

## INTRODUCTION

***“Each of us has our own vision of where our life will take us and a set of goals and objectives which define our route. We constantly make decisions based on our analysis of what we hope will best move us along to reach these goals.”***

- Bureau of Indian Affairs, Office of Trust Responsibilities

Your integrated waste management plan should not come from one perspective; it needs to be based on the needs and desires of your whole community. Views expressed by local residents should produce:

- ***A Vision Statement*** that addresses in broad terms what people in your community want it to look and feel like and the kind of waste disposal approaches they feel might be compatible with that vision.
- ***Goals and Objectives*** that provide somewhat more detail about local preferences for waste management in your community. (These can be formulated by your solid waste work group, but should still be reviewed at public meetings or work sessions.)
- ***Problem/Issue Statement(s)*** that summarize local residents’ perception of the community’s current concerns about solid waste management and disposal, and some indication of their perception of future community needs.

There are many processes that can be used to create your community vision and identify goals and objectives to meet that vision, but each process uses same basic steps. For the purposes of solid waste planning, you should follow a four-step process that:

1. Creates a community vision;
2. Develops community goals which reflect your vision and address community issues and concerns;
3. Establishes objectives which to move you towards achieving your community vision and goals; and
4. Identify issues/concerns of people living in your community.

When you have completed this process you will have accomplished: the creation of a *vision*; development of *goals* which reflect that vision; expansion of your goals into *objectives* which serve as milestones to move along to make your vision reality; and *actions* which put your vision into action. The results of your planning process could be described as: the creation of vision, development of goals which reflect that vision; expansion of the goals into objectives which serve as milestones to move along to make the vision reality; and actions which put the vision into action.



As you move along the Vision to Actions Pathway pictured above, each lower level serves to add detail to the level above it. For example, your vision is your dream of what you want to accomplish for your community and your actions are all the things you will do to make that dream come true.

***Section One***  
***CREATING A COMMUNITY VISION***

**“You know the community. You know there are different points of view. You know who generally agrees with whom. To be successful your community values and vision, include many perspectives. It’s like weaving a basket. A single blade of grass will not hold water, but woven together the blades of grass become a strong useful container.”**

*Dr. Sheila Selkregg, “Draft – Community Strategic Plan and Form Guide: A Straightforward Way to Get What You Need.” USDA Rural Development and Denali Commission*

What do you want your community to be like in 10 or 20 years? This is one of the first questions that your solid waste planning work group should ask themselves and other people in your community. The picture you come up with is your **community vision**. To create your community vision, let your imagination go. Forget about what needs to get done by tomorrow at noon, and instead picture what you would like to see when you look at your community some time in the future.

➤ **IDENTIFY YOUR COMMUNITY’S VALUES: VALUES DEFINE VISION.**

Shared values help shape your community’s vision. Values are things that mean the most to people living in your community. They help define our principles. One of the most challenging parts of making your community’s vision happen is establishing common agreement between your community members about what values are important and having that agreement last over time. The destiny of your community depends on its ability to identify common values and to making a long-term commitment towards building a community vision grounded in those values.

Management plans, and the decisions they produce, are based on values. Values may be those of a community leader, your solid waste work group, or your community. Values are the principles and standards, which are accepted as being appropriate guides for actions. Values are based on ethics, economics, religion, and social mores and morals. Individuals, organizations, and communities hold some values that are universal while other values are not. Essentially, values create your vision for the future.

Your community’s values will drive your planning and decision makes process. They will also play a major role in the identification of the desired future condition of your community (its’ vision), your solid waste plan’s goals and objectives, and the assessment and selection of your community’s preferred alternatives for solid waste management.

***“Your values create your vision for the future. They help define “what you want your community to be?” They are tools you can use as a guide.”***



*Draft Community Strategic Plan Form and Guide: A Straightforward Way to Get What You Need – USDA Rural Development*

As you listen to one another during your planning process, you will find out that people in your community have different values. You also find that your values often overlap. The overlapping places are the foundation of “*common values*” that help build a community vision for your community. They help define “what you want your community to be?” They are tools you use as a guide.

**WHAT ARE VALUES?**

Values are positive statements. Sometimes values may conflict. Conflicting values require balanced co-existence, tolerance, and listening. Your values are your guidepost. They are signs along the road to give you direction. The community can check back to them when an important decision is made, they help serve as guiding principles. All community decisions should support the community values—they can help build the community based on what people care about and want.

*“Draft -Community Strategic Plan Form and Guide: A Straightforward Way to Get What You Need,” USDA Rural Development*

Your shared values are reflected in the common things people identify as being important such as having a safe place to live and work or keeping your community’s environment clean. Each community has its own unique mix of values. In some places subsistence will be most important, in other places it may be a clean environment.

To define your community values hold a public meeting to ask people what they value and think is important to them and their lives in your community. Keep a list of everyone’s responses to the questions you ask. Once your community has defined its values then you are ready to develop a community vision.

If attendance at the community meeting on “values” was not representative of your whole community you may want to do a survey. A community survey

provides a good way of getting community members to quickly and easily identify their values. You can add values based on input from previous community meetings. Your survey will ask people to identify the five values most important to them. Combine the survey information with community meeting information. The top four or five values reflect what is very important to people living in your community. You will want to refer to them throughout your solid management planning process.

➤ **DEVELOP A VISION: DEFINE YOUR COMMUNITY’S FUTURE**

Creating a statement of “*vision*” means that community members will develop a shared image of what they want their community to be in the future. “*Visioning*” as it is sometimes called, will lead to goal statements for your community. Once your community has a vision of its future, your planning efforts should be less difficult because your community can look at the “big picture” and not get bogged down by small issues. Your visioning process should produce a widely accepted community view of what conditions will be most desirable for your community in the future. Your community’s vision will be a picture of how you want your

***“We must have a seven generations vision.”***

*-Antone Minthorn,  
Confederated Tribes of  
the Umatilla Indian  
Reservation*



community to be in the future and it will guide you in your actions to achieve that place in the future.

A key element in developing a vision statement is community involvement. All community members need to be invited to participate in all stages of the visioning

**WHAT IS A VISION?**

***A vision is a dream of what is possible.***

- A vision is an overall picture of what the community wants to be and how it wants to look in the future.
- A vision is a long-term goal or dream.
- A vision is a description of a desired future.
- A vision is a dream of what is possible.
- A vision is an overall picture of what the community want to be and how it wants to look in the future.
- A vision carries a powerful message that is based on the culture and values of the community.
- A vision ties values into something whole a community can imagine

process. Future projects will have greater support and success if the community is involved. Encourage children, adults and elders to participate throughout the process. Elders have insight into what has been important over a long period of time. They will help you remember what is important. Listen to the children as well. Children are the community's future. The more perspectives you can bring together, the stronger and clearer your community vision becomes. Involving all generations will bring a valuable exchange of information and needs.

Your integrated waste management plan is simply a map of how you wish to reach your vision; a common place to where your actions will take you. Your final solid waste plan, with its preferred alternative, requires one vision and all actions undertaken during your planning process must be compared with it to insure that your planning effort stays on tract. Without a clearly defined vision, goals and objectives that meet your community's expectations cannot be developed. Without goals and objectives, there is no

direction for your community to move in.

Visioning will help your community plan future solid waste projects and programs. For example, if your community's vision is to have a clean and healthy community environment, yet it has an open dump, it will need to locate and build a new landfill that complies with federal and state landfill standards.

Before your community begins integrated waste management planning or any other type of planning, your solid waste work group should meet with community members to develop a vision for the future of your community. Be daring with your vision. You may not be able to achieve everything you set out for, but your vision will give you a focus and direction. Keep in mind that communities grow with time. Vision your community with twice the amount of people, twice the numbers of homes, and twice the number of businesses. A good integrated waste management plan can benefit your community now and in future generations.

**Workbook Two: SEEKING VISIONS – CREATING A COMMUNITY VISION, SETTING COMMUNITY GOALS AND OBJECTIVES & IDENTIFYING COMMUNITY NEEDS**

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**TECHNIQUES FOR CREATING VISION STATEMENTS.** There are numerous methods to create vision statements, but small communities have generally used two:

- ▶ **Surveys and public meetings.** Your planning work group creates a vision statement based on your community's collected issues and concerns. The vision statement

reflects input from community input collected through public meetings and surveys. The community views that are collected are provided to interested parties to review. The vision statement being prepared by the work group may be modified based on community comments.

