



CNPS Strategic Plan Development

Process for Developing Strategic Objectives,
Tactics, and Measures



Responsibility for Planning in CNPS

- ❑ Chapter Council establishes the strategic direction of the Society by developing and approving the mission, vision, and goals.
- ❑ The Board of Directors is charged with fiscal oversight and development of strategic objectives.
- ❑ Chapters and the central office are jointly responsible for implementing the strategic plan through development of action plans and tactics.
- ❑ Our members and donors hold us accountable for results. We must measure and report our results.



Chapter Role in Planning

The Board of Directors has a legal obligation to responsibly manage the fiscal and legal affairs of CNPS.

However, in order for CNPS to achieve the full force and power of a strategic plan, our Chapter leadership must be fully engaged and provide input throughout the strategic planning process.

Chapter input, ideas, and suggestions are necessary in order for CNPS to realize its mission and vision through a solid, and realistic strategic plan.



Planning Process Overview

Four Phases

- ❑ Phase I – solicit input on strategic objectives.
- ❑ Phase II – Develop an overview, outline a process, engage chapters, develop and prioritize strategies.
- ❑ Phase III – ED and Program staff develop action plans and timelines necessary to achieve strategies. Chapters develop action plans based on chapter resources.
- ❑ Phase IV – final review, presentation and approval.



Phase I – Planning Committee

- ❑ In January a joint representative planning committee began soliciting initial input and developing the planning framework/strategies. Committee members:
 - ❑ Brett Hall, CNPS President
 - ❑ Lauren Brown, CNPS Board Vice President
 - ❑ Sara Jayne, CNPS Secretary
 - ❑ David Magney, Chapter Council President
 - ❑ Bill Hunt, East Bay Chapter Delegate
 - ❑ Gabi McLean, San Gabriel Mountains Chapter Delegate
 - ❑ Tara Hansen, Executive Director

Phase I - Committee Process

Members of the Committee agreed to meet for 60 minutes or more each week , and began by working on the five top priority goals.

The Committee:

- Solicits Chapter input and suggestions on the strategic plan;
- Presents progress on the plan development at the meetings and provides opportunities for discussion and feedback;
- Will attempt to complete its work on the strategies and overview of the plan for ratification by the CNPS board in September.



Phase I - Progress

- ❑ The Committee agreed that grouping the goals into five focus areas was a good approach (reduces overlap etc.)
- ❑ Initial chapter input was synthesized, edited and appropriately categorized.
 - ❑ **More chapter engagement / input is needed!**
- ❑ Program staff offered input on the draft on May 19th.
- ❑ A draft version of the plan overview including draft strategies, was e-mailed to Chapter leaders on May 27.

At present, the draft plan is a living document!



Next Steps – Phase II

- ❑ Present the draft at the June meeting, solicit chapter input on the strategies over the summer.
- ❑ Chapter leaders, staff, advisory committees review strategies and provide input for prioritizing them.
- ❑ Progress will be presented at all Chapter Council meetings until the plan is ratified by the CNPS Board.



Next Steps – Phase III

- ❑ Staff begins developing possible action plans for state programs.
 - ❑ Considerations: available resources; practicalities, and available funding.
- ❑ Chapters and chapter boards begin developing chapter action plans.
 - ❑ Considerations: available resources; practicalities, and available funding.



Next Steps – Phase IV

- An updated draft that includes statewide action plans will be presented at the first available Chapter Council meeting.
- Additional feedback will be solicited from chapters.
- Board approves the full strategic plan.
- Full strategic plan is posted on the website.
- Chapter plans will be posted on the state website with the Chapter annual reports.



Plan Hierarchy

1. **Mission/Vision**- Sets direction and defines desired outcomes.
2. **Goals** - What we desire to accomplish during the planning period. Some goals point to overlapping strategies and outcomes.
3. **Focus Areas** -Combines the goals into five strategic focus areas.
4. **Strategies** - Explains how CNPS will accomplish it's mission/vision/goals.
5. **Action Plans** – Define how we accomplish strategic objectives.

Mission

To conserve California native plants and their natural habitats, and increase understanding, appreciation, and horticultural use of native plants.



