

# Strategic Plan 2011-2013



**TULARE BASIN WILDLIFE PARTNERS**  
Creating Opportunities for Nature and People

**Condensed Version, March 2011**

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## Introduction

For ease of use and information sharing, this condensed version of the Tulare Basin Wildlife Partners 2011-2013 strategic plan will give the reader a quick overview of the organization's strategic planning foundation. For more information about the background for this planning effort, benchmarks, timelines, partners, and focus area, please contact the organization.

## Vision

*The Tulare Basin Wildlife Partners aim to preserve our natural heritage and improve the quality of life for all Californians by conserving and restoring critical Tulare Basin upland, wetland, and riparian habitats for people and wildlife.* Wildlife corridors, along mighty rivers and scenic creeks, wind from the Sierra Nevada, Transverse and Coast Range mountains to the historic Tulare Lakebed in California's southern San Joaquin Valley. Restored wetland, upland and riparian habitats, connected by these corridors, provide a healthy, regional watershed that mitigates the effects of climate change, offers abundant clean water, recharges groundwater, and stores flood water, protecting thriving local towns. An abundance of wildlife, including more than 100 species of sensitive plants and animals, flourish in the surrounding open space where wildlife-friendly farms and ranches showcase the region's rich agricultural heritage and diverse farming operations. Scenic vistas and natural areas offer recreational opportunities for families, enhance educational experiences for our children, and increase business and tourism opportunities for residents and visitors.

## Mission

TBWP facilitates the engagement of partners, funders, and stakeholders in multi-benefit projects to achieve the goals of promoting ecological and economic health, sustaining agricultural heritage, and enhancing quality of life in the Tulare Basin for current and future generations.

## Core Values

Core to its planning, decisions, and actions, the following values guide Tulare Basin Wildlife Partners:

**Professionalism:** TBWP operates at the highest professional and ethical standards for a non-profit; is committed to the highest standards of fiscal accountability; and adheres to the Land Trust Alliance's *Standards and Practices* for its business and conservation activities.

**Science:** TBWP applies a well-informed, science-based approach to advocacy, conservation planning, and project implementation.

**Balance:** TBWP structures multi-benefit, multi-purpose, conservation projects for ecological and economic sustainability.

**Collaboration:** TBWP partners with landowners, agricultural leaders, water groups, decision-makers, and funders to facilitate and collaboratively implement multi-benefit, multi-purpose conservation projects by working with and through its partners.

**Transparency:** TBWP takes an open and candid approach; communicates clearly with stakeholders; and builds consensus to implement projects.

**Respect:** TBWP respects private property rights and is a mutually aware and respectful problem solver for land and water challenges in the Tulare Basin.

**Sustainability:** TBWP is committed to minimizing its impact on the environment by avoiding carbon emission travel, using recycled or reusable materials, and emphasizing efficiency and environmentally-friendly practices in its organizational and project operations.

## Goals, Outcomes, & Strategies

### **Goal 1: Lead and create a well-articulated, collaboratively-developed, publicly-supported, and multi-benefit results-driven conservation vision for the Tulare Basin.**

**Overall Strategy:** Identify and involve key leaders and partners to collaboratively develop, support, and adopt a results-driven conservation vision.

**Outcome 1.1:** TBWP conservation plans are integrated in seven Integrated Regional Water Management Plans (IRWMP) such that a majority of IRWMPs implement protection and restoration projects specifically recommended by the TBWP.

**Strategy 1.1.1:** TBWP will provide information and a science assistant to a Watershed Coordinator to ensure that the TBWP plans are integrated into the IRWMPs.

**Strategy 1.1.2:** TBWP partners bridge the gaps needed in capacity.

**Outcome 1.2:** Key Tulare Basin wildlife corridors are protected during high speed rail construction and implementation.

**Strategy 1.2.1:** Conduct targeted outreach to high speed rail consultants and California Department of Fish and Game to ensure wildlife corridor protection in the Tulare Basin.

