



## **Board Retreat—Saturday, February 8, 2025**

**8:45 to 3:30 pm**

### **Bishop's Ridge/Camp Stoney**

**7855 Old Santa Fe Trail**

Go out old Santa Fe Trail. Just before you go down the hill to Cañada de los Alamos, you'll see a bank of mailboxes on your right. (Don't continue down the hill.) Turn right at the mailboxes and look for signs on the left.

### **AGENDA**

8:45 am Arrive and have some coffee and goodies

9 am Group Warm Up

9:45 am Board Meeting

- Call to Order
- Approval of the Minutes—Quinn Simons
  - **ACTION ITEM:** Approval of the Minutes from the December 3, 2024 Board Meeting.
- Governance and Nominating Committee—Al Reed
  - **ACTION ITEM:** Approval of the recommended Slate of Officers
  - **ACTION ITEM:** Approval of the recommended changes to the committee structure
- Finance Report—Mark Fisher
  - Financial Status as of December 31, 2024
  - **ACTION ITEM:** Review and approval of changes to the 2025 Operating Budget
  - **ACTION ITEM:** Approval of the resolution to add Mark Fisher to bank signatories
- Land Review Committee—Carla Mattix
  - Update on violations
- Executive Director Report—Sarah Noss
- President's Report—Quinn Simons
  - Board member responsibilities
  - Sign up for committees—see "2025 Committee Assignments"
  - Board term review

- Board and Staff Roster
  - Board Calendar—Brian will walk us through it
  - Pledges and Conflict of Interest Form completed and returned to McAllister
- Adjourn

11:30-11:45 am Break

11:45-12:30

- Storymap of restoration efforts at the Galisteo Property
- How can we leverage the work being done out there?

12:30-1:15 pm Lunch

1:15-3:30 pm

Strategic Planning discussion: What will the trajectory of the next three years be?

- **Next Board Meeting: Tuesday, April 22, 2025 at 4 pm**

3:30 pm

Beverages and thoughts on the day

**Minutes of the  
Santa Fe Conservation Trust  
Board of Directors Meeting  
December 3, 2024, 4:00 p.m.  
Via Zoom**

**1. CALL TO ORDER**

This meeting of the Santa Fe Conservation Trust was called to order by Quinn Simons, SFCT Board Chair, at approximately 4:06 p.m. This meeting was conducted via on-line attendance.

**2. ROLL CALL:        A quorum was present as shown:**

**SFCT Board Members Present via Zoom:**

Quinn Simons, Board Chair  
Maryanne Dwight, Treasurer  
Mark Fisher  
Julie Martinez  
Carmichael Dominguez  
Luke Pierpont

Peter Martin  
Al Reed  
Michael Avery  
Ginny Olcott  
Carla Mattix  
Dennis Romero

**Absent:**

Brant Goodman  
Mark Fisher  
Carmela Nino

**Staff Present:**

Sarah Noss, SFCT Executive Director  
Melissa Houser, Land Program Manager  
Brian Jensen, Org. Advancement Officer  
Tim Rogers, Trails Program Manager  
McAllister Yeomans, Operations Manager  
Melanie Solis Alvarez, Stewardship Associate  
Antoinette Armijo-Rougemont, Accounting Associate  
Joanne Smoger, Events & Dev. Officer  
Ariel Patashnik, Land Protection Prog. Mngr.

**3. APPROVAL OF October 22, 2024 Minutes**

Quinn asked if there were any changes to the minutes. Carla noted that her name was not listed as absent for the meeting.

**MOTION: Al Reed moved to approve with the change, Quinn Simons seconded the motion and noted that Antoinette is a good minute taker. The motion passed unanimously.**

**4. Finance Committee Report**

Mac put up the financials on the screen. Maryanne noted that there's not a lot of significant changes from the last time, just more revenues have come in, the bottom line is good news,

we're doing well. There's more in our checking than last year this time. We've made some transfers into the special initiatives fund, and transfers out of the money market account into the operating fund. The approved \$65k transfer is not reflected here. She noted that our accounts receivables are lower than last year. Our contributions are higher than budget, grants are below budget, but we have a receivable for \$219k, not reflected on these financials. We also received a \$15k grant from REI that's also not reflected. Billing will be done in December for around \$25k, so by the end of the year we will be in a very good position. Now to look at expenses, they are lower than budget. For our Vámonos expenses, we received grants. For Banff we get funds late in the year. Our fundraiser event net is closer to \$184k. Mac stated that revenue is still coming in for the fundraiser. Sarah said that it was an amazing outcome. She said next year there will be more expenses because of Hutton, which will cost \$20k more next year. Maryanne stated that our investments and the financial standing of the organization are doing well. Dennis said he's pleasantly surprised at how the speaker benefited us. Sarah said Bill McKibben brought in a whole new crowd and we had a lot of new first-time donors. We also got him in front of 1,300 kids and a relationship is developing with the Santa Fe Indian School.

Maryanne turned the focus to the budget. Sarah said she and Mac would walk them through. Mac took actuals and averages to create the budget for 2025. Sarah feels like we need to get general gifts up, and if we bring in a communications person, that will free her and Brian up to focus more on fundraising activities. She added that \$25k was added to general gifts. The EOY appeal is skewed because of a gift from Danny Cameron which pushed the average up, so we decreased it to \$145k. We did a grants schedule to show you where we anticipate the grants coming in. We identified regular grantors, \$150k in operating and \$180k in restricted, and went through the various grants – Cook, Hayes, etc. they look pretty solid, about \$514k for next year. On the next page there are possible grants that we budgeted at about 50%. Brown Foundation, she's been a consistent supporter of ours. She wants to ask her for a large grant for the endowment or capacity building. Frost Foundation is at \$20k, we usually go to them about every 3 years, we're just finishing a grant up now. REI is budgeted for \$15k, and that's \$30k total over two years. We're wondering about applying for 2025/2026. The Community Foundation hasn't funded us since 2021 so it is not as secure as in the past. For the wildlife drinker grant, we'll go back to the Thornburg Foundation to try to get more funds. Sarah said she wants to talk with McCune and Brown to help build the staff a little more. Steve Gaber is a biking trails advocate so we might go back to him about the trails program. Athletic Brewing co. is new to us. We got a program service revenue section. Marianne asked if we will try and identify other foundations that we could apply to. Brian said we are going to do more research using a product called Grant Station and it will allow us to gain more information nationwide for foundations that do funding in NM or have a presence here. Maryanne talked about the TX Nature Conservancy and said the family lives here.

Sarah asked Mac to go through program service revenue. Mac said we split it up differently this year to split up revenue and expenses by major programs – land, trails, community. Some

people hire us to do trail work for them. He showed how the projects are broken down in the land program – stewardships – existing easements, conservation easement expenses for new projects. He explained how the Quickstart Program works: we put up the expenses and then are reimbursed. For total transaction projects, we put the money forward, with no reimbursement. Sarah said that land expenses are so high because of the accessible trail. She said you could see the other projects in the budget and what we want to do there, such as Riverhaven, where we hope to overlay a conservation easement on the property and get a tax credit. Sarah said we reached out to Deb Haaland to see if she's interested in speaking next year. We need to follow-up in January.

Carmichael had questions on the land program. He said he likes how it was organized, the only question is on the 2<sup>nd</sup> page of spreadsheet, in red, it says we need budget. Sarah said the grassland restoration plan isn't finished so it's just a place holder. He asked about the other items in red. Mac talked about the hydroseeding project and we're applying for \$100k, but if we don't receive the grant, the expense won't happen. He asked about the employee health care 9% increase. He looked at the link that says 7% increase for our insurance. Mac said they may have changed it because they change it all the time and it never matches. Carmichael asked if we ever explored pooling with other organizations for insurance and what the history is. Mac said he doesn't think that's an option anymore since they came up with an open marketplace small group plan scenario.

Sarah said we looked up the Social Security COLA, and it's 2.5%. Mac said that's a number he likes to use. Mac talked about a 2.5% increase and said it doesn't include bonuses. Accounting services includes two audits. We also included budget for the website and training on Salesforce for staff. Quinn asked about the COLA, if we've used it in the past. Mac said yes, it's the best official number to use.

Sarah brought up the rent expenses and the new building possibility. She said that Carmella said we should start talking to a financial institutions to see what kind of mortgage we can afford and start planning. Sarah talked with Century Bank and The Bank of Albuquerque, and Carmella said to check out Nusenda and other credit unions. She said in January we'll start checking into the finance options and be in touch with the board but we budgeted for staying month to month at our current location.

Mac brought up the accreditation expense. Quinn said that the accreditation is necessary and good for us. Sarah moved on to advertising Vámonos, community events, \$22k, with income at \$25k, stating they're paying for themselves. Safe Routes to School is in SF Public Schools now so we will deactivate that. \$1.7 total expenses, and that leaves us with a \$539k deficit. On the next page are carry overs and offsets. We are looking for a communications consultant and taking 4% distribution from the operating reserve, and the Finance Committee agreed.

We have payments received for work we're doing next year. We did receive the accessible trail grant. We would like to get a composting toilet out there and other things that we need to

raise some money for, but the grant covers a large part of it. Chris Larson gave us \$20k for surveys years ago so we've been chipping down at that. The Cook Family Foundation provided funding for the Galisteo Property and there is \$38k remaining. The Cornell grant is \$4,800, and there's the land and climate grant for Apache Canyon, forest management plan, FHA, instream flow project. Matthew McQueen was going to offer services for people to divert their water back into the stream. The Western Innovation Grant is helping with paying the renaming consultants.

Mac stated for stewardship we have a sustainable draw to offset stewardship expenses. Then we have another draw from operating reserve to fund the proposed communications position. The first distribution from the stewardship fund from Thaw for the Galisteo property, we're taking \$12k to offset property expenses. Others are for conservation easement projects. For the ongoing Quickstart Project in Pecos, this is an amendment with PROS (Pecos River Open Space) to include more area in the easement. A new quick Quickstart Project is budgeted at \$40k. For Rancho Las Lagunas we plan to spend another \$15k next year. At Riverhaven, we are planning on spending \$40k to complete the conservation easement with the Taos Land Ttrust, and we will apply for the State Tax Credit. We went over the final numbers. Sarah said that we are a growing organization and our budget reflects that. Quinn thanked staff for all the hard work on the budget.

**MOTION: Quinn Simons moved to approve the budget, Carmichael Dominguez seconded the motion. The motion passed unanimously.**

## **5. Governance and Nominating Committee Report**

Quinn said we need to approve the two new board members for 2025, Sandra Ely and James Rivera and asked for any questions. Quinn said he thinks they'll both make great additions to the board.

**MOTION: Quinn Simons moved to approve the new board members, Al Reed seconded the motion. The motion passed unanimously.**

Sarah said maybe in January we could have an informal cocktail party with the new board members. She doesn't know where to do it, for around 26 people, Jan 14, 15, or 16 are possibilities so we could all meet the new board members. Quinn said it's a great idea, he's good on the dates.

## **6. Land Review Committee Report**

Carla said the most important item for approval, which was discussed at the last board meeting, is The Moonfrog property In the Cañada de Los Alamos area near Apache Canyon. The donor wants to close by the end of the year. We need to approve the resolution so that Sarah can accept the conservation easement. Quinn said that Moonfrog is paying all of the expenses. Carla asked for questions, there were none.

**MOTION: Michael Avery moved to approve the resolution, Ginny Olcott seconded the motion.**  
**The motion passed unanimously.**

Carla said most of the report has been touched on already. The accreditation renewal is moving along and is critical and staff is working hard to meet the Feb 5 deadline. Projects underway include the Quickstart Project called PROS, to amend the PROS 16 CE to add more land along the Pecos River; South Pass Ranch is also proceeding and will protect about 1200 acres in San Miguel County, and Rancho Las Lagunas, our Total Transaction project that is receiving money from the National Heritage Conservation Act (the first project to do so after the passage of the Land of Enchantment Legacy Fund, is also moving along. EMNRD is now the co-holder of the easement. Carla said ongoing stewardship projects were discussed at the last meeting and reviewed them again. Melanie said she has about 26 more remote monitoring properties to do and will be done by the end of the year. Sarah asked Melanie about going to graduate school. Melanie said that she will do it at NMSU online and continue to work here. Sarah said we'll support her in any way we can. Carla talked about a pile burn at Apache Canyon. Ariel said the Forest Stewards Guild sent her the burn plan and they are doing it for us. It's a small situation on about 3 acres, easy to get through, about 20 small piles. They did thinning work last winter. It's weather dependent. They will have a neighborhood meeting to address any questions. After that it will be when there's at least 3-5 inches of snow on the ground and other weather conditions are met. Volunteers are welcome, and 10-15 people will be out there. It'll be a nice opportunity to show the neighbors how it will work. Hopefully we'll be able to do more after we get our forestry plan done. We can arrange carpools for people that are interested. Carla moved on to the Galisteo property update. We received the \$293k grant for the accessible trail to commence in July. There's also funds for ebird workshops. Melissa said that for our Cornell grant we are doing three ebird workshops and citizens can enter the birds they see to help scientists see how they're migrating, their populations, etc. The ID app is called Merlin. The workshop will be held December 14<sup>th</sup> at the Galisteo property, 6:30-8:30 am. Sarah invited the board to come out on a Saturday morning to participate. Carla said also coming up are plans for workshops and planting and applying for grants for hydroseeding. Atalaya has had no changes on the property, and we'll possibly update the management plan in 2025. Carla thanked Ariel, Melissa, and Melanie for preparing the report.

## **7. Trails and Community Conservation Report**

Quinn called on Michael to report, noting there was a meeting held on December 21. Michael stated that the committee approved the charter and talked about the strategic plan. There are sections that pertain to the trails

Tim stated that Passport to Trails and Vámonos had record-breaking seasons.. This fall there were 18 passport trips with almost 500 participants, which were both records. Most went to Dale Ball South. Vámonos had over 780 walkers, which was another record. It's been a great season of trail work and community participation.

## 8. Executive Director Report

Quinn called on Sarah to report. Sarah said she put a news article in the packet about the renaming and said they should read it. They had a meeting today to prepare for the next renaming committee meeting. She said that we met at Kristin's house in November and it was a beautiful meeting. We took 80 people to walk the Galisteo property in the renaming process. We got about 70 surveys back. Thanks to everyone who did the survey. It was really interesting to get the responses, they appreciated the storytelling. We gathered under the trees to get peoples impressions and how they felt about the land – a sense of community, welcoming, sense of no conflict. We told what we know, cultural stories, getting community advisory groups to come together and be open and share their stories of what it means to them to name a place, talked about expectations, and things to avoid. Carmichael said that it was an emotional meeting but we may need a little more time to finish our work. Sarah said that we were looking at the values statement as an opportunity for the growth of the organization. It hasn't been a linear process and no one knew how it would unfold. She feels confident that the group is working really well together. Being comfortable with our tensions, it has been wonderful and heart opening. We've reached some clarity that we don't want a name that will alienate anyone. We should start having names coming in, and asked to send in your ideas to Brian. She said that Chris Chavez, from Kewa Pueblo, proposed changing the name originally, and he is on the committee. We want the land and people to flourish together and we want to be more inclusive in our work and history is complicated. The renaming process has given us access to the Native world and that's what we hoped would happen, that we could work with a diversity of people in our community. Kai'T Blue Sky at the SF Indian School invited Melissa and Sarah to a symposium at the SFIS to talk about conservation efforts at the pueblos. Present were 16 of 19 pueblos at the symposium. Two main speakers were from Santa Clara and Santa Ana. We had gone to look at Santa Ana's wildlife drinkers a few years ago to get a sense how they did it. When it came time to order ours they said they'd bring them up to us so we didn't have to pay the \$4k delivery fee. They talked about the effort to protect wildlife in the pueblos that are spirit animals that they care about. Santa Ana uses amazing technology. This concept of wildlife not being able to move in their habitat was graphically exhibited by Glen at Santa Ana. They showed how I-25 is blocking the wildlife corridor between the Sandias and Sangre de Cristo mountains. There's another road on the pueblo and they were working really hard to open up wildlife corridors. They said they hadn't really seen inbreeding. If everyone were to work on this concept of connectivity, it's parallel to what we're trying to do. It shows the potential for a beautiful partnership with Native people. The other thing was that there are five lakes that are on Santa Clara and the fire completely killed all the fish and they did a huge restoration project. They replanted hundreds of thousands of trees and then, after the fires, flooding took out the trees they replanted. They're using some of the erosion techniques that we're using at the Galisteo Property only on a much larger scale. Sarah quoted a closing remark by Kai-T. He said basically, we need to remember that we are working in partnership with nature and all beings—where there are no boundaries, we are all one heart and one mind. It's



about where we're going in humanity. We need to put our egos aside and find commonality. One of the reasons K'ai-T invited us, Sarah said, was because we were able to get Bill McKibben into the SFIS. The act of stepping forward and reaching out has opened doors for us. That wasn't there when we started this renaming process. It is valuable, she said, because we need to be as inclusive as possible in our work. This renaming effort has been a big part of that. Brian said that the value statement was our first step to opening doors, and the renaming effort is the first opportunity to put values into practice in how we engage our community. Getting the accessible trail grant is going to be fantastic but it won't be constructed until next summer. We had our Atalaya legacy society luncheon with people who had made planned gifts to SFCT. There were about 20 of us that were there. Carmichael and Carmella came and she appreciates that they attended. She would also like to try to expand our endowment. She is talking to some major donors to do multi-year gifts to fund another position for more support in that area.

Dates: Bears Ears registration is scheduled to begin Jan 17th for the May 11-16<sup>th</sup> trip. Tim is always working with the community to protect trails and property around trails. Just to the west of La Tierra is a 320 acre tract that Modern Elder Academy is selling and there is concern that it will get developed and impact the social trails that exist there. The neighbors are trying to buy the property. Tim summarized what's going on with the property and said it lies between city and county open space. Sarah said Melissa saw a sign on some land for lease near constellation drive near Airport Rd. The State Land Office is interested in doing a conservation lease. Tim said it's an isolated property and there will be another piece of Acequia Trail that will tie into a densely populated area.

Sarah mentioned that it's the end of 2024 and she'll be doing job reviews. She thinks this was a great year, great financially, EOY letters were sent out, which will help us meet our numbers. She thanked the staff for doing a wonderful job. The volunteer party will be January 23<sup>rd</sup> at the International Museum of Folk Art. She said the board meeting dates are on your agenda. The board retreat will be on Feb 8<sup>th</sup>. Next year's fundraiser party will be on Oct 4<sup>th</sup> at the Farmers Market Pavilion. Save all these dates and we'll be back in touch about the informal get together with new members in January.

Quinn thanked everyone and said he hopes people can meet up afterwards with the staff at the Rufina Taproom.

**Quinn motioned to adjourn at 6:12 p.m.**

**Santa Fe Conservation Trust**  
**December 31, 2024 Financial Statements**  
**Highlights Commentary**

**Cash and Investments**

At December 31, 2024, the aggregate cash balance was \$4,218,899, as compared to \$3,976,580 at the beginning of the year. In December, 2024, \$53,244 was transferred from the (Thaw) Schwab Endowment Account to the Schwab Money Market Special Initiatives account, and \$11,797 was transferred from the Galisteo Property Stewardship & Defense to the Century Bank Operating Account.

The pooled investment account with Schwab, managed by UCG, stands at \$1,953,769, compared to the value at the beginning of the year of \$1,768,561.

**2024 year to date operating results compared to budget**

Through December 31, income has exceeded expenses in the amount of \$407,009.

This compares with a budgeted year to date loss of \$251,975.

Major reasons for this \$658,985 favorable performance compared to budget are as follows:

<b>Items that affect operating cash</b>	<b>Actual</b>	<b>Budget</b>	<b>Change to Budget</b>	<b>Notes</b>
<b>Income</b>				
Contributions & Gifts	447,897	375,000	72,897	A
Grants	614,479	544,600	69,879	B
Program Service Revenue	51,637	78,700	-27,063	C
Fundraising Events	220,903	139,000	81,903	D
<b>Total Operating Income</b>	<b>1,334,915</b>	<b>1,137,300</b>	<b>197,615</b>	
<b>Expenses</b>				
Personnel	834,358	807,967	26,391	E
Contract Services	33,943	33,175	768	
Gifts	1,264	1,300	-36	
Occupancy	42,052	40,300	1,752	
Office Expenses	22,326	25,150	-2,824	
Business Expenses	29,219	35,500	-6,281	
Travel & Meetings	23,400	19,500	3,900	
Mission Program Expenses			0	
Land Program	210,007	385,505	-175,498	F
Trails Program	3,049	8,000	-4,951	
Community Conservation	44,015	32,878	11,137	
<b>Total Operating Expenses</b>	<b>1,243,632</b>	<b>1,389,275</b>	<b>-145,644</b>	
<b>Total items affecting operating cash</b>	<b>91,284</b>	<b>-251,975</b>	<b>343,259</b>	
<b>Non-Cash Items Affecting Operating Budget</b>				
In-Kind Donations	1,200	1,200	0	
<b>Non-Operating items that only affect Endowment or Investment Funds</b>				
Net Investment Income & Expense	288,726	0	288,726	
Conservation Easement Stewardship	27,000	0	27,000	
<b>Total non-operating items</b>	<b>315,726</b>	<b>0</b>	<b>315,726</b>	
<b>Total actual results compared to budget</b>	<b>408,210</b>	<b>-250,775</b>	<b>658,985</b>	

Please refer to lettered notes on the following page.

