InANewLight/mike

Strategic Planning Outcomes

InANewLight/De'Vante

Report on the
Vision, Mission,
and Near-Term Goals
that arose from the 2011
Strategic Planning Process

May 2012

InANewLight/lee

Strategic Planning Outcomes

Report on the Vision, Mission, and Near-Term Goals that arose from the 2011 Strategic Planning Process

May 2012

Prepared by Suzanne Magdalene, Ph.D.

St. Croix Watershed Research Station, Science Museum of Minnesota

About the photographs:

Beginning in March 2010, 26 teenage boys at Northwest Passage in Spooner, Wisconsin, embarked on "In a New Light," a six month photographic journey of discovery, hope, and healing on the St. Croix National Scenic Riverway, a unit of the National Park System. When the project began, most of them had rarely held cameras. With photographic equipment, instruction, and countless hours immersed in the wild beauty of the Riverway, the boys created the stunning photographs showcased in this report, on their web site, and in a touring exhibit seen by over 20,000 people. Funded by a second "America's Best Idea" grant in 2011, the youth completed photography expeditions to Yellowstone, Isle Royale, Rocky Mountain, and Badlands National Park. An exhibit of these photos is currently touring the nation. We encourage you to view the website for the thoughts and stories behind each photograph.
http://www.inanewlight.org/

InANewLight/aarin

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National Park Service, St. Croix National Scenic Riverway (NPS-SACN)

Minnesota Pollution Control Agency (MPCA)

Wisconsin Department of Natural Resources (WDNR)

Minnesota Department of Natural Resources (MDNR)

Team Partners

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University of Wisconsin Extension (UWEX)

United States Geological Survey (USGS)

United States Army Corps of Engineers (USACE)

St. Croix Watershed Research Station, Science Museum of Minnesota

St. Croix River Association (SCRA)

Chisago, Pine, and Kanabec Counties and Washington Conservation District

Burnett, Polk, St. Croix, and Pierce County Land & Water Conservation Districts

Minnesota Board of Water and Soil Resources (BWSR)

Wisconsin Department of Agriculture, Trade, and Consumer Protection (DATCP)

Minnesota Department of Agriculture (MDA)

University of Minnesota (UMN)

InANewLight/derek

Strategic Planning Outcomes

InANewLight/jourdyn

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InANewLight/travisz

InANewLight/dakota

Acknowledgements: Thanks to Jerry Spetzman, Kristen Van Amber, and our five committee chairs (Chris Klucas, David VanderMeulen, John Haack, Buzz Sorge, and Byron Karns), who all stepped up to help define and drive us toward our Next Steps.

InANewLight/bobby

Introduction

Abstract

The St. Croix River, a National Wild and Scenic River that threads between Wisconsin and Minnesota, has been showing signs of degradation. To protect this exceptional resource, agencies and associations within the Basin agreed that a basin-wide approach to water resource management was needed. In 1994 ,the St. Croix Basin Water Resources Planning Team (Basin Team) was created. Since then, the team has leveraged hundreds of thousands of dollars in funding for water quality studies. To support the Basin Team's work into the future, they developed a strategic plan that unites their efforts under a shared vision, mission, and goals. The plan identifies five near-term goals:

- Support ongoing Basin Team activities;
- Monitor and assess the ecological health of the land and water resources of the basin;
- Share science and policy with partners and citizens;
- Reduce phosphorus loading to Lake St. Croix by 20% by the year 2020; and,
- Identify threats and opportunities faced by the St. Croix watershed.

Periodically, it is beneficial for an organization to strategically assess where they have been and where they are going. The St. Croix Basin Water Resources Planning Team (i.e., Basin Team) is currently in a period of transition, moving from a period of intensive scientific study of phosphorus issues to a period of Total Maximum Daily Load (TMDL) implementation. Strategic planning at this crossroads will enable the Basin Team to unite our next efforts under a shared vision, mission, and goals.

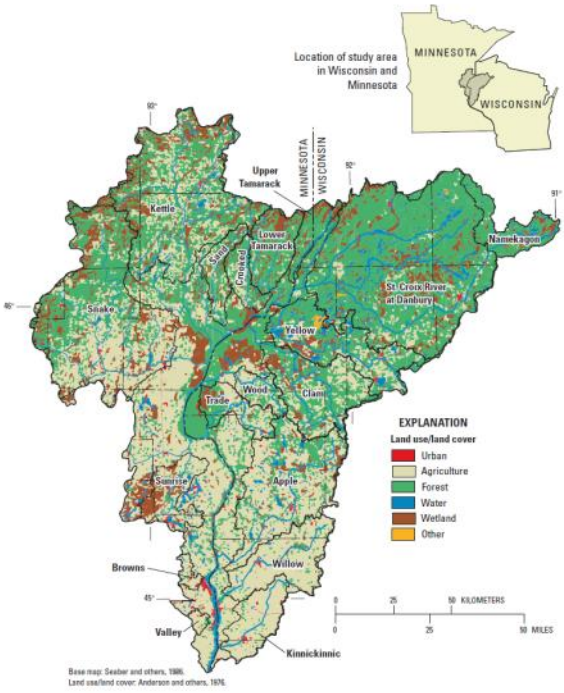
At the outset, we recognized the need to select a few top priorities out of dozens of pressing issues. Focusing our Team efforts on one issue in recent years (phosphorus in Lake St. Croix) has allowed us to drive forward progress, but with the TMDL in motion, we decided that it is time to look toward the next horizon (beyond phosphorus), eventually implementing for additional ecological benefits across the St. Croix basin. The next top priority will arise from some combination of the following issue categories: ecology, land, water, air, politics, social will, and education.