- ▶ **Workshops.** The community vision is created through workshop process. This can be done concurrently when community members identify issues and concerns or it can be done as a separate task. The resulting vision may have a greater buy-in by those who helped create it. This can give your integrated waste management plan a greater chance of success at implementation.

Regardless of what method is used, it is important for your community to aim for a method of decision-making where everyone's input matters. Your vision statement will have the greatest support if it is agreed upon by *consensus*. Consensus is only reached when all people agree on a certain issue. You need to hear the majority of your community's residents if you are truly striving for a people-driven, community-based approach to integrated waste management planning.

Your solid waste planning work group should conduct a community visioning session early in your solid waste planning process. Regardless of which method you use, one person should lead the community in discussion, and another should write down responses to visioning questions on a large piece of paper. Responses to questions should be reworded and refined to be as clear as possible and to capture on paper the community's consensus of what they want their future community to be like. Your community vision can then be considered when addressing future community actions.

**WHY DOES YOUR COMMUNITY NEED A VISION?**

*A PLAN IS SIMPLY A MAP OF HOW WE WISH TO REACH A VISION; A SHARED DESTINATION TO WHICH WE WISH OUR ACTIONS TO TAKE US.*

A final plan, with its accepted alternative, requires one vision and all actions undertaken during the planning process must be compared with it to insure that the planning effort stays on track.

- ▶ Without a clearly defined vision, goals and objectives which meet a community's expectations cannot be developed. Without goals and objectives, there is no direction for a community to move in.
- ▶ A community's vision reflects its desire for its future.
- ▶ A community's vision will be the driving force throughout all phases of the planning process.
- ▶ A vision is a statement "in time" which should be a living, working statement. It must be reviewed and adjusted as time passes to insure it stays current.
- ▶ A vision should be based on a series of images of the community.

***A community's vision is a statement guided by the values of those creating it. In Native villages, certain components of a village's vision are based on cultural issues that reflect traditional values.***

## **Workbook Two: SEEKING VISIONS – CREATING A COMMUNITY VISION, SETTING COMMUNITY GOALS AND OBJECTIVES & IDENTIFYING COMMUNITY NEEDS**

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### ➤ **INVOLVE YOUR COMMUNITY: CREATE COMMUNITY VISION**

There are many processes for creating a community vision and identifying goals and objectives to that vision, but each process has many of the same basic steps. For your planning purposes, a four step process is recommended:

- Identify issues and concerns of your community members.
- Create a community vision.
- Identify goals to address your community vision, issues, and concerns.
- Create objectives to provide substance to your community vision and goals.

The first step in developing your community's vision begins with identifying the values and beliefs of your community members and determining which beliefs are important to the local way of life. The next step is to build a picture of your community; identify what works for your community, what does not work, and what items are valued. Later, this picture will help create your vision. After this step is completed then community members need to look at the direction the community will go if certain practices are not changed. For example, a community that continues to use an unregulated open dump may contaminate its drinking water source if the source is located near the dump site. This is an important step to determine whether your community is headed in a direction that does not harm the people or the environment.

Once you have looked at the past, where you are now and where you are going, the next step is to decide where you want to be in the future. This is your community's vision. Your vision will be made up of your community's hopes and dreams. It will describe a picture of what people living in your community want to see happening in the future.

Your community's vision is a statement that will be guided by the values of those people creating it. For example in Native American communities, components of the community's vision are based on cultural issues that reflect traditional values. Vision statements are critical elements in the planning process. Their quality must be high or they not stand the test of time. Your vision statement will have an emotional quality; a strong sense of imagery; and a long-term reach. Developing a vision is a complex task that requires input from your entire community.

#### **WHAT IS A VISION STATEMENT?**

...A vision is a long-term goal or dream. A vision statement describes what your community wants to be in the future. It is based on your community's values. *A vision is a description of a desired future.* It's big. It is much broader than what any one government agency can do. It is timeless, and may be years or decades away. It is an ideal future condition. It may be difficult to achieve, but we strive to achieve as much of it as we can.

...It should imply the size and focus of your community. It can be a series of statements that help you imagine your community's future. Vision ties values into something whole you can imagine. It summarizes your community's values and begins to paint a picture of your community in the future.

... For example, a vision statement may say "We want community that is a clean and safe place to live and life in our community enhances our traditional and cultural values."

*Source: Draft Community Strategic Plan Guide: A Straightforward Way to Get What You Need USDA-Rural Development*

**Workbook Two: SEEKING VISIONS – CREATING A COMMUNITY VISION, SETTING COMMUNITY GOALS AND OBJECTIVES & IDENTIFYING COMMUNITY NEEDS**

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Use your vision statement to guide your community through your integrated waste management planning process. You will need to re-evaluate your vision over time because your vision statement may change as the community changes.

Be sure that as you go through the visioning process you have community agreement on what are community values and your community’s vision for the future. This will help ensure that the community supports your planning process and future actions. Your final step once you have created a picture of your community in the future is to write your vision statement.

Your community’s vision carries the values of the community and its members with a strong emotional content from which goals and objectives are derived. Development of your community’s vision, goals, and objectives is the first step you taking in kicking off your solid waste planning process. All subsequent steps in your planning process will be measured against them.

➤ **PULL YOUR VISION TOGETHER.**

Developing a vision is a complex task. What do you want your community to be like in ten or twenty years? This is one of the first questions that your planning work group should ask themselves and other people in your community. The picture you come up with is your community vision. To create your community vision, let your imagination go. Forget about what needs to get done by tomorrow at noon, and instead picture what you would like to see when you look at your community some time in the future.

There are numerous methods to create vision statements, but small communities have generally used two:

- ▶ The solid waste planning working group creates vision statements based on a community’s collected issues and concerns. The vision reflects input from community members collected through public meetings, surveys, and workshops, and is provided to the community to review. It may be modified based on community comments.
- ▶ A community vision is created through a workshop process. This can be done concurrently with the collection of issues and concerns or as a separate

**WHAT DOES A VISION STATEMENT SAY?**

A vision implies a size and focus of your community. It can be a series of statements that help you imagine your community’s future. Vision ties values into something whole you can imagine. It is usually 5 or 6 statement that summarizes the values and begins to paint a picture of your community in the future. Work together to create your vision statement.

Together as a group, come up with a statement that best expresses your community’s common vision. This statement is your community’s vision statement. You may use this statement as a reminder of what is important to people in your community. It expresses the guiding principles of your community.

- ▶ We are a small village; we are a healthy and safe place to live where our children enjoy growing up and want to stay. We enjoy the peace and challenges of our community, where we can live a subsistence life that is carefully balanced with the modern changing world. We are a community where families and friendships flourish.
- ▶ We are a large community; we are a growing, active community focused on new culturally based jobs and opportunities for our children. We are growing in balance with our surroundings and our resources. We are a safe and friendly place to live and to a raise a family, and our children want to stay.

Source: “Community Strategic Plan Guide and Form: A Straightforward Way to Get What You Need,” USDA – Rural Development, May 2001.

**Workbook Two: SEEKING VISIONS – CREATING A COMMUNITY VISION, SETTING  
COMMUNITY GOALS AND OBJECTIVES & IDENTIFYING COMMUNITY NEEDS**

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public input process. The resulting vision may have a greater buy-in by those who helped create it. This can give a community's integrated waste management plan a greater chance of success and implementation.

Your vision will imply a size and focus for your community. Your community vision may be a series of statements that help community members imagine your community's future. Vision ties values into something whole you can imagine. Essentially a community vision is usually five or six statements that summarizes your community's values and begins to paint a picture of your community in the future.

It is best if your community members work together to create your vision statement. As a group you can come up with a statement that best expresses a common vision. You may use your vision statement as a reminder of what is important to your community. It expresses the guiding principles of your community and helps describe what your community wants to become.

After you have created your initial community vision, it's time for the next step: developing a plan to make that vision a reality. This will be a dynamic process you will need to revise as your planning work group gathers new information and your community makes new decisions.