## Notes to Highlights Commentary, December 2024

### **A. Contributions & Gifts \$72,897 higher than budget:**

General Gifts, not associated with a particular fundraising campaign or appeal, Restricted Gifts for specific purposes or projects, the Mid-Year Appeal and End-of-Year Appeal letters totaled \$447,897, compared to a budget of \$375,000. Predicting whether gifts come in for general operating activities or with a restriction is very hard to predict, so it is often most helpful to look at these gifts overall compared to budget. However, in this case, the End-of-Year Appeal made up the majority (\$67,068) of the surplus compared to budget.

### **B. Grants revenue \$69,879 higher than budget:**

Government Grants revenue of \$357,072 was \$105,572 higher than budgeted, making up for the shortfall in unrestricted and restricted grants. \$292,319 was awarded by the Outdoor Recreation Division at the New Mexico Economic Development Dept. to continue work on the accessible trail and parking area at the Galisteo Property, as part of their Trails+ grant program.

### **C. Program Service Revenue \$27,063 lower than budget:**

Trails, Land and Community Events revenue all came in short in 2024. Much of this is usually attributed to individual project timing, and is also hard to predict.

### **D. Fundraising Events \$81,903 higher than budget:**

The Banff Mountain Film Festival came in \$9,124 lower than budgeted, due to sponsorships being received in the prior fiscal year. However, the Fundraiser Event (AKA Stand Up for Nature) came in \$91,028 higher than budget, due not only to sponsor revenue, but the "paddle raise" portion of the event came in well over budget.

### **E. Personnel expense \$26,391 higher than budget:**

Excess personnel expenses were due to the adjustment for payroll liability between the last pay period of the year and December 31, as well as bonuses for the year approved by the SFCT Board Chair.

### **F. Land Program expense \$175,498 lower than budget:**

This expense being below budget is mostly due to two categories: conservation easement expenses, \$98,263 lower than budget; and Fee Land Expenses, \$50,938 lower than budget. CE Expenses were expected to include many "Total Transaction" expenses, but this project moved slower than anticipated, and they will most likely show up in 2025. Uncertainty around the funds needed to move forward the accessible trail project on the Galisteo Property caused hesitation in overspending in this category.

**Santa Fe Conservation Trust**  
**Statement of Financial Position**  
As of December 31, 2024

	Dec 31, 24	Dec 31, 23	\$ Change
<b>ASSETS</b>			
<b>Current Assets</b>			
<b>Checking/Savings</b>			
1020 · Century Checking 0255	379,803	338,356	41,447
1040 · Schwab Investment Acct -0185			
1041 · Operating Reserve	469,182	432,307	36,875
1042 · Special Initiatives Fund	187,284	168,402	18,882
1043 · Stewardship & Defense	1,042,530	922,695	119,834
1044 · Galisteo Property S&D	254,772	245,157	9,616
Total 1040 · Schwab Investment Acct -0185	1,953,769	1,768,561	185,207
1050 · Schwab Money Mkt -6333			
1051 · OpRes Money Mkt	410,679	425,132	-14,453
1052 · Spec Init Money Mkt	144,220	159,758	-15,539
1053 · Galisteo Property Tax Credit	185,904	177,186	8,718
Total 1050 · Schwab Money Mkt -6333	740,803	762,077	-21,274
1060 · Schwab Endmt Account -5995	1,144,324	1,107,386	36,938
1090 · Petty Cash	200	200	0
Total Checking/Savings	4,218,899	3,976,580	242,319
<b>Accounts Receivable</b>			
1200 · Accounts Receivable	330,510	196,565	133,946
Total Accounts Receivable	330,510	196,565	133,946
<b>Other Current Assets</b>			
1250 · Prepaid Expenses	10,801	12,913	-2,112
1499 · Undeposited Funds	27,237	2,000	25,237
Total Other Current Assets	38,038	14,913	23,125
Total Current Assets	4,587,447	4,188,058	399,389
<b>Fixed Assets</b>			
1610 · Fee Land	3,633,836	3,633,836	0
1615 · Planning Fees	22,130	22,130	0
1640 · Furniture, Fixtures & Equip.	4,493	4,493	0
1650 · Vehicle	17,000	17,000	0
1690 · Accumulated Depreciation	-21,493	-21,493	0
1695 · Accum. Amortization	-5,778	-4,303	-1,475
Total Fixed Assets	3,650,188	3,651,663	-1,475
<b>Other Assets</b>			
1700 · Security Deposits	2,500	2,500	0
1900 · SFCF Endowments			
1910 · SFCF Stewardship Fund			
1912 · Principal Fund Balance	114,443	117,031	-2,589
Total 1910 · SFCF Stewardship Fund	114,443	117,031	-2,589
1920 · SFCF Easement Fund			
1922 · Principal Fund Balance	39,138	40,026	-888
Total 1920 · SFCF Easement Fund	39,138	40,026	-888
Total 1900 · SFCF Endowments	153,580	157,057	-3,477
Total Other Assets	156,080	159,557	-3,477
<b>TOTAL ASSETS</b>	<b>8,393,715</b>	<b>7,999,278</b>	<b>394,437</b>

# Santa Fe Conservation Trust

## Statement of Financial Position

As of December 31, 2024

	Dec 31, 24	Dec 31, 23	\$ Change
<b>LIABILITIES &amp; NET ASSETS</b>			
<b>Liabilities</b>			
<b>Current Liabilities</b>			
<b>Accounts Payable</b>			
2000 - Accounts Payable	23,550	20,209	3,341
<b>Total Accounts Payable</b>	23,550	20,209	3,341
<b>Credit Cards</b>			
2001 - Century MC -5276	848	4,014	-3,166
<b>Total Credit Cards</b>	848	4,014	-3,166
<b>Other Current Liabilities</b>			
2010 - Payroll Liabilities			
2020 - Accrued Liabilities	16,751	10,960	5,791
2030 - Accrued Compensated Absences	9,135	10,504	-1,370
2070 - SUTA Payable	16	16	0
2100 - Retirement Payable	503	329	174
<b>Total 2010 - Payroll Liabilities</b>	26,405	21,809	4,595
2200 - Pass Through Payables			
2212 - Trails Alliance of Santa Fe	19	1,770	-1,751
2220 - Core Crew	2,538	2,538	0
2230 - UWARM	959	959	0
<b>Total 2200 - Pass Through Payables</b>	3,516	5,267	-1,751
<b>Total Other Current Liabilities</b>	29,920	27,076	2,844
<b>Total Current Liabilities</b>	54,318	51,299	3,019
<b>Total Liabilities</b>	54,318	51,299	3,019
<b>Net Assets</b>			
3010 - Without Donor Restrictions	4,566,487	4,350,037	216,450
3100 - Board Designated Net Assets	331,504	328,160	3,344
3200 - With Donor Restrictions			
3210 - Temp Restricted Net Assets	439,191	204,903	234,288
3230 - Stewardship & Defense	1,042,530	922,695	119,834
3240 - Galisteo Property S&D	254,772	245,157	9,616
3250 - Thaw Endowment	1,144,324	1,107,386	36,938
3260 - SFCF Endowments	153,580	157,057	-3,477
<b>Total 3200 - With Donor Restrictions</b>	3,034,397	2,637,197	397,199
<b>Net Income</b>	407,009	632,584	-225,575
<b>Total Net Assets</b>	8,339,397	7,947,979	391,419
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>8,393,715</b>	<b>7,999,278</b>	<b>394,437</b>

**Santa Fe Conservation Trust**  
**Statement of Activities Budget vs. Actual**  
January through December 2024

	<u>Jan - Dec 24</u>	<u>Budget</u>	<u>\$ Over Budget</u>
<b>Operating Income/Expense</b>			
<b>Income</b>			
<b>4000 - Contributions &amp; Gifts</b>			
4010 - General Gifts	242,832	210,000	32,832
4020 - Restricted Gifts	3,500	50,000	-46,500
4060 - Mid-Year Appeal	49,497	30,000	19,497
4090 - EOY Appeal	152,068	85,000	67,068
<b>Total 4000 - Contributions &amp; Gifts</b>	<u>447,897</u>	<u>375,000</u>	<u>72,897</u>
<b>4100 - Grants</b>			
4110 - Unrestricted Grants	130,000	147,750	-17,750
4120 - Restricted Grants	127,408	145,350	-17,943
4130 - Government Grants	357,072	251,500	105,572
<b>Total 4100 - Grants</b>	<u>614,479</u>	<u>544,600</u>	<u>69,879</u>
<b>4900 - In-Kind Contributions</b>	1,200	1,200	0
<b>5000 - Program Service Revenue</b>			
5010 - Trails Project Fees	1,767	8,000	-6,233
5020 - Land Project Fees	29,400	45,700	-16,300
5080 - Community Events	20,470	25,000	-4,531
<b>Total 5000 - Program Service Revenue</b>	<u>51,637</u>	<u>78,700</u>	<u>-27,063</u>
<b>5500 - Fundraising Events</b>			
<b>5530 - Banff Film Festival</b>			
5531 - Banff Gift Revenue	36,485	45,000	-8,515
5532 - Banff Non-Gift Revenue	13,077	16,000	-2,923
5533 - Banff Expenses	-13,687	-16,000	2,313
<b>Total 5530 - Banff Film Festival</b>	<u>35,876</u>	<u>45,000</u>	<u>-9,124</u>
<b>5560 - Fundraiser Event</b>			
5561 - Fundraiser Gift Revenue	242,966	173,000	69,966
5562 - Fundraiser Non-Gift Revenue	33,760	16,000	17,760
5563 - Fundraiser Expenses	-91,698	-95,000	3,302
<b>Total 5560 - Fundraiser Event</b>	<u>185,028</u>	<u>94,000</u>	<u>91,028</u>
<b>Total 5500 - Fundraising Events</b>	<u>220,903</u>	<u>139,000</u>	<u>81,903</u>
<b>Total Income</b>	<u>1,336,115</u>	<u>1,138,500</u>	<u>197,615</u>
<b>Gross Revenue</b>	1,336,115	1,138,500	197,615
<b>Expense</b>			
<b>7000 - Personnel</b>			
7010 - Officer & Director Salaries	122,611	121,680	931
7020 - Other Employee Salaries	546,329	519,964	26,365
7030 - Retirement Contributions	18,558	18,385	174
7040 - Employee Healthcare	81,807	84,776	-2,969
7050 - Payroll Taxes	65,052	63,163	1,890
<b>Total 7000 - Personnel</b>	<u>834,358</u>	<u>807,967</u>	<u>26,391</u>
<b>7100 - Contract Services</b>			
7120 - Legal Fees	0	900	-900
7130 - Accounting Services	13,601	15,275	-1,674
7160 - Professional Services	20,342	17,000	3,342
<b>Total 7100 - Contract Services</b>	<u>33,943</u>	<u>33,175</u>	<u>768</u>
<b>7200 - Gifts</b>	1,264	1,300	-36
<b>8000 - Occupancy</b>			
8010 - Rent	36,050	33,250	2,800
8020 - Utilities	1,846	2,050	-204
8030 - Telephone & Internet	4,156	5,000	-844
<b>Total 8000 - Occupancy</b>	<u>42,052</u>	<u>40,300</u>	<u>1,752</u>

**Santa Fe Conservation Trust**  
**Statement of Activities Budget vs. Actual**  
January through December 2024

	<u>Jan - Dec 24</u>	<u>Budget</u>	<u>\$ Over Budget</u>
<b>8100 · Office Expenses</b>			
8110 · Supplies	2,467	2,500	-33
8120 · Postage	2,721	3,750	-1,029
8130 · Printing & Production	14,783	15,500	-717
8140 · Equip. Lease & Maint.	2,355	3,400	-1,045
<b>Total 8100 · Office Expenses</b>	<b>22,326</b>	<b>25,150</b>	<b>-2,824</b>
<b>8200 · Business Expenses</b>			
8210 · Advertising	4,374	8,000	-3,626
8220 · Information Technology	2,669	5,000	-2,331
8260 · Insurance	11,399	11,000	399
8270 · Licenses & Fees	10,777	11,500	-723
<b>Total 8200 · Business Expenses</b>	<b>29,219</b>	<b>35,500</b>	<b>-6,281</b>
<b>8300 · Travel &amp; Meetings</b>			
8310 · Vehicle & Travel	2,511	3,000	-489
8320 · Events & Meetings	20,889	16,500	4,389
<b>Total 8300 · Travel &amp; Meetings</b>	<b>23,400</b>	<b>19,500</b>	<b>3,900</b>
<b>9000 · Mission Program Expenses</b>			
<b>9100 · Land Program</b>			
9110 · CE Expenses	28,237	126,500	-98,263
9120 · CE Stewardship Expenses	17,772	20,730	-2,958
9130 · Land Trust Alliance	17,315	24,000	-6,685
9140 · CE Insurance	5,747	5,500	247
9150 · Fee Land Expenses	134,362	185,300	-50,938
9160 · Land Legal Fees	5,098	22,000	-16,902
9170 · Land Planning Amort.	1,475	1,475	0
<b>Total 9100 · Land Program</b>	<b>210,007</b>	<b>385,505</b>	<b>-175,498</b>
<b>9500 · Trails Program</b>			
9510 · Maintenance & Construction	3,049	8,000	-4,951
<b>Total 9500 · Trails Program</b>	<b>3,049</b>	<b>8,000</b>	<b>-4,951</b>
<b>9700 · Community Conservation</b>			
9705 · Dark Skies Expenses	89	5,000	-4,911
9710 · Passport to Trails	6,265	6,000	265
9720 · Vamonos	29,010	10,000	19,010
9730 · Community Events	8,200	10,500	-2,300
9740 · Safe Routes to School			
9742 · SRTS Misc	178	178	0
<b>Total 9740 · Safe Routes to School</b>	<b>178</b>	<b>178</b>	<b>0</b>
9750 · Education & Training	274	1,200	-926
<b>Total 9700 · Community Conservation</b>	<b>44,015</b>	<b>32,878</b>	<b>11,137</b>
<b>9900 · In-Kind Facilities</b>	<b>1,200</b>	<b>1,200</b>	<b>0</b>
<b>Total 9000 · Mission Program Expenses</b>	<b>258,271</b>	<b>427,583</b>	<b>-169,312</b>
<b>Total Expense</b>	<b>1,244,832</b>	<b>1,390,475</b>	<b>-145,644</b>
<b>Net Operating Income</b>	<b>91,284</b>	<b>-251,975</b>	<b>343,259</b>
<b>Non-Operating Income/Expense</b>			
<b>Other Income</b>			
<b>10000 · Investment Income &amp; Expense</b>			
10010 · Investment Change in Value	108,929	0	108,929
10020 · Endowment Change in Value	13,572	0	13,572
10030 · Interest & Dividends	170,266	0	170,266
10040 · Investment Management Fees	-4,042	0	-4,042
<b>Total 10000 · Investment Income &amp; Expense</b>	<b>288,726</b>	<b>0</b>	<b>288,726</b>
<b>10050 · CE Stewardship</b>	<b>27,000</b>	<b>0</b>	<b>27,000</b>
<b>Total Other Income</b>	<b>315,726</b>	<b>0</b>	<b>315,726</b>
<b>Net Non-Operating Income</b>	<b>315,726</b>	<b>0</b>	<b>315,726</b>
<b>Net Income</b>	<b>407,009</b>	<b>-251,975</b>	<b>658,985</b>

**Santa Fe Conservation Trust**  
**Statement of Cash Flows**  
January through December 2024

	<u>Jan - Dec 24</u>
<b>OPERATING ACTIVITIES</b>	
Net Income	407,009
Adjustments to reconcile Net Income to net cash provided by operations:	
1200 - Accounts Receivable	-133,946
1250 - Prepaid Expenses	2,112
2000 - Accounts Payable	3,341
2001 - Century MC -5276	-3,166
2010 - Payroll Liabilities:2020 - Accrued Liabilities	5,791
2010 - Payroll Liabilities:2030 - Accrued Compensated Absences	-1,370
2010 - Payroll Liabilities:2070 - SUTA Payable	0
2010 - Payroll Liabilities:2100 - Retirement Payable	174
2200 - Pass Through Payables:2212 - Trails Alliance of Santa Fe	-1,751
Net cash provided by Operating Activities	<u>278,194</u>
<b>INVESTING ACTIVITIES</b>	
1695 - Accum. Amortization	1,475
1910 - SFCF Stewardship Fund:1912 - Principal Fund Balance	2,589
1920 - SFCF Easement Fund:1922 - Principal Fund Balance	888
Net cash provided by Investing Activities	<u>4,952</u>
<b>FINANCING ACTIVITIES</b>	
3010 - Without Donor Restrictions	-416,135
3100 - Board Designated Net Assets	3,344
3200 - With Donor Restrictions:3210 - Temp Restricted Net Assets	234,288
3200 - With Donor Restrictions:3230 - Stewardship & Defense	119,834
3200 - With Donor Restrictions:3240 - Galisteo Property S&D	9,616
3200 - With Donor Restrictions:3250 - Thaw Endowment	36,938
3200 - With Donor Restrictions:3260 - SFCF Endowments	-3,477
Net cash provided by Financing Activities	<u>-15,591</u>
Net cash increase for period	<u>267,555</u>
Cash at beginning of period	3,978,580
Cash at end of period	<u><u>4,246,135</u></u>



# Santa Fe Conservation Trust

## Draft Budget

12-Month Rolling Average, Three-Years Actuals, 2025 Budget

	ACTUALS	BUDGET	AVERAGE	BUDGET	
	Oct 23-Sep 24	Oct 23-Sep 24	2021-2023	2025	NOTES
Operating Income/Expense					
Income					
4000 - Contributions & Gifts					
4010 - General Gifts	222,775	207,500	206,850	231,850	3-yr avg + 25k
4020 - Restricted Gifts	32,500	40,000	397,035	25,000	8-year mean
4060 - Mid-Year Appeal	40,822	30,000	38,332	38,332	3-yr avg
4090 - EOY Appeal	130,990	103,500	178,551	145,551	3-yr mean
Total 4000 - Contributions & Gifts	427,087	381,000	820,768	440,733	
4100 - Grants					
4110 - Unrestricted Grants	184,450	134,000	124,233	232,500	See grant schedule
4120 - Restricted Grants	137,958	135,012	539,875	192,500	See grant schedule
4130 - Government Grants	64,789	232,715	177,774	89,000	See grant schedule
Total 4100 - Grants	387,196	501,727	841,883	514,000	
5000 - Program Service Revenue					
5010 - Trail Service Revenue	1,767	10,825	72,947	5,000	Non-governmental trail work
5020 - Land Service Revenue	31,020	53,300	23,363	40,000	CE Fees, EMNRD & Forestry
5080 - Community Events	24,880	25,000	21,265	25,000	All mission-related events
Total 5000 - Program Service Revenue	57,667	89,125	117,575	70,000	
5500 - Fundraising Events					
5530 - Banff Film Festival					
5531 - Banff Gift Revenue	45,690	45,000	38,741	45,500	Sponsorships
5532 - Banff Non-Gift Revenue	13,397	16,000	16,340	13,500	Ticket Sales & Sponsor Tix
5533 - Banff Expenses	-13,687	-16,000	-13,669	-13,500	
Total 5530 - Banff Film Festival	45,401	45,000	41,412	45,500	
5560 - Fundraiser Event					
5561 - Fundraiser Gift Revenue	241,393	173,000	130,388	180,000	Donative portion of Spons. & Tix
5562 - Fundraiser Non-Gift Revenue	33,760	16,000	8,525	35,000	Fair Market Value of Tix, etc.
5563 - Fundraiser Expenses	-93,438	-95,000	-57,644	-115,000	Incl. Hutton @ 20k
Total 5560 - Fundraiser Event	181,714	94,000	81,269	100,000	
Total 5500 - Fundraising Events	227,115	139,000	122,681	145,500	
Total Income	1,099,065	1,110,853	1,902,908	1,170,233	
Gross Revenue	1,099,065	1,110,853	1,902,908	1,170,233	

