

"Special Places ~ Wide Open Spaces"

THE FRONTERA LAND ALLIANCE 5-YEAR STRATEGIC PLAN



**STRATEGIC THINKING/
STRATEGIC PLANNING
(ST/SP) PROJECT**

October 2018

Version 1.30

Prepared & Facilitated By:



DRAFT

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FOREWORD

*This document details the innovative strategic intent and **5-Year 2018 Strategic Plan** developed and proposed by the team of strategic thinkers comprised of **The Frontera Land Alliance (TFLA)** Board of Directors and staff. There are over 30 land trusts in Texas that have helped to conserve over 1.6 million acres of farms, ranches, wetlands, wildlife habitat, urban parks, forests, watershed, coastlines and river corridors. Land trusts frequently have missions designed to ensure that every citizen has access to clean water and the opportunity to be connected to the state's natural and cultural heritage.*

The Frontera Land Alliance (Frontera), a non-profit 501c3 organization, began in 2004 when community members realized there was an urgent need to preserve some of the important remaining natural and working lands in the greater El Paso and southern New Mexico region. The Frontera Land Alliance has developed the knowledge and expertise to provide guidance to land owners wanting to maintain the character of their land. The Frontera Land Alliance serves the counties of El Paso, Hudspeth, and Culberson (in Texas), and Dona Ana and Otero (in New Mexico). Frontera works with government, non-government and private land owners to preserve their land with conservation easements. Conservation easement is a legal agreement between a landowner and a land trust that allows landowners to retain ownership of their land, while permanently protecting the property's conservation values.

The Frontera Land Alliance believes all citizens have a shared responsibility to protect their natural world: to use what is needed, make smarter choices, and pass onto future generations the beauty, wildlife, water and natural resources existing today. Investing in conservation is also an investment in the local economy and quality of life. Community stakeholders need to think ahead to avoid poorly planned development and identify the wildlife corridors that need to be kept intact as well as the arroyos that take the rainwater to the Rio Grande. The region needs to strategically keep valuable open space for the natural habitat and beauty it provides its community.

*This strategic thinking and planning (ST/SP) process is an integral part of the formal discipline of strategic thinking and planning undertaken by the Frontera leadership team focused on building a **value-driven strategic roadmap**. The purpose of this effort is to “reflect, review, refine, and resolve” the strategic direction in relation to and congruent with The Frontera Land Alliance's vision, mission, and core values aligned with its refined value proposition profile. Defining a success template for future strategic initiatives must positively impact its growth, contributions, and value to the Borderplex region it serves. The specific premise for this strategic planning project is as follows:*

With strong stakeholder awareness, input and buy-in, the The Frontera Land Alliance team of “strategic thinkers” will reflect, review, refine, and resolve its strategic plan aligned with its desired future value(s) propositions supporting its strategic intent and initiatives. This refined strategic direction will enhance The Frontera Land Alliance's impact and influence in the El Paso region aligned with its vision and mission.

Using the most current organizational strategic thinking and planning tenets, this ‘value-based’ planning process was managed and facilitated by lead strategist Gilberto Moreno of Prestige Consulting Services. Special thanks to The Frontera Land Alliance Board President Scott Cutler and Executive Director Janae’ Reneaud Field for their executive leadership and logistical assistance in facilitating the definition of The Frontera Land Alliance's strategic sandbox.

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STRATEGIC THINKERS

STRATEGIC THINKING/ PLANNING WORKSHOP – October 27, 2018 (Title Co. Board Room)

The following thinkers signed-in as participants.

- **Scott Cutler**
- **Janae' Reneaud Field**
- **Mike Gaglio**
- **Cynthia Hoffman**
- **Fred Hueston (guest)**
- **John Moses**
- **Benny Pol**
- **Charlie Wakeem**
- **Scott Winton**

Strategist / Facilitator:

Gilberto Moreno – Prestige Consulting Services

WORKSHOP PROJECT PREMISE

With strong stakeholder awareness, input and buy-in, the TFLA team of “strategic thinkers” will **reflect, review, refine, and resolve** its 2018 strategic plan aligned with its desired future value(s) propositions supporting its strategic intent and initiatives. This refined strategic direction will enhance TFLA’s impact and influence in the El Paso region aligned with its vision and mission.

WHAT THE LEADERSHIP TEAM VALUES IN OTHERS...

As part of their introductory remarks, each strategic thinker was asked to identify what they value in TFLA.

- ***Leadership in environment stewardship***
- ***Non-political culture and nature***
- ***The “go to” organization***
- ***Preservation focus & assets***
- ***Commitment of the Board to preservation***
- ***Foundation of preservation for our space and assets***
- ***Our ethics***
- ***Consistency of focus (e.g., Castner Range)***

TFLA STAKEHOLDER REFLECTION QUESTIONS PROFILE

As part of their pre-planning process, The Frontera Land Alliance stakeholders were asked to complete a survey of reflection questions. Below are the pre-dominant themes derived from the survey feedback. A detailed summary document was presented to the group. Multiple references to the same theme are indicated by a “✓”.

A. Since the definition of its 5-Year Strategic Plan in late 2016/ early 2017, what are Frontera Land Alliance’s major SUCCESSES AND CONTRIBUTIONS to the community?

