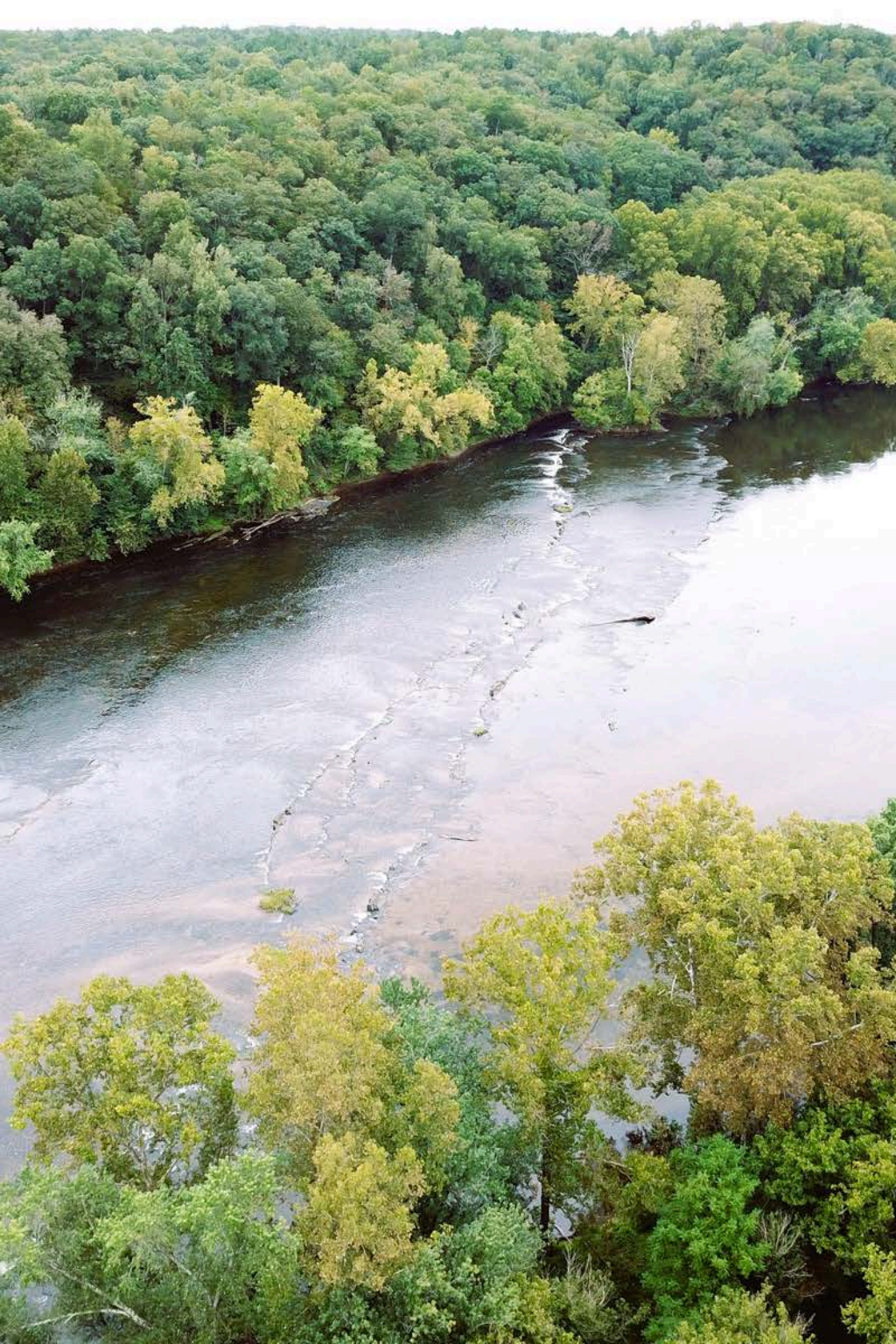




# LAND SAVERS UNITED

2024 – 2027  
STRATEGIC PLAN



# About the Plan

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The 2024-2027 strategic plan was developed by the Land Savers United Board of Directors, staff, and community stakeholders and facilitated by the Council of Community Services in the summer 2024. Building on the success of previous strategic plans, this plan outlines an intentional approach to ensure the continued protection of local lands. The four three-year strategic goals presented on the following pages make up the 2024-2027 strategic plan. One-year business plans with measurable outcomes and action steps will accompany this plan each year.

## **Vision Statement**

Communities with abundant conserved lands and waters to meet the needs of all living things.

## **Mission Statement**

We protect the lands and waters you love, forever.