# Santa Fe Conservation Trust

## Draft Budget

12-Month Rolling Average, Three-Years Actuals, 2025 Budget

	ACTUALS	BUDGET	AVERAGE	BUDGET	
	Oct 23-Sep 24	Oct 23-Sep 24	2021-2023	2025	NOTES
<b>Expense</b>					
<b>7000 · Personnel</b>					
7010 · Officer & Director Salaries	121,867	120,555	101,034	117,035	* 2.5% COLA
7020 · Other Employee Salaries	512,327	507,017	375,910	508,668	* 2.5% COLA
7030 · Retirement Contributions	18,038	17,962	13,550	18,771	3% of Salaries
7040 · Employee Healthcare	77,651	81,146	41,867	97,958	** 9% Increase July 1
7050 · Payroll Taxes	61,710	61,570	35,829	55,481	FICA, SUTA & WC-1
<b>Total 7000 · Personnel</b>	<b>791,594</b>	<b>788,251</b>	<b>568,190</b>	<b>797,913</b>	
<b>7100 · Contract Services</b>					
7120 · Legal Fees	0	975	949	1,000	Placeholder
7130 · Accounting Services	23,917	12,206	12,473	13,000	Audit, 990 & Payroll Services
7160 · Professional Services	20,126	17,381	7,978	25,000	Janitorial, Social Media & IT
<b>Total 7100 · Contract Services</b>	<b>44,043</b>	<b>30,563</b>	<b>21,399</b>	<b>39,000</b>	consulting
<b>7200 · Gifts</b>	<b>1,166</b>	<b>1,250</b>	<b>1,002</b>		
<b>8000 · Occupancy</b>					
8010 · Rent	35,900	33,100	32,050	34,100	W/ renewal of lease Aug. 1, 2025
8020 · Utilities	1,745	2,037	1,736	1,800	
8030 · Telephone & Internet	4,675	5,125	4,971	4,500	
<b>Total 8000 · Occupancy</b>	<b>42,321</b>	<b>40,263</b>	<b>38,757</b>	<b>40,400</b>	
<b>8100 · Office Expenses</b>					
8110 · Supplies	1,952	2,425	2,336	2,400	
8120 · Postage	2,762	3,537	3,180	3,300	
8130 · Printing & Production	19,660	15,625	14,340	20,000	Annual Report, Letterhead, etc.
8140 · Equip. Lease & Maint.	3,314	3,462	3,074	3,000	
<b>Total 8100 · Office Expenses</b>	<b>27,687</b>	<b>25,050</b>	<b>22,930</b>	<b>28,700</b>	
<b>8200 · Business Expenses</b>					
8210 · Advertising	1,929	7,250	2,946	5,000	New address, ADA trail opening
8220 · Information Technology	4,964	6,000	4,775	6,250	
8260 · Insurance	11,393	11,000	9,804	10,000	
8270 · Licenses & Fees	9,252	10,125	9,163	9,200	
<b>Total 8200 · Business Expenses</b>	<b>27,538</b>	<b>34,375</b>	<b>26,688</b>	<b>30,450</b>	
<b>8300 · Travel &amp; Meetings</b>					
8310 · Vehicle & Travel	3,409	3,375	4,146	3,600	
8320 · Events & Meetings	21,011	14,888	6,994	12,000	Board, Committee & Dev. Mtgs.
<b>Total 8300 · Travel &amp; Meetings</b>	<b>24,419</b>	<b>18,263</b>	<b>11,140</b>	<b>15,600</b>	

**Santa Fe Conservation Trust**  
**Draft Budget**  
12-Month Rolling Average, Three-Years Actuals, 2025 Budget

	ACTUALS	BUDGET	AVERAGE	BUDGET	
	Oct 23-Sep 24	Oct 23-Sep 24	2021-2023	2025	NOTES
<b>9000 · Mission Program Expenses</b>					
<b>9100 · Land Program</b>					
9110 · CE Expenses	22,436	116,113	30,856	192,000	See Land Schedule
9120 · CE Stewardship Expenses	15,681	18,048	9,494	17,200	
9130 · Land Trust Alliance	12,816	19,250	5,895	23,190	Membership + 3 to Rally
9140 · CE Insurance	5,624	5,459	4,919	6,270	Terrafirma CE Insurance
9150 · Fee Land Expenses	84,206	148,484	56,091	461,066	See Land Schedule
9160 · Land Legal Fees	14,529	21,639	7,354	7,000	Instream flow
<b>Total 9100 · Land Program</b>	<b>155,290</b>	<b>328,992</b>	<b>114,609</b>	<b>706,726</b>	
<b>9500 · Trails Program</b>					
9510 · Maintenance & Construction	2,163	6,500	9,647	5,000	Tools, signage, etc.
<b>Total 9500 · Trails Program</b>	<b>2,163</b>	<b>6,500</b>	<b>9,647</b>	<b>5,000</b>	
<b>9700 · Community Conservation</b>					
9705 · Dark Skies Expenses	2,014	5,188	898	0	
9710 · Passport to Trails	2,336	5,375	2,783	8,124	
9720 · Vamonos	28,420	8,500	3,535	15,000	
9730 · Community Events	9,490	10,375	8,746	22,000	All mission-related events
9740 · Safe Routes to School					
9741 · SRTS Contractor Expense	15,330	0	33,604	0	SRTS passed to SFPS
9742 · SRTS Misc	862	178	8,644	0	Account will be deactivated
<b>Total 9740 · Safe Routes to School</b>	<b>16,192</b>	<b>178</b>	<b>42,247</b>	<b>0</b>	
9750 · Education & Training	274	900	96		
<b>Total 9700 · Community Conservation</b>	<b>58,725</b>	<b>30,515</b>	<b>58,305</b>	<b>45,124</b>	
<b>9900 · In-Kind Facilities</b>	<b>1,200</b>	<b>1,200</b>	<b>1,508</b>	<b>1,200</b>	
<b>Total 9000 · Mission Program Expenses</b>	<b>217,379</b>	<b>367,207</b>	<b>184,069</b>	<b>758,050</b>	
<b>Total Expense</b>	<b>1,176,146</b>	<b>1,305,220</b>	<b>874,176</b>	<b>1,710,113</b>	
<b>Net Operating Income</b>	<b>-77,081</b>	<b>-194,368</b>	<b>1,028,732</b>	<b>-539,881</b>	

\* <https://www.ssa.gov/oact/cola/colaseries.html>

\*\* <https://www.healthsystemtracker.org/brief/how-much-and-why-aca-marketplace-premiums-are-going-up-in-2025>

**Santa Fe Conservation Trust**  
**Draft Budget**  
**12-Month Rolling Average, Three-Years Actuals, 2025 Budget**

**Cash Offsets and Adjustments to Operating Budget**

**New Consultants & Employees**

Community Engagement Director	-70,878	see Community Eng. Tab
Communications Consultant proposed 15 hrs/wk @\$50	-39,000	

**Total Communications Consultant** -109,878

**Conservation Easement fees received in 2024 for projects closing in 2025**

Moonfrog CE Fee	12,700	received 2024
Bingham CE Fee	12,700	received 2024

**Total CE fees received in 2024** 25,400

**Grants received in prior years, remainder to be spent down in 2025**

Outdoor Recreation Division - Trails+ Grant for Accessible Trail	292,319	awarded, not yet received
Larsen Fund: Trail Development Fund	7,184	received 2016
Bobbie & Stanton Cook Family Foundation - Galisteo Property	65,007	received 2022, 2023, 2024
Cornell University - Ornithology Grant	4,825	received 2024
Land Trust Alliance - Land & Climate Grant (for Appache Canyon)	5,800	received 2024
FHL Foundation - Community Conservation Programs	16,608	received 2024
Wallace Genetic Foundation - Instream Flow	17,628	received 2024
Land Trust Alliance - Western Innovation Grant	4,288	received 2024

**Total grants received 2024** 413,659

**Distributions and transfers from accounts to cover project costs and operations**

	Principal 9/30/2024	Distribution	Amount	
Distribution from Stewardship	1,062,308	4%	42,492	
Distribution from Operating Reserve	883,715	5%	44,186	to help offset new positions
Distribution from Galisteo Property Stewardship			11,797	App'd at Oct. 2024 Board Mtg.
Special Initiatives funding for Conservation projects				
PC 16 amendment (QuickStart CE)			30,000	
New Quickstart project TBD			40,000	
Rancho Las Lagunas (Total Transaction CE)			15,000	Part of 2024 transfer
Riverhaven CE with Taos Land Trust			40,000	To be repaid with LCIA tax credit

**Total distributions and transfers from accounts to cover project costs and operations** 223,475

**Total Cash Offsets to Operating Budget** 552,656

**Net Revenue with Cash Offsets** 12,775

**Land Program  
Revenue Expense Budget 2025**

Category	Item/Project	Expenses	2025 Revenue	2024 Revenue	Notes
<b>Stewardship Expenses</b>					
Software/Subscriptions	SF County online records	300			<i>Approximate. We pay by the record now</i>
Software/Subscriptions	Esri (GIS)	950			<i>Cost for 4 desktop licenses plus online subscription plus 4 blocks of AGOL credits, which should be enough for the year</i>
Software/Subscriptions	Lens	12,000			
Software/Subscriptions	Landscape subscription	1,500			
CE Stewardship	Notices of CE	250			<i>Recording costs for 10, which would be ambitious</i>
CE Stewardship	Title reports for Big Wonderful	2,200			<i>We budgeted for this land year and didn't do it. Do we want to include it again?</i>
<b>Stewardship Expenses Subtotal</b>		<b>17,200</b>			<b>Staff time, mileage, printing, etc not included here</b>
<b>CE Expenses</b>					
Outreach	Landowner outreach: printing, mailing, mileage?	1,000			
Land Protection	Traditional CE TBD	5,000	12,700		<i>Revenue is from landowner fee</i>
Land Protection	Moonfrog Pecos (Traditional CE)	5,000		12,700	<i>Revenue is from landowner fee, rec'd 2024</i>
Land Protection	South Pass Ranch (Traditional CE)	4,000		12,700	<i>Revenue is from landowner fee. Some money already spent in 2024.</i>
Land Protection	QuickStart CE TBD	40,000	40,000		<i>Expenses will be lower than this if we don't pay for appraisal. We'll be paid back in full, but not in 2025. We budgeted for this in 2024 and didn't spend it.</i>
Land Protection	PC 16 amendment (QuickStart CE)	30,000	30,000		<i>We'll be paid back in full, but not in 2025.</i>
Land Protection	Rancho Las Lagunas (Total Transaction CE)	40,000	25,000		<i>We budgeted \$60k for this in 2024 and will have spent only about \$20k by end of 2024. Revenue is from EMNRD reimbursement for transaction costs. These expenses and revenue may extend into 2026.</i>
Land Protection	Total Transaction CE TBD	0			<b>DO WE WANT TO BUDGET FOR THIS?! NO</b>

**Land Program**  
**Revenue Expense Budget 2025**

Category	Item/Project	Expenses	2025 Revenue	2024 Revenue	Notes
Land Protection	Riverhaven CE donation to TLT	45,000	None next year		<i>\$45k is for transaction costs and does not include stewardship costs. Stewardship payment to TLT and income from tax credit would come in 2026 or later. We budgeted \$10,000 for this in 2024 and spent nothing.</i>
Land Protection	Legal slush fund	2,000			
Land Protection	Instream flow legal (grant)	20,000			<i>This grant is bleeding over into 2025</i>
<b>CE Expenses Subtotal</b>		<b>192,000</b>	<b>107,700</b>		
<b><i>Fee Land Expenses</i></b>					
Galisteo Prop	Thornton Ranch Rd Agmt.	2,660			
Galisteo Prop	Cottonwood Tree Trimming	15,000			<i>To remove the "Widow Makers" from the Cottonwood at the Gathering area</i>
Galisteo Prop	Rangeland plan implementation	25,000			<i>Need budget</i>
Galisteo Prop	Volunteer Food	1,500			
Galisteo Prop	Herbicide/sprayer	1,000			
Galisteo Prop	Handsaw/loopers	1,000			
Galisteo Prop	Rock and other materials	3,000			
Galisteo Prop	NMDA Healthy Soil Grant	15,000	15,000		
Galisteo Prop	Cornell Bird Grant	25,000	25,000	14,825	<i>Offset, already received 2024</i>
Galisteo Prop	SL Gimbal Grant	100,000	100,000		<i>hydroseeding</i>
Galisteo Prop	Wildlife Cameras (2)	1,000			<i>These are the cameras that Santa Ana uses. They come with a 5 year warranty. There are cheaper options that can be explored if this is too expensive.</i>
Galisteo Prop	Trails+ Accessible Trail	257,306	292,319		<i>To be received in 2024</i>
Riverhaven	Solar Well	0			<i>Solar panel and new pump installed. Not budgeting for 2025.</i>
Riverhaven	Workday/ cleanup	2,000			
Riverhaven	Steps / Handrailing Removal and Shed clean	2,000			

**Land Program  
Revenue Expense Budget 2025**

Category	Item/Project	Expenses	2025 Revenue	2024 Revenue	Notes
Apache Canyon	Forest Management Plan	8,100	2,300	5,800	<i>We received \$5,800 from LTA grant 10/28/2024. The \$2,300 is cost-share from state forestry and is reimbursement after plan is done.</i>
Apache Canyon	Signage	500			
Apache Canyon	Pile burn costs?	1,000			
<b>Fee Land Expenses Subtotal</b>		<b>461,066</b>	434,619		
<b>Land Trust Alliance / Accreditation Commission</b>					
	Land Trust Alliance Membership	5,800			
	3 People to Rally Conference	4,500			
	Land Trust Accreditation Renewal	12,890			
<b>Total LTA/LTAC</b>		<b>23,190</b>			
<b>TOTAL</b>		<b>693,456</b>	<b>542,319</b>		

Grant & Gov Contract Possibilities for 2025	Probability Regular/Possible	Operating	Restricted	Government	Notes
Regular Grantors					
Anya and Henry Bagley Fnd					If Henry wants to do something after Pond Tract
City of Santa Fe, Trails POs	40,000			\$ 40,000.00	Could try to get another contract and maybe add more to it. Might not happen til mid-year if we can do a new contract.
Bobby and Stanton Cook Family Fnd	50,000	\$ 50,000.00			End of year grant usually
Cornell University			\$ 25,000.00		Ornithology Grant
City of Santa Fe, Bike Wayfinding				\$ 19,000.00	\$19k, PO came in October 2024. More in 2025?
Hayes Foundation	50,000	\$ 50,000.00			got \$30k in 2023. May is the time to outreach to them. Maybe a bit sooner.
Lineberry	25,000	\$ 25,000.00			March timeframe. Good to have a meeting with them to see if we can increase the amount?
NMDA - Healthy Soil Grant	15,000			\$ 15,000.00	reseeding the CH
Santa Fe County, Trails PO				\$ 15,000.00	PO or contract possibility to maintain more of the CO trails than just DBT.
Wallace Genetic Foundation	25,000	\$ 25,000.00			We received \$25k operating in 2024
FHL Foundation	15000		\$ 15,000.00		Community Conservation Support
SL Gimbel Foundation			\$ 100,000.00		reseeding the CH
<b>Total Regular Grants</b>	<b>220,000</b>	<b>\$ 150,000.00</b>	<b>\$ 140,000.00</b>	<b>\$ 89,000.00</b>	



<b>Possible Grants (50%)</b>					
Athletic Brewing Company Two For The Trails Grant Program	Possible		\$ 15,000.00		<ul style="list-style-type: none"> <li>• TBD on application date and amount - summer 2025</li> <li>• <a href="https://athleticbrewing.com/pages/two-for-the-trails">https://athleticbrewing.com/pages/two-for-the-trails</a></li> <li>• Grants have ranged from \$600 - \$50,000, with last round's average award being around \$5,000</li> </ul>
National Fish and Wildlife Foundation (NFWF)	Possible				strategize with Melissa - RFP will be around August 2025 for 2026 funding.
Brown Foundation-Louisa Sarofim		\$ 100,000.00			capacity building (gen op) and endowment
Carroll Petrie Foundation			\$ 15,000.00		Native pollinator restoration at Riverhaven?
Doris Goodwin Walbridge Foundation-Save Gaber			\$ 20,000.00		trails program support, or to help cover PR costs to advertize the accessible trail to the disabled community
Frost Foundation		\$ 20,000.00			Gen op or continued values work
Harris Foundation			\$ 5,000.00		Community Conservation Support
McCune Foundation			\$ 50,000.00		capacity building and/or environmental stewardship--need to meet with them
REI Cooperative Action Fund		\$ 15,000.00			if we can reapply for 25-26?
Santa Fe Garden Club		\$ 5,000.00			They gave Botanic Garden \$35k in 24
Santa Fe Community Foundation		\$ 15,000.00			haven't gotten funding since 2021
Thornburg Corporate		\$ 10,000.00			Ask Erin Cave-send wildlife photos
<b>Total Possible Grants</b>		<b>\$ 165,000.00</b>	<b>\$ 105,000.00</b>	<b>\$ -</b>	
<b>Budgeted at 50%</b>		<b>\$ 82,500.00</b>	<b>\$ 52,500.00</b>	<b>\$ -</b>	
<b>Total Regular + 50% Possible Grants</b>		<b>\$ 232,500.00</b>	<b>\$ 192,500.00</b>	<b>\$ 89,000.00</b>	

**Community Engagement Director**  
**32 Hour per Week Employee**  
**Updated 1/31/2025**

<b>Base Salary</b>	<b>Hrs/Wk</b>	<b>Hrly Rate</b>	<b>Wks/Yr</b>	<b>Annual Salary</b>	<b>2/15/25-12/31/25</b>
	32	\$38	52	\$63,232	\$55,936
<hr/>					
<b>SIMPLE IRA</b>			<b>Match</b>	<b>Annual Match</b>	<b>3% Match</b>
			3%	\$1,897	\$1,678
<hr/>					
<b>Healthcare</b>					
<hr/>					
Updated 7/15/2024	Pres	\$750.00	3 months	\$ 2,250.00	10 Months
	BCBS	\$ 777.76	6 months	\$ 4,666.56	\$6,917
<hr/>					
<b>Health Savings Account</b>			April-June	\$375	
			July-Dec	\$750	\$1,125
<hr/>					
<b>Payroll Taxes</b>	FICA	SUTA	Total Rate	Annual PR Tax	Payroll Taxes
	7.65%	2.84%	10.49%	\$5,780	\$5,222
<hr/>					
<b>Total Annual Cost for Community Engagement Director</b>					<b>\$80,719</b>
<hr/>					
<b>Prorated to Start February 1, 2025</b>					<b>\$70,878</b>
<hr/>					

**RESOLUTION  
BY  
THE BOARD OF DIRECTORS  
SANTA FE CONSERVATION TRUST**

**CHANGE IN BANK SIGNATORIES**

**WHEREAS**, Mark Fisher has assumed the position of Board Treasurer of the Santa Fe Conservation Trust, and Marianne Dwight has resigned from the Board of Directors;

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Directors authorizes the addition of Mark Fisher as an authorized signatory of the SFCT's Century Bank account.

Account signatories shall now be: Sarah Noss, Executive Director; Quinn Simons, Board Chair; Mark Fisher, Treasurer; and Brant Goodman, Board Secretary.

**CERTIFICATION**

I hereby certify that the foregoing resolution was adopted by the Board of Directors of the Santa Fe Conservation Trust, at a meeting held in Santa Fe, New Mexico, on the 8th day of February, 2025, at which a quorum was present, by a vote of \_\_\_\_\_in favor, \_\_\_\_\_ opposed, and \_\_\_\_\_ abstaining.

---

Brant Goodman, Secretary

---

Date

## Violations 2024 Report to the Board

### Los Trigos – 603.64-acres (110-acres Donated 2004 & Amended and Restated 2022)

Per the easement, any agricultural equipment, permanent or temporary, cannot be outside a building envelope. The agriculture structure where temporary structures and equipment are currently being stored is outside of a designated building envelope. This structure was intentionally not placed in a building envelope so it would not be expanded or accumulate any debris. This is considered a technical violation, since it has not compromised any conservation values, but does need to be relocated to a location within a designated building envelope. The second issue noted is some ATV tracks in meadows were discovered, possibly due to juniper removal, which is an allowed activity, but the creation of new roads is prohibited. SFCT's main concern is long-term use can result in erosion, impervious surfaces, and denuding of the land, which is prohibited. LRC suggested sending a letter inquiring about said activity, along with visual representations of areas of concern, as well as a gentle reminder of the terms of the easement. SFCT is aware of the construction activity occurring on the property and would like clarification if it is a staging area for construction. If it is in connection with the construction activity placing a temporary approval during said activity, once completed it must be removed. The letter should also be a gentle reminder to the landowner that we are monitoring the conservation easement and will enforce it. The letter will be sent to LRC for review.