This report documents the process the Basin Team followed to strategically plan for our future. The report outlines a brief history of the Basin Team, the strategic planning process, and a summary of our shared Vision, Mission, Core Values, Goals, Objectives, and finally, our Next Steps. Hopefully, this report will provide future reference for the rationale of our chosen priorities, highlighting not only the "what" but also a bit of the "why" the Basin Team focuses on specific actions.

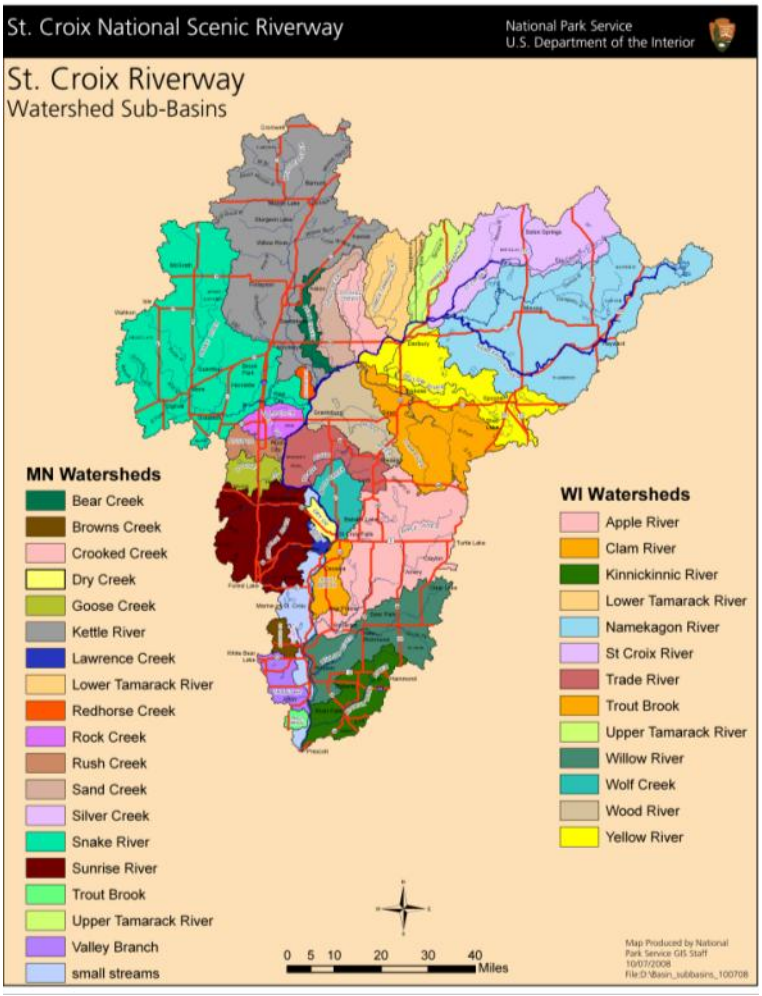
Background

InANewLight/chris

The St. Croix Basin Water Resources Planning Team was founded in 1994, but its roots lie in the Wisconsin-Minnesota Boundary Area Commission and in the original efforts to designate the St. Croix as a National Scenic Riverway in 1976. Since its inception, the Basin Team has been committed to protecting the St. Croix, based on consensus built from solid science. Eutrophication problems in Lake St. Croix turned the spotlight to phosphorus concentrations in the lake. Through the late 1990's, Basin Team partners pursued studies into causes, and proposed a reasonable phosphorus reduction goal (Davis, 2004). After an interagency agreement in 2006, the regulatory agencies of Minnesota and Wisconsin both declared Lake St. Croix an impaired water body, and cooperated on an interstate



Location and land cover of the St. Croix basin (from Lenz et al 2001).



phosphorus TMDL. In recent years, the Basin Team has been laying the groundwork for community-based implementation on a subwatershed basis.

In early 2010, recognizing the need to support local leadership in the implementation process, the Basin Team elected a new Chair that exemplified that local leadership, Jerry Spetzman from Chisago County Department of Environmental Services. In September 2010, Spetzman presented the Basin Team with the following question: "The Lake St. Croix phosphorus TMDL is clearly on its way…..so what's next?", and called for a day-long strategic planning retreat to assess the current goals of the Basin Team.

InANewLight/devin

Overview of Planning Process

InANewLight/matt

The strategic planning process was accomplished in a series of six steps over a period of nine months:

Step 1: Brainstorming Session

(Large Group meeting)

On December 8, 2010, the Basin Team convened a strategic planning workshop to draft a vision for the future of the St. Croix River and to consider ways that we can work together as a Team to achieve this vision. Over seventy attendees representing a wide range of experience from nearly thirty organizations (see Appendix) gathered at the St. Croix National Scenic Riverway park headquarters in St. Croix, Falls, WI. Facilitated and moderated by Kristin Van Amber and Milt Thomas of the MPCA, the agenda of the workshop was:

- Visions for the St. Croix basin
- Basin Team strengths
- Basin Team weaknesses
- Threats faced by the Basin Team
- Opportunities presented to Basin Team

Finally, within a discussion of Team values or approaches, attendees generated dozens of recommendations for activities that the Team should continue to do or change doing. These recommendations were subsequently grouped by attendees into seven topical clusters. At the end of the day, with more work to be done, a dozen people volunteered to continue the process in a series of small group meetings of the Strategic Planning Task Group (members noted in Appendix).

