SWCD Upcoming training series

7/10 Special District Basics and Accountability   -   Webinar for SWCDs

8/14 Code of Ethics Overview: Basics for Special Districts

10/2 An Overview of Florida's Sunshine and Public Records Law

https://www.bradfordsoilandwater.org/florida-swcd-training

Developing Clear Goals, Objectives and Performance Measures

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Developing Clear Goals, Objectives and Performance Measures

Goals
- Using situation statements
- The 'Big Picture'

Objectives
- Levels of Objectives
- Keep it SMART

Reporting
- Reporting outline
- Using impact statements and success stories

Goals: Using situation statements

Situation statement demonstrates need

- Establish background

  History or condition that led to the goal

  Relevant facts, figures, details

- Present the 'why' for the goal

  Statements of problem to solve: what, where, etc.

  Sets tone that upholds district's mission and vision

- Can state the goal and synopsize the objectives

  Here or as separate part of report (be consistent)

Goals: example situation statement

SITUATION: Bradford County, Florida is at risk for flooding that threatens the health, safety, and welfare of human life and development as well as critical natural areas and ecosystem services within the Suwanee River watershed. The county's borders fall between two topographic extremes in which the low basins of the New and Santa Fe Rivers and the heights of the Trail Ridge form an elevation difference of some 180' over a distance of 5 – 22 miles. In addition, lack of critical data, presence of poorly draining soils, and increasing development of low-lying waterfront contribute to increasing flood risks in the county. Working with the Local Mitigation Strategy Group headed by Bradford County Sheriff's Office Emergency Management Division, the district noted critical data gaps in mapping and analysis of the county's surface water systems.

Goals: The 'Big Picture'

What defines goals?

– Broad

– Long-term

– Support District mission and vision

Derive from needs assessment

– Address a problem

– Imply ROI – saving water, improving water quality, encouraging BMPs, etc.

Goals: Example

GOAL: The goal of the BSWCD Water Levels program is to inform and improve flood control in the county through better data on surface water movement.

Goals: example situation statement

WATER LEVELS PROGRAM

Bradford County, Florida is at risk for flooding that threatens the health, safety, and welfare of human life and development as well as critical natural areas and ecosystem services within the Suwanee River watershed. The county's borders fall between two topographic extremes in which the low basins of the New and Santa Fe Rivers and the heights of the Trail Ridge form an elevation difference of some 180' over a distance of 5 – 22 miles. In addition, lack of critical data, presence of poorly draining soils, and increasing development of low-lying waterfront contribute to increasing flood risks in the county. Working with the Local Mitigation Strategy Group headed by Bradford County Sheriff's Office Emergency Management Division, the district noted critical data gaps in mapping and analysis of the county's surface water systems. The goal of the BSWCD Water Levels program is to inform and improve flood control in the county through better data on surface water movement.

Goals: The 'Big Picture'

General statements of intent - Just the basics

Goals give focus and vision

- Represent the reason for the program
- Guide educational objectives and planning

Goals do not have to be measurable

- Getting in the weeds of objectives!

Goal Examples

- BSWCD's 'Invader Watch Warriors' program will increase public awareness and community involvement in controlling invasive species.

- Our district will increase county landowner interest in USDA/NRCS's EQUIP program through *The EQUIP Awareness Campaign*

- The Friendly Florida Fertilizer program will work toward the goals of the Springs Basin Management Action Plan to decrease the amount of fertilizer applied by local producers

Objectives

Objective: a statement which specifies for each program what changes are expected of the target audience in terms that can be measured.

  Use strong verbs

  State only one purpose or aim

  Specify a single end-product or result

  Specify a time frame for achieving results

Objectives

Objectives should be written to provide specific instruction that others in the role of supervisor, volunteer, or employee can follow.

Well written objectives will include the performance measure desired

- Must consider HOW you will get the data to report on
- Meeting the audience where they are?

