

2023-2027 STRATEGIC PLAN

EXECUTIVE SUMMARY

**Enriching the Region's
Quality of Life**



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LETTER FROM THE PRESIDENT AND EXECUTIVE DIRECTOR

Dear Friends of The Frontera Land Alliance:

The Frontera Land Alliance (Frontera), a non-profit organization, was founded in 2004 when a group of community members realized there was an urgent need to help preserve some of the important remaining natural and working lands in the greater El Paso and southern New Mexico region. The organization has developed the knowledge and expertise to provide guidance to landowners wanting to maintain the character of their land. Today, Frontera is a vibrant bridge to health and well-being through the conservation of lands.

Frontera has devoted valuable resources to evaluate our history and current place in today's evolving, challenging environment. Frontera faces significant fiscal challenges due to Border dynamics and the global pandemic as well as the lack of understanding for open spaces and its connection to one's mental and physical health. We reviewed our approach to education, stewardship and land preservation and devised a focused plan to maintain critical services in the future. We charged ourselves with developing a robust Strategic Plan to serve as our guide to mission fulfillment over the next five years. The Strategic Plan looks both inward at our own needs and aspirations to deliver the greatest conservation to our community and region with the understanding that we are all partners in forging positive change.

We encourage you to read our 2023–2027 Strategic Plan, ask questions, and get more involved with Frontera. What we do serves the community at large and makes our region a healthier and more vibrant place to live. By engaging with us as a friend, partner, donor, or volunteer, you will see tangible community benefits. Our Strategic Plan ensures we continue to protect our natural areas while we ensure we have places to hike, bike, boat, fish, hunt, see wildlife, or just enjoy the quiet pleasure of nature.

We want to thank all those who participated in the process of developing this Strategic Plan. We are grateful for the opportunity to work with you serving the community and look forward to extending the empowering efforts of Frontera into the future!

*Sincerely,
Board President
Tina Crosby*



*Sincerely,
Janae' Reneaud Field
Executive Director*



INTRODUCTION / ACKNOWLEDGEMENTS

FRONTERA's 5-Year Strategic Plan details the updated and refined strategic intent and direction developed and proposed by the team of strategic thinkers comprised of key stakeholders (i.e., Board of Directors, administrative leadership, and staff). This Executive Summary highlights the strategic thinking and planning undertaken by FRONTERA leadership focused on building a **value-driven strategic roadmap for a high-performing organization**. A sister document titled **THE FRONTERA LAND ALLIANCE Strategic Plan** details the comprehensive deliverables developed by the team of strategic thinkers. In addition, a one page summary of the plan is listed in the Appendix.

The Frontera Land Alliance, a non-profit organization, was founded in 2004 when a group of community members responded to an urgent need to help preserve some of the important remaining natural and working lands in the greater El Paso and southern New Mexico region. Frontera has developed the knowledge and expertise to guide landowners desiring to maintain the character of their land.

The region sits within the northern portion of the Chihuahuan Desert, one of the three most biologically diverse deserts in the world. It also has a rich history of human occupation from its earliest hunter/gatherer residents through its ranching and agricultural heritage and on to the bustling El Paso/Juarez/Las Cruces international border region of today. The Rio Grande is one of the world's major rivers and its waters are the lifeblood of the region.

For millennia, the people of this region have benefited from the exceptional diversity of the region's natural resources, not just from a monetary standpoint, but also from the strong sense of community and spiritual strength derived from the rigors and beauty of the land.

Protecting regional natural areas will ensure that residents and visitors alike still have places to hike, bike, boat, fish, hunt, see wildlife, or just enjoy the quiet pleasure of nature. The specific premise for this FRONTERA Strategic Planning Initiative was as follows:

“To collectively bring together the necessary forces in elevating and sustaining FRONTERA as a recognized leader in enriching the regional quality of life with protection and conservation of land, wildlife, and natural resources. This entails defining/refining the FRONTERA strategic intent and implementation plan that will sustain its leadership role in serving the international border community.”

Using the most current organizational strategic thinking and planning tenets, this 'value-based' planning process was managed and facilitated by lead strategist Dr. Gilberto Moreno of Prestige Consulting Services. Special thanks to FRONTERA Board President Tina Crosby and FRONTERA Executive Director Janae Reneaud Field and the capable leadership team of strategic thinkers for their engagement in facilitating the definition of the new FRONTERA strategic sandbox.



