

Your Organization's Name Here

# STRATEGIC PLAN

STRATEGY PERIOD

**Qx-Qy FY20yy**



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 **Internal Only** 

This document is **business confidential** and intended for internal use only.

To protect our strategic efforts, do not share it outside of our organization.

It is vitally important that you help us uphold this commitment.

# ➔ Strategic Plan

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# Leadership Approvals

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↓ CUSTOMIZE OR USE THE PROVIDED TEXT

Every member of the leadership team has reviewed this plan and has participated in its creation. Those listed below with signed dates have affirmed their direction for this strategy and are committed to its success.

↓ YOU ORG LEADERSHIP + ORG DIRECTOR

Leadership Member	Signed Date

# A Message from Our Executive Director

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## The Time is Right for a Bold North Star

↓ CUSTOMIZE

FaunaSphere unites people, policy, and places to create a future where endangered wildlife roams freely across protected, connected landscapes. Every one of us plays a part in making it real.

I'm enormously proud of the work we've done so far. We've secured more than thirty wildlife corridors in ten countries, preserving dozens of endangered species and improving their odds of long-term survival. We did this for future generations, animals in the wild, and for Earth itself. And our work has just begun.

To our extraordinary team of FaunaSphere, **thank you**. Your dedication, creativity, and courage have carried this organization from a small grassroots effort into a recognized leader in wildlife conservation. Every success we've achieved is the result of **your** passion and persistence.



When FaunaSphere began fifteen years ago, we were a handful of volunteers restoring a single stretch of riverbank for migratory birds. Today, we are protecting thousands of acres of critical habitat, forging partnerships across continents, and shaping protection policies.

Our **Vision** is bold: **REPLACE WITH YOUR VISION STATEMENT** → a thriving planet where endangered wildlife roams freely across protected, connected landscapes for generations to come. Our **Mission** is clear: **REPLACE WITH YOUR MISSION STATEMENT** → to safeguard endangered species by creating, restoring, and defending public lands through community partnership and policy advocacy for wildlife and all future generations.

As we look ahead, our work will be guided by four core **Objectives**: **REPLACE WITH YOUR OBJECTIVES** → Expanding Protected Habitats, Mobilizing Communities, Influencing Conservation Policy, and Operational Excellence. As with everything we do, we pursue these goals through our **Core Values** of **REPLACE WITH YOUR CORE VALUES** → Stewardship, Collaboration, Integrity, and Innovation.

This Strategic Plan now becomes our new North Star. It aligns our energy, resources, and talents so that every action we take moves us toward a future where wildlife thrives. Every person and every role in FaunaSphere matters. Every contribution counts. Together, we will turn our vision into reality and leave a legacy of hope for generations to come.

Our strategy, built by a representative team from across FaunaSphere with your input, reflects our shared ambition and the boldest steps we've taken in our history. I'm thrilled to see this come to life and ready to take these steps together with each and every one of you. Truly, I'm excited for what we're about to accomplish and grateful to be on this journey together with you.

Sincerely, ↓ **REPLACE WITH YOUR NAME AND TITLE**

*Carla Johnson*

Carla Johnson, Executive Director  
FaunaSphere Alliance

# Introduction

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↓ CUSTOMIZE OR USE PROVIDED TEXT

We have a bold vision for the future, but vision alone doesn't change the world. To turn aspiration into reality, we need a clear, shared path forward. This strategy aligns our energy, resources, and talents so every step moves us in the same direction. With this alignment, we become a force that achieves more, faster, and with greater impact to our world.

This Strategic Plan is now our compass and rallying point, for every person in every role. On the front lines, behind the scenes, or shaping the big picture, your work connects directly to our goals. When each of us sees how our contributions fit into the whole, we focus our collective power, move with purpose, and make the difference we know we can.

## Key Stakeholders

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↓ CUSTOMIZE OR USE PROVIDED TEXT

Our organization exists to create meaningful value for others. Clearly identifying the individuals, groups, and communities we serve, whether customers, clients, partners, or broader stakeholders, is essential to shaping a strategy that reflects their needs and aspirations.

This recognition ensures our decisions are purpose-driven, our resources are aligned with impact, and our outcomes are measured by the value we deliver. Understanding who we serve is not just foundational, it's a strategic necessity that guides our direction and reinforces our accountability.

