

1 **DRAFT**

2 **MINUTES OF THE POLICY & PLANNING COMMITTEE**

3
4
5 **October 13, 2016**

6
7 **CALL TO ORDER**

8
9 Manager Miller called the Committee to order at 4:35 p.m. at the District Offices,

10
11 15320 Minnetonka Blvd

12 Minnetonka, MN 55345

13
14 **COMMITTEE MEMBERS PRESENT**

15
16 Dick Miller and Kurt Rogness.

17
18 **NON-COMMITTEE MEMBERS PRESENT**

19
20 Bill Becker, Bill Olson, and Sherry Davis White.

21
22 **OTHERS PRESENT**

23
24 Becky Christopher, Lead Planner & Project Manager

25 Dave Mandt, Director of Operations and Support Services

26 James Wisker, Director of Planning & Projects

27 Lars Erdahl, District Administrator

28 Laura Domyancich, Project & Land Technician

29 Maddie Johnson, Technical Support Services Specialist

30 Matthew Cook, Planning Assistant

31 Mike Hayman, Planner & Project Manager

32 Renae Clark, Planner & Project Manager

33
34 **APPROVAL OF AGENDA**

35
36 Mr. Wisker asked to add a report to the agenda regarding the formal agreement on regional
37 stormwater management for downtown Victoria between the District and the City of Victoria.

38 The agenda was approved as amended.

39
40 **MEETING SUMMARY**

41
42 The Committee and present Managers reviewed the purpose of the Planning, Projects, and
43 Maintenance Department. Staff noted that the purpose of these programs was not identified as an
44 issue by staff during program evaluations.
45

46 Staff reviewed the history of the department, which included the integration of the Planning,
47 Projects, Land Conservation, and Operations and Maintenance programs. Staff also reviewed the
48 evolution of the department's approach to project planning and implementation and the resulting
49 increase in project success. Finally, staff described the evolution of the department's role in
50 organizational planning efforts.

51
52 The department's role in organizational planning was supported and not flagged as a concern by
53 MCWD staff through the issue identification phase of strategic planning. Planning department
54 staff highlighted the potential role in organizational planning as a topic warranting discussion
55 and clarification. Staff noted that the role had grown since 2014, with a corresponding increase
56 in workload. Staff suggested that though the department's role in organizational planning – from
57 strategic planning to financial planning – made sense given the skills and culture of existing
58 department staff, the department may not be well-suited to continue the role if said staff leave the
59 District. In particular, Planning staff highlighted the annual budgeting process as a time-intensive
60 task that could be shared with or handed off to another program or department.

61
62 The Managers underscored their comfort continuing and formalizing the role of Planning staff in
63 organizational planning, and reinforced that they would like to see the department continue to
64 play a lead role in financial planning and budgeting.

65
66 Staff provided a brief update on the agreement between the City of Victoria and the District
67 regarding stormwater management for downtown Victoria. Staff noted that in order to meet
68 deadlines, the agreement must be approved at the Board meeting on October 27. The Committee
69 moved (2-0) to recommend that the Board adopt the agreement.

70

71 **COMMITTEE MEETING**

72

73 **Program Purpose: Planning, Projects, & Maintenance**

74

75 Mr. Wisker stated that the Committee would be reviewing the purpose for the Planning, Projects,
76 and Maintenance Department (Planning), which encompasses the formerly discrete programs of:

77

- 78 • Planning
- 79 • Projects
- 80 • Land Conservation
- 81 • Operations and Maintenance

82

83 Mr. Wisker noted that the purpose of the department was not identified as an issue through the
84 program evaluation process but that Planning staff flagged the department's role in
85 organizational planning as a topic warranting further discussion with the Board of Managers. Mr.
86 Wisker noted that following the PPC discussion of program purpose and role, future strategic
87 planning discussions for the program would focus on establishing clear priorities across work
88 areas, and ensuring adequate department capacity to fulfill those established priorities.

