



*Facilitating cooperative actions that steward the natural and cultural resources
of the Cienega Watershed while enabling sustainable human use*

Strategic Plan 2009-2014

August 2009

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Cienega Watershed Partnership Strategic Plan 2009-2014



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Dear Friend,

A good strategic plan, we've been told, should be a lot like a road you're driving on—if you veer off it for some reason, you immediately become aware that you are no longer on course. Up to now, we've had a path but not a road.

The Cienega Watershed Partnership had its beginnings early in 2006 and was incorporated and received its 501(c)(3) designation in 2007. The first meeting of the Board of Directors was October 2006; one of the first things we did was to create a simple strategic plan. In late 2007 into 2008, we tackled it again, refining it and identifying specific priorities for the organization.

Although our vision for the organization and our priorities for the Cienega Watershed have never wavered, we became aware that our strategic plan wasn't sufficient to guide us through the rapidly changing and complex terrain. We looked for someone to help us and were fortunate to find Joel Sadowsky and Vicky Stromee of Dances with Opportunity. With their clear insight and great good humor, we have been able to produce a document structured to keep us on course in our work. Just "thank you" seems ridiculously inadequate.

The Board members who worked so diligently on this final iteration were: Dave Bertelsen, Rob Horsmann, Lynsey Miller, Bill Savary, and Jeff Williamson. Several other Board members—Jim Clampet, Mac Donaldson, and Steve Strom—helped set the groundwork with their contributions to the earlier plans. The CWP Administrator and Coordinator, Netzin Steklis, worked with us every step of the way. Finally, we received welcome advice and assistance from members of our Advisory Council: Julia Fonseca, Phil Ogden, Jennifer Ruyle, and especially Karen Simms.

Here we present to you our "road" for the next three to five years. We feel sure it will keep us on course, doing the work we have set for ourselves in the Cienega Watershed.

A handwritten signature in black ink, appearing to read 'Martie', followed by a long, horizontal, slightly wavy line.

Martie Maierhauser, Chairman

Facilitation cooperative actions that steward the natural and cultural resources of the Cienega Watershed while enabling sustainable human use.

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Executive Summary

The Cienega Watershed Partnership's (CWP) vision of ensuring an ecologically intact watershed into the far future may be summarized in one descriptive outlook: One hundred years from now an individual can visit the Watershed and track a mountain lion down Gardner Canyon wash, watch an antelope doe with her newborn fawn, hear the wind's musical notes blowing through hundred-foot cottonwoods growing along Cienega Creek, or sit on a hilltop gazing across intact native grasslands to the mountains beyond. Unseen, beneath the feet of this visitor, water will flow through the ground to supply aquifers throughout the Watershed as well as Tucson.

Thus, CWP's mission is to facilitate cooperative actions that steward the natural and cultural resources of the Cienega Watershed while enabling sustainable human use. CWP will accomplish this by generating and dispersing resources to enable the implementation of strategies and programs that contribute to the environmental health, long-term sustainable use, and culture of the region.

CWP is committed to providing the necessary resources including technological expertise, financial resources, and human resources (volunteers and paid staff) sufficient to accomplish the specific work of the Sonoita Valley Planning Partnership (SVPP) and Cienega Corridor Conservation Council (CCCC). To do this the CWP will focus on the following three strategic initiatives:

- 1. Support the work plans of CCCC, SVPP, and other partners by facilitating collaboration and providing necessary resources**
- 2. Enable public policy that contributes to an ecologically healthy region, including the Cienega Watershed**

Finally, CWP will focus on developing the necessary organizational infrastructure through the management goals and objectives outlined in the third strategic initiative:

- 3. Create a sustainable organization capable of carrying out the CWP mission and vision according to the values of the organization**

Over the next 3 – 5 years the priorities that face the CWP include:

- a. engaging and galvanizing members of the surrounding communities to become active stewards of the Watershed
- b. garnering resources and support to expand protected areas within and adjacent to the Cienega Watershed, to include sensitive areas to the west, north, east, and south
- c. building strategic alliances in the region to ensure connectivity with other National Conservation Areas and protected lands
- d. facilitating education programs designed to enlighten interested parties in the importance of intact watersheds

Vision, Mission and Core Values

Vision

The Cienega watershed will be a healthy ecosystem enjoyed by future generations through collaborative efforts of all stakeholders. Adaptive management practices will be based on best practices and empirical data. The CWP and its partner organizations will serve as a model for a collaborative and unified approach to land conservation and for active stewardship on the part of stakeholders.