Step 2: Defining Core Values

(Small Group meeting)

On March 2, 2011 the Task Group met at the St. Croix Watershed Research Station (SCWRS) to take the next step in the strategic planning process. Upon review of the December 8, 2010 meeting notes, the Task Group discussed each of the seven groupings or clusters, in turn, and decided what that cluster signified to the group. For each cluster, the Task Group selected a word or phrase that aptly described that cluster, then evaluated the driving relationships between the clusters. Later, these clusters were dubbed "Core Values". In subsequent weeks, the Task Group fleshed-out a defining sentence and narrative paragraph to describe each of the core values.

Step 3: Vision and Mission Statements

(Small Group meeting)

Even though we choose to list our vision and mission statements first within this document, they were distilled from the core values. On March 30, 2011 the Task Group met at the SCWRS to craft new vision and mission statements for the Basin Team. We agreed that our target audience was the Basin Team members and partners, particularly those on the local or county level. Task Group members each drafted a vision statement and a mission statement, and after a discussion of key words, the group drafted joint vision and mission statements upon which there was unanimous agreement.

Step 4: Choosing New Horizons

(Small Group meeting)

On April 20, 2011, the Task Group met at the SCWRS to begin identifying its goals for the next few years. This step was an extension of the "What do we want to keep doing?" vs. "What do we want to do differently?" dichotomy, such that near-term objectives included both continuing and new items. The Task Group identified five broad near-term goals, their descriptive narrative, and objectives.

Step 5: Honing the New Priorities

(Small Group meeting)

On May 17, 2011, the Task Group met at the SCWRS to assign responsibility to lead committees and to expand on aspects of the five goals:

- Why focus on this goal?
- Who are partners?
- Gaps in information?
- Negatives (weaknesses and threats)?
- Positives (strengths and opportunities)?

(see table in Appendix).

Step 6: Consensus on the Way Forward

(Large Group meetings)

On June 8 and September 8, 2011, the Basin Team met to discuss the strategic planning process as a large group, and to identify a few concrete steps for the near future. What are the next steps and how can we state them as tangible tasks with deadlines?

InANewLight/jody

Vision and Mission Statements

InANewLight/nickl

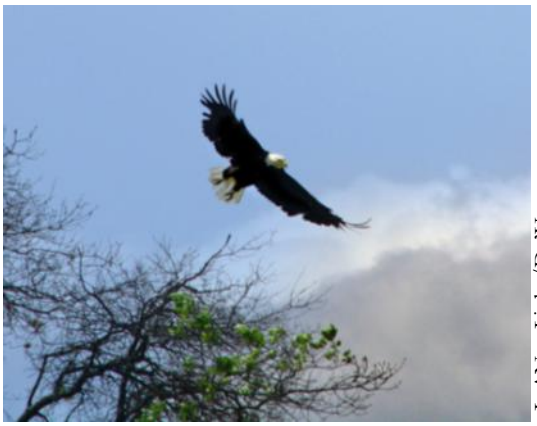
The discussion of vision and mission statements was framed with a definition of terms: a vision is a goal of the highest order, and a mission is a pathway to achieving that vision. Our vision is something that we could easily share with other organizations or agencies, but our mission is unique to the Basin Team. We agreed that our unique role within the basin is the ability to deliver defensible science into the hands of policy-makers. In addition, we agreed that our target audience was the Basin Team members and partners, particularly those on the local level. Task Group members each drafted a vision statement and a mission statement, and after a discussion of key words, the group drafted joint vision and mission statements upon which there was unanimous agreement.

Our Vision:

The St. Croix River and its watersheds are healthy, cherished, and protected, by law and by choice.

Our Mission:

Share science and policy to guide partners and citizens who restore, manage, and protect the land and water resources of the St. Croix Basin.



InANewLight/De'Vante

InANewLight/renny

Upon review of the December 8, 2010 meeting notes, the Task Group discussed each of the seven groupings or clusters, in turn, and decided what that cluster signified to the group. For each cluster, the Task Group selected a word or phrase that aptly described that cluster. In addition, the group evaluated the relationships between clusters, identifying which clusters had influence over others. These clusters were later dubbed "Core Values" and ranked according to their influence as a driver or end-goal (refer to discussion and figures in Appendix). The core values, along with definitions and narratives, are listed in ranked order as follows.

Sustain a Healthy Ecosystem

We strive to protect the high quality and uniqueness of the St. Croix River Basin.

The Basin Team considers this first core value as a North Star guiding light, from which we draw the passionate energy to fuel efforts toward our end-goals. The St. Croix and its tributary daughters are special to all of us. Collectively, they create a place of clear water, vibrant wildlife, and forests and wetlands that are much as they were found to be by the earliest Voyageurs. We seek sustainable use of the basin's resources that will preserve that experience for future generations.

InANewLight/cole

Commit to Collaboration

We choose to interact as a consensus-driven team, collaborating across any boundary that might divide us, committed to seeking ways to protect the river that unites us.