We have identified these internal and external **Key Stakeholders**. ↓ Customize

Internal Stakeholders	External Stakeholders
<ul style="list-style-type: none"><li>▪ The FaunaSphere Board of Directors</li><li>▪ FaunaSphere Staff</li><li>▪ Vendors and contractors</li><li>▪ Volunteers and interns</li></ul>	<ul style="list-style-type: none"><li>▪ Endangered wildlife and other corridor ecosystem inhabitants</li><li>▪ Major donors</li><li>▪ Minor donors</li><li>▪ Partner organizations</li><li>▪ Participating governments and their constituents</li><li>▪ Farmers and other land donors</li><li>▪ Wildlife corridor visitors</li><li>▪ FaunaSphere Academy students</li></ul>

Our strategy will be specifically crafted to ensure we deliver our promises to all of the above stakeholders.

# Our Core Values

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↓ CUSTOMIZE OR USE PROVIDED TEXT

Our core values guide how we operate, shaping our culture, decisions, and relationships. By identifying and consistently living these principles every day, we build trust, foster partnerships, and strengthen our ability to deliver on our commitments.

↓ CUSTOMIZE OR USE PROVIDED CONTENT



These values are more than ideals, they're embedded in how we lead, collaborate, and respond to challenges. They ensure we stay grounded in purpose and act with integrity, even in complex environments.

# Our Strategic Framework

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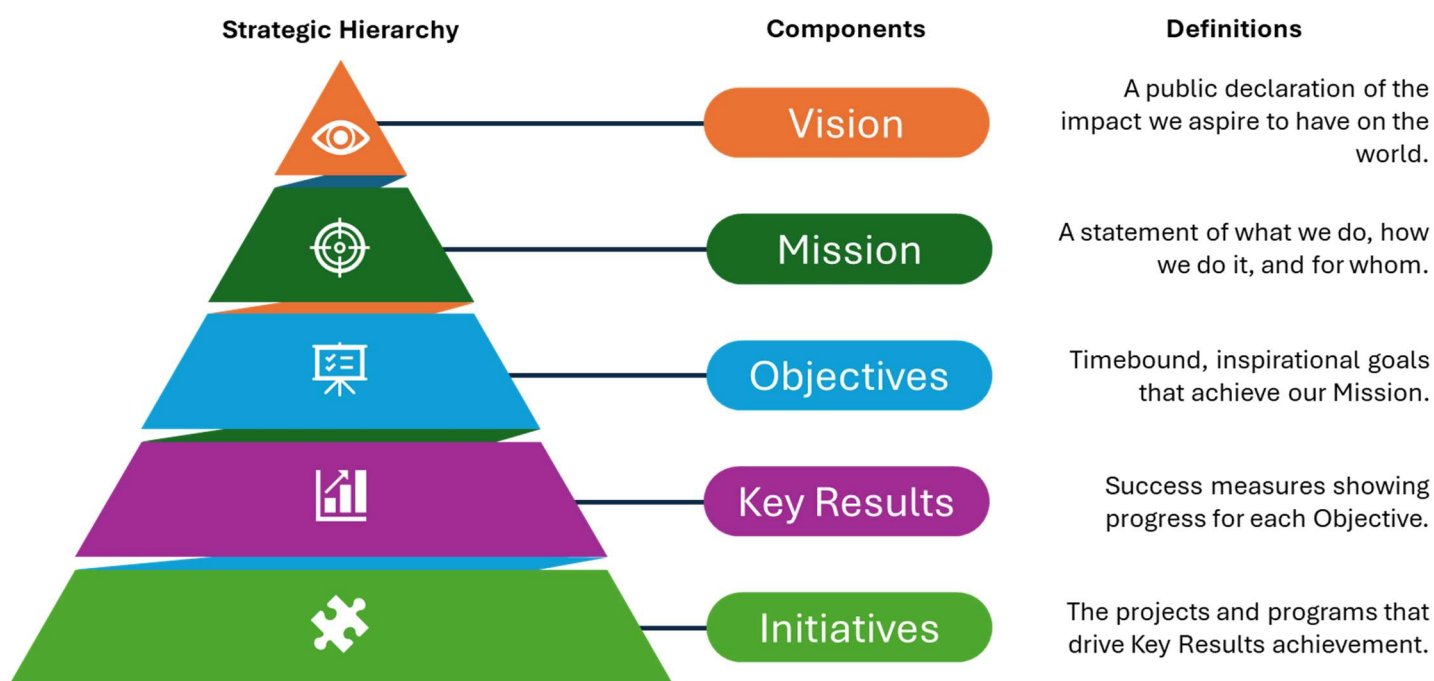
In the rush of daily work, teams can easily lose sight of the bigger picture. Tasks pile up, priorities shift, and momentum scatters. But with a clear structure in place, teams gain focus, clarity, and a shared sense of purpose. It starts with a bold **Vision** of the future we're building. Our **Mission** defines our role in making it real. We set **Objectives** to guide our energy, measure progress through **Key results**, and drive action with prioritized **Initiatives** that subject matter experts (*you!*) select to achieve results.

