

OREGON



WATER RESOURCES  
DEPARTMENT

# Strategic Planning

**Tom Byler, Director**

**Kim Ogren, Manager, Water Resources  
Development Program**

**Ron Sarazin, Olympic Performance, Inc.**

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# Why Strategic Planning?



**Prioritize work (day-to-day work and IWRS recommended actions)**



**Continue to improve as a positive and productive workplace**

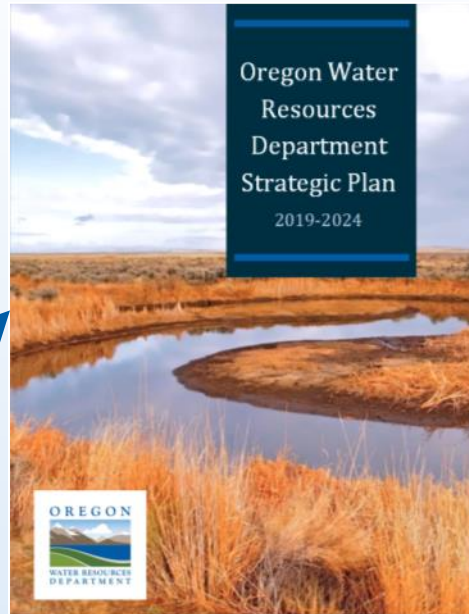
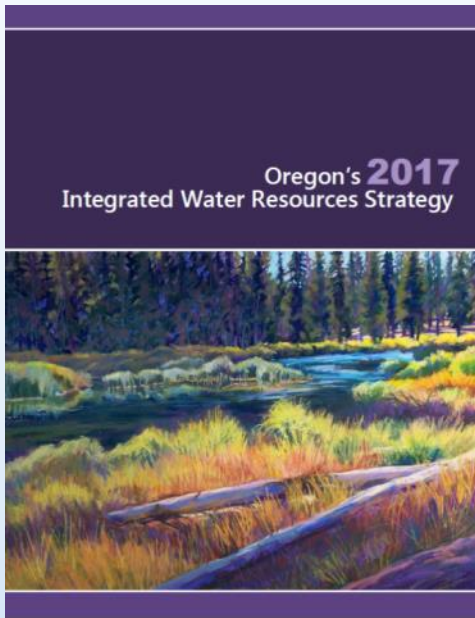


**Improve our organization's communication**

# Draft Desired Outcomes

- **Produce an implementable plan that will:**
  - **Connect our daily work to the IWRS**
  - **Help us be more proactive and less reactive**
  - **Know where to focus our efforts when resources and staff capacity are limited**
  - **Help us communicate our resource needs**
- **Identify a path forward for improving our work culture and communications**

# Implementing the IWRS



Other Organization  
Strategic Plans

To Do	Doing	Done

# Overview – The Three “Tracks”

**Core Values  
and Core  
Competencies**

**Employee  
Initiatives**

**Work  
Prioritization**

# Outline of Strategic Plan

- Who We Are
  - Department History
  - IWRS
  - Vision
  - Mission
  - Goals
  - Core values
- What We Do
  - Core functions
  - Core competencies
- What We Want to Achieve
  - Modernize our management of Oregon's surface water and groundwater resources to meet instream and out-of-stream uses.
  - Work to secure Oregon's water instream and out-of-stream future in the face of increasing scarcity.
  - Foster a forward-looking team dedicated to serving Oregonians with integrity and technical excellence.

# Vision, Mission, Goals

- Vision: To assure sufficient and sustainable water supplies are available to meet current and future needs.
- Mission: To serve the public by practicing and promoting responsible water management.
- Goals:
  - To directly address Oregon's water supply needs
  - To restore and protect streamflows and watersheds in order to ensure the long-term sustainability of Oregon's ecosystems, economy, and quality of life

# Core Values

- The principles that guide how the Department operates and completes its work
- The standards that shape our interactions with external customers and internally with others in the Department



