set parameters for potential partnerships that could conflict with SSRLT's mission	
	Cultivate existing partner relationships through communication and participation in joint efforts		

## Leadership Goal

Develop a leadership role in Southeastern Idaho land conservation.

Strategy	2008-09	2009-2011	2011-2013
<p>Successfully and rapidly complete at least one high-profile land preservation project</p>	<p>Define and identify potential high-profile projects.</p>	<p>Obtain resources sufficient to assure protection of identified projects</p>	<p>Complete acquisition of fee title or conservation easement over at least one high-profile project</p>
<p>Establish Sagebrush Steppe Regional Land Trust as a reliable resource for land conservation information</p>	<p>Use existing materials from other organizations to develop SSRLT informational materials</p>	<p>Produce publicize, and circulate SSRLT's land conservation information</p>	

