Strategic Plan Elements & Developing SMART Objectives

California Water Plan Update 2009

Steering Committee Meeting
June, 2008
The vision statement describes the desired future for California water resources and management and serves as a foundation for water and flood planning during the planning horizon.
Mission

- The mission statement describes the Water Plan’s unique purpose and its overarching reason for existence.
- It identifies what the plan should do and why, and for whom it does it.
Goals

- The goals are the desired outcomes of the Water Plan over its planning horizon.
- The goals are founded on the statewide vision.
- Meeting the goals requires coordination among State, federal, tribal, and local governments and agencies.
Guiding Principles

- The guiding principles describe the core values and philosophies that dictate how to achieve the vision, mission, and goals.
- In other words, the guiding principles describe how to make decisions and do business.
Objectives

- The objectives are specific and measurable targets for accomplishing a goal.
- They mark interim steps toward achieving the mission and goals.
- The objectives are measurable, time-based statements of intent, linked directly to the goals.
- They emphasize the results of actions at the end of a specific time.
Types of Objectives

- **Outcome objective**
  - Tells what long-term implications will be.

- **Process objective**
  - Tells what you intend to do.

- **Impact objective**
  - Tells how you will change attitudes, knowledge or behavior.
Goals & Objectives
What’s the difference?

Goal
- Broad long-range statement
- High-level to provide overall context for what we want to accomplish
- More abstract expression of what we want to accomplish
- Not measurable

Objective
- Specifies a single result
- Details what and when, not how
- Measurable (specific and quantitative)
- Specifies a target date
- Relevant and attainable
- Identifies metric for evaluating performance
SMART Objectives Are:

- **Specific**
- **Measurable**
- **Achievable/Attainable**
- **Relevant/related**
- **Time-bound**
SMART Objectives Checklist

- **Specific** – Does the objective reference a discrete achievement?
- **Measurable** – Does the objective have a measurable outcome with an identified metric?
- **Attainable** – Is it possible to achieve the objective given constraints?
- **Relevant** – Will the objective lead to the desired results – meet the desired goals?
- **Time-bound** – Is there a date by which the objective will be reached?
Constraints & Impediments

Things that can regulate, limit, or restrict our ability to meet the plan’s goals & objectives in the desired time frame, for example:

- Timeframes & Deadlines
- Funding
- Resources
- Expectations
- Skill Levels
- Dependencies
- Legal
- Policy
- Technology
- Other Constraints
The recommendations describe changes needed to reduce or eliminate constraints and impediments, or to harness opportunities, to help achieve the actions, objectives, goals, and vision.

The recommendations are directed at decision-makers throughout California, the executive and legislative branches of State government, and/or DWR and other State agencies.

The recommendations are as varied as the constraints they are intended to change ---- institutional, legal, knowledge, information, skills/capacity, resources, funding, schedule, public awareness, etc.
Implementation (Action) Plan

- Describes key activities needed to carry out each objective & recommendation.
- Identifies the entities best positioned to play a key role.
- Action plans break objectives & recommendations into manageable parts including:
  - Assignments
  - Resource assumptions
  - Implementation challenges
  - Performance measures for tracking progress