- CASTNER RANGE PRESERVATION ✓✓✓✓✓
- BOARD MEMBERS AND BOARD DEVELOPMENT ✓✓✓✓
- THE GO TO SOURCE ✓✓✓
- NATIONAL ACCREDITATION ✓✓✓
- NEW PARTNERSHIPS ✓✓
- NEW FOUNDATION FUNDING ✓✓
- MORE CONSERVATION EASEMENTS ✓✓
- FORMAL EDUCATIONAL AND RECREATIONAL PROGRAMS ✓✓
- PLANNED GIVING
- COMMUNITY CONVERSATION PROGRAMS

B. What should TFLA set as its TOP PRIORITIES and continue to focus on to sustain its future? Why?

- OUTSIDE FUNDING ✓✓✓✓✓
- EDUCATION AND OUTREACH ✓✓✓✓✓
- PRESERVATION ✓✓✓
- BOARD DEVELOPMENT ✓✓✓
- STAFFING ✓✓✓
- CULTIVATE CONSERVATION EASEMENTS - ✓✓
- CULTIVATE PARTNERSHIPS ✓✓
- PROFESSIONALIZING ITS OPERATIONS
- GOVERNMENT RELATIONS

C. What CHANGES TO FRONTERA’S CURRENT ORGANIZATION are needed and warrant attention or rethinking to make it more effective or efficient? Why? How will you help achieve this?

- BOARD DEVELOPMENT ✓✓✓✓
- ADDITIONAL STAFFING ✓✓✓
- PROFESSIONAL ACCOUNTING SYSTEM
- DONOR DATABASE AND COMMUNICATION SYSTEMS
- MORE CORPORATE SPONSORSHIPS

D. What NEW OPPORTUNITIES EXIST FOR FRONTERA to explore that will enhance its sphere of influence and ability to accomplish its purpose and expand its impact? Why?

- EXPANDING KEY RELATIONSHIPS ✓✓✓✓
- LAND MANAGEMENT ✓✓✓
- LEVERAGE SPHERE OF INFLUENCE & REPUTATION ✓✓✓
- OUTDOOR ACTIVITIES DRIVING PRESERVATION ✓✓
- VISIBILITY & OUTREACH ✓✓
- INFLUENCE THE YOUNGER GENERATIONS

(Continued)

E. What is **NEEDED FROM THE TFLA BOARD** to move our agenda forward and maximize our return on strategy? How will you help see this implemented?

- **BOARD ACCOUNTABILITY** ✓✓✓✓
- **FUNDING**
- **FINANCIAL MANAGEMENT**
- **VOLUNTEERS**

F. How can we improve our **BOARD AND STAFF DIALOGUE, COMMUNICATIONS AND COLLABORATION?**

- **BOARD & COMMITTEE WORK AND ROLES** ✓✓✓✓✓
- **BOARD COMMUNICATIONS EFFECTIVENESS** ✓✓✓✓✓
- **BOARD COMMUNICATION MECHANISMS** ✓✓✓

“TRUTH CARD” RESULTS

The TRUTH CARD © exercise is an effective mechanism to “take the temperature” of an organization’s or team’s climate and attitude regarding key organizational success factors. These four (4) factors include an assessment of the organizational:

- A. overall **strategic direction** (its key strategic initiatives in pursuit of its vision, goals, and objectives tied to its proposed value system)
- B. pursuit of its **key opportunities** that support its common purpose (for example, in the case of a school, its learning opportunities)
- C. nurturing and care for its **human assets** (a typical non-profit organization may have over 80% of its budget contributing to salaries, benefits, etc.)
- D. **support systems** (the systems, resources, and processes supporting its stakeholders and the functional value they deliver)

The TRUTH CARD exercise presented below was conducted with *The Frontera Land Alliance stakeholders during the strategic planning workshop* who were asked to share their opinion as a group regarding the current state of the organization for the four key factors described above. There are “no right or wrong answers” to the exercise, since it asks for people’s perception. It is an opportunity to share their opinion regarding these key organizational success factors. The results are presented in the subsequent pages.

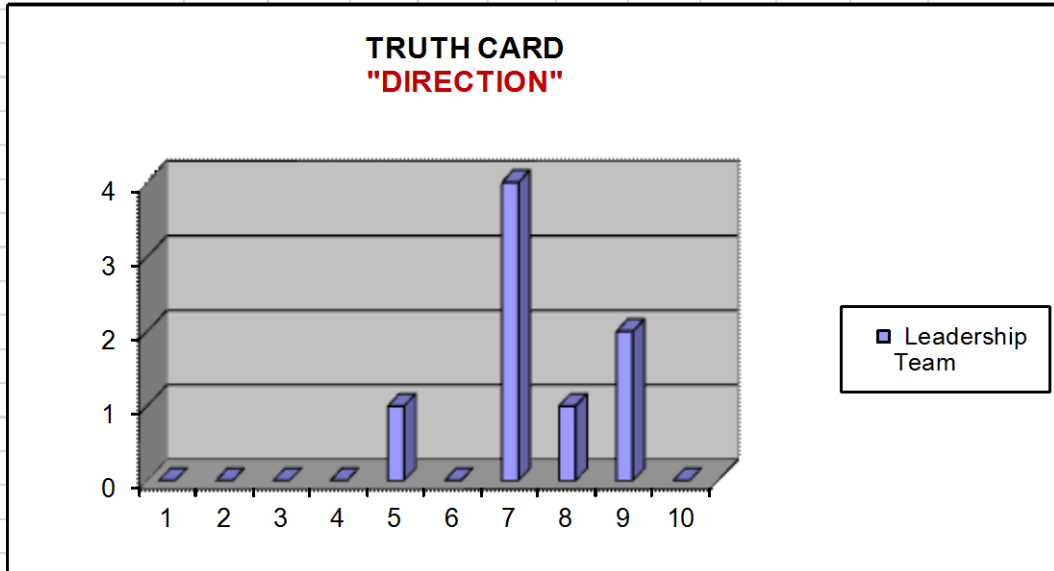
Prestige Consulting Services © 1999-2018