Research shows that strategic planning is the #1 driver of organizational success, and organizations with a clear, written strategy are twice as likely to achieve their goals (Strategy Magazine). Our strategic framework is a proven approach to turning vision into impact. It is time-tested and widely adopted by organizations of every size. It draws from trusted models like VMOSA (Vision, Mission, Objectives, Strategies, and Action Plans) which have been used by community groups, nonprofits, and enterprises to translate purpose into action and achieve meaningful outcomes. The OKR (Objectives and Key Results) methodology, popularized by companies like Google, Intel, and Microsoft, has helped countless organizations align teams, track progress, and drive accountability and ultimately success.

Our strategic planning cycle will run twice per fiscal year in semesters, the first beginning **STRATEGY START DATE → October 1, 2026**. At the end of each cycle, we'll assess progress, reflect on learnings, and renew our strategy to stay responsive and focused.

Our strategic framework goes beyond keeping us organized. It's how an organization turns intention into impact, translating its values into real-world change and helping us shape the future we believe in.

Here is our Strategic Framework:



Our **Vision** is long-term and enduring, representing the future we're committed to creating. Our **Mission** serves as a constant driver toward that vision. While it may span multiple planning cycles, our Mission will evolve as we grow, learn, and respond to the changing world around us. For this strategy period, it will be anchored by four clear **Objectives**, each supported by measurable **Key Results** that will be tracked and reported regularly. Subject matter experts within our organization will lead the way by selecting and prioritizing **Initiatives**, the concrete actions they know will move the needle.

This rhythm of planning, execution, and renewal keeps us aligned, accountable, and consistently driving meaningful impact. And throughout every cycle, we remain grounded in our Core Values, guiding how we work, how we lead, and how we bring our strategy to life.

# Our Vision

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↓ CUSTOMIZE OR USE PROVIDED TEXT

Our Vision is a public-facing declaration of the reason for our existence and the world we want to see.

↓ YOUR VISION STATEMENT

We envision a thriving planet where endangered wildlife roams freely across protected, connected landscapes for generations to come.

This Vision is persistent, guiding this and all future strategy cycles for years to come.

# Our Mission

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↓ CUSTOMIZE OR USE PROVIDED TEXT

Our public-facing Mission guides our efforts and directly contributes to the achievement of our Vision, declaring what we do, how we do it, and for whom.

↓ YOUR MISSION STATEMENT

We safeguard endangered species by creating, restoring, and defending public lands through community partnership and policy advocacy – for wildlife and all future generations.

Our Mission will persist across multiple strategic periods and may evolve with each period to adapt to our ever-changing world.

# Objectives and Key Results (OKRs)

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↓ CUSTOMIZE OR USE PROVIDED TEXT

To move purposefully toward our Mission, we're focusing our collective efforts on a set of four strategic **Objectives** during this planning period. These Objectives represent the most important outcomes we aim to achieve as an organization in the near term.

Each Objective has a designated **OKR Champion** who will select individuals to lead each Key Result as **KR Point People**. Being chosen for this responsibility reflects the trust others have in your abilities. It's an opportunity to demonstrate leadership and highlight your growth potential.

Each Objective is paired with one or more specific, measurable **Key Results** that indicate what success looks like. Key Results help us track progress, stay aligned, and ensure accountability across teams.

Together, OKRs provide a structure for prioritization, decision-making, reporting, and performance, helping us stay focused on what matters most.

↓ CUSTOMIZE YOUR OKRs

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## Objective 1 – Expand Protected Habitats

Secure and restore five crucial land corridors for endangered species.

**OKR Champ:** Sara Galviston, Director of Land Acquisition

### Key Results

- **KR 1.1:** Secure legal protection for +250K acres in North America by Q4.

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## Objective 2 – Mobilize Community

Recruit volunteers to restore wildlife corridors and conduct wildlife monitoring.

**OKR Champ:** Edward Johnson, Community Liaison Lead

### Key Results

- **KR 2.1:** Recruit +100 new volunteers for wilderness projects by Q4.
- **KR 2.2:** Partner with 3+ land trusts to share volunteer resources to co-manage 3 corridors by Q4.

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## Objective 3 – Influence Conservation Policy

Drive legislation to fund biodiversity projects within five wildlife corridors.

