MEMORANDUM

To: MCWD Board of Managers

From: Becky Christopher

Date: March 19, 2018

Re: Strategic Action Plan

Purpose:

To continue discussion and development of the Strategic Action Plan, including priority initiatives and timeline, items that will be routed through committee in the next quarter, and an accountability framework.

Background:

At the February 9, 2018 Board Retreat, the Managers reviewed the draft Strategic Action Plan (Action Plan) and discussed its use as a framework to translate the program directives from the strategic plan into discrete actionable steps with defined timelines and outputs, thereby creating clear expectations and accountability. The Managers also discussed the use of the Action Plan in providing focus and alignment for the Policy and Planning Committee (PPC), Operations and Programs Committee (OPC), and Citizens Advisory Committee (CAC) for 2018 and beyond.

The Action Plan consists of a "dashboard" (attached) that outlines the strategic direction and high level initiatives for each program, based on the approved Strategic Alignment Report. The dashboard also indicates where each of the three committees may be involved, consistent with the roles discussed at the Board Retreat.

The Action Plan will also include a work breakdown structure for each initiative, including assignment of staff leads and teams, breakdown of tasks, and schedule. These documents will be used internally by staff to provide a clear road map and accountability tool for tracking progress on each initiative.

March 22 PPC Meeting:

An updated version of the attached dashboard will be provided at the PPC meeting that will include a completed schedule to indicate which items staff anticipates prioritizing in quarters 2, 3, and 4 of 2018 and which will likely extend into 2019.

We collaborate with public and private partners to protect and improve land and water for current and future generations.

At the PPC meeting, staff will provide an overview of:

- Priority initiatives for each work group for the next 3-6 months, including those that need to be completed to inform the 2019 budget process
- Pending agendas for the three committees for the next 3-6 months, based on the draft strategic action plan and other known priorities
- An accountability framework to ensure clarity, focus, and transparency as we move forward with implementing the Action Plan

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

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DRAFT Strategic Action Plan - Dashboard

DRAFT Strategic Action Plan - Dashboard						Potential Committee Rol			Schedule					
Pro	ogram		Strategic Direction		Strategic Initiatives	Staff Lead	ОРС	PPC	CAC	Q1	Q2	Q3	Q4	2019
	Planning and Project Maintenance & Land Management		1.1 Develop high impact capital projects integrated with non-water initiatives through multi-jurisdictional partnerships	1.1.1	Develop a framework to predict and prioritize potential capital projects, and the human and financial resources needed to execute the work over 2-3 years			х	х					
				1.1.2	Develop a framework to track and predict the increasing operations and maintenance costs for MCWD land and projects			х						
		1.1		1.1.3	Develop plans that outline the level of intra-departmental effort needed to support capital project initiatives (Monitoring, Education-Communications, Permitting)			х						
				1.1.4	Outline technology outputs and needs to support the identification, development and prioritization of capital imrpovement projects. To be incorporated into the IT Plan (5.1.1).					х				
				1.1.5	Evaluate departmental structure and human resource needs, and develop operational strategies and plans to provide the knowledge/skills and capacity to support capital project development and organizational planning priorities of this department (6.2)					х				
Ma		1.2	Change the land-use and water policy environment to increase early value added partnership with private development, public infrastructure, and public policy/planning		Develop a District-wide plan to implement a <i>Balanced Urban Ecology</i> Program, outlining the level of intra-departmental effort (Permitting, Education-Communications) needed to establish, maintain and enhance MCWD's position as a preferred partner within the land-use community			х	х					
		1.2	Proactively maintain organizational alignment and focus by scanning external environment for opportunities and threats and recommending policy, project, program and resource deployment to the Administrator and Board	1.3.1	Develop a routine workflow to perform external scans of threats and opportunities, and then evaluate, prioritize and make recommendations to the Board on programmatic responses			х						
		1.3		1.3.2	Develop, maintain and report on the progress on the Strategic Action Plan			х						
		1.4	Explore how to restructure and resource grant programs to address strategic	1.4.1	Evaluate human resource needs of relocating infrastructure grants into the Planning and Projects Department					х				
			priorities		Develop the framework, criteria, and processes to implement a new infrastructure grant program			Х	Х					
	Permitting		administrative, policy, and rule changes.	2.1.1	Draft report assessing procedural, policy and rule modifications that optimize staff time, budget and natural resource protection		х		х					
		2.1		2.1.2	Develop framework for optimizing construction compliance and natural resource protection, considering risk management and partnership opportunities									
					Develop framework for optimizing post-construction inspections		Х							
2 Pe		2.1			Outline technology outputs and needs to support optimization of the regulatory program. To be incorporated into MCWD IT Plan (5.1.1).					х				
				2.1.5	Evaluate departmental structure and develop operational strategies and plans to support the strategic priorities of the department, by increasing department stability, retention, and opportunities for career development (6.2.5).					х				
		2.2	Increase partnerships with land-use community to achieve benefits to land and water resources that exceed regulation	2.2.1	Develop a Plan to achieve this objective that is integrated into 1.2.1			х	х					
	Research and Monitoring	3.1 implementation (capital projestakeholders, anchoring MCW		3.1.1	Develop operational plans to refocus and prioritize staff time and budget on diagnostic monitoring, while maintaining minimum required baseline anchor monitoring.		х							
				3.1.2	Develop priorities and plans to perform project efficacy monitoring to demonstrate project success		Х							1
			stakeholders, anchoring MCWD's brand of sound science based watershed management.	3.1.3	Develop plan for long term operation costs and staff time necessary to implement E-Grade monitoring to broadly characterize subwatershed health.		х							
				3.1.4	Develop communication framework and materials (report card) to educate policy makers and general public on subwatershed health as characterized by E-Grade		х		х					
3					Evaluate department structure and develop operational strategies and plans to integrate AIS into new Research and Monitoring Department, and to strengthen intra-departmental linkages to support the Planning & Project Department					х				
			Refocus AIS programming to concentrate on managing AIS that have demonstrable water quality impact and have synergy with planning and	3.2.1	Develop framework for prioritizing AIS management planning in concert with planning and project priorities			х						
							Х	L						
		3.2		3.2.3	Develop criteria and policy framework to prioritize rapid response to new AIS infestaton			Х						
			project priorities.	3.2.4	Identify, track, prioritize and recommend, as part of annual workplan, opportunities to promote externally funded AIS research on MCWD waterbodies			х						
		3.3	Reduce MCWD investments in AIS prevention programs and reorient to support partner efforts	3.3.1	Meet with prevention program partners to develop exit strategy for decreasing funding over time		х							