Levels of Objectives (+ related performance terms)

Knowledge, Attitudes, Skills & Aspirations (Behavioral intentions)

Educate
- learn about
- gain knowledge on
- raise awareness of …

Share information / become educators
- With family and friends
- With a community group, club, church, etc.
- With local leaders and organizations

Levels of Objectives (+ related performance measures)

Behavioral or Practice Change

Changed what is being done

Conserved water

Improved crop rotation

Restored critical habitat

Used learning in practice

Installed low-volume irrigation

Reduce fertilizer use per acre

Adopt improved forage management practices

Levels of Objectives (+ related performance terms)

Social, Economic & Environmental Conditions

- Conserved critical habitat links
- Supported groundbreaking research
- Saved money / time / resources / risk etc
- Helped inform new regulation or law

Questions About Objectives

Is the audience there and ready to hear the message?

Do you have the right people, equipment, time, budget, expertise, and other resources?

Are they consistent with the values of Florida SWCDs and the community, and with our legal responsibilities?

Keep it SMART

Specific- tells what change is going to occur. Has a clear focus and relates to identified needs.

Measurable- definite means to measure to see if change occurred. Can observe it empirically.

Assigned – has a specific target audience.

Realistic- can be accomplished.

Timed - specific time to be achieved by.

Building SMART Objectives

Can you actually do this? **R**ealistic

Who will change? **A**ssigned

What specific change will take place as a result of your program? **S**pecific target

When will the change take place? **T**imed

How will you know the change has taken place? **M**easurable. What standard or method will you use to know that the condition has changed.

(**M**eaningful and **R**ealistic are taken into account at every step of objectives development)

Examples

To (**increase/decrease**) (**what**) by **(% number**) among (**whom**) by (**when**) as measured by (**how do you know**).

XSWCD's Irrigation Savers Program (will increase) (knowledge of water saving irrigation practices) (50%) among (X county residents who attend one or more free irrigation workshops) (annually), as measured by (a pre and post test for knowledge gain).

Goal + Objective Example 1

GOAL: BSWCD's Invasive Species program will increase public awareness and community involvement in the identification, reporting, and management of invasive species in Bradford County, Florida.

– Objective 1: Public Education

By the end of the first year, conduct at least 6 community workshops or public presentations to educate 100+ adult and youth from Bradford and nearby counties about the impacts of invasive species, methods of identification, and best practices for management and prevention as demonstrated through participant pre-and post tests.

Goal + Objective Example 1

GOAL: BSWCD's Invasive Species program will increase public awareness and community involvement in the identification, reporting, and management of invasive species in Bradford County, Florida.

– Objective 1: Public Education

(T)By the end of the first year, (R) conduct at least 3 community workshops or public presentations to (S, A) educate 75+ adult and youth from Bradford and nearby counties about the impacts of invasive species, methods of identification, and best practices for management and prevention (M) as demonstrated through participant pre-and post tests.

Goal + Objective Example 2

GOAL: BSWCD's Invasive Species program will increase public awareness and community involvement in the identification, reporting, and management of invasive species in Bradford County, Florida.

-Objective 2: Volunteer Recruitment and Training

Within 12 months, recruit and train at least 12 local volunteers annually to complete a structured training program that includes field identification, reporting, and safe removal techniques

-Objective 3: Volunteer Retaining and Program Assistance

Within 4 years of the initial training and through volunteer opportunities and an annual education and appreciation event, retain 50% of trained volunteers to assist with an annual community invasive species removal event.

Goal + Objective Example 2

BSWCD's Invasive Species program will increase public awareness and community involvement in the identification, reporting, and management of invasive species in Bradford County, Florida.

- Objective 2: Volunteer Recruitment and Training

(T) Within 12 months, (M) recruit and train at least 12 (A) local volunteers interested in conservation (T) annually to (S) complete a structured training program that includes field identification reporting, and safe removal techniques

-Objective 3: Volunteer Retaining and Program Assistance

(T) Within 4 years of the initial training and (R) through volunteer opportunities and an annual education and appreciation event, (M) retain 50% of (A) trained volunteers to (S) assist with an annual community invasive species removal event.

