



# **CONSERVATION TRUST FOR FLORIDA**

## **STRATEGIC PLAN**

**TO DEFINE CTF's ORGANIZATIONAL  
AND PROGRAM GOALS  
AND GUIDE ITS ACTIONS FOR THE  
THREE-YEAR PERIOD, 2004-2006**

*This plan was formulated over a series of board planning meetings during the Fall of 2003 and was adopted, after revision, by unanimous consent at the Strategic Planning Retreat on November 21, 2003.*

*This plan will be reviewed and revised at least annually.*

## **Strategic Plan Conservation Trust for Florida**

### **MISSION STATEMENT**

The mission of the Conservation Trust for Florida is to protect the rural landscapes of Florida. We focus on farms, ranches, working forests, and natural areas that provide landscape connections.

### **VISION STATEMENT**

The vision of the Conservation Trust for Florida is to perform an instrumental role in the protection of rural lands vital to maintaining Florida's natural and cultural heritage. The Conservation Trust for Florida (CTF) will grow in size, capacity, and regional coverage to help Floridians protect and maintain rural lands possessing environmental and cultural values and functional connectivity with larger rural landscapes and ecological corridors.

CTF's focus is on the conservation of privately-owned land, particularly on "working" farms, ranches, and woodlands. These lands possess important wildlife habitats and other ecological resources, provide for clean water and air quality, maintain agricultural, horticultural and silvicultural productivity, preserve places of natural and scenic beauty, and sustain the natural and rural cultural character of Florida.

CTF achieves rural land protection by initiating rural land protection projects not undertaken by other organizations and works in cooperation and partnership with other allied private and public organizations. Our preferred methods are through arranging conservation easements with private landowners and in some instances land purchases.

### **GOALS**

CTF developed four goals to focus and direct the organization toward. Two of the goals fall under the category of organizational development and pertain to the development of the organization's board, staff, and volunteers. Goals are also set to ensure the financial success of the organization. The remaining two goals fall under the category of program development and pertain to the protection of rural land by securing funds for projects and by utilizing a prioritization policy. Program goal number four will provide information to rural landowners about land conservation methods.

### **ORGANIZATIONAL GOALS**

1. Build a strong organizational structure as well as alliances and cooperative relationships with other organizations by:
  - enlarging the Board of Directors
  - developing functional committees
  - incorporating representatives of rural land owners on the Board of Directors and as Advisors
  - increasing paid staff (and higher scale of paid time)
  - attending regional or state conferences
  - developing internal expertise needed for organizational and program capabilities

- establishing a real business office
  - establish a corps of volunteers
  - building alliances with agricultural support organizations
  - building alliances with other land trusts and environmental organizations
2. Build a stable and diverse base of support by:
- increasing and diversifying financial support;
  - increasing membership;
  - increasing exposure and public awareness
  - developing promotional materials
  - having a functional Fund Raising Committee

### **PROGRAM GOALS**

3. Identify and aggressively pursue protection of rural lands and priority parcels in north central Florida by:
- defining the north central Florida area
  - developing a prioritization scheme
  - participating in coalitions to prepare inventories and conservation plans
  - adopting protection project policies and procedures
  - initiating two projects per year
  - securing funds for each project
  - devising strategies for stewardship, monitoring, management, and defense of property under easement
  - developing relationships with other agricultural and environmental organizations
4. Provide educational and technical outreach assistance to rural landowners about land conservation methods by:
- creating web based information sources
  - providing technical assistance
  - establishing a speakers bureau
  - developing relationships with partner organizations
  - raising awareness of the loss of farmland
  - organizing or co-sponsoring a regional conference about land conservation methods
  - organizing or co-sponsoring a statewide networking conference
  - introducing CTF to all the other state wide land trusts
  - building alliances with the media and elected officials

### **STANDING COMMITTEES**

A Board Member will chair each of the Standing Committees. Advisory Board members can co-chair a committee. The Advisory Board and CTF members will be encouraged to participate in the committees. Each of the four goals corresponds to three of the four committees.

Organizational Goal #1 - Organizational Strength to the Board Development Committee;

Organizational Goal #2 - Financial and Membership Support Base to the Development and Outreach Committee;

Program Goal #1 - Conservation Planning and Land Conservation to the

Land Protection Committee; Program Goal #2 - Public Education and Outreach to the Development and Outreach Committee.

The Chair (or Co-Chairs) of these committee have oversight to ensure that the objectives are met within the time frame specified. At each Board meeting, the Chair (or Co-Chair) of the committee will give a report on the status of the committee's goals.

**1. Executive Committee**

*financial and program oversight*

The executive officers form the committee: President, Vice-President, Secretary, and one additional Board Member.

**2. Board Development Committee**

Organizational Goal #1 - Organizational Strength

*nominations and board training/mentoring*

**3. Development and Outreach Committee**

Organizational Goal #2 - Financial and Membership Support Base

Program Goal #2 - Public Education and Outreach

*fundraising, publicity, public education, and outreach*

**4. Land Protection Committee**

Program Goal #1 - Conservation Planning and Land Conservation

*conservation planning and protection, project evaluations*