



## **NEFSC Strategic Plan 2020 - 22**

The purpose of the Northeast Florida Sierra Club (NEFSC) is to explore, enjoy, and protect regional ecosystems and resources. Its plan to achieve these ends is composed of goals and related objectives which reflect the priorities of the organization. The plan was developed by a planning team composed of members of the NEFSC Executive Committee and club members with planning experience. The following version of the plan was approved by the NEFSC Executive Committee on 11-18-19.

### **1.0 - Increase the visibility of the NEFSC throughout the region via strategic initiatives to increase its name-recognition and awareness of the club purpose and priorities.**

- 1.1 - Create a communications team to study and monitor the effectiveness of communication mediums, methods, and content conveyed by the NEFSC.
- 1.2 - Create a collection of presentations, with supporting documentation, designed to convey the purpose, priorities, and accomplishments of the NEFSC for use by members of the organization speakers' group.
- 1.3 - Create and manage a group of speakers to present information about NEFSC purpose, priorities, and accomplishments to groups and organizations throughout the region.
- 1.4 - Implement communication initiatives designed to reach target audiences to create awareness of the purpose, priorities, and accomplishments of the NEFSC.

### **2.0 - Increase the number of local, state and federal elected officials with pro-environment values and priorities in each election cycle.**

- 2.1 - Create a political action team to study the dynamics of local, state, and federal political races then develop and execute strategies for electing NEFSC endorsed/supported candidates.
- 2.2 - Create and maintain an online repository for information and documents regarding political regions, elected offices, candidates, guidelines, and best political/electoral practices.
- 2.3 - All NEFSC Executive Committee members will participate in orientation and training focusing on procedures for political endorsements, fundraising, and campaigning at state and local levels.
- 2.4 - Develop and execute procedures for maintaining ongoing dialog with regional elected officials that includes education, resources, and support for environmental legislation.

(continued on next page)

### **3.0 - The membership of the Northeast Florida Sierra Club will reflect the age distribution and ethnic/racial make-up of the region it represents.**

3.1 - Create a membership development team to study the regional population then develop and execute strategies for increasing the age and race-ethnic diversity of NEFSC membership.

3.2 - Provide programs and outings designed to promote environmental engagement and club membership among residents in northern Duval County, southern St. Johns County, and northern Clay County.

3.3 - Establish collaborative relationships with groups and organizations that serve areas of the NEFSC region heavily populated by people from minority racial-ethnic groups.

3.4 - Establish collaborative relationships with pro-environment groups and organizations that serve youth age groups.

3.5 - Increase the number of Sierra Club members in the NEFSC area by 5 percent annually.

(For information regarding the NEFSC region see Appendix B)

### **4.0 - Diversify the NEFSC programs and outings to enhance education, awareness, and enjoyment of our natural environment**

4.1 – Create and implement a process for welcoming new members and volunteers then direct them to an activity and/or service opportunity applicable to their interest(s).

4.2 - Create a programs and outings planning team to develop and implement events that diversify and expand the types of programs and outings offered while addressing needs conveyed through an annual membership/participant survey.

4.3 - Develop and implement outings to diversify current recreational outings and increase the number of educational, service, and inner-city outings.

4.4 - Develop and implement programs to diversify current educational program offerings and/or increase training programs to support NEFSC political priorities.

4.5 - Recruit and train outings leaders with the knowledge, skills, and experience to effectively conduct educational outings.

### **5.0 - Strengthen the operational and financial capacity of NEFLSC to achieve our goals.**

5.1 - Strengthen the NEFSC organizational structure by creating an accessible repository for all documents related to club operations and train Executive Committee members in use of the system on an annual basis.

5.2 - Create a committee or team of members charged with designing, implementing, and monitoring fund-raising initiatives and maintenance of operational documents.

5.3 - Hold two or more fund raising, social events per plan year

5.4 - Create a clearly delineated, understandable process for receiving and processing direct donations (i.e., financial and material).

5.5 - Create a clearly delineated, understandable process for designating the club as a beneficiary in wills and/or estate plans

**6.0 - Conservation Committee will identify, review, articulate, recommend and communicate regional conservation priorities annually.**

6.1 - Conduct review of regional conservation issues and provide a report of findings to the Executive Committee and members on a quarterly basis.

6.2 - Distribute a report that identifies and describes regional conservation priorities and recommendations on an annual basis.

6.3 - Conservation Committee spokespersons will publicly articulate the NEFSC position on regional environmental issues as they emerge.