### Ross – 40 acres in Tesuque Donated in 2005

A 0.2-acres area was cleared of shrubs, gravel placed, and a temporary tent was erected for a family wedding. This is a minor violation. The cleared area is partially within a 100-year Flood Zone "A" drainage easement and is adjacent to two private road easements. Staff are visiting the site on Jan 29 to evaluate the impact of the gravel on vegetation being able to naturally reestablish.

### Little Tesuque Creek (3rd Party violation) – 51.93-acres Transfer 2018 (Donated 2000)

The 3<sup>rd</sup> party violation consists of an unsanctioned trail constructed by a neighbor without permission from the County of approximately 400-feet in length with a berm of rock that prevents water from running off the trail. Instead, water is running down the trail, eroding the tread and creating a U-shaped trail profile that increases tread erosion and is creating severe erosion on the steep slope. There also has been the removal of 33 entire trees and removal of 558 branches off live trees along the unsanctioned trail, which creates entry points for bark beetle and will likely lead to tree mortality. These activities are not consistent with the deed of conservation easement requirements. The County has said that they are working on getting quotes for the remediation.

Charles R 5,125- acres Donated 1995 & Charles R Lots 4.53-acres Reserved 2004 (3rd Party violations)

During the remote monitoring there seemed to be a small encroachment from the neighbor's propane tank in the SW area of Los Montoya along US 84 and a second incident of a small encroachment from the neighbor's propane tank in the Charles R Lots Lot 4. A site visit in 2025 is needed to see if the area(s) in question are actually in the neighbor's property and the visuals are slightly off from the boundaries of the easement.

Big Wonderful – these 5 conservation easements allow for the landowners to exercise development pods with no requirement from SFCT that are not subject to the CE.

- Querencia 250-acres  
The landowners have added a new riding arena adjacent to the barn. This is outside of the Building Pod. Landowner needs to move or enlarge the Pod.
- Palazida 501-acres  
The landowner has added a new fence outside of the Development Pod. Need to confirm that the fence is shorter than 5ft or they will need to move or exercise a new Development Pod or relocate the fence. Also need to note that there has been more activity near the solar well. If they plan on placing any structures here then a new Development Pod will need to be exercised.

### Heart and Soul III

Landowner is currently not in compliance with the easement, due to temporary structures (including an RV he is living in) outside Building Envelope. Landowner is aware they are not within the Building Envelope and have mentioned they would like to amend to move the BE to be where they are currently residing to be closer to the well. All of their materials/ residence are temporary structures, which do not require a permit, which include a 5th wheel and several storage containers on cinder blocks. He has been transparent with us about being in noncompliance and all of the temporary structures in the driveway, but mentioned he would like to amend 2 years ago to be in compliance, as well as acquire Heart and Soul II, which is adjacent. During this year's monitoring visit, we noticed how comfortable they have become in the noncompliance area and are creating a larger footprint, which is a violation since they are in the easement area and not in the buildable area which is an exclusion zone from the easement. A notice of noncompliance was sent on 9/23/2023, from SFCT to the landowner outlining the noncompliance, stating progress towards amendment needs to be made, otherwise, it will be considered a violation. On, 01/17/2024 the Landowner responded to the letter of noncompliance with letter requesting to amend. We will be entering into Amendment

negotiations with the landowner. On 07/18/2024 We received an email from the landowner that they would drop off the signed amendment agreement and would like to break the fee into 8 payments of \$500. 07/22/2024, We received the signature page for the amendment agreement and can move forward with the amendment to resolve the issues. On 9/10/2024 the landowner communicated that his wife suddenly passed away. We have reached out with a telephone call to move forward in October but have not heard anything back. We are sending a letter to the landowner after it is reviewed by the LRC on Feb 6<sup>th</sup>.



### **2025 BOARD MEMBER RESPONSIBILITIES**

1. Attend and participate in all Board meetings and appropriate committee meetings.
2. Develop a working knowledge of SFCT's mission, vision, services, policies, and programs.
3. Know, understand and follow your fiduciary responsibilities as a Board member.
4. Read, evaluate and check accuracy of all Board meeting minutes, reports, evaluations and supporting materials provided to you.
5. Review and approve major organizational decisions, commitments, and plans, including budgets, expenditures, and loan and lease documents to ensure that organizational resources are used wisely to achieve the mission of SFCT.
6. Attend and support all special events hosted by SFCT when possible.
7. Serve on at least one standing committee and undertake special assignments when asked.
  - Committee chair reports at board meetings
  - Review Committee charter annually
  - Conflict of Interest (all members and non-board member committee members must sign)
8. Support SFCT by making a personal financial contribution to the organization to the best of your ability, help raise money for the Trust and bring new contacts/potential donors to the organization. Advocate for SFCT by informing others about the organization, its activities and special events.
9. Suggest potential nominees for the Board and its committees, who can make significant contributions to the work of the Board and SFCT. The Board of Directors is responsible for recruiting and cultivating new potential board members.
10. Keep up-to-date on developments in the land conservation field, by participating in the Land Trust Alliance (LTA) webinars available to you. For list of 2024 offering, click [here](#).
11. Follow conflict of interest and all SFCT policies. Policies can be found on the board resources on the SFCT website, [www.sfct.org](http://www.sfct.org) (password: easement1)
12. Work with Staff as a partner in carrying out the mission and vision of SFCT, maintaining Board oversight while not interfering in the day-to-day administration and operation of the organization.
13. Avoid asking Staff for special favors or issuing directives outside assigned, agreed upon responsibilities.



## **2025 Committee Assignments**

### **TRAILS/COMMUNITY CONSERVATION**

***Quarterly, 3<sup>rd</sup> Thursday of the month, 4 pm***

Michael Avery—Chair  
Tim Rogers—SFCT Staff  
Sarah Noss—SFCT Staff  
Luke Pierpont  
Carmichael Dominguez  
Nigel Otto—community member

### **FINANCE**

***Monthly, 3<sup>rd</sup> Tuesday, 3-4 pm***

Mark Fisher—Chair  
McAllister Yeomans—SFCT Staff  
Michael Avery  
Kevin Brennan – community member  
George Strickland—community member  
Harlan Flint—community member

### **LAND REVIEW**

***Monthly, 1<sup>st</sup> Thursday, 3:30 pm***

Carla Mattix—Chair  
Melissa Houser—SFCT Staff  
Ariel Patashnik – SFCT Staff  
Peter Martin  
Al Reed  
Dennis Romero  
Ginny Olcott  
Carla Mattix  
Jan-Willem Jansens—community member  
Christopher Thomson—community member

### **EXECUTIVE / GIFT ACCEPTANCE**

***As Needed***

Quinn Simons, President  
Dennis Romero, Vice President  
Mark Fisher, Treasurer  
Brant Goodman, Secretary  
Michael Avery, At-Large  
\_\_\_\_\_, At-Large

### **GOVERNANCE AND NOMINATING**

***As needed***

Carmichael Dominguez—Chair  
Sarah Noss—SFCT Staff  
Al Reed  
Julie Martinez  
Frank Katz – community member  
Joanna Prukop – community member

### **STAND UP FOR NATURE AD HOC EVENT COMMITTEE**

***Bi-weekly, starting April 16<sup>th</sup> into October, Weds 4 pm***

### **RE-ACCREDITATION AD-HOC COMMITTEE**

***Starting June 2024, then monthly through mid-2025 on the following Mondays: June 24; July 22; August 26; Sept. 23; Oct. 28; Nov. 18; and Dec. 16.***

Al Reed, Chair  
Sarah Noss – SFCT Staff  
Melissa Houser – SFCT Staff  
Dennis Romero  
Carla Mattix

### **DEI AD-HOC COMMITTEE**

***Every six months, or as needed***

Julie Martinez, Chair  
Sarah Noss –SFCT Staff  
Brian Jensen –SFCT Staff  
Carla Mattix  
Nancy Cook – community member  
Carmichael Dominguez



#### **DONOR ENGAGEMENT**

~~6 per year, as needed, 2<sup>nd</sup> Thurs of the month, 5:30 pm~~

Mark Fisher, Chair

Sarah Noss—SFCT Staff

Brian Jensen—SFCT Staff

Julie Martinez

Marianne Dwight

Brant Goodman

Carmela Niño

#### **~~DARK SKIES AD-HOC COMMITTEE~~**

~~Monthly, (last Thursday of the month @ 8-9am)~~

Peter Martin

Carmichael Dominguez

Sarah Noss, SFCT Staff and temporary Chair

Brian Jensen, SFCT Staff

Katherine Mortimer—community member

Julie Ann Grimm—community member

Albert Shultz—community member

Robert Powers—community member

#### **~~GALISTEO PROPERTY AD-HOC COMMITTEE~~**

~~As Needed (2024—2x—March 20 & Oct. 9 @ 4:30pm)~~

Sarah Noss, SFCT Staff

Melissa Houser, SFCT Staff

Melanie Solis, SFCT Staff

Michael Avery

Al Reed

Ginny Olcott

George Strickland

Joanne Prukop

Nancy Cook

Brent Bonwell

Ed Breitingner

Jan Willem Jansens

# 2025 Board Term Tracking

<b>First Name</b>	<b>Last Name</b>	<b>Title</b>	<b>Term Ends Dec. 31</b>	<b>Joined BOD Jan. 1</b>	<b>Board Terms Serving/Served</b>
Michael	Avery	At-Large	2027	2019	3
Peter	Martin	Board Member	2027	2019	3
Brant	Goodman	Secretary	2025	2017	3
Al	Reed	Board Member	2025	2017	3
Julie	Martinez	Board Member	2025	2020	2
Dennis	Romero	Vice Chair	2025	2020	2
Mark	Fisher	Board Member	2025	2023	1
Carla	Mattix	Board Member	2025	2023	1
Luke	Pierpont	Board Member	2025	2023	1
Quinn	Simons	Chair	2026	2018	3
Ginny	Olcott	At-Large	2026	2021	2
Carmela	Nino	Board Member	2026	2021	2
Carmichael	Dominguez	Board Member	2026	2024	1
Sandra	Ely	Board Member	2027	2025	1
James	Rivera	Board Member	2027	2025	1

Updated 2/4/2025

**Santa Fe Conservation Trust**  
**Board and Staff Roster**  
**Calendar Year 2025**

<b>Name</b>	<b>Address Line 1</b>	<b>Phone</b>	<b>Email</b>
<b>SFCT Office</b>			
Mailing Address	PO Box 23985	(505) 989-7019	info@sfct.org
Physical Address	Santa Fe, NM 87502 400 Kiva Court, Suite B Santa Fe, NM 87505		
<b>Board of Directors</b>			
Michael Avery <i>At-Large</i>	613 N June St Los Angeles, CA 90004	(323) 314-8341	mavery@muirfieldfinancial.com
Carmichael Dominguez	2730 H Calle Ana Jean Santa Fe, NM 87505	(505) 231-2052	carmichaeldominguez@yahoo.com
Sandra Ely	2025 Senda De Andres Santa Fe, NM 8750-8364	(505) 500-5149	<a href="mailto:sandrajaneely@yahoo.com">sandrajaneely@yahoo.com</a>
Mark Fisher	1301 Canyon Rd Santa Fe, NM 87501	(312) 363-7326	markf@parkfivecapital.com
Brant Goodman <i>Secretary</i>	43 Pinon Jay Trl Santa Fe, NM 87505	(505) 690-7311	brant@landseermanagement.com
Peter Martin	1103 Bishops Lodge Rd Santa Fe, NM 87501	(808) 280-3791	peter.mauilaw@gmail.com
Julie Martinez	1414 Luisa St Santa Fe, NM 87505	(719) 588-8805	jrmartinez@familymedicinepartners.com
Carla Mattix	350 Hillside Ave Santa Fe, NM 87501	(202) 607-6820	ccmattix@gmail.com
Carmela Niño	628 Alarid St Santa Fe, NM 87505	(505) 780-1224	cnino@santaferealestate.com
Ginny Olcott <i>At-Large</i>	139 Sereno Dr Santa Fe, NM 87501	(505) 690-1004	ginny@olcott.org
Luke Pierpont	1211 Agua Fria St Apt B Santa Fe, NM 87501	(505) 670-9497	lpierpont@gmail.com
Albert Reed	28 Cibola Circle Santa Fe, NM 87505	(505) 983-3258	areed28@comcast.net
James Rivera	1 West War Chief Lane Santa Fe, NM 87506	(505) 690-5508 (505) 455-3901	<a href="mailto:warchiefjames@gmail.com">warchiefjames@gmail.com</a>
Dennis Romero <i>Vice Chair</i>	203 E Coronado Rd Santa Fe, NM 87505	(505) 986-8050	dromerolaw@aol.com
Quinn Simons <i>Chair</i>	286 Los Pinos Rd Santa Fe, NM 87507	(505) 690-7666	qsimons@simonsfirm.com
<b>Employees</b>			
Sarah Noss <i>Executive Director</i>	1012 Osage Cir Santa Fe, NM 87505	(505) 670-5713	sarah@sfct.org
Melissa Houser <i>Land Program Mgr</i>	130 Valley Dr Santa Fe, NM 87501	(505) 629-3288	melissa@sfct.org
Brian Jensen <i>Org Advancemt Offcr</i>	254 Plaza Canada Santa Fe, NM 87501	(505) 670-0268	brian@sfct.org
Ariel Patashnik <i>Conservation Specialist</i>	1306 Vitalia St Santa Fe, NM 87505	(858) 722-6456	ariel@sfct.org
Tim Rogers <i>Trails Program Mgr</i>	411 Cortez Pl Santa Fe, NM 87501	(505) 629-5647	tim@sfct.org
Joanne Smogor <i>Events Vol &amp; Dev Coord</i>	7 Domingo Rd Santa Fe, NM 87508	(303) 895-5367	joanne@sfct.org
Melanie Solis Alvarez <i>Stewardship Associate</i>	4650 Airport Rd #28 Santa Fe, NM 87507	(505) 629-5647	melanie@sfct.org
McAllister Yeomans <i>Operations Mgr</i>	1713 Callejon Emilia Santa Fe, NM 87501	(505) 577-0663	mcallister@sfct.org
Antionette Armijo- Rougemont <i>Administrative Assistant</i>	106 Sunrise Road Santa Fe, NM 87507	(505) 490-3686	<a href="mailto:antoinette@sfct.org">antoinette@sfct.org</a>



## Santa Fe Conservation Trust - 2025 Board of Directors Calendar

Appendices - Segmented Calendars – see Page 3-8

**BOLD = Event or Volunteer Opportunity**

### JANUARY

- 9 - Land Review Committee (3:30-5pm) (First Thursday – adjusted due to Holiday)
- 13 – Reaccreditation Committee (3-4pm)
- 15 – CAG Renaming Meeting (10-1pm @ Tesuque)
- **16 – SFCT Board/Staff “Open House” @ Quinn Simons Home (6-8pm)**
- 17 – Bears Ears Insider Tour Registration Opens @ [www.sfct.org](http://www.sfct.org)
- **20 – MLK Day (SFCT Offices Closed)**
- 21 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
- **23 – Donor/Volunteer Appreciation Reception (5:30-7:30pm) (Location: Museum of International Folk Art)**
- 28 – Governance & Nominating Committee (5pm/Zoom)
- 30 – Executive Committee (Time/Location: TBD)
- 31 – Banff Tickets go on Sale for 3/18 & 19 event
- 31 - Monthly Board of Directors Newsletter (last Friday of the month)

### FEBRUARY

- 4 – Board Retreat Book sent to BOD
- 6 - Land Review Committee (3:30-5pm) (First Thursday)
- **8 - Board of Directors Retreat (8:30-4pm; Location: Camp Stoney)**
- **15 – Restoration Workshop: E-bird Workshop @ Galisteo Property (Time: 8-10am)**
- **17 – President’s Day (SFCT Offices Closed)**
- 18 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
- 20 – Trails & Community Conservation Committee (3<sup>rd</sup> Thursday, Quarterly) (4-5pm)
- **20 – Wildlife Day at the Roundhouse (SFCT will be hosting a table, stop by!)**
- 28 - Monthly Board of Directors Newsletter (last Friday of the month)

### MARCH

- 6 - Land Review Committee (3:30-5pm) (First Thursday)
- **13 – NOT CONFIRMED - DEI Committee (Time/Location TBD) (2x annually)**
- 18 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
- **18 – Banff Mountain Film Festival World Tour @ Lensic Theater (6-10pm)**
- **19 – Banff Mountain Film Festival World Tour @ Lensic Theater (6-10pm)**
- 28 - Monthly Board of Directors Newsletter (last Friday of the month)
- *BOD Stewardship/TY Letters Campaign (Sept.-Dec 2024 gifts of \$500+)*

### APRIL

- 3 - Land Review Committee (3:30-5pm) (First Thursday)
- **5 – Insider Tour – Geology @ Galisteo Property with K. Kempter**
- 10 – Executive Committee (Time/Location: TBD)
- **12 – Restoration Workshop: Shrub Planting for Bird Habitat @ the Galisteo Property (8am-3pm)**
- 15 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
- 16 - SUN Committee (4-5pm) (Wednesdays as needed)
- 17 – Board Book sent to BOD
- 22 – Board of Directors Meeting (4-6pm; Location: TBD)
- **25 – Community Conservation “Free” Star Party @ Galisteo Property (6:30-9:30pm)**

- 25 - Monthly Board of Directors Newsletter (last Friday of the month)

#### **MAY**

- 1 - Land Review Committee (3:30-5pm) (First Thursday)
- 6 - SUN Committee (4-5pm) (first Tuesday)
- 8 – Governance & Nominating Committee (Time/Location: TBD)
- 15 – Trails & Community Conservation Committee (3<sup>rd</sup> Thursday, Quarterly) (4-5pm)
- **17 – Restoration Workshop: E-bird Workshop @ Galisteo Property (8-10am)**
- 20 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
- **26 – Memorial Day (SFCT Offices Closed)**
- 30 - Monthly Board of Directors Newsletter (last Friday of the month)

#### **JUNE**

- 3 - SUN Committee (4-5pm) (first Tuesday)
- 5 - Land Review Committee (3:30-5pm) (First Thursday)
- **7 – Restoration Workshop: Grassland’s Bullseye Monitoring @ the Galisteo Property (8am-3pm)**
- **12 - Landowner Luncheon (Location & Time TBD)**
- 17 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
- **19 – Juneteenth (SFCT Offices Closed)**
- 27 - Monthly Board of Directors Newsletter (last Friday of the month)

#### **JULY**

- 1 - SUN Committee (4-5pm) (first Tuesday)
- 3 - Land Review Committee (3:30-5pm) (First Thursday)
- **4 – Independence Day Holiday (SFCT Offices Closed)**
- **9 - Mid-Year Direct Appeal Volunteer Envelope Stuffing – Day 1 – Volunteer Opportunity**
- **10 - Mid-Year Direct Appeal Volunteer Envelope Stuffing – Day 2 – Volunteer Opportunity**
- 10 – Executive Committee (Time/Location: TBD)
- 15 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
- 16 – Governance & Nominating Committee (Time/Location: TBD)
- 17 – Board Book sent to BOD
- **19 – Rangeland Workshop @ the Galisteo Property (8am-3pm)**
- 22 - Board of Directors Meeting (4-6 pm) Location TBD
- 25 - Monthly Board of Directors Newsletter (last Friday of the month)

#### **AUGUST**

- **2 – Rangeland Workshop @ the Galisteo Property (8am-3pm)**
- 5 - SUN Committee (4-5pm) (first Tuesday)
- 7 - Land Review Committee (3:30-5pm) (First Thursday)
- 19 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
- 21 – Trails & Community Conservation Committee (3<sup>rd</sup> Thursday, Quarterly) (4-5pm)
- **23 – NOT CONFIRMED – Insider Tour Archeology @ Galisteo Basin Pueblo with Eric Blinman**
- 29 - Monthly Board of Directors Newsletter (last Friday of the month)
- **30 – Restoration Workshop: Grassland’s Bullseye Monitoring @ the Galisteo Property (8am-3pm)**