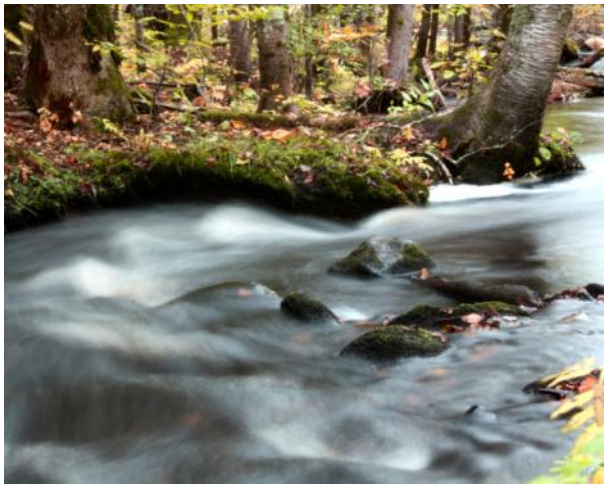
This organization has always been an interstate, interagency collaborative open to a diverse membership, with respect to expertise and geographic area. In doing so, we enhance the networking between interested agencies, synergistically expanding each other's circle of influence.

InANewLight/clayton

Focus on Ecological Assessment

We choose to focus on ecological health assessment of this complex and dynamic system, not just phosphorus water quality.

In addition to the physical and chemical water quality monitoring of St. Croix water resources, there is a need for basin-wide bioassessment at the subwatershed level. An Index of Biological Integrity (IBI) or Macroinvertebrate IBI (MIBI) can be used to assess biodiversity and ecological health of a large watershed (Cummins et al 1995, Flotemersch et al. 2006). Both states (MN and WI) have taken steps toward bioassessment. The collaboration to develop a Lake St. Croix phosphorus standard can provide the foundation for a jointly-supported biodiversity standard.



InANewLight/dakota

Build Dynamic Relationships

We are committed to continuity tempered by flexibility, such that our team membership and the expertise of our partners may change with our needs.

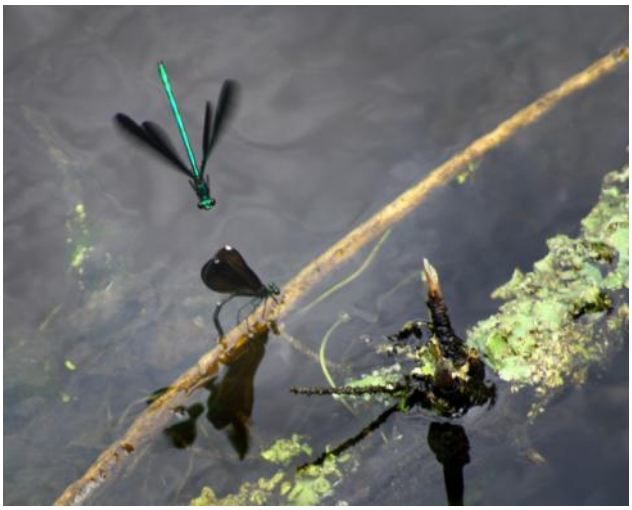
Many within the Basin Team membership have worked together for ten years or more, engendering a sense of trust in the expertise of each other. However, we need additional expertise in: agriculture, agricultural education, science education, forestry, wildlife, parks and recreation, and business. Our organization has been most successful when we contact and engage long-term relationships with those who are most passionate about preserving the St. Croix River. We need the same approach for a greater depth and breadth to our membership, forging bonds with educators and implementers. These relationships need to be built in advance, so that the expertise is available when we need it.

InANewLight/hunter

Use the Right Tools

We seek out the best tools for addressing the challenges faced by the St. Croix basin, employed within an adaptive management cycle.

Problems are often solved in stages: identify, investigate, devise a plan, institute the plan, verify that the plan is working or make adjustments. These are the stages of an adaptive management cycle (Plan-Do-Study-Act). Each stage in the cycle requires the right tool. For the Basin Team, these tools include sustainable funding, limited and focused goals, scientific research, outreach education, and implementation.



InANewLight/jourdyn

Make it Easy for Decision-making Officials to Do the Right Thing

We provide decision-makers with focused local information, enabling and motivating them to make informed and reasoned decisions to protect the St. Croix.

If public officials are provided with focused local information, they are empowered to protect the river. These efforts include providing good science and technical assistance, educating local officials, and garnering the funding needed for wider social acceptance of our conservation goals.

InANewLight/clayton

Change Public Behavior through Education and Outreach

We promote education, outreach, and active citizenship that inspire a sustainable long-term shift toward the behaviors, priorities, and policies that will restore, manage, and protect the land and water resources of the St. Croix Basin.

The Basin Team perceives the need for a shift in public mindset: from citizens-as-users/consumers to citizens-as-stewards/decision-makers. This starts with data dissemination in common language, educating youth, officials, and the general public, using social-marketing tools and expanding outreach in as many mediums as possible. The message must be one of inclusive teamwork, celebrating successes and avoiding blame.

InANewLight/bobby

Five Near-Term Goals & Objectives

InANewLight/matt

The Task Group identified its goals for the next 2-3 years. Five broad near-term goals, their descriptive narrative, and objectives were identified. This step was an extension of the "What do we want to keep doing?" vs. "What do we want to do differently?" dichotomy, such that the objectives included both continuing and new items:

InANewLight/travis

InANewLight/hunter

Support Basin Team Activities

Assure effective operation of Basin Team, and communication of its mission and goals.

