

# Strategic Planning for Tribal Environmental Programs

PRESENTED BY:

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&

Darold Wallick – Air Technician

Pala Band of Mission Indians

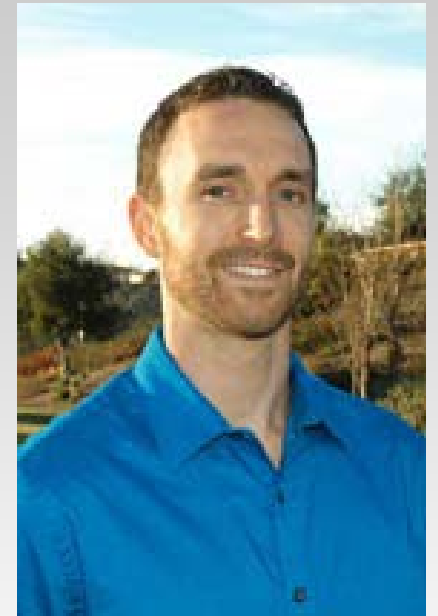
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**Please sign in**



# Presenter Introduction

## Joshua M. Simmons



### ➤ Founding President of Prosper Sustainably

- Assist individuals, organizations, and tribes develop and implement lasting solutions to meet environmental and sustainability needs
  - ETEP Development, Strategic Planning, Grant Writing, Program Development
  - Project Management, Environmental Codes Drafting, Feasibility Studies, Plans

### ➤ Former SYCEO Director (2007 – 2014)

- Transformed the Santa Ynez Chumash Environmental Office (SYCEO) into a nation leading tribal environmental agency
- Secured 42 grants for \$4.3 million in funding

### ➤ Training Instructor – ETEPs, Grants Writing, Codes

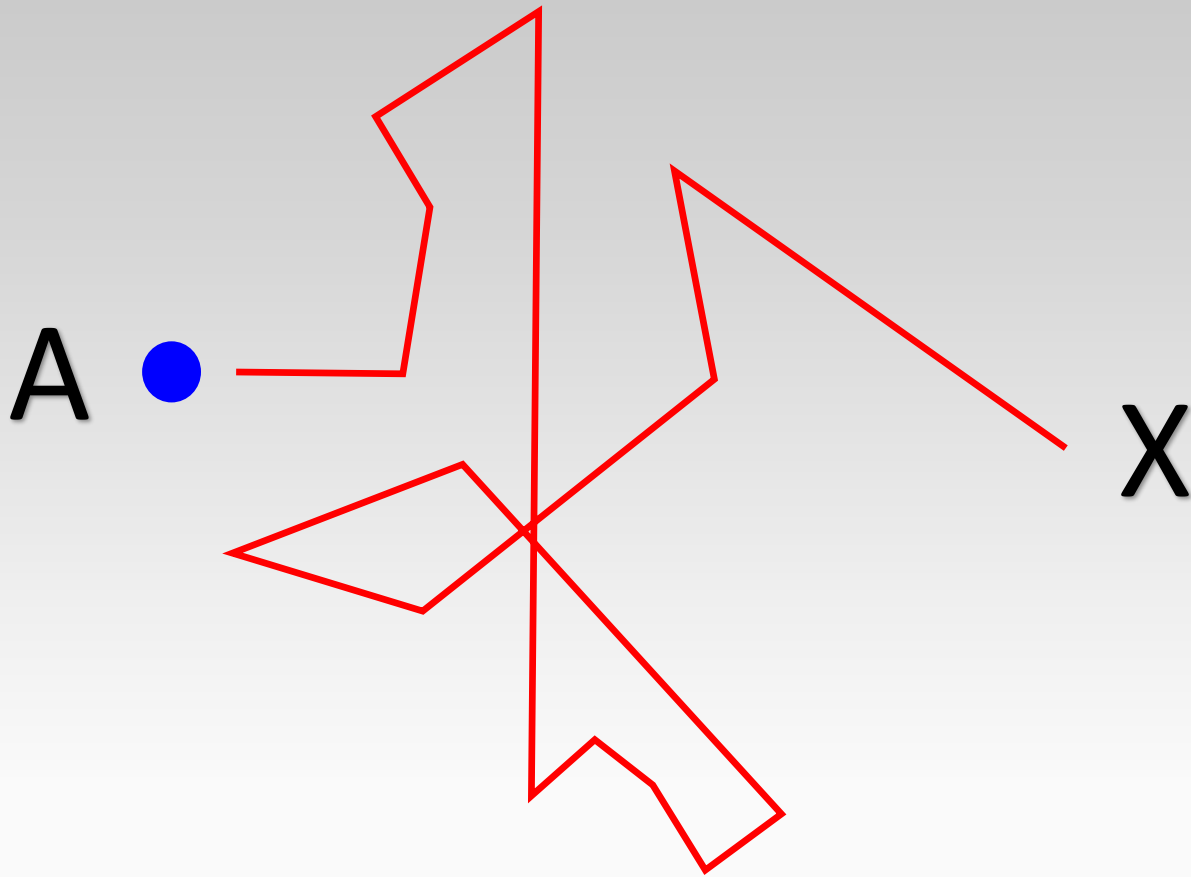
- Instructed on behalf of ITEP, ITCA, OVIWC, etc.



