

# Santa Barbara Botanic Garden Strategic Plan

9/27/18

**Mission Statement:** To conserve California native plants and habitats for the health and well-being of people and the planet.

<p><b>Goal</b></p>	<p>To have a positive impact in three overlapping areas:</p> <ol style="list-style-type: none"> <li>I. <b>Plants:</b> Study, protect, and restore California’s native plants and habitats to support a healthy environment.</li> <li>II. <b>People:</b> Create a diverse community of people who actively support California’s native plants and habitats.</li> <li>III. <b>Place:</b> Provide outstanding stewardship of the Garden’s land, collections, historic features, and infrastructure; cultivating a special place for everyone.</li> </ol>	
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## Mission-focused Objectives

1. Develop and maintain the Garden grounds as an inspirational, educational, scientific and historic resource
2. Engage a broader audience in the Garden’s mission
3. Ensure that no native plant goes extinct in California’s Central Coast and Channel Islands and work to recover rare plant populations
4. Improve botanical knowledge, tools, and resources to conserve California native plants
5. Collaborate to restore and manage regional wildland habitats to ensure resilience and adaptation in a changing world
6. Increase the appropriate use of native plants in public, private, and agricultural landscapes

## Operational Objectives

1. Achieve long-term financial sustainability
2. Attract, engage, and retain the best staff
3. Value and celebrate the contributions of donors and volunteers
4. Improve Garden grounds and operational practices to mitigate risk and promote safety
5. Pursue environmentally sustainable practices in our procurement and use of resources, materials, and services
6. Plan for infrastructure, maintenance, and capital improvements

# Mission-focused Objectives and Strategies

<b>1) Develop and maintain the Garden grounds as an inspirational, educational, scientific, and historic resource</b>	<ul style="list-style-type: none"><li>a) Develop new gardens and increase the diversity of our living collections to add depth and interest for our visitors and as a resource for other stakeholders</li><li>b) Improve the level of care and beauty of the grounds to increase the stature of the Garden as a popular visitor destination</li><li>c) Maintain and restore our historic landmarked features to connect our future to our cultural heritage</li><li>d) Practice and communicate sustainable grounds maintenance</li><li>e) Expand the use of the garden grounds to conduct, demonstrate and interpret botanical research and conservation activities</li><li>f) Expand interpretation and education in the Garden to promote conservation behavior</li><li>g) Implement best practices in management, evaluation, and improvement of the visitor experience</li><li>h) Utilize our living collections in our education programs to inspire change/create transformative experiences</li></ul>
<b>2) Engage a broader audience in our mission</b>	<ul style="list-style-type: none"><li>a) Leverage outreach tools to promote native plants to the widest audience</li><li>b) Reach out to new audiences with our programs on and off-site</li><li>c) Advance ecological understanding and provide experiential opportunities to cultivate current and future conservation leaders with diverse backgrounds and experiences</li><li>d) Ensure our educational programs provide transformative experiences for a wider range of participants</li></ul>
<b>3) Ensure that no native plant goes extinct in California's Central Coast and Channel Islands and work to recover rare plant populations</b>	<ul style="list-style-type: none"><li>a) Study and monitor at risk species to determine status, trends, and threats</li><li>b) Procure conservation seed and living collections as insurance against extinction and for research/recovery purposes</li><li>c) Conduct research to determine recovery options for threatened taxa</li><li>d) Undertake action to recover rare plant populations in the wild</li><li>e) Collaborate to protect species across their ranges</li></ul>
<b>4) Improve botanical knowledge, tools, and resources to conserve California native plants</b>	<ul style="list-style-type: none"><li>a) Document the botanical diversity and distributions of the region</li><li>b) Study the taxonomy and evolutionary history of the California flora</li><li>c) Develop and provide state of the art tools to share biodiversity, distribution, and management information</li></ul>

## Mission-focused Objectives and Strategies (continued)

<b>5) Collaborate to restore and manage California wildland habitats to ensure resilience and adaptation in a changing world</b>	<ul style="list-style-type: none"><li>a) Conduct research to guide and improve the practices of ecological restoration and management</li><li>b) Field-test and implement the recommendations coming from our research, surveys, and plans and further refine restoration practices</li><li>c) Partner in selected revegetation and restoration efforts in the Central Coast region</li></ul>
<b>6) Increase the appropriate use of native plants in public, private and agricultural landscapes</b>	<ul style="list-style-type: none"><li>a) Create and implement a strategic marketing campaign to encourage the use of native plants</li><li>b) Provide information and training to enable Central Coast residents to garden with native plants successfully</li><li>c) Undertake research that utilizes native plants to address ecological problems in designed landscapes and informs sustainable decision making</li><li>d) Demonstrate the value of native plants to solve problems</li><li>e) Collaborate with state and local agencies, non governmental organizations and business to promote native plantings and discourage the use of invasive species</li><li>f) Work with growers and nurseries to expand the availability of native plants</li></ul>

# Operational Objectives and Strategies

## 1) Achieve long-term financial sustainability

- a) Use data-driven decision making to prioritize, test, and select options to increase net revenue from operations through methods that support our mission
- b) Increase net revenue from philanthropy through a focus on increased major gifts and foundation support
- c) Grow the endowment/ investment portfolio to \$26M by 2026
- d) Increase the number of Garden members
- e) Ensure the fully burdened costs are reflected in all new projects, contracts, and grant proposals

## 2) Attract, engage, and retain the best staff

- a) Ensure that our salaries and benefits packages are competitive nationally when adjusted for cost of living in Santa Barbara
- b) Maintain an engaging and respectful workplace culture
- c) Provide quality job training and professional development for all staff
- d) Practice cultural inclusion to enhance and leverage diversity and improve cultural competency among our staff

## 3) Value and celebrate the contributions of donors and volunteers

- a) Attract and engage a diverse array of donors and volunteers
- b) Offer high quality training opportunities for our volunteers to learn and develop skills and knowledge
- c) Develop and implement creative ways to acknowledge and celebrate the contributions of donors and volunteers
- d) Ensure staff have the training needed to effectively work with volunteers

## 4) Improve Garden grounds and operational practices to mitigate risk and promote safety

- a) Use our Safety Committee to identify potential risks and address priority items on the Garden grounds
- b) Plan and prepare for natural disasters
- c) Ensure staff have what they need to undertake their jobs safely
- d) Prioritize the safety of our staff, visitors and neighbors in our operations
- e) Be prepared to respond to natural disasters in support of our community

## 5) Pursue environmentally sustainable practices in our procurement and use of resources, materials, and services

- a) Establish a baseline for current resource use
- b) Set performance goals for sustainability in all operational areas and monitor progress
- c) Engage all staff in achieving sustainability goals through recognition of individual and group performance

## 6) Plan for infrastructure, maintenance, and capital improvements

- a) Develop and execute a long-range plan for deferred maintenance, capital improvements, infrastructure and operational permitting
- b) Plan and budget for information systems and technology upgrades
- c) Ensure capital project budgets include support for the annual operating budget and the full cost of permitting
- d) Effectively budget staff time commitment into new projects for planning, implementation, and maintenance