

Strategic Planning and Building Environmental Programs that Last

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Presentation Objectives

- Provide basic steps for how to develop strategic plans
- Describe considerations the strategic planning process
- Show how a strategic plan can be utilized as an TEP
- Share examples of tribal environmental strategic plans
- Provide templates for developing strategic plans
 - Please sign-in to receive the presentation and templates

Strategic Planning Goals

- **Develop effective, comprehensive plans that produced evolving, growing government services**
- **Create sustainable, indispensable environmental programs with diversified portfolios of support**

Strategic Planning Process

- Understanding essential elements of lasting programs
- Gathering and reviewing info on issues/opportunities
- Scoping: defining the appropriate program area(s)
- Identifying and listing possible program objectives
 - Understanding the essential, common threads of program success
- Preparing the initial strategic plan (could be an TEP)
 - Maximizing the planning process by building key relationships
- Implementing and revising the strategy plan / TEP
 - Regular review and revision is CRUCIAL

Essential Elements of Lasting Programs

What do you think could be essential elements of lasting tribal environmental programs?

- **Ongoing, sufficient funding**
- **Qualified, committed personnel**
 - Workforce development (jobs, internships, training, internal, external)
- **Informed, supportive leadership**
- **Informed, supportive community members**
 - Tribal members, residents, employees, neighbors

Essential Elements of Lasting Programs

What do you think could be essential elements of lasting tribal environmental programs?

- **Mutually beneficial partnerships**
- **Continuous improvement / evolution**
- **A sense of purpose and meaning, passion**
 - **Mission and Vision (can be captured in guiding statements or policies)**
- **Effective financial and administrative systems**
- **Strategies ensuring constant attention to these elements**

Gathering & Reviewing Info

Where and how do you think you can get information on important environmental issues and opportunities?

- **Resource studies, management plans, assessments**
- **Surveys and interviews: community, stakeholders, etc.**
- **Input and feedback environmental staff**
- **Input and feedback from partners, leaders, etc.**
- **Prepare an Environmental Inventory (GAP)**
- **Applicable laws and regulations**
- **Grant proposals, work plans, progress reports**



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Gathering & Reviewing Info

Steps for gathering and reviewing information:

- **Best done by one person (for consistency)**
- **Maintain a summary research document**
- **Maintain a research log and folder**
- **Use to develop relationships & partnerships**
- **Example: Rincon TEP research**

Defining Program Areas

What may be your program areas?

- Indoor/Outdoor Air Quality
- Solid & Hazardous Waste
- Water Resources
- Wildlife & Habitat
- Toxic Substances
- Energy Resources
- Climate Change
- Environmental Emergencies
- Land Use Planning & Devel.
- Landscaping & Agriculture
- Education & Outreach
- Marketing & Public Relations
- General / Admin / Financial
- P2 / Greening Operations

Identify & List Objectives

What are some area-specific, program objectives?

- **Develop and implement a waste management plan**
- **Conduct an outdoor air quality assessment**
- **Host a youth environmental education event**
- **Install a solar photovoltaic system on the Tribal Hall**
- **Have staff complete 40-hr HAZWOPER training**
- **Prepare a wildlife & habitat protection ordinance**
- **Conduct ongoing surface water quality monitoring**

Identify & List Objectives

What objectives are common to many programs?

- **Identify, pursue, and secure funding for...**
- **Hiring and training staff for managing...**
- **Develop and test education & outreach activities**
- **Conduct an initial study and establish a baseline**
- **Develop and implement a resource management plan**
- **Prepare a feasibility study for new or expanded initiatives**
- **Conduct ongoing monitoring and data analysis**
- **Develop and implement an evaluation plan**
- **Prepare and revise strategic plan**

Identify & List Objectives

Steps and considerations for listing objectives:

- Consolidate program areas as appropriate
- Objectives / Milestones = Capacity Indicators
 - Refer to latest GAP guidance
- Copy and paste common objectives in each area
- Review objectives with key stakeholders
 - Limit your review to their area of interest / overlap
- Be sure to capture all objectives and activities
 - Include ongoing efforts and objectives
- Example: Objectives List Template

Prepare Strategic Plan

How can you structure a plan to make it living, usable, adaptable, and not a dust-magnet?

- Don't create a lengthy, printable document
- Keep it high level: only include major objectives
 - Include ongoing major objectives; The plan must encompass all activities
- Prepare it in a table or in Microsoft Excel
- Include useful info such as responsibilities, work years
- Make it “sortable” by column (can use pivot tables)
- Create a perpetual 5-year strategic plan
 - Remove and add a year every annual cycle
 - 5 year maximum – longer is too uncertain

Prepare Strategic Plan

How can you maximize the planning process? How can it be leveraged to increase ongoing program success?

- **Frame the plan as a living document (always a draft)**
 - State that these are the initial ideas, subject to change based on feedback
- **Review plans with leadership and supervisors in doses**
 - Solicit input and feedback (remind that this is just the initial draft)
 - Focus on the upcoming year and unique objectives for future years
 - Avoid restating repetitive goals (you can leave the document with them)
- **Review each plan with key stakeholders**
 - Limit your review to their area of interest / overlap

Implement & Revise Strategic Plan

What can you do with your strategic plan?

- **Refer to it regularly to stay on track**
- **Use it to educate and involve others**
 - **Increase awareness and understanding of environmental programs**
- **Create shared goals and objectives**
- **Develop key partnerships and collaborative efforts**
- **Identify and create links between efforts & initiatives**
- **Use it to prepare GAP work plan and other proposals**

Implement & Revise Strategic Plan

What should be the process for reviewing and revising the strategic plan?

- **Review and update each area annually (AT MINIMUM)**
 - Minor updates can be continuous (give it a lot of attention in the 1st yr)
 - Important to do an annual, comprehensive review of each area
 - The review of each area can be staggered throughout the year
- **Erase the prior year, add another year to the end**
- **Review/revise with staff, leaders, and key stakeholders**
 - Apply same guidelines from initial review (e.g. limit to areas of interest)

Thank You! Questions?

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