# Strategic Planning Experience

- **Development of Strategic Plan & ETEP Strategic Work Plan**
  - Pala Band of Mission Indians Environmental Department
  - La Jolla Band of Luiseño Indians Environmental Protection Office
  - Buena Vista Rancheria Environmental and Cultural Resources Department
- **Development of ETEP Strategic Work Plan**
  - Rincon Band of Luiseño Indians Environmental Department
- **Strategic Planning Retreat Facilitator**
  - Santa Barbara Channelkeeper
- **Departmental Strategic Planning (2009-2014)**
  - Santa Ynez Chumash Environmental Office
- **Ongoing Personal Strategic Planning (2010 – present)**

# No Strategic Plan



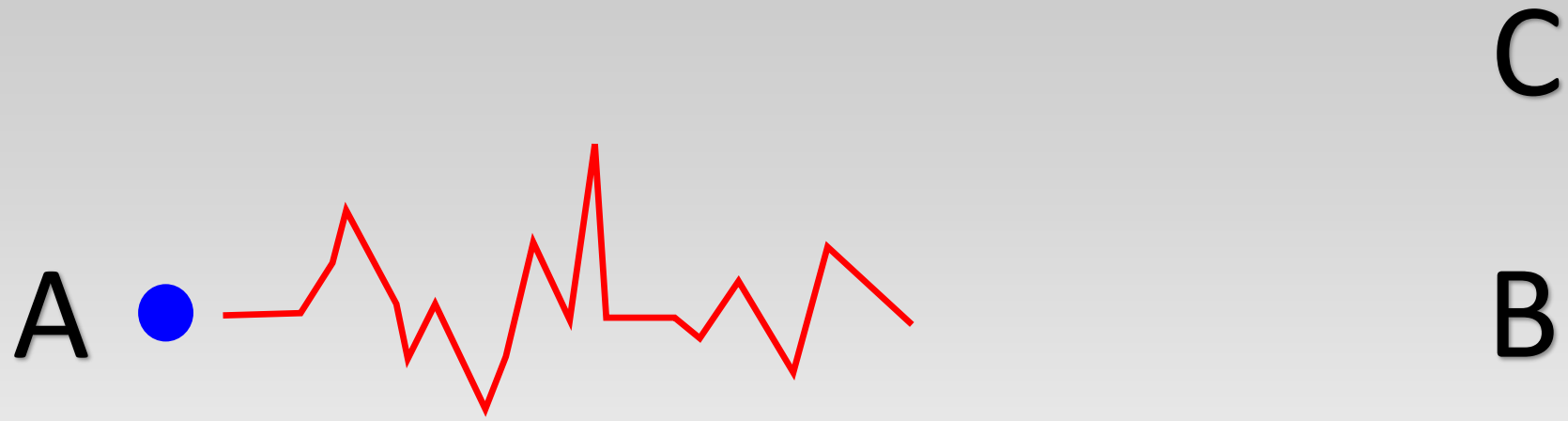
1,200 units of [INSERT RESOURCE] expended