Objectives:

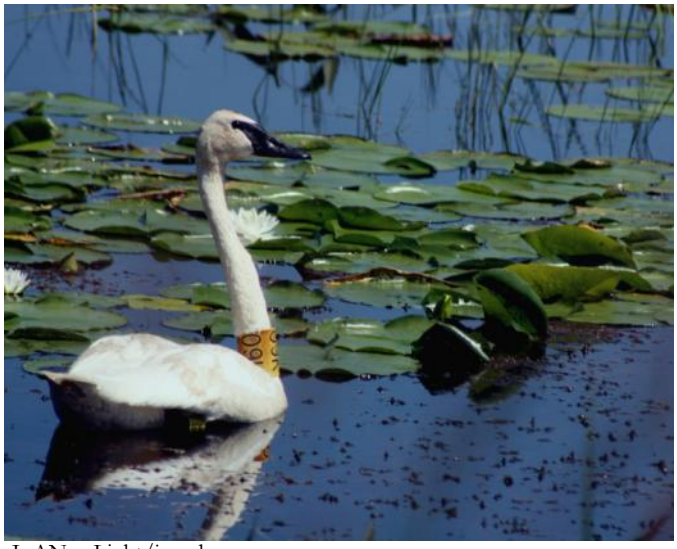
- Continue: Coordinator position funding
- Continue: Interagency communication on meetings, activities, and initiatives, maintaining quarterly Team meetings and more frequent, as needed Committee meetings.
- Continue: Biennial Status Report
- Continue: Annual Field Inspection
- Continue: Watch for funding opportunities for Basin Team and partner activities

Continually Monitor and Assess the Ecological Health of the Land and Water Resources of the St. Croix River Basin

Develop, fund, and implement long-term monitoring and assessment.

Objectives:

- Continue: Assess water quality data for status & trends
- Continue: Provide data access and analysis to partners
- New: Update monitoring plan to go beyond phosphorus and expand to efficient monitoring of holistic ecosystem health
- New: Fully realize the Ideal Monitoring Network outlined in the Monitoring Plan (Hansen et al. 2006)
- New: Secure permanent funding for an annual assessment of water quality data collected on the St. Croix River and major tributaries



InANewLight/jourdan

InANewLight/michael

Share Science and Policy with Partners and Citizens

Integrate science into key messages for local partners to share with target audiences.

Objectives:

- Continue: Annual basin conference
- New: State of the Basin Report: chapters by tributary, with sub-sections for our new goals (civic engagement, monitoring, phosphorus goals, and new threats/ opportunities in each tributary), including outreach to demonstrate value of report and how to use it.
- New: Support local clean watershed efforts through: data and analysis sharing, education tools, and development of social marketing strategies…
- New: Actively support civic engagement and enhanced public participation in watershed projects in the St. Croix Basin.

Reduce Phosphorus Loading to Lake St. Croix by 20% from 1990 to 2020

Finish planning and facilitate implementation of phosphorus reduction activities.

Objectives:

- Continue: TMDL Report & Approval
- Continue: Implementation Plan
- Continue: Implement phosphorus reductions
- New: Seek new additional committee members who have responsibilities/interests for phosphorus reduction
- New: Facilitate/assist/support local partners with implementing phosphorus reduction strategies/activities/efforts
- New: Monitor both actions and activities (funds spent/BMPs) and environmental impacts in both tributaries and Lake St. Croix to determine progress toward achieving the phosphorus reduction goal

InANewLight/travis

InANewLight/logan

Identify Threats and Opportunities for the St. Croix Watershed

Watch for change factors: demographics, invasive species, lack of enforcement, policy/funding changes, etc.

Objectives:

- Continue: Letters from Basin Team on proposed projects or changes in management that could positively or negatively influence the health of the basin.
- Continue: Discuss emerging threats and opportunities at quarterly Team meetings.
- Continue/New: List of threats and opportunities faced by the St. Croix.
- New: Invite knowledgeable speakers to educate the Basin Team on emerging threats and opportunities.

Next Steps of Basin Team Committees

InANewLight/will

For each of the five goals, the Task Group identified a committee of the Basin Team with lead responsibility for achieving that goal. The successful follow-up to the 2006 interagency agreement was seen as due to each goal in the agreement being assigned to a committee. Therefore, in the strategic planning process, the Basin Team committees each addressed the following: What are the next steps and how can we state them as tangible tasks with deadlines?

InANewLight/nickk

Support Basin Team Activities

Lead: Funding Committee and Full Team

Next Steps:

- Develop plan for future funding of USGS flow gages by September 2012.
- Develop a St. Croix basin funding guide by December 2012.
- Identify a potential fiscal agent for ongoing coordinator funds by December 2012.
- Letter of commitment, containing our vision, mission, and core values, which partners can support according to their unique agenda. [A way for the Basin Team to broaden its base, without actually replacing the MOU between the original four signatory agencies.]

Continually Monitor and Assess the Ecological Health of the Land and Water Resources of the St. Croix River Basin

Lead: Monitoring &Assessment Committee

Next Steps:

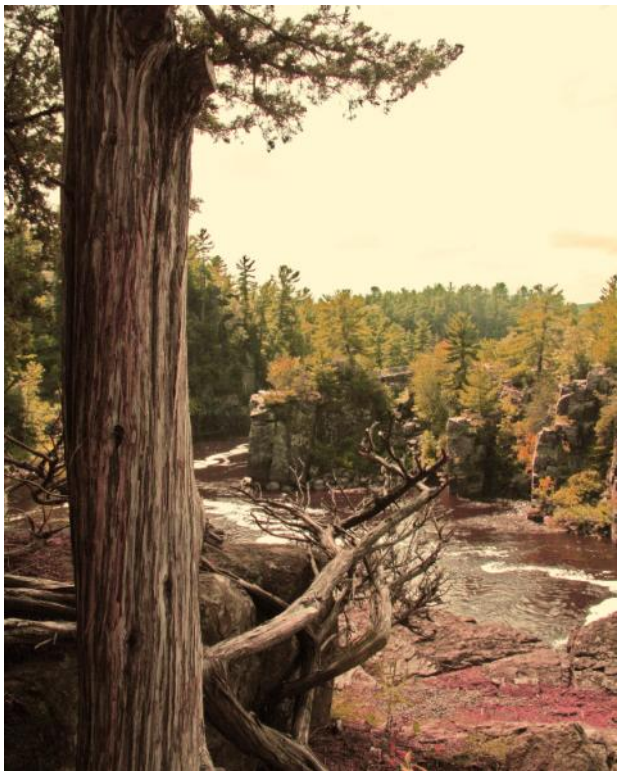
Determine interagency data pooling and accessibility needs by June 2012.