The Frontera Land Alliance Strategic Thinking Workshop Results

OCTOBER 2018

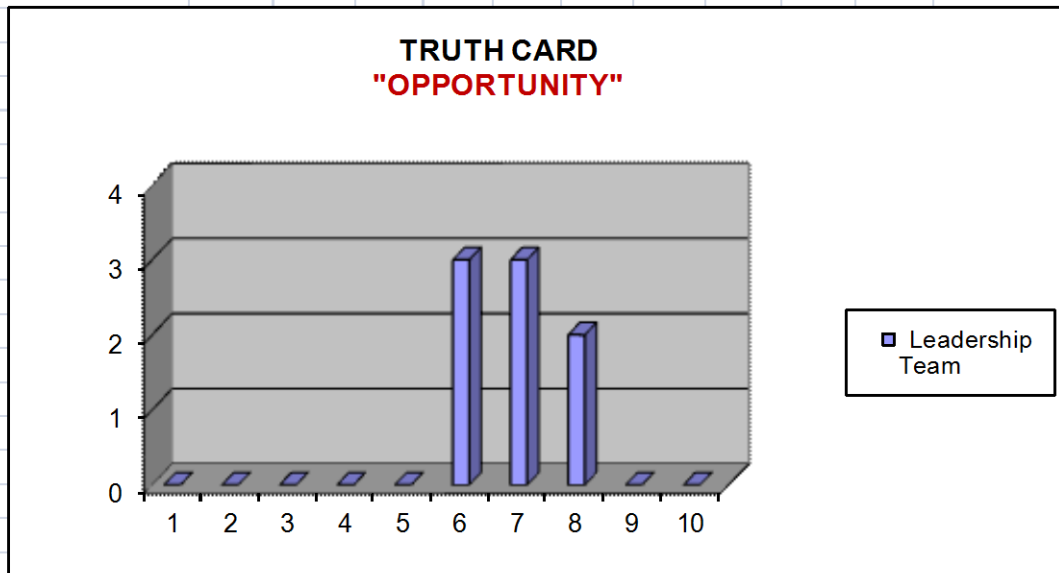
A. DIRECTION SCORES

Score	1	2	3	4	5	6	7	8	9	10	Average
Leadership Team	0	0	0	0	1	0	4	1	2	0	7.38



B. OPPORTUNITY SCORES

Score	1	2	3	4	5	6	7	8	9	10	Average
Leadership Team	0	0	0	0	0	3	3	2	0	0	6.88

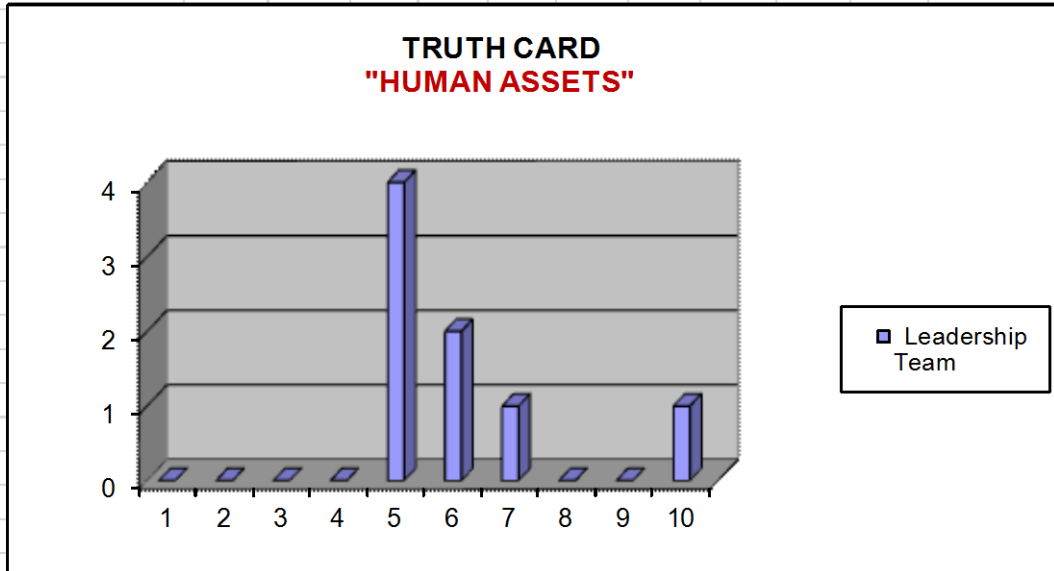


The Frontera Land Alliance Strategic Thinking Workshop Results

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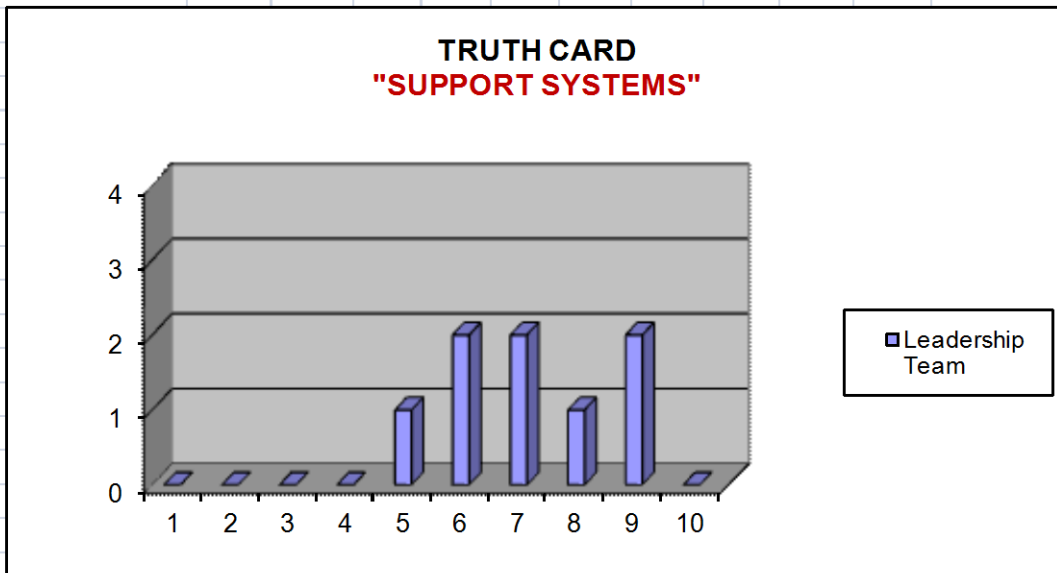
C. HUMAN ASSET SCORES

Score	1	2	3	4	5	6	7	8	9	10	Average
Leadership Team	0	0	0	0	4	2	1	0	0	1	6.13



D. SUPPORT SYSTEMS SCORES

Score	1	2	3	4	5	6	7	8	9	10	Average
Leadership Team	0	0	0	0	1	2	2	1	2	0	7.13



The team of strategic thinkers reviewed and refined the following vision statement, mission statement, tagline and core values statements.

THE FRONTERA LAND ALLIANCE VISION

“Facilitating a shared community commitment to protecting now our open spaces for future generations”.

The Frontera Land Alliance protects—forever—natural areas, working farms and ranches, water and wildlife in the West Texas and southern New Mexico region of the Chihuahuan Desert by:

- ensuring the **region will enjoy steady water supplies, ample open space, and well planned growth***
- investing in the sustainability of our natural assets **with education, resource management, stewardship, and collaborative public-private partnerships***
- supporting **our economy while enhancing our quality of life by making smarter choices***
