

# 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.*

## **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	<i>ENHANCING THE REGIONAL QUALITY OF LIFE</i>
	<i>OPTIMAL PROTECTION OF LOCAL NATURAL RESOURCES</i>
	<i>CITIZENS ENGAGING IN THE FUTURE OF THEIR COMMUNITY</i>
FRONTERA BOARD AND STAFF	<i>DEVELOPING FRONTERA TALENT &amp; CONTRIBUTIONS</i>
	<i>SUSTAINING ORGANIZATIONAL KNOWLEDGE AND EXPERTISE</i>
COMMUNITY PARTNERS AND DONORS	<i>EXPANDING COLLABORATIVE PARTNERSHIPS &amp; ENGAGEMENT</i>
	<i>LEVERAGING PARTNERSHIP TALENT &amp; RESOURCES</i>

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

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

# 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.