Mission

CWP facilitates cooperative actions that steward the natural and cultural resources of the Cienega Watershed while enabling sustainable human use.

CWP will accomplish this by generating and dispersing resources to enable the implementation of strategies and programs that contribute to the ecological health, long-term sustainable use, and culture of the region.

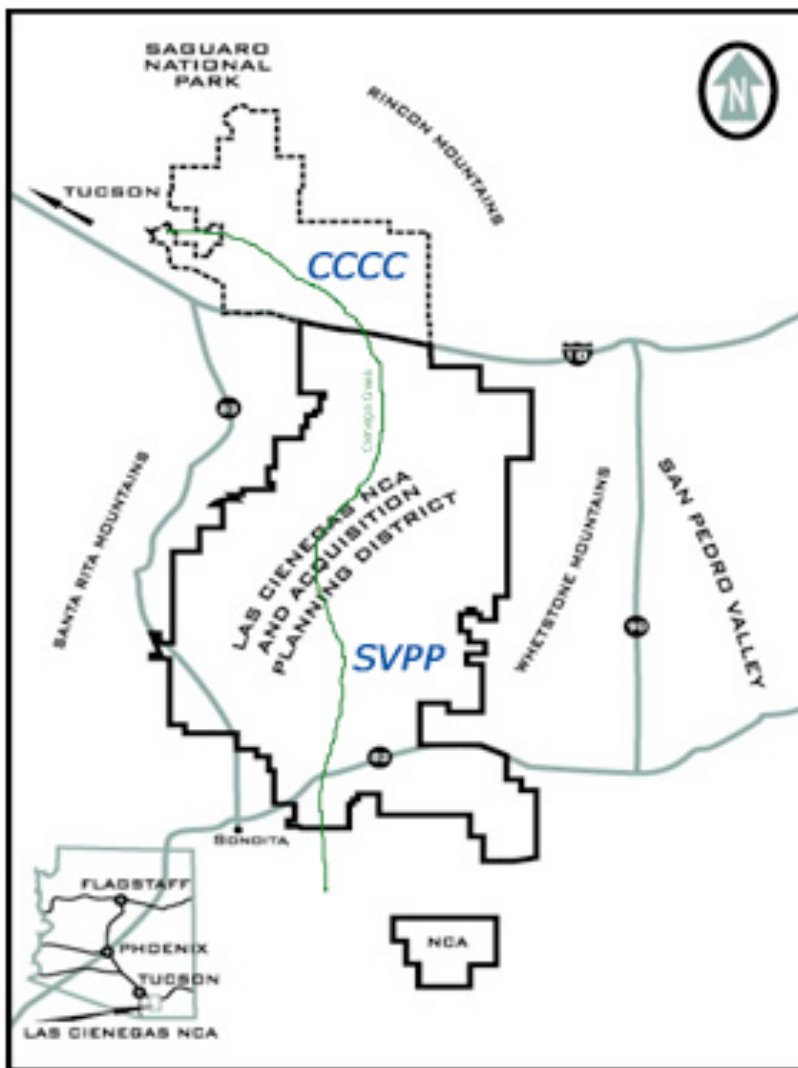
Core Values

CWP values an ecosystem approach to science-based management of natural resources for the long term through collaborative efforts on the part of diverse stakeholders. Our first priority is the natural ecosystem, and we believe human uses are compatible in so far as they do no harm.

Organization Profile and History

Organization Profile

The Cienega Watershed Partnership (CWP) is a 501(c)(3) organization founded to help resource landscape stewardship initiatives for the Cienega Watershed, the landscape that runs from Saguaro National Park and the Rincon Wilderness to the Canelo Hills and from the crown of the Santa Rita Mountains to the crown of the Whetstone Mountains (see map below). Cienega Creek is the riparian ribbon at the heart of this conservation initiative. CWP intends to work with all stakeholders, including landowners, user groups, and all relevant local, county, state, and federal agencies who can impact the health of the included ecosystems and human communities.