- Passing to future generations the **beauty, wildlife, water and natural resources we have today***

THE FRONTERA LAND ALLIANCE MISSION

“We conserve water and wildlife resources forever through the preservation of open land.”

THE FRONTERA LAND ALLIANCE TAGLINE

Special Places ~ Wide Open Spaces

THE FRONTERA LAND ALLIANCE CORE VALUES

The team of strategic thinkers refined the following core values.

“We believe....

- ✓ ***education **builds awareness resulting in** smarter choices regarding the protection and conservation of our natural resources.***
- ✓ ***we impact the region’s quality of life and contribute to the community’s health.***
- ✓ ***our environment creates a unique identity and a sense of place for our region.***
- ✓ ***in **access, where appropriate,** to our natural world.***
- ✓ ***investing in our conservation is investing in our economy.***

THE FRONTERA LAND ALLIANCE KEY STAKEHOLDER GROUPS

The team of strategic thinkers refined the profile of the following key stakeholder groups as those to be impacted by the The Frontera Land Alliance value propositions:

- Citizens of the Paso del Norte Region***
- Frontera Board & Staff***
- Community Partners & Donors***

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

THE FRONTERA LAND ALLIANCE VALUE PROPOSITION PROFILE

The following Value Proposition Profile was reviewed and refined by the team of ‘strategic thinkers’ during the strategic thinking and planning process. (Version 2.0)

