

Definition/Terms/Planning Process

- Focal area:** a required component/element of the strategic plan necessary for achievement of the Partnership’s vision, mission, and purpose.
- Goal Statement:** broad, long term aims that define a desired future condition leading toward accomplishment of the Partnership mission and vision.
- Objective:** specific, measureable and achievable actions that measure the accomplishment of a goal over a specified period of time. (Note: actions can be developmental and problem-solving, as well).
- Tasks:** Actions or activity taken by staff and partners to achieve objectives.

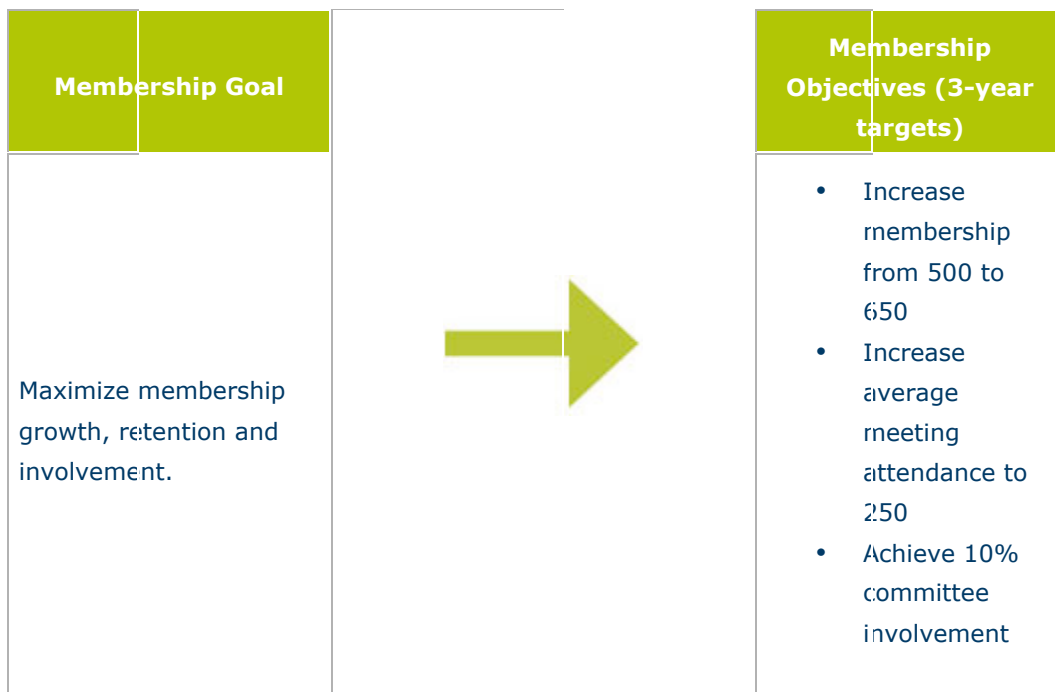
Example

Focal area	Goals
Education	Provide educational opportunities for our members, at various levels to enhance professionalism and stay abreast of industry trends.
Community Outreach	Provide funds and services to support the local community and provide a vehicle for organization recognition.
Membership	Maximize membership growth, retention and involvement.
Organization	Maintain sufficient organizational and financial resources to support programs.
Professionalism	Promote meeting management as a viable and worthwhile career with an emphasis on the professional certification of members.
Networking	Provide an atmosphere for the sharing of ideas with peers, planners and suppliers.

Testing Your Goals

Here are some things to consider when testing the quality of your goals.

- As a group, do the goals represent all of the key areas of strategic focus for your organization?
- Do you have a brief description that adequately explains the overall aim of each goal? Just stating a goal of "*Membership*" is not enough. Adding the words "*maximize membership growth, retention and involvement*" helps everyone to understand your intentions.
- Finally, are the goals global in scope and do they exclude references to specific quantities and time frames? Remember that goals should be broad and long-term. Generally, goals do NOT change over time. We save the specific quantities and time frames for objectives.



Testing Your Objectives

To test the quality of your objectives, consider the following points.

- Are the objectives SMART? Specific, Measurable, Achievable, Relevant, Time-bound?
- Do the objectives measure results and not just activity? This is an important quality check. Notice that there is not an objective that says, "Hold three membership drives annually." While such an objective is specific, measurable, achievable, and time-

bound, it is NOT a relevant measure of the goal. That is, "hold three membership drives" is not a measure of membership growth, retention, or involvement. Instead, it is measuring an activity to achieve growth instead of measuring growth results.

- If all of the objectives are achieved, will the goal be accomplished?

Possible focal areas identified by the Ad-Hoc partnership steering committee

- Habitat protection & preservation
- Habitat restoration & enhancement
- Water quality and quantity
- Research, Monitoring, & Evaluation
- Habitat management policy and procedure
- Education & Communication
- Partnership governance and capacity

Discussion / Brainstorm threats Some things to think about with respect to threats

- Scope – how widespread relative to the Kenai Peninsula Fish Habitat
- Severity – how severe is the threat
- Historic or Active Source –
- How reversible is the threat –