Organizational Structure

The specific objectives and purposes of this corporation shall be to develop a formal structure for cooperative actions that are based on a shared mission for the Cienega Creek watershed. This includes generating and allocating resources to enable the implementation of strategies and programs that contribute to the ecological health, sustainable use, and culture of the region. The core of the CWP is two ad hoc organizations focused on regions of the affected landscapes. The Cienega Corridor Conservation Council (CCCC) attends to the northern region while the Sonoita Valley Planning Partnership (SVPP) concentrates on the southern region. Both organizations are structured with working groups, each with a particular focus. These working groups are organized to address topics like recreation/sustainable use, natural resources, education, and cultural and historic resources. These groups are challenged to develop work plans resulting in sustainable human use that complements, conserves, and restores the ecological integrity of the landscape.

Organization Background & History

The Cienega Watershed and Sonoita Valley

The Cienega Watershed is the basin bounded by the Whetstone Mountains to the east, the Santa Rita Mountains to the west, the Canelo Hills to the south, and the Rincon Mountains to the north. The upper elevations of the watershed include forested lands managed by the Coronado National Forest. Lower elevations comprise a high desert basin of oak-studded hills and rolling grasslands given lifeblood by the lush riparian corridor along Cienega Creek. The watershed forms an important wildlife corridor connecting the Sonoran desert regions of the Southwest and northern Mexico. The watershed is predominately Federal and State lands with private lands scattered throughout.

The Sonoita Valley, located just 50 miles southeast of Tucson, is the name used by local residents for the rolling grasslands around the communities of Sonoita and Elgin including the upper watersheds of Cienega Creek, Sonoita Creek, and the Babocomari River. The Valley is a mosaic of Federal, State, and private land ownership and has traditionally supported ranching and mining. More recently, the area has seen a surge in growth by people who desire a rural lifestyle. New economic pursuits focused on tourism and wineries have also contributed to local growth.

In the late 1960s, developers purchased the 50,000-acre Empire and Cienega Ranches, alerting Sonoita residents that the open spaces they prized might soon be engulfed by the expanding Tucson metro area. Plans for a proposed "satellite city" fell through, however, and the holdings were purchased by Anamax mining company as a potential water supply for developing a copper mine in the Santa Rita Mountains. Anamax never developed the mine and as the copper market declined, the company put the holdings

up for sale in the late 1980s. Concerned about the impacts of development on Tucson's water supply, potential flooding, and loss of open space, Pima County approached the BLM about acquiring the holdings. In 1988, the Bureau of Land Management (BLM) acquired 35,000 acres of the former ranch in exchange for scattered federal lands near Tucson and a large parcel in the Phoenix area. The BLM subsequently began developing a management plan for its holdings in the valley. However opposition to the planning approach combined with conflicts between diverse interests derailed the planning process before it was completed.

Sonoita Valley Planning Partnership

In 1995, the BLM hosted an open house and subsequent workshop in partnership with other federal, state, and local government officials to begin dialogue on developing a collaborative plan for the upper watershed including the BLM lands within the former Empire and Cienega Ranches which were now called the Empire-Cienega Resource Conservation Area. A professional facilitator was hired to guide the voluntary ad hoc group, which called itself the Sonoita Valley Planning Partnership (SVPP). After two years, BLM took over facilitating the SVPP, which continued to work to promote community-wide participation in public land management; established a vision, goals, and objectives for the upper Cienega watershed and Sonoita Valley; and assisted BLM in developing a land use plan.

The SVPP actively supported the National Conservation Area designation and worked for eight years with BLM on the development of the Las Cienegas Resource Management Plan (RMP). In 2001, the Sonoran Institute, a non-profit group that supports community stewardship efforts, took over facilitation of the SVPP meetings for several years. Current SVPP stakeholders and participants include BLM, U.S. Fish and Wildlife Service, U.S. Forest Service, Arizona Game and Fish, Appleton-Whittell Audubon Research Ranch, Phoenix Zoo, Sky Island Alliance, Empire Ranch Foundation, The Nature Conservancy, Sonoita Crossroads Community Forum, and a number of individuals with diverse interests. Their mission is to work together to perpetuate naturally functioning ecosystems while preserving the rural, grassland character of the Sonoita Valley for future generations.