# Core Value Development

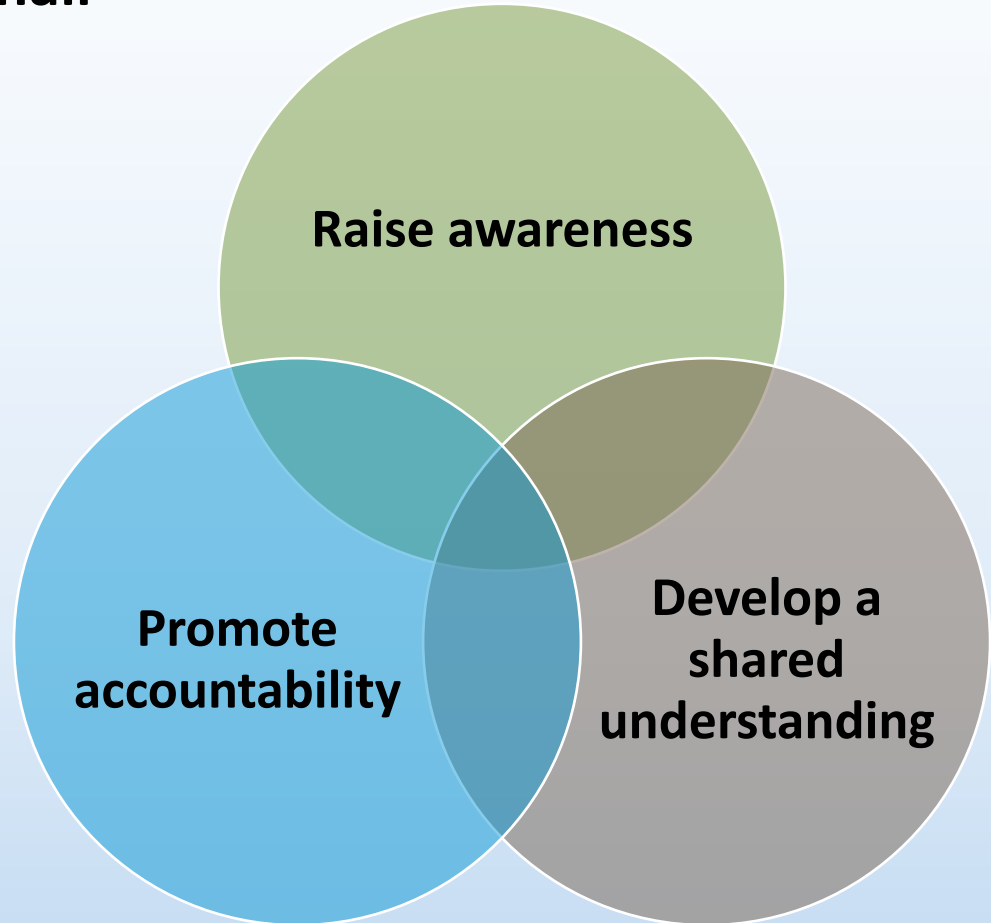
- All-staff brainstorm exercise
  - 8 sessions in Salem and Region Offices
  - Each person identified their top 5 values for agency
  - Small group discussion to develop a group list
- Staff strategic planning committee developed list
  - Based selection on all-staff exercise
  - Developed definitions that apply to all-staff
- Agreement from ACT/AMG

