



**'26-'29**

Collective Direction / Strategic Plan

# Mission

To increase access to the outdoors for communities impacted by racial, socio-economic, and disability injustices by eliminating existing barriers through advocacy, community centered programming, and workforce development.

# Vision

All communities in Los Angeles County have physical and institutional access to all local public lands, are included in all environmental programs and recreation, and are represented in outdoor careers and political decision making.



# Collective Direction / Strategic Priorities





# 1 Governance Clarity + Board Engagement

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## Year 1, fy 26-27, STABILIZE

- Finalize Board Onboarding documents (including Board Commitment-Give-Get)
- Clarify decision thresholds
- Formalize committees

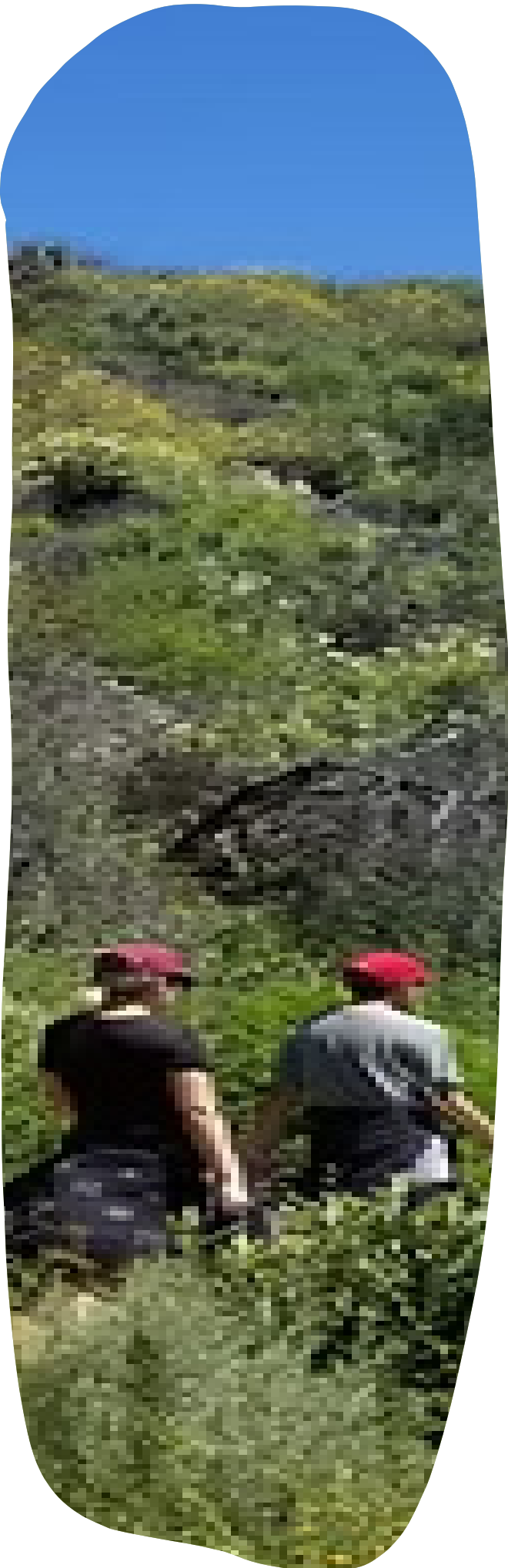
## Year 2, fy 27-28, BUILD

- Formalize onboarding process
- Expand annual board calendar to include more detailed goals
- Strengthen board-staff engagement

## Year 3, fy 28-29, STRENGTHEN + GROW

- Evaluate governance effectiveness
- Refine leadership pipeline

LEADS: Board President + Board Governance Committee



# 2 Development Infrastructure + Unrestricted Funding

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## Year 1, fy 26-27, STABILIZE

- Establish Fund Development Committee
- Adopt Gift and Sponsorship Acceptance Policy
- Identify development lead

## Year 2, fy 27-28, BUILD

- Increase unrestricted revenue by a defined target
- Develop relationships with ten (10) Foundations
- Nourish Existing Donors
- Explore Public Health/Wellness Funding Sources
- Secure one (1) Corporate Sponsor

## Year 3, fy 28-29, STRENGTHEN + GROW

- Reach \$500k+ of unrestricted and overhead, combined, revenue goal over 3 years
- Diversify funding sources

LEADS: Board (Development Committee) + Development Lead + Executive Director



# 3 Earned Revenue + Social Enterprise Exploration

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## Year 1, fy 26-27, STABILIZE

- Conduct feasibility analysis for fee-for-service expansion (e.g. Camping Access, Camping Affordability, Community Engagement, Retail Nursery, Akuutet Volunteer Program, Nursery Community Event Space, etc) including implications for creating a Social Enterprise arm
- Board approves Social Enterprise Plan