Assess the current funding status of USGS flow gages within the St. Croix basin and determine future funding needs by September 2012.

Write grant proposal for basin-wide assessment of St. Croix basin water quality data by September 2012.

Develop a scoping document for biological monitoring needs within the St. Croix basin by December 2012.

InANewLight/mike



InANewLight/jody

Share Science and Policy with Partners and Citizens

Lead: Education and Outreach Committee

Next Steps:

Organize and host the St. Croix basin conference in April 2012.

Identify and compile a list of best practices to educate (Basin Team outputs) and elicit feedback (Basin Team inputs) that are targeted to stakeholder groups, by December 2012.

Maintain existing relationships and bring broader representation to Basin Team partnerships by the April 2013 conference.

Reduce Phosphorus Loading to Lake St. Croix by 20% from 1990 to 2020

Lead: Implementation Committee

Next Steps:

Complete a Civic Engagement Plan for the St. Croix basin by May 2012.

Complete the Lake St. Croix Phosphorus TMDL Implementation Plan by July 2012.

By December 2012, accomplish the first steps of the Short-Term Civic Engagement Strategy.

InANewLight/kayden

InANewLight/derek

Identify threats and opportunities for the St. Croix watershed

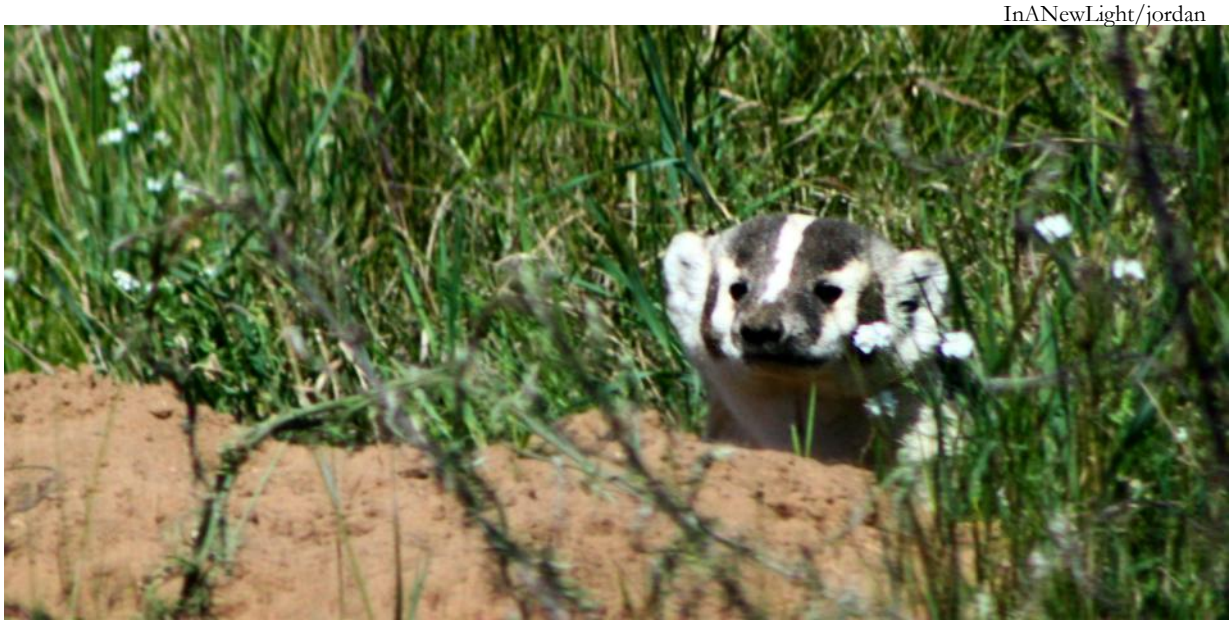
Lead: Standards Committee and Full Team

Next Steps:

Develop a List of Emerging Threats and Opportunities for the St. Croix basin by September 2012, presented to the Basin Team as a top-ten priorities list.

Invite an knowledgeable speaker in sand mining to a Basin Team meeting by December 2012.

