

MEMORANDUM

To: MCWD Board of Managers
From: Becky Christopher, Lead Planner
CC: James Wisker, Director of Planning
Date: January 11, 2016
Re: Mission, Vision, Values, Goals

Purpose:

At the January 14, 2016 Board Workshop, staff and Himle Rapp will present draft mission, vision, value, and goal statements for Board discussion. These statements have been developed based on a synthesis of past policies and input from Manager interviews, staff, and the Planning and Policy Committee (PPC). Staff is seeking feedback from the Board to further refine these statements to be brought back at the January 28, 2016 Board Meeting.

Background:

At the October 8, 2015 Board Meeting, the Board approved a process to evaluate and align the District's programs using a strategic planning framework. This framework was developed in response to questions that arose during the self-assessment and 2016 budgeting process that highlighted the need to strategically evaluate and align the District's programs.

The first step outlined for this process was to revisit the District's mission and goals to improve focus and clarity and ensure that they reflect the evolution of Board policy in recent years. Following this step, the staff and Board will conduct an evaluation of all programs to ensure that the District is allocating its resources to their highest and best use to achieve the mission and goals of the organization.

In addition to refining the mission and goals, the PPC discussed the value of developing a vision statement and guiding principles (values) as additional elements to provide direction and focus for the next Comprehensive Plan. As approved by the Board at the October 22, 2015 Board Meeting, staff has been working with Himle Rapp to synthesize past policies and input from the Board and staff to develop clear articulations of the District's mission, vision, goals and values.

The development of mission, vision, values, and goals has been discussed at the last two PPC meetings. The November 19, 2015 PPC meeting was used to provide the Managers with additional context for the process. First, staff provided an overview of the evolution of District policy in recent years which has focused largely on efforts to improve integration of land-use and water planning. This policy evolution will be included in the self-assessment report that is being compiled as part of the Plan update. Himle Rapp then presented an overview of the purpose of mission, vision, values, and goals, as well as guidance for creating effective statements.

Himle Rapp then conducted individual interviews with all seven Managers to obtain Board input to guide the development of statement options. The statements were further refined through a series of staff input sessions. These draft statements were presented to the PPC at the December 17, 2015 meeting. The PPC provided feedback on preferred language and themes and asked that refined options be brought back to the full Board in January.

January 14 Workshop:

At the January 14, 2016 Workshop, staff and Himle Rapp will present draft statements that have been developed and refined based on a synthesis of past policies and input received from the Manager interviews, PPC, and staff. The presentation will cover:

- Background and process to date
- Objectives for the workshop discussion
- Overview of vision, mission, values, and goals, including:
 - Purpose of each
 - Input received from Managers and staff
 - Draft statements

The objectives for the discussion will be to:

- Determine whether the desired elements and themes have been captured in the draft statements
- Obtain input on specific language preferences to help inform final revisions

Staff aims to bring back final revisions at the January 28, 2016 Meeting so that the strategic planning process can proceed into the next phase of program evaluation.

Attachments:

- Draft statements for vision, mission, values, and goals
- Current mission statement and goals

If there are questions in advance of the meeting, please contact Becky Christopher at 952-641-4512 or bchristopher@minnehahacreek.org.

Draft Statements for Vision, Mission, Values, and Goals

January 14, 2016 Board Workshop

Vision:

A vision statement outlines your organization's future aspiration and "where" you are headed. It creates a mental picture of a specific long-term target and should be a source of inspiration. Forming a strategic vision should provide long-term direction, help prioritize the organizational activities to be pursued, and infuse the organization with a sense of purposeful action. It serves as a unifying focal point for everyone in the organization.

Below are two vision statement options that have been developed based on Board and staff input:

- A healthy and resilient watershed appreciated and protected by its communities.
- A healthy and resilient watershed where the natural and built environments work in balance to create vibrant communities where people want to live, work and play.

Mission:

A mission statement is a declaration of your organization's purpose and spotlights the business you are presently in and the customer/constituent needs you are presently endeavoring to meet. To build a solid foundation for a successful organization, it is essential to have a clear, concise and consistent mission statement that explains "what" you do, "how" you do it, and "for whom". Your mission statement should serve as a guide for day-to-day operations and as the foundation for future decision-making.

Below are three mission statement options that have been developed based on Board and staff input:

- To protect and improve the landscape through collaboration with engaged partners to create vibrant communities.
- We protect and improve the landscape for current and future generations through integrated land and water management, sound science, innovation and partnership.
- We preserve and enhance the landscape through public and private partnerships, sound science, and a commitment to excellence, creating value and enjoyment of the land and water for everyone.