## **GUIDE SHEET NO. 2**

### ***IDENTIFY YOUR COMMUNITY'S VALUES – WORKSHOP GUIDELINES***

#### **Option 1: Hold a Workshop or Community Meeting on Community Values**

#### **WORKSHOP GUIDELINES**

Invite various members of your community, including youth and elders, to a workshop on identifying community values. At your workshop you will ask participants to answer a series of questions and then rank their answers in order of importance.

➔ **ASK COMMUNITY MEMBERS WHAT THEY VALUE ABOUT YOUR COMMUNITY.** One of the best ways to discover your community members' values is to have people answer some very basic questions about your community, such as:

- What do you want to keep in our community?
- What don't you like about your community?
- What are you most proud of in our community?
- Why do you stay?
- What is the best part of our community?
- What do you like most about our community?
- What do you miss when you leave the community?
- What do you like least about our community?
- What would you like to change about our community?
- Describe the quality of life you wish to find in your community.
- Describe the three most important qualities about your community and its surrounding environment.
- Identify the three most important values you have learned from your parents and grandparents.

Select those questions from the list which you feel people will be most comfortable answering. You do not have to ask all of these questions at your meeting. The questions you select should reveal how people living in your community perceive life in community to be and reflects what is important to people living in your community.

A way to get the answers to these questions is to ask each person in the room to list the one or two things they think of when they ask themselves these questions. Traditional talking circles or breaking into small groups may be useful. Some times people are more comfortable dividing into groups of men, women, youth, and elders. Ask them whether they want to divide into smaller groups or stay in one group.

➔ **LISTEN FOR COMMON ANSWERS.**

Now go around the group and ask the questions to each person. Write the answers on a big sheet of paper. As you write, divide people's answers into a positive list and a negative list. If you split into groups, come back together into one large group. Hang up the group sheets. Now each group may read its list aloud. Have people said the same things differently? Combine the common things into one list where possible. Ask the entire group the question: "Is there anything important that has been left off the list?" If there is, add it. Now work to turn negative statements into positive desires. For example, "Our community has too much garbage." Becomes a positive value expressed, as "Cleaning our community will make it look better. Make as many negative statements into positive ones as possible.

***Your community's values are reflected in the common things people list.***

**WORKSHEET: Section 1 - 1**

***IDENTIFY YOUR COMMUNITY'S VALUES***

*Values define vision.*

***RANKING COMMUNITY VALUES.*** Based on people's responses to questions about what they value, your planning work group can identify your community's values. An easy way to have people identify their top five values is to give each person five dots or sticky notes and have them place one dot by what they consider to be their five most important values that are listed on large pieces of paper and posted on the wall. Once everyone has placed their dots, you can then tally up the number of dots each different value received. The five values with the most dots become your community's key values to be incorporated into your community's vision statement.

***COMMUNITY VALUES***

*They can guide your community and should be respected by community members and others working with your community.*

***List the ten most important values to your community based on community members' answers about what they value. Underline the top five values. If you feel you need to list more values to truly reflect your community, do it. These values will be useful as a guide in developing your integrated waste management plan for your community.***

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

Others if necessary.

**WORKSHEET: Section 1 – 2**

***IDENTIFY YOUR COMMUNITY’S VALUES***

*Values define vision*

**Option 2: Conduct a Community Values Survey**

**COMMUNITY VALUES SURVEY FORM**

Male \_\_\_\_\_ Female \_\_\_\_\_ Age \_\_\_\_\_

Put a check (x) in the box for five values that are “very important” to you and then rate the remaining values by putting a check (x) in the box based on whether or not you thing a value is important or not important to you.

| <b>Top 20 Values</b>                          | <b>Very Important</b> | <b>Important</b> | <b>Not Important</b> |
|---|-----------------------|------------------|----------------------|
| Example: Clean community                      |                       |                  |                      |
|   |                       |                  |                      |
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| Other thing important to you<br>(please list) |                       |                  |                      |
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|   |                       |                  |                      |

Other comments:

**WORKSHEET: Section 1 – 3**

***IDENTIFY YOUR COMMUNITY'S VALUES***

*Values define vision*

**SURVEY & WORKSHOP RESULTS FORM**

If the attendance at the workshop on community values was not representative of the whole community, you may want to do a survey; it provides another way of identifying what are your community's most important values.

Combine your survey information with your community workshop meeting. Identify the top ten values and then identify the top five values. Remember the top five values are very important to your community. You will want to refer to them throughout your solid waste planning process.

**COMMUNITY SURVEY RESULTS: List your top ten community values based on results of your community survey.**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

**COMMUNITY WORKSHOP RESULTS: List your top ten community values based on results of your community values workshop.**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

**SELECT KEY COMMUNITY VALUES. Select your top five values from the above lists of values. Your top five values will have received the most votes from community members as being important. You will want to refer to them throughout your solid waste planning process.**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

**GUIDE SHEET NO. 3**

**SAMPLE SURVEY FOR COMMUNITY VALUES**

**COMMUNITY VALUES SURVEY**

Male \_\_\_\_\_ Female \_\_\_\_\_ Age \_\_\_\_\_

Put a check (x) in the box showing how important you feel these values are to you personally.

| Values  | Very Important | Important | Not Important |
|---|----------------|-----------|---------------|
|   |                |           |               |
| Being able to go fishing                      |                |           |               |
| Quiet place of the community                  |                |           |               |
| Close to nature                               |                |           |               |
| Friends and family                            |                |           |               |
| Health of children                            |                |           |               |
| Subsistence lifestyle                         |                |           |               |
| Safe housing                                  |                |           |               |
| Clean water                                   |                |           |               |
| Clean air                                     |                |           |               |
| Clean surrounding environment                 |                |           |               |
| Jobs  |                |           |               |
| Strong traditional culture                    |                |           |               |
| Safe place to live                            |                |           |               |
| Other thing important to you<br>(please list) |                |           |               |
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**WORKSHEET: Section 1 – 4**

***DEVELOP A VISION***  
***Define Your Community's Future***

**Option 1: Hold a Community Meeting**

**Date of Meeting:** \_\_\_\_\_

**Place of Meeting:** \_\_\_\_\_

**Time of Meeting:** \_\_\_\_\_

**Meeting Facilitator:** \_\_\_\_\_

**Meeting Instructions:** Send out notices inviting all community members to your meeting. Be sure to tell them what the meeting is about and how important this meeting will be. Let them know this will be a group meeting to talk about creating a community vision. At your community meeting have community members talk about the following questions. Be sure to record each community members' responses to the questions on large pieces of paper so everyone can see one another's answers. After all the questions are answered community members will be asked to rank their answers.

At your community meeting you are going to focus on answering the questions:

- Where did we come from? Which values, beliefs and ways of looking at the world are important to people living in the community today?
- Where are we now?
- Where are we going? Will present actions threaten our community's ability to survive or support itself in the future?
- Where do we want to be?

On a large sheet a paper record people's answers to each question. Now go back over people's responses to the questions and look for common themes such as "we have strong cultural traditions"; "we want to continue living a subsistence lifestyle", and so forth. These themes will be used to form your vision statement.

**VISION STATEMENT:** Your vision statement is a statement describing an image of what your community will be like some time in the future based on community values, what is important to your community, and your image of your community. Example of a vision statement: We are a small community that is a safe place to live and our children grow up following our community's traditional cultural values. We live in harmony with our environment and seek to balance our lifestyle with today's world. We are a community that desires to protect our subsistence resources and environment for future generations.