Stakeholder Group	VALUE PROPOSITION SUMMARY AREA	CONTRIBUTING VALUE PROPOSITIONS
CITIZENS OF THE REGION	<p><i>ENHANCING THE REGIONAL QUALITY OF LIFE</i></p>	<ul style="list-style-type: none"> • Conservation of the exceptional diversity of the natural resources and working lands in the region • Protection of natural areas for citizens to hike, bike, boat, fish, hunt, see wildlife, and enjoy the quiet pleasure of nature • Conservation of natural lands as an investment in our economy impacting and treating our quality of life as a tool for professional recruitment • Making smarter choices as we protect for future generations the beauty, wildlife, water and natural resources we have today
	<p><i>OPTIMAL PROTECTION OF LOCAL NATURAL RESOURCES</i></p>	<ul style="list-style-type: none"> • Smart, well-balanced economic health achieved through effective public-private partnerships to protect current resources including farms, ranches, and clean water • Leveraging the benefits of natural resource management to public health, education, and the local economy • Safeguarding the area’s natural beauty, sensitive areas, wildlife, and rare plants
	<p><i>CITIZENS ENGAGING IN THE FUTURE OF THEIR COMMUNITY</i></p>	<ul style="list-style-type: none"> • Nurturing a strong sense of community and spiritual strength derived from the beauty of the land • Facilitation of a shared community-wide mindset and commitment to protect our natural world for future generations • Strengthening of the cultural, historical, scientific, and environment connections of the region • Recognition of our organization’s storied past and historical significance
FRONTERA BOARD AND STAFF	<p><i>DEVELOPING FRONTERA TALENT & CONTRIBUTIONS</i></p>	<ul style="list-style-type: none"> • Nurturing a culture of smart natural resource management • Building board leadership through formal succession planning • Retention of the best qualified board and staff • Funding with focus on financial management and stability
	<p><i>SUSTAINING ORGANIZATIONAL KNOWLEDGE AND EXPERTISE</i></p>	<ul style="list-style-type: none"> • Providing guidance and expertise to land owners wanting to maintain the character of their land • Sustaining a culture of continuous improvement, initiative, and innovation • Consistent application of rules, codes, and ordinances
COMMUNITY PARTNERS AND DONORS	<p><i>EXPANDING COLLABORATIVE PARTNERSHIPS & ENGAGEMENT</i></p>	<ul style="list-style-type: none"> • Increased partnerships and opportunities with LOCAL business and community entities • Increased partner dialogue, input, and ideas leading to a more nature friendly environment • Collaboration with community groups to facilitate nature experiences for everyone
	<p><i>LEVERAGING PARTNERSHIP TALENT & RESOURCES</i></p>	<ul style="list-style-type: none"> • Enhanced value for citizens with a more nature friendly climate and development • Community and business partners recognition for their contributions to preservation • Emphasis on our natural world that leads to improved quality of life

THE FRONTERA LAND ALLIANCE SWOT PROFILE

The S.W.O.T Profile was developed by the team of strategic thinkers relative to the current status.

<p style="text-align: center;">STRENGTHS</p> <p><i>“What should we SUSTAIN?”</i></p> <ul style="list-style-type: none"> ✓ Credibility of the organization ✓ Ethics ✓ Non-partisan/ non-political ✓ Consistency in its focus ✓ Board and staff expertise and knowledge 	<p style="text-align: center;">WEAKNESSES</p> <p><i>“What should we CHANGE?”</i></p> <ul style="list-style-type: none"> ✓ Need more funding for growth and staff ✓ Need new blood for Board diversity ✓ Need new talents ✓ Need to sustain stronger voice with decision makers (e.g., politicians, business, and the community)
<p style="text-align: center;">OPPORTUNITIES</p> <p><i>“What should we EXPLORE?”</i></p> <ul style="list-style-type: none"> ✓ Seek best practices regarding non-profit organizational development ✓ Apply best practices of land conservation and community outreach ✓ Increase community awareness of the TFLA and its role ✓ Increase the land deals ✓ Expand TFLA sphere of influence regarding land use decision-making ✓ Sustain relationships with people that affect outdoor recreational activities ✓ Nurture relationships with people that positively or negatively impact land use ✓ Create new and significant funding sources 	<p style="text-align: center;">THREATS</p> <p><i>“What should we AVOID?”</i></p> <ul style="list-style-type: none"> ✓ Losing the advantages of conservation easement tax advantages ✓ Eminent domain on open spaces ✓ Mission creep ✓ Extending our resources beyond our capacity or capability ✓ Losing focus ✓ Being mislabeled impacting our reputation or image ✓ Now ensuring relevancy to our purpose ✓ Any inappropriateness as a Board ✓ Allowing outside groups to impact our focus

THE FRONTERA LAND ALLIANCE CRITICAL SUCCESS FACTORS

Votes	CRITICAL SUCCESS FACTORS	CSF Category
7	1) We must identify and recruit new Board members in order to increase the strength, diversity, and capacity of the Board. <i>[must include fundraising talent, communications/ marketing talent, and access to decision-makers]</i>	Organization/ Management
8	2) We must engage with land owners building awareness of the value of conservation easements in order to develop viable conservation strategies and projects.	Communications/ Marketing
7	3) We must expand The Frontera Land Alliance staff in order to avert losing talent and build new capacity to support our initiatives.	Resource Management
7	4) We must motivate Board member to engage at a higher level in order to find funding sources and increase Board participation.	Organization/ Management
7	5) We must increase funding sources (new and diversified) in order to add staff capacity and expand programs, outreach, and attract other major fundraising.	Funding/ Resources
1	6) We must remain streamlined as an organization in order to remain effective and avoid becoming cumbersome.	Resource Management
1	7) We must update our online accreditation procedures in order to facilitate our national accreditation renewal by 2022.	Information/ Technology Management
7	8) We must increase ways to get our message out (PSA-like) in order to increase people’s awareness, interest, and support of The Frontera Land Alliance’s mission and value, including community voice to influence decision-makers. <i>[explore new social media options] [increase The Frontera Land Alliance Board & staff presence at community meetings]</i>	Communications/ Marketing
0	9) We must create partnerships with community organizations in order to better utilize our staff and resources regarding future land deals and expanded education outreach.	Services/ Products/ Deliverables
5	10) We must appoint dedicated Frontera Land Alliance representatives to attend community meetings (e.g., Ft. Bliss, PSB, City Council, County Commissioners, CPC, Open Spaces, GLO, private sector, government land owners, etc. in order to garner presence and intelligence affecting our decisions. .	Communication/ Marketing
2	11) We must engage with local US political representatives in order to preserve the tax advantages of the conservation easements.	Funding/ Resources