#### **SEPTEMBER**

- **1 – Labor Day (SFCT Offices Closed)**
- 2 – SUN Committee (4pm) (First Tuesday)
- **3-6 – 2025 Land Trust Alliance Conference “RALLY!” (Location: Cleveland, OH)**
- 4 - Land Review Committee (3:30-5pm) (First Thursday)
- 11 – Governance & Nominating Committee (Time/Location: TBD)
- **13 – Rangeland Workshop @ the Galisteo Property (8am-3pm)**
- 16 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
- 26 - Monthly Board of Directors Newsletter (last Friday of the month)

- **30 – Restoration Workshop: Wetland Monitoring @ the Galisteo Property (8am-3pm)**
- *Board of Directors Donor Stewardship Campaign (January - August 2024 gifts of \$500+)*

#### **OCTOBER**

- 2 - Land Review Committee (3:30-5pm) (First Thursday)
- **4 – Stand Up For Nature / SUN Annual Event (5:30-10pm; Location: Farmer’s Market Pavilion)**
- **13 – Indigenous Peoples’ Day (SFCT Offices Closed)**
- 16 – Executive Committee (Time/Location: TBD)
- **18 – Rangeland Workshop @ the Galisteo Property (8am-3pm)**
- 21 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
- 23 – Board Book sent to BOD
- 28 – Board of Directors Meeting (4-6pm; Location TBD)
- 30 – Insider Tour Geology @ Diablo Canyon with K. Kempter (Time TBD)
- 31 - Monthly Board of Directors Newsletter (last Friday of the month)

#### **NOVEMBER**

- 5 – Governance & Nominating Committee (Time/Location: TBD)
- 6 - Land Review Committee (3:30-5pm) (First Thursday)
- **11 – Veteran’s Day (SFCT Offices Closed) (TUESDAY)**
- **13 – Annual Atalaya Legacy Society Luncheon (Noon-2pm; Location: TBD)**
- **14 – NOT CONFIRMED - DEI Committee (Time/Location TBD) (2x annually)**
- 18 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
- **19 – End of Year Direct Appeal Volunteer Envelope Stuffing – Day 1 – Volunteer Opportunity**
- **20 – End of Year Direct Appeal Volunteer Envelope Stuffing – Day 2 – Volunteer Opportunity**
- 20 – Trails & Community Conservation Committee (3<sup>rd</sup> Thursday, Quarterly) (4-5pm)
- 20 – Executive Committee (Time/Location: TBD) (adjusted to 2 weeks before books out b/c of Holiday)
- 21 - Monthly Board of Directors Newsletter (last Friday of the month – adjusted due to Holiday)
- **27-28 – Thanksgiving/Friday (SFCT Offices Closed)**
- **TBD – Accessible Trail Grand Opening Projected DATE**

#### **DECEMBER**

- 4 - Land Review Committee (3:30-5pm) (First Thursday)
- 4 – Board Book sent to BOD
- 9 – Board of Directors Meeting (4-6pm; Location TBD)
- 16 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
- 19 - Monthly Board of Directors Newsletter (2<sup>nd</sup> to last Friday of the month due to Christmas/Holiday break)
- **25-31 – SFCT Office Closed Christmas Holiday and New Year’s week**

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#### **Segmented Appendix Calendars:**

1. Appendix 1: Events
2. Appendix 2: Restoration Workdays
3. Appendix 3: Board Meetings Cycles w/ Committee Meetings and Monthly Newsletters
4. Appendix 4: Committee Schedules

### Appendix 1: Events

1. January
  1. 16 – SFCT Board/Staff “Open House” @ Quinn Simons Home (6-8pm)
  2. 23 – Major Donor/Volunteer Appreciation Reception (5:30-7:30pm) (Location: Museum of International Folk Art)
2. March
  3. 18 – Banff Mountain Film Festival World Tour @ Lensic Theater (6-10pm)
  4. 19 – Banff Mountain Film Festival World Tour @ Lensic Theater (6-10pm)
3. April
  5. 5 – Insider Tour – Geology @ Galisteo Property
  6. 25 – Community Conservation “Free” Star Party @ Galisteo Property (6:30-9:30pm)
4. June
  7. 12 - Landowner Luncheon (Location & Time TBD)
5. August
  8. 23 – NOT CONFIRMED – Insider Tour Archeology @ Galisteo Basin Pueblo TBD
6. September
  9. 3-6 - 2025 RALLY! (Location: Cleveland, OH)
7. October
  10. 4 – Stand Up For Nature / SUN Annual Event (5:30-10pm; Location: Farmer’s Market Pavilion)
  11. 30 – Insider Tour Geology @ Diablo Canyon
8. November
  12. 13 – Annual Atalaya Legacy Society Luncheon (Noon-2pm; Location: TBD)
  13. TBD - Accessible Trail / Renaming Grand Opening

### Appendix 2: Restoration Workdays @ Galisteo Property

- February
  1. 15 – Restoration Workshop: E-bird Workshop @ Galisteo Property (Time: 5-7am)
- April
  2. 12 – Restoration Workshop: Shrub Planting for Bird Habitat @ the Galisteo Property (Time TBD)
- May
  3. 17 – Restoration Workshop: E-bird Workshop @ Galisteo Property (TIME: 5-7am)
- June
  4. 7 – Restoration Workshop: Grassland’s Bullseye Monitoring @ the Galisteo Property
- August
  5. 30 – Restoration Workshop: Grassland’s Bullseye Monitoring @ the Galisteo Property
- September
  6. 30 – Restoration Workshop: Wetland Monitoring @ the Galisteo Property
- **\* Per Melissa: We will also have 3 erosion control workshops and some Rangeland restoration activities I still have to work out the dates with Jan-Willem.**

**Appendix 4: Board Meetings Cycles w/ Committee Meetings and Monthly Newsletters**

- February 8 (Retreat)
  1. January 9 - Land Review Committee (3:30-5pm) (First Thursday – adjusted due to Holiday)
  2. January 13 – Reaccreditation Committee (3-4pm)
  3. January 15 – CAG Renaming Meeting
  4. January 16 – SFCT Board/Staff “Open House” @ Quinn Simons Home (6-8pm)
  5. January 21 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
  6. January 28 – Governance & Nominating Committee (5pm/Zoom)
  7. January 30 – Executive Committee (Time/Location: TBD)
  8. January 31 - Monthly Board of Directors Newsletter (last Friday of the month)
  9. February 4 – Board Retreat Book sent to BOD
  10. February 5 - Main Application for LTA Re-accreditation DUE
  11. February 8 - Board of Directors Retreat (8:30-4pm; Location: Camp Stoney)
- April 22
  1. February 18 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
  2. February 20 – Trails & Community Conservation Committee (3<sup>rd</sup> Thursday, Quarterly) (4-5pm)
  3. February 28 - Monthly Board of Directors Newsletter (last Friday of the month)
  4. March 6 - Land Review Committee (3:30-5pm) (First Thursday)
  5. **March 13 – NOT CONFIRMED - DEI Committee (Time/Location TBD) (2x annually)**
  6. March 18 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
  7. March 28 - Monthly Board of Directors Newsletter (last Friday of the month)
  8. *March -BOD Stewardship/TY Letters Campaign (Sept.-Dec 2024 gifts of \$500+)*
  9. April 3 - Land Review Committee (3:30-5pm) (First Thursday)
  10. April 10 – Executive Committee (Time/Location: TBD)
  11. April 15 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
  12. April 16 - SUN Committee (4-5pm) (first Tuesday)
  13. April 17 – Board Book sent to BOD
  14. April 22 – Board of Directors Meeting (4-6pm; Location: TBD)
- July 22
  1. April 25 - Monthly Board of Directors Newsletter (last Friday of the month)
  2. May 1 - Land Review Committee (3:30-5pm) (First Thursday)
  3. May 6 - SUN Committee (4-5pm) (first Tuesday)
  4. May 8 – Governance & Nominating Committee (Time/Location: TBD)
  5. May 15 – Trails & Community Conservation Committee (3<sup>rd</sup> Thursday, Quarterly) (4-5pm)
  6. May 20 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
  7. May 30 - Monthly Board of Directors Newsletter (last Friday of the month)
  8. June 3 - SUN Committee (4-5pm) (first Tuesday)
  9. June 5 - Land Review Committee (3:30-5pm) (First Thursday)
  10. June 17 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
  11. June 27 - Monthly Board of Directors Newsletter (last Friday of the month)
  12. June - *Audit Completed (tentative)*
  13. July 1 - SUN Committee (4-5pm) (first Tuesday)
  14. July 3 - Land Review Committee (3:30-5pm) (First Thursday)
  15. July 10 – Executive Committee (Time/Location: TBD)
  16. July 15 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
  17. July 16 – Governance & Nominating Committee (Time/Location: TBD)
  18. July 17 – Board Book sent to BOD



19. July 22-Board of Directors Meeting (4-6 pm) Location TBD
- October 28
  1. July 25 - Monthly Board of Directors Newsletter (last Friday of the month)
  2. August 5 - SUN Committee (4-5pm) (first Tuesday)
  3. August 7 - Land Review Committee (3:30-5pm) (First Thursday)
  4. August 19 – Finance Committee (3-4pm) (3rd Tuesday)
  5. August 21 – Trails & Community Conservation Committee (3rd Thursday, Quarterly) (4-5pm)
  6. August 29 - Monthly Board of Directors Newsletter (last Friday of the month)
  7. *August Form 990 Completed (tentative)*
  8. September 2 – SUN Committee (4pm) (First Tuesday)
  9. September 4 - Land Review Committee (3:30-5pm) (First Thursday)
  10. September 11 – Governance & Nominating Committee (Time/Location: TBD)
  11. September 16 – Finance Committee (3-4pm) (3rd Tuesday)
  12. September 26 - Monthly Board of Directors Newsletter (last Friday of the month)
  13. September - Board of Directors Donor Stewardship Campaign (January - August 2024 gifts of \$500+)
  14. October 2 - Land Review Committee (3:30-5pm) (First Thursday)
  15. October 16 – Executive Committee (Time/Location: TBD)
  16. October 21 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
  17. October 23 – Board Book sent to BOD
  18. October 28 – Board of Directors Meeting (4-6pm; Location TBD)
- December 9 Meeting
  1. October 31 - Monthly Board of Directors Newsletter (last Friday of the month)
  2. November 5 – Governance & Nominating Committee (Time/Location: TBD)
  3. November 6 - Land Review Committee (3:30-5pm) (First Thursday)
  4. November 14 – NOT CONFIRMED - DEI Committee (Time/Location TBD) (2x annually)
  5. November 18 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
  6. November 20 – Trails & Community Conservation Committee (3<sup>rd</sup> Thursday, Quarterly) (4-5pm)
  7. November 20 – Executive Committee (Time/Location: TBD) (2 weeks before books b/c of Holiday)
  8. November 21 - Monthly Board of Directors Newsletter (adjusted due to TG Holiday)
  9. December 4 - Land Review Committee (3:30-5pm) (First Thursday)
  10. December 4 – Board Book sent to BOD
  11. December 9 – Board of Directors Meeting (4-6pm; Location TBD)
- Post December 9 Board Meeting
  1. December 16 – Finance Committee (3-4pm) (3<sup>rd</sup> Tuesday)
  2. December 19 - Monthly Board of Directors Newsletter (2<sup>nd</sup> to last Friday of the month due to Christmas/Holiday break)

**Appendix 5: Committee Schedules**

- **Executive (follows board schedule)**
  - January 30 – (Time/Location: TBD)
  - April 10 – (Time/Location: TBD)
  - July 10 – (Time/Location: TBD)
  - October 16 – (Time/Location: TBD)
  - November 20 – (Time/Location: TBD) (adjusted b/c of Holiday)
- **Governance & Nominating: (Quarterly/As Needed)**
  - January 28 – (5pm/Zoom)
  - May 8 – (Time/Location: TBD)
  - July 16 – (Time/Location: TBD)
  - September 11 – (Time/Location: TBD)
  - November 5 – (Time/Location: TBD)
- **Finance: (MONTHLY – 3<sup>rd</sup> TUESDAY – 3-4pm on Zoom)**
  - January 21
  - February 18
  - March 18
  - April 15
  - May 20
  - June 17
  - July 15
  - August 19
  - September 16
  - October 21
  - November 18
  - December 16
- **Land Review: (MONTHLY-FIRST THURSDAY – 3:30-5pm on Zoom/@Office)**
  - January 9 - (First Thursday – adjusted due to Holiday)
  - February 6
  - March 6
  - April 3
  - May 1
  - June 5
  - July 3
  - August 7
  - September 4
  - October 2
  - November 6
  - December 4
- **Trails & Community Conservation: (Quarterly 3<sup>rd</sup> Thursdays – 4-5pm @ Office/Zoom)**
  - February 20
  - May 15
  - August 21
  - November 20
- **SUN: (First Tuesdays AS NEEDED – 4-5pm @ Office)**
  - April 1
  - May 6

- June 3
- July 1
- August 5
- September 2
- More As Needed
- **Banff (Film Selection)**
  - January & February -schedule TBD
- **DEI (ad-hoc): (twice annually)**
  - March 13 – NOT CONFIRMED - DEI Committee (Time/Location TBD) (2x annually)
  - November 14 – NOT CONFIRMED - DEI Committee (Time/Location TBD) (2x annually)

## Brainstorming for 2025 to 2028 (3 year plan)

Includes a mix of goals, strategies, objectives, questions, needs, opportunities, etc. The highlighted areas are what we'd like to brainstorm with you about on Saturday after lunch. But feel free to bring other issues up if not highlighted.

1. New organizational structure to sustain and support growth
2. Executive Director updated succession plan and hiring process determined
3. Expanded Community Engagement programming to reach youth and adults who don't have equitable access to nature
  - a. Hire a Director of Community Engagement
  - b. Live into the Values Statement
    - i. Deepen partnerships in the community
    - ii. Create new partnerships
    - iii. Use community engagement to help guide our work in providing services more equitably
    - iv. Educate board and staff to show where inequities show up in the conservation/environmental movement
    - v. Celebrate our successes
      1. News releases, media, etc.
    - vi. Hire a diverse staff to represent the diversity in our community
    - vii. Recruit a diverse board to represent the diversity in our community
      1. Standing invitation to Deb Haaland to join our board, and to Tom Udall?
4. Lease or buy office space of adequate size to accommodate staff needs and growth
  - a. Survey staff
  - b. Identify funding sources and loan tolerance
  - c. Make the buy or lease decision, or a short-term lease to buy some time, if so, by when?
5. LAND PROGRAM

### ***From the Strategic Conservation Plan's priorities and implementation strategies:***

*Goal: Increase the amount of high-priority land protected by SFCT. High-priority land is defined by SFCT's Strategic Conservation Plan and includes wildlife habitat and land of critical value from the perspective of conservation biology, land that offers scenic and recreational continuity, working land, and cultural resource areas.*

*Strategy: Welcome conservation easement inquiries from landowners and engage in easement projects that meet SFCT's Project Selection Criteria*

*Strategy: Pursue strategic conservation easement projects through targeted outreach to owners of high-priority land*

*Strategy: Leverage state, federal, and internal SFCT funding sources to accomplish conservation easement projects*

- a. Update the Strategic Conservation Plan and the Decision Framework for Funding Projects to reflect new sources of money and impact on conservation work plans. For example:
  - i. Pursue NHCA funding for Total Transaction Projects to recoup some of SFCT's transaction costs. (Total Transaction Projects are funded by annual earnings from the endowment fund. We pay the transaction costs without repayment so we can work with a wider diversity of landowners and speed conservation work forward.
  - ii. Pursue NRCS ACEP-ALE funding for easements on agricultural lands
  - iii. Use Quickstart Funding for high priority conservation lands when landowners need bridge funding (Quickstart Projects loan the transaction costs to landowners, who repay the fund when they sell their State Tax Credit)

*SCP Strategy: Acquire and manage high-priority fee-title land as opportunities arise—How do we feel about this strategy in the current SCP?*

*SCP Strategy: Cultivate adequate capacity of SFCT staff and professional service providers to complete high-priority projects*

- b. Hire an additional land protection staffer when space and budget allows--Right now don't have enough capacity to complete all of the good easement projects that have come our way AND start doing proactive outreach.
- c. Work with LTA and other land trusts to develop a bench of easement appraisers and attorneys willing to work in NM. This is not a limiting factor currently, but it may be in a few years.

## 6. FEE PROPERTY STEWARDSHIP AND RESTORATION

- a. Continue to maintain LTA Standard 12 Fee Land Management
- b. Implement the Galisteo Property Stewardship Plan (2022) and the Grassland Restoration Plan (2025), a supplement to the Stewardship Plan.
  - i. Lay out the activities timeframes to ensure a sustainable pace for implementation
  - ii. Create budgets and identify funding sources for restoration work, consulting, etc.
  - iii. Schedule workdays
  - iv. Track progress/participants/outcomes for reporting and future fundraising efforts
- c. Implement the Apache Canyon Management Plan (2022) and the Forest Management Plan.
  - i. Lay out the activities timeframes to ensure a sustainable pace for implementation
  - ii. Create budgets and identify funding sources for restoration work, consulting, etc.

- iii. Schedule workdays
- iv. Track progress/participants/outcomes for reporting and future fundraising efforts
- v. Coordinate workdays and other education with the neighbors to develop good relations
- vi. Partnerships with Forest Stewards Guild and others (State Land Office)
- vii. Continue to represent at the Greater Santa Fe Fireshed Coalition
- d. Work with Community Engagement Director to create a Stewardship Corps to assist in maintaining and restoring SFCT Fee properties?

## 7. CONSERVATION EASEMENT STEWARDSHIP

- a. Continue to maintain LTA Standard 11 for Conservation Easements
- b. Strengthen relationships with landowners and mitigate CE violations—how do we bring landowners closer to us and our mission?
  - i. Continue to create and record Notice of Transfers for older CEs - we record these at the relevant County on CE's over 20 years old, as the title companies generally go back only 20 years. Create a Notice of Conservation Easement schedule to track progress
  - ii. Landowner Luncheons annually
  - iii. Create a one-time per year Landowner Newsletter
    - 1. Assess and determine content
  - iv. When properties change hands, strategize and create strengthened NEW landowner relations to reduce violations and boost organizational support
    - 1. More personalized attention to these people who buy SFCT conserved land?
- c. Create an analysis of stewardship staff capacity limits
  - i. Create and implement a volunteer monitor system to support SFCT stewardship staff
  - ii. Current stewardship model is to ground visit properties every three years (except for if there is a new landowner or if there has been a violation in the last three years, or if the property was flagged for an unidentified object in the remote monitoring). LTA and SFCT Monitoring Policy allows ground visits to be every five years. Evaluate the Pros and Cons. Consider landowner relations.

## 8. TRAILS PROGRAM AND COMMUNITY CONSERVATION

- a. Do we want to call "Community Conservation" Community Engagement instead? Makes more sense maybe.
- b. Trails program is a community engagement program along with Passport to Trails and Vámonos. Tim is currently at 32-hours per week and not interested in managing another employee. No capacity to grow the program.
- c. Do we want to revisualize the community programming at SFCT?
  - i. Keep it the same
  - ii. Grow parts of it, others stay static
  - iii. Reach out to whole new different audiences with new programming

- iv. Is evolution of the org requiring a new structure?
- d. If we are trying to develop the conservationists of the future, are 4 field trips over two years with fourth and fifth graders enough?
  - i. More PPT in the schools?
  - ii. Continue to touch the fourth and fifth graders through 8<sup>th</sup> grade?
  - iii. Move them into a "Restoration Corps" in their teens?
  - iv. Camping trips for kids, families, single parents and kids?
  - v. SFIS kids on the land?
- e. Hire a Director of Community Engagement to provide management, strategic planning and services over all trails and community engagement programs
  - i. 32 hours per week with FT potential
  - ii. Coordinate interns, vols and eventual PT of FT staff
- f. Other ways to increase engagement with more people in the community
  - i. Public schools
  - ii. Partnerships with other orgs
  - iii. SF Indian School
  - iv. Adults
  - v. Change or deepen or stay as is?
- g. More intentional Community Cruises, ie, how do we get more young people interested in our work?
  - i. If a Director of Community Engagement comes on board, and there might be more volunteer or intern assistance, could we rethink the role of Community Cruises? Bike rides get younger/ourdoorsy types involved. But they need to be on weekends and maybe the ultimate destination would be a brewery. So rethinking them as "Vámonos on a Bike" outings and do a lot more of them with branding of SFCT in mind?
- h. How do we want to handle outsiders who call with work crews needing workdays, or school kids needing volunteer hours (SFP TAP program, ie)?
  - i. How many requests do we get a year?
  - ii. Do we need to accommodate them?
  - iii. Do we have the capacity to say yes?
  - iv. Is this an opportunity that benefits SFCT and if so, do we leverage it more?