**GUIDE SHEET No. 4**

***USING COMMUNITY GROUPS TO DEVELOP A COMMUNITY VISION***

**GUIDELINES FOR COMMUNITY GROUPS TO DEVELOP VISION STATEMENTS**

- 1) Have people reflect on their desired future. They should envision their dreams. Do not think about resources, current capacity and existing political trends or other constraints. Have people imagine the way they want your community to be.
- 2) Take five minutes and have people think about their own vision of your community.
- 3) Now, have people form small groups. Have each group select a group leader, a recorder (someone one to write down the group's thoughts), and a reporter (someone to report back to everyone in the meeting).
- 4) Have each person in the group share their ideas for a vision with the other people in their group. Each person should have a chance to talk while everyone else listens. Write down each person's vision.
- 5) List all the vision statements on a sheet of paper. Go around your group and get everybody's ideas.
- 6) Talk about all the different ideas. Are there any common themes or ideas? Are there ideas or concepts that seem to be unique to one person's vision?
- 7) People do not have to agree. List all the BIG ideas you see in your group members' vision statements, even if people do not agree.
- 8) Bring the ideas or themes from your group back to the large group. As a whole community group identify where the groups overlap and identify which visions match.
- 9) Write down the various vision statements from each group.
- 10) Have each person vote for two vision statements that express what they believe is important.
- 11) After everyone votes, list the ten statements that got the most votes.
- 12) Take some time to let each person think about the statements. Talk about these statements. Can any of them be combined to make a better vision statement?
- 13) After a short discussion and revising the top ten statements, then have everyone at the meeting vote on which vision statement they like best. The one statement receiving the most votes will become your community's *vision statement* for your integrated waste management plan.

**Write the vision statement selected by your community members here.**

*Source: Community Meeting Visioning Process adapted from process for defining a community vision as outlined in "Working Draft Community Strategic Plan Form and Guide: A Straightforward Way to Get What You Need" prepared by the USDA – Rural Development.*

**WORKSHEET: Section 1 – 5**

***DEVELOP A VISION***

***Define Your Community's Future***

**Option 2: Hold a Visioning Workshop**

**Date of Workshop:** \_\_\_\_\_

**Place of Workshop:** \_\_\_\_\_

**Time of Workshop:** \_\_\_\_\_

**Workshop Facilitator:** \_\_\_\_\_

**Who is invited to the Workshop (Ideally you should invite between 10 to 15 people to attend the workshop. Be sure to invite members of your local government, at least one elder and youth; business owners, mayor or council president; and individuals from the community):**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

To develop a community vision using a workshop process, the setting in which the workshop is held must encourage those participating to look into their past and then define their ideal future. There are numerous processes that can assist people in doing this. You can ask a series of questions like those suggested you use in community meeting on visioning or you can use scenarios. The results from either process can be used by your community to develop a vision statement that can guide your solid waste planning process.

**VISIONING SCENARIO PROCESS:**

- 1) Ask your workshop participants to imagine they are stepping into a time machine and dial it ahead 20 years.
- 2) Ask each participant to describe how they think the community will look like in the future. On a piece of paper write down each person's description of your community in the future.
- 3) Have each person describe the community's environment and the quality of life they wish to find in the community. List these descriptions on a piece of paper.
- 4) As a group look at all the different descriptions and ideas people have about how your community will look in the future. Identify common images and ideas people have about the future quality of life in your community. Write down these common images and values.

- 5) As a group develop a vision statement based on the group's shared values, images and beliefs. This will become your vision statement for your integrated waste management planning process.
- 6) At your next community meeting share the vision you have written with members of your community. Ask for comments from community members and if necessary modify this vision statement to reflect the whole community's values if they differ substantially from those of your workshop participants.

➤ **Write a statement below that best describes what your community wants to be like in the future. This statement is based on your community's values.**

➤ **Write down community comments on the vision statement. If necessary modify the vision statement to reflect your community's values and future dreams for your community.**

➤ **Write down the revised vision statement and use it as a reminder of what is important in the community. It expresses the guiding principle of your community and helps paint the picture of what your community wants to become.**

*Source: Scenario process based on visioning process identified in "Guidelines for Integrated Resource Management Planning in Indian Country" prepared by the Bureau of Indian Affairs*

**GUIDE SHEET No. 5**

**SAMPLE VISION STATEMENTS REFLECTING COMMUNITY VALUES**

**VISIONS FOR A HEALTHY COMMUNITY**

- ♦ *Clean Air* – Reduce exposure to unhealthy smoke and unpleasant odors.
- ♦ *Clean Water* – Keep surface and groundwater clean by keeping toxic chemicals out of dumps and landfills. Keep surface water clean by keeping floodwater and storm water out of the waste disposal site. Prevent plants and animals from becoming contaminated.
- ♦ *Better Health* – Reduce exposure of people and wildlife to infectious disease and toxic chemicals in the waste.
- ♦ *Create Jobs* – Provide jobs for people in recycling and disposal. Keep money in your community.
- ♦ *Protect Land Value* – Protect the land against pollution for use by future generations.
- ♦ *Less Litter* – Reduce the litter in your community and around the waste disposal site.
- ♦ *Preserve Natural Resources* – Reduce consumption and waste and save natural resources and reduce the impacts of harvesting, processing, and shipping natural resources.
- ♦ *Protect Subsistence Lifestyle* – The ability of nature to sustain wildlife and plant life depends on its health. By avoiding exploitation of resources and protecting the environment from pollution, we can help keep our environment and the plant and animal life it supports healthy.
- ♦ *Heritage for Future Generations* – Give a gift of clean air, water, and abundant natural resources to the next generation.
- ♦ *Pass On Values* – By showing how you care for the land, you can inspire others to care for the land. You can do this by not using more than you need and disposing of trash in a careful way.
- ♦ *Save Money* – Consuming less of our resources and reducing waste saves money spent on purchases and disposal costs.
- ♦ *Prevent Pollution* - Prevent was from polluting the land, air, and water, and protect health in your community and surroundings. By preventing pollution, we can avoid cleanup costs and avoid getting fined or sued for operating an illegal dump.
- ♦ *Satisfy Regulations* – The state and federal governments have laws that regulate how garbage must be disposed of. If you want to build a landfill, the Alaska Department of Environmental Conservation requires an integrated waste management plan in addition to other requirements.

***Section Two***  
***SETTING COMMUNITY GOALS and OBJECTIVES***

*Each of us has our own vision of where our life will take us and a set of goals and objectives, which defines our route. We constantly make decisions based on our analysis of what we hope will best move us along to reach these goals.*

*“Guidelines for Integrated Resource Management Planning in Indian Country – Bureau of Indian Affairs”*

Now that you have worked with your community and developed a vision statement, a consensus over perceived solid waste issues, a list of solid waste problems and needs, it is time to establish your community goals and objectives. Goals and objectives will provide your solid waste planning and management process with direction. They are based on your community’s vision, issues and concerns collected from community residents and your solid waste planning work group. Goals are generally broader in character than objectives and usually do not have a quantifiable component. Objectives, on the other hand, are quantifiable and clarify goals.

Establishing goals and objectives is essential for the successful development and implementation of your integrated waste management plan and program. Goals are what you want to achieve, moving from the current solid waste management practices in your community to new and improved methods for handling and managing waste in your community. Objectives are how you are going to do it. They are measurable outcomes to demonstrate that your community has achieved its goals.

Everybody must help to identify problems, needs, goals and objectives. As goals and objectives are developed, they are reconciled with each other to identify and resolve potential conflicts. Goals and objectives must be established to provide your solid waste work group and community members with ideas about the policies, actions and strategies that need to be considered prior to making any decisions regarding creation of new landfills or adoption of other solid waste management options.

You should have goals and objectives for your community before you begin to write your integrated waste management plan or evaluate plan alternatives.

**WHAT IS A GOAL?**

- A goal is a broad statement that covers many values and expresses intent to make something happen.
- A goal can protect or achieve your value and vision. When thinking about your goals, stay true to your community values and vision.
- A goal is taking aim or charting a direction.
- A goal cannot be effectively measured in time, quantity, or quality.
- A goal describes what people want.
- A goal looks to the future.
- A goal says things that most everyone can agree with.
- A goal is a short statement.
- A goal identifies the issues that residents find most important.
- A goal can be an end point of a planned process or a directive by which future decisions can be made.

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They will help your solid waste work group design a integrated waste management plan that will meet real needs in your community. When you implement a plan that meets real community needs, it's easier to get community support for implementing and following the plan's recommended actions.

**➔ Set Community Goals – Goals Chart Your Direction**

Goals are a means of guiding your community toward specific accomplishment and of keeping track as it proceeds forward with your plan. When plans and actions are based on clear goals, they are more likely to be successful in meeting community needs. By developing a set of brief, positive goal statements, your community can express the kind of action it would like to accomplish and direction it would like to take.

