



Ravenswood Open Space Preserve

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## FY2019-20 Strategic Plan Goals and Objectives

### Goal 1 – Promote, establish, and implement a regional environmental protection vision with partners

- Objective 1 – Continue implementation of the District’s Vision Plan and communicate progress on projects through reporting results and building partner relationships
- Objective 2 – Build and strengthen diverse partnerships to implement a collaborative and science-based approach to environmental protection on the Peninsula, South Bay and San Mateo Coast
- Objective 3 – Build and strengthen relationships with legislators to advocate environmental protection goals
- Objective 4 – Take a regional leadership role in promoting the benefits of open space and sustainable agriculture
- Objective 5 – Expand regional climate change resiliency and adaptation to preserve healthy natural systems
- Objective 6 – Work with fire agencies and surrounding communities to strengthen the prevention of, preparation for, and response to wildland fires

### Goal 2 – Connect people to open space and a regional environmental protection vision

- Objective 1 – Communicate the purpose of the regional environmental protection vision
- Objective 2 – Refine and implement a comprehensive public outreach strategy, including the engagement of diverse communities and enhanced public education programs
- Objective 3 – Expand opportunities to connect people to their public open space preserves consistent with an environmental protection vision

### Goal 3 – Strengthen organizational capacity to fulfill the mission

- Objective 1 – Provide the necessary resources, tools, and infrastructure, including technology upgrades and capacity building
- Objective 2 – Continuously improve recent process and business model changes to effectively and efficiently deliver Vision Plan projects and the District’s ongoing functions
- Objective 3 – Reflect the changing community we serve in the District’s visitors, staff, volunteers, and partners
- Objective 4 – Build state of readiness for potential disruptions by completing a risk assessment and creating a business continuity plan

### Goal 4 – Position the District for long-term financial sustainability to fulfill the District’s mission on behalf of the public

- Objective 1 – Continue to engage constituents for bond sales and via the work of the Bond Oversight Committee – “Promises made, promises kept.”
- Objective 2 – Pursue discretionary funding opportunities and partnerships to augment operating, capital, and bond funding sources
- Objective 3 – Ensure discretionary funding opportunities are available and successful through advocacy and education
- Objective 4 – Ensure large capital expenses are evaluated within the long-term financial model and remain financially sustainable
- Objective 5 – Ensure land acquisitions, including associated public access and land management costs, are evaluated within the long-term financial model and remain financially sustainable



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