

# Fallbrook Land Conservancy

## Strategic Plan

### 2021



**About this plan:** This strategic plan outlines our priorities and goals for the next three to five years, which leads to our long term vision. It will be supported by our annual Board and Staff work plans.

**Mission:** to acquire, protect, and manage open space in perpetuity for the benefit of wildlife and the community.

#### **Values:**

- **Land:** We protect open space as high-quality wildlife habitat, agricultural land, and to provide benefits to humans.
- **Sustainability:** We acquire and manage properties and finances responsibly, ensuring our organization's stewardship now and for future generations.
- **Community:** Our stewardship will be community-driven and inclusive of all points of view.

**Guiding principles:** We actively seek to acquire, protect, and manage open spaces in a financially sustainable manner. We work with community partners, governmental agencies, developers, and landowners to conserve land. We efficiently and properly manage lands entrusted to us. We foster stewardship through community engagement, volunteerism, and environmental education.

**Vision:** a tapestry of protected open spaces that provides high quality habitat in which native flora and fauna thrive while meeting the needs of the community through education, engagement, and recreation.

#### **Strategic Priorities:**

1. **Conserving land:** We will continue to actively seek to acquire, protect, and manage land that provides high-quality habitat or ecosystem services, contain endangered, threatened, or rare species, have agricultural significance, connectivity, outstanding physical or natural characteristics, or value to the community as open space.
2. **Financial Sustainability:** We will manage our financial resources to ensure that our current management obligations are met, while also providing for long-term needs so the properties under our stewardship are protected in perpetuity.
3. **Organizational Capacity:** We will cultivate a Board of Directors and staff who will manage, guide, and support our goals.
4. **Community Engagement:** We will engage the community in decision making and support of our goals, and educate the public to promote the appreciation of the natural world.

## **Strategic Priorities**

## **Initiatives to support each priority**

### **1. Conserving Land**

- 1.1 Partner with government agencies, donors, developers, and willing sellers to acquire high-quality properties.
- 1.2 Manage primarily for wildlife, maintain and add recreation opportunities where appropriate.
- 1.3 Focus on acquiring properties with connectivity to existing preserves.

### **2. Financial Sustainability**

- 2.1 Responsibly manage financial resources through careful budgeting.
- 2.2 Prepare a Property Analysis Record and Management Plan for each property to ensure adequate resources are available.
- 2.3 Build donor programs to provide supporters diverse opportunities to give, including the Legacy of Land estate planning program, Membership, Corporate Sponsors and Village Green, and fundraisers
- 2.4 Establish sustainable endowments for each Conservation Easement and Fee title property

### **3. Organizational Capacity**

- 3.1 Recruit qualified staff, offer competitive salary and benefits, maintain quality HR practices, and train staff in best practices.
- 3.2 Ensure adequate staff to support requirements of the properties' management plans.
- 3.3 Seek Directors with skills beneficial to the organization, including biological, finance, marketing, connections in community, and who reflect the diversity of our community

### **4. Community Engagement**

- 4.1 Increase the number, level of support, and engagement of members.
- 4.2 Expand Volunteer programs, including the Native Plant Restoration Team, Save Our Forest, and Trails
- 4.3 Continue to improve outreach using the Conservation Chronicle, e-news, social media, community and member events (Stagecoach Sunday, salons, holiday party), and Environmental Education program.