

STRATEGIC PLAN 2008

ISLAND HERITAGE TRUST

Strategic Plan

Page One

2008-2013

Approved by Board December 8, 2008

MISSION

The mission of the Island Heritage Trust is to conserve significant open space, scenic areas, wildlife habitats, and natural resources, historic and cultural features that offer public benefit and are essential to the character of the Deer Isle area.

GOALS AND STRATEGIES

A. CONSERVATION GOAL: Conserve important and threatened lands using the tools of private conservation.

1. Strategy: Identify lands with the highest priority for protection
2. Strategy: Protect land through conservation easements, acquisitions, and collaborations with other agencies
3. Strategy: Demonstrate credibility as capable stewards of the CONSERVATION easements and owned land for which we carry responsibilities

B. COMMUNICATION AND OUTREACH GOAL: Increase awareness concerning the benefit of private land conservation and the mission of the Trust

4. Strategy: Promote the community's awareness of Trust's mission and accomplishments, while listening carefully to community concerns.
5. Strategy: PROVIDE and support environmental outreach programs in local schools and communities to develop a sense of ownership of the natural areas of the island.

C. CAPACITY GOAL: Strengthen the organization's capacity to achieve its mission

6. Strategy: EXPAND membership base to provide stable support
7. Strategy: INCREASE funding to support the needs of the organization

8. Strategy: Develop and maintain organizational infrastructure
9. Strategy: Develop and maintain a diverse board supported by effective committees and advisors

A. CONSERVATION GOAL: Conserve important and threatened lands using the tools of private conservation.

1. Strategy: Identify lands with the highest priority for protection

(Obj. 1) Conduct an inventory of lands by December 31, 2009 that are candidates for land protection or conservation.

(Land, Report to Board)

(Obj. 2) Prioritize above inventory by June 30, 2010.

(Land, Report to Board)

A. CONSERVATION GOAL: Conserve important and threatened lands using the tools of private conservation.

2. Strategy: Protect land through conservation easements, acquisitions and collaborations with other agencies

(Obj. 1) Contact and discuss conservation options with five owners of high-priority properties annually.

(Land, Report to Board)

A. CONSERVATION GOAL: Conserve important and threatened lands using the tools of private conservation.

3. Strategy: Demonstrate credibility to the land trust community* and our members and funders, as capable stewards of the conservation easements and owned land for which we carry responsibilities in perpetuity.

(Obj. 1) Create stewardship plans for each new conservation easement within six months of document signing.

(Stewardship, Report to Board)

(Obj. 2) Create stewardship plans for new owned properties within two years of closing date.

(Stewardship, Report to Board)

(Obj. 3) Create stewardship plans by December 31, 2010 for: Shore Acres, Reach Beach, Settlement Quarry, and Fisk, Wreck, Round, Polypod, Carney, and Millet Islands.

(Stewardship, Report to Board)

(Obj. 4) Complete initial Conservation Easement Baseline Documents by December 31, 2009 for Ashbornsen #1 and #2, Sheep Island (off Oceanville), McGlathery Island, Lenoci, Ginn (Eagle Island), Big Coombs Island, Rogers #1 and #2, and Campbell Island.

(Stewardship, Report to Board)

(Obj. 5) Complete Baseline Documents for pre-1998 Conservation Easements will be updated by December 31, 2010 for Jacobsen, Conary Island, Van Everdingen/McKenzie, Scraggy Island, Frey, Compton, Shingle Island and Crowell Stinson #1.

(Stewardship, Report to Board)

(Obj. 6) Complete Letter of Understanding by June 30, 2010 with Maine Bureau of Public Lands concerning Management agreement for the Tennis Preserve.

(Stewardship, Report to Board)

*consistent with LTA, federal and state guidelines, as well as standards of the IRS.

B. COMMUNICATION AND OUTREACH GOAL: Increase awareness concerning the benefit of private land conservation and the mission of the Trust

4. Strategy: Promote the community's awareness of Trust's mission and accomplishments while listening carefully to community concerns.

(Obj.1) Promote IHT through timely newsletters, news releases, e-notices and displays on bulletin boards and the IHT website.

(Communication, Chair's Report to the Board)

(Obj. 2) Survey the community by December 31, 2013 to provide us with community feedback.

(Communication, Report to Board)

(Obj. 3) Survey IHT members by December 31, 2010 to evaluate IHT's effectiveness in responding to the interests and needs of our members.

(Communication and Board, Chair's Report to Board)

(Obj. 4) Create Community Advisory Board by December 31, 2010, to solicit feedback on an ongoing, regularly scheduled basis.