89

90 Mr. Wisker provided the following outline to review the Planning department's purpose:
91

- 92 • Review **background** of strategic planning process and provide status update
93
- 94 • Review Planning department **history and evolution** of:
 - 95 ○ Project planning
 - 96 ○ Land conservation
 - 97 ○ Project maintenance and land management
 - 98 ○ Department culture
 - 99 ○ Organizational planning role
- 100
- 101 • Contextualize department within **strategic framework and organizational priorities**
 - 102 ○ Department purpose
 - 103 ○ Connection to mission
- 104
- 105 • Preview **projected priorities and operational issues / solutions**
 - 106 ○ Linked to clarifying department purpose
- 107

108 Mr. Wisker stated that he would cover how the growth of department staff's knowledge, skills,
109 and abilities enabled the department to fill organizational planning roles after the leadership
110 change in 2014. He clarified that staff hoped the Committee would review the department's
111 overall role, with particular focus on the department's role in facilitating organizational planning
112 efforts.
113

114 **Background** 115

116 Mr. Wisker noted that over the past several years, the District has shifted its attention to
117 increasing organizational focus and developing partnerships, away from the broad-ranging and
118 disconnected efforts of previous years. He explained that this foundation informs the District's
119 current strategic planning process.
120

121 Mr. Wisker reinforced that the purposes of the strategic planning process are as follows:
122

- 123 • To define the purpose of District programs
- 124 • To clarify Board priorities
- 125 • To improve the focus and effectiveness of programs
- 126 • To align programs with the District mission and improve cross-departmental coordination
- 127 • To develop clear outcomes and metrics of program initiatives for evaluation
- 128 • To establish a repeatable process for evaluation of current and future initiatives
129

130 Mr. Wisker underscored that the District has completed the first part of the strategic planning
131 process through its adoption of new vision, mission, goal, and guiding principle statements. He

132 stated that these statements are strengthened by the Organizational Priority Framework, which
133 lays out basic assumptions regarding mission priorities.

134
135 Mr. Wisker stated that the District has also completed the issue identification process (Phase I),
136 through which programs were evaluated by cross-departmental staff teams.

137
138 Mr. Wisker explained that the District was currently in the midst of Phase II – performing
139 analysis of the issues identified in Phase I and beginning to structure a decision-making process.
140 He noted that issues flagged by staff, and reviewed by the PPC and Board, were grouped by
141 category:

- 142
- 143 • Program purpose
 - 144 • Interdepartmental coordination
 - 145 • Program operations
- 146

147 Mr. Wisker reminded the Committee that at the last PPC meeting, the Managers reviewed the
148 purpose of the Permitting and Operations & Support Services programs.

149
150 Mr. Wisker reviewed the assumptions of the Organizational Priority Framework by relating each
151 assumption to the Organizational Strategic Framework diagram. He stated that the District
152 achieves its mission – to protect and improve the landscape – through direct implementation and
153 indirect implementation, or “influencing.” Mr. Wisker noted that while program initiatives that
154 accomplish mission objectives take priority, these programs require supportive programming.
155 Both mission-implementation programming and supportive programming must align with the
156 District’s mission. Mr. Wisker stated that the purpose, alignment, and resourcing of programs
157 must be evaluated to ensure focus and balance.

158
159 **History and Evolution**

160
161 Mr. Wisker characterized the experiences of the Planning, Projects, and Maintenance staff from
162 2009-2013. He stated that the Planning and Projects programs previously implemented a
163 regimented Capital Improvement Plan (CIP), teed up by discrete feasibility studies, spread out
164 across the whole watershed. He explained that the prescriptive CIP and isolated feasibility
165 studies led to frequent project failure or abandonment. He added that projects were planned and
166 designed by consultants, managed by one staff member, then construction was managed by a
167 different staff person, all independent of maintenance considerations or land conservation efforts.
168 Mr. Wisker stated that the repeated cancellation of projects prompted staff to imagine a more
169 coordinated and holistic approach for capital planning and investment.

170
171 Mr. Wisker noted that at this time, the Land Conservation program was operating independently
172 from planning and project-building efforts. He explained that property acquisitions were based
173 more on land availability and property listings than resource need or District priorities. Mr.
174 Wisker added that the program generally sought to purchase land in fee, rather than acquire
175 easements or use other lower-cost techniques to bring land into conservation.

176

177 Manager Becker asked why capital projects were built in an order that was spread across the
178 watershed. Mr. Wisker explained that capital projects were historically distributed amongst cities
179 to meet geopolitical expectations. He noted that the District observed that these disparate projects
180 were garnering little discernable impact en masse, prompting the Board and staff to explore, with
181 member communities, the benefits of focusing capital investments in a particular area.