- ▶ The goals of your integrated waste management planning process are tied to your community's issues and concerns.
- ▶ Goals are primarily value based. They come from the evaluation of your community's values expressed during the identification of community issues and concerns.
- ▶ Goals are broad and cannot be effectively measured in time, quantity, or quality. Objectives are more specific and can be measured.
- ▶ Goals must be community-wide or apply to specific areas.
- ▶ A goal can be an end point of your planning process or a directive by which future decisions can be made.

Your goals should be general in nature and will usually have a fairly long time-frame. They should be based on your community's values that were identified at the beginning of your solid waste planning process. When you are forming your community's goals, stay true to your community's values and vision. The following are examples of how values and goals should relate to one another.

| <b>TURN YOUR COMMUNITY VALUES INTO COMMUNITY GOALS</b> |  |
|--|--|
| <i>Community Values</i>                                | <i>Community Goals</i>   |
| Safe place to live and work                            | Enough adequate house, fire protection   |
| Happy healthy children                                 | A place and program for fun, healthy children with activities.                           |
| Good health, long lives                                | Safe drinking water and sewer system and landfill  |
| Subsistence lifestyle                                  | Well protected hunting and fishing areas, remembering our culture and traditional values |
| Each family and child achieve their maximum potential  | Jobs, training, and life opportunities for your people                                   |

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Your community's goals will provide your solid waste work group with direction so they can identify actions your community will need to take to address your community issues and concerns related to solid waste management. In other words, your community's goals will become guiding statements of what your community would like to achieve over time. Your goals will be a means of directing your community toward specific accomplishments. They will help keep your community on track as it proceeds in implementing an integrated waste management plan and establishing a solid waste management program.

Setting goals and defining your community's vision for the future provide answers to key questions such as:

- Where are we headed?
- What values do we find most important?
- What kind of future do we want to create?

The answers to these questions will guide your integrated waste management plan. For example, if your community values are to have a clean community and safe environment, then your goals will reflect your need to establish a good waste disposal practices for your community. Goals you might set include the following:

- Provide a waste collection system for the community
- Construct and operate a sanitary landfill
- Create a litter-free community
- Reduce solid waste going to the landfill

One of the reasons you are preparing a integrated waste management plan for your community is to help it achieve its' goals related to solid waste management.

Your integrated waste management plan should focus on achieving those goals with the highest priority as identified by community members. You want to solve as many of the urgent problems as possible using resources available in your community.

Keep in mind when setting community goals that you might want to list your goals in order of their priority. This will allow your community to address some less urgent problems with limited resources. For example, conducting presentations on litter prevention at the school is a simple goal to achieve. Consider simple, achievable goals when setting priorities. Also, pay special attention to any solutions that can address more than one problem at a time. Some things to consider when setting priorities for goals include:

- Which goals can be achieved by undertaking short-term projects and which involve long-term projects?
- Is the goal too costly for your community to achieve?
- Are any goals beyond the ability of your community to achieve?

**WHAT IS THE PURPOSE OF GOALS, ISSUES & CONCERNS?**

Goals, issues and concerns are used for three purposes in the planning process:

1. They are the foundation for developing alternatives including objectives, resource allocation, policies and standards and guidelines;
2. When coupled with performance indicators (measures of success), they are the basis for structured comparisons of alternatives; and
3. They are used for environmental analysis. Significance of impacts is assessed in relation to the effectiveness of alternatives in addressing goals, issues, and concerns.

*-Navajo Draft Forest Management Plan*

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- Which goals are simple to achieve?
- Is your community willing to undertake the necessary actions to achieve a goal?

Once you have determined your community goals and their priority, the next step is to break your goals down into smaller manageable steps, also referred to as *objectives*.

| <b>EXAMPLE: GOALS AND MEASURES OF SUCCESS</b> |   |   |
|---|---|---|
| <i>Values</i>                                 | <i>Goals</i>  | <i>Measures of Success</i>  |
| Safe place to live and work                   | <ul style="list-style-type: none"> <li>▶ A community that promotes safe, adequate housing</li> <li>▶ A community that utilizes safe waste disposal practices</li> </ul>         | <ul style="list-style-type: none"> <li>▶ 10 new housing unit</li> <li>▶ A new landfill</li> <li>▶ One full-time landfill operator</li> <li>▶ Community recycling program</li> </ul>   |
| Happy, healthy children                       | <ul style="list-style-type: none"> <li>▶ A community that promotes healthy children</li> </ul>  | <ul style="list-style-type: none"> <li>▶ 75% reduction in accidents and injuries at the landfill</li> <li>▶ New play area for children</li> <li>▶ School program on properly handling and disposing of waste</li> </ul>                             |
| Good health, long lives                       | <ul style="list-style-type: none"> <li>▶ Safe drinking water</li> <li>▶ A community that promotes safe waste disposal practices</li> <li>▶ Protect public health</li> </ul>     | <ul style="list-style-type: none"> <li>▶ Class III landfill and state permit for landfill</li> <li>▶ Annual community clean-up day</li> <li>▶ Close all illegal open dumps</li> <li>▶ Prohibit hazardous waste disposal at landfill</li> </ul>      |
| Subsistence lifestyle                         | <ul style="list-style-type: none"> <li>▶ Clean hunting, fishing and berry grounds</li> <li>▶ A community that celebrates its heritage and culture</li> </ul>                    | <ul style="list-style-type: none"> <li>▶ Enclosed landfill that keeps trash from blowing over the land</li> <li>▶ Local ordinances that protect subsistence resources and bans open dumping</li> <li>▶ Children learn subsistence skills</li> </ul> |
| Clean community and environment               | <ul style="list-style-type: none"> <li>▶ A community that promotes protecting land and natural resources.</li> <li>▶ A community that properly disposes of all waste</li> </ul> | <ul style="list-style-type: none"> <li>▶ Create a public education program about the benefits of properly disposing of waste</li> <li>▶ Year-round trash hauling/collection system</li> <li>▶ Local solid waste ordinance</li> </ul>                |

**➔ Set Objectives – Establish Actions to Take**

It is common to find people agreeing on goals, but disagreeing on how the goals are to be achieved. Objectives can be viewed as the way people in your community agree on how to reach your community’s goals. When your objectives and actions are based on clear goals, they are more likely to be achieved and meet your community’s needs.

Once you have established your goals, then you will develop objectives for each of your goals. By meeting your objectives you will be able to measure your progress in achieving your goals. Your objectives must be:

- Realistic and achievable.
- As simple and understandable as possible.
- Measurable.
- Practical and applicable.

If one of your community’s goals is to reduce solid waste going to your landfill, there are several objectives you can set to achieve this goal. For example, you might establish the following objectives:

- Establish a community recycling program the end of the year that will collect 1000 aluminum cans per month to recycle through the Flying Cans program.
- Establish a monthly exchange program for community residents to give away unused paints and other household products and materials to other community members for their use.

**WHAT IS AN OBJECTIVE?**

- An objective guides action.
- An objective is a specific way to attain a goal.
- An objective is tied to one or more goals.
- An objective identifies what is going to be done to achieve a goal and when it will be done, and sometimes who will do it.
- An objective is specific and defines the end results of an action.

**HOW DO YOU TIE AN OBJECTIVE TO A GOAL?**

**Goal:** Our cultural education program will help people to stop using open dumping as a method of solid waste disposal.

**Objective:** Our cultural program will assist 10 open dump users in increasing their understanding about the negative impacts associated with open dumping and 5 of them will clean up their dumpsites and begin using proper disposal practices within a year.

The goal in this case is what you want to do- help people through a cultural education program. The objective follows the SMART principle and is how it will be done. It is specific and realistic, and can be achieved and measured in a specified time.

The goal is general while the objective is more specific and meets all the criteria for being an objective.

- Reduce the amount of food scraps going to the landfill by teaching all community homeowners how to dispose of their food scraps by using a compost pile in their yard.
- Implement a community ordinance or pass a community resolution by year end that bans the use of plastic bags at all stores in the community.

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Each of the above objectives can then be broken down further into more specific actions that will be taken to meet the objective. You should have at least one objective associated with each of your community's goals. It is not uncommon to develop several objectives for each goal. During the development of your objectives, it will become obvious that certain ones will support more than one goal or that your objectives are in conflict between various goals.