InANewLight/jordan



InANewLight/monte

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InANewLight/derek

Appendices

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St. Croix Basin Team Strategic Planning Workshop

December 8, 2010

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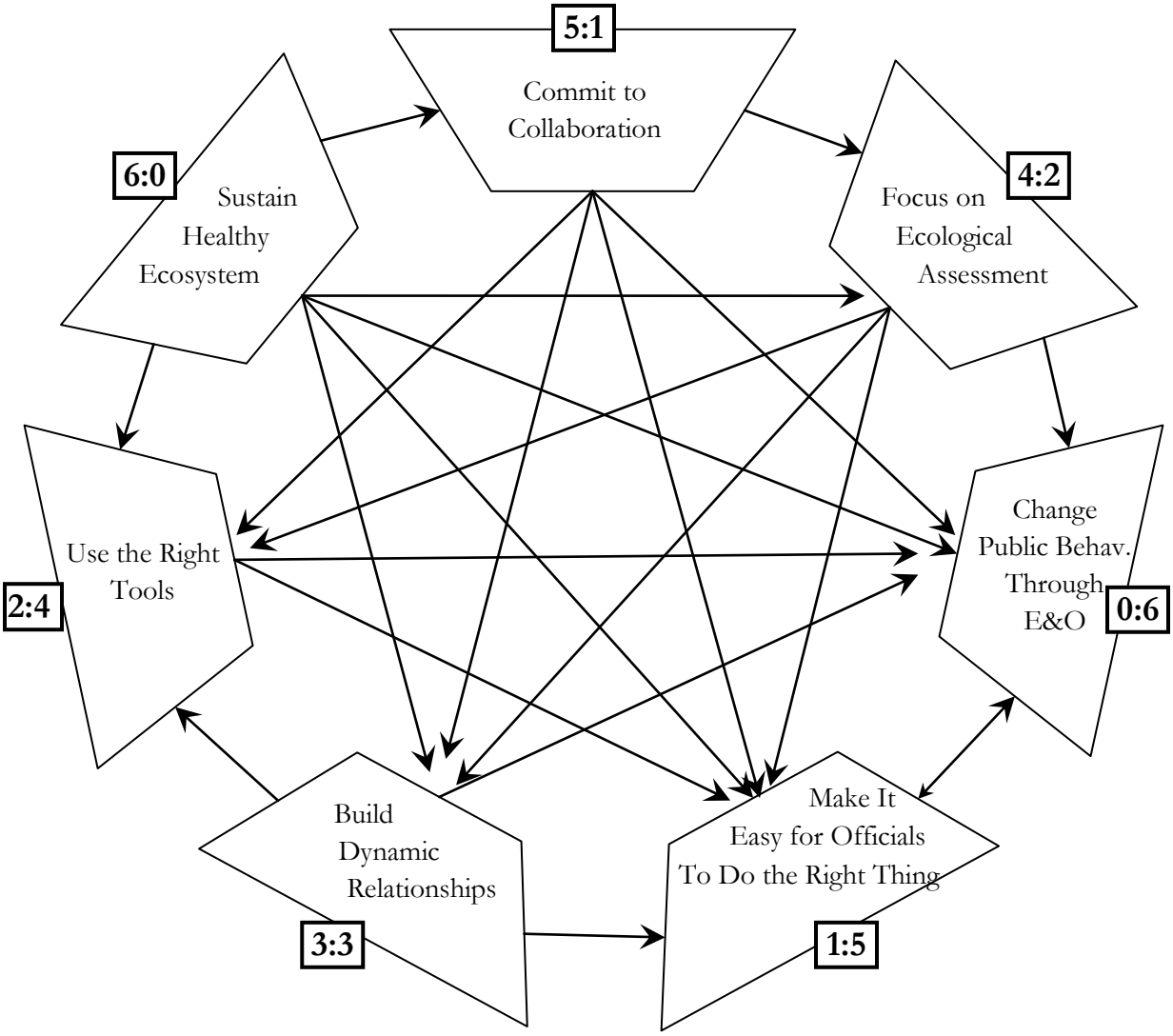
Relationships Between Core Values



The figure above is a directed graph, or digraph, of the relationships between core values. Directional arrows indicate which core value in each pairing has greater influence over the other, with directions decided after extensive discussion among task group attendees. During discussions, it was determined that several of the pairings have double-headed arrows, where the two core values mutually influence each other to some degree, since each core value can be both a driver for change and an end-goal of change.

Therefore, this figure shows which direction clearly dominates each pairing, with one exception: the task group felt that the general public and decision-making officials have nearly equal influence over each other, though the pairing is slightly swayed by a greater need for changes in public behavior. The ratios posted next to each core value above are the number of (outgoing : incoming) arrows assigned to each core value, representing the degree to which each core value is a driver (6:0) or an end-goal (0:6).

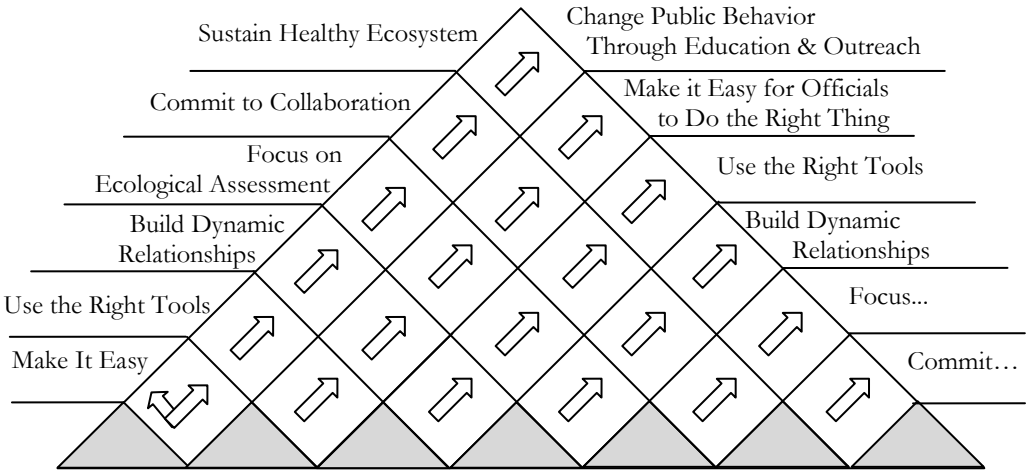
Relationships Between Core Values (cont)

In the detailed descriptions of Core Values (p. 6-8) they are listed in ranked order, that is, the degree to which each core value is a driver (6:0) or an end-goal (0:6). At the top of the list is our most important driver, and at the bottom of the list is our most important end-goal.