Strong VS Weak Verbs for Objectives

Strong:	Weak
increase	promote
adopt	encourage
describe	understand
demonstrate	become aware

What's missing? Dissecting Objectives

Program will increase farmer knowledge of and participation in educational and behavioral activities recognized as leading to decreased irrigation withdrawals

This effort will bring effective educational programs to Florida's residents, leading to improved irrigation practices, and eventually to an increased water supply

To provide information concerning sustainable irrigation practices that will be cost-effective and reduce irrigation water use.

To conduct annual on-site small farms learning tours focusing on water saving irrigation and programs, with 50% of attendees planning to practice and 20% implementing practices withing the next year as measured through a follow up interview

Reporting outline

Before you get to the goals and objective, consider including…

District Description Basic facts on the county – relevant history, agriculture and natural resource descriptions, geography, population, major industries, etc. Board mission and vision statements

Supervisors Names, backgrounds, relevant experience and education, etc.

Reporting outline

Before you get to the goals and objectives, consider including…

> **Contracts and Grants** Summary of sources and funds. Include in-kind contributions and value of volunteer time

> **Governance and Service** District and supervisor membership / leadership roles in other committees, support networks, working groups, partner organization support, etc. Include district advisory committees if any.

Reporting outline

Before you get to the goals and objectives, consider including…

Programs (Just stating the titles to introduce. It's also a good idea to estimate what your programs priorities are by time invested, # of personnel / volunteers, capital and other resources, budget etc. DON'T GO OVER 100% i.e. your district's capacity to manage and get results)

- I. Name Program 1   40%
- II. Name Program 2   50%
- III. Name Program 3   10%

Reporting outline

Program 1

1. Background and goal
    A. Situation statement (use supporting diagrams, graphs, etc. if they help relay the problem
    B. Program goal
2. Program Objectives (can have a few subpoints; don't get in the weeds)
    A. Objective 1
    B. Objective 2
    C. Objective 3
3. Educational Methods and Activities
    A. Objective 1
    B. Objective 2
    C. Objective 3

Reporting outline

Program 1

4. Creative Works and Publications Developed to Support Program 1 - bullet points for # of: Exhibits and Displays, Instructional Multi-Media Presentations (powerpoints), Videos, Blogs, Educational Games, Newsletter Edited, Newsletter Articles, Newspaper Articles, Web Articles, Local Invited Lectures, Field Day talks, Field Day fact sheets, etc.

5. Summary of Clientele Reached for Program 1. – bullet points for # of: Educational Materials Developed, Number of Clientele Contacts, # (any that apply or add): Field consultations, Office consultations, Telephone consultations, Group Learning Participants, E-mail consultations, Web site visits, etc.

Reporting

Program 1

6. Outcomes and Impacts

   A. Objective 1: Briefly restated.

   B. Outcome 1: State what was met or if objective not met, state that. Stay factual; use #s, graphs, tables, etc. to keep it simple but understandable

   C. Program 1 Impacts -A paragraph or more on what the impact was. Include immediate feedback, big picture impact (point back to the need you established in the situation), any further efforts/works/impacts that came out of it. Include the # of contacts for the program overall or other numbers (sites monitored, lbs fertilizer reduced, etc.) and the value of volunteer time including supervisor and community participation.

7. Program 1 Success Stories: Highlight a particular connection, event, or change the program made possible. You can include details on various measures of success – securing financial resources, satisfaction with learning, solving a particular problem, increasing stewardship, intangible benefits like volunteer satisfaction and retention.

Resources:

Doran, George T. "There's a SMART Way to Write Management's Goals and Objectives." Management Review: November, 1981.

Guion, L. A., Baugh, E., & Marcus, J. "Writing SMMART Objectives." UF/IFAS Extension EDIS publication: 2007 (archived). https://ufdcimages.uflib.ufl.edu/IR/00/00/09/84/00001/FY82400.pdf

Diehl, David C., and Galindo-Gonzalez, S. "SMART Objectives" UF/IFAS Extension EDIS publication #FCS6018: 2024. https://edis.ifas.ufl.edu/publication/FY1327