

Virginia's United Land Trusts (VaULT)

Three Year Plan, 2019-2022

OBJECTIVE 1: Support a strong and effective conservation community to achieve widespread protection of important lands throughout the Commonwealth.

VaULT will establish its role as the primary coordinator and convener of the land conservation community and will provide a unified voice to meet the challenges of sustaining conservation across the state.

Strategies

- Empower local land trusts with the tools and skills necessary, and promote best practices, to carry out conservation excellence.
 - Continue outreach (Year, 1, 2, 3, ongoing)
 - Focus on identifying and documenting best practices (Year 2)
 - Create facilitated mentorship model (Year 2)
 - Develop a regular training schedule (curriculum) for all members (Year 2-3)
 - Consider developing how to manuals (Year 3)
- Support increased capacity of the conservation community, and particularly member organizations, to effect and sustain meaningful, lasting conservation throughout the Commonwealth.
 - Facilitate statewide conservation campaigns and public messaging (Year 1, 2, 3 ongoing)
 - This comes down to staff, coverage area and holder standards (finding a home for every quality easement a landowner is willing to give). (Year 2-3)
 - Organize a Consortium/collaborative fundraising service and/or training for members (Year 2-3)
- Provide an inclusive environment that allows for open dialogue. Ensure communication effectively provides for input, feedback, and progress reporting.
 - Create mechanism to listen to members and partners (Year, 1, 2, 3, ongoing)
 - Be the **point of contact** for land conservation in VA (Year, 1, 2, 3, ongoing)
- Cultivate external partnerships to promote conservation messaging and extend our influence.
 - Identify specific partnership to pursue (Year 1)
 - Convene the land conservation community (Year, 1, 2, 3, ongoing)
 - Facilitate sharing among members and partners (Year, 1, 2, 3, ongoing)
 - Engage in selective influencing (Year 2)

OBJECTIVE 2: Influence State Conservation Policy

VaULT will be a coordinator and convener of those involved in the practice of land conservation across Virginia, to create and maintain strong state policy supporting the protection of the Commonwealth's important lands.

Strategies

- Provide leadership, consistent representation, and maintain a "seat at the table" on relevant state policy, legislative, and funding issues that advance conservation in the Commonwealth.
 - Identify/establish standing committee (Year 1)
 - Develop documentation process that will help us sustain institutional memory of prior policy communications and stances taken (Year 3)
- Increase the conservation community's readiness to act on relevant state policy and legislative issues.

- Practice forward looking policy planning to have a good idea of the views of the members prior to a crisis situation. (Year 1, 2, 3 ongoing)
- Develop and sustain a communication network that can act quickly (Year 2)
- Assist the land conservation community in articulating cohesive, proactive messaging to increase the pace and improve the quality of land conservation in Virginia.
- Work with the conservation community to build broad public support, particularly among key partners and allied interest groups, and develop improved methods and tools for messaging the importance of land conservation.
 - Pursue marketing expertise (capacity building) purchase, train the trainer, etc (Year 1, 2, 3 ongoing)
- Establish relationships with and educate policy and decision makers at all levels of government, about the importance of land conservation to the health and prosperity of Virginia and its residents.
 - Develop a standardized handout for counties regarding conservation easements (Year 2)
 - Practice selective influencing (Year 2)

OBJECTIVE #3: Ensure Sustainability and Solvency of VaULT

The strength of VaULT lies in our ability to be relevant to and serve our members. This is accomplished by maintaining a strong and viable organization that is valued by our members and the greater conservation community.

Strategies

- Develop a shared sense of purpose among member organizations by hosting diverse, effective, and engaging opportunities that meet the current or anticipated needs of member organizations and partners.
 - Be indispensable to our members and partners by
 - providing networking opportunities (Year 1, 2, 3 ongoing)
 - sharing of information (Year 1, 2, 3 ongoing)
 - providing forums for the exchange of ideas and effective strategies (Year 1, 2, 3 ongoing)
 - Be a key tool for our members and partners, especially for our smaller member organizations. (Year 1, 2, 3 ongoing)
- Create and execute a financial plan with a diversity of revenue sources to ensure a steady flow of funds that support the VaULT mission and are sufficient to maintain our staff and sustain program activities.
 - Increase board personal financial giving
- Maintain a strong and engaged working Board of Directors through succession planning, energetic board development, and training for future leaders.
 - Develop succession planning for Board Membership and leadership (Year 1, 2, 3 ongoing)
 - Identify/mentor staff thru committee assignments (Year 1, 2, 3 ongoing)
 - Engage in Board team building, activities, retreats (Year 2)
- Actively seek ways to continuously improve organizational efficiencies and effectiveness and ensure that we have the necessary resources, leadership, and training to carry out the mission.
- Broaden outreach and collaboration to increase VaULT's influence, generate support for the organization and its mission, and diversify participation by those in the broader conservation community.

- Provide continuing education and training opportunities for members to ensure we collectively have the knowledge and skills to achieve conservation excellence.