Focus Area 1

Improving the Quality, Volume, and Accessibility of Native Plant Information

Example of State Program Action Plan

Strategy	Action Year				
	2010	2011	2012	2013	2015
Classify and map vegetation communities throughout California.	Vegetation – surveys and data collection on Carrizo Plain (5 yr BLM)				
	Fens-Rare Plant Communities surveys and data (USFS – 2 yr)		Fens-Shasta Trinity		
	Mojave Desert – surveys and data collection (BLM)				
	Grasslands – ongoing multi-year project - CIG funding for 2011				
		Desert Special Features map – rare Plant Communities(DFG)		Rare Plant Communities statewide	
Strategy	Action Year				
2010	2011	2012	2013	2015	
Maintain a statewide inventory of rare plants and review conservation status of rare plants.	Update the online inventory				
	Reduce outstanding status review inventory to 100 requests.		Maintain status review inventory of 100 requests or less		



Focus Area 1

Improving the Quality, Volume, and Accessibility of Native Plant Information

Example of Chapter Program Action Plan

Strategy	Action Year				
	2010	2011	2012	2013	2015
Establish and maintain lists of locally significant species and habitats	Work to develop a statewide protocol for establishing locally rare plant lists and prioritizing conservation status of locally rare species.				
	Obtain and field validate rare plant occurrence records from online inventory and elsewhere.			Prioritize rare species for local protection	
		Provide locally rare plant lists to county conservation planners in advance of general plan update		Provide representation in general plan update process - advocate for protection status of locally rare species in the Conservation element of the county general plan.	



Focus Area 2

Promoting the Conservation of Native Plants and Plant Communities

Example of State Program Action Plan

Strategy	Action Year				
	2010	2011	2012	2013	2015
Advocate for legislation that provides greater protection for native plants and plant communities in California.	Develop legal arguments and legislative changes necessary to eliminate the Native Plant Protection Act in favor of protections under CEQA.			Advocate strongly to eliminate NPPA	
			Advocate for development and use of ranking system for rare plant communities that would be considered in the CEQA process.		
	Sponsor a bill to declare a Native Plant Week in California				



Focus Area 2

Promoting the Conservation of Native Plants and Plant Communities

Example of Chapter Program Action Plan

Strategy	Action Year				
	2010	2011	2012	2013	2015
Increase public awareness through offering field trips, plant sales, and educational programs and outings.	Find additional volunteers to lead field trips to increase spring field trip outings by 2 trips per year during the planning period.				
	Expand Program Advertising; appropriate funding for local news publication of program offerings to increase attendance; monitor attendance.				
			Expand program meetings into a second location to draw people from new areas of the community.		
	Develop plant identification materials as handouts for each field trip; include common names of plants as well as latin names.				



Focus Area 3

Connecting with Agencies, Officials, Foundations, and Organizations

Example of State Program Action Plan

	Action Year				
Strategy	2010	2011	2012	2013	2015
Cultivate relationships with students, academics, conservation scientists, ecologists and botanists throughout the state.	Form a group focused on developing a certification program for Botanists in California.		Begin to develop criteria for certification	Work with partner groups to implement and administer the certification program.	
			Develop communication strategies for cultivating and maintaining relationships developed during the 2012 Conservation Conference.		



Focus Area 3

Connecting with Agencies, Officials, Foundations, and Organizations

Example of Chapter Program Action Plan

Strategy	Action Year				
	2010	2011	2012	2013	2015
Cultivate relationships with students, academics, conservation scientists, ecologists and botanists throughout the state.	Find and commit volunteers to staff campus information days at local college campuses				
			Develop relationships with campus student environmental groups and offer to provide program speakers; recruit for volunteer efforts.		



Focus Area 4

Expand Financial Resources and Infrastructure

Example of State Program Action Plan

Strategy	Action Year				
	2010	2011	2012	2013	2015
Raise funds for and hire staff to develop the Horticulture program	Develop a plan and funding proposal for developing the program.	Develop and implement a fundraising plan - \$240,000 needed.		Begin recruitment for qualified staff to administer the program.	



Focus Area 5

Attracting, Informing, and Energizing People

Example of State Program Action Plan

	Action Year				
Strategy	2010	2011	2012	2013	2015
Encourage and support a strong organizational focus on developing a friendly, diverse, and approachable culture within the Society	Use common as well as latin names in all public programs and communications				
		Develop a library of successful public program ideas and presentations as a chapter resource; start with 10 presentations.		Update and add 5-8 new ideas annually.	



What's Next?

- In order for the plan to be effective, chapters must be engaged in the planning process!
 - Any gaps in the strategies?
 - How should the strategies be prioritized in each focus area?
 - What are the outcomes we desire in each strategy and how will we measure success?
- Work with your chapter boards to develop annual and five year action plans around the draft strategies.



Questions?