# Core Values

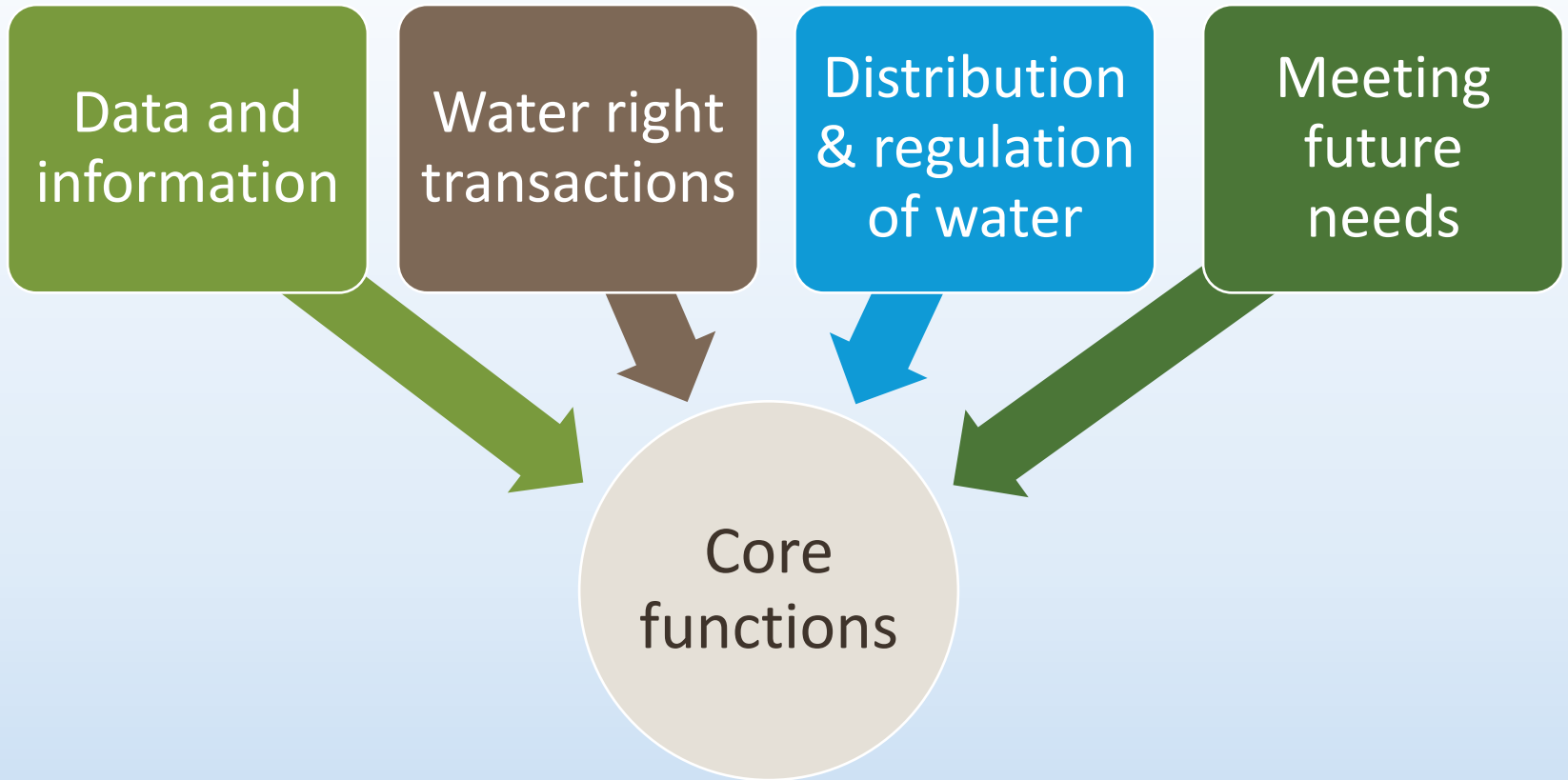
- **Integrity** – We are accountable for all that we do. We act with honesty and promote transparency.
- **Service** – We are dedicated to providing outstanding service and serving everyone equitably in our management and stewardship of state resources.
- **Technical Excellence** – We base our resource decisions on law, science, and expertise.
- **Teamwork** – We are united in our mission, relying on one another and working together with the communities we serve.
- **Forward Looking** – We seek innovative and practical solutions to the water challenges of today and tomorrow.

# Core Values Committee

- Erik Thomasser, co-chair
- Tracy Fox, co-chair
- Alyssa Mucken
- Amy Kim
- Carrie Matthews
- Craig Kohanek
- Ivan Gall
- Lisa Graham
- Steve Parrett
- Teri Hranac
- Travis Kelly
- Vickie McDermott



# What We Do



# Data and Information

- Collect, analyze and share groundwater and surface water data
- Manage a statewide stream gage network and process surface water data collected
- Perform investigations and studies of Oregon's groundwater resources
- Map Oregon's water rights
- Gather water use data
- Determine water availability



# Water Right Transactions



- Process water right transactions, such as new permits, transfers, instream leases, certificates, extensions of time, limited licenses, permit amendments, and drought-related use permits
- Facilitate voluntary streamflow restoration
- License hydroelectric facilities

# Distribution and Regulation

- Protect senior water rights
- Enforce Oregon's water laws
- Protect groundwater through well construction standards, compliance and enforcement
- License well drillers and coordinate continuing education requirements
- Ensure the safety of dams



# Meeting Future Needs



- Participate in collaborative basin planning efforts
- Facilitate solutions to water supply challenges
- Provide funding to support water supply planning, studies, and projects
- Review and approve aquifer storage and recovery and artificial recharge projects



# Strategic Priorities

What will be our strategic priorities for the next five years?



