2020-23 STRATEGIC PLAN

July 2020
Our strategic focus for the next three years is to create a lasting community of land stewards. As we have grown over the past decade, we have engaged thousands of people each year. Going forward, we will focus on increasing the quality and depth of those experiences.
Our Compass

Mission Statement
To engage and educate the public to restore local ecosystems.

Vision Statement
We envision healthy lands and human communities that sustain one another and are resilient in a changing world.

Values
Stewardship
Hands-on Learning
Community
Inclusion

2020-2023 Strategic Focus
Steward Engagement
Our Compass

Grassroots Ecology’s Statement on Diversity, Equity and Inclusion

All people have the right and responsibility to be stewards of their local lands, waters, and communities. We recognize that historical oppression and ongoing social injustice impact all aspects of our lives, including access to the outdoors and meaningful engagement with nature. Grassroots Ecology is committed to our role in addressing the barriers and inequities that exclude people from environmental activities.
Strategic Focus

A Steward is someone who learns about, cares for, protects, or advocates for nature.

The strategic focus of this plan is increasing the quality and depth of a person’s steward engagement. We believe that our most significant long-term impact is to inspire people to become stewards of nature beyond their work with us and that building human capacity is the most effective way to create healthy local ecosystems.
Our goal is to increase opportunities for Invested Stewards in order to encourage people along the steward path.

**Guided By Grassroots Ecology**

- **Seeds**
  - Participating Stewards
    - Drop in volunteer workdays
    - Field trips
    - Classroom presentations
    - Donors

- **Roots**
  - Invested Stewards
    - Long term volunteers/
    - Super Stewards
    - Youth Stewards and College Interns
    - California Naturalists
    - Plant sales
    - Repeat donors

**Beyond Grassroots Ecology**

- **New Sprouts**
  - Influencing Stewards
    - Educating others
    - Self-organized stewardship
    - Choosing an environmental career
    - Voting
    - Advocacy
    - Donor advocates
    - Nonprofit board members
Our Actions

Programs
Vision: We have strengthened the depth of engagement of our stewards, increased our reach in the community, and improved local ecosystem health.

Goal A: Implement strategies that double the number of “Invested” stewards.
Goal B: Engage new audiences for “Participating” steward opportunities.

Diversity, Equity, and Inclusion
Vision: We are engaging and sustaining a more socially diverse stewardship community.

Goal A: Create and implement a DEI Plan to increase the cultural relevancy of our programs and our organization, and to increase stewardship opportunities for those that might not otherwise have them.

Fund Development, Marketing, and Communications
Vision: We have the funding and engagement levels needed to achieve our program goals.

Goal A: Increase unrestricted funding by 20%.
Goal B: Develop targeted marketing campaigns for DEI, Steward, volunteer-donor conversion, and launching new regions across target communities
Geographic Reach

We will seek opportunities to expand our service area as a way to achieve our programmatic and DEI strategic goals.

Programs are currently concentrated in Southern San Mateo and Northern Santa Clara Counties.

Possible expansion areas:
- Mountain View/ Sunnyvale/Alviso
- Coyote Valley/South San Jose
- Los Gatos/Saratoga
- North San Mateo County
### 3-Year Implementation Plan A

<table>
<thead>
<tr>
<th>Goal</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
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</table>
| **1A. Implement strategies that double the number of “Invested” stewards.** | - Pilot Naturalist Network elements  
- Pilot new Community Science components at current sites  
- Expand interns to high school students  
- Develop Super Stewards plan  
- More targeted marketing & comms | - Launch Super Stewards program  
- Expand Community Science Program's reach through new initiatives or new locations  
- Expand nursery volunteer opportunities  
- Pilot expansion in college intern programs (year-round, more students, new grads) | - Create advanced steward tracking and recognition (CRM)  
- Collect steward feedback  
- Establish alumni network |
| **1B. Engage new audiences for “Participating” steward opportunities** | - Hold at least 2 volunteer/naturalist events that engage new audiences  
- Write at least two new partners into grant proposals  
- DEI-targeted marketing & comms | - Hold at least 4 events that engage new audiences  
- Expand to 1 new geographic area, incl strong community marketing | - Hold at least 8 events that engage new audiences  
- Expand to second new geographic area |
| **2A. Create and implement a DEI Plan to increase cultural relevancy and stewardship opportunities for those that might not otherwise have them.** | - Create DEI Plan  
- Continue to invest in staff time for training  
- Create targeted outreach plan for new board and staff members  
- Improve outreach/marketing to target communities | - Implement at least 2 strategies from DEI plan  
- Increase investment in communities with less access to 30% of total budget | - Implement at least 4 strategies from DEI plan  
- Increase investment in communities with less access to 35% of total budget  
- One new geographic area increases underserved access |
| **3A. Increase unrestricted revenue by 20%.** | - Form board development committee  
- Create development plan for major donors, including targeted donor conversions from volunteers/parents | - Create comprehensive development plan for fy22  
- Increase foundation and corporate grant requests | - Create development plan for fy23  
- Hold fundraising event  
- 2 full-time resources dedicated to individuals, foundation and corporate giving |
| **3B. Develop targeted marketing campaigns for DEI, Steward, volunteer-donor conversion, and launching new regions** | - Develop marketing committee and plan  
- Develop campaigns to promote evolving programs, esp to DEI communities  
- Increase communication of program stories to support fundraising goal | - Develop outreach/marketing to attract more invested stewards  
- Increase diversity of outreach through partnerships with other orgs | - Full-time resource dedicated to marketing and communications  
- Develop true “nurture campaigns” for communications targeted at each volunteer and donor group |
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Grassroots Ecology 2020-23 Strategic Plan Summary

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