

DNR Sustainability Division

FY2010 – 2014 Strategic Plan

Mission & Guiding Principles

DNR's Sustainability Division partners with businesses and institutions in stewardship of Georgia's natural, historic and cultural resources. With our partners, we lead the pursuit of sustainable practices that fully integrate the economy with the environment for the well-being of present and future generations.

The following principles guide our work:

- Sustainability requires a
 - **Long-term view** - use resources wisely today in order to leave enough for future generations. Our children's grandchildren are critical stakeholders in our work.
 - **Light footprint** - take only what natural systems can replenish, leave only what natural systems can recycle.
 - **Integration** – consider environment, economy and equity (planet, profits, people) in all decision-making. Sustainable prosperity and quality of life cannot occur without sustainable natural resources.
- Sustainable practices include conserving natural resources through efficient operations, using renewable material and energy sources, reusing and recycling materials into new products, substituting less harmful chemicals in manufacturing processes, and using closed-loop systems that eliminate chemical discharges to the environment.
- Stewardship - taking responsibility for our actions regarding the use of resources - is the ethic that will lead us to sustainability.
- Continuous improvement tools such as environmental management systems help organizations integrate stewardship into their culture, and lead to more resource-efficient, cost-effective operations.
- While environmental laws are critical to limiting the impact of industrial systems on natural systems and human health, performance-based programs are an important complement to the regulatory framework. Using outreach and education, technical assistance and incentives for voluntary action, these programs motivate organizations to go beyond compliance and become environmental stewards.
- Through the Partnership for a Sustainable Georgia, we create a learning community for sustainable business practices and innovation, and strengthen credibility for organizations committing to better environmental results.
- We act as a catalyst for adoption of sustainable practices by serving as a source of expertise; teaching organizations in the use of conservation tools; recognizing natural leaders and model stewards; and convening a collaborative network to optimize delivery of sustainability services across the state.
- We respond to requests for assistance from any organization (business, non-profit agency or institution) committed to sustainable practices. We seek especially to assist small and medium-sized businesses, and state and local government agencies.
- Strategic partnerships with government agencies and private organizations that provide sustainability services are necessary to deliver efficient and effective stewardship programs throughout the state.

DNR Sustainability Division FY2010 – 2014 Strategic Plan

Strategic Goal # 1

Georgia businesses and institutions are implementing sustainable practices that improve conservation and stewardship of Georgia's resources.

Desired Outcome	Strategies	Metrics
1.a. Targeted businesses and institutions are aware of the benefit of sustainable practices. (Awareness)	<ul style="list-style-type: none"> • Educate target audience about sustainability • Educate about SD services 	<ul style="list-style-type: none"> • Number of organizations implementing sustainable practices • Number of organizations implementing environmental management systems • Hazardous and toxic substances reduced • Solid wastes reduced, reused or recycled • Water saved • Energy conserved • GHG reduced • \$\$\$ saved • Jobs created
1.b. Targeted businesses and institutions commit to implementing sustainable practices. (Appreciation, Attitude, Commitment)	<ul style="list-style-type: none"> • Provide informational resources • Assist organizations in planning • Provide incentives for planning 	
1.c. Targeted businesses and institutions implement sustainable practices and improve their environmental performance. (Engagement, Trial/Utilization, Implementation)	<ul style="list-style-type: none"> • Provide technical assistance for plan implementation • Provide incentives for plan implementation 	
1.d. Targeted businesses and institutions institutionalize sustainable practices systematically and enter a culture of conservation and environmental stewardship. (Stewardship , Adoption)	<ul style="list-style-type: none"> • Provide technical assistance for continuous improvement initiatives • Provide incentives for continuous improvement initiatives 	

DNR Sustainability Division FY2010 – 2014 Strategic Plan

Strategic Goal # 2

A collaborative network of strategic partners – both public and private entities – exists to optimize delivery of sustainability services.

