

Strategic Planning: It's More than Prioritizing



Alix Rogstad

***Center for Sonoran Desert Studies
Arizona-Sonora Desert Museum
Tucson, Arizona; 11 Dec 2008***

- Strategy (adjective)

- the science and art of employing the political, psychological, economic, and military forces of a group to get the maximum support to adopted policies in peace or war



- Strategic (adjective)

- of great importance within an integrated whole or to a planned effect

- Plan (verb; noun)

- a method for achieving an end;
- a detailed formulation of a program of action

- **Strategic Planning**

- a management tool;
- determines where an organization is going over the next year or more,
- how it is going to get there, and
- how it will know if it gets there or not.



Strategic Planning



Typically done within agencies or organizations on a local or single jurisdictional scale.

Strategic Planning



Rarely done collaboratively across multiple jurisdictions (large scale issues), and seldom includes a variety of stakeholder groups.

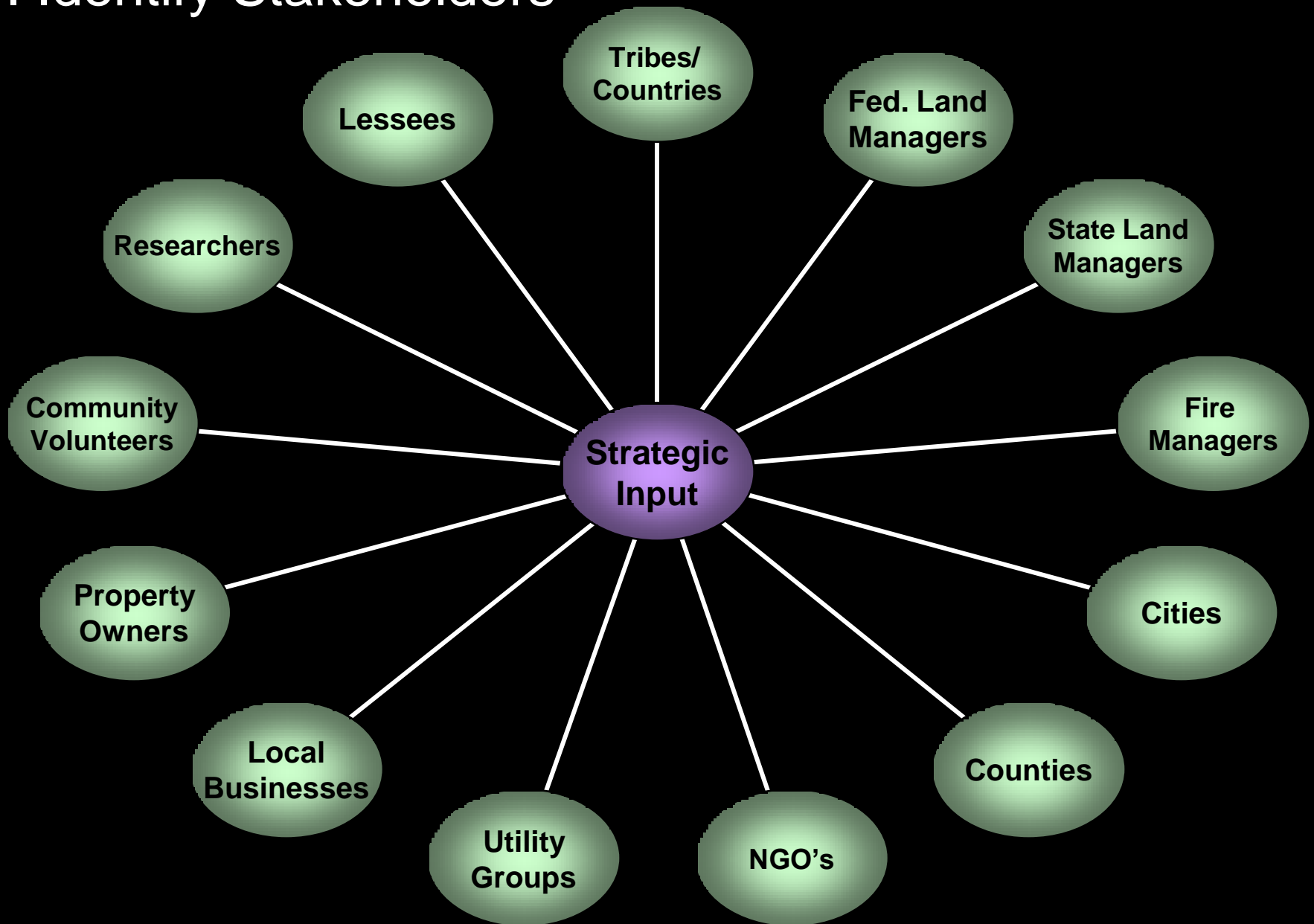
Process

Steps

1. Identify Stakeholders
2. Strategic Analysis
3. Set Strategic Direction
4. Action Planning
5. Implementation
6. Control & Monitoring