182

183 Mr. Wisker resumed his recounting of the Planning department's history, noting that once the
184 Land Conservation staff left the District, Planning staff absorbed the Land Conservation program
185 without hiring new staff.

186

187 Mr. Wisker stated that the Planning department staff developed a team environment of constant
188 learning and improvement through tackling challenges such as absorbing Land Conservation and
189 developing the partnerships and projects that would anchor the Minnehaha Creek Greenway. He
190 noted the benefits staff observed in focusing on the Greenway of meeting high water resource
191 needs, seizing opportunities, and developing and leveraging relationships. Mr. Wisker explained
192 that by integrating the different programs into the Planning department, where work and ideas
193 were shared, the department reached a higher level of function than previously realized. He noted
194 that the experience of the Planning department and the Board helped to inform the organization's
195 philosophical shift toward integrated landscape protection accomplished through collaboration,
196 as captured in the *In Pursuit of a Balanced Urban Ecology* policy (BUE).

197

198 Mr. Wisker stated that during the leadership transition in 2014-2015, Planning staff stepped up to
199 assume responsibility for the development of the Comprehensive Plan and lead annual budget
200 planning, previously the role of the Executive Director. He added that following the BUE, the
201 District adopted the Two-Track Approach as a means to integrate water resource protection and
202 improvement into land use. Also during this transition, the Planning department led the
203 formation of the Staff Collaboration Group which resulted in critical communications from
204 District staff to the Board of Managers, and the development of the organization's staff culture
205 that was memorialized in the Core Values document.

206

207 Mr. Wisker explained that this history led to the department being comfortable gradually
208 assuming a stronger role, with the Board of Managers, in organizational planning. He stated that
209 tonight the Planning department was looking for Committee input on whether or not the
210 department should continue to have a role in organization planning, as well as what the role
211 should entail.

212

213 Before moving ahead Mr. Wisker asked the Committee if the history presented was consistent
214 with Managers' understanding and recollections. All attending Managers concurred with the
215 history.

216

217 Manager Miller thanked Mr. Wisker for providing a thorough and clear presentation on the
218 background and history of the Planning department.

219

220 **Strategic Framework and Organizational Priorities**

221
222 Mr. Wisker reviewed the strategic organizational framework diagram and stated that the
223 Planning department performs three major functions for the District:

- 224
- 225 • Influencing (or Indirect Implementation)
 - 226 • Direct Implementation
 - 227 • Organizational Planning
- 228

229 Mr. Wisker explained that the Planning department influences others to implement water
230 resource protection and improvement through the following activities:

- 231
- 232 • Developing (and leveraging) partnerships
 - 233 • Coordinating plans and policies with external actors
 - 234 • Providing technical assistance to those changing the landscape
- 235

236 Mr. Wisker noted that through providing technical assistance, the District has been able to secure
237 a number conservation easements, which produces water resource protection at minimal cost to
238 the District. He underscored that the majority of the “technical assistance” capacity in the
239 Planning department has come from Project Maintenance & Land Management (PMLM) staff,
240 who assumed Land Conservation responsibilities of land management, and have also taken on a
241 new role in flood control and emergency response. Mr. Wisker added that the PMLM staff’s
242 contributions to these roles have been made in addition to managing their regular responsibilities,
243 straining available staff time – something that would be revisited during operational strategic
244 planning discussions.

245
246 Mr. Wisker stated that the Planning department directly implements water resource protection
247 and improvement through the following activities:

- 248
- 249 • Project planning and development
 - 250 • Project implementation
 - 251 • Land acquisition
 - 252 • Project maintenance and land management
- 253

254 Mr. Wisker noted that the District is building more projects because the Planning department
255 staff have become more efficient and effective at planning, developing, and executing projects
256 successfully. He noted that the projects being advanced are also more complex due to their
257 integration with external initiatives and partner priorities. He also observed that as a matter of
258 practice the department often queues up more work than can be reasonably done for a given year,
259 with the expectation that initial planning is needed to investigate opportunities, determine
260 feasibility and set priorities; and that, once established, project timing can shift due to partner
261 priorities changing, the availability of funding and a myriad of other variables.

