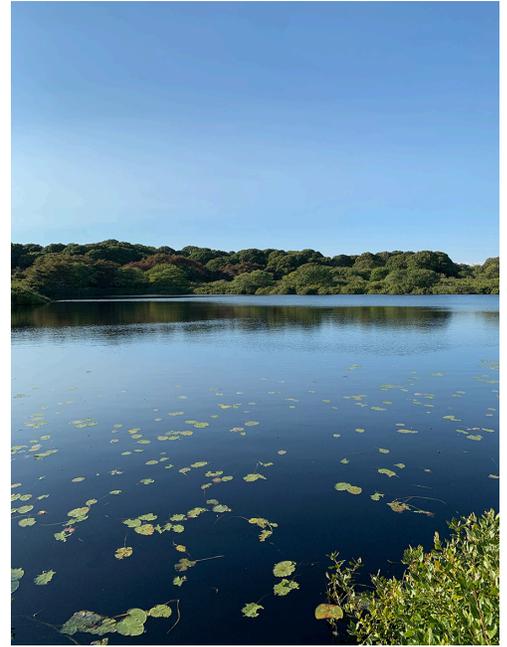

Strategic Plan

Letter from Executive Director



Squibnocket Pond Reservation. *Photos by Kate Feiffer*

Dear Supporter of Sheriff's Meadow Foundation,

Sheriff's Meadow Foundation is pleased to share with you this Strategic Plan, covering the period from January 1, 2022 to December 31, 2026. The plan resulted from the extensive work of our 11-member Strategic Plan Committee, interviews with staff, donors, and colleagues, and a comprehensive, two-day board retreat held at the Grange Hall in West Tisbury in October 2021.

Sheriff's Meadow Foundation performs an essential role in land conservation for the community of Martha's Vineyard. Since our founding in 1959, Sheriff's Meadow Foundation has succeeded in conserving extraordinary lands. Our role as the Island's local land trust provides us with unique flexibility in working with landowners and colleague organizations to conserve and care for land.

The Foundation is governed by a board of directors that represents the community and is committed to the conservation and stewardship of land on Martha's Vineyard. Sheriff's Meadow Foundation conserves properties both large and small, in each Island town and in a wide variety of neighborhoods. Sheriff's Meadow Foundation charges no fees for access to its lands. Focused on its mission of conservation, Sheriff's Meadow entrusts the important work of environmental advocacy to other organizations. Sheriff's Meadow Foundation is a non-profit, charitable organization, funded by philanthropy.

Sheriff's Meadow Foundation lands range from the tumbling glacial moraine of Cedar Tree Neck Sanctuary, to the sweeping outwash plain of Quansoo Farm, to the majestic pitch pines of West Chop Woods, to the towering dunes and wind-scoured moors of the newly-established Squibnocket Pond Reservation. This strategic plan aims to strengthen Sheriff's Meadow Foundation's ability to continue its conservation work while ensuring a strong organization that reflects the diverse and dynamic community of Martha's Vineyard.

Our work depends entirely on you, our supporters. Soon this strategic plan will be on the website and we invite you to read the report and engage in Sheriff's Meadow Foundation's mission to conserve the natural, beautiful, rural landscape and character of Martha's Vineyard for present and future generations. Thank you.

Sincerely,

Adam R. Moore
Executive Director



Sheriff's Meadow Foundation

Strategic Plan, 2022-2026

Mission: The mission of Sheriff's Meadow Foundation ("SMF") is to conserve the natural, beautiful, rural landscape and character of Martha's Vineyard for present and future generations.

Vision: Our natural, beautiful, rural Island landscape, forever conserved, for the benefit of all.

Values: SMF puts integrity, inclusiveness, collaboration, respect, and gratitude at the core of all that we do.

What we do: We conserve land, we care for the land, and we foster a love of nature.

Who we are: SMF is the local land trust for the Island of Martha's Vineyard. Henry Beetle Hough and Elizabeth Bowie Hough founded SMF in 1959 to conserve the Sheriff's Meadow, a small property with a pond just outside of the Edgartown village. Today, SMF protects over 3,200 acres across the island of Martha's Vineyard.

Summary of Five-Year Strategic Plan 2022-2026

Approved by Board of Directors, March 18, 2022

Our first priority is to conserve. From creating new sanctuaries along the shores of great ponds, to preserving fertile soils in alluvial valleys, to protecting woodlands of ancient oaks and barrens of scrub and windswept plains that stretch to the sea, we serve our community by conserving lands that protect the Island landscape and connect trails and properties. We nurture land conservation partnerships as a central aspect of our work.

Our second priority is to care for the land. SMF serves the community by caring for the lands entrusted to its stewardship in the most ecologically sound manner. To complement our stewardship responsibilities, SMF intends to become carbon-neutral by 2027 and carbon-negative by 2030, by measuring the carbon sequestered in the SMF forests, soils, bogs, and marshes, by employing sustainable agricultural practices, and by reducing or eliminating the fossil fuels in SMF vehicles, equipment, structures, and investments.

Our third priority is to foster a love of nature. SMF serves our community by increasing the opportunities for all to visit SMF lands, join SMF guided walks, read SMF newsletters, and use the SMF TrailsMV app. We offer property-specific, natural history educational programs that foster a love of nature in the community. We are creating two universal access trails so that all people can enjoy nature on an SMF property.