Objectives are specific and define the end result of management actions including criteria to measure accomplishments (i.e., measures of success) relative to the objective. As you identify

your objectives there should be at least one objective associated with each of your goals; it common to have numerous objectives for each goal. Also as you are developing your objectives it will become obvious that certain objectives will support multiple goals or that objectives are in conflict between various goals.

Writing goals and objectives is more challenging than naming problems, because they refer to the future and not to your everyday experience. Nonetheless, they are important for guiding you in deciding what you must do. Above all, they are essential if you are to develop an integrated waste management plan that reflects your community's concerns and needs.

In the statement of goals and objective in your integrated waste management plan, it is helpful to include a short explanation after each objective to assist in understanding the objective. This also serves as a record for those who will implement your integrated waste management plan as to the full intent of the objective.

At some point, objectives will serve more than one goal and actions may serve to meet multiple objectives. This is the essence of integrated waste management planning – insuring that conflicts do not exist within your community's vision – goals – objectives – actions – measures of success.

**WHAT IS THE CRITERIA FOR DEVELOPING OBJECTIVES?  
THINK SMART**

Five criteria for developing sound objectives should be followed to insure that your objectives are possible, do not set up conflicting or illogical management actions, and are capable of being monitored. Setting objectives based on the SMART principle ensures the success of achieving your stated goals. The SMART principle is:

1. **S – Specific:** objectives must be specific as to what they wish to accomplish; state the action which will be used to undertake the objective.
2. **M – Measurable:** the community must be able to measure the objective; state what you want to accomplish (increase, decrease, maintain, improve) and the criteria by which it will be measured.
3. **A – Attainable:** objectives must be achievable; state the condition that needs to be changed or maintained (hazardous waste, illegal dumping, lack of recycling).
4. **R – Realistic:** the objectives can be measured and achieved in a given amount of time; state the amount of change wanted with a beginning and end (percent, volume, weight).
5. **T – Time specific:** objectives are completed in a given amount of time; establish a time frame for meeting the objective.

**Workbook Two: SEEKING VISIONS – CREATING A COMMUNITY VISION, SETTING  
COMMUNITY GOALS AND OBJECTIVES & IDENTIFYING COMMUNITY NEEDS**

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Now that you have worked with your community and developed a vision statement, a consensus over perceived solid waste issues, a list of solid waste problems and needs, set goals and established objectives, it is time to produce your integrated waste management plan.

Your community vision carries the values of your community and the people living in it with a strong emotional content from which goals and objectives that are derived. Development of your community's vision, goals, and objectives of your integrated waste management plan kicks off your planning process.

Gathering stakeholder input that is used to shape your vision, goals and objectives, is critical to your solid waste planning process. If done correctly, it helps people feel that they have a say in what is being done in their community. This can assist in the implementation of your planning process by increasing public and leadership support of your planning process and its results.

**WORKSHEET: Section 2 – 1**

***SET COMMUNITY GOALS***  
***Chart Your Community's Direction***

**OPTION 1: HOLD A COMMUNITY MEETING TO ESTABLISH GOALS**

**Date of Meeting:** \_\_\_\_\_

**Place of Meeting:** \_\_\_\_\_

**Time of Meeting:** \_\_\_\_\_

**Meeting Facilitator:** \_\_\_\_\_

**Meeting Instructions:** Send out notices inviting all community members to your meeting. Be sure to tell them what the meeting is about and how important this meeting will be. Let them know this will be a group meeting to talk about setting goals and objectives for your community's integrated waste management plan. At your community meeting have community members talk what they would like achieve in terms of managing solid waste in your community. These will become your solid waste goals. Then ask people they could do to accomplish their goals. These will become your solid waste objectives. You can identify your solid waste goals and objectives at the same meeting. At your meeting be sure to record each community members' responses to the questions on large pieces of paper so everyone can see one another's answers. After all the questions are answered community members will be asked to rank their answers.

At your community meeting you are going to focus on answering the following questions:

- What do you want your community to achieve in terms of managing solid waste?
- Why is your community doing an integrated waste management plan?

On a large sheet a paper record people's answers to each question. Now go back over people's responses to the questions and look for common desires. For example ideals, such as create a litter-free community; protect subsistence resources near the community from contamination by waste or reduce going to the landfill, may be shared by many members of your community. These broad statements will become your goals.

If you have identified a long list of goals have your community members vote to choose their top ten goals. If you set too many different goals it may be difficult to achieve all of them in a reasonable amount of time. Once you have identified your top ten goals, have community members prioritize your goals from highest to lowest.

**Page 2**

At this meeting you will have people attending the meeting break into groups or talking circles like you did at your meeting on community visioning. Have each group look at your community's values and vision statement and then write a goal for each value. Some values may have more than one goal and that is okay. Your goals should be based on your community's values, visions, and critical issues and community needs. Review each goal to be sure it is compatible with your community's top values.

After you have written your goals, identify the measures of success for each goal. In other words, how will you know if you have achieved your goals? These measures of success will reflect your community's vision for the future. Try to make them easy to measure. Look at the descriptive overview of your community. The information you included in your community overview can be your starting point or benchmark from which you can measure the effectiveness of your solid waste projects and program. Every two years you should review your goals to see how you are doing in terms of achieving them. Look at your measures of success. Have you made progress? Do you need to change something to ensure that you make progress?

***Remember....***

***Goals are specific, and measures of success are even more specific than goals.***

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COMMUNITY GOALS AND OBJECTIVES & IDENTIFYING COMMUNITY NEEDS**

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**WORKSHEET: Section 2 – 2**

***GOALS AND MEASURES OF SUCCESS***

*Look at your community's values and vision statement. For each value, develop a goal and measure of success. There may be several goals for each value.*

| <b><i>GOALS</i></b> | <b><i>MEASURES OF SUCCESS</i></b> |
|---------------------|-----------------------------------|
|                     |                                   |
|                     |                                   |
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**WORKSHEET: Section 2 – 3**

***SET COMMUNITY GOALS:  
Chart Your Community's Direction***

**Top Ten Community Solid Waste Goals and Priorities**

| <b>GOALS AND THEIR PRIORITY</b>           |                        |
|---|------------------------|
| <b><u>Goals</u></b>                       | <b><u>Priority</u></b> |
| Example: Reduce waste going into landfill | High                   |
| _____                                     | _____                  |
| _____                                     | _____                  |
| _____                                     | _____                  |
| _____                                     | _____                  |
| _____                                     | _____                  |
| _____                                     | _____                  |
| _____                                     | _____                  |
| _____                                     | _____                  |
| _____                                     | _____                  |

Use additional sheets if necessary.

**Rank your priorities.** List your highest priority goals. These goals and priorities are based on your community's values, vision and most important issues and concerns so they reflect the major priorities for your community.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

**WORKSHEET: Section 2 – 4**  
***SET OBJECTIVES***  
***Establish Actions to Take***

**How Does Your Community Plan to Meet Its Goals?**

**Step 1. The Solid Waste Planning Work Group will establish objectives for meeting the community's solid waste goals. Establish objectives and identify actions to be taken for each goal your community has set.**

**Goal** \_\_\_\_\_  
\_\_\_\_\_

**Objectives (list as many as needed):** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Actions to be taken to meet objectives (list as many as needed):** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**GUIDE SHEET No. 6**

**SAMPLE PLANNING OBJECTIVES**

***Community Objectives for Reducing Waste in the Community***

Some example objectives for meeting community based solid waste management goals are provided here. Note: they are not intended to serve as models for any particular community. Their purpose is to serve as examples of how a community might integrate the concepts of waste management and come up with objectives that give direction to the planning process.

- The community's solid waste plan will include provisions for compliance of new and existing solid waste facilities with federal and state standards. The new landfill will be designed and constructed to be permitted as a Class III landfill under state regulations.
- The community will develop a strong community involvement program to enhance reduction, separation, recycling, composting in an effort to reduce the volume of wasting going to the landfill by 25% and increase recycling by 50% by 2006.
- The community will apply for grant funding for program development, feasibility and design studies for a new landfill, and technical assistance, in return for maintaining detailed records of waste characteristics and waste management system performance measures and providing these records to ADEC on a quarterly basis.
- Public participation will be strongly encouraged throughout the planning and decision making process. Regularly scheduled public meetings will be well publicized and held at least 4 times a year.
- New programs for source reduction, separation, and drop-off of compostable waste and recyclables will be pursued. At least one program will be established within 18 months.
- An analysis of the impact of the community waste collection system will be conducted to determine if people are using the system and it's reducing the amount of illegal dumping in the community.

