



STRATEGIC PLAN

FY2024-2029

OUR VISION

We envision resilient, vibrant ecosystems and communities of the Laguna de Santa Rosa watershed.

OUR MISSION

We steward habitats and inspire people to foster connection and contribute to a healthy environment throughout the Laguna de Santa Rosa watershed.



OUR CORE VALUES

STEWARDSHIP: We listen and learn from the land to tend biodiversity and healthy ecosystems.

COLLABORATION: We seek opportunities to work with partners and allies, fostering belonging and relationship with nature.

DIVERSITY: We stand for equity, inclusion, and excellence within our organization and community through meaningful engagement that welcomes and respects all voices and perspectives.

INSPIRATION: We spark curiosity and create opportunities for people to deepen their connection with the watershed and the natural world.

OUR STRATEGIC PRIORITIES

WATERSHED HEALTH, BIODIVERSITY, AND STEWARDSHIP

- ▶ *Engage in effective collaborations to protect and restore biodiversity in the watershed to increase the resiliency of natural and built landscapes in a changing climate.*

SERVING AND INSPIRING COMMUNITY

- ▶ *Engage and serve people through inspiration, appreciation, and stewardship.*

ORGANIZATIONAL EXCELLENCE

- ▶ *Nurture a thriving organization and a diverse team able to increase its impact and long-term viability.*



Watershed Health, Biodiversity & Stewardship

GOAL 1: Steward the habitats of the watershed to support resilient ecosystems in a changing landscape and climate.

- Continue implementing current funded projects and secure new stewardship projects.
- Perform damaged habitat recovery using appropriate stewardship practices.
- Create conditions that enable native species to outcompete current and emerging invasive species.
- Collaborate with indigenous people to incorporate traditional ecological knowledge and stewardship practices in project design and implementation.

Watershed Health, Biodiversity & Stewardship

GOAL 2: Preserve biological diversity by conserving native and rare plants and species that depend on them.

- Expand and promote a sustainable vernal pool preserve program with partners that encompasses a series of discontinuous pool complexes across the Santa Rosa Plain.
- Conduct research and monitoring of plant communities to better understand annual trends, impacts of management, and inform best practices.
- Provide technical assistance to private landowners and public land management whose properties provide habitat for rare and endemic plants to advise on stewardship best practices.

Watershed Health, Biodiversity & Stewardship

GOAL 3: Expand and enrich habitats and improve their connectedness along the Laguna de Santa Rosa and its tributaries.

- Expand current and planned riparian restoration projects to enhance and restore degraded and extirpated habitats and improve their connectedness.
- Expand the Native Plant nursery to support the restoration and enhancement of native plants in the watershed.

Watershed Health, Biodiversity & Stewardship

GOAL 4: Engage in effective collaborations across the watershed.

- Be a leader in convening partners to learn, inform, educate, share and ensure meaningful input and implementation of habitat stewardship and conservation from a wide range of stakeholders.
- Continue to build and utilize partnerships and collaborations with other organizations focused on the watershed and providing technical expertise.
- Engage in environmental education leadership to support environmental literacy throughout the watershed.



Serving and Inspiring Community

GOAL 1: Increase engagement of under-represented community members in our programs.

- Increase access of the traditionally marginalized community members to our programs in alignment with the Portrait of Sonoma.
- Ensure programs feature diverse speakers, artists, volunteers, and staff who reflect the under-represented communities of Sonoma County.



Serving and Inspiring Community

GOAL 2: Increase outreach to the community to inspire engagement in our mission.

- Intentionally engage new audiences at local community gatherings and cultural festivals.
- Engage younger audiences through popular media platforms.
- Mobilize curriculum to offer Laguna ecosystem learning modules to elementary, middle and high schools and extra-curricular youth programs.
- Offer customized programs for all ages in response to community requests.

Serving and Inspiring Community

GOAL 3: Inspire understanding of and connection to the natural world.

- Ensure we offer a diverse assortment of programs annually that appeal to wide and varied audiences focused on art, science, natural history, environmental stewardship and recreation.
- Expand stewardship and engagement/educational opportunities to new locations around the watershed including areas most impacted by climate change and legacy environmental issues.
- Maintain volunteer programs to ensure large pool of qualified volunteers to deliver and support programs.



Organizational Excellence

GOAL 1: Expand our infrastructure and systems for operational efficiency, capacity, and safety.

- Enhance information technology and computer systems to meet current and future organizational needs.
- Explore opportunities to renovate existing facilities to improve working spaces, site safety, accessibility, and minimize climate footprint.



Organizational Excellence

GOAL 2: Strengthen the fiscal health and sustainability of the organization.

- Increase unrestricted funding sources to support general operations that benefit the whole organization.
- Explore opportunities to further diversify our current revenue sources.
- Raise capital funds to build a facilities maintenance reserve fund.



Organizational Excellence

GOAL 3: Deepen our work towards racial equity.

- Continue the dedication to implement recruitment and retention processes that prioritize diversifying board, staff, and volunteers to include more members of under-represented communities of Sonoma County.
- Continue to increase our understanding around the intersection of our mission with environmental justice, equity, diversity, and inclusion through learning, and developing new practices, programs, and policies.
- Enhance internal communications to create opportunities that allow all voices to be heard and enable mutual support.

Organizational Excellence

GOAL 4: Invest in our employees to ensure we have a diverse, dynamic, and thriving team.

- Create a staffing plan to grow operational and program staff to support organizational goals and values that strengthen our connection to under-served communities.
- Implement a transparent compensation philosophy based on internal and market data to attract, motivate, and retain exceptional talent dedicated to advancing our core mission and objectives.
- Enhance resource allocation for staff training and development programs that emphasize educational or resource support that strengthen our ability and skills to connect in under-served communities.
- Foster the next generation of conservationists and educators by creating career pathways for youth and young adults to gain hands-on experience and increase racial and ethnic diversity in the conservation field.