

Walla Walla Watershed Management Partnership

(Policy Advisory Group Discussion 03-24-2010)

STRATEGIC ACTION PLANNING

A. REVIEW MISSION – Why the Partnership exists, the Partnership’s purpose.

<p>The purpose and mission of the Board is to implement the pilot local Walla Walla water management program in accordance with the enabling legislation under Ch. 183, 2009 Session Laws created by Second Substitute House Bill 1580. (<i>Walla Walla Watershed Management Partnership Bylaws, Adopted 08/11/2009</i>)</p>

B. GOALS and OBJECTIVES – Defines achievements and accomplishments for which the Partnership’s mission is directed. The Partnership’s goals and objectives should be based on its values statement: building cooperation in implementing innovative water management for the benefit of fish, farms and people.¹

Goals are broad; objectives are narrow.
Goals are general intentions; objectives are precise.
Goals are intangible; objectives are tangible.
Goals are abstract; objectives are concrete.
Goals can't be validated as is; objectives can be validated

Goals may include:

- Sustaining collaborative partnerships to provide innovative, adaptive solutions to Walla Walla’s complex water allocation challenges
- Ensuring that water resources are managed with mutual respect of needs: environmental (flows), ecological (fish), agricultural (farms) and economic (people)
- Piloting a water management program where streamflows are significantly and measurably improved, groundwater use is sustainably managed, and other water right holders are not involuntarily impaired
- Implementing priority projects based on identification of strategic actions
- Expanding relevant scientific understanding

What other goals would you suggest the Partnership Board consider? Note them here and offer for meeting discussion:

¹RCW 90.92.010

Objectives are intended to be measurable, and are sometimes called outcomes as they can be useful assessment tools. With specificity, objectives can be used to determine whether or not we are successful in achieving the goal. For the Partnership, objectives may be identified to include dates and quantities:

- Implement water banking transactions in priority stream reaches to reduce water diversions and withdrawals, relieve relinquishment, encourage water conservation, and enable reallocation of water
- Enable flexible water management for water users through approval and implementation of local water plans to meet “target water flows” identified in the WRIA 32 Watershed Management Plan
- Improve water quality by partnering with local entities to improve conditions and achieve temperature and sediment TMDL goals
- Increase the number of operating water supply replenishment efforts including shallow aquifer recharge (SAR) and basalt aquifer storage and recovery (ASR)
- Advance recovery and restoration of ESA listed species (summer steelhead, bull trout) and other species of interest/concern in the basin (Chinook salmon, lamprey)
- Identify a source of funding to support the Walla Walla Watershed Management Partnership for the 10-year pilot program, 2009-2019
- Demonstrate sufficient success in modeling local water management by 2019 to warrant becoming a permanent local water management board

What other objectives would you suggest the Partnership Board consider? Note them here and offer for meeting discussion:

C. SWOT ANALYSIS (Strengths, Weaknesses, Opportunities and Threats) - The SWOT ANALYSIS provides a process of examining and integrating both internal and external environments into the strategic-planning process. The analysis centers on four dimensions: strengths, weaknesses, opportunities and threats. Reviewing these four dimensions helps strategic thinkers and planners reveal emerging issues and trends that may affect the current and future organization, and then develop responses or strategies that proactively prepare for these issues.

Strengths: Aspects of an organization that serve it and its future well. These aspects include what the organization does well, what it's known for, what it takes pride in. Strengths represent competencies or characteristics that the organization may wish to enhance or preserve actively.

Weaknesses: Internal vulnerabilities which, if not addressed, could become liabilities or could contribute to an erosion of the organization's capacities and future growth. They represent areas where the organization needs to improve if it is to be successful for the long term.

Strengths:

What advantages does the Partnership have?

What does the Partnership do better than anyone else?

What unique resources does the Partnership have access to?

What do people outside the Partnership see as our strengths?

Weaknesses:

What could the Partnership improve?

What should the Partnership avoid?

What do people outside of the Partnership likely see as weaknesses?

Internal organizational dimensions can end up as either or both strengths and weaknesses: communication, performance management, goal setting, teamwork, levels of trust, relationships between labor/management, information and scientific availability, funding dependability.

What other strengths and weaknesses would you suggest the Partnership Board consider? Note them here and offer for meeting discussion:

Opportunities: External opportunities are trends and events occurring outside the Partnership that, if taken advantage of, are likely to have a positive effect on its long-term success. Although opportunities may be gifts from the external environment, the organization must be assertive in pursuing or taking advantage of them.

Threats: Trends and events occurring outside the Partnership that could jeopardize its success. If the Partnership can identify emerging threats, it may be able to mitigate the negative influence of those threats or even convert the threat into an opportunity.