Ranking the Core Values of the Basin Team:

1. Sustain a Healthy Ecosystem
2. Commit to Collaboration
3. Focus on Ecological Assessment
4. Build Dynamic Relationships
5. Use the Right Tools
6. Make it Easy for Decision-makers to Do the Right Thing
7. Change Public Behavior through Education and Outreach

CORE VALUES AS DRIVERS: **CORE VALUES AS END-GOALS:**



The complex relationships in the digraph can be resolved down to a matrix relationship (above) between core values, where the two dimensions of the matrix represent the core values as drivers versus core values as end-goals, and the arrows represent the dominate direction of influence between each pairing. By simplifying the number of dimensions, the matrix highlights which of the core values are drivers for which end-goals, and conversely, which end-goals are dominated by which drivers.

The nearly equal-magnitude, double-headed arrow between the general public and decision-making officials is a reminder that, compared to the dominant relationships shown, the true relationship between many of the pairings would be represented by different-sized arrows going in both directions, since some matrix pairings mutually influence each other. In the opinion of the task group, this caveat is especially true for the relationship between the general public and decision-making officials.

Aspects of the Five Basin Team Goals:

GOAL:	Support Basin Team Activities	Monitor Ecological Health	Share Science and Policy	Reduce Phosphorus Loading	Identify Threats and Opportunities
WHY: **Why focus on this goal?**	Ensures effective operation of the Basin Team; these are essential Team functions.	If we don't, who will? Creates a foundation for defensible science. Helps to identify growing problems and celebrate successful improvements. Gives us a mechanism to choose priorities and focus our resources	Good (i.e., defensible) science makes good policy	Because we said we would (enhances our credibility beyond scientists to action heroes). LSC is impaired, and in the end, we can have clean water and healthy watersheds.	Uncertain Times, lots of flux in society, technology, and global climate. Deal with problems before they get worse. Take advantage of opportunities as they present themselves.
WHO: **Who are partners/ implementers?**	Entire Basin Team, but also need buy-in from partners	Monitoring agencies and volunteers	Produced by Basin Team membership, which has at least a partial role as policy-makers	Produced by Implementation Cmte, implemented by everyone, residents and non-resident users. Partners include education experts, extension service, citizen engagement experts, NGO/NPOs, counties and SWCDs	Basin Team members and partners
GAPS: **What additional information do we need?**	Budgets and staffing levels that change with time	Need more clarity into local monitoring efforts, shifting from the monitoring of Effects (on LSC) to monitoring of Causes (in the uplands).	How do we most effectively get the science and policy out to citizens?	How can societal behavior change be accomplished under the given budget constraints?	Need more success stories for BMP implementation. Need greater connections with sector "ground troops", so we don't miss anything .

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Aspects of the Five Basin Team Goals (cont):

GOAL:	Support Basin Team Activities	Monitor Ecological Health	Share Science and Policy	Reduce Phosphorus Loading	Identify Threats and Opportunities
GAPS: (contin.) **What additional information do we need?**		Need more assessment of status and trends, requiring common methodology, and a commitment by agencies to staff time (FTEs). Issues around inter-agency sharing of on-line data: MPCA on 10-yr cycle vs. BT wants ~3-5 yrs reporting frequency.		How can the Basin Team support the counties/WMOs in their locally-developed plans (i.e., they already know what they need to do)?	Gather info about threats and opportunities from stakeholder sectors, including agriculture, forestry, urban planning, and construction
NEGATIVES: **What are weaknesses or threats?**	Limited and short-sighted budgets, losing focus due to competing priorities. Potential discontinuity in agency staffing, particularly with upcoming retirements. St. Croix basin is perceived as less worrisome than the Minnesota River basin.	Lack of funding. Need to make information relevant, to counter the complacency of perceived distance between cause and effect of problem (bring effect closer to home for them)… communicating the need for "Why monitor?" to stakeholders.	Message must be clear and relevant to each stakeholder sector. Staff time that is required to maintain relationships is in short supply and undervalued. Partners should be given early opportunity for feedback and buy-in, before policy is set.	Need to recognize when to add expertise. Lack of perceived association between cause and effect. Lack of staffing at local level, given a need to build personal relationships with residents. Timing of access to stakeholders: Agriculture in winter, tourism in summer.	Absence of relationships in some of the sectors. Lack of time needed to scope future trends, beyond keeping up with current tasks. Lack of foresight on behalf of agencies, which tend to be reactive to old problems.
POSITIVES: **What are strengths or opportunities?**	Grassroots aspect of membership; we're senior "worker bees" who can focus on the science. Team membership gives access to a knowledgeable network of trusted colleagues. Our informal structure helps to maximize potential partnerships.	We maintain the credibility of the Basin Team in providing defensible science.	Science-rich expertise of the Basin Team. The embodiment of our networking approach.	Strong implementation team that is well on its way to action. Flexibility of Basin Team; our openness to changing how we do business.	Flexibility of the Basin Team in its ability to switch course, establish a new trajectory.