**OKR Champ:** Latisha Brandise-McKay, Director of Legislative Affairs

### Key Results

- **KR 3.1:** Host 3 lawmaker briefings for 3 corridors by Q4.
- **KR 3.2:** Achieve inclusion of biodiversity funding language in at least 1 draft U.S. Federal bill or 3 state bills by Q4.

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## Objective 4 – Operational Excellence

Deliver essential, fiscally responsible operational services that ensure organizational continuity.

**OKR Champ:** Juan Carlos Montoya, Principle Director of Operations

### Key Results

- **KR 4.1:** Reduce operating expenses by 8% in Q3.
- **KR 4.2:** Resolve 95% of customer inquiries in one business day by Q2.
- **KR 4.3:** Achieve internal team Net Promoter Score (NPS) of 85+ from quarterly surveys each quarter.

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By prioritizing these OKRs, we will set ourselves up for successful accomplishment of our Mission.

## Our Shared Accountabilities

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↓ CUSTOMIZE OR USE THE PROVIDED TEXT

At the heart of our organization is a belief that every individual should see how their work contributes to our shared goals. When we understand the impact of our efforts, we work with greater purpose, clarity, and motivation.

We recognize and celebrate the wide range of meaningful work happening across the organization. While much of that work will continue, OKRs deserve special attention. Because OKRs are our compass for strategic focus, our leadership teams will work across all levels of the organization to ensure we have the right prioritization to achieve them on time and within budget.

If you're interested in volunteering to champion a KR, please let your manager know as soon as possible. Managers will thoughtfully align interests and professional strengths to set all of us up for success.

The Leadership Team is fully committed to your success, including monitoring progress, removing barriers to help you achieve more, and ensuring teams have what they need to succeed. When we align around shared goals and take ownership of results, we unlock our full potential as an organization.

# Implementation Plan

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Together as an organization, we'll take the following steps to align swiftly and bring our shared strategy to life by REPLACE WITH YOUR STRATEGY START DATE → October 1<sup>st</sup>, 2026.

↓ CUSTOMIZE YOUR IMPLEMENTATION PLAN

Actions	Action Owner	Target Date
1. Final strategy updates and leadership sign-off.	Carla Johnson, Executive Director	8/27/2028
1. Schedule and hold an org-wide Townhall to formally introduce our strategy.	Carla Johnson, Executive Director	9/3/2028
2. Share this Strategic Plan internally across all departments and all levels of the organization.	Carla Johnson, Executive Director	9/4/2028
3. Implement Strategy Office Hours weekly availability to answer questions.	Carla Johnson, Executive Director	9/10/2028
4. Set up and monitor internal Strategy Channel to answer questions, share successes, and keep aligned.	John Samuel, Communications Director	9/10/2028
5. OKR Point People select KR Champs and share those names with org director.	OKR Point People	9/10/2028
6. OKR Point People and KR Champs meet to explore opportunities and share simple ways to maintain strategy alignment	Carla Johnson (to organize); OKR Point People; KR Champs	9/17/2028
7. Update website and internal platforms to reflect our updated Vision and Mission Statements, plus any updates from our director.	Ken Sebastian-Colmes, IT/Facilities Lead; Carla Johnson (for any messages or other updates)	9/24/2028
8. Prepare communications including announcement emails to external stakeholders, slide decks, and talking points.	John Samuel, Communications Director	9/24/2028
9. Team level deep dives held by managers to localize the strategy and answer questions.	Org. Managers	9/24/2028
10. Formal go/no-go announcement email (internal only).	Carla Johnson + all team leads	9/26/2028
11. Launch (begin the strategy period).	All	10/1/2028
12. One-time Strategy Check-in to identify and mitigate any potential hurdles	Carla Johnson; Department leads; OKR Point People; KR Champs	10/19/2028

13. First Monthly Strategy Review (MSR)	Carla Johnson; Department leads; OKR Point People; KR Champs	11/10/2028 (2 <sup>nd</sup> Tuesday monthly thereafter)

## Conclusion

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Success isn't the result of a single plan. It's the outcome of shared commitment. When we align to a strategic plan, live our Core Values every single day, and work across teams and partnerships with openness and trust, we unlock enormous potential. This strategy is not just a roadmap. It's a reflection of who we are and how we choose to move forward together.

This Plan will serve as a single source of truth for our upcoming strategy period. We invite you to ask questions, share ideas, and reach out whenever you encounter hurdles or roadblocks. This is a shared endeavor, and your leadership, whether through curiosity, collaboration, or courage, truly makes a difference. Every voice strengthens our path forward.