Opportunities

Where are the good opportunities facing the Partnership?

What are the interesting trends that may impact the Partnership?

Useful opportunities can come from such things as: Changes in technology and markets on both a broad and narrow scale; Changes in government policy related to your field; Changes in social patterns, population profiles, lifestyle changes; Local events.

Threats:

What obstacles does the Partnership face?

What is happening in water policy arenas that are worrisome?

Are water laws / regulations changing?

Is changing technology affecting the Partnership activities?

At what point is Partnership operational funding threatened?

External environmental factors that can end up on either or both opportunities and threats list include: changes in climate, changes in land use (and hence water use), the economy, political changes, changing preferences/expectations, changes in federal, state, and local laws, rules and policies.

What other opportunities and threats would you suggest the Partnership Board consider? Note them here and offer for meeting discussion:

D. VISION – The future that the Partnership seeks to create

A vision is a specific destination, a concrete picture of a desired future. A visioning process allows us to look beyond the present to the future as we would like it to be. The Partnership's vision should reflect the scope of the mission, and avoid overreaching into premature identification of a basinwide vision (although future Partnership efforts can be designed to address basinwide conditions, reflecting the environmental, economic and cultural interests and values of all stakeholders). We will want to develop a vision statement for the Partnership based on the identified mission, goals and objectives, and the Partnership's identified strengths, weaknesses, opportunities and threats to express our desired future.

The recommended vision statement should preferably be brief (one or two sentences) in length, easy to remember, and be understandable to both internal and external audience. Consider what success will look like in a set time period, and craft a specific statement that focuses on achieving the desired/defined outcome. The approved Partnership vision statement should be a tool that enables the partnership to accomplish its mission. Some vision statements and concepts to consider include:

- **Successfully implement local water management in the Walla Walla Watershed by 2019 to warrant becoming a permanent local water management board, serving as a model for other Washington State basins.**
- **The Walla Walla Watershed is a healthy river system capable of equitably sustaining its cultures and communities, including Tribal First Foods, agriculture, recreation, industry, and the amenities that enrich the lives of all residents. This vision requires a river system that is dynamic, with interacting ecological processes that maintain healthy stream and riparian habitats in which native species thrive. This vision involves and is fostered by community members who display a high regard of mutual respect, reflect both public and private interest, and willingly accept responsibility for their actions.²**
- **The Johnson Creek basin will become a healthy, safe, and vibrant watershed by effectively planning for and managing growth, promoting sustainable economic development, and respecting and enhancing the natural functions and benefits of the creek. This will be achieved by a well organized, well equipped, motivated watershed community (including a multi-jurisdictional coalition) ready and willing to work cooperatively and take specific actions which will improve watershed health and livability in the region. *Johnson Creek Watershed, Portland, OR***

A Vision statement outlines what the Partnership will be and concentrates on the future identity if successful; it is a source of inspiration; it provides decision-making criteria.

At this time, the PAG will break up into small groups (5-7 people each) to discuss and craft a vision statement to share with the whole PAG. Note the statement here and offer for meeting discussion:

²2008 Report to the Washington State Legislature, WA Dept of Ecology and WW County

E. PARAMETERS FOR FOCUSING PARTNERSHIP EFFORTS – positioning the Partnership to know what to take on, so the Partnership Board can make a determination to what extend the Partnership should proceed with work on a particular issue or project.

Focusing Partnership efforts will enable the Partnership to consider which issues it will address, what the Partnership role will be in an issue, and integrating new issues as appropriate into the Partnership’s work plan. For the Board to consider as they finalize their focus.....

- Focus of Partnership efforts consistent with RCW 90.92
- Build on limited number of major objectives, with detailed actions developed to address highest priorities
- Identify specific steps (work plan) to implement, and consider previously completed plans and actions/strategies
- Provide highest level of effort/resources where actions are most warranted, prioritizing limited resources to meet goals/objectives
- Provide for further clarification and refinement as we go, adaptive management to identify more actions in the future

What other parameters for focusing Partnership efforts would you suggest the Partnership Board consider? Note them here and offer for meeting discussion:

F. METRICS of PARTNERSHIP SUCCESS – As we consider what the Partnership defines metrics of success, consider looking at what measures of failure may be turned upside-down into measures of success.

Positioning the Partnership to recognize success...

- Metrics, when well-defined and specific, will focus Partnership priorities
- What you measure get’s done – choose metrics based on established Partnership goals and objectives
- Consider presentation of metrics (how do we show-and-tell about our success?)
- Wrong measures may cause havoc
- Identify a manageable number of metrics (five?) that can be understood within and outside the Partnership

What other measures or metrics of Partnership success would you suggest the Partnership Board consider? Note them here and offer for meeting discussion: