



Title: 2021 PPC Strategic Discussions – Phase 1 Scope and Process

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Purpose:

At the January 28, Policy and Planning Committee (PPC) Meeting, staff will provide a briefing on a scope of work and process for Phase 1 of the PPC's strategic discussions being planned for 2021. Phase 1 is focused on a historical analysis to derive principles for future success, by asking – where have we been and what have we learned?

The Committee will be asked to provide feedback on the purpose and scope of this work, as well as the process that has been developed in partnership with Louis Smith.

Pending Committee feedback, the scope of work will be refined for consideration by the Board of Managers at a subsequent meeting in February.

Background:

2022 represents the midpoint of the Minnehaha Creek Watershed District's 10-year plan, and is also the 5 year anniversary of the District's 2017 plan for strategic alignment. As the District approaches this midterm milestone the Board of Managers has expressed a desire to continue strategic preparations for the future.

As part of preparing for the future the Board has decided to take stock of its current situation, by evaluating the status and needs of near term priorities. This work will be prepared by District staff for Board discussion mid-year between Q2 and Q3, 2021.

The Board has also determined to analyze its history to extract and memorialize timeless lessons from the past that can inform, guide and support the District's future success as a leader in watershed management.

This work, described above, has been broken into three phases of work as follows:

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

Discussions will begin early in 2021 with Phase 1, with a target for Phase 2 of June 2021, in preparation for subsequent discussions in Phase 3. *The three phases of this processes may not run entirely sequentially.

Phase 1 – Scope and Process:

Phase 1 Purpose:

The District is not looking to simply develop a corporate history to tell the “story” of MCWD. Instead, the purpose is to analyze MCWD’s history (formative events, key decisions points, influencing factors, and success and failure), and to extract fundamental truths that can guide future organizational behaviors and underpin MCWD’s success in watershed management.

Phase 1 Process and Approach:

The attached scope of services provides detail on the draft process designed to achieve this goal. This process will be presented at the January 28, PPC meeting for discussion. At a broad level the process will include working with the Board of Managers through facilitated discussion in the following stages:

Discovery and Framing – Developing the Timeline and Periods for Historical analysis

- Develop a timeline of formative events within MCWD’s history
- Divide the timeline into discrete periods (4-6) of MCWD’s history, and the theme of each
- Identify particularly formative events to be researched in more detail
- Develop a working draft of hypotheses of types of lessons learned to be tested and refined through research
- Discuss with the Board to refine discovery and focus the scope of research

Analysis of Thematic Periods and Narrative Construction:

- Analyze the confluence of events leading to inflection points for MCWD between one period and the next
- Detail how such pivotal moments subsequently defined organizational structure, strategy and thematic context
- Define and refine the list of principles being drawn from this analysis
- Summarize these findings in (4-6) white papers for review and discussion by the Board

Synthesis of Historical Analysis and Principles:

- Synthesize the principles of effective watershed management that will guide into the future
- Review and discuss the narrative and principles with the Board
- Finalize deliverables

January 28, 2020 PPC Meeting:

At the January 28, 2020 PPC Meeting, staff and Louis Smith will provide a briefing and seek feedback on the purpose of this work and the supporting process

Pending feedback, the scope of services may be advanced for Board consideration at a subsequent meeting in February, 2021.

Supporting documents (list attachments):

- DRAFT Scope of Services

If there are questions in advance of the meeting, please contact James Wisker at Jwisker@minnehahacreek.org or 952.641.4509



DRAFT Scope of Services

Minnehaha Creek Watershed District Strategic Review

Objectives and Deliverables:

1. Create a written analytical narrative of MCWD's history using the structure – event – structure method. Delineate cornerstone formative events, characterize how these events marked turning points between one period and the next, and how these pivotal moments subsequently impacted and defined the organizational structure, strategy and thematic context for the next period.
2. Analyze the confluence of factors underpinning the pivotal turning points in MCWD's history, to derive timeless principles – fundamental truths that serve as the foundation for future organizational behaviors that underpin successful watershed management.

Approach:

Task 1. Develop the Timeline and Periods for Historical Analysis; Frame Initial Discovery.

- A. Develop an overarching timeline of defining events, based on a cursory review of internal archival material.
- B. Divide the timeline into discrete thematic periods (4-6) of MCWD's history, and identify particularly formative events to be researched in more detail.
- C. Develop a working draft of 'hypotheses' or types of lessons learned in these thematic periods, to be tested in research.

Task 2. Analysis of Thematic Periods and Narrative Construction.

- A. Research primary source material within each thematic period.
 1. Source material will include minutes, resolutions, policies, correspondence, news articles, project material, litigation records, watershed plans, strategic plans, and interviews. MCWD staff will provide a framing approach to these resources on laser fiche.
- B. Refine the thematic characterization of each period, adding detail to formative events, analyzing the impact they had on the structure and strategic posture of the District.
 1. Analysis will explore and evaluate strategic themes including, the character of work in different geographies, accomplishments, costs and sources, litigation and conflict, municipal relationships, public perception and resident engagement, legislative engagement, Board-staff structure composition and governance, consulting relationships, and program alignment and focus over time.
 2. Draft a white paper for each thematic period presenting this research and analysis.



Task 3. Facilitate Board Discussion on the Historical Narrative and Emerging Principles

A. Plan for and lead a Board discussion on each period of history, focused on assimilating the historical narrative, and crystalizing principles.

1. Will require the development of pre-read material outlining the analytical historical narrative for each period.

B. Synthesize Board feedback and incorporate into the historical narrative and principles.

Task 4. Finalize the Historical Analysis and Principles

A. Produce a final deliverable and facilitate Board discussion, to finalize the process prior to presenting for Board adoption.

<u>Task</u>	<u>Description</u>	<u>Estimated Cost</u>
1	Timeline, Periods and Framing Discovery <ol style="list-style-type: none"> a. Prepare overarching timeline b. Divide into discrete thematic periods c. Develop working 'hypotheses' d. Review with Leadership Team and PPC/Board 	\$2,750
2	Analysis of Thematic Periods and Narrative Construction. <ol style="list-style-type: none"> a. Research b. Prepare Draft c. Review draft with staff d. Revise draft <p>\$6,600 average cost for each of six white papers</p>	39,600
3	Facilitate Board Discussion <ol style="list-style-type: none"> a. Prepare and lead board discussion on each of six white papers b. Synthesize Board feedback and incorporate into revised draft of each white paper 	7,500
4	Finalize the Historical Analysis and Principles <ol style="list-style-type: none"> a. Produce a final draft for Board discussion. b. Incorporate Board feedback into final document for Board adoption 	3,000
Total		50,350