## 9. TRAILS MAINTENANCE

- a. Occurs on Weds am—same people primarily participate--retirees
  - i. Weekend maintenance opps will bring in new people, maybe younger? (more training involved)
    - 1. Train people to lead various teams on varying days
    - 2. Partner with orgs to train vols
      - a. Trail maintenance
      - b. Chain sawing
- b. We have a strong trails legacy. Are we a leader?
  - i. Annual trail symposium on all things trails?
    - 1. Maintenance best practices

2. How to build new trails
3. Trail easements
4. Inclusivity—how to achieve?
5. How partnerships work to make trails happen
- ii. Elevate GUSTO effort now the Safe Routes to School moved to Santa Fe Public Schools and Tim's time is more freed up?
  1. Create a 3-year implementation plan based on the overall plan
  2. Who implements it
- c. Does SFCT need a policy about inclusion on the trails and how to elevate inclusivity in the program itself?
  - i. What is inclusivity when talking about the trails?
    1. Adaptive, accessible trails?
    2. Trails in areas that are appropriate and where none exist?
    3. Pushing trails in new developments, and if so, what kinds of trails?
- d. City/County Relations
  - i. How much do we want to push getting a contract with both the City and County on trails maintenance?
  - ii. Content to have ongoing POs which seems to be working with current City and County staff in place

## 10. NIGHT SKY

- a. Staff feels no organizational capacity to deepen this program into one of on the ground advocacy to police night time lighting, etc. But we do have the EONS light pollution data collecting monitor, and collecting data is not very onerous. We have budgeted to get one more. Staff feels this is enough, along with our star gazing gatherings, to continue to push night sky education.

## 11. ADMINISTRATION

- a. Continued segmentation of Operations Manager's functions?
  - i. Financials, 990, audit, reporting
  - ii. IT
  - iii. Graphic design support, website, event support, eblasts, online giving
  - iv. Database, Quickbooks, Salesforce, online giving, reporting
    1. What tech is needed?
    2. What is the most efficient use of tech?
    3. Do they respond to our needs?
    4. Is training needed?
    5. Do they integrate and communicate with each other?
- b. Facility maintenance (if we buy one, especially), car maintenance and upkeep
- c. Manage accounting associate

## 12. COMMUNICATIONS

Scope of work includes:

- Immediately begin to work collaboratively with the team to develop a strategic



communications plan for 2025, along with an accompanying editorial calendar that will determine communications efforts, themes, and messaging in all forms throughout the new year.

- Revamp the website content and assist in the development and visual design of a new website.
- Develop content for a monthly eblast for subscribers that will provide critical updates on volunteer opportunities, upcoming events, and related information.
- Develop content for a monthly or bimonthly board newsletter that will educate and inform members of the organization's progress.
- Write an informative annual landowner letter that will engage partners and develop stronger relationships.
- Develop biannual newsletter specifically for monthly donors to share the successes and impact of their contributions and encourage them to increase their giving.
- Craft two direct mail letters for mid-year and end of the year giving campaigns.
- Work together to determine the theme and content for the annual report; craft the content, conduct interviews, and focus on impact using data to tell the story of the organization's vast successes.
- Create a brochure that focuses on planned giving.
- Develop a public relations strategy to secure earned media stories in print and broadcast media and to position SFCT as subject matter experts in land conservation; it is estimated that we can write 4-6 press releases for exciting stories that deserve a wider audience throughout the year.
- Work with local photographers to enhance the visual asset library for online use and in publications and general communications.

We also have a contractor who creates content and manages social media for SFCT. Do we want a presence on anything other than Facebook and Instagram? (We were also on Tik-Tok)

How do we want to interact with the press? Do we want to be considered experts on subject matter for the press? If so, what subjects?

### 13. EVENTS

- a. No other venue for the **Banff Mountain Film Festival** except the Lensic?
  - i. Lensic costs going up, Banff prices going up, ticket prices stable for the last few years at \$20 for one, \$38 for both—Lentic tacks on about an extra \$10 in fees—options?
  - ii. Do we link the event to SFCT effectively?
  - iii. Leverage the audience better? How fast can we get them in our database?
    1. We usually ask them to give, but what if we change that approach to get them to sign up for our updates/eblasts? Next step rather than converting them to making a donation (which hasn't been too successful) is to get them into community with us by telling them about all the other great things they can do with us. Volunteer, Vamonos, Community Cruises, Insider Tours, etc.

2. Can we save marketing costs by reaching out to the previous year's attendees to announce Banff tix sales?
- iv. How can we expand more into the business community to expand sponsorships/underwriting?
  1. Logos on FB, Insta, program book, eblasts—anything else we can do to support?
- b. Stand Up For Nature has grown to about 300+ participants—harder to do an outdoor event now.
  - i. If larger, do we go to the Convention Center? Casinos?
    1. Do we want to keep it a more exclusive, accessible event?
    2. Raise ticket prices to keep it smaller but make the same income?
    3. Keep tix reasonable and let it grow?
    4. If we move to a sit-down plated dinner, it adds at least \$25k to expenses. Good move?
    5. Used to be an awards night for conservation all stars. Moved to different formats over the years—speakers, writers, entertainment. Is there a theme we want to pursue over the next three years?
    6. Do we want to compete with the larger fundraisers in town? Christus, Animal Shelter, Cancer Foundation that bring in \$1 mil plus?
    7. What are the top ten fundraisers in Santa Fe and where do we want to be in comparison to those?
    8. Is early October going to be our stable date going forward? Does a stable date help us?
    9. Is doing it in the Fall the best time?
  - c. Insider Tours are designed to bring a higher level donor into our realm. We do three a year. Usually half day with lunch. \$250 a person. Seem to be popular.
    - i. Continue to cultivate a quiver of experts to lead them
    - ii. Continue to cultivate sites that are generally not open to the public
  - d. Star Gazing event at the Galisteo Property needs to be late spring or in the Fall when the sun goes down earlier. Venue is challenging.
    - i. Keep it confined in a smaller area at the Galisteo Property
    - ii. You see different constellations in spring vs fall. Is it important to do two a year rather than just one?
    - iii. Weather dependent, so guerilla advertising to keep costs low and figure out a way to be in touch with participants if weather sucks—texts? Emails? Website? All?
    - iv. Dependent on the SF Stargazer group or Peter Lipscomb—are we cultivating relationships with them for win/win efforts?
    - v. No more food at the party? Bring a picnic, we have beverage

#### 14. FUNDRAISING

- a. Overlay a conservation easement on Riverhaven
  - i. Donate CE to Taos Land Trust
  - ii. Apply for State Tax Credit

iii. Determine use of the State Tax Credit—towards purchasing a building, or paying down a mortgage on the building? Augment Stewardship donation?

b. Determine use of State Tax Credit for Galisteo Property (endowment? Building?)

c. Build planned giving program

i. Relationships with Estate Attorneys

ii. Personal visits to probable suspects

iii. Continue Atalaya Legacy luncheons

iv. Direct mail 1x/yr to long term donors

d. Build the endowment? If so, to what end with the earnings?

#### 15. Board Development

a. How can we make your board service more fun?

b. What kind of info do you need that you currently aren't getting?

c. Would you participate in a give/get effort to bring in a certain amount of money for the org annually? If you had staff support to do that, would that make your board service more fun?

d. What do you say in the community about SFCT?



## **Director of Community Engagement Job Description**

The Director of Community Engagement (DCE) has proven leadership, program development, community engagement, and program implementation experience. The DCE will develop, implement, manage, and advance SFCT's community engagement programs and local outreach efforts to support our conservation work through engagement with constituents, volunteers and community partners. This position reports to the Executive Director and is responsible for growing, implementing, and managing SFCT's community engagement programs to bring awareness, interest, engagement and diversity to our mission.

Initially, this enthusiastic individual will manage and implement our community engagement programs that connect diverse audiences to nature, conservation and conserved lands. As programs develop and sustainable funding is obtained to expand the community engagement programs, the DCE will manage community engagement staff while overseeing every aspect of SFCT's community engagement efforts. This position works closely with land, stewardship, trails, events managers to assist in the delivery of field trips, excursions, community outreach, enrichment programs, and events across all community engagement programs.

This person is at the forefront of ensuring that SFCT's community engagement programs reach all priority or intended audiences to educate, inspire, and offer further engagement opportunities with SFCT, while ensuring equitable access to nature for diverse audiences that include children and youth, BIPOC communities, LGBTQ+ communities, disabled communities, low-income people and families, retired people, the elderly, and other underrepresented people in the environmental movement.

### **Responsibilities:**

- **Build Relationships**—Connect with communities, especially those who have experienced inequitable access to nature or have been excluded from participating in the environmental movement
- **Develop Strategies**—Review current programs, create implementation plans for existing and new community engagement efforts, including fundraising strategies.
- **Fundraising**--Assist in accessing funding for community engagement programs
- **Lead:** Oversee and implement community engagement programs to ensure they are successful
- **Track:** Develop data gathering mechanisms to track participation and outcomes
- **Manage:** As funding becomes available and programs grow, manage community engagement staff and interns. Recruit and manage volunteers

- Collaborate with organizations: Work with local NGOs, governments, schools and other organizations to identify opportunities for collaboration and develop suitable engagement experiences with SFCT
- Promote: help brand SFCT's community engagement programs via articles for the newsletter or eblasts, community presentations and in collaboration with the ED at LTA Rally

**Qualifications:**

- 5-7 years of work experience
- Track record of effectively leading a team
- Commitment to Community Engagement programming and data-driven program evaluation
- Past success working with communities, with the ability to cultivate existing relations and establish new relationships
- Strong interpersonal skills with the ability to engage a wide range of stakeholders and cultures
- Strong written and verbal communication skills, a persuasive and passionate communicator with excellent interpersonal skills
- Ability to work effectively in collaboration with diverse groups of people
- Passion, idealism, integrity, positive attitude, mission-driven, and self-directed

*Note: Research shows that members of marginalized groups—including women, LGBTQ+ identified people, Black, Indigenous, and people of color tend to apply to jobs only if they meet every single requirement listed. At SFCT, we want the best candidates for the job, and some candidates interested in this job may have different forms of experience than the qualifications listed. If you are passionate about nature and its capacity to heal, create community, improve health, and you want to empower and celebrate diverse communities while breaking down barriers to equitable access to nature, we encourage you to apply.*

**Benefits and Compensation**

SFCT pays 100% of employee healthcare premium with annual HSA allowance

SFCT pays 3% of employee salary into a retirement account.

Generous vacation and holidays.

**Reports to:** SFCT Executive Director

**Supervises:** Community Engagement staff and interns

**Hours:** 32 hours per week, which qualifies for full-time benefits

**Salary:** DOE

**Working Environment:** Hybrid to start with possibility for in-person in future.

**About the Santa Fe Conservation Trust**

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.

Founded in 1993, SFCT currently holds 111 donated conservation easements totaling over 46,500 acres. SFCT also owns three properties totaling over 900 acres. While we will always be responsive to landowners who want to donate their development rights, this is a reactive approach and has created a patchwork of conservation easements in northern New Mexico. To be more proactive, inclusive and impactful in our conservation work, our Strategic Conservation Plan (SCP) focuses on areas with high conservation values throughout Santa Fe, San Miguel and Rio Arriba Counties where many of our existing conservation easements are clustered to work with surrounding landowners to create larger, "landscape" sized conservation areas. The connectivity proposed in the SCP will increase open lands for better carbon stewardship for climate change, protect/expand/connect migration corridors to lessen habitat fragmentation (the biggest threat to biodiversity), and create more recreational opportunities to provide greater conservation benefits to the public. Pursuing connectivity has required us to expand our business model to include purchasing all or part of a landowner's development rights and/or covering the upfront costs of conservation easements for landowners who cannot afford it, or buying important conservation properties. Identifying high value conservation lands and pairing those with financial assistance will make our services more equitable and inclusive, helping low-income or historically underserved landowners who might be struggling to retain their lands and pay property taxes.

In addition to our conservation work, SFCT also helped create over 80-miles of trails in Santa Fe County and coordinates volunteers to maintain 50-miles of trails for the City of Santa Fe and an additional 35 miles of trails for Santa Fe County. Our community engagement programs are designed to connect people to nature, inspire the next generation of conservationists, and to ensure equitable access for everyone in our community to the benefits of being in nature. SFCT community engagement programs annually serve all who use Santa Fe's trails (tens of thousands), 500+ kids, and 700+ urban walkers. Hundreds of volunteers help maintain SF's dirt trails, providing safe access to these resources. Field trips target south-side public schools to introduce underserved kids/families to trail resources. Urban walks on the ADA accessible City trails currently target working people, retired people, community elders, newcomers to our community, and people who prefer to walk in the company of neighbors and new friends.

Please visit [www.sfct.org](http://www.sfct.org) for more information.

#### **HOW TO APPLY**

Send cover letter and resume to:

[jobs@sfct.org](mailto:jobs@sfct.org)

or mail to:

SFCT

PO Box 23985

Santa Fe, NM 87502

No phone calls, please.

## Randle Charles

1000 Cordova Pl.PMB 531 Santa Fe, NM 87505 C: (214) 491-9697 nindigenous@gmail.com

**Objective:** To utilize twenty-five years of successful leadership and empowering program development through experiential learning, adventure, arts, martial arts, cultural expression, and engagement within nature. Dedicated to decolonizing practices that nourish equity through reinforcing interconnections within and among disenfranchised communities while supporting the holistic, authentic amplification of individuals and collectives.

**Skills/Experience** -Charles Consulting, Santa Fe Conservation Land Trust,

2024-Present -Mother Nature Center, Pure Edge

2017-Present -Wayfinder, Advisory Board

2023-Present The Academy for the Love of Learning, Faculty

\*2016-Decemeber 31, 2022

Faculty, Project Manager

Project Manager for City That Learns project and Stupa project

-Supported Founder/President, Faculty and staff in exploring concept and structure for the program City That Learns

-Project manager for construction, filling and consecration of 23' Tibetan stupa on the Academy for the Love of Learning's campus

-Collaborated with and advised Founder/President in the development of the Leonard Bernstein Fellowship

-Led community diversity outreach engagement with collaborative committees for Creative Facilitation Cohort and with Leonard Bernstein Fellowship Participants

-Co-designed and facilitated Academy for the Love of Learning programs: Foundational Studies and Practices, Evenings of Exploration, El Otro Lado in the community and schools' program, Teacher Renewal Summer institute, The Path Forward; a collaborative mindfulness workshop with the Sky Center

-Facilitated and consulted with outside organizations – ex. New Mexico Public Employees Retirement Association

-Collaborated with and supported staff in deepening ALL pedagogy and integrating it more fully into Academy for the Love of Learning programs where needed

Santa Fe Mountain Center \*2001-2015

Program Coordinator

-Created and facilitated experiential learning programs, workshops and trainings for Native and non-Native youth, at-risk youth, and adults. Inspiring and supporting Indigenous participants to a vision that includes historical knowledge, language, traditional ecological Knowledge practices, sensitivity to current social, environmental and cultural realities and political empowerment; facilitating transformation and culturally relevant experiences that support decolonization and the reclamation of Indigenous knowledge and values

- Coordinated and facilitated therapeutic outdoor and experiential education programs for Native, non-Native, transgender, GLBTQ, those struggling with addictions, at-risk youth, incarcerated youth and adults and other disenfranchised populations
- Developed and executed experiential and adventure-based 'train the trainer' programs such as: philosophy of experiential education, facilitation, risk management, diversity and cultural competency, leadership, high and low ropes courses, rock climbing, back packing, rafting, traditional ecological knowledge, and martial arts
- Created and implemented curriculum for Youth Organizing in Native communities and across cultures, decolonization workshops, and HIV prevention program for Native men
- Front-line staff for Mobil Harm Reduction Syringe Exchange Program for HIV prevention and addictions work. Program at that time was responsible for collecting well over 1.6 million needles annually
- Engaged in speaking engagements, workshop facilitation, conference presentations and other gatherings
- \*Intermittent at times

Better Humans            2013-2015

Director of Global Programs

- Created and Implemented community-oriented events and adventure-based self-discovery experiences through nature, martial arts, meditation, and art
- Assessed local, national, and international risk management
- Led youth workshops in empowerment, self-protection, bully prevention, respect, teen pregnancy prevention, drug and alcohol awareness for college preparation
- Mentored youth and young adults in preparation for incarceration

PowerSkills Training & Development Inc.    2011-2013

PowerSkills Trainer

- Co-Facilitated team building and group work for corporate management and C-Level executives

Antioch College            2011-2013

Residence Life Manager

- Co-created and implemented Campus Life Programs for grand re-opening of Antioch College following a four-year closure
- Responsible for overall wellness and safety of residence including physical, emotional, psychological, and spiritual health
- Co-created, implemented, and managed The Health & Wellness and Risk Management Plan for Residence Life including the Residence Assistants (RA's) Program, Antioch Kitchens and Food Services, Wellness & Fitness Center, and Student Union
- Co-wrote: Antioch College Residence Life Policies and Student Life Handbook, Antioch College Residence Life Staff Handbook, Antioch College Residence Assistants (RA's) Handbook

Hawk Circle Wilderness Education of Earth Mentoring Institute    2009-2010

Circle of Seasons Earth Skills Residential Mentoring Program (participant)

Summer Camp Director, Wilderness Instructor

- Fall/Winter: Circle of Season Earth Skills Program and coordinated and instructed nature based after school programs for students in 11 regional public schools
- Spring: Circle of Season Earth Skills Program and coordinated staff and instructed weeklong residential wilderness experiences for Waldorf schools' grade eight graduations



- Summer: Circle of Season Earth Skills Program and Summer Camp Director. Trained and prepared new incoming staff and developed and maintained risk management and safety plan.
- Coordinated field instructors, medical director, kitchen staff, interns and volunteers for weeklong residential wilderness camps for 11–18-year-olds
- Trainings: Wilderness survival, animal tracking, naturalist skills, bird language, awareness, cultural arts and crafts, basketry, bow and arrow, hunting and trapping, buckskin, community living, storytelling and mythology and much more

Camino de Paz Montessori Farm School      2007-2008

Assistant Teacher

- Worked directly with students in a classroom setting supporting teachers and students in all their endeavors including school meal preparation by students, teaching and dialoging about classes, farm work, projects, and personal interests
- Directed students while working together on the farm
- directed and supported students in preparation of farm goods to be sold weekly at the Santa Fe Farmer's Market

Canadian Outward Bound Wilderness School      1997-1999

Instructor

- Taught life skills, implemented high school credit programming on expeditions, lead 24-day canoe adventures, rock climbing and kayaking with Native and non-Native youth, at-risk youth and adults

Iroquois Field School at Tommy Porter's Kanatsiohareke      1998

Intern

- Co-created and implemented a language and cultural immersion school in strategic alliance with Trent University and the Kanatsiohareke community focused on Mohawk language and culture
- Created and organized activities for children and visitors

Jake Thomas Cultural Learning Center      1997

Intern

- Worked closely with respected Cayuga Chief and elder Jake Thomas to understand the protocols of learning traditional culture and the important role protocol plays in the relationship between elders and students. Researched through oral culture the role of language, traditional culture, arts, songs and medicines while questioning these relationships to contemporary culture, arts, politics and sovereignty

Integra Foundation, Camp Towhee      1994-1996

Group Leader, Canoe Trip Leader

- Worked closely within an integrated team of professionals which included psychologists, therapists, Group Leaders, and other camp staff along with children with severe learning disabilities in an intense residential summer camp to improve social skills and areas of difficulty while strategically reducing clients' medication and in some cases, eliminating medication completely
- Responsible for planning and implementing canoe trips to meet the needs of the individuals and groups while providing emotional and personal safety for all involved

Institute of American Indian Arts

2002-2007

BFA, Studio Arts

(Final approval of one remaining course requirement in order to obtain degree)

Trent University

1998-2001

## 72 Credits, BA/Native Studies

Mohawk Language, Iroquois Culture and Traditions, Oral Narrative, Politics, Linguistics, Community Based Research and Anthropology

## Trainings

## Certifications

## Honors

## -2019 Participated in the Making Our Future World: Transitions-

Strategy-Lab, via the Movement Strategy Center

-2019 Participated in Holotropic Breathwork training

-2019 Instructor, Upaya Zen Center, Practices and Principles of Ecological Dharma

-2019 San-Dan (3rd degree) Black Belt in To-Shin Do

-2018-2019 Northern New Mexico Pueblos/NASA Round Table Dialogue, Facilitator and Advisory Committee. Convening of voices from Eight-Northern Pueblos and NASA to explore possible partnerships