Las Cienegas National Conservation Area

After three years of careful study and deliberation, a common vision for the landscape that included the Cienega Watershed and Sonoita Valley was developed by SVPP. Work then began on a land-use management plan that met the goals laid out in the vision statement. During this process, the idea emerged of seeking designation of the landscape as a National Conservation Area (NCA). Several SVPP participants representing diverse interests traveled back to Washington DC in support of the legislation. On December 6, 2000, President Clinton signed a bill creating the 42,000-acre Las Cienegas National Conservation Area (LCNCA) in order "to conserve, protect, and enhance...the unique and nationally important aquatic, wildlife, vegetative, archaeological, paleontological, scientific, cave, cultural, historical, recreational, educational, scenic, rangeland, and riparian resources and values of the public lands within the NCA, while allowing livestock grazing and recreation to continue in appropriate areas." The bill also established an Acquisition Planning District

encompassing 100,000 acres of public, private, county, and state trust land surrounding the NCA. The management plan finally hammered out under the leadership of the SVPP includes both the NCA and the Planning District.

The Missing Link

The 100,000-acre Acquisition Planning District established by Congress included approximately 50,000 acres at the north end of the Cienega Creek Watershed, land that would have linked Las Cienegas National Conservation Area to Saguaro National Park and Coronado National Forest Rincon Wilderness. In 2003, the Sonoran Institute completed a report for the Department of the Interior assessing this “missing link” area, a patchwork of private and public land experiencing significant growth pressure. This has since become known as the Cienega Corridor, and is defined as the area linking Saguaro National Park and Coronado National Forest Rincon Wilderness to Las Cienegas National Conservation Area.

Cienega Corridor Conservation Council

As an outgrowth of its assessment of the Cienega Corridor, the Sonoran Institute facilitated the creation in 2003 of the Cienega Corridor Conservation Council (CCCC), an ad hoc multi-stakeholder organization modeled after the SVPP. Under Sonoran Institute’s guidance, the CCCC developed a strategic plan for natural and cultural resources of the Cienega Corridor and initiated a Cooperative Agreement to address the issues related to mixed land ownership in the Corridor. Subsequently, the CCCC received significant organizational and facilitative support from the Rincon Institute. The CCCC’s mission is “to protect, steward, and enhance the cultural and natural resources of the Cienega Corridor.” Some of the currently active participants in CCCC include Rincon Institute, Saguaro National Park, BLM, U.S. Forest Service, U.S. Fish and Wildlife Service, Arizona Game and Fish, Pima County Parks, Colossal Cave Mountain Park, and a number of individuals with varied interests

The Collaborative Process

The areas of interest for the CCCC and the SVPP are contiguous and overlap in the Sonoita Valley Acquisition Planning District. Although each group has slightly different settings and priorities, they share common goals and members and a commitment to collaboration. The CCCC and SVPP are vehicles for cooperative action that protect the watershed values of the region and/or facilitate implementation of the Las Cienegas Resource Management Plan goals and objectives and the Cienega Corridor Strategic Plan. Participation is open to all interested parties and includes members of the general public, property owners, ranchers, conservationists, recreationists, educators, and federal, state, county, and local agencies and organizations with shared interests and stewardship responsibilities for the area. The collaborative process creates cohesive relationships among participants and enables them to take ownership in the cooperative actions that emerge. Although government agencies are critical to the success of the process, the participation of residents of the Cienega Watershed and other concerned citizens provides an essential community voice and vision.

Cienega Watershed Partnership

As SVPP and CCCC began to make the transition from planning to implementing action plans, both groups realized that they needed a non-profit organization to assist them to accomplish their objectives and secure long-term administrative support. In response, the Cienega Watershed Partnership (CWP) was formed to help resource and coordinate the work of the SVPP and CCCC. As a non-profit, it can also engage in fund-raising and advocacy which was something neither ad hoc group could do as they both lacked the formal structure for fundraising and the ability to engage in political advocacy due to government agency participation. The CWP was incorporated November 15, 2005, and received its 501(c)(3) designation October 18, 2007.