# Has Strategic Plan

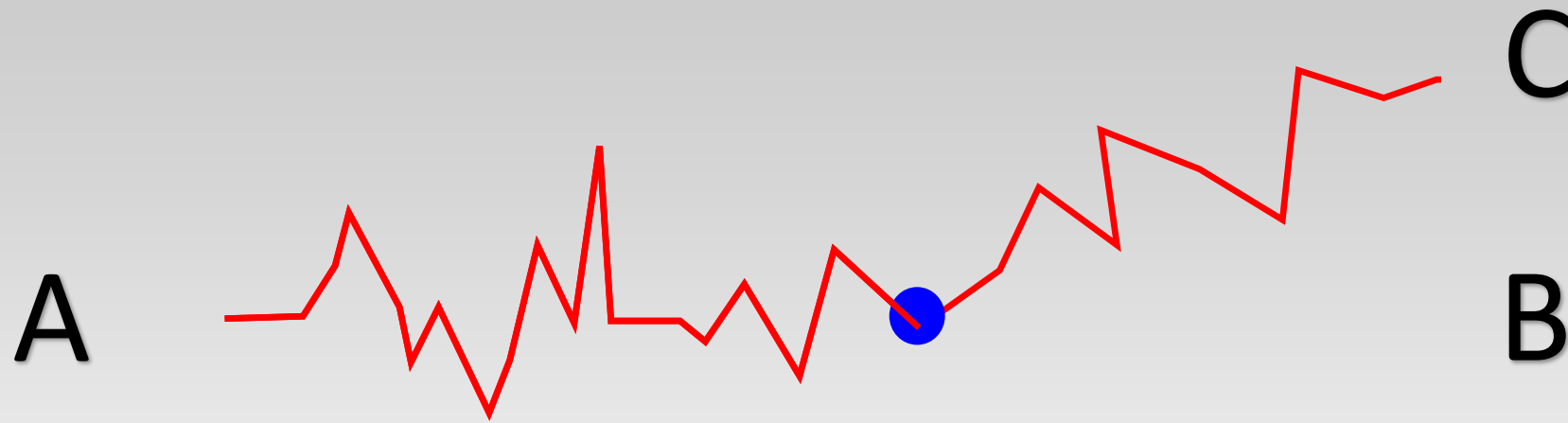


800 units of [INSERT RESOURCE] expended

# Have Living Strategic Plan



# Have Living Strategic Plan



850 units of [INSERT RESOURCE] expended

# Session Overview

- **Overview and importance of strategic planning & management**
- **Strategic plan development**
  - **Mission, Vision, Values, Goals, S.W.O.T.**
  - **ETEP Strategic Work Plan – Objectives, Performance Metrics, etc.**
- **Strategic plan implementation**
- **Strategic planning & management approaches, tools, resources**
- **Why and how to develop a “living” strategic plan**
  - **Justification for ongoing strategic planning & management efforts**
- **Strategic planning & management and the human element**



# Mission, Vision, Values

- **Mission = Purpose of Organization (clear and concise)**
  - Guides decisions about priorities, activities, roles, responsibilities, etc.
- **Vision = Ultimate State of Success**
  - Can be tied to the organization or change(s) in the world (or both)
- **Values = Beliefs that Guide Behavior**
  - How things are done around here

**Prosper's MISSION is to help individuals, organizations, and communities clarify, pursue, and fulfill their unique potential.**

**Prosper's VISION is widespread empowerment, harmony, and genuineness throughout the world, as a result of the majority of individuals, organizations, and communities taking meaningful steps toward fulfilling their unique potential.**



# S.W.O.T. Analysis

Strengths – internal/existing advantages

Weaknesses – internal/existing disadvantages

Opportunities – external/potential advantages

Threats – external/potential disadvantages

# Goals & Program Areas

## ➤ Overall Organizational Goals

- Guides the organization as a whole

## ➤ Defining Strategic Plan Program Areas

- AKA Business, Functional, or Operational Units; Divisions; Areas; etc.
- Want to cover all aspects of an organization, including administrative

## ➤ Examples

- Administration, Financial Management, Solid Waste Management, Water Resources, Natural Resources, Education & Outreach, etc.