I believe Frontera has been faithful [to its] vision, mission, and values, especially trying to protect open spaces, maintain the current managed properties, and engage and educate the local community about the Chihuahuan Desert, to hopefully inspire future stewards.

STAKEHOLDER RESPONDING TO REFLECTION SURVEY

STRATEGIC THINKERS AND PROCESS APPROACH

The approach undertaken by the team was to reflect, review, refine, and resolve its future strategic intent and direction by engaging in an innovative strategic thinking and planning (ST/SP) process driven with a strong vision and value commitment. The team of strategic thinkers was asked to engage in a four-stage process including a revisiting and refining of its vision, mission, and core values aligned with a refined FRONTERA value proposition

profile (see below). Defining a success template for future strategic initiatives must positively impact its growth, contributions, and value to the region it serves.

The following team of strategic thinkers engaged in the various stages of the strategic planning process including virtual and face-to-face workshops, pre- and post- workshop reviews, surveys, etc.

BOARD OF DIRECTORS

- Tina Crosby, Board President
- Cindy Hoffmann, Board Vice-President
- Dave Turner, Board Treasurer
- Harrison Plourde, Secretary
- Marshall Carter-Tripp, Board Member
- Scott Cutler, Board Member
- Stephanie Chavez, Board Member
- Mike Gaglio, Board Member
- Marcy Turner, Board Member

FRONTERA STAFF

- Janae Reneaud Field, Executive Director
- Wendy Diaz
- Kathia Gonzalez
- Rocio Ronquillo



The focus should be on rebuilding a healthy ecosystem for a sustainable future.

COMMUNITY PARTNER
SURVEY RESPONDENT



THE “NEW” FRONTERA VISION, MISSION, AND VALUES

The strategic thought for any organization embodies its strategic intent and forms the basis for its organizational cultural norms and the foundation for its decision-making. The team of strategic thinkers reviewed and refined the current vision statement, mission statement, and core values statement listed below.

<p>VISION</p>	<p>“Protecting our regional landscapes, land forms, watersheds, wildlife and other natural resources for the benefit of our community today and future generations.”</p>
<p>MISSION</p>	<p>“The Frontera Land Alliance protects – forever -- natural open spaces, farms and ranches, watersheds, and wildlife of the northern Chihuahuan Desert.”</p>
<p>CORE VALUES</p>	<p>We believe....</p> <ul style="list-style-type: none"> <input type="checkbox"/> ...the conservation of our natural resources positively impacts the region’s quality of life and contributes to the community’s health and economic growth. In doing so, we contribute to the world’s efforts of dealing with climate change. <input type="checkbox"/> ...effective education about our environment causes smarter choices regarding the preservation of our natural resources. <input type="checkbox"/> ...our lands create a unique identity and a sense of place for our region. <input type="checkbox"/> ...in the protection of and equitable access where appropriate to our natural world. <input type="checkbox"/> ...that investing in land conservation is investing in our future.

THE FRONTERA VALUE PROPOSITION

Fundamental to building a value-driven strategic plan was the refinement of the FRONTERA value proposition profile outlining the intended value impact specific to the profile of key stakeholders supported by FRONTERA. Figure 1.0 highlights the **FRONTERA Value Proposition Profile** of key stakeholders that play a role either as recipients of the valued services or key players in the delivery of the comprehensive set of FRONTERA program services. For each stakeholder group the “elevator speech” summary of value proposition categories is outlined. The team detailed specific value propositions for each category that are detailed in the **FRONTERA Strategic Plan** document.

The process of refining the updated value proposition profile enables the team to ensure alignment of the SMART goals and the corresponding strategic initiatives supporting

each goal with the proposed value. Implementing a “value-driven” strategic plan is underscored with a commitment of delivering specific value to its stakeholders.

Stakeholder Group	VALUE PROPOSITION SUMMARY AREA
CITIZENS OF THE REGION	ENHANCING THE REGIONAL QUALITY OF LIFE
	OPTIMAL PROTECTION OF LOCAL NATURAL RESOURCES
	CITIZENS ENGAGING IN THE FUTURE OF THEIR COMMUNITY
FRONTERA BOARD AND STAFF	DEVELOPING FRONTERA TALENT & CONTRIBUTIONS
	SUSTAINING ORGANIZATIONAL KNOWLEDGE AND EXPERTISE
COMMUNITY PARTNERS AND DONORS	EXPANDING COLLABORATIVE PARTNERSHIPS & ENGAGEMENT
	LEVERAGING PARTNERSHIP TALENT & RESOURCES