**Strategy 1.2.2:** TBWP partners bridge the gaps needed in capacity.

**Outcome 1.3:** TBWP conservation strategies are integrated in statewide wildlife corridor mapping.

**Strategy 1.3.1:** TBWP partners bridge the gaps needed in capacity: work with Department of Fish & Game and others to integrate existing conservation strategies into state-wide wildlife corridor mapping (California Essential Habitat Connectivity Project).

**Outcome 1.4:** Articulate and share a results-driven conservation vision for the Tulare Basin so that it's adopted region-wide.

**Strategy 1.4.1:** Engage target audiences through collaborative meetings and vision support material.

**Strategy 1.4.2:** Execute a regional natural/cultural event to raise awareness and support for the Tulare Basin.

**Strategy 1.4.3:** Engage in continuous learning and adaptation through attention to other master planning and blueprint process throughout the state, and to changing conditions.

**Strategy 1.4.4:** TBWP partners bridge the gaps needed in capacity.

## **Goal 2: Ensure priority projects are adopted and implemented by partner organizations and agencies.**

**Overall Strategy:** Work with and through the Tulare Basin Working Group and IRWMP groups to implement priority projects.

**Outcome 2.1:** TBWP partners, including IRWMPs, implement projects consistent with the priorities of the Tulare Basin results-driven conservation vision.

**Strategy 2.1.1:** Identify three to five projects consistent with the priorities of the results-driven conservation vision that are the most suitable for TBWP to advance through support of an implementing partner who can bridge the gaps needed in capacity.

**Strategy 2.1.2:** Identify at least one project/program that will generate interest, enthusiasm, and opportunities for engagement with the community and build momentum for the results-driven conservation vision (i.e. marquee or keystone project).

**Outcome 2.2:** Restoration is a key component of partner-implemented conservation projects.

**Strategy 2.2.1:** Develop a restoration learning network as a resource to be used by partners.

## **Goal 3: Build an organization that is supported by its community; has sufficient, stable public and private funding; and has the capacity to implement its results-driven conservation vision and achieve its conservation goals.**

**Overall Strategy:** Build TBWP's core capacities for leadership. Strengthen partnerships with key audiences to facilitate and enable the necessary funding and support to achieve TBWP conservation goals. Engage Conservation Strategy Group, key local, state, and federal agencies, and large and small foundations in TBWP conservation efforts.

**Outcome 3.1:** TBWP core capacities developed and implemented.

**Strategy 3.1.1:** Increase and develop board and advisors; fund and hire an executive director; and fund and hire support and project staff.

**Outcome 3.2:** Business model adapted that is best suited for implementing the results-driven conservation vision.

**Strategy 3.2.1:** Review and revise the TBWP business model and determine how best the organization can call on partners in the TLBWG to bridge the gaps needed in capacity.

**Outcome 3.3:** Analysis of key funding needs related to conservation goals completed and kept up to date.

**Strategy 3.3.1:** Develop projects described in Goal 1 and Goal 2 and determine budgets.

**Outcome 3.4:** Identification and feasibility analysis of prospective sources completed and kept up to date

**Strategy 3.4.1:** Identify and determine public, private, and other sources of funding for conservation and capacity needs, including bonds, other state funding, federal funding, local funding, mitigation funding, safe harbor, foundation funding, individual donor funding, etc.

**Outcome 3.5:** Specific targets developed and action plans implemented for priority sources.

**Strategy 3.5.1:** Strategically-developed, ongoing cultivation encourages funders to commit to TBWP conservation and capacity needs.

**Outcome 3.6:** Annual assessment of funding efforts conducted; learning shared with partners.

**Strategy 3.6.1:** Track all funding efforts in a way that enables TBWP to successfully analyze the results so the information benefits future TBWP and partner funding endeavors.

**Outcome 3.7:** TBD in additional funding committed to TBWP for capacity needs and identified projects in the Tulare Basin over three years.

**Strategy 3.7.1:** Work through the benchmarks set forth in the strategic plan to acquire the necessary funding.