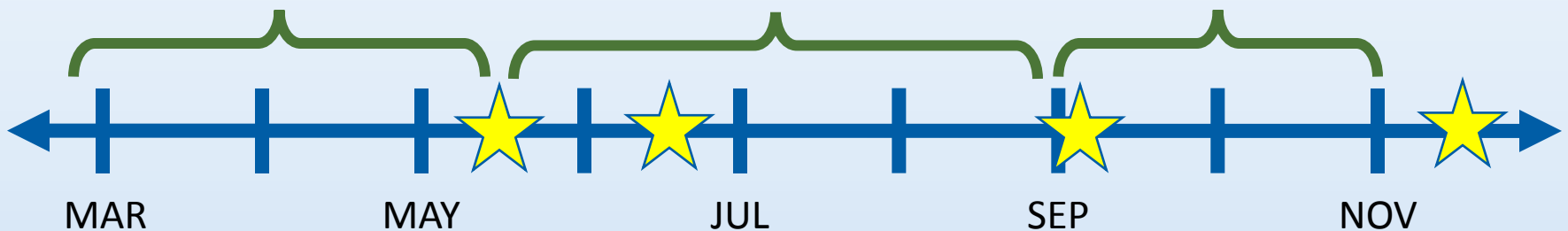
# Priority Development Process

★ = Commission meeting

1. Identify and describe potential focus areas

2. Identify draft strategic priorities

3. Refine and finalize list



# Organization/Framework

Priorities

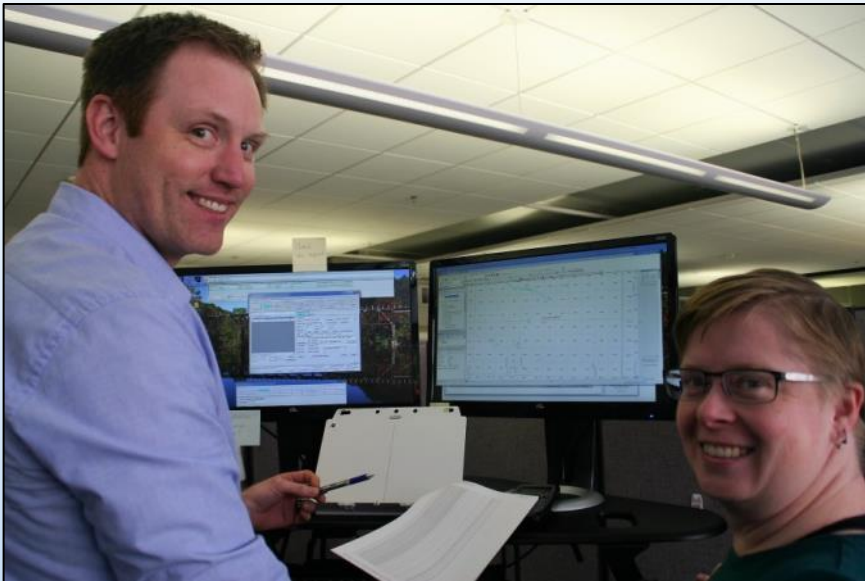
Objectives

Example  
Outcomes



# Draft Strategic Priority

**Modernize our management of Oregon's surface water and groundwater resources to meet instream and out-of-stream uses**



# Draft Objectives

- Advance responsible groundwater and surface water management
- Modernize water transactions systems and processes
- Increase protection of public safety and health
- Improve instream protections and increase water conservation

# Draft Strategic Priority

**Work to secure Oregon's instream and out-of-stream water future in the face of increasing water scarcity**



# Draft Objectives

- Understand Oregon's expected future water supply
- Equip basins to plan for their water future
- Invest in Oregon's built and natural water infrastructure



# Draft Strategic Priority

**Foster a forward-looking team dedicated to serving Oregonians with integrity and excellence**





# Draft Priority Objectives

- Maintain technical excellence and improve customer service by investing in training
- Improve agency communications



