

## **2024-2029 STRATEGIC PLAN DEVELOPMENT**

The California Tahoe Conservancy's (Conservancy) current 2018-2023 Strategic Plan is ending soon, and staff is beginning to develop the 2024-2029 Strategic Plan. Building heavily on the previous plan, staff is proposing considerations and priorities for the new plan, as described below, and seeks Conservancy Board (Board) feedback and direction on these proposals.

### **Background**

The Board approved a Strategic Plan in December 2018 that articulates the Conservancy's mission, vision, guiding principles, and areas where the Conservancy would focus its work through 2023. The current Strategic Plan is based on input from the Board, Conservancy staff, and a working group comprised of partner agencies and organizations. This Strategic Plan includes 26 strategies to achieve six goals:

1. Steward Conservancy Lands and Protect Basin Communities from Wildfire
2. Restore the Resilience of Basin Forests and Watersheds
3. Provide Public Access and Outdoor Recreation for All Communities
4. Foster Basinwide Climate Adaptation and Sustainable Communities
5. Strive for Organizational Learning and Excellence
6. Promote Racial Equity and Help Make the Basin a Safe and Welcoming Place for All

Staff presented a Strategic Plan Interim Assessment (Assessment) to the Board in June 2022. The Assessment summarized progress towards achieving the Conservancy's 2018-2023 Strategic Plan goals and includes highlights and insights for each of the first five goals. In September 2022, the Board approved an amendment to the Strategic Plan that added the sixth goal to advance racial equity and better serve all Californians, regardless of race.

In October 2022, the Conservancy held an all-staff retreat that started discussions about the 2024-2029 Strategic Plan. Staff provided constructive input on the current Strategic Plan and the process for developing the new plan. They also brainstormed numerous ideas that resulted in some of the considerations below. Staff also indicated a strong desire to be involved in developing the 2024-2029 Strategic Plan.

## **Process Considerations and Plan Priorities**

Building on the all-staff retreat, Conservancy staff launched initial Strategic Plan development efforts in January 2023. They identified a Strategic Plan Project Manager and two working groups: the Strategic Planning Process Workgroup and the Strategic Plan Review Workgroup. Conservancy leadership assigned each workgroup with specific tasks to develop products and support the 2024-2029 Strategic Plan process. Additionally, staff plans to retain a consultant to assist the Conservancy in advancing Strategic Plan content and internal and external engagement. Staff issued a request for proposals for this capacity and will soon review responsive bids.

Staff proposes that the 2018-2023 Strategic Plan serves as a strong foundation for the new plan. The existing plan effectively captures strategies to achieve the Conservancy's mission and vision. Accordingly, the new Strategic Plan will focus on refining the existing plan while incorporating the following process considerations and plan priorities:

**Key Policy Drivers:** In recent years, statewide, regional, and partner goals and priorities have emerged and evolved. Some examples include Pathways to 30 by 30, racial equity, Outdoor Access for All, the Tahoe Climate Resilience Action Strategy, and Tahoe Basin Environmental Thresholds. Staff will review, assess, and incorporate these drivers to shape the 2024-2029 Strategic Plan.

**External Engagement:** External input is critical to a successful 2024-2029 Strategic Plan. Staff and consultants will seek external input to ensure that the new Strategic Plan best serves partners and the community. They will engage with and seek feedback from Lake Tahoe Basin (Basin) peer agencies, state and federal partners, the California Natural Resources Agency leadership, the Washoe Tribe of Nevada and California, non-governmental partners, and the public, including residents and visitors.

**Internal Engagement:** Internal engagement from staff and the Board is equally important for the new Strategic plan. Staff's desire to be intimately involved in the planning process and plan development was a key takeaway from the all-staff retreat. In addition to the two working groups, staff, in coordination with the consultant, will elicit internal feedback throughout the development of the new Strategic Plan. Additionally, there will be extensive coordination between the Strategic Plan development and the ongoing Community Engagement contract to maximize efficiencies in incorporating the Conservancy's racial equity work, both internally and from community engagement.

Staff identified cross-divisional integration as a priority for the 2024-2029 Strategic Plan. This is the keystone of the Conservancy's work as it will ensure that projects and programs provide multiple benefits while fitting with regional and statewide priorities. Staff will look to fully integrate the agency-wide efforts of the natural resources and lands programs, and fiscal, legal, and administrative departments, to address issues

that touch all aspects of the Conservancy's work, such as climate change and racial equity.

For the Board, staff will present key milestones and updates to keep the Board apprised of developments while seeking input and welcoming feedback throughout the process. Staff anticipates presenting the final 2024-2029 Strategic Plan to the Board in March 2024.

Staff appreciates Board discussion on the breadth of agency and public input as well as the Board's desired level of engagement for this effort.

### **Conservancy Staff Contacts**

Erin Ernst

Tahoe-Central Sierra Initiative Coordinator and Strategic Plan Project Manager

[erin.ernst@tahoe.ca.gov](mailto:erin.ernst@tahoe.ca.gov)