***Section Three***  
***IDENTIFYING COMMUNITY NEEDS***

***“Your community is facing a solid waste management crisis.... In some areas of Alaska, landfills and collections don’t exist. Worse yet, illegal and inadequate dumpsites are used or trash is thrown anywhere it is convenient. Very little effort has been made to reduce our production of waste or separate recyclable materials from the waste stream.”***

***-State of Alaska, “Integrated waste management planning Guidelines for Alaska Communities”***

You need to know what problems your community is having with solid waste management before you start plan for how you will manage solid waste in your community in the future. It is important to find out the specific needs and concerns of your community early on in your planning process.

**➔ Identify Community Concerns, Issues and Problems.**

Community residents and leaders should identify specific waste problems in your community that they feel need to be solved. One way to gather this information is to ask people the following questions: “What waste issues are of concern to you and what do you see as being the community’s waste problems?” You can get your answers to these questions in several ways:

- Hold a public meeting to discuss community concerns.
- Host a workshop to identify community solid waste problems and set priorities.
- Conduct a survey of community members.

As you work to identify your community’s solid waste issues, don’t forget to ask residents to identify what problems they have had dealing with disposal of waste. Also ask them if they see any problems coming up (for example, construction of new houses will result in a lot of construction debris and the dump is already too full). Make sure they tell you which problems are most important to them. Have residents identify what they consider short-term and long-term problems.

No matter which method you use to identify community concerns, ask people to identify all their concerns they have about waste in your community. Make a list of what people identify as problems and issues. Make sure to write every person’s comments on the list. Some examples of concerns that may appear on the list include: too much garbage in the community; too many junk cars lying around; animals are getting into the dump and so forth. Later, you can use this list as a guide when identifying and prioritizing community concerns with solid waste.

Your solid waste work group may want to have an engineer inspect the landfill/dump and list its problems from a professional engineering perspective. If you ask, the engineer can put a cost on fixing the problems. When identifying solid waste issues in your

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community, it is not too early to begin thinking about closing your dump and building a new landfill if your community needs one. Be sure you talk the person that maintains landfill or your community's environmental planner about what they consider to be solid waste issues for your community. It is likely that no one in the community knows more about your solid waste problems and what you need to consider in your solid waste planning process than these two people.

The issues identified by community members should focus not only on your solid waste problems but also on more general community development. Problems, like an open dump that is leaching into the river can affect community health and require relocation of the dump. Once you have identified community concerns and problems, then you should prepare a problem statement or write out a list of what the community identified as its' most important solid waste problems and issues.

Your problem statement will be used to help you create your community's vision statement. It will also guide you in determining what your community needs to focus on when addressing community member's concerns about solid waste.

**COMMUNITY PROBLEM STATEMENT**

*The problem is that the village's dump is full and it's is leaking into the ground. The community does not have a landfill that meets state standards. Village residents haul their own garbage and solid waste to the dump or dump it around the village. Residents think this is a public health and safety hazard. The problem is only getting worse because the dump is full and more people are living in the village.*



**WORKSHEET: Section 3 - 1**

***PUBLIC CONCERNS, ISSUES & PROBLEMS***  
***Identify Community Concerns, Issues and Problems***

**Option 1: Hold a Community Meeting**

**Date of Meeting:** \_\_\_\_\_

**Place of Meeting:** \_\_\_\_\_

**Time of Meeting:** \_\_\_\_\_

**Meeting Facilitator:** \_\_\_\_\_

***Meeting Instructions:*** Send out notices inviting all community members to your meeting. Be sure to tell them what the meeting is about and how important this meeting will be. At the meeting have community members answer the following questions. Be sure to record everyone's responses on large pieces of paper so everyone can see one another's answers. After all the questions are answered community members will be asked to rank their answers. You may add other questions or modify these questions to better suit your needs.

1. What is your community's biggest waste problem?
2. What is most important to you about managing waste in our community?
3. What would you like to see the community do to reduce waste problems in our community?
4. What types of problems does our community have with waste?
5. Based on the list of problems identified in today's meeting, what do you feel are our community's top five (5) waste problems? Note: an easy way to have people identify their top five problems is to give each person five dots or sticky notes and have them place one dot by what they consider to be the five most serious problems in your community. Once everyone has placed their dots, you can then tally up the number of dots each different problem received. The five problems with the most dots become your community's key problems to be addressed by your solid waste planning process.
6. List your top five community concerns and then list your remaining concerns in their order of importance.

*Use additional sheets of paper if necessary.*

### **CRITICAL ISSUES**

Using the same method you just completed for identifying your community's solid waste problems and key concerns, now you will establish what are your community's most critical issues.

A *critical issue* is a problem that has reached a point where it has become very dangerous and could jeopardize human health and the environment. It is essentially a problem that has reached the crisis point. If something isn't done soon to address the problem, your community could face large costs to correct the problem or it could harm the environment in a way where it cannot be easily repaired.

Ask community members to answer the following question:

- ▶ What critical problems is your community facing with respect to handling and disposing of waste and garbage in your community? List all critical problems identified by community members. Use additional sheets if necessary.

After identifying critical issues in your community, now you should rank those issues in order of severeness. List your community's critical issues from *highest to lowest*. This ranking will help establish a priority that your community can use to determine which issues must be addressed first so that they do not become worse.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

Use additional sheets if necessary.

**GUIDE SHEET No. 7**

**USING GROUPS TO COLLECT PUBLIC INPUT**

**GUIDELINES FOR COLLECTING INPUT FROM A COMMUNITY GROUP**  
***Getting Feedback and Input from Community Members***

Gathering community input is critical to your planning process. You need this input when you identify your community's concerns and issues and to shape your community's vision, goals, and objectives. If done correctly, it will help people feel like they have a say in what is being done in their community. This can assist you in the implementation of your integrated waste management plan by increasing community support for your planning process and its results.

The following process, known as the "**Nominal Group Technique**," is frequently used in workshops and small community meetings to help gather public input. It is one of many consensus building processes and is intended to be non-threatening by limiting the chances of people criticizing one another. The example shown here uses "community vision statement" as the desired outcome of the process. This technique can just as easily be used to identify issues and concerns, set goals or establish objectives.

**A GROUP PROCESS FOR SMALL COMMUNITIES**

- 1) Set-up a community meeting. Be sure to invite everyone who has a stake in your planning process and the development of your management plan.
- 2) Welcome people to the meeting and explain that you are trying to get their input on creating a community vision statement.
- 3) After explaining what is to occur and why, those attending the meeting or workshop are divided into small groups (4 to 8 people per group).
- 4) Each group is given an area to work separate from the other groups.
- 5) Each person is provided paper and a pencil and asked to write down their "vision" of what they want the community to be like in the future.
- 6) Taking turns, the group records each individual's ideas. This is best done on a flip-chart or large pieces of paper. You can use a computer if you have one.
- 7) The group discusses, but doesn't judge, the ideas presented, and combines similar ideas into one statement.
- 8) The group formulates a list of vision statements and then prioritizes these statements in order of preference.
- 9) A short list is prepared (again, using a flip-chart) of the groups top two vision statements. For issues, concerns, goals and objectives each group have may a longer short list, e.g. top five concerns or goals.
- 10) The small groups are reassembled and each group presents its short list of vision statements.
- 11) Everyone, as a single group, discusses clarifies, and consolidates vision statements to create one list of possible vision statements for the community.
- 12) Everyone votes for the one vision statement they prefer (if voting on issues or goals people may be asked to vote for their top five choices). Votes are tallied. The vision statement receiving the most votes becomes the community's vision statement.

The intent of this process is to develop a positive statement about what your community will strive to achieve for itself in the coming years. It is a processing of establishing positive statements about what can and will be done; it is not about problems that need correcting.