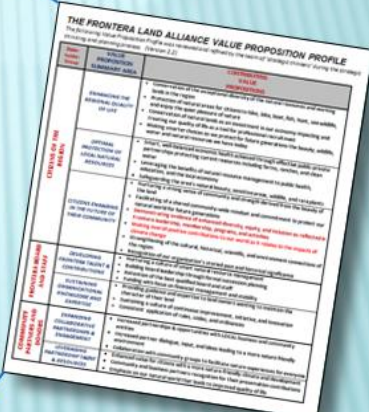


Figure 1.0 FRONTERA Value Proposition Profile Summary

SMART GOALS SUMMARY

A comprehensive environmental scan process produced valuable input to help inform the team of strategic thinkers in the development of cross-cutting issues and corresponding critical success factors. These prioritized and categorized critical success factors formed the basis for the development of the following S.M.A.R.T. goals that include objectives & key results (OKRs) and strategic initiatives.

	GOAL A: “We will realize the new Frontera vision and strategic plan by sustaining a higher level of organizational readiness.”
	GOAL B: “We will ensure the long-term success of <u>Frontera’s</u> mission with continuous attention to maintaining diverse sources of funding.”
	GOAL C: “We will ensure continued success with a balanced, active commitment of resources.”
	GOAL D: “We will influence a broader community awareness, understanding, and endorsement of <u>Frontera’s</u> value, leadership, and legacy.”

THE STRATEGIC PLAN IMPLEMENTATION ACCOUNTABILITY PROCESS

To ensure a timely and successful implementation of the strategic plan, an accountability and communications plan was developed by the team of strategic thinkers. This includes a five-stage accountability process with ownership for each strategic area incorporating proven tenets and practices aligned with FRONTERA internal strategic planning practices.

APPENDIX: FRONTERA STRATEGIC PLAN ONE-PAGE SUMMARY



VISION: "Protecting our regional landscapes, land forms, watersheds, wildlife and other natural resources for the benefit of our community today and future generations."

STRATEGIC AREA DRIVERS

- I ORGANIZATIONAL MANAGEMENT**
- II FUNDING/ RESOURCES**
- III RESOURCE MANAGEMENT**
- IV SERVICES/ PRODUCTS/ DELIVERABLES**

"The Frontera Land Alliance protects – forever – natural open spaces, farms and ranches, watersheds, and wildlife of the northern Chihuahuan Desert."

STRATEGIC GOALS

A GOAL A: "We will realize the new Frontera vision and strategic plan by sustaining a higher level of organizational readiness."

B GOAL B: "We will ensure the long-term success of Frontera's mission with continuous attention to maintaining diverse sources of funding."

C GOAL C: "We will ensure continued success with a balanced, active commitment of resources."

D GOAL D: "We will influence a broader community awareness, understanding, and endorsement of Frontera's value, leadership, and legacy."

KEY STRATEGIC INITIATIVES

- Board Committee Strategic Plan Reporting Process
- Annual Frontera DEI Assessment Mechanisms Report
- Periodic Board Self-Assessment Mechanism
- Board & Staff Retention Plans & Recruitment Report
- Board & Staff formal On-boarding Programs
- Annual Staff Compensation Plan
- Staff Performance Plans
- Staff Education Development Plans
- Board Education Plans

- Annual Board Approved Budgeting Process / Variance Analysis
- Annual Land Conservation Program
- Board Approved Strategic Initiative Priorities
- Audit/ Compliance Program
- Membership/ Sponsorship Growth Program
- Strategic Alliances Program
- Alternative Funding Sources Initiative
- Funding Growth Program
- Internal Program Resources Assessment Study

- Accreditation Review Reporting
- Strategic Project Status Reporting (e.g., Castner Range, Roundhouse, etc.)
- Acreage Acquisition Program
- Staff/ Board Morale Survey
- Internal Program Resources Assessment Study (See Goal B)
- Partnership Program
- Strategic Alliance Program

- Frontera Stakeholder Group Growth Program
- Stakeholder Feedback Mechanism Program
- Annual Frontera Structured Marketing Program
- Community Knowledge Regarding the Environment
- Annual Frontera Education Program Offerings Portfolio
- Frontera Internship Program Reporting
- Frontera Volunteer Program
- Frontera e-Newsletter
- Frontera Presentation Program

Prepared by Prestige Consulting Services
V1..00 Sept. 2022