DRAFT Strategic Action Plan - Dashboard

DRAFT Strategic Action Plan - Dashboard						Potential Committee Roles				Schedule					
	Program		Strategic Direction	Strategic Initiatives	Staff Lead	ОРС	PPC	CAC	Q1	Q2 (Q3 Q	4 2019			
		4.1	Support the planning and delivery of capital projects through partnerships	4.1.1 Develop work plan and human resource needs for implementing plan for project/program support		Х									
4		4.2	Promote District's organizational stratagy of changing the land-use and water policy enviornment to increase public and private partnerships	Develop work plan and human resource needs for implementing plan to promote land-use and water policy integration locally and regionally		х									
	Education and Communications	4.3	Explore how to prioritize and resource baseline education programming	 4.3.1 Further define the purpose, goals, resource needs, and outcomes of baseline education programs 4.3.2 Evaluate and prioritize human and financial resource needs within program priorities and baseline programming 		Х	Х								
	communications		Explore how to restructure and resource grant programs to address strategic priorities	4.4.1 Evaluate and prioritize human and financial resource needs of relocating the Mater Water Stewards Grants into the Education Program		х									
		4.4		Evaluate and prioritize human and financial resource needs for development of a new Stewardship Grant program to replace the Cynthia Krieg and Community Engagement grants		х	, v								
				4.4.3 Develop the framework, criteria, and processes to implement a new Stewardship Grant program			Х	Х							
5		5.1	Evaluate opportunities for increased department effeciency	5.1.1 Evaluate departmental structure and human resource needs, and develop operational strategies and plans to provide the knowledge/skills and capacity to support the organization's needs (6.2)					Х						
	Operations and Support Services	3.1		5.1.2 Map workflows and processes to evaluate opportunities to improve efficiency											
			Develop plans and processes to support the ongoing organizational needs of financial, human resources, information technology, and facilities management	5.2.1 Develop a strategic plan for investment in IT to meet program needs of spatially integrating permit administration, asset (project, land, grants) management, water quality data, and human resource networks		х									
				Dayalan processes and policies for the dayalanment of the appual hydget, coordinating across departments and reporting		х									
		5.2		5.2.3 Develop a financial strategy (debt capacity, financial instruments, and budget-levy implications) to support the mid-long range capital improvement goals		Х									
				5.2.4 Develop a plan, outlining timing and costs for facilities maintenance for the MCWD office		Х									
				5.2.5 Centeralize and standardize Human Resources Policies		Х									
			6.1 Continue to improve program alignment and strengthen organizational culture	6.1.1 Continue to develop and define cultural principles											
6				6.1.2 Develop internal communications plan that supports clarity, transparency, and engagement while maintaining efficiency											
		6.1		6.1.3 Develop a framework for building effective staff teams and defining roles											
		0.1		6.1.4 Develop a project management framework that illustrates how programs align to deliver high-impact capital projects											
				6.1.5 Evaluate options and costs for modifying office layout to improve staff collaboration		Х									
				6.1.6 Develop ideas for ongoing team building (e.g. spirit week, lunch activities, brown bags)											
				6.2.1 Develop program development plans that map out knowledge, skills, abilities needed											
	Organization-wide			6.2.2 Develop individual professional development plans that identify priority initiatives, strengths, and growth areas											
		6.2	Develop framework for organizational development and accountability	6.2.3 Refine and standardize onboarding plans across departments (tied to 6.2.1 and 6.2.2)											
				6.2.4 Develop an internal reporting and accountability framework (tied to 6.2.2)											
				6.2.5 Develop a human resources plan and philosophy that identifies and meets the strategic needs of the organization		х									
		6.3	Continue to refine and evaluate committee roles and alignment	6.3.1 Develop plan for CAC recruitment, onboarding, and continuing education				Х				/			
				6.3.2 Ongoing evaluation and agenda setting for the OPC, PPC, and CAC		Х	Х	Х							
			Improve framework for evaluating and reporting on progress toward District goals	6.4.1 Define metrics for evaluating progress across each program, and develop processes to track			Х					/			
				6.4.2 Evaluate and improve work plan development process and documents to align with strategic plan											
				6.4.3 Evaluate and improve District reporting to Board, state agencies, and other stakeholders		Х									