# Three-Year Strategic Goals

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01

## Marketing & Outreach

To develop and implement comprehensive marketing and outreach strategies to enhance branding, engage with landowners and donors effectively, and modernize our marketing approach.

02

## Sustainable Funding & Development

To achieve diverse and sustainable funding through increased board participation, donor engagement, and successful fundraising activities.

03

## Land Conservation

To enhance conservation value through improved land conservation practices, including education, compliance, and relationship management.

04

## Infrastructure & Capacity

To strengthen the organizational capacity and infrastructure to support the mission, improve efficiency, and ensure long-term sustainability.





# Marketing & Outreach

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## Outcomes

1. An established marketing and outreach committee.
2. A comprehensive marketing and outreach plan that addresses branding, digital, and traditional media channels to cover all three service areas.
3. Tailored messaging that effectively communicates the benefits of easements to landowners and the value of land conversation to donors, volunteers, and other stakeholders.



# Sustainable Funding & Development

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## Outcomes

1. A culture where board members actively participate in fundraising and drive strategies and development initiatives.
2. A development plan informed by strategies outlined in the 2022 Development Audit.
3. The donor retention rate increased by 10% annually to maintain and grow the existing donor base.
4. One hundred new donors are secured annually to sustain growth and support new initiatives.
5. Four small group fundraising events annually to engage donors and raise funds.





# Land Conservation

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## Outcomes

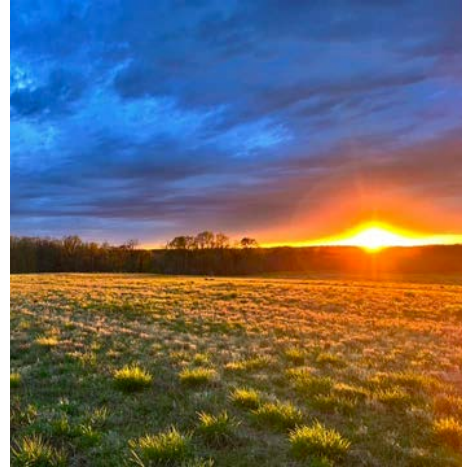
1. A streamlined process for landowner engagement.
2. A comprehensive strategy for land conservation to include a 30% increase in easements across all service areas.
3. A landowner fee structure implemented.

# Infrastructure & Capacity

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## Outcomes

1. Transition part-time staff to full-time.
2. Diverse board composition.
3. Feasibility study to determine the need for new positions to address organizational marketing and development needs.
4. Physical office space in all three areas.



## Goal 1: Marketing and Outreach

Task	Metric	Due Date	Who
1.1a Identify potential members of the board and other contributors.	Identify staff point person to work with Nominating Committee to build out experience and committee members	FY25	Nominating Committee
1.1b Draft a clear purpose statement and set specific goals for the committee.	Y/N	3 months after 1.1a	Newly formed committee
1.2 Hold the first committee meeting.	Y/N	3 months after 1.1a	Committee Members
2.1 Assess the current state of marketing and outreach efforts, including the social media strategy.	2 and 3 to be determined by new marketing committee		
2.2 Establish metrics to measure the effectiveness of the marketing and outreach efforts and set up a regular review process to adjust.			
2.3 Research and identify potential advertising channels, such as Garden Week Magazine and VA Tourism.			
2.4 Establish an ambassador program that includes landowners, community leaders, and conservation experts to advise on and promote land conservation.			
3.1 Gather data on landowners, donors, volunteers, and other stakeholders, and divide the audiences into distinct segments based on demographics, service area, and interest.			
3.2 Define targeted audience profiles for landowners, donors, volunteers, and other stakeholders in the three service areas.			
3.3 Craft key messages that highlight the benefits of easements and land conversation based on targeted audiences, develop content that support these key messages, and identify the most effective communication channels.			