*Adapted from "Guidelines for Integrated Resource Management Planning in Indian Country" prepared by the Bureau of Indian Affairs.*

**GUIDE SHEET No. 8**

**USING COMMUNITY SURVEYS TO IDENTIFY ISSUES & NEEDS**

**GUIDELINES FOR CONDUCTING A COMMUNITY SURVEY**

If the attendance at the meeting on public concerns was not representative of the whole community, you may want to do a survey; it provides a good way of identifying what issues are of greatest concern to members of your community.

***What is a Community Planning Survey?***

A community planning survey is a tool you can use to gather information about community concerns, issues, and other information. It can be a written form people write their answers on or it can be a list of interview questions that they answer in a meeting with an interviewer. A community planning survey is an easy way to identify your community's solid waste priorities and issues. A sample survey is provided in the appendices. It will identify many solid waste issues that are relevant to rural communities in Alaska. Some of the issues may not relate to your community. You may also have solid waste issues specific to your community that do not appear on the survey. For this reason, your community may want to design its own survey form to better reflect local issues and concerns.

Issues covered in your community solid waste survey may include:

- Abandoned vehicles, boats or other equipment
- Community dump/landfill
- Construction material left by contractors
- Abandoned drums
- Annual community clean-up
- Dead animals/fish left around the community or at the landfill/dump
- Contaminated subsistence foods
- Hazardous or toxic materials, including both household and industrial
- Other issues important to your community

See Appendices for a community solid waste survey you can use. Information is also included on how to compile the results from your survey.

***Why use a Community Planning Survey?***

A community planning survey is a powerful tool that can be used to build community agreement on what is most important or significant to your community as a whole group. Community-based solid waste planning begins by finding out which solid waste issues are most important to your community members. The survey is then used to show your community's perceptions of the issues. The results of your survey show how your community views particular issues and identifies the importance of each issue to all your community members.

***Benefits of doing a Community Planning Survey:***

- Allows for input from each person in your community
- Involves your entire community in integrated waste management planning
- Serves as an educational tool for community members
- May help your community get funding for solid waste projects
- Shows potential funding agencies and organizations that the community is involved in your community's solid waste planning process
- Helps people in your community work together

***How is the Community Planning Survey used in planning?***

The results of your community planning survey can be used to help you set community goals and objectives and identify community priorities and concerns with respect to solid waste management.

Your survey should be developed with the help of your community. You can use the sample survey on Worksheet... as a model. You can add or delete issues from it based on input from your community. The Community Solid Waste Planning Survey provided in this manual can be used as a guide to help write a survey specific to your community's needs. It is a good idea to get feedback on your survey form from a few people before you give the survey to your entire community. This way you can correct any problems and make improvements to your survey before it goes out.

***When do you use a Community Planning Survey?***

A community planning survey is used at the beginning of your solid waste planning process to help you identify the solid waste priorities of your community.

***What other information can be added to your Community Planning Survey?***

You may choose to add items to your survey to get more information. For example, the sample survey in this manual asks people to rank the importance of different issues. You may also want to find out how satisfied people are with your community's efforts on each of these issues or you may want people's input on potential solutions.

When you are developing your community planning survey, remember to keep the survey simple and easy to understand. A complicated survey is difficult to answer and may end up giving you incorrect information. Also, it is important to develop a survey that can be used again in the future to monitor the changes that take place in your community. If you keep the survey the same, you will be able to see the progress of your community has made over time.

***Who do you give your survey to?***

Ideally, every person in your community should complete a survey. The information that you collect will better represent your community's concerns if more people fill out the survey. It is unrealistic to expect everyone in your community to participate in your community planning survey. Consequently, you will need to do a *sample* of your community. A sample means you will randomly select people to complete the survey. One method for selecting people randomly is to put everyone's name in a box and then draw people's names from the box. In order to insure your survey is representative of your community you should sample at least 10 percent of the people living in your community. The more people you survey, the more accurate your results.

***What is the best way to survey your community?***

The best way to survey your community is by going door-to-door and to wait while the survey is being filled out. You will get the most responses if you conduct your survey this way. This also allows people to ask questions in case they do not understand a question or something in your survey. The disadvantage to this method is that it can take a lot of time. Other method, such as mailing the survey to community residents and having them mail their completed survey back to you or dropping off the survey at a person's house and then having them turn their survey into a collection box at the community hall, city office or post office, may take less time but will also give you fewer results.

You may need to visit elders and fill the survey out for them if they cannot read or understand the survey. Each person's input is very important.

*Source: Community Planning Survey process and information is adapted from "7 Generation-Addressing Village Environmental Issues for the Future Generations of Rural Alaska" produced by Alaska Department of Environmental Conservation, U.S. Environmental Protection Agency and Chugachmiut*

**WORKSHEET: Section 3 - 2**

***IDENTIFY COMMUNITY SOLID WASTE ISSUES  
Conduct a Community Survey***

**COMMUNITY SURVEY TO IDENTIFY COMMUNITY SOLID WASTES ISSUES**

Please tell us how bad you think each of the following solid waste problems are in our community. Using the following scale rate each problem on how bad you think the problem is in our community. Also please identify what you think are the five worse solid waste problems in our community. Put a check in the box next to what you think are the community’s five worse solid waste problems.

- |  |
|--|
| 0 --- It is not a problem              |
| 1 --- It is a very small a problem     |
| 2 --- It is a somewhat serious problem |
| 3 --- It is a serious problem          |
| 4 --- It is a very serious problem     |

| SOLID WASTE ISSUES/PROBLEMS   | PROBLEM RANKING |   |   |   |   |
|---|-----------------|---|---|---|---|
|   | 0               | 1 | 2 | 3 | 4 |
| Open dumps  | 0               | 1 | 2 | 3 | 4 |
| Operation & maintenance of landfill/dump  | 0               | 1 | 2 | 3 | 4 |
| Potential for fire hazards at the dump/landfill   | 0               | 1 | 2 | 3 | 4 |
| People dumping garbage anywhere they want   | 0               | 1 | 2 | 3 | 4 |
| Lack or recycling program   | 0               | 1 | 2 | 3 | 4 |
| Unregulated burning in yards and dump/landfill  | 0               | 1 | 2 | 3 | 4 |
| Bear/bird/rodent problems at dump/landfill  | 0               | 1 | 2 | 3 | 4 |
| Trash blowing beyond dump/landfill  | 0               | 1 | 2 | 3 | 4 |
| Need for waste reduction equipment like burn box, incinerator, baler, can crushers, etc | 0               | 1 | 2 | 3 | 4 |
| Lack of funding for new landfill  | 0               | 1 | 2 | 3 | 4 |
| Need for community education regarding proper disposal of garbage and other waste       | 0               | 1 | 2 | 3 | 4 |
| Need place to dispose of used oil   | 0               | 1 | 2 | 3 | 4 |
| Lack of funding for heavy equipment   | 0               | 1 | 2 | 3 | 4 |
| “Honey bucket” waste is being dumped at garbage dump/landfill                           | 0               | 1 | 2 | 3 | 4 |
| Collection and disposal of hazardous wastes   | 0               | 1 | 2 | 3 | 4 |
| Lack of fencing around dump/landfill  | 0               | 1 | 2 | 3 | 4 |
| Plastic bags blowing around the community and landfill/dump                             | 0               | 1 | 2 | 3 | 4 |
| Other:  | 0               | 1 | 2 | 3 | 4 |
| Other:  | 0               | 1 | 2 | 3 | 4 |
| Other:  | 0               | 1 | 2 | 3 | 4 |

**Additional Comments (use additional sheets if necessary):**

**ARE YOU READY TO MOVE ON**

- Have you identified your community's values?**
- Have you developed a vision statement for your community?**
- Has your community set goals and objectives related to solid waste management in your community?**
- Have you identified community members' issues and concerns about solid waste in your community?**

**If you answered yes to these questions, you are ready to move on and begin collecting information and data about your community for your integrated waste management plan.**

**If you answered no to any of the questions, go back and try to complete the step. You should take whatever action is needed to complete that step.**

**If you cannot complete the step, do not stop your planning process. You can still go on and begin collecting information you will need for developing your plan. However, you will need to create a community vision statement before you set your community goals and objectives or identify community issues, concerns and problems associated with solid waste in your community.**