



Title: Preparatory Discussion for 2023 Board Retreat

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Purpose:

To engage in a preliminary discussion to help frame and bring focus to the upcoming 2023 Board Retreat.

Background:

2022 represented a milestone in the Minnehaha Creek Watershed District's (MCWD) growth and evolution. It was the midpoint in MCWD's 10-year plan, and was also the fifth year in the organization's plan for strategic alignment. As the District approached this milestone the Board of Managers expressed a desire to begin preparations for the next strategic window and visioning for the long-term future.

To establish a foundation for this work, the Board decided to break its work and discussions into three phases:

1. Phase 1 – Past – Where have we been and what have we learned?
 - a. A historical analysis to derive insights that underpin MCWD's identity today, and lessons for the future
2. Phase 2 – Present – Where are we now and what needs to be done?
 - a. Status of current strategic priorities, and assessment of what will be required near term to execute
3. Phase 3 – Future – What challenges will we face in the future, and how can we prepare?
 - a. An inventory and education on emerging strategic issues the District wishes to begin preparing for

Phase 1, encompassed a retrospective analysis of the District's entire history to mine for timeless principles that can guide the future success of the organization, was completed in 2022 and was approved by the Board at the January 12, 2023 Board Meeting.

Phase 2 consisted of a mid-year 2021 Board retreat, where the Board evaluated progress to date since the adoption of the strategic alignment plan, mapped all work in queue, and established a theme of executing work in pipeline for the calendar year. It also involved a November 17, 2022, Committee presentation and discussion of progress since 2018, with a purpose of closing the door on the most recent strategic chapter and allowing the Board to begin in 2023 focusing in earnest on future visioning and planning.

Phase 3. Now, with a map of past lessons learned that can be carried into the future, and a clear shared understanding of progress to date over the last five years to strategically align the organization and deliver on the District's mission, the Board is preparing to map the next five years leading to the 2027 Plan and beyond – beginning with a 2023 Board Retreat in late Q1.

Summary:

The January 26, 2023 PPC will serve as a preliminary discussion to begin framing and scoping the 2023 Board Retreat, as a jumping off point for visioning the next five years and beyond.

Continuing the dialog from November 17, the following questions are offered to help facilitate dialog amongst Board members:

5-Year Retrospective:

- What were the Board's expectations for transitioning the organization?
- What expectations were or were not met?
- What stand out as unexpected challenges or opportunities between 2018 and 2022?
- What are you most proud of accomplishing as a Board between 2018 and 2022?

Forward Facing:

- What is your picture of success for the next five years?
- What do you see as MCWD's biggest opportunities/threats in the coming five years?
- What priorities do you see emerging in the coming one, three and five years?
- What are you excited or concerned about?
- Where is more attention/discussion/investment needed?

Retreat Planning:

- How can the Board help prepare the organization for 2027 and beyond?
- What do you see as the Board's priorities in 2023-2024?
- How should the Board spend its time in its Q1 retreat?
- What will a successful retreat accomplish?

Supporting documents:

- November 17, 2022 Presentation – Progress on Organizational Transition since 2018

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WATERSHED DISTRICT

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Progress on Organizational Transition Since 2018

Policy and Planning Committee
November 17, 2022

The 2018 Situation

- Coming out of three successive leadership transitions



- Strategic plan for programmatic alignment around Balanced Urban Ecology



- Human resources plan with direction to structure and align personnel across programs



The 2018 Mission

- Refocus programs to support projects and policy



- Quickly and cleanly restructure workgroups to support strategy



- Raise expectations and increase accountability



- Maintain organizational energy and reinvest in culture



- Deliver high volume of complex capital projects



Key Performance Indicators

- Leadership



- Board Relations



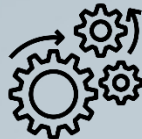
- Community Relations



- Project Delivery & Program Alignment



- Operations



2022 Status Assessment

Created a people first environment that drives end impact



- Grown leadership capacity and expanded volume impact players
- Set consistent standards for excellence, accountability, compensation
- Coalesced culture, normalized expected behaviors that support standards and produce results
- Developed second phase plan for growing staff and mission driven results

2022 Status Assessment

Cohesive Board operating at a strategic policy level



- Board has clarity on strategy, direction, priorities, expected results
- Administrator – Board trust capital increased
- Allowed Board to focus on (1) results monitoring; and (2) vision/direction setting
- Meetings are focused, information clearly presented, and outcome oriented

2022 Status Assessment

Community Relations



- Maintained and built community understanding, trust and support for approach and results
- Avoided major conflicts on key issues
- Expanded partnership capital at legislature, state agencies, met council and counties
- Positioned for broad support for Land and Water Partnership, Rules and Climate Action

2022 Status Assessment

Project Delivery and Program Alignment



- Programs have increased alignment, legacy work has been sunset, and results are flowing
 - Permitting has new IT system, advanced LifeTime, negotiated Morningside, working on Rules
 - R&M pivoted AIS, supports project development, RESNET, legislative \$ for climate modeling
 - Policy Planning maturing, developed L&WP, Long Lake Roadmap, completing Climate Framework
 - Project Maintenance navigated staffing shift, pond dredging, navigated Nokomis and Boardwalk
 - Outreach has undergone much change, but has communications staff positioned for impact

2022 Status Assessment

Project Delivery and Program Alignment



- Project portfolio has expanded, clarity on short term 3-5 year CIP has increased, projects in queue
 - Wassermann Preserve, Wasserman Alum Dosing 4X, LSOHC Carp Management, Six Mile Prairie
 - Arden, FEMA, Advanced 325 Blake,
 - Turbid Lundsten, Halsted Alum, Auburn Wetland, SWLRT Stream/Trail, Co. Rd. 6, Long Lake, Mpls.

2022 Status Assessment

Operations



- Increased clarity and operational efficiency, with reduced staffing levels
- Plan for growth and taking down strategic initiatives in 2023
- Comfort and clarity increased around annual budgeting process
- Established functional base IT environment (WiFi, VPN, Firewall, Migration to 365, new MSP)

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Thank You!