



PURPOSE:

Over the next five years, the Santa Fe Conservation Trust (SFCT) will pursue goals designed to strengthen our impact and support, enhance our effectiveness, deepen our connection with the communities we serve, and maintain the Land Trust Alliance’s Standards and Practices. By focusing on strategic growth, operational excellence, meaningful engagement, and targeted strategic growth, we will elevate SFCT’s role as a leader in land conservation, stewardship, and conservation-minded community engagement in northern New Mexico. This plan will guide our efforts to protect the landscapes we cherish while fostering a stronger relationship between people and nature, ensuring a lasting legacy for future generations. This plan will be formally reviewed in 2028, halfway through its scope, to evaluate progress made and make adjustments as needed.

VISION:

We envision a future where everyone in northern New Mexico cherishes nature and works to preserve it for this and future generations.

MISSION:

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.

VALUES STATEMENT: “Opening the Door of Conservation to Everyone”

The Santa Fe Conservation Trust actively fosters an organization and conservation movement that is intentionally diverse, equitable and inclusive. We look to nature as our guide, working to support and connect a human ecosystem that is equally complex, resilient, thriving and full of variety. We acknowledge that land in northern New Mexico carries with it a complicated history that includes successive and ongoing waves of displacement and dispossession. We also acknowledge that land conservation and the environmental movement have historically underrepresented a diversity of people who cherish the natural world and want to protect it.

Looking forward, we aspire to create a better future by building a representative, engaged and passionate conservation community dedicated to keeping Northern New Mexico’s living lands and people flourishing together. To that end, we focus our programs, policies and plans on providing equitable access to nature for everyone in our community and creating opportunities for inclusion. We recruit, hire, retain, and promote a diverse staff. And we recruit board members who represent the lived experiences of the people we serve to ensure the diverse viewpoints of our community inform our decisions and actions.

The Santa Fe Conservation Trust recognizes that this long-term commitment is an ongoing process that requires continuous learning, growth, monitoring and improvement.

STRATEGIC GOALS:

1. Fortify Organizational Capacity and Resources for Sustainable and Strategic Growth
2. Deepen Values-Aligned Community Engagement
3. Advance Strategic Land Conservation and Stewardship
4. Strengthen Financial and Fundraising Sustainability
5. Enhance Communications and Public Awareness
6. Leverage Technology More Effectively to Strengthen Engagement, Operations, and Impact

STRATEGIC GOALS & DETAILED OBJECTIVES:

1. Fortify Organizational Capacity and Resources for Sustainable and Strategic Growth

- **Objective 1.1:** Design and implement a new organizational structure to support this strategic plan, anticipated growth projections, and to promote long-term sustainability.
- **Objective 1.2:** Prioritize and address current capacity needs and plan for future organizational growth—particularly in community engagement, development, land programs, and operations—to ensure staff can effectively support SFCT’s evolving body of work.
- **Objective 1.3:** Finalize and execute an Executive Director succession plan.
- **Objective 1.4:** Continue to diversify Santa Fe Conservation Trust’s Board of Directors, committees, and staff to better reflect the communities we serve.
- **Objective 1.5:** Secure adequate office space to support current staff levels and anticipated organizational growth. Through this process, determine whether ownership, leasing, and/or third-party leasing presents the best long-term option (5-10 years) for the organization.
- **Objective 1.6:** Build out and refine SFCT’s approach to risk management.
- **Objective 1.7:** Foster a culture of continuous learning and leadership through professional development opportunities for staff and board members to ensure SFCT remains adaptive, knowledgeable, and well-equipped to advance its mission in perpetuity.
- **Objective 1.8:** Continue to review and implement as necessary, organizational policies that will advance the mission of the organization and conform to the Land Trust Alliance’s Standards and Practices.

2. Deepen Values-Aligned Community Engagement

- **Objective 2.1:** Cultivate a multi-faceted, values-aligned community engagement programming suite that articulates SFCT’s vision of an inclusive conservation community. Over the next five years, our community engagement strategy will build on and align existing engagement efforts and impact; create space to explore and experiment with new engagement ideas and strategies that connect and expose people of all ages and backgrounds to nature; collaborate and partner with values-aligned organizations that serve the populations we want to reach; and enhance SFCT’s volunteer experience with an assessment of needs, opportunities, and engagement methods.
- **Objective 2.2:** Strengthen existing community engagement trail programs (*City/County volunteer trail maintenance, Community Cruises, Passport to Trails, and Vámonos*) through inclusive experiences that provide equitable access, education, and a shared responsibility for public trail systems that invite all members of the community to explore, care for, and feel a sense of belonging in the outdoors.
- **Objective 2.3:** Revitalize the Grand Unified Santa Fe Trails Organization *a.k.a. “GUSTO”* as a community engagement program by reviewing and updating its original implementation plan to “*quickly create trail connectivity between existing trails, utilizing volunteers to create single track dirt trails while promoting and developing adaptive trail connections where possible*” and “*include the disabled community in its scope where possible.*”
- **Objective 2.4:** Assess and map out volunteer needs, engagement opportunities, and formal management protocols across the full scope of the organization’s programs and operations to strengthen capacity and engagement.
- **Objective 2.5:** Continue to cultivate and grow regional trails maintenance revenues with the City and County of Santa Fe.