(continued on next page)

## **Appendices**

## Appendix A - Terminology

**Goal:** Statement of something to be accomplished in order to achieve the mission of the organization. A goal provides a framework for underlying, related objectives. Each goal should be broad enough to allow for two or more underlying objectives to be accomplished to reach the goal.

**Objective:** A statement of something to be accomplished to achieve an overarching goal. The objective identifies the desired outcome and implies how the outcome can be measured or documented. In the current plan, an objective can be classified as either Active or Inactive.

**Active Objective** – A statement of something to be accomplished to reach the desired goal during the time period covered by the strategic plan.

**Inactive Objective** - A statement of something to be accomplished to reach the desired goal, but not actively addressed until it is “activated” and added to the strategic plan. An inactive objective can be addressed at any time, but is not an organizational priority until it is activated.

**Programs** – Presentations and/or activities designed to advance knowledge or create awareness regarding important environmental causes and/or issues. Programs can have a focus and be classified as either educational or training. Programs can occur in indoor or outdoor settings.

**Educational Programs** – Presentations or activities designed to increase participant knowledge and/or awareness regarding Sierra Club environmental and/or political causes. These presentations/activities may occur in indoor or outdoor settings.

**Training Programs** – Presentations or activities designed to prepare individuals to serve a role and/or carry-out tasks for the advancement of Sierra Club environmental and/or political causes. These presentations/activities may occur in indoor or outdoor settings.

**Outings** – Events or activities designed to promote physical and mental engagement in outdoor settings. Outings can have a focus and be classified as either recreational, educational, service, or inner city.

**Educational Outings** – Events or activities designed to increase participant knowledge and/or awareness of important environmental matters while engaging in an outdoor physical activity. Though these outings have educational and recreational components, emphasis is placed on increasing participant knowledge and awareness regarding the environment. The educational/instructional method used by the outing leader is guided by the following: topic focus, setting, information to be conveyed, knowledge level of the participants, and knowledge of the outing leader. The educational/instructional methods may include lecture, demonstration, and/or hands-on activities.

**Recreational Outings** – Events or activities designed to promote physical engagement in an outdoor activity and is supplemented with the provision of information to increase knowledge and/or awareness regarding environmental phenomena or issues. Though these outings have recreational and educational components, emphasis is placed on outdoor engagement through recreation.

**Service Outings** – Events or activities designed to provide assist partner organizations/entities with environmentally focused activities and/or causes. Though service outings can occur indoors, they typically occur in outdoor settings. These outings typically involve hands-on activities designed to address an environmental need, improve a recreational setting, and/or maintain the quality of the environmental setting.

**Inner City Outings** – Events or activities designed to provide to promote environmental awareness, engagement, and appreciation among residents in urban core neighborhoods in the NEFSC region.

**Team Members** – Each team referenced in this plan should have at least three, but no more than five members. NEFSC Executive Committee (EC) members can serve on a planning team, but the number should be limited to two. EC members can serve on multiple teams, but no more than three. Each team member should be an active member of the Sierra Club (SC). Others can consult with and/or assist a team, but not cast a vote in team decisions regarding plans or actions. It is not necessary for an individual who consults with or assist a team be an active SC member.

**Collaborative Relationship** – An agreement between two or more organizations to join resources (i.e., human and material) in the provision of a service, support of a cause, and/or the achievement of desired outcomes.

## Appendix B - Related Information

The region served by the NEFSC includes Duval County, St. Johns County, and Northern Clay County. The NEFSC area is depicted in yellow in the screenshot below.



Expansion of the outings programs may include naturalist- led outings, nature meditation, forest bathing, historical outings, wildlife viewing, outings for disabled persons, visit to an historical site, an outing involving a partner such as the Audubon Society, St. Johns Riverkeeper, a nature walk, a boat ride. Outings should include offerings to to appeal to a wider constituency of nature lovers who would like an experience beyond the traditional hiking or paddling experience.

Expansion of the program may include events with increased focus on climate change, sea level rise, urban sprawl and reduction of natural areas, depletion of the aquifer/drinking water, chemical runoff and algal growth in waterways. Such sessions/events should be both informational and action oriented.

Increase the environmental awareness and activism of citizens through the convening of periodic workshops on key environmental issues such as sea level rise, tree protection, wildlife habitat protection, titanium mining in the Okefenokee, and development on Cumberland Island.

Conservation Topics mentioned during the planning session: St. Johns River dredging, plastics ban initiatives, land conservation, city resiliency plans