## ➤ Program Area Goals

- Guides each program area

# ETEP Strategic Work Plan

## ➤ Function of Strategic Plan

- Provides overall direction and guides decision making
- Evaluate issues, opportunities, needs, and objectives

## ➤ Function of ETEP Strategic Work Plan

- Blueprint for implementing the Strategic Plan
  - Provides specific direction and guidance by program area
- Establishes all major objectives within specific timeframes
- Track and measure progress, performance, and achievements
- Understand and allocate resources (financial, human, etc.)
- Oversee all organizational activities and adjust direction as needed
- Level of detail / specificity will vary

# Strategic Work Plan Elements (by Program Area)

- Objectives / Milestones\*
  - Include and keep track of “possible” objectives
- Timeframe, Due Dates\*
- Performance Metrics
- Outputs / Deliverables
- Financial Resources
- Personnel Resources
  - Roles and Responsibilities
- Urgency, Status

**\*Essential Elements**

# Strategic Plan Implementation

- **Creating and maintaining a “living” strategic plan & work plan**
  - These should evolve over time as they are put into practice
- **Utilizing and updating the ETEP strategic work plan**
  - Develop a perpetual 4-5 year ETEP strategic work plan
  - Reviewing and update each program area annually
    - Archive year that just passed; Add a year to the plan; Revise years in between
  - Customize and populate with key information → Run reports
    - Adjust work plan accordingly based on report results
- **Utilizing and updating the strategic plan**
  - Review Mission, Vision, Values, SWOT, and Goals at least annually
  - In-depth review and revision every 4-5 years
  - Ongoing evaluation tool; Ongoing communication

# Tribal Environmental Department Strategic Planning Process

- **Understanding the Tribal Environmental Department**
  - Environmental Needs Assessment – Abbreviated or Full
  - Initial preparation of ETEP Strategic Work Plan
- **Circulate questionnaire on Mission, Vision, Values, and Goals**
  - Focus on staff; Can include tribal leadership and other stakeholders
- **Conduct Strategic Planning Meetings/Retreat (3<sup>rd</sup> Party Facilitator)**
  - Mission, Vision, and Values
  - S.W.O.T. Analysis
  - Goals and Objectives
  - **Individual, Breakout, and Group Exercises**
    - Each participant records their thoughts and ideas
  - **Include or meet with Tribal Council and other stakeholders separately**
    - Optional – depends on your tribe's circumstances

# Tribal Environmental Department Strategic Planning Process

- **Draft the Strategic Plan (Mission, Vision, Values, Goals)**
- **Circulate draft Strategic Plan and ETEP Strategic Work Plan**
  - For staff and stakeholder input and feedback
- **Finalize Strategic Plan and ETEP Strategic Work Plan**
- **Utilize ETEP Strategic Work Plan as Management Tool**
- **Review and update ETEP Strategic Work Plan**
  - At least annually; Can be ongoing
- **Review and update Strategic Plan**
  - Review at least annually; Update at least every 5 years



# Strategic Planning & Management

## Human Element

- **Obtain stakeholder input and involvement**
  - Including and especially employees at all levels
  - Create buy-in and alignment, Foster sense of respect and belonging
- **Provide a container for new ideas (and concerns)**
- **Establish a clear and consistent process for evaluating new ideas**
  - In context of mission, vision, values, goals, and other objectives
- **Communicate and model commitment to mission, vision, values**
  - Create a sense of meaning and purpose; May even inspire
- **Clarify direction & expectations (goals, objectives, performance)**
- **Include people, relationship building, and interpersonal matters**
  - Within values, goals, objectives, etc.

# Advanced Strategic Planning & Mgmt

- **Organizational / Program Assessment(s)**
- **Performance Metrics, Performance Evaluation**
- **Gap Analysis & Planning**
- **Change Planning & Management**
- **Risk Assessment, Planning, Management**
- **Cultural Analysis**
- **Action / Program / Initiative Planning**
- **Contingency Planning**
- **Strategy Mapping**

# Thank You! Questions?

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**Your feedback is appreciated**

