

Strategic Plan Elements & Developing SMART Objectives



California Water Plan
Update 2009

Steering Committee Meeting
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Vision

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:

- **S**pecific
- **M**easurable
- **A**chievable/Attainable
- **R**elevant/related
- **T**ime-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

Recommendations

- 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