-2019-2018 Participated in Holotropic Breathwork Training

-2018 Participated in Americans for the Arts national conference and Equity in the Arts pre-conference

-2017 Project Wayfinder, Wise Council Advisory Board

-2017 Participant in Coming Full Circle lead by Roshi Sanchi Reta Lawler, a contemplative training in the art of dying

-2016 Presenter at Indigenous Peoples Gathering for Healthy Communities, culture and Climate conference at Pojoaque Pueblo, NM

-2014 Graduate of a three-year long mentoring program of The Tracking Project, “Nurturing the Roots”

-2012 Sculpture "Transformers" was published in the book *Under the Influence* and in an essay published in *On the Trail of the Iroquois*

-2009 Participant in the “Native American Raft Guide Training & Cultural Interpretation Program” sponsored by Northern Arizona University

-2009 Invited to participate in Santa Fe Art Institutes “Decolonizing Creativity” dialogue which gathered together Native and non-Native artists, curators, writers, historians and other scholars to discuss the ideas of colonization limiting creativity in art and the institutions that work with the arts

-2009 Taught private tracking training program for Camino de Paz students

-2008 Mentor in the Tracking Project's "Hawk Eye Training" and "Hawk Eye Scout Training"

-2008 Tom Brown Jr. "Standard Course"

-2008 “Basic Tracking” and “Advanced Tracking” with Naturalist Dr. James Halfpenny of A Naturalist Way

-2008 Participated in the National Harm Reduction conference, a bi-annual gathering of health professionals and field workers trying to minimize risk around street heroin syringe use

-2007 Participated in the Traditional Native American Farmers Associations' "Permaculture Consultant Design Course"

-2007 Dialogue participant at the Institute of American Indian Arts' "Coming into balance: Traditional Knowledge, Science and Indigenous Pedagogy" a gathering of educators, artists,

scientists, scholars and elders to discuss the creation of a new Indigenous science curriculum for IAIA

-2006 Nominated to participate in “Inupiaq Land Use Values and Resources” a culture camp held on the land and sea in Barrow, Alaska, sponsored through ECHO (Education through Cultural and Historical Organizations)

-2006 Attended the “Inuit Circumpolar Conference” an international gathering of Eskimo people from the Arctic coasts of Siberia, Alaska, Canada and Greenland, to discuss common environmental, political, social and cultural challenges and ideas

-2006 Selected by the Institute of American Indian Arts to join a delegation to travel to Washington, DC and lobby U.S. Senator, Pete Domenici (REP) and U.S. House of Representatives, Tom Udall (DEM) for support of IAIA

-2006 Chosen by the American Indian Graduate Center as a Reader for the Native American Gates Millennium Scholarships

-2005-2006 Institute of American Indian Arts Associated Government (ASG) student body President

-2004-2005 Adjunct Professor for “Native Foundations for College Success”

-2005 Worked closely with Bioneers Youth Program to bring a delegation of Native College Students from IAIA and UNM to the Bioneers conference in San Rafael, California

-2005 Attended the 33rd Annual International Association of Experiential Education Conference

-2005 Facilitator for the American Indian Graduate Centers’ “Native Men’s Healing Heart Workshop” sponsored by the Kellogg Foundation, designed to create systemic change by promoting healthy Indian men as role models, parents, and leaders in our communities

-2005 Councilor and facilitator at Harvard University for College Horizons, a program that prepares Native American Students for College and Graduate School

-2005 Selected by Bioneers to join a delegation of young activists to participate in the World Social Forum in Porto Alegre, Brazil

-2004 Dialogue participant at the “Language of Spirituality” conference—an annual gathering that brings together physicists and other scientists, linguists and Indigenous leaders to dialogue about problems and solutions to pressing global issues, begun by David Bohm, renowned physicist and colleague of Albert Einstein

-2004, 2003, 2002 Worked closely with the Bioneers Youth Program to bring delegations of Pueblo youth to the Bioneers conference in San Rafael California

-2002 Panel member at 30th Annual Association of Experiential Education International Conference on the topics of Diversity and Social Justice in Outdoor and Experiential Education

-2002 Facilitator at New Mexico State Conference for Municipal, Tribal and State Supreme Court Judges, Lawyers and Administrators

-1996 Canadian Outward Bound Wilderness School graduate of “Giwaykiwin,” A Native Leadership Program that consisted of people of all ages and Nations from across Canada

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LAND TRUST

# Standards and Practices

Ethical and Technical Guidelines for the  
Responsible Operation of a Land Trust

# Introduction

*Land Trust Standards and Practices* are the ethical and technical guidelines for the responsible operation of a land trust. The Land Trust Alliance drafted the first Standards in 1989 at the urging of land trusts and to affirm certain best practices as the surest way to secure lasting conservation. To maintain the land trust community's strength, credibility and effectiveness, the Standards were updated in 1993, 2001 and 2004. In preparing this 2017 update, an advisory team, comprised of land trust professionals from across the country, reviewed and discussed more than 1,600 comments from conservationists throughout the United States. These many voices were an invaluable asset throughout the revision process.

While this document is a publication of the Land Trust Alliance, the Standards are a collective product of the land trust community. The advisory team was as diverse in perspective as the comments the team reviewed. Unanimity was not necessarily achieved on each standard or practice, but this document reflects the expressed values and recommendations of the overall land trust community.

The nation's more than 1,300 nonprofit land trusts have conserved 56 million acres of wildlife habitat, farms, ranches, forests, watersheds, recreation areas and other open spaces as of 2015. The continued success of land trusts depends on public confidence in—and support of—our community as we build conservation programs that stand the test of time. It is, therefore, every land trust's responsibility to uphold this public confidence and ensure the permanence of its conservation efforts. Implementing the Standards positions a land trust to achieve these goals and, if it so wishes, to seek insurance through Terrafirma and pursue accreditation through the Land Trust Accreditation Commission. (Accreditation indicator elements are marked with ●; Terrafirma enrollment prerequisites are denoted with ■; Elements for both are represented with ▲.)

Each member of the Land Trust Alliance must adopt the Standards as guiding principles for its operations, pledging a commitment to uphold the public confidence and the credibility of the land trust community as a whole. (See the board adoption resolution on page 2.) It is important to note that while the Standards are thorough, they are not exhaustive. There will be times when the Standards do not make clear a land trust's best path forward. In these moments, the land trust's board should exercise its best judgment as informed by the spirit of these Standards.

Land trusts are a respected and integral part of our nation's land conservation work. Together, we must support our peers and hold ourselves to the highest standards as we continue to conserve the places we need and love.

# Board Adoption Resolution

The Land Trust Alliance requires that all land trust members adopt *Land Trust Standards and Practices* as their guiding principles. Some public or private funders also ask for such a statement. Here is the board resolution.

**WHEREAS**, the [land trust] has reviewed *Land Trust Standards and Practices* (“the Standards”), first published by the Land Trust Alliance in 1989, and with the most recent revision effective February 3, 2017; and,

**WHEREAS**, the [land trust] agrees that the Standards are the ethical and technical guidelines for the responsible operation of a land trust;

**NOW, THEREFORE, BE IT RESOLVED THAT** the Board of Directors of the [land trust] hereby adopts and commits to implementing the Standards as guidelines for the organization’s operations.

\_\_\_\_\_ board meeting date when approved

## STANDARD 1

# Ethics, Mission and Community Engagement

Land trusts maintain high ethical standards and have a mission committed to conservation, community service and public benefit.

### PRACTICES

#### A. Ethics

1. Adopt a written code of ethics and/or values statement and adhere to it in implementing the land trust's mission, in its governance and in its operations
2. Adopt a written whistleblower policy that protects individuals who come forward with information on illegal practices or unethical behavior
- 3. Do not knowingly participate in transactions that are potentially fraudulent or abusive

#### B. Mission, Planning and Evaluation

1. Adopt a mission that advances conservation and serves the public interest
- 2. Establish strategic goals for implementing the mission, and then review and update them, as needed, at least once every five years
  - a. Revisit the mission during the strategic review to confirm it is relevant
3. Review programs and activities at least annually to ensure they are advancing the strategic goals and make adjustments, as appropriate

#### C. Community Engagement

1. Develop an inclusive, welcoming organizational culture that respects diversity
2. Seek to engage people who are broadly representative of the community in which the land trust works and foster opportunities to connect them with the land
3. Develop an understanding of the land trust's community, and communicate the land trust's work, services and impact in a manner that resonates with and engages that community
4. Build relationships with community leaders and other stakeholders in the land trust's community

## STANDARD 2

# Compliance with Laws

Land trusts fulfill their legal requirements as nonprofit tax-exempt organizations and comply with all laws.

### PRACTICES

#### A. Compliance with Laws

- 1. Do not knowingly conduct operations in violation of law

#### B. Nonprofit Incorporation and Bylaws

- ▲ 1. Incorporate or organize according to the requirements of state law and maintain legal status
- ▲ 2. Operate in accordance with established bylaws
- 3. Review the bylaws at least once every five years to ensure consistency with current operations, the articles of incorporation and state law

#### C. Federal Tax Exemption

- 1. Maintain status as a tax-exempt organization under section 501(c)(3) of the Internal Revenue Code (IRC)
  - ▲ a. File a complete and accurate annual information return (Form 990 or equivalent) with the Internal Revenue Service (IRS)
  - ▲ b. Do not knowingly engage in prohibited activities, such as private inurement or impermissible private benefit
  - c. Comply with federal lobbying limitations and reporting requirements
  - d. Do not engage in political campaigns on behalf of or in opposition to any candidate for public office



## STANDARD 3

# Board Accountability

Land trust boards act ethically in conducting the affairs of the organization and carry out their legal and financial responsibilities as required by law.

## PRACTICES

### A. Board Responsibility

1. Individual board members are informed of and understand their role and their responsibilities as nonprofit board members, including their legal and fiduciary duties
- 2. The board provides oversight of the land trust's finances and operations by:
  - a. Reviewing and approving an annual budget
  - ▲ b. Working to ensure that sufficient financial resources are available
  - c. Receiving and reviewing financial reports and statements in a form and with a frequency appropriate for the scale of the land trust's financial activity
  - d. Reviewing the externally prepared financial audit, review or compilation
  - e. Adopting written policies or procedures for the responsible and prudent investment, management and use of financial assets
- 3. The board hires, oversees and evaluates, at least annually, the performance of any executive director (or chief staff person)
4. The board may delegate decision-making and management functions to committees, provided that committees have clearly defined roles and report to the board or staff

### B. Board Composition and Structure

- 1. Have a board of sufficient size, skills, backgrounds and experiences to conduct its work effectively
2. Have a board substantially composed of independent members to reduce risk arising from conflicts of interest
- 3. Have a board development process that includes procedures for recruiting and training board members
4. Ensure the board's presiding officer and treasurer are not the same individual
5. If a staff member serves on the board, clearly define the staff role and limit the board member role accordingly to ensure separation of duties and avoid undue influence
  - a. No staff member serves as the board's presiding officer or treasurer

### C. Board Governance

1. Provide board members with written expectations for their service on the board
- 2. The board meets a minimum of three times per year and maintains adopted minutes of each meeting
- 3. Provide board members with sufficient and timely informational materials prior to each meeting to make informed decisions
4. Board members evaluate their performance annually as a group and as individuals at least once every three years
5. Adopt procedures for removing board members who are not fulfilling their responsibilities
6. Have governing documents that contain policies and procedures (such as provisions for a quorum and adequate meeting notices) to encourage broad participation and to prevent a minority of board members from acting for the land trust without proper delegation of authority

### D. Board Approval of Transactions

- 1. The board reviews and approves every land and conservation easement transaction
  - a. However, the board may delegate decision-making authority on transactions if:
    - i. It establishes written policies or has bylaws provisions that define the limits to the authority given to the delegated entity
    - ii. The delegated entity provides timely notification in writing to the full board of any completed transactions

## STANDARD 4

# Conflicts of Interest

Land trusts have policies and procedures to avoid or manage real or perceived conflicts of interest.

### PRACTICES

#### A. Dealing with Conflicts of Interest

- 1. Adopt a written conflict of interest policy that addresses, for all insiders, how conflicts are identified and avoided or managed
- 2. Document the disclosure and management of actual and potential conflicts
- 3. When engaging in any transaction with an insider,
  - a. Follow the conflict of interest policy
  - b. Contemporaneously document that there is no private inurement

#### B. Payments to Board Members

- 1. Do not financially compensate board members for board service, except for reimbursement of expenses
- 2. If, in limited circumstances, the land trust compensates a board member for professional services that would otherwise be contracted out,
  - a. Document the circumstances surrounding the decision to do so
  - b. Document how the land trust uses appropriate comparability data to determine the amount to be paid and to confirm that there is no private inurement
  - c. Do not compensate the board's presiding officer or treasurer for professional services
- 3. Do not provide loans to directors, officers or trustees

#### C. Land and Conservation Easement Transactions with Insiders

- 1. When engaging in land and conservation easement transactions with insiders,
  - a. Follow all transaction policies and procedures
  - b. For purchases from and sales of property to insiders, obtain an independent appraisal by a qualified appraiser to justify the purchase or sales price

## STANDARD 5

# Fundraising

Land trusts conduct fundraising activities in a lawful, ethical and responsible manner.

### PRACTICES

#### A. Legal and Ethical Practices

1. Conduct an analysis of state charitable solicitation laws and register where the land trust determines it is appropriate
2. Do not compensate internal or external fundraisers based on a commission or a percentage of the amount raised

#### B. Accountability to Donors

1. Provide accurate solicitation materials and other communications to donors and the public
- 2. Provide timely written acknowledgment of all gifts, including land and conservation easements, in keeping with IRS charitable contribution substantiation requirements
- 3. Maintain financial and other systems to document and comply with any donor restrictions on gifts
4. Have a written policy or procedure to ensure donor privacy concerns are honored

#### C. Fundraising Plan

1. Develop and implement a fundraising plan or program appropriate to the land trust's size and scope to secure adequate support for its activities

#### D. Non-conservation Real Property for Resale

1. When acquiring non-conservation real property with the intent of selling it to advance the land trust's mission,
  - a. Obtain a written acknowledgement from any donor of the land trust's intent to sell before accepting the property
  - b. Follow applicable transaction policies and procedures
  - c. Maintain the property while in the land trust's ownership in a manner that retains the land trust's public credibility, manages community expectations and minimizes risk

## STANDARD 6

# Financial Oversight

Land trusts are responsible and accountable for how they manage their finances and assets.

### PRACTICES

#### A. Fiscal Health

1. Develop an annual budget that reflects the land trust's annual programs and activities
- 2. Develop and implement a strategy to address any deficit-spending trends
- 3. Assess the nature and variability of revenue and seek to diversify funding sources
- 4. Build and maintain sufficient operating reserves to sustain operations
- ▲ 5. Build and maintain dedicated or restricted funds sufficient to cover the long-term costs of stewarding and defending the land trust's land and conservation easements
  - ▲ a. If funds are insufficient, adopt a plan to secure these funds and a policy committing the funds to this purpose

#### B. Financial Records

1. Keep financial records in accordance with Generally Accepted Accounting Principles (GAAP) or Other Comprehensive Basis of Accounting (OCBOA)

#### C. External Financial Evaluation

- 1. Obtain an annual financial audit, review or compilation by an independent certified public accountant or a qualified accounting professional, in a manner appropriate for the scale of the land trust

#### D. Written Internal Controls

- 1. Establish written internal controls and accounting procedures, including segregation of duties, in a form appropriate for the scale of the land trust, to prevent the misuse or loss of funds

#### E. Risk Management and Insurance

1. Routinely assess and manage risks so that they do not jeopardize the land trust's financial health and its ability to carry out its mission and legal responsibilities
- 2. Carry general liability (■), directors and officers liability, property and other insurance, all as appropriate to the land trust's risk exposure or as required by law

## STANDARD 7

# Human Resources

Land trusts have sufficient skilled personnel to carry out their programs, whether volunteers, staff and/or consultants/contractors.

### PRACTICES

#### A. Capacity

1. Periodically evaluate whether the land trust has sufficient volunteers, staff and/or consultants/contractors to achieve its strategic goals and carry out its programs, and then add capacity as needed

#### B. Volunteers

1. Provide volunteers with training, supervision and recognition

#### C. Consultants or Contractors

1. Clearly define relationships with consultants or contractors, ensure they are consistent with federal and state law and document them in a written contract, as appropriate

#### D. Transition Planning

1. Develop a written process or plan to provide for continuity in the leadership and management of the land trust's functions

#### E. Staff

1. Have a written job description for each staff member and conduct periodic performance reviews
2. Document the lines of authority, communication and responsibility between board and staff
3. Ensure staff have appropriate training and experience for their responsibilities and/or opportunities to gain the necessary knowledge and skills
4. Adopt written personnel policies that conform to federal and state law
5. Provide fair and equitable compensation and benefits

## STANDARD 8

# Evaluating and Selecting Conservation Projects

Land trusts carefully evaluate and select their conservation projects.

### PRACTICES

#### A. Strategic Conservation Planning

1. Identify specific conservation priorities consistent with the land trust's mission and goals

#### B. Project Selection Criteria and Public Benefit

1. Develop and implement a written process to select land and conservation easement projects
- 2. Develop and apply written project-selection criteria that are consistent with the land trust's conservation priorities
3. Document the public benefit of every land and conservation easement project

#### C. Project Evaluation

- 1. Visually inspect properties before buying or accepting donations of conservation land or conservation easements to determine and document whether:
  - a. There are important conservation values on the property
  - b. The project meets the land trust's project-selection criteria
2. Evaluate potential threats to the conservation values on the property and structure the project to best protect those conservation values
3. Evaluate any current or potential risks associated with the project, including to the land trust's reputation or to the land trust community, and modify or decline the project if the risks outweigh the benefits

#### **D. Project Planning**

1. Individually plan all land and conservation easement projects so that:
  - a. The land trust identifies the best available conservation strategy for the property
  - b. The property's important conservation values are protected
  - c. The project furthers the land trust's mission and goals
2. Assess the stewardship implications of each project and the land trust's capacity to meet those obligations

#### **E. Partnership Documentation**

1. When engaging in a partnership on a joint acquisition or long-term stewardship project or when co-holding conservation easements, create written agreements to clarify:
  - a. The goals of the project
  - b. The roles and responsibilities of each party
  - c. Legal and financial arrangements
  - d. Communications to the public and between parties



## STANDARD 9

# Ensuring Sound Transactions

Land trusts work diligently to see that every land and conservation easement transaction is legally, ethically and technically sound.

### PRACTICES

#### A. Legal Review and Technical Expertise

1. Obtain a legal review of every land and conservation easement transaction, appropriate to its complexity, by an attorney experienced in real estate law
2. As dictated by the project, secure appropriate technical expertise, such as in financial, real estate, tax, scientific and land and water management matters

#### B. Legal and Financial Advice

1. Do not give individualized legal, financial or tax advice when providing transaction-related information
2. Recommend in writing that each party to a land or conservation easement transaction obtain independent legal, financial and tax advice

#### C. Environmental Due Diligence

1. For every land and conservation easement transaction, conduct or obtain a preliminary environmental investigation, transaction screen or Phase I assessment to identify whether there are any conditions that pose environmental risks, and take steps to address any significant concerns

#### D. Determining Property Boundaries

1. Determine both the legal description and physical boundaries of each property or conservation easement
- 2. If a conservation easement contains restrictions or permitted rights that are specific to certain zones or areas within the property, include the locations of these areas in the easement document so that they can be identified in the field

### **E. Conservation Easement Drafting**

- 1. For every conservation easement,
  - a. Individually tailor it to the specific property
  - b. Identify the conservation values being protected
  - c. Allow only uses and permitted rights that are not inconsistent with the conservation purposes and that will not significantly impair the protected conservation values
  - d. Avoid restrictions and permitted rights that the land trust cannot monitor and enforce
  - e. Include all necessary and appropriate provisions to ensure it is legally enforceable
- 2. Review, on the land trust's own behalf, each potentially tax-deductible conservation easement for consistency with the Treasury Department regulations (U.S.C. §1.170A-14), especially the conservation purposes test of IRC §170(h)

### **F. Title Investigation and Recording**

- 1. Prior to closing and preferably early in the process, have a title company or attorney investigate title for each property or conservation easement the land trust intends to acquire
  - a. Update the title at or just prior to closing
- 2. Evaluate the title exceptions and document how the land trust addressed mortgages, liens, severed mineral rights and other encumbrances prior to closing so that they will not result in extinguishment of the conservation easement or significantly undermine the property's important conservation values
- 3. Promptly record land and conservation easement transaction documents at the appropriate records office

### **G. Recordkeeping**

- ▲ 1. Adopt a written records policy that governs how and when organization and transaction records are created, collected, retained, stored and destroyed
- 2. Keep originals of all documents essential to the defense of each real property transaction in a secure manner and protected from damage or loss
- 3. Create and keep copies of these documents in a manner such that both originals and copies are not destroyed in a single calamity

## H. Purchasing Land or Conservation Easements

- 1. When buying land, conservation easements or other real property interests, obtain an independent appraisal by a qualified appraiser in advance of closing to support the purchase price
  - a. However, a letter of opinion from a qualified real estate professional may be obtained in the limited circumstances when:
    - i. A property has a very low economic value
    - ii. A full appraisal is not feasible before a public auction
    - iii. Or the amount paid is significantly below market value
- 2. In limited circumstances where acquiring land, conservation easements or other real property interests above the appraised value is warranted, contemporaneously document:
  - a. The justification for the purchase price
  - b. That there is no private inurement or impermissible private benefit

## I. Selling or Transferring Land or Conservation Easements

- 1. When selling land, conservation easements or other real property interests,
  - a. Establish protections as appropriate to the property
  - b. If the sale is to a party other than another tax-exempt organization or public agency, obtain an independent appraisal by a qualified appraiser or a letter of opinion from a qualified real estate professional to determine the value of the asset and to support the selling price
  - c. Select buyers in a manner that avoids any appearance of impropriety
- 2. When selling or transferring conservation land or conservation easements to another tax-exempt organization or public agency, consider whether the new holder can fulfill the long-term stewardship and enforcement responsibilities

## STANDARD 10

# Tax Benefits and Appraisals

Land trusts work diligently to see that every charitable gift of land or conservation easement meets federal and state tax law requirements, to avoid fraudulent or abusive transactions and to uphold public confidence in land conservation.

