

# 2024 - 2026 STRATEGIC PLAN



*Santa Fe*  
**WATERSHED**  
ASSOCIATION

August 2024

## **Overview**

The Santa Fe Watershed Association is a long-time, well-respected organization providing collaboration, stewardship, and education programs related to Santa Fe's watershed. The Association initiated a strategic planning process starting at the beginning of 2024. As part of the planning process, several key steps were taken prior to the full day strategic planning meeting in April of 2024, including the following:

- Association staff provided multiple background documents, including financials and previous strategic plans, to AMM Consulting to ensure AMM had extensive and thorough information about the Association.
- Amy Miller of AMM Consulting conducted 12 individual interviews to capture key opinions, observations and attitudes from a select group of internal and external Santa Fe Watershed Association stakeholders relating to the mission, purpose, function, and culture of the organization. Results of these interviews were provided in a follow-up report and were categorized under four key areas including financial, programming, infrastructure, and marketing and communications.
- A nonprofit stage assessment was conducted with input from the Association executive director. The Association is between Stage 4 (produce and sustain) and Stage 5 (Review and Renew). (See Appendix A).
- A full-day planning session was held with staff and members of the Board of Directors on April 25 in Santa Fe. At the session, the group reviewed the Association's vision and mission, discussed values of the organization, identified Association strengths and weaknesses, and worked to identify key areas of focus, goals and action plans for the next 1 to 3 years.

The following report summarizes the work completed in the April planning session, as well as additional work performed by Association staff, on the Association's mission, values, key focus areas and goals and action plans. Though this plan should be reviewed by staff and the Board on a regular basis, it is also important to acknowledge that we exist in a rapidly changing environment, and that some action plans can be changed based on various factors.

<b>MISSION</b>	<b>The mission of the Santa Fe Watershed Association is to build a thriving, resilient Santa Fe River Watershed through collaboration, stewardship, and education that inspires us all to care for our land, water, and each other.</b>			
<b>VALUES</b>	<p><b>Resilience:</b> We work to improve the ability for our watershed, communities, ecosystems, and organization itself, to respond to challenges and adapt to ever-changing conditions.</p> <p><b>Connection:</b> We center the common ground beneath our feet and the shared water in our veins, recognizing our commonalities and honoring our diversities. We build from these commonalities to deepen the connections between sectors, scales, cycles, geographies, histories and ecologies.</p> <p><b>Integrity:</b> We approach our work thoughtfully with passion, accountability, and openness that welcomes new collaborations and sustains existing partnerships with a focus on healing the land.</p>			
<b>FOCUS AREAS</b>	<b>PROGRAMMING</b>	<b>WATERSHED PLANNING</b>	<b>BOARD OF DIRECTORS AND STAFF</b>	<b>FINANCIAL</b>
<b>GOALS</b>	<b>Strengthen Association Programming</b>	<b>Lead Efforts on a Santa Fe Watershed Plan to be Completed in the Next 3 to 5 Years</b>	<b>Increase Association Sustainability by Building a Strong Board and Staff</b>	<b>Strengthen Financial Position of Association through Increased Donors and Diversification of Funding Sources</b>
<b>ACTION #1</b>	Finalize outward facing organization language -- values and theory of change. Timeline: End of 2024	Discuss plan with key stakeholders including COSF, County, Pueblos, Forest Service, etc. Determine the most appropriate lead applicant. Timeline: End of 2024	BOD: Develop a BOD matrix that identifies existing member areas of expertise, needed areas of expertise, and other important factors. Timeline: End of 2024	Hold fundraising workshop for BOD to help members become ambassadors. Timeline: August 2024, annually

<b>ACTION #2</b>	Explore available program management systems (for Adopt Your Watershed). Timeline: End of 2025, annually	Identify funding opportunities that would pay for the plan. Timeline: End of 2024	BOD: Explore concept of Association Advisory Board (function, who would serve, how it would be managed). Timeline: Basic structure by end of 2024	Create an Association development plan with goals, metrics, responsibilities. Will include assessment of diversity of funding sources, BOD responsibilities and donor stewardship. Timeline: End of 2025
<b>ACTION #3</b>	Build and maintain an active and dynamic stewardship program (Adopt Your Watershed) through annual review and update of programs, and working to increase the number of volunteers, volunteer hours, and volunteer geography. Timeline: Work to complete a program structure by March 2025, review annually.	Advocate importance of participating in plan with pertinent City departments and other key stakeholders. Timeline: Ongoing	BOD: Build and enhance BOD focus by establishing key committees, lessening frequency of BOD meetings. Work to be completed by end of 2024.	Increase financial stability efforts to achieve goal of creating a reserve fund of 3 months. (Tie to development plan.) Timeline: End of 2025
			BOD: Form a BOD Nominating Committee that focuses on diversity and sustainability of the organization. Work being folded into Governance Committee.	