1. Identify Stakeholders



Process

2. Strategic Analysis (Vision)

- Review of existing conditions
- Define vision and mission with hierarchy of goals



3. Set Strategic Direction

- Identification of SWOTs (strengths, weaknesses, opportunities, and threats) according to desired goals

Process

4. Action Planning (Formulate)

- Define actions and processes to attain goals

5. Implementation

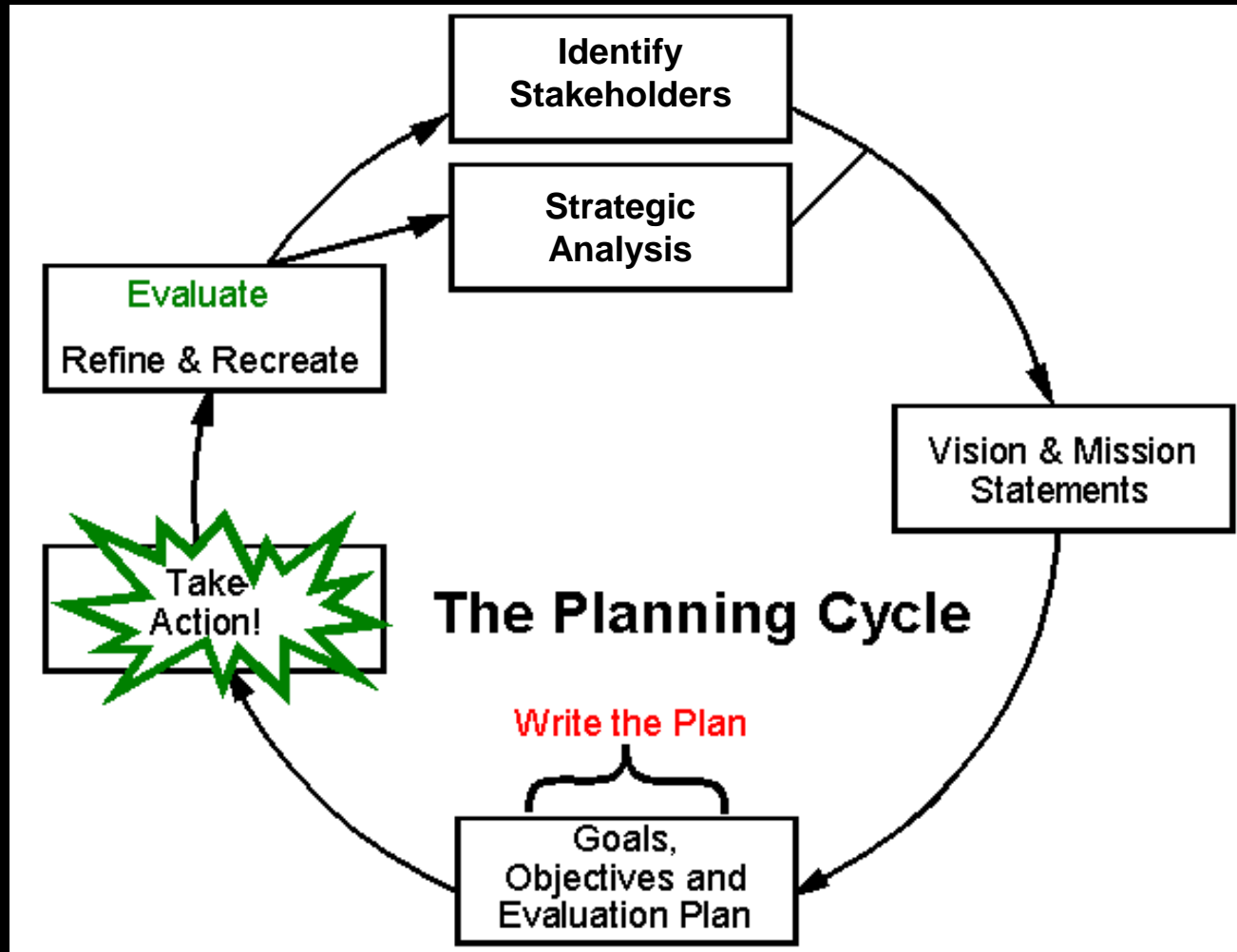
- Enacting processes to attain goals

6. Control (Monitoring)

- Monitor and provide feedback on process
- Adaptive management; “working documents”



Process



Strategic Planning



Can be difficult, frustrating,
challenging, exhausting, and messy.

Strategic Planning



Can also be exciting, stimulating, renewing, innovative, and inspiring.

