

# Strategic planning for GCMRC

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# Objectives

- **Strategic Plan**
- **Core Monitoring Plan**
- **Long-term Experimental Plan**
- **Study Plans**

# 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*)

# Strategic vs. operational\* plans

- **Strategic plan**
  - visionary
  - conceptual
  - directional
  - short (20-25 pages)
- **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**



# History

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

# 2<sup>nd</sup> 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**





# **GCMRC strategic plan underpinning. Part 2**

## **3) GCMRC responsibility**

- Will involve input and feedback from staff**
- AMP review opportunity (TWG, AMWG and SAB)**
- Final decisions on format, content, and implementation remain w/ GCMRC**

# Contents of Strategic Plan

# Vision

- 5 year time frame (FY05-09)

**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.**



# Mission

To provide credible, objective scientific information to the Glen Canyon Dam Adaptive Management Program on the effects of operating Glen Canyon Dam on the downstream resources of the Colorado River ecosystem, utilizing an ecosystem science approach.



# Linkages

- **USGS Strategic Plan**
- **AMP Strategic Plan**
- **NRC recommendations**
- **MATA results**
- **Input from Science Advisors**
- **Other relevant historical documents**

# Evaluation of strengths and weaknesses

- What are the areas that we currently have capacity to accomplish?
- What are the areas that we need to develop to have capacity in the future?
- What are the opportunities/critical needs in the future?



# Drivers and emerging issues

(What are the “big” science questions?)

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





# Corporate values

- Responsiveness to AMP [Goals, MO's, IN's]
- Product-oriented
- Diversity
- Rewarding environment
- Accountability (personal and \$)

# Strategic direction for accomplishing our mission

- Take more risks with promising research
- Diversify pool of contractors, cooperators and collaborators
- Work w/ TWG to establish clear SOP's
- Workforce planning
- Staff involvement

# Goals

- Regular SCORE report (biennial) in 1 year
- Major revamp of web site in 1 year to facilitate access to state-of-the-art information on GCE
- Achieve target staff size in 2-4 years
- Achieve target contract/inhouse ratio in 2-4 years
- Implement best organizational structure in 1 year
- Establish a Science Council in 1 year

# Strategic action plans

- **Develop a comprehensive business plan (w/ org. chart) in 6 months following completion of Strat. Plan**
- **Implement web-based SCORE report**
- **Complete Core Monitoring Plan**
- **Complete Long-term Experimental Plan**
- **Increase public outreach with major products**



# Vision

- Well-integrated science
- Data and results shared in real time
- SCORE report
- Total relevance to needs of AMP
- National and international recognition as CRE and AM experts
- A great place to work