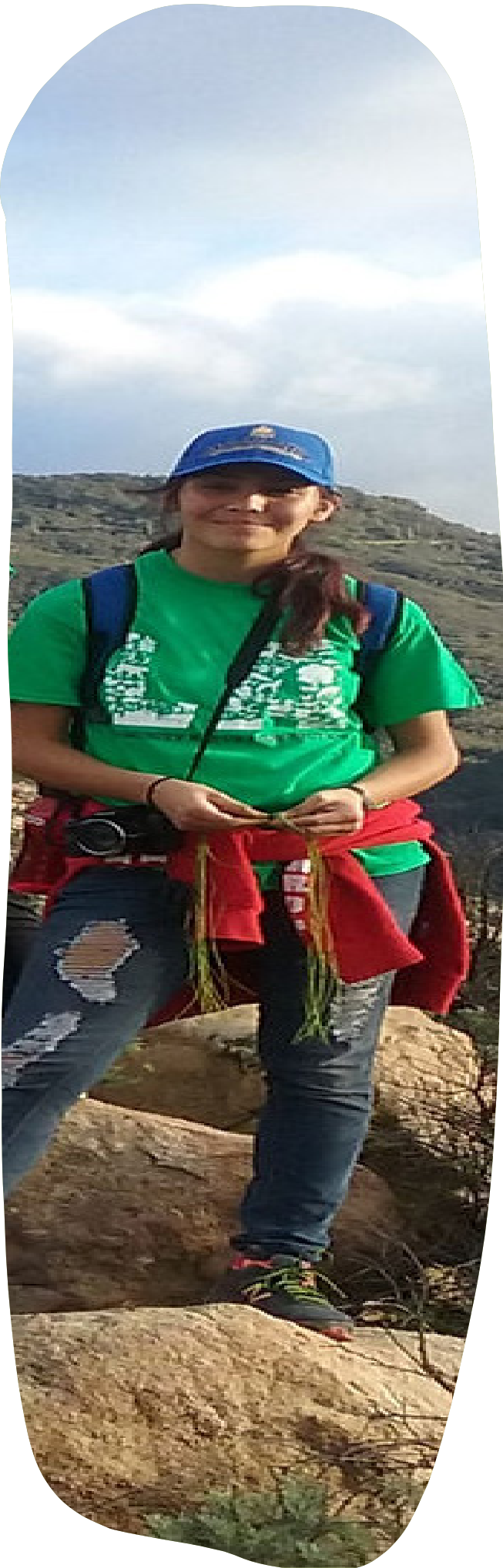
## Year 2, fy 27-28, BUILD

- Formalize earned revenue strategy aligned with mission
- Finalize Social Enterprise Policy and Plan with Board
- Begin Implementation of Social Enterprise Activity
- Pilot expanded Training Institute / Cal Naturalist offerings

## Year 3, fy 28-29, STRENGTHEN + GROW

- Pilot two additional fee-for-services areas

LEADS: Executive Director + Program Staff Leadership + Board (Development Committee)



# 4 Youth Leadership + Advisory Structures

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## Year 1, fy 26-27, STABILIZE

- Launch a Youth Advisory Workgroup to research best practices

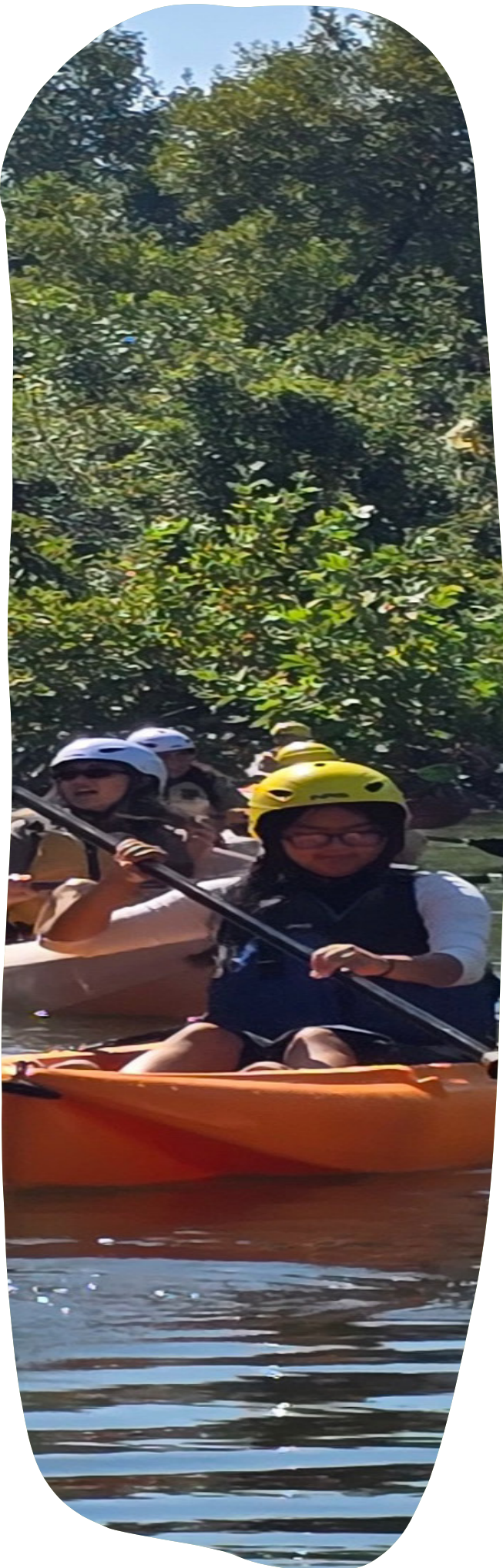
## Year 2, fy 27-28, BUILD

- Launch Youth Advisory Workgroup
- Build a youth-to-workforce pipeline
- Formalize alumni engagement

## Year 3, fy 28-29, STRENGTHEN + GROW

- Integrate youth advisory input into governance conversations

**LEADS:** Board (Governance Committee) and Staff Leadership



# 5 Wellness Integrated with Sustainability

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## Year 1, fy 26-27, STABILIZE

- Define wellness standards tied to staffing and budget planning

## Year 2, fy 27-28, BUILD

- Align growth pacing with capacity
- Evaluate workload impacts

## Year 3, fy 28-29, STRENGTHEN + GROW

- Institutionalize wellness practices into annual planning cycle

**LEADS:** Executive Director + Program Staff Leadership + Board



# 6 Strengthen Advocacy

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## Year 1, fy 26-27, STABILIZE

- Identify existing programs where and how advocacy can be added; Identify what kind of advocacy (political capital) are we striving for; Identify new programs where advocacy can be the focus; Org should identify policy goals and metrics for identifying targets (wins).

## Year 2, fy 27-28, BUILD

- Fundraise for additional advocacy
- Implement advocacy elements within programs

## Year 3, fy 28-29, STRENGTHEN + GROW

- Trained meaningful number of participants in advocacy
- Develop Lessons Learned
- Create a Plan to develop a full-time Advocacy Staff member

**LEADS:** Executive Director + Program Staff Leadership + Board (Program Committee)



# 7 Measure Impact

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Year 1-3, fy 26-29 STABILIZE, BUILD,  
STRENGTHEN + GROW`

- Track and report the number of people served
- Track and report alum who have successful nature-based careers
- Track and report stories from the field
- Track indicators of wellness
- Track indicators of belonging
- Amplify through an Annual Report or through the Newsletter

LEADS: Executive Director + Program Staff Leadership +  
Board (Program Committee)



## 8 Accessibility + Belonging + Creating a Wild LA

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### Year 1, fy 26-27, STABILIZE

- Assess how our current programs can be more inclusive to the communities we serve (e.g. multi-lingual/physically disabled/systems impacted/neurodivergent/ indigenous populations)

### Year 2, fy 27-28, BUILD

- Identify gaps in creating more inclusive programming and develop strategies to address those gaps. This could include 1) elevating staff trainings on these issues, 2) determine how to increase inclusive programming or the need to develop new programming, 3) identifying funding opportunities to make such programming happen.
- Cultivate a public program embodying a culture of Wild LA
- Set annual goals for intentionally weaving TEK into programs
- Create one (1) program based on community input

### Year 3, fy 28-29, STRENGTHEN + GROW

- If funding is received, then implement at least one program endeavor focused on two identified groups.
- Cultivate a public program embodying a culture of Wild LA
- Set annual goals for intentionally weaving TEK into programs
- Implement one (1) programs based on community input

LEADS: Executive Director + Program Staff Leadership



# \* Facilitated Conversation

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\*The CNC Strategic Facilitation & Alignment Process Final Report indicated there was consensus around the mission. However the detailed notes from various meetings indicated otherwise. This section is a placeholder to discuss if there is a need to reimagine the mission statement and nature of the organization.

## Year 1, fy 26-27, STABILIZE

- Evaluate if Board and Staff need to Review Mission
- Staff present to Board on their analysis of what it means for CNC to be an NGO or place-based organization versus its current non-profit status

## Year 2, fy 27-28, BUILD

- Hire a facilitator, if needed, to assist Board and Staff conduct Mission Review
- - Hire a facilitator, if needed, to assist Board and Staff conduct Organizational Review

## Year 3, fy 28-29, STRENGTHEN + GROW

- By Year 3, Board and Staff to have Mission Review conversation or not
- By Year 3, Board and Staff to have Organizational Review conversation or not

**LEADS:** Board President, Board, Executive Director + Staff Directors

## **SPECIAL THANKS to:**

**Bruce Saito** Board Treasurer

**Celeste Kelley Gasperik** Director of Programs + Training

**Delaney Alamillo** Executive Director

**Janice Maguire** Director of Operations

**Jenny Perla** Facilitator with Poder Consulting Group

**Joe Laskin** Board Vice President

**Juan Guerrero** Strategic Planning Funder

**Melissa Guerrero** Board President

**Michael Affledt** Board Member

**Miguel Perla** Facilitator with Poder Consulting Group

**Rob McGowan** Facilitator with Diving Within LLC

**Rorie Skei** Strategic Planning Funder

**Roxana Aguilar** Director of Programs + Community Engagement

**Sally Garcia** Board Secretary

**Community Nature Connection Staff**



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