

OREGON RANGELAND TRUST

Strategic Plan
Draft – March 2002

VISION STATEMENT

The Oregon Rangeland Trust has a vision of the future that drives our work as an organization.

- Ranchers throughout the state are thriving in their operations, successfully raising cattle to meet the food needs of communities throughout the west.
- Ranch families are a stable part of the rural environment, with today's generation of ranchers passing on their legacy to the next generation within their family.
- Ranches remain intact as functioning businesses, raising cattle as a primary source of income and incorporating other complementary activities within the businesses as well.
- Cattle businesses are regarded as critical components of a healthy landscape, and are held in esteem for their strong stewardship ethic.
- The Trust is a valued and respected organization, working in partnership with landowners committed to and involved in agricultural conservation.

MISSION STATEMENT

The mission of the Oregon Rangeland Trust is to provide a trusted organization to assist landowners and their families in preserving long-term viability on their land while meeting personal, financial and ownership goals and to promote good stewardship of the land.

VALUES OF THE TRUST

Although there are many important principles that guide our work, the Oregon Rangeland Trust emphasizes the following values as core to our efforts:

- **Generational Responsibility:** We are committed to long-term viability of ranches throughout Oregon. Our efforts are not intended only to serve ranchers today, but to serve the generations of ranchers that follow.
- **Responsibility to the Public:** Ranchers have for generations fulfilled a critical role of putting food on people's tables. We recognize our responsibility to help ranchers fulfill this vital role
- **Respect:** We value, appreciate and recognize the hard work and effort that ranchers contribute to their businesses and their communities every day. Accordingly, we will work to earn the respect and trust of these ranchers through our hard work and effort.
- **Integrity:** We are dedicated to fulfilling our mission with integrity and honesty, working with others in the spirit of cooperation and collaboration.
- **Organizational Excellence:** We are a professional, effective, and efficient organization that is committed to excellence and accountable to all of our stakeholders, funders, and agricultural partners.

GOALS AND STRATEGIES

1. Ranch landowners conserve their ranches as viable operations.
 - a. Negotiate agricultural easements directly with willing ranch owners.
 - b. Support ranch owners in their conservation negotiations with other organizations and agencies.
 - c. Educate land professionals on the conservation options available to ranch owners.
2. Ranch landowners manage their operations both profitably and sustainably.
 - a. Help ranch owners access funding and other program support to help ensure effective stewardship of their lands.
 - b. Develop strong partnerships as easement holders with ranch landowners.
 - c. Work with public agencies and elected officials to ensure the effectiveness of programs aimed at landowner stewardship and sustainability.
3. The Trust has the organizational structure to protect and manage agricultural lands forever.
 - a. Create a strong and diverse board of directors to govern and support the Trust.
 - b. Hire professional staffing to guide management of the Trust.
 - c. Develop alliances that enhance our capacity, effectiveness, and community support.
4. The Trust has a stable and growing base of financial support.
 - a. Build an annual giving program as a base of fundraising.
 - b. Seek grants to support programs and special initiatives.
 - c. Build an endowment to support conservation, stewardship and operations.

Conservation Goal

Ranch landowners conserve their ranches
 as viable operations

Strategy	2003	2004
<p><i>Negotiate agricultural easements directly with willing ranch owners</i></p>	<p>Develop model conservation easement documents</p>	<p>Develop fee structure for agricultural easement transactions</p>
	<p>Investigate land-use conflict and recreation access easement opportunities</p>	<p>Develop agricultural conservation plan, including criteria for ranking projects</p>
	<p>Make initial contacts with interested ranchers and organizations involved in agricultural easements</p>	
<p><i>Support ranch owners in their conservation negotiations with other organizations and agencies</i></p>	<p>Make contact to other organizations involved in conservation</p>	
	<p>Participate, as requested, in negotiations between ranch owners and other conservation groups</p>	
	<p>Develop fee structure for involvement as consultant to other conservation negotiations</p>	

Conservation Goal

Ranch landowners conserve their ranches
as viable operations

Strategy	2003	2004
<i>Educate land professionals on the conservation options available to ranch owners</i>	Set up meetings with respected landowner advisors	
	Develop PowerPoint presentation adapted to key audiences	Set up legal continuing education courses through Oregon State Bar
	Create written materials with different levels of complexity	Explore opportunities to provide continuing education to other allied professionals
	Develop fee structure for land stewardship costs	

Stewardship Goal

Ranch landowners manage their operations both profitably and sustainably

Strategy	2003	2004
<p><i>Help ranch owners access funding and other program support to help ensure effective stewardship of their lands</i></p>	<p>Develop matrix of stewardship funding sources available and appropriate for ranchers</p>	<p>Meet with interested landowners to help them access stewardship funding opportunities</p>
	<p>Organize a referral list of land consultants and other professionals</p>	<p>Connect landowners to key resources to help them manager their stewardship efforts</p>
<p><i>Develop strong partnerships as easement holders with ranch landowners</i></p>	<p>Recruit expertise in stewardship to the board or committees</p>	<p>Develop stewardship plans for all projects under protection</p>
		<p>Develop basic parameters for monitoring easements on ranch lands</p>
<p><i>Work with public agencies and elected officials to ensure the effectiveness of programs aimed at landowner stewardship and sustainability</i></p>	<p>Participate in outreach and advocacy meetings with key elected officials and public agency representatives</p>	

Organizational Structure Goal

The Trust has the organizational structure
 to protect and manage agricultural lands forever

Strategy	2003	2004
<p><i>Create a strong and diverse board of directors to govern and support the Trust</i></p>	<p>Elect two new board members</p>	<p>Explore potential to expand Board skills and diversity</p>
	<p>Create committee structure to manage activities of the Board</p>	<p>Recruit volunteers to participate as committee members and advisors</p>
<p><i>Hire professional staffing to guide management of the Trust</i></p>	<p>Develop job description and related recruiting materials</p>	<p>Recruit and hire executive director</p>
	<p>Develop personnel policies</p>	<p>Recruit and hire administrative assistant</p>
<p><i>Develop alliances that enhance our capacity, effectiveness, and community support</i></p>	<p>Get articles published in publications of key partners</p>	
	<p>Develop personnel policies</p>	<p>Recruit and hire administrative assistant</p>

Financial Support Goal

The Trust has a stable and growing base of financial support

Strategy	2003	2004
<p><i>Build an annual giving program as a base of fundraising</i></p>	<p>Ensure 100% giving from all Board members</p>	
	<p>Develop comprehensive fundraising plan</p>	
<p><i>Seek grants to support programs and special capacity-building initiatives</i></p>	<p>Submit proposals to select foundation sources</p>	
	<p>Develop a list of grant-fundable projects</p>	<p>Research foundations appropriate to submit grant proposals</p>
	<p>Get grant reviews and coaching from outside professionals</p>	
<p><i>Build an endowment to support conservation, stewardship and operations</i></p>	<p>Solicit stewardship endowment investment for all easement project</p>	
	<p>Incorporate stewardship strategy into long-range fundraising plans</p>	<p>Provide information to supporters and estate planners about planned giving options</p>