(continued)

Votes	CRITICAL SUCCESS FACTORS	CSF Category
6	12) We must continue our conservation workshops and other education offerings in order to increase awareness and understanding leading to networking opportunities and potential easements, funding, and support.	Communications/ Marketing
4	13) We must invest in staff IT resources (e.g., financial, fundraising applications, etc.) in order to build funding capacity and accountability.	Information/ Technology Management
4	14) We must be radically different and innovative with new ideas to incentivize conservation in order to make a lasting impression and deliver our value.	Organization/ Management

CRITICAL SUCCESS FACTORS SUMMARY PROFILE

Critical success factors (CSF) selected by the team as high priority are bolded and shaded. The subscript represents the number of votes.

KEY STRATEGIC AREAS	CSF #
I. COMMUNICATIONS / MARKETING	2₈ 8₇ 10₅ 12₆
II. ORGANIZATION/ MANAGEMENT	1₇ 4₃ 14₄
III. RESOURCE MANAGEMENT	3₇ 6₁
IV. FUNDING / RESOURCES	5₇ 11₂
V. INFORMATION / TECHNOLOGY/ MANAGEMENT	7₁ 13₄
VI. PRODUCTS / SERVICES/ DELIVERABLES	9₀

THE FRONTERA LAND ALLIANCE STRATEGIC GOALS AND OBJECTIVES

NOTE: Strategic areas are not listed in any particular priority. Proposed initiatives or action items are captured in brackets.

STRATEGIC AREA I. MARKETING/ COMMUNICATIONS

GOAL A: “We will save more land by identifying, attracting, and educating more land owners on the value of conservation.”

Strategic Area Committee Owner: *To be named.*

Goal A. OBJECTIVES (Measured By):

- *The number of conservation workshops completed with quality feedback*
- *Growth in the number of invitations to speak about conservation techniques to landowners*
- *Evidence of increased geographic footprint where conservation workshops are facilitated*
- *The number of increased acres including conservation easements (“20K acres by 2025”)*
- *Growth in the number of projects on deck to close on saving more land*
- *Evidence of increased number of contacts and leads regarding conservation easement potential*
- *Recognized Frontera Land Alliance leadership in other projects that save land*
- *Annual introduction of innovative strategies and tools that conserve land (i.e., professional estate planning, etc.)*

Goal A Representative Strategic Initiatives

1. **The Frontera Land Alliance Conservation Workshop Program & Deliverables**
2. **The Frontera Land Alliance Leadership Presence and Engagement Program**
3. **Conservation Easement Opportunity Program**
4. **Partnerships with other Programs Focused on Saving Lands**
5. **Land Deals Activity Report**

STRATEGIC AREA I. MARKETING/ COMMUNICATIONS (Continued)

GOAL B: “We will increase stakeholder awareness, interest, appreciation, and support for TFLA’s mission and the value of open space in our region.”

Strategic Area Committee Owner: To be named.

Goal B. OBJECTIVES (Measured By):

- Evidence of increased interest and support (e.g., number of inquiries, attendance at TFLA events, requests for inclusion, funding, etc.)
- Evidence of increased connections via social media metrics
- Evidence of awareness and support from key decision-makers
- Increase in the number of The Frontera Land Alliance resources and funding
- Increase in the number of volunteer hours with TFLA
- Evidence of positive feedback via surveys for Frontera Land Alliance events, programs, deliverables, etc.
- Increased grant funding

Goal B Representative Strategic Initiatives

- 1. Stakeholder Feedback Survey Mechanisms**
- 2. Social Media Traffic & Metrics Analysis**
- 3. Volunteer Hours Activity Report**
- 4. Grant Writing Program & Results**

STRATEGIC AREA I. MARKETING/ COMMUNICATIONS (Continued)

GOAL C: “We will increase The Frontera Land Alliance presence and influence in community forums with consistent attendance and engagement.”

Strategic Area Committee Owner: To be named.

Goal C. OBJECTIVES (Measured By):

- Evidence of The Frontera Land Alliance consistent presence and influence at key community forums (e.g., Ft. Bliss, PSB, City/County government, TXDOT, CPC, Open Space, MPO, GLO, etc.)
- Recognition by community organizations regarding The Frontera Land Alliance’s leadership and value
- Commitment of qualified The Frontera Land Alliance staff and resources to lead the engagement effort with sustained attendance and engagement
- Increased number of invitations to partner and collaborate
- Evidence of tangible, specific investments supporting The Frontera Land Alliance initiatives
- Increased evidence of PSB/EPWU collaboration with conservation easements

Goal C Representative Strategic Initiatives

1. The Frontera Land Alliance Engagement History & Activity Report in Community Forums
2. The Frontera Land Alliance Recognition Record
3. New Partnership Report
4. Conservation Easement Projects

STRATEGIC AREA II. ORGANIZATION MANAGEMENT

GOAL D: “We will increase the strength, diversity and capacity of the TFLA Board.”

Strategic Area Committee Owner: To be named.