Strategic Planning: Benefits

- Puts everyone on the same page
- Renews focus on long range picture/goal
- Gives you an opportunity for a fresh start
- Recognition that everyone plays a part in the solution
- Allows for new opportunities



Strategic Planning: Benefits

- Breaks down barriers; builds trust
- Encourages the development of relationships before catastrophes occur
- Defines reference points
 - Current existing situation
 - 'Goal' situation (where you're going)



Strategic Planning: Benefits

- Demonstrates community support from all sectors
- Allows for thoughtful, proactive management based on identified goals and needs
 - With certain actions, some events can be prevented
- Helps to justify budgets and grant requests



***An
Example***

So. AZ Buffelgrass Strategic Plan



- Began: July 2007
- Completed: Feb 2008
- Main Issue: Buffelgrass invading the Sonoran Desert; altering ecosystem and increasing wildfire risk

List of Current Partners

- Arizona Department of Transportation - Tucson
- Arizona Native Plant Society
- Arizona-Sonora Desert Museum
- Arizona State Parks - Resource Division
- Bureau of Land Management - Tucson Field Office
- City of Tucson
 - City Manager
 - Department of Urban Planning and Design
 - Office of Conservation & Sustainable Development
- Coalition for Sonoran Desert Protection
- Comcast
- Cox Communications
- Kinder Morgan Energy Partners
- National Park Service – Saguaro National Park
- Pima Association of Governments (PAG)
- Pima County
 - County Administrator
 - Department of Natural Resources, Parks and Recreation
 - Development Services Department
- Rural Metro Fire Department
- University of Arizona
 - Department of Agricultural Economics (Extension)
 - Office of Arid Lands Studies
 - School of Natural Resources
- USDA Forest Service – Coronado National Forest
- U.S. Geological Survey
- Sonoran Desert Weedwackers
- Sonoran Institute
- Southern Arizona Leadership Council
- Tohono O’odham Nation
- Tucson Electric Power Company
- Tucson Association of Realtors
- Trico Electric Cooperative

Example from So. Arizona

- 4 main sections
- 12 management goals
- 16 appendices
- Associated MOU

Southern Arizona Buffelgrass Strategic Plan



***A Regional Guide for
Control, Mitigation and
Restoration***



Key Strategies (pg. vii)

1. Minimize spread.
2. Develop priorities based on actual and potential impacts.
3. Restore treated areas.
4. Mitigate wildfire risks to life and property.
5. Motivate legislation.



Action Planning & Implementation

- Organization, Leadership, and Partnerships
 - Management Goals 1-3
- Legislation, Codes, and Ordinances
 - Management Goals 4-5
- Education, Outreach and Volunteer Programs
 - Management Goals 6-7
- Treatment
 - Management Goal 8-9
- Mapping
 - Management Goal 10
- Contingency Planning
 - Management Goal 11
- Research
 - Management Goal 12



SABCC (www.buffelgrass.org)



BUFFELGRASS INFORMATION CENTER

[Home](#) [About Buffelgrass](#) [Mapping](#) [Research](#) [Control](#) [In the News](#) [Resources](#) [Support the Cause](#) [Calendar](#) [About Buffelgrass Working Group](#)

Quick Links

- [Buffelgrass Strategic Plan](#)
- [Buffelgrass Identification](#)
- [Contact Us](#)

Newsroom

- [County lets utilities fight buffelgrass](#)
Arizona Daily Star, USA
By Erica Meltzer Rather than impose new regulations to prevent the spread of buffelgrass, Pima County first will give area utilities a chance to act ...
- [Invader plant growing in Sabino](#)
KOLD-TV, USA
"Over the last 5 years or so...it's really gotten a hold and been able to expand, it's similar to the phenomenon that's going on with

Buffelgrass Information Center

OUR MISSION

is to provide a regional information center that emphasizes an integrated management approach to address and control buffelgrass (*Pennisetum cilare*) in Southern Arizona.

OUR PARTNERS

include non-profit organizations; federal, state and local governments; conservation organizations; private businesses; and individual citizens who have an interest in buffelgrass management and control.



"Buffelgrass and the fire it brings are poised to destroy our Sonoran Desert ecosystems and threaten public safety, possibly more effectively and faster than drought, development, or almost

Buffelgrass Video



Buffelgrass Invasion: Its Threat to the Sonoran Desert and Our Will to Stop It
Produced by: Mark Betancourt
Major Funding Provided by: Arizona-Sonora Desert Museum; Pima County Natural Resources, Parks & Recreation; Tohono O'odham Nation; National Park Service; Southern Arizona Native Plant Society; USDA-Forest Service; U.S. Geological Survey; Sandy Lanham; and Environmental Flying Services



Thank You

Alix Rogstad

arogstad@desertmuseum.org
520.883.1380 x 133

Center for Sonoran Desert Studies,
Arizona-Sonora Desert Museum
Tucson, Arizona

ARIZONA SONORA
DESERT MUSEUM



Invaders of the Sonoran Desert Region