<b>ACTION #4</b>	Cross train employees within SFWA. (Executive director check-in with employees regarding professional goals, needed support, job performance.) Timeline: Ongoing		Staffing: Conduct periodic compensation studies and review process to evaluate overall compensation for similar positions at similar organizations. Timing: Annually	Consider creation of a BOD Fundraising and Development Committee  Timing: Completed
<b>ACTION #5</b>	Provide regular workshops and trainings (working with partners) Work to align with priorities. Timing: Work has started and will be ongoing		Staffing: Consider the use of interns to help with Association work, evaluate costs and time involved in recruiting and managing interns. Timing: Long term – 2025 - 2026	
<b>ACTION #6</b>	Conduct an analysis of current programs – cost, mission alignment, gaps and successes. Timing: Annually		Staffing: Consistently add cost of living increase each year. Timing: Annually	
<b>ACTION #7</b>	Ensure that programming and work covers all parts of the watershed by prioritizing parts of programs, examining geographies, and strengthening priorities. Timing: Annually		Staffing: Develop plan for transition and leadership succession. Timing: End of 2025	

**TIMELINE**

YEAR #1	Q3 2024	Q4 2024	Q1 2025	Q2 2025
<p><b>ACTIONS</b></p>	<p>Start work on workshops and trainings.</p> <p>Develop Board matrix.</p> <p>Explore concept of Advisory Board.</p> <p>Start work on BOD key committees, meeting frequency.</p> <p>Hold BOD fundraising workshop.</p> <p>Start work on BOD fundraising committee.</p>	<p>Complete work and decisions on Advisory Board.</p> <p>Work on Adopt Your Watershed structure.</p> <p>Start of periodic check-ins with staff, cross training opps.</p> <p>Continue work on workshops and trainings.</p> <p>Start work on review of programs and priorities, ensure programming covers all parts of the watershed.</p> <p>Start outreach and funding info on Watershed Plan.</p> <p>Complete work on BOD key committees, meeting frequency.</p> <p>Fundraising committee plan in place.</p> <p>Continue work on Advisory Board.</p>	<p>Start work on Adopt Your Watershed structure.</p> <p>Continue periodic check-ins with staff, cross training opps.</p> <p>Continue work on workshops and trainings.</p> <p>Continue work on review of programs and priorities, ensure programming covers all parts of the watershed.</p> <p>Continue outreach and funding info on Watershed Plan.</p> <p>Started work on Association Fundraising plan.</p>	<p>Continue periodic check-ins with staff, cross training opps.</p> <p>Continue work on workshops and trainings.</p> <p>Continue work on review of programs and priorities, ensure programming covers all parts of the watershed.</p> <p>Continue outreach and funding of Watershed Plan.</p> <p>Review process to evaluate overall compensation, cost of living increase.</p> <p>Start work of considering interns.</p> <p>Continue work of fundraising plan.</p>

YEAR #2	Q3 2025	Q4 2025	Q1 2026	Q2 2026
<b>ACTIONS</b>	<p>Continue periodic check-ins with staff, cross training opps.</p> <p>Continue work on workshops and trainings.</p> <p>Continue work on review of programs and priorities, ensure programming covers all parts of the watershed.</p> <p>Continue outreach and funding of Watershed Plan.</p> <p>Review process to evaluate overall compensation, cost of living increase.</p> <p>Start work of considering interns.</p> <p>Continue work on fundraising plan.</p>	<p>Continue periodic check-ins with staff, cross training opps.</p> <p>Continue work on workshops and trainings.</p> <p>Annual review of programs and priorities, ensure programming covers all parts of the watershed.</p> <p>Complete work on fundraising plan.</p> <p>Complete work on transition and succession plan.</p>	<p>Continue periodic check-ins with staff, cross training opps.</p> <p>Continue work on workshops and trainings.</p>	<p>Continue periodic check-ins with staff, cross training opps.</p> <p>Continue work on workshops and trainings.</p> <p>Start work on review of programs and priorities, ensure programming covers all parts of the watershed.</p> <p>Review process to evaluate overall compensation, determine cost of living increase.</p>

Appendix A (from the Five Life Stages of Non-Profit Organizations by Judith Sharken Simon)