Desired Outcome	Strategies	Metrics
<p>2a. Public sector agencies – state, local, federal and peer agencies – work under a coordinated framework to implement efficient and effective sustainability programs.</p> <ul style="list-style-type: none"> • Year 1 – Agencies are identified and contacted for the network. Support mechanisms are identified. • Year 3 – Agencies are actively engaged in the network. Support mechanisms, as needed, are launched. • Year 5 – Agencies are coordinated to eliminate gaps and overlaps in delivery of services. Agencies participate in a public private-partnership for planning, governance, funding and implementation of sustainability programs. 	<ul style="list-style-type: none"> • Outreach to agencies to foster trust and build relationships • Create networking opportunities • Engage agencies in developing a framework for coordination of sustainability programs and services, e.g., grow the ConserveGeorgia initiative • Formalize/clarify roles • Identify barriers and solutions (e.g., develop feedback mechanisms to visibly identify network participants that fail to live up to their commitments) 	<ul style="list-style-type: none"> • # Agencies contacted • Agency participation in calls/meetings • Matrix of agencies and roles • # Networking events • Collaborative network MOU
<p>2.b. Private sector entities – members of the Partnership, other businesses, business associations, NGOs – work in a coordinated framework to implement efficient and effective sustainability programs.</p> <ul style="list-style-type: none"> • Year 1 – Entities are identified and contacted for the network. Support mechanisms are identified. • Year 3 – Entities are actively engaged in the network. Support mechanisms, as needed, are launched. • Year 5 – Entities are coordinated to eliminate gaps and overlaps in delivery of services. Entities participate in a public private-partnership for planning, governance, funding and implementation of sustainability programs. 	<ul style="list-style-type: none"> • Outreach to organizations to foster trust and build relationships • Create networking opportunities • Engage organizations in developing a framework for coordination of sustainability programs and services • Formalize/clarify roles • Identify barriers and solutions (e.g., develop feedback mechanisms to visibly identify network participants that fail to live up to their commitments) 	<ul style="list-style-type: none"> • # Organizations contacted • Organization participation in calls/meetings • Matrix of organizations and roles • # Networking events

DNR Sustainability Division FY2010 – 2014 Strategic Plan

Strategic Goal # 3

The Division has resources needed to meet its mission.

Desired Outcome	Strategies	Metrics
<p>3.a. Enabling groups –DNR Board, OPB, General Assembly – are strong advocates and champions for sustainability and the Division.</p> <ul style="list-style-type: none"> Year 1 – Key members of groups are educated and made aware of sustainability and SD’s mission and goals. Year 3 – Groups are engaged as advocates and champions of sustainability/SD. Year 5 – Groups are strong voices of support for sustainability/SD 	<p>Communicate consistent messages - directly and through allies - that motivate enablers to actively advocate for and support SD</p>	<ul style="list-style-type: none"> # Enablers contacted List of advocates Enablers/allies/partners mapped
<p>3.b. Adequate annual funding – appropriations, grants, fees, donations, etc. – is secured to meet ongoing budget needs.</p> <ul style="list-style-type: none"> Year 1 – Other funding sources are identified and evaluated. Year 3 – Alternate funding sources are pursued. Year 5 – Adequate and sustainable annual funding is secured. 	<p>Diversity funding sources to meet determined needs.</p>	<ul style="list-style-type: none"> Funding opportunity matrix/calendar Funding proposals
<p>3.c. Contract labor – university resources, interns, retired professionals, consultants, etc. – is procured to supplement full-time div. staff.</p> <ul style="list-style-type: none"> Year 1 – Contract labor resources are evaluated and service roles optimized. Year 3 – Contract resources are fully integrated with division staff for maximum effectiveness and efficiency. Year 5 – Contract resources are fully integrated with outside resources (collaborative network). 	<p>Utilize contract labor to supplement human resource needs</p>	<ul style="list-style-type: none"> # Contracts executed
<p>3.d. In-kind services from the collaborative network are optimized to broaden and deepen sustainability programs.</p> <ul style="list-style-type: none"> Year 1 – In-kind services are identified and needs evaluated Year 3 – In-kind services are provided through Partnership commitments Year 5 – In-kind services are integrated into funding mechanism for Public-Private partnership 	<p>Engage network as mentors and teachers of sustainability practices</p>	<ul style="list-style-type: none"> # Businesses w/mentoring programs # Connections made