262 Mr. Wisker explained that the department's increased rate of success has limited the number of
263 cancelled projects, such that the department is facing an increasing project management
264 workload of more complex projects, with higher expectations from the Board and partners.
265

266 As examples, Mr. Wisker noted that the department's work in the Minnehaha Creek Greenway
267 has not concluded with 325 Blake Road, Target partnership, Minnehaha Preserve enhancements,
268 Meadowbrook Golf Course and several road replacements pending. He observed that only one
269 staff person is currently devoted to planning and managing projects for the entire Six Mile Creek
270 – Halsted Bay focal geography, which if successful would generate increasing project workload
271 and outside funding. He reminded the Board that other staff were busy assembling easements in
272 Painter Creek for the pending USACE Section 206 funding and working on Arden Park, while
273 assisting in the oversight of the Permitting program. He explained that the department staff had
274 communicated with him that they still enjoy the principles that made them successful, growth
275 mindset, innovative initiatives, fast pace and a high workload, but that they had reached a point
276 where an agreeable balance between output expectations and departmental capacity must be
277 reached with the Board of Managers. Mr. Wisker noted that these were operational
278 considerations that would be considered at future stages of the process.
279

280 Manager Miller noted his approval of the department's integration of project visioning,
281 development, and construction.
282

283 Ms. Christopher introduced the department's role in organizational planning, stating that it
284 consisted of the following aspects:
285

- 286 • Developing policy
- 287 • Managing the Comprehensive Plan
- 288 • Participating in state and regional planning
- 289 • Strategic planning and organizational alignment
- 290 • Focal and Responsive planning and coordination
- 291 • Evaluation and reporting
- 292 • Financial planning
- 293

294 Ms. Christopher underscored that the department's role in organizational planning was not
295 identified as an issue through the program evaluation process, rather Planning staff sought clarity
296 and confirmation of the department's role and responsibilities regarding organizational planning.

297 Ms. Christopher noted that a cross-departmental team, made up of 18 staff and representing all
298 departments, was formed to review the Planning department's role in organizational planning.
299 She observed that this cross departmental work group supported Planning's role in organizational
300 planning, with comments focused on how the role would be coordinated with program staff.
301

302 Ms. Christopher provided the department's perspective on why the District needs organizational
303 planning and why the Planning department currently performs this function. She explained that,
304 through the Self-Assessment process at the beginning of the Comprehensive Plan update, all
305 departments identified a need to improve program coordination, alignment, and focus. Ms.

306 Christopher stated that Planning staff has evolved to fulfill this role because of the department
307 staff's skillsets, the department culture, and the related responsibilities of the department, such as
308 policy development and managing the Comprehensive Plan.

309
310 Ms. Christopher stated that the department is seeking clarity from staff and the Board on what
311 the department's role in organizational planning should be moving forward. She noted that
312 currently, the department role has been to develop and guide the process of organizational
313 planning, without the charge of making decisions on program direction or operations.

314
315 Ms. Christopher explained that while the aforementioned cross-departmental group was
316 comfortable with the Planning department's role in organizational planning, staff felt that the
317 department needed a clearer plan for communications and coordination regarding organization-
318 wide planning efforts for the sake of transparency and accountability. She noted that staff were
319 comfortable with the Planning department acting as keepers of organizational planning
320 processes, and that to date Planning had operated primarily as facilitators not as decision-makers
321 regarding organizational direction or operation. Ms. Christopher added that the cross-
322 departmental team noted the value of having Planning staff help guide annual budget planning
323 efforts, but understood that the operational workload of running numbers could potentially be
324 carried by another department.

325
326 Manager Miller noted that while the department's current role in organizational planning is not
327 conventional for a Planning department, the department's participation in budget planning is
328 valuable. He underscored that the Planning staff have helped to tie the District's budget to the
329 organizational outcomes achieved so that it is more meaningful. Manager Miller stated that with
330 Planning staff leading the budget process, he was comfortable that the District's budgetary
331 planning was being done in a strategic manner, and was clearer than ever.

332
333 Manager Becker stated his comfort with the Planning department's role in financial planning. He
334 noted that the department's role in organizational planning would need to be kept at the right
335 level to ensure that it does not detract from its mission-implementation programming such as
336 project development.

337
338 Mr. Wisker agreed with Manager Becker's observation, explaining that there was a necessary
339 balance between having Planning staff lead efforts to the benefit of the whole organization and
340 having Planning staff focus more on mission implementation.