3. Advance Strategic Land Conservation and Stewardship

- **Objective 3.1:** Protect more land. Review, update and continue to implement the Strategic Conservation Plan with projects that align with state and federal funding opportunities or reflect new sources of funding while establishing clear criteria for defining and prioritizing high-value conservation projects, and for using internal SFCT funding to advance projects.
- **Objective 3.2:** Collaborate with New Mexico land trusts to modernize the Land Conservation Incentives Act (LCIA).
- **Objective 3.3:** Deepen and/or develop relationships with the local real estate sector, including title companies, to advance land conservation goals, through collaboration, continuing education, and by addressing title issues.
- **Objective 3.4:** Pursue a landowner engagement strategy that fosters deeper engagement and stewardship commitment in order to minimize easement violations, smooth transitions of ownership, and strengthen new relationships with future landowners by revisiting monitoring goals, policies and procedures to promote, clarity, consistency, and long-term effectiveness.
- **Objective 3.5:** Strengthen relationships between stewardship staff and landowners via annual landowner luncheons, annual landowner newsletter, and a more professional appearance of SFCT staff on the land.
- **Objective 3.6:** Continue to implement and regularly update SFCT's fee-owned land management plans. Establish project plans of phased activities with explicit timeframes to ensure a manageable pace of implementation.
- **Objective 3.7:** Further develop existing and new external partnerships to advance SFCT's land restoration goals. Engage these partners and the public to assist in the management and restoration of SFCT Fee properties.
- **Objective 3.8:** Conduct a capacity analysis to determine the need for additional land protection and stewardship staff. Conduct an analysis of restoration requirements to determine and evaluate the need for a land restoration-focused staff member.

4. Strengthen Financial and Fundraising Sustainability

- **Objective 4.1:** Develop and implement a comprehensive fundraising plan that strengthens all core revenue channels. Evaluate the potential for a capital and/or endowment campaigns in the next five years. Centered on long-term financial sustainability, the plan will focus on expanding the donor base, growing unrestricted support, and deepening engagement with major donors and the “next generation” of donors.
- **Objective 4.2:** Continue to develop and grow grant funding, individual and planned giving, business partnerships, and signature events—by embracing fresh, innovative, creative, and effective fundraising methods, including exploring the use of digital fundraising methods and social media platforms to broaden our community reach, enhance engagement and grow our base of support.
- **Objective 4.3:** Conduct a full evaluation of SFCT's “point of entry” events—including Stand Up for Nature, the Banff Mountain Film Festival, Insider Tours, Bears Ears excursions, the community star party, and other targeted gatherings to identify new opportunities and methods to expand reach into the community; refine event formats and messaging; and implement intentional follow-up strategies that cultivate deeper relationships, inspire continued support, and connect attendees to SFCT's mission, programs, and conservation outcomes.
- **Objective 4.4:** Hire a Director of Development to ensure effective oversight and implementation of all fundraising strategies.
- **Objective 4.5:** Create audit policies and procedures to include finding a new auditor every 5-8 years and to ensure accurate filing of Form 990, to include Schedule M.

5. Enhance Communications and Public Awareness

- **Objective 5.1:** Develop and implement a strategic and comprehensive communications plan that unifies SFCT's core messaging across all communication platforms, events, and programs to elevate SFCT's public presence, and to deepen our engagement with the community.
- **Objective 5.2:** Strengthen public relations efforts to brand SFCT as a professional trusted and relevant leader in land conservation, stewardship, and conservation-minded community engagement in northern New Mexico.
- **Objective 5.3:** Evaluate and update as needed the branding, design, appearance and functionality of printed and digital communications and marketing materials across all formats, with a focus on mobile view.
- **Objective 5.4:** Refresh SFCT's website, www.sfct.org, to improve the user experience with navigability, language, and accessibility, and to highlight the impacts of SFCT's mission on the land and people.
- **Objective 5.5:** Develop strategically tailored annual communication campaigns for key constituencies including but not limited to the Atalaya Legacy Society, major donors, monthly donors, and landowners.
- **Objective 5.6:** Leverage the grand opening of the accessible trail and the Dovetail story as a catalyst for broader and deeper community engagement and participation in SFCT's conservation and community engagement initiatives.

6. Leverage Technology More Effectively to Strengthen Engagement, Operations, and Impact

- **Objective 6.1:** Enhance the strategic use of technologies across the organizational structure to strengthen record keeping practices related to constituent engagement and relationship management, and to support a more coordinated and effective delivery of our diverse programs.
- **Objective 6.2:** Provide ongoing staff training that encourages further adoption of technologies currently in use and that support consistent interaction, data entry, efficient use, and accurate reporting methods.
- **Objective 6.3:** Evaluate and refine SFCT's Salesforce software to more effectively advance and support constituent management, fundraising, communication, and programmatic goals and to meet the needs of a growing dynamic organization; by exploring and implementing integrations between Salesforce and complementary software systems (Clickbid, QuickBooks, QGiv, etc....) to streamline operations, improve data sharing, and strengthen reporting on impact; and by developing standardized data entry protocols to encourage staff wide adoption to enable a more cohesive and coordinated approach.