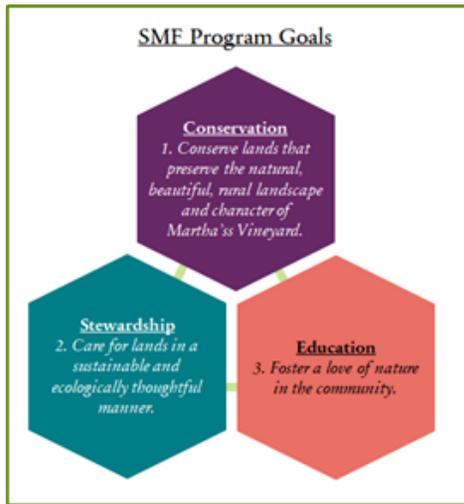
To advance our ability to accomplish these goals and prepare for the future, SMF is enhancing its governance, growing its organizational capacity, and building its financial resources.

We are enhancing our governance. SMF is characterized by a highly engaged board working hand-in-hand with a professional staff through committees. This engaged model remains a key feature of SMF governance. We are enhancing execution of essential programs and priorities and are developing a board that reflects the demographic diversity of the island.

We are growing our organizational capacity. We are implementing our approved Diversity, Equity and Inclusion plan, and ensuring our lands are accessible and welcoming to everyone. We are building a maintenance facility and establishing a firm plan for the future office. We are engaging the community with a robust communications effort and a range of activities.

We are building our financial resources. To realize its program priorities, SMF requires funds for operations, maintenance, facilities, equipment, land acquisition, and endowment. We are undertaking initiatives to grow the endowment to \$19.5 million while raising additional funds for other important needs.

This strategic plan affirms our commitment to stay focused on our mission, to be both nimble and patient, to remain always flexible, and to be prepared to act when opportunities arise.



Program Goals

1. Conservation: Conserve lands that preserve the natural, beautiful, rural landscape and character of Martha’s Vineyard.

Initiative:	Objective:	Measurement:
1.1	Conserve key properties Island-wide.	Acreage conserved.
1.2	Continue leadership role as the Island’s local land trust in conservation and in partnerships.	Completed partnership conservation efforts.

2. Stewardship: Care for lands in a sustainable and ecologically thoughtful manner.

Initiative:	Objective:	Measurement:
2.1	Care for conservation lands in a manner that serves the community, surpasses standards, and distinguishes SMF.	Annual property monitoring.
2.2	Operate in as sustainable a manner as possible.	Periodic carbon measurement.
2.3	Enhance trails program with improvements to TrailsMV, adoption of standards, and creation of universal access trails.	Usage metrics and user satisfaction.
2.4	Repair interior of Hancock-Mitchell House, complete landscape, and commence public use. Open to public in 2023, complete interior by 2027.	Measure usage and visitors.
2.5	Continue to establish a welcoming sense of place for the community.	Annual Review.

3. Education: Foster a love of nature in the community.

Initiative:	Objective:	Measurement:
3.1	Enhance SMF “walk and talk” educational programs.	Number of programs per year.
3.2	Offer self-guided natural history information and walks.	Number of properties included.
3.3	Facilitate in-house and partnership research, encouraging living laboratories.	Research initiatives undertaken and reporting of results.
3.4	Facilitate educational partnerships with MVRHS and other organizations. Support the Henry Beetle Hough internship.	Projects undertaken and impact.



Squibnocket Pond Reservation. Photos by Kate Feiffer

Organizational Goals

4. Governance: Enhance Board oversight and effectiveness.

Initiative:	Objective:	Measurement:
4.1	Review and update By-laws and Articles of Organization.	Bylaws revision.
4.2	Implement committee charters and changes.	Committee charters completed and in use.
4.3	Prioritize board diversity. Achieve a diverse board that reflects the racial and ethnic diversity of the Island.	Board diversity (annual measurement).
4.4	Implement proposed changes to board processes.	Annual board engagement survey.
4.5	Ensure a strong and effective Executive Director who is well supported.	Annual Review.

5. Organizational Capacity: Enhance the capacity and broaden the diversity of SMF.

Initiative:	Objective:	Measurement:
5.1	Encourage community engagement to support donations, membership, and volunteerism.	# of active ‘touches’ – mailing list, social media, app downloads
5.2	Implement Diversity, Equity & Inclusion plan.	Annual review of DEI plan objectives.
5.3	Renew land trust accreditation in 2025.	Accreditation renewal submission and status.
5.4	Build maintenance facility and complete office feasibility analysis by 2024.	Progress toward facility design and completion.

6. Resources: Raise funds sufficient to accomplish the mission and achieve plan goals.

Initiative:	Objective:	Measurement:
6.1	Set the stage for a future campaign, undertake a successful interim fundraising period, and launch new campaign.	Fund raising results (annual, trend, # and composition of donors).
6.2	Increase planned giving and individual support.	Donor commitments and results.
6.3	Grow the endowment and maintain a conservative and sustainable spending policy.	Endowment levels and percent of operating budget supported (annual, trend).
6.4	Establish dedicated funding for TrailsMV, efforts in sustainability, accessibility, and education, and capital projects.	Proportion of operating expenses supported from dedicated and grant funds.