## Goal 2: Sustainable Funding and Development

Task	Metric	Due Date	Who
1.1 Introduce board member fundraising expectations (Wendy's doc) to all board members and include in new board member recruitment	Updated report shared to new board members annually	ongoing, update yearly	Board President, Nominating Committee and Dave
1.2 Establish board fundraising goals	Budget line item	ongoing	Dave/Development Committee
2.1 Assess current development efforts	task completed	Annually in June	Development Committee and Staff
2.2 Review 2022 Development Audit recommendations and set priorities for inclusion in the Development Plan	Creation of Development Plan	Annually in June	Development Committee and Staff
2.3 Utilize Customer Relationship Management (CRM) platform to track donor engagement	CRM being utilized	ongoing	Tina
3 Create donor stewardship strategies for inclusion in the Development Plan, including regular communication, special events, and impact report	Donor Circles, Donation reminder letters, Celebration etc, outlined in Development Plan	June 30 2025	Dave/Development Committee
4.1 Develop targeted marketing strategies for intended audiences in each service area in collaboration with the Marketing & Outreach Committee	Completed report	6/30/2026	Marketing Committee, Emily, Chris, Kyle and Local Advisory Committees
4.2 Increase public presence by engaging in community events, public speaking opportunities, and media appearances to raise awareness about your organization.	Have outlined in Marketing and Outreach report	12/30/2026	Dave, Emily, Chris, Kyle
5 Organize and host quarterly events that appeal to potential donors and provide opportunities for them to learn more about land conservation (minimum one per service area annually)	Identify (hosts, dates, etc) and specifically name and outline in Marketing Plan and Budget	Annually as part of budget process	Dave, <b>Development Committee</b> , Board

### Goal 3: Land Conservation

Task	Metric	Date	Who
1.1 Evaluate current processes, identify gaps, and refine workflows for landowner engagement.	What is the current work flow, what is the desired workflow? Review Standards and Practices, Report to Stewardship Committee with updated BP, Create SnP for Stewardship Outreach	2025-02-01	Emily/Chris/Kyle/Kacie
1.2 Utilize a project management tool for task management, implement the refined processes, and train staff on the software.	Complete staff training on Asana, create internal practices	Mar-25	All Staff
2.1 Prioritize land conservation across the three service areas using insights from the GIS mapping tool.	Obtain funding for and create mapping tools for SVALC and <b>CVALC</b> , Host BRLC landowner workshops based on tool	ongoing in BRLC, FY26 for CVALC/SVALC Maps	Staff and SC
2.2 Advocate for state and federal policies that provide incentives for support for land conservation easements.	Continue to advocate for policies that support land conservation	ongoing	Dave, VaULT, VCN
2.3 Organize and host sessions to educate landowners about conservation practices and benefits.	Host at least one landowner workshop once a year in every county of each service region (with the exception of BRLC, not as necessary)	Jun 30 of every year	Kyle, Chris, Emily
2.4 Develop and distribute customized communications that address specific concerns and interests of different stakeholder groups in collaboration with the Marketing and Outreach Committee.	Create a report showing what we are currently doing and how we can improve or potentially expand. Identify an expanded mailing list, including board	Quarterly	Kacie
3.1 Develop a fee structure that provides cost transparency, <b>integrates a revised education approach.</b>	A/B test messaging around fee structure, change talking points and emphasize education around cost and programs available to offset costs, generate region specific messaging	ongoing	Staff/Stewardship Committee
3.2 Identify and form partnerships with organizations offering advanced funding for conservation	Maintain relationships with Conservation Partners and FirstEarth 2030	ongoing	Staff/Stewardship Committee
3.3 Explore grant opportunities for landowners	Continue Pursuing Grant with Tobacco Commission, and others as available	Spring 2025	Dave

**Goal 4: Infrastructure and Capacity**

Task	Metric	Due Date	Who
1.1 Assess workload and budget to justify full-time positions.	Job descriptions for current staff, future job descriptions for new positions	2/28/2025	Dave
<i>SVALC program manager, development director (parallel to Kacie's Position), marketing Director</i>			
1.2 Secure funding to support the transition of part-time positions to full-time.	<i>Exec Comm/Board to Revisit with information gathered in 1.2.a</i>	3/1/2025	
1.2.a Create budget for staffing increase and identify hiring priority	Completed report sent to Exec Comm and Board	2/28/2025	Dave
2.1 Create a board matrix that includes positions for an appraiser, easement holder, attorney, financial advisors, marketing professional, and other identified roles, and recruit to expand the board to 18-20 members.	Recruit a Nominating Chair	12/30/2024	Dave/Wendy
2.2 Recruit to address geographic and demographic underrepresentation of the Board	Include in Matrix in 2.1	ongoing	Nominating Committee
2.3 Require board members to participate actively in board committees.	Update Board education, share Wendy's Board materials	ongoing	Board President
3 A comprehensive assessment with clear recommendations for creating and structuring new marketing and development positions to enhance organizational capabilities.	see above		
4 Allocate budget for obtaining physical office space.	Assess need for physical office space for CVALC and SVALC, Research Costs for dedicated office or co-working space or storage space with new hires in mind as well as current staff. Report to Exec Comm and Board with salary budget and job expectations	2/28/2025	Dave