Goal D. OBJECTIVES (Measured By):

- Evidence of the newly trained Board members satisfying the identified skills set requirements [See Board Grid]
- Evidence of increase funding
- Record of increased Board attendance and engagements at Board meetings, Board Committee meetings, TFLA events, etc.
- Increased contacts with landowners by Board members
- Annual completion of Board self-assessment with specific recommendations and assessment of Board energy and morale
- Annual funding contributed or influenced by the Board members
- The level of effective transition of duties to new Board members
- Degree to which The Frontera Land Alliance Board and staff serve as consultants to landowners and others

Goal D Representative Strategic Initiatives

- 1. Board Self-Assessment Report Including Engagement, Attendance, and Funding**
- 2. Funding Activity Report**
- 3. Growth of Contacts With Landowners Report**
- 4. Growth of Board With New Talent, Skills, and Engagement**
- 5. Assessment of The Frontera Land Alliance Consulting Activity**

STRATEGIC AREA III. RESOURCE MANAGEMENT

GOAL E: “We will build increased capacity and support for TFLA initiatives with new staffing commitments.”

Strategic Area Committee Owner: To be named.

Goal E. OBJECTIVES (Measured By):

- Evidence of The Frontera Land Alliance presence and sphere of influence throughout the community
- Every year, completion of at least 1 “significant” innovation impacting The Frontera Land Alliance program or operations success
- Increase in the payroll for staff with agreement on the primary roles and job descriptions to include:
 - ½ FTE staff focused on education and outreach
 - ½ FTE staff focused on external marketing and communications
 - JRL focused on fundraising, land deals, administration, etc.
- Evidence of increased outreach successes (See Goal B)
- Increased number of land deals closed (See Goal A)
- Evidence of positive feedback regarding The Frontera Land Alliance’s value from:
 - Accrediting agency (Land Trust Alliance)
 - Landowners/ developers
 - IRS
 - PSB
 - Politicians
 - Community influentials
- Evidence of increased IT investments resulting in internal process efficiency and effectiveness

Goal E Representative Strategic Initiatives

1. Innovation Annual Report
2. The Frontera Land Alliance Board and Staff Engagement Report (See Goal D)
3. Stakeholder Feedback Survey Mechanisms (See Goal B)
4. Land Deals Activity (See Goal A)
5. The Frontera Land Alliance Staffing Plan

STRATEGIC AREA IV. FUNDING RESOURCES

GOAL F: “We will increase and diversify funding to support increased staffing, The Frontera Land Alliance programs, outreach, and attract additional funding.”

Strategic Area Committee Owner: To be named.

Goal F. OBJECTIVES (Measured By):

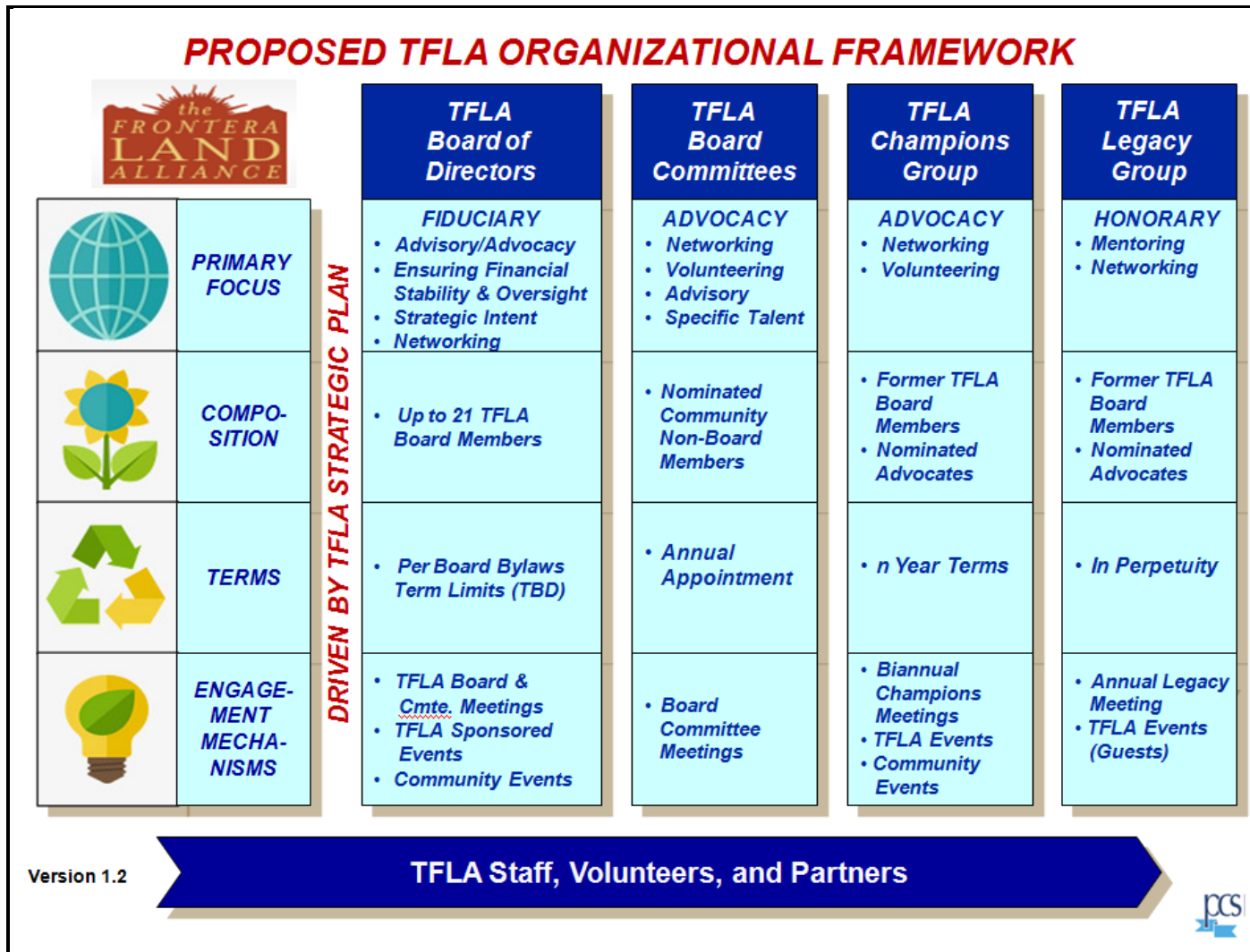
- Annually satisfying our budget funding requirements
- Growth in earned income opportunities
- Evidence of new, significant funding sources
- Growth in the value of the endowment
- Surpassing on an annual basis, the reserve targets
- Evidence of increased, successful The Frontera Land Alliance sponsored programs, events, etc.
- No loss of current staff with increased staff talent driving innovation
- Reduced number of meetings leading to increased productivity across the organization
- Board annual approval of its 5 year strategic and business plans