### PRACTICES

#### A. Landowner Notification

- 1. Inform potential land or conservation easement donors who may claim a federal or state income tax deduction (or state tax credit), in writing and early in project discussions, that:
  - a. The project must meet the requirements of IRC §170 and the accompanying Treasury Department regulations and any other federal or state requirements
  - b. The donor is responsible for any determination of the value of the donation
  - c. The Treasury Department regulations require the donor to obtain a qualified appraisal prepared by a qualified appraiser for gifts of property valued at more than \$5,000
  - d. Prior to making the decision to sign IRS Form 8283, the land trust will request a copy of the completed appraisal
  - e. The land trust is not providing individualized legal or tax advice
- 2. Do not make assurances as to:
  - a. Whether a particular land or conservation easement donation will be deductible
  - b. What monetary value of the gift the IRS and/or state will accept
  - c. What the resulting tax benefits of the deduction or credit will be, if any

#### B. Legal Requirements: Land Trust Responsibilities

- 1. If the land trust holds federally tax-deductible conservation easements, it meets the requirements for a qualified organization under IRC §170(h)
- 2. Sign the Form 8283 only if the information in Section B, Part I, "Information on Donated Property," is complete and is an accurate representation of the gift
  - a. Refuse to sign the Form 8283 if the land trust believes no gift has been made or the property has not been accurately described
- 3. File IRS Form 8282 when conveying a donated real property interest within three years of the date the land trust received the property

### C. Avoiding Fraudulent or Abusive Transactions

1. Review, on the land trust's own behalf, each transaction for consistency with federal and state income tax deduction or credit requirements
- 2. Evaluate the Form 8283 and any appraisal to determine whether the land trust has substantial concerns about the appraised value or the appraisal
- 3. Discuss substantial concerns about the appraisal, the appraised value or other terms of the transaction with legal counsel and take appropriate action, such as:
  - a. Documenting that the land trust has shared those concerns with the donor
  - b. Seeking additional substantiation of value
  - c. Withdrawing from the transaction prior to closing
  - d. Or refusing to sign the Form 8283
- 4. When engaging in transactions with pass-through entities of unrelated parties, particularly those offered or assembled by a third party or described as a syndication by the IRS,
  - a. Require a copy of the appraisal prior to closing
  - b. Decline to participate in the transaction if the appraisal indicates an increase in value of more than 2.5 times the basis in the property within 36 months of the pass-through entity's acquisition of the property, the value of the donation is \$1 million or greater and the terms of the transaction do not satisfy the Land Trust Alliance Tax Shelter Advisory

## STANDARD 11

# Conservation Easement Stewardship

Land trusts have a program of responsible stewardship for their conservation easements.

### PRACTICES

#### A. Funding Conservation Easement Stewardship

1. Estimate the long-term stewardship and enforcement expenses of each conservation easement transaction
2. Track stewardship and enforcement costs

#### B. Baseline Documentation Report

- 1. For each conservation easement, have a baseline documentation report (■), with written descriptions, maps and photographs, that documents:
  - a. The conservation values protected by the easement
  - b. The relevant conditions of the property as necessary to monitor and enforce the easement
- 2. Prepare the report prior to closing and have it signed by the landowner and land trust at or prior to closing
  - a. In the event that seasonal conditions prevent the completion of a full baseline documentation report by closing, the landowner and land trust sign a schedule for finalizing the full report and an acknowledgement of interim data [that for donations and bargain sales meets Treasury Regulation §1.170A-14(g)(5)(i)] at closing
- 3. When there are significant changes to the land or the conservation easement (such as a result of an amendment or the exercise of a permitted right), document those changes in an appropriate manner, such as through monitoring reports, a baseline supplement or current conditions report

### C. Conservation Easement Monitoring

1. Adopt a written policy and/or procedure for monitoring conservation easements that establishes consistent monitoring protocols and recordkeeping procedures
- ▲ 2. Monitor each conservation easement property at least once per calendar year
  - ▲ a. If the land trust uses aerial monitoring, conduct on-the-ground monitoring at least once every five years
  - ▲ b. Promptly document the annual monitoring activities for each conservation easement

### D. Landowner Relationships

1. Maintain regular contact with owners of conservation easement properties to maintain relationships and avoid potential easement conflicts
2. Establish systems to track changes in land ownership
3. When the property changes hands, attempt to meet with the new owner or property manager and provide information in writing about the conservation easement and the land trust's stewardship policies and procedures

### E. Conservation Easement Enforcement

- 1. Adopt a written policy and develop written procedures for documenting and responding to potential conservation easement violations
- 2. Investigate potential violations in a timely manner and promptly document all actions taken
3. Involve legal counsel as appropriate to the severity of the violation and the nature of the proposed resolution

### F. Approvals and Permitted Rights

1. Respond to landowner required notices or requests for interpretation or approvals in a timely and consistent manner, as specified in the conservation easement deed or in a written procedure
2. Establish written procedures to guide the land trust's decision-making if using discretionary approvals or if conservation easement deeds contain such clauses
- 3. Maintain a permanent record of all notices, approvals, denials, interpretations and the exercise of any significant permitted rights

### G. Contingency Strategy

1. Take reasonable steps to provide for the disposition of conservation easements in the event the land trust ceases to exist or can no longer steward and administer them

### H. Amendments

- 1. Adopt and follow a written policy or procedure addressing conservation easement amendments that is consistent with the Land Trust Alliance Amendment Principles
- 2. Evaluate all conservation easement amendment proposals with due diligence sufficient to satisfy the Amendment Principles
- 3. If an amendment is used to adjust conservation easement boundaries (such as to remedy disputes or encroachment) and results in a *de minimis* extinguishment, document how the land trust's actions address the terms of J.1. below

### I. Condemnation

1. If a conservation easement is threatened with condemnation,
  - a. Take steps to avoid or mitigate harm to conservation values and document the actions taken
  - b. Have or obtain appropriate documentation of the percentage of the full value of the property represented by the conservation easement
  - c. Document the land trust's attempts to receive its proportional share of the proceeds and use any proceeds in a manner consistent with the conservation easement deed

### J. Partial or Full Extinguishment

- 1. In the rare case that it is necessary to extinguish a conservation easement, in whole or in part,
  - a. Follow the terms of the conservation easement with respect to taking appropriate action, and obtain judicial or regulatory review when required by law or specified in the easement deed
  - b. Ensure there is no private inurement or impermissible private benefit
  - c. Take steps to avoid or mitigate harm to conservation values and/or use any proceeds in a manner consistent with the conservation easement deed
  - d. Consider the land trust's actions in the context of its reputation and the impact on the land conservation community at large



## STANDARD 12

# Fee Land Stewardship

Land trusts have a program of responsible stewardship for the land held in fee for conservation purposes.

### PRACTICES

#### A. Funding Land Stewardship

1. Determine the immediate financial and management implications of each conservation property acquisition and estimate the long-term implications
2. Anticipate and track costs associated with long-term land management, stewardship and enforcement of conservation properties

#### B. Land Management and Stewardship

- 1. Develop a written land management plan for each conservation property (■) within 12 months after acquiring the land to:
  - a. Identify the property's conservation values, including any significant cultural and natural features or those that have significant community value
  - b. Identify the overall management goals for the property
  - c. Identify activities to achieve the goals and to reduce any risks or threats to the conservation values
  - d. Specify the uses that are appropriate for the property, in keeping with the property's conservation values, any restrictions and donor or funder requirements
    - i. Provide public access opportunities as appropriate to the property and the land trust's mission
- 2. Manage each conservation property in accordance with its management plan, and review and update the plan as necessary
- 3. Perform administrative duties (such as paying insurance, filing required forms, keeping records) in a timely and responsible manner
- 4. Maintain the property in a manner that retains the land trust's public credibility, manages community expectations and minimizes risk

### **C. Inspecting Land Trust Properties**

1. Determine the boundaries of land trust properties and physically mark them to the extent possible or necessary
- 2. Inspect properties at least once per calendar year for potential management problems and promptly document the inspection
- 3. Address management problems, including encroachments, trespass and other ownership challenges, in an appropriate and timely manner and document the actions taken

### **D. Contingency Strategy**

1. Take reasonable steps to provide for the continuing protection of conservation properties in the event the land trust ceases to exist or can no longer own or manage them

### **E. Condemnation**

1. If a conservation property is threatened with condemnation, take steps to avoid or mitigate harm to conservation values and document the actions taken

## DEFINITIONS OF KEY TERMS

**Amendment Principles:** An amendment should meet all of the following: (1) clearly serve the public interest and be consistent with the land trust's mission; (2) comply with all applicable federal, state and local laws; (3) not jeopardize the land trust's tax-exempt status or status as a charitable organization under federal law; (4) not result in private inurement or confer impermissible private benefit; (5) be consistent with the conservation purpose(s) and intent of the easement; (6) be consistent with the documented intent of the donor, grantor and any funding source; and (7) have a net beneficial or neutral effect on the relevant conservation values protected by the easement.

**Capacity:** The ability to perform all the actions required to acquire and manage conservation land and manage other programs by having adequate human and financial resources and organizational systems in place.

**Conflict of interest:** A conflict of interest arises when a person in a position of authority in an organization, such as a director, officer, manager or other "insider," is in a position, or perceived to be in a position, to be able to benefit personally (or to create a benefit to a family member or other organization with which he or she is associated) from a decision he or she could make.

**Conservation values:** The key values on a site that are the focus of protection efforts. Important conservation values are determined during property evaluation and project planning.

**Form 990:** Most tax-exempt organizations are required to file an annual return with the IRS. Which form of the Form 990 (Form 990-N, Form 990-EZ or full Form 990) a land trust must file depends on its financial activities.

**GAAP:** The Federal Accounting Standards Board (FASB) issues Generally Accepted Accounting Principles (GAAP). FASB's guidance for nonprofit organizations can be found in ASU 2016-14, Not-for-Profit Entities (Topic 958): "Presentation of Financial Statements of Not-for-Profit Entities."

**Impermissible private benefit:** Occurs when a tax-exempt organization provides more than an "incidental" benefit to a non-insider.

**Independent appraisal:** An independent appraisal prepared in compliance with the Uniform Standards of Professional Appraisal Practice by a state-licensed or state-certified appraiser who has verifiable conservation easement or conservation real estate experience.

**Independent board member:** Per the Independent Sector, independent members should not: (1) be compensated by the organization as employees or independent contractors; (2) have their compensation determined by individuals who are compensated by the organization; (3) receive, directly or indirectly, material financial benefits from the organization except as a member of the charitable class served by the organization; or (4) be related to anyone described above (as a spouse, sibling, parent or child) or reside with any person so described.

**Insiders:** Board and staff members, substantial contributors, parties related to the above, those who have an ability to influence decisions of the organization and those with access to information not available to the general public. The IRS generally considers “insiders” or disqualified persons under IRC Section 4958 to be persons who, at any time during the five-year period ending on the date of the transaction in question, were in a position to exercise substantial influence over the affairs of the organization. “Insiders” generally include: board members, key staff, substantial contributors [see IRC Section 507(d)(2)], parties related to the above and 35-percent controlled entities. While these are strict definitions within the tax code, land trusts are advised to take an even more proactive approach to the potential damage that conflicts of interest may cause an organization and also include in the definition of “insiders” all staff members and those with access to information not available to the general public (such as certain volunteers). Related parties is defined by the IRS to include spouse, brothers and sisters, spouses of brothers and sisters, ancestors, children, grandchildren, great-grandchildren and spouses of children, grandchildren and great-grandchildren.

**IRC:** Internal Revenue Code.

**Land trust:** A nonprofit organization that, as all or part of its mission, actively works to conserve land by acquiring land or conservation easements (or assisting with their acquisition) and/or stewarding/managing land or conservation easements.

**Letter of opinion:** A written estimation of a property’s value, most often prepared by a qualified real estate professional. A letter of opinion may be used instead of an independent appraisal prepared by a qualified appraiser when the economic value of the property is so low as to negate concerns about private inurement or private benefit, when a full appraisal is not feasible before a public auction or when the amount paid is significantly below the market value of the property. (A letter of opinion is not sufficient in the case of transactions with insiders.) An appraiser may call this document a Restricted Use Appraisal Report.

**OCBOA:** Other Comprehensive Basis of Accounting is the term used for a comprehensive basis of accounting other than generally accepted accounting principles (GAAP).

**Pass-through entity:** Pass-through entities include sole proprietorships, partnerships, LLCs and S corporations. Unlike traditional C corporations, pass-through entities do not pay income tax. Instead, income, losses and deductions pass through to the shareholders in proportion to their ownership interest. For purposes of the Standards, sole proprietorships consisting by definition of only one person are not included in this definition.

**Phase I assessment:** A formal investigation conducted by a qualified environmental consultant or engineer into the presence or absence of hazardous materials on or near a property that satisfies the “all appropriate inquiries” rule of the Environmental Protection Agency.

**Policy:** A written, board-adopted document specifying a course of action to guide and determine present and future decisions.

**Private inurement:** When the net earnings of a tax-exempt organization come to the benefit of any private shareholder or individual. Federal tax-exempt law requires that “no part of . . . [a tax-exempt organization’s] net earnings [may] inure to the benefit of any private shareholder or individual.” An action in which a person who is an “insider” to the tax-exempt organization, such as a director or an officer, derives a benefit from the organization without giving something of at least equal value in return. The IRS prohibition on inurement is absolute. The IRS also imposes penalties on directors, officers, key employees and other insiders who engage in transactions that confer an excess benefit on the individual (“excess benefit transactions”).

**Tax Shelter Advisory:** Refers to the advisory first issued by the Land Trust Alliance in 2015 on tax shelters using conservation for potentially abusive federal income tax deductions. The Advisory includes recommendations to maintain public confidence and cautionary measures land trusts should take to avoid tax shelter transactions. [www.lta.org/tax-shelter-advisory](http://www.lta.org/tax-shelter-advisory)

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The Land Trust Alliance's mission is to save the places people love by strengthening land conservation across America.

Founded in 1982, the Land Trust Alliance is a national land conservation organization that works to save the places people love and need by strengthening land conservation across America. The Alliance represents more than 1,000 member land trusts supported by more than 100,000 volunteers and 5 million members nationwide. The Alliance is based in Washington, D.C. and operates several regional offices. More information about the Alliance is available at [www.landtrustalliance.org](http://www.landtrustalliance.org).

The Land Trust Alliance provides resources to assist land trusts in implementing *Land Trust Standards and Practices*. General information on the Standards and on Alliance publications and training programs related to their implementation can be found at [www.landtrustalliance.org](http://www.landtrustalliance.org). Alliance member land trusts and partners can find additional technical information and sample documents on The Learning Center at <http://tlc.lta.org>.



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1. Identifying & Mitigating Tree Risk on Land Trust Properties
  - a. January 15
  - b. Noon – 1:30pm Mountain
  - c. Trees provide countless benefits, including making oxygen, providing habitats for animals and keeping our air cool. However, trees in poor condition or with structural issues can create an elevated level of risk. How can land trust stewardship practitioners and others making property management decisions know what condition their trees are in, and the level of risk they pose to people or property? Join Nick Martin of Bartlett Tree Experts, who is an ISA board certified master arborist and ASCA registered consulting arborist, to learn how to manage tree-related risk factors, especially in public access areas and when trees are near structures.
  - d. [More Information](#)
2. GAAP Accounting for Land Trusts – A Deeper Dive
  - a. January 22
  - b. Noon – 1:30pm Mountain
  - c. GAAP – Generally Accepted Accounting Principles (GAAP) – provides a common language (and some occasionally frustrating rules) for recording and reporting on land trust financial health and financial results. We reviewed some of the most challenging aspects of GAAP accounting and reporting for land trusts in our GAAP accounting for beginners webinar. In this webinar, we will highlight recent changes in GAAP and some continuing problem areas that can confuse land trust leaders, even those with experience reading business and government financial reports.
  - d. [More Information](#)
3. Advanced Risk Management: Land Division Legal Challenges
  - a. January 23
  - b. 1:00 p.m. – 2:00 p.m. Mountain
  - c. Most conservation easement deeds are designed to prohibit subdivision, and when a division in land ownership or threat thereof occurs, land trusts are charged with maintaining unified ownership, usually with the support of legal counsel. Mike Okma, manager of easement stewardship at the accredited Grand Traverse Regional Land Conservancy, and Sarah Sheeran, stewardship director at the accredited Southern Appalachian Highlands Conservancy, discuss two real-life subdivision cases, the implications for impermissible private benefit and federal tax deductions, the strategies they employed to successfully resolve these easement violations and lessons learned along the way. This event is part of the Land Trust Alliance and TerraFirma's annual risk management webinar series. If your organization is a TerraFirma member and anyone on your staff or board attends this webinar, your organization will receive the TerraFirma risk management discount for the 2025 policy year.
  - d. [More Information](#)



4. Staying Accredited: A Renewal of Accreditation Primer, West
  - a. January 28
  - b. Noon – 1:30pm Mountain
  - c. So, your land trust is accredited! Now what? As an executive director recently told us, “Five years goes by really fast!” Will you be ready for renewal of your land trust accreditation? Do you know what changes were made to the requirements in the past 5 years? Have you accomplished your Expectations for Improvement? Do you know where your records are? Do you have a checklist of what to do each year to make this process flow smoothly? Join other land trusts from across the Western United States for a complimentary session with consultant Sarah Naperala. After guiding her land trust through applying for both first time and renewal of accreditation, Sarah now helps others succeed in this rewarding work. She’ll offer advice for you on systems to put in place to ensure you will be prepared when the time comes and make your organization hum in the meanwhile. This primer complements but is not included in our Accreditation Renewal Support Group's activities. If you're preparing a renewal application in 2025 or 2026, check out our support group.
  - d. [More Information](#)
5. Land Division & Access Challenges on Conservation Easements
  - a. February 12
  - b. Noon – 1:30pm Mountain
  - c. Whether you are new to land trust work or a seasoned practitioner, you know that land division and land trust access rights can be challenging to deal with on conservation easement properties. Land trust staff and board members, whether focusing on stewardship or acquisitions, will appreciate getting practical information on land division and access issues from attorneys Alice Jones (Open Land Law, PLLC) and Amy Schwarz (General Counsel at Minnesota Land Trust). Participants will also hear from Ryan Stutzman (Conservation Easement Manager for Five Valleys Land Trust), who will share a thought-provoking and informative case study.
  - d. [More Information](#)
6. Land Trusts & Pollinators: A Natural Partnership
  - a. February 13
  - b. Noon – 1:30pm Mountain
  - c. What’s the buzz on your land trust’s properties? Pollinators, of course! Conservation has some obvious benefits for pollinators, but how can your land trust get started on work specifically creating or restoring habitat that supports pollinators? Join Andy Grinstead, Anthony Colangelo and Bee Redfield of Pollinator Partnership as they discuss tried and true methods your land trust can use to successfully support pollinators.
  - d. [More Information](#)