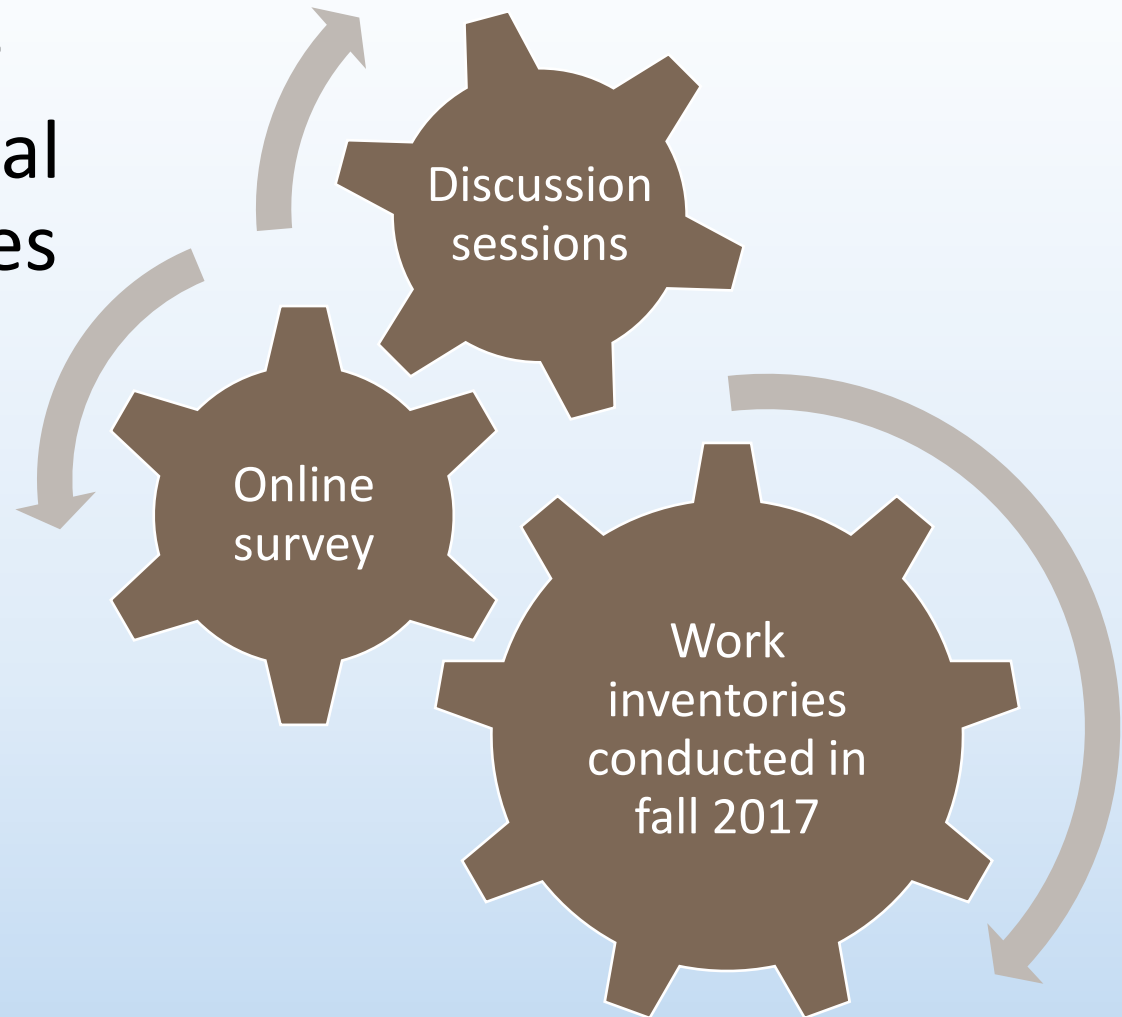
# Employee Initiatives

What efforts or actions should the Department take to better empower and equip employees?



# Employee Initiatives Approach

Three venues for identifying potential employee initiatives



# Employee Initiatives Results

- Communication
- Staffing and workload
- Team culture
- Employee development
- Manager/leader development
- Tools that would be helpful
- Training approach
- Personnel management and work skills training
- Technical training
- Management training
- Performance improvement recommendations

# Plan Implementation

- Hold management retreat
  - Consider work ahead of us and time available for these priorities
  - Determine which tactics to pursue to achieve objectives
- Develop Action/Work Plans
  - Identify staff and other resources
  - Chart out timelines and deliverables
  - Use to track progress, adjust as needed
- Report back on progress

# Roles in Plan Implementation



Commission



Strategic Implementation Team



Project teams

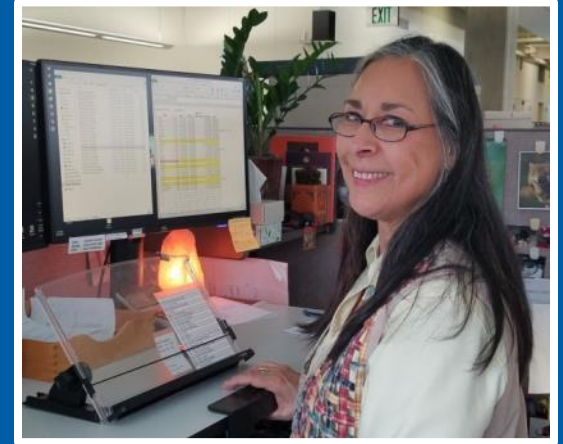
# Alternatives

1. Adopt the Department recommendation to ratify the Strategic Plan, included as Attachment 1.
2. Ratify the Strategic Plan as proposed in Attachment 1 with modifications.
3. Direct the Department to further revise the Strategic Plan and return with a revised recommendation.

# Recommendation

1. Adopt the Department recommendation to ratify the Strategic Plan, included as Attachment 1.
2. Ratify the Strategic Plan as proposed in Attachment 1 with modifications.
3. Direct the Department to further revise the Strategic Plan and return with a revised recommendation.





Thank you





# Extra Slides