

Strategic planning for GCMRC

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Strategy is important because...

- If you don't know where your business is going, any road will get you there.
- Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat. (*Sun Tzu*)

GCMRC is a well-integrated research and monitoring program with state-of-the-art information on the effects of Glen Canyon Dam operations on natural and cultural resources in the Grand Canyon Ecosystem. Much of our research is done with our cooperators in an interdisciplinary framework. Results, databases, and geospatial information are published and disseminated in real time through our web site, scientific journals and other USGS products. We regularly produce a State of the Colorado River Ecosystem report that is used by resource managers as the undisputed source of relevant information on the topic. Our science is in synch with the needs of our stakeholders who come to us as the acknowledged experts on the Grand Canyon Ecosystem. The stakeholders value our work and provide us with increased funding through their advocacy of the USGS budget process via lobbying. GCMRC is nationally and internationally recognized for the quality of our work and we are regularly consulted as the model for adaptive management and client satisfaction. Several employees are recipients of prestigious Department-level awards. Employee satisfaction is high and we are the envy of the USGS as a place to work.



Strategic vs. operational* plans

- **Strategic plan**
 - visionary
 - conceptual
 - directional
 - short
- **Operational plan**
 - shorter term
 - tactical
 - focused
 - implementable
 - measurable
 - detailed

*or implementation



Strategic plan should...

- **Serve as a framework for decisions or for securing support.**
- **Provide a basis for more detailed planning**
- **Explain the business to others in order to inform, motivate & involve**
- **Assist benchmarking & performance monitoring**
- **Clarify existing strategies**
- **Stimulate change and become building block for next plan**

Strategic planning

- **Strategic Goal** -- broad statement of what the institution hopes to do.

Example: To conduct research and monitoring in support of the information needs of the GCDAMP.

- **Strategic Objective** -- More specific statement of how a goal will be accomplished.

Example: Plan and implement a research and monitoring program that assists in the recovery of the humpback chub by reducing predation from introduced species.

- **Benchmark** -- a statement of how attainment of the goal will be measured; the benchmark specifies the criterion for success.

Example: By the year 2007 predatory fish populations around the LCR confluence will be reduced to 10% of pre-removal levels and initial tests of HBC recruitment and survival estimates will be completed.

History

- Last approved plan 1998-2002
- Revised plan 2000-2004

Proposed monitoring and science programs

- **Conceptual modeling and synthesis of existing knowledge**
- **Physical resource program**
- **Cultural resource program**
- **Biological resource program**
- **Socioeconomic program**
- **Information technology program**
- **Contingency planning**

Phase 1

- **Development of conceptual ecosystem models, synthesis of existing knowledge, and determination of key attributes associating resource impacts to dam operations. FY97-99**

Phase 2

- **Definition of integrated impact of key attributes within a resource set and across all resources. FY98-continuing**

Phase 3

- **Development of decision support guidelines and models to assist managers and interested stakeholders to understand resource interactions, impacts of dam operations on resources and procedures for mitigating impacts. FY00, 01-continuing**

2nd Strategic Plan

- **Not visionary**
- **Not short**
- **Too complicated**
- **Contains redundant information**
- **Reiteration of old plan in many ways**
- **Does not reflect our new organization**

GCMRC strategic plan underpinnings

- 1) Science**
 - Objective**
 - Non-advocacy**
 - Relevant**

- 2) Responsive to AMP Strategic Plan :**
 - Principles**
 - Goals**
 - MO's**
 - IN's**

What are the major issues?

- Core monitoring
- Long-term experimental plan
- TCD
- Drought
- Global change
- Compliance monitoring
- Invasive species