



## MEMORANDUM

**To:** MCWD Board of Managers

**From:** James Wisker

**Date:** October 10, 2016

**Re:** October 13, 2016, Planning and Policy Committee (PPC) Meeting

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### Purpose:

To outline the October 13, 2016 Planning and Policy Committee strategic planning discussion, focused on defining the purpose of the Planning and Project Maintenance & Land Management departments.

### Background:

#### August 25, 2016 Planning and Policy Committee:

At the August 25, 2016 Planning and Policy Committee (PPC) Meeting staff summarized, by department, the emerging themes from the issue identification phase of the strategic planning process currently underway. A package of material was distributed at this meeting and delivered electronically after the meeting. That package included:

- Facilitator group recommendations for organizational evaluation
- Chronology of the strategic planning process
- Resolution adopting the strategic planning framework
- MCWD vision, mission, goals, and guiding principles
- Executive summaries of program evaluations

During the August 25, 2016 PPC discussion, identified organizational issues were divided into the following categories:

1. **Program Purpose/Direction** – determining the fundamental purpose for a program and its general policy orientation.
2. **Coordination/Program-Linkage** – exploring how programs support and complement each other, and opportunities to improve cross-departmental communication and collaboration.
3. **Operational** – analyzing issues of resource allocation and needs, departmental structure, staffing, and efficiencies.

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September 8, 2016 Planning and Policy Committee Meeting:

At the September 8, 2016 PPC Meeting, the Committee and attending Managers revisited and concurred with the identified issues, and reviewed a process and schedule for advancing through Committee discussion towards Board decision making.

A draft document outlining how the organization would advance into *Phase II – Analysis and Decision Making*, was reviewed and electronically distributed to the Board of Managers following the meeting. This document and the process it outlines will remain a living document and will be periodically updated as amendments to the iterative process are made.

September 22, 2016 Planning and Policy Committee:

At the September 22, 2016 PPC Meeting, the organization began policy level discussions regarding **program purpose** by doing a baseline review of program purpose for the Permitting and Operations & Support Services departments, which did not have any purpose-related questions flagged through the internal issue identification phase.

Permitting:

The Permitting Department's purpose was generally agreed to protect watershed resources from impact associated with land-use change. The Committee reviewed that this was traditionally accomplished by:

- Administering a plan review process to ensure construction plans comply with minimum design standards of MCWD rules.
- Implementing field inspection to ensure active and final construction complies with approved plans.

The Committee agreed, that given the permitting department's expansive audience and it being a "front line" for monitoring land-use change, the department also provided valuable contribution to the organization's mission by:

- Filtering land-use change applications for partnership opportunities that provide greater natural resource benefit than strict rule compliance.
- Disseminating corporate/brand and program specific communications through the department's unique audience channels.

Following discussion, the Committee agreed that the majority of strategic planning evaluation and discussion for the Permitting Department, would focus on developing clear tactical priorities and then optimizing resources accordingly.

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Operations and Support Services:

The Committee generally agreed that the Operations and Support Services program purpose was to provide direct support to mission focused programming by managing operational and support functions including:

- Insurance
- Finances
- The office building
- Information Technology
- Human resources
- Daily support to the staff, Board and general public

The Committee agreed that, given the department's role of supporting "customers", the strategic evaluation of the program should continue to focus on:

- Clearly mapping and prioritizing "customer" needs through the strategic planning process
- Optimizing resource allocation consistent with the identified organizational priorities

**October 13, 2016 Planning and Policy Committee Meeting:**

At the October 13, 2016 PPC Meeting, staff will facilitate a discussion on the **program purpose** of the Planning and Project Maintenance & Land Management departments.

The following outline will be used to facilitate this discussion:

- Program history:
  - Evolution of project planning
  - Evolution of land conservation
  - Evolution of project maintenance and land management
  - Evolution of role in organizational planning
- Outline program purpose:
  - Review program framework
  - Connect to organizational mission
  - Discuss alignment and connection with other programs
  - Outline target audiences
- Discuss program's role in organizational planning:
  - Policy development
  - Comprehensive plan development
  - Strategic planning
  - Evaluation and reporting
  - Financial planning

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- Discuss priorities:
  - Outline how priorities shift over time:
    - Current vs. future
- Outline future program discussions:
  - Focused primarily on prioritization and resource allocation

If there are questions in advance of the meeting, please contact James Wisker at 952-641-4509 or [Jwisker@Minnehahacreek.org](mailto:Jwisker@Minnehahacreek.org).

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