The Workshops

Recognizing the threat that encroaching development and increasing public demands on resources and for recreation posed to the Watershed, the Cienega Watershed Partnership (CWP) Board has organized workshops to bring together local landowners, public land users, and over twenty local conservation organizations and government agencies with an existing or potential interest in the Watershed. A major goal of these workshops is to raise awareness about protecting the unique values of the Watershed, thereby highlighting the need for funding conservation and land acquisitions. Participants have praised these meetings as an opportunity to make meaningful new contacts with one another and develop concrete action plans that further their common goals.

The first of these workshops, called “State of the Knowledge Workshop for the Cienega Watershed and Sonoita Valley,” was held in September 2005 and hosted by the Natural Resources working group of the SVPP. Nearly 30 federal, state, and local agency land managers and resource specialists, University researchers, ranchers, and interested public attended the workshop. The purpose of this workshop was to collect and assess existing data for the Cienega Watershed in order to build a common understanding of Watershed resource conditions and data gaps. Participants were asked to complete an advance survey to identify existing data which was then used at the workshop to develop strategies to fill data gaps and to prioritize additional information needs.

The second, “Cienega Creek Watershed Conservation Workshop,” was held in December 2006. Originating from requests from Congressional staff and the Director of BLM’s Land and Water Conservation Fund (LWCF) program for a cohesive, locally driven conservation vision for the Cienega Watershed, it was at first envisioned to include about fifteen partners. The list of participants nearly tripled, however, as more local conservation organizations, land trusts, and agencies requested to be included. Input from participants was used to create maps of overlapping priority acquisition areas in the Cienega Watershed and these areas were linked to potential funding mechanisms. Organizations and individuals then self-selected to take the lead in moving forward on specific action items that would further long-term protection of the watershed (e.g., advocacy for additional monies for federal, state, and local funding mechanisms; implementation of landowner meetings and workshops; engaging the

Arizona State Land Department on planning in the watershed; development of an open space program for Santa Cruz County).

The Cienega Watershed Partnership envisions organizing more workshops as continuations and outgrowths of these two successful ventures.

Critical Issues Facing Cienega Watershed Partnership

The Cienega Watershed Partnership and the landscapes it represents face the potential for rapid change in both the natural and human systems that will affect the composition and effective functioning of the entire ecosystem.

- ❖ The region is rich in biodiversity, but the trend is toward loss of diversity and thus loss of adaptability and resilience.
- ❖ There is a proliferation of non-native and invasive species.
- ❖ The sky island border region is particularly susceptible to dramatic change induced by climate.
- ❖ Urbanization, to include transportation and infrastructure, are displacing and fragmenting habitat and wildlife corridors.
- ❖ Growth in human population is affecting natural and beneficial fire regime.
- ❖ Growth in human population is increasing both recreational and consumptive uses and exaggerating their impacts.
- ❖ It is increasingly evident that there is not sufficient water to support current patterns of development. That issue is exaggerated by water laws that do not recognize the relationship between surface and subsurface flows. The problem is made worse by zoning and land use laws that allow occupancies without clear evidence of adequate supplies of water.
- ❖ A multi-cultural, bi-national environment with an international border is affected by security, economic, and social issues that may stress the underlying natural systems and the quality of ecological services.
- ❖ Changes in the economy and changes in local, regional, state, and federal government may affect the ability to protect and steward the region.
- ❖ As we become more urban and connected through technologies, it may be a challenge to engage people and encourage understanding, appreciation, and a commitment to live in ways that contribute to effective ecologies.

Strategic Initiatives

Strategic Initiative One

1. Support the work plans of CCCC, SVPP, and other partners by facilitating collaboration and providing necessary resources

CWP will facilitate the work of SVPP and CCCC by coordinating, collecting and distributing the resources necessary for them to successfully execute their annual action plans. This includes providing technical assistance, grant writing, fundraising, volunteer recruitment, and acting as a clearinghouse for information and opportunities.

1.1 Goal:

Enhance the capacity of SVPP and CCCC to develop and energize working groups.

Indicators of Success

- New members are recruited for both organizations.
- Meetings are well-attended.
- Individuals step forward to provide leadership to working groups.
- Board members provide mentoring for new leaders.