Goal F Representative Strategic Initiatives

1. The Frontera Land Alliance Budget Variance Reporting
2. Funding and Income Growth Report (See Goal D)
3. Reserves Target Analysis Report
4. Stakeholder Feedback Survey Mechanisms (See Goal B)
5. The Frontera Land Alliance Strategic Plan and Business Plan

PROPOSED THE FRONTERA LAND ALLIANCE BOARD ORGANIZATIONAL STRUCTURE

NOTE: The following structure for Board membership, Board Committees, and supportive units of Champions and Legacy membership was reviewed and discussed by the Board for future action.



THE FRONTERA LAND ALLIANCE STRATEGIC DIRECTION vs. VALUE ALIGNMENT

STRATEGIC GOAL ALIGNMENT <u>2018 Strategic Plan</u>	CITIZENS OF THE PASO DEL NORTE REGION			FRONTERA BOARD AND STAFF		COMMUNITY PARTNERS AND DONORS		COMMENTS
	ENHANCING THE REGIONAL QUALITY OF LIFE	OPTIMAL PROTECTION OF LOCAL NATURAL RESOURCES	CITIZENS ENGAGING IN THE FUTURE OF THEIR COMMUNITY	DEVELOPING FRONTERA TALENT & CONTRIBUTIONS	SUSTAINING ORGANIZATIONAL KNOWLEDGE AND EXPERTISE	EXPANDING COLLABORATIVE PARTNERSHIPS & ENGAGEMENT	LEVERAGING PARTNERSHIP TALENT & RESOURCES	
GOAL A: “We will save more land by identifying, attracting, and educating more land owners on the value of conservation.”	H	H	H	H	H	M	L	
GOAL B: “We will increase stakeholder awareness, interest, appreciation, and support for TFLA’s mission and the value of open space in our region.”	H	H	H	L	L	M	L	
GOAL C: “We will increase TFLA presence and influence in community forums with consistent attendance and engagement.”	H	H	M	M	L	H	M	
GOAL D: “We will increase the strength, diversity and capacity of the TFLA Board.”	M	H	L	H	H	H	H	
GOAL E: “We will build increased capacity and support for TFLA initiatives with new staffing commitments.”	M	H	H	H	H	H	H	
GOAL F: “We will increase and diversify funding to support increased staffing, TFLA programs, outreach, and attract additional funding.”	L	L	M	H	H	H	M	

H = High Impact; M = Medium Impact; L = Low Impact

THE FRONTERA LAND ALLIANCE SP ACCOUNTABILITY / COMMUNICATIONS PLAN

WHAT	WHO	WHEN
1. Document the final draft of Strategic Plan (SP)	PCS- Gilbert Moreno (GM) → Janae Field (JF)	11/2/18
2. Board edits the SP Draft	Board to JF → (GM)	11/13/18 YE Board Meeting
3. Board approves new strategic plan	TFLA Board	1/8/19
4. Communicate SP to key stakeholders: a. Major donors b. Committee members c. Land Trust Alliance d. Others	Board + Staff	By end of 1st Quarter 2019
5. Revisit and finalize Board Committee structure aligned to SP assigned goals to committees	TFLA Board	March Board Meeting
6. Update the SP on the TFLA Website	JF	January 2019
7. Create SP Executive Summary	PCS- Gilbert Moreno (GM) with (JF)	Nov. YE Board Mtg.
8. Assign Strategic Goals to Board Committee	JF + SC	Nov. 17, 2018
9. Each Board Committee Identifies the “One Thing” strategic initiative	Committees	March Board Meeting
10. Board Agrees on “One Thing” for TFLA	Board	March Board Meeting
11. Each Committee works on their “One Thing” strategic initiative	Board	Ongoing
12. Report progress of Committee activity including results	Committee	Ongoing
13. Review and update the TFLA Board Strategic Plan	Board	TBD in 2019