Values:

Values are enduring, passionate, and distinctive core beliefs, and they're an essential part of developing your strategy. They are based on enduring tenets—guiding principles—to adhere to no matter what mountain you climb. They are the beliefs that guide the conduct, activities and goals of your organization. When values and beliefs are deeply ingrained and widely shared by directors, managers and staff, they become a way of life within the organization, define the culture and mold organizational strategy.

The following six values emerged most consistently in discussions with Board and staff:

- Partnership - We endeavor to understand the goals of others and meaningfully integrate our work to add broader value to the community.
- Innovation - We are flexible and creative in our approach and strive for continuous improvement.
- Leadership - We aim to be a model for watershed management and effective government for the state and nation.
- Sound Science - We are a trusted source of scientific data that provides the foundation for our decisions.
- Service - We are responsive to our constituents and partners, and provide them with individualized support and solutions.
- Strategic Focus - We aspire to maximize our effectiveness by remaining focused on actions that achieve the greatest outcomes.

Goals:

Goals serve as guidelines for action, directing and channeling employee efforts. They provide parameters for strategic planning, allocating resources and identifying development opportunities. They also provide constraints in the organization. Goals act as a source of legitimacy by justifying an organization's activities and existence. Goals also provide a source of motivation. By presenting a challenge and how to achieve it, organizational goals act as behavioral incentives.

The following have been identified as overarching goals that encompass the priorities of the 2007 Plan:

- Water Quality – To preserve and improve the quality of surface and ground waters.
- Water Quantity – To manage the volume and rate of stormwater runoff to minimize the impacts of land use change on surface and ground water flows.
- Ecological Integrity – To restore, maintain, and improve the health of ecological systems.
- Engaged Communities – To encourage communities to nurture and enjoy the landscape through a sense of shared ownership.

Current Mission and Goals

Mission

The Minnehaha Creek Watershed District is committed to a leadership role in protecting, improving and managing the surface waters and affiliated groundwater resources within the District, including their relationships to the ecosystems of which they are an integral part, through regulation, capital projects, education, cooperative endeavors, and other programs based on sound science, innovative thinking, an informed and engaged constituency, and cost-effective use of public funds.

Goals

1. Abstraction/Filtration. Promote abstraction and filtration of surface water where feasible for the purposes of improving water quality and increasing groundwater recharge throughout the watershed.
2. Ecological Integrity. Promote activities which maintain, support, and enhance floral, faunal quantity and ecological integrity of upland and aquatic resources throughout the watershed.
3. Water Quality. Conserve, maintain, and improve aesthetic, physical, chemical, and biological composition of surface waters and groundwater within the District.
4. Public Health. Minimize the risks and threats to public health through the development of programs, plans, and policies that improve the quality of surface and groundwater resources.
5. Water Quantity. Maintain or reduce existing flows from drainage within the watershed to decrease the negative effects of stormwater runoff and bounce from existing and proposed development as well as provide low flow augmentation to surface waters.
6. Shorelines and Streambanks. Conserve the natural appearance of shoreline areas and minimize degradation of surface water quality which can result from dredging operations.
7. Navigation. Maintain the hydraulic capacity of and minimize obstruction to navigation without compromising wildlife habitat in water courses and preserve water quality and navigation appearance in shoreland areas.
8. Best Management Practices. Improve water quality by promoting best management practices (BMPs) requiring their adoption in local plans and their implementation on development sites.
9. Education and Communications. Enhance public participation and knowledge regarding District activities and provide informational and educational material to municipalities, community groups, businesses, schools, developers, contractors, and individuals.
10. Public Ditches. Maintain public ditch systems within the District as required under Statutory jurisdiction.

11. Wetlands. Conserve, create, and restore wetland resources and maximize the benefits and functionality of wetlands to the watershed.
12. Groundwater. Protect and maintain existing groundwater flow, promote groundwater recharge, and improve groundwater quality and aquifer protection.
13. Floodplains. Reduce the severity and frequency of flooding and high water by preserving and increasing the existing water storage capacity below 100-year flood elevations on all waterbodies within MCWD.
14. Recreation. Promote the recreational use, where appropriate, of surface waters within MCWD by providing recreation opportunities for citizens by promoting the use and enjoyment of water resources with the intent of increasing the livability and quality of life within the watershed.
15. Erosion Control. Control temporary sources of sediment from land disturbance and identify, minimize, and correct the effects of sedimentation from erosion-prone and sediment source areas.
16. Regulation. Promote effective planning to minimize the impact of development and land use change on water resources as well as achieve District goals.
17. Public Input. Solicit input from the general public with the intent that policies, projects, and programs will address local community values and goals as well as protect historic and cultural values regarding water resources; strive to manage expectations; base decisions on an educated public; foster an educated and informed public within the watershed.