(Ex Comm, Executive Director, Report to Board)

B COMMUNICATION AND OUTREACH GOAL: Increase awareness concerning the benefit of private land conservation and the mission of the Trust

5. Strategy: Provide and support environmental outreach programs in local schools and communities.

(Obj. 1) Increase Walks & Talks offerings, spaced throughout the year, from 28 in 2008 to 35 in 2010.

(Communication, Chair's Report to the Board)

(Obj. 2) Collaborate with at least one teacher in each grade level to share our expertise and knowledge of preserves.

(Communication, Chair's Report to the Board)

(Obj. 3) Recruit five volunteers by June 30, 2010 for school outreach activities.

(Communication, Chair's Report)

(Obj. 4) Expand conservation education programs to six in 2010 by collaborating with existing youth programs and other island organizations.

(Communication, Chair's Report)

C. CAPACITY GOAL; Strengthen the organization's capacity to achieve its mission

6. Strategy: Expand membership base to provide stable support

(Obj. 1) Maintain database continuously.

(Executive Director, Report to Board)

(Obj. 2) Increase membership from 525 in 2008 to 800 in 2010.

(Executive Director and Board, Report to Board)

C. CAPACITY GOAL; Strengthen the organization's capacity to achieve its mission

7. Strategy: Increase funding

(Obj. 1) Develop a short and a long-term operating and capital plan by March 31, 2009.
(Development, Recommendation to Board)

(Obj. 2) Increase IHT' s operating endowment
by \$55,000 by December 31, 2010 and to an additional \$125,000 by December 31, 2013
through fund-raising and grant acquisition.
(Development, Executive Director, Finance Report to Board)

(Obj. 3) Apply for two grants to support capacity building by December 31,2009
Apply for three grants to support capacity building by December 31, 2010
(Executive Director, Development Committee, annual evaluation)

(Obj. 4) Apply for four grants to support land protection projects by December 31, 2010.
(Executive Director, Development Committee, annual evaluation)

(Obj. 5) Evaluate annually, with Development Committee input, fund-raising activities (office
sales, raffles, benefit events.
(Executive Director, annual evaluation).

(Obj. 6) Based on results of above evaluation, prepare report and recommendations to Board
annually.
(Executive Director, Report to Board)

C. CAPACITY GOAL; Strengthen the organization's capacity to achieve its mission

8. Strategy: Develop and maintain organizational infrastructure

(Obj. 1) Insure that all paid positions have written job descriptions listing key responsibilities.

(ExComm, Annual assessment)

(Obj. 2) Conduct annual written evaluations of the Executive Director.

(ExComm, Annual assessment)

(Obj. 3) Conduct annual written evaluations of paid staff.

(Executive Director, Annual assessment)

(Obj. 4) Review Personnel Policy every two years.

(ExComm, Report to Board)

(Obj. 5) Balance the budget by 2010.

(Board, Finance Committee, Report to Board)

(Obj. 6) Develop Financial Internal Controls by December, 2009.

(Finance Committee, Finance Committee Report to Board)

(Obj. 7) Complete annual financial report for Members, in an easily read form, by March 31 each year.

(Finance Committee, Executive Director, Report to Members)

(Obj. 8) Arrange a financial audit by December 31, 2011.

(Finance Committee, Report to Board)

(Obj. 9) Present Financial Report to each regularly scheduled Board meeting.

(Finance Committee, Chair's Report to Board)

(Obj. 10) Develop work and financial plan for ongoing maintenance of Heritage House by September 30, 2009.

(Building Committee, Report to Board)

(Obj. 11) Review By-Laws every two years (July, 2009; July 2011, July 2013)

(Board, Development Committee, Annual assessment)

(Obj. 12) Assess each objective of the Strategic Plan for progress annually by December 31 .

(Board Committee, Report to January Board Meeting)

C. CAPACITY GOAL; Strengthen the organization's capacity to achieve its mission

9. Strategy: Maintain a diverse, well-trained board supported by effective committees.

(Obj. 1) Maintain a board of active members with a diversity of age, background, residency, and expertise.

(Board Development, Chair's Report to Board)

(Obj. 2) Provide and evaluate orientation programs each year by September 15 for new board members.

(Board Development, Chair's Report to Board)

(Obj. 3) Increase the active volunteer base to 100 in 2010.

(Chairs, Executive Director; Reports to Board)

(Obj. 4) Provide and evaluate orientation programs annually for volunteers.

(Committee Chairs, Executive Director, Reports to Board)