Objectives:

- 1.1.1 Assist with membership recruitment
- 1.1.2 Assist in developing strategies to create and grow working groups
- 1.1.3 Assist with leadership development
- 1.1.4 Provide mentorship opportunities for SVPP and CCCC
- 1.1.5 Encourage active stewardship among volunteers

1.2 Goal:

Assist the CCCC and SVPP in developing their 3-4 year action plans.

Indicators of Success

- CCCC and SVPP complete actions plans in a timely manner.
- Action plans are practical and based on best science.
- Action plans adequately respond to perceived needs.

Objectives:

- 1.2.1 Support development of 3-5 year action plans through facilitation, resources, and technical assistance.
- 1.2.2 Locating and/or providing targeted assistance such as: community needs assessment, planning facilitation, and project prioritization.

1.3. Goal:

Assist the CCCC and SVPP in implementing their annual action plans.

Indicators of Success

- Adequate resources are available for implementing action plans.
- CCCC and SVPP receive support they need for obtaining human and financial resources, including technical expertise, necessary to complete desired actions.

Objectives:

- 1.3.1 Assist in assessment of resource needs for carrying out and monitoring/evaluating the plans.
- 1.3.2 Locate and/or provide targeted assistance such as grant writing, identifying potential sources of funding, volunteer recruitment and placement, technical expertise related to specific projects.

1.4. Goal:

CWP partners and others will have access to viable information enabling them to successfully execute their plans in furtherance of a common vision for the Cienega Watershed.

Indicators of Success

- CWP is recognized by stakeholders as a primary source for information about the resource, opportunities for funding, current working plans of its primary partners, and volunteer opportunities in the watershed.
- Information is readily retrieved by stakeholders.
- A comprehensive policy for collection, storage, and distribution of information is in place and available to the public.

Objectives:

- 1.4.1 Identify needed information such as:
 - a) resource material;
 - b) funding opportunities;
 - c) current working plans of CCCC and SVPP;
 - d) volunteer opportunities in the Cienega Watershed;
 - e) and current activities, policies, and regulations of non-profit organizations and government agencies in the watershed.
- 1.4.2 Develop strategy to gather and code/categorize information.
- 1.4.3 Establish policy or plan for maintaining information files (include update protocols).
- 1.4.4 Select method(s) (such as physical library, Web-based data base, CD ROM) that provides easy access to information.
- 1.4.5 Promote/market the clearinghouse to target audiences.

Strategic Initiative Two

2. Enable public policy that contributes to an ecologically healthy region, including the Cienega Watershed

CWP will serve as a unifying body that initiates and coordinates actions that leverage resources to impact public policy in support of an ecologically healthy region. An ecologically healthy region includes the underlying natural systems comprised of appropriate biological diversity sufficient to adapt with resiliency over time, while retaining protected wildlife corridors that enable movement between surrounding wildlands and a carrying capacity that accepts and supports human uses. Human uses will be managed in the context of that carrying capacity, and will be managed so there is no net loss of value in ecological services that support future generations. We will employ mitigation strategies that protect the long-term health of the ecosystem with no net loss in function or value.

Goal 2.1:

Identify and make available best practices and best science through a constantly evolving network.

Indicators of success:

- CWP will be viewed by stakeholders, government officials, and the public as having comprehensive, science-based information about the Cienega Watershed.
- Systematic, on-going monitoring is being conducted by and for individuals and agencies responsible for management of natural resources and human uses.

Objectives:

- 2.1.1: Identify, through current or new networking, information necessary for a unified ecosystem-based approach to resource management.
- 2.1.2: Gather available information about the watershed to determine what is needed to fill gaps in knowledge.
- 2.1.3: Be rigorous in ensuring that information, its interpretation, and use is held to the highest possible standard.
- 2.1.4: Compile and organize information so CWP can be responsive to emerging needs or issues.

Goal 2.2:

Advocate for protection of the ecosystem through public policy, land acquisition, and public awareness.

Indicators of success:

- Significant additional acreage within the watershed has been protected from negative impacts.
- The public is aware of the importance of the semi-desert grassland ecosystem and surrounding corridors, and supports their protection.
- Public policy actively protects the grassland ecosystem and surrounding wildlife corridors.
- Adequate corridors permit movement of fauna and flora between the wildlands surrounding the watershed.

Objectives:

2.2.1: Produce a communications strategy that influences public policy and, as needed, mobilizes stakeholder action.

2.2.2: Enable the protection of at-risk lands: Identify and advocate for acquisition, attract resources, and advocate for policy changes.

2.2.3: Assess current and pending legislation and policies that impact the health of the watershed.

2.2.4: Evaluate and investigate best practices and implement strategies that improve the ability of law, policy, or regulations to protect watershed health and function.

2.2.5: Influence government officials/agencies to act to protect the watershed.

2.2.6: Advocate identification and protection of corridors that permit movement from and to surrounding wildlands.

2.3. Goal:

Facilitate routine and systematic ecosystem monitoring with sufficient scope to ascertain both positive and negative trends.

Indicators of Success

- Monitoring practices are of such scope and detail that causes and effects of ecological changes are identified.
- Mitigation strategies are enacted that protect the long-term health of the ecosystem with no net loss in function or value.

Objectives:

- 2.3.1 Facilitate the identification, coordination, and support of ecosystem monitoring efforts that ensure systematic, on-going monitoring and provide the detail necessary to ascertain causes and effects.
- 2.3.2 Conduct monitoring in such a way that the detail necessary to ascertain cause and effect is obtained.
- 2.3.3 Encourage and support mitigation strategies that contribute to the system recovering ecological values and resiliency with no loss of value or performance.

2.4. Goal:

Build and maintain strong coalitions.

Indicators of Success

- Partners and stakeholders work together to protect the health of the watershed.

Objectives:

- 2.4.1 Identify potential collaborators to work on particular issues.
- 2.4.2 Build strategic bridges between stakeholders.
- 2.4.3 Facilitate coordination of efforts among the partners.
- 2.4.4 Build, maintain, and strengthen coalitions that contribute to the health and well-being of the watershed.
- 2.4.5 Conduct relationship-building that reflects the community, adds to capacity, and specifically contributes to effecting policy that results in an ecologically healthy region.

Organizational Infrastructure: Management Goals and Objectives

Strategic Initiative Three

3. Create a sustainable organization capable of carrying out the CWP mission and vision according to the values of the organization.

Central to the success of the other initiatives is the financial viability of CWP. Through expanded revenue sources and strategic alliances and partnerships, CWP provides the resources and staff needed to carry out its mission.

3.1 Goal:

Develop strategic alliances with agencies, non-government organizations (NGOs), and watershed stakeholders that further the mission of the organization.

Indicators of Success

- CWP has established strategic alliances with agencies, NGOs, and watershed stakeholders.
- CWP implements regular planning meetings and forums with agencies, NGOs, and watershed stakeholders, promoting its stated values: an ecosystem approach balancing human and natural systems in the watershed, and evidence-based research.
- CWP guides and resources CCCC and SVPP working groups' diverse work in the watershed to promote local participation in stewardship.

Objectives:

- 3.1.1: Identify entities with whom alliances would be valuable.
- 3.1.2: Identify topics for meetings and forums important to both the CWP and agencies, NGOs, and watershed stakeholders.
- 3.1.3: Assess the CCCC and SVPP action plans to identify local stewardship opportunities.

3.2 Goal:

Develop and implement a sustainable funding plan for CWP.

Indicators of Success

- CWP is able to generate or secure funding for the action plans of CCCC and SVPP.

- Criteria to evaluate and prioritize potential programs and activities are established.

Objectives:

- 3.2.1 Assess organizational resource needs of CWP in order to support the multiyear plans of SVPP, CCCC, and other partners.
- 3.2.2 Establish funding goals.
- 3.2.3 Explore potential funding options, including membership drive; fee-based services; grant writing; fundraising events; donor development.
- 3.2.4 Identify criteria to evaluate the potential funding strategies.
- 3.2.5 Prioritize implementation of funding strategies for next 3-5 years.
- 3.2.6 Identify and cultivate possible donors

3.3. Goal:

Maintain an active Board of Directors that represents the diverse interests of the Cienega Watershed stakeholders and supports the mission and strategic initiatives of the organization.

Indicators of Success

- The CWP Board members have diverse expertise in the areas of natural and cultural resource protection, fund-raising, and financial planning.
- A plan for recruitment, training, orientation, and retention of Board members has been developed and implemented.

Objectives:

- 3.3.1 Identify the areas of expertise the Board requires to function effectively.
- 3.3.2 Analyze the Board structure as well as the skill set of current members to identify areas of strength and weakness in board composition.
- 3.3.3 Develop and implement a Board recruitment, training and orientation, and retention plan.
- 3.3.4 Develop and implement a succession plan for Board leadership.

3.4. Goal:

Maintain an active Advisory Council that provides the technological expertise to support the mission and strategic initiatives of the organization.

Indicators of Success

- Advisory Council members have diverse expertise in areas including but not limited to invasive species, reintroductions, habitat restoration, maintenance of native communities, built systems, water, historical and cultural resources, recreation, and climate change.
- A plan for recruitment, orientation, and retention of Advisory Council members has been developed and implemented.

Objectives:

- 3.4.1 Identify the areas of expertise the Advisory Council requires to function effectively.
- 3.4.2 Analyze the structure and skill set of current Advisory Council members to identify areas of strength and weakness in Council composition.
- 3.4.3 Develop and implement Advisory Council recruitment, orientation, and retention plan.

3.5. Goal:

Ensure the necessary facilities and staff to carry out CWP's work, in particular facilitating and resourcing the work of the CCCC and SVPP.

Indicators of Success

- CWP has adequate staff to carry out its goals and objectives.
- CWP has a well-equipped office and meeting space that serves as a work place for staff and a contact point for the public.
- CWP provides a variety of resources for the CCCC and SVPP, including collaborative tools, training, and mentoring.

Objectives:

- 3.5.1 Assess infrastructure needs including space and technology.
- 3.5.2 Assess staffing and training needs.
- 3.5.3 Identify needs of the CCCC and SVPP.

3.5.4 Develop prospective budget.

3.5.5: Recruit and hire requisite staff.

3.5.6: Acquire necessary infrastructure.

3.6. Goal:

Establish a marketing plan designed to solidly establish the importance of the CWP's work in the minds of the public, land managers, and policy makers.

Indicators of Success

- Government agencies, NGOs, stakeholders, and the general public understand the role of CWP and view it as a leader in the watershed.
- The ecosystem approach of CWP and its primary partners is recognized nationally and internationally as a model for collaborative natural resource planning and management.

Objectives:

3.6.1 Identify target audiences.

3.6.2 Develop a cohesive message promoting the role of CWP, CCCC, and SVPP in protecting the Cienega Watershed.

3.6.3 Seek local, regional, national, and international opportunities to promote CWP's model for collaborative environmental initiatives.

Appendix I

Board of Directors & Advisory Council

Board of Directors	Advisory Council
Martie Maierhauser (<i>Chair</i>) Colossal Cave Mountain Park Representation: CCCC	Arlan Colton Pima County Planning Official Pima County Development Services
Jeff Williamson Arizona Zoological Society Representation: SVPP	Julia Fonseca Environmental Planning Manager Pima County Natural Resources Parks and Recreation - Office of Conservation Science and Environmental Policy
Lynsey (Gould) Miller (<i>Treasurer</i>) Rincon Institute Representation: Rincon Institute	Travis Huxman Director Biosphere 2
Dave Bertelsen (<i>Secretary</i>) Tucson Resident Representation: SVPP	Laura Lopez-Hoffman Assistant Professor Udall Center - Environmental Policy
James Clampet Vail Resident Representation: CCCC	Phil Ogden Range Ecologist (retired) UofA - School of Natural Resources
Rob Horsmann Sonoita Resident Representation: Area Resident	Dan Robinett Botanist USDA – Natural Resources Conservation Service
Bill Savary Vail Resident Representation: CCCC	Jennifer Ruyle Head Planner U.S. Forest Service
Ian Tomlinson Empire Ranch Manager / Vera Earl Ranch Representation: SVPP	Karen Simms Ecosystem Planner Las Cienegas National Conservation Area BLM- Tucson Field Office

Appendix II

Conservation in Southeast Arizona: A Vision of Connectivity Corridors