341
342 Manager Rogness observed that he saw the District was becoming a learning organization. He
343 explained that under the current structure – regarding Planning's role in organizational planning
344 – he was confident that there was enough built-in institutional knowledge to carry forward by the
345 next generation of staff if hires are made carefully. Manager Rogness underscored his comfort
346 with Planning continuing its role in organizational planning.

347
348 Mr. Wisker explained that one reason for seeking feedback from the PPC and clarity from the
349 Board is that the roles being performed by the Planning department are traditionally the

350 responsibility of a District Administrator. He articulated the challenges for the Planning
351 department in being tasked by the Board to manage the strategic planning process without it
352 being established traditionally as a role for the Department put said Department in a difficult
353 position. Mr. Wisker explained that when attempting to operationalize the strategic plan and
354 guide program focus and balance, the department was not in a position to recommend the
355 direction of other programs, nor can every decision be routed through cross-departmental teams
356 for consensus. He underscored that moving forward, if the Board found organizational planning
357 a valuable role for the Planning department, that clarity would be needed on the responsibilities,
358 expectations and authorities necessary to implement the findings from the strategic planning
359 process and maintain focus and alignment moving forward.

360
361 Mr. Wisker asked if the framing of the issue was clear and for additional feedback on the
362 department's role in organizational planning.

363
364 Manager Olson stated support for an ongoing role for the department in organizational planning.

365
366 Manager Becker commented, regarding departmental capacity, that successful implementation of
367 the Responsive Track model will only increase demand for capital and programmatic investment
368 as District partners become more aware of the model. He asked if there were plans to
369 constructively manage this demand.

370
371 Ms. Christopher stated that the Partnership Framework section of the Comprehensive Plan will
372 outline clear expectations for what cities need to do to access the District's responsive services,
373 such as coordinating early on project opportunities. She added that it is not the intent that the
374 District will act on all opportunities presented but rather those that best align with the District's
375 goals, priorities and resource needs.

376
377 Mr. Wisker underscored that capital projects are not the only means by which the District can
378 respond to opportunities for partnership with communities. He stated that the District needs its
379 programs to provide services to communities to help balance the Focal Geography track and
380 complement Responsive capital investments. Mr. Wisker explained that the Planning
381 department's role in coordinating the Two-Track Approach may lead to the department
382 influencing other program's priorities. He stressed that while this may be necessary to
383 operationalize the two-track approach, that the Planning department was not positioned to direct
384 a shift in focus for another program.

385
386 Manager Becker responded that the role made sense and was akin to an air traffic controller
387 directing routes, altitudes, landings and take offs for various aircraft. He asked if the Planning
388 staff were stating a concern, through their role in organizational planning, that they were
389 essentially getting into management. Mr. Wisker affirmed and noted that this was the reason the
390 department flagged the issue for discussion and clarification by the Board of Managers.

391
392 Mr. Erdahl noted that the strategic planning process was an outgrowth of the Planning
393 department's role in the development of the Comprehensive Plan. He explained that the strategic

394 planning process is currently a significant time commitment for staff, but he hopes that future
395 iterations of the process will require less staff time as the bulk of directional correction will have
396 been done. Mr. Erdahl added that operationalization of the Two-Track Approach is a work in
397 progress, and that the role of District programs in Focal and Responsive Geographies needed
398 clarification.

399
400 Manager Miller noted that the District's brand is built on the success of significant, high-quality
401 capital projects.

402
403 Manager Becker underscored the importance of developing an evaluation and adaptation
404 function as part of the strategic planning process.

405
406 The Managers present expressed their comfort with Planning's role in organizational planning,
407 direct implementation, and indirect implementation.

408

409 **Projected Priorities and Operations**

410

411 Mr. Wisker thanked the Committee and stated that future discussions of the Planning department
412 would address the following items:

- 413 • Develop framework for clear communication and coordination regarding organizational
414 planning
- 415 • Determine priorities and balance of implementation
- 416 • Evaluate department resource constraints – staff time and funding

417

418 Ms. Christopher stated that the Committee would review the purpose of the Research &
419 Monitoring program on October 27th. She noted that this review would include an examination
420 of the program's role in Aquatic Invasive Species management.

421

422 Regional Stormwater Treatment for Downtown Victoria

423

424 Mr. Wisker provided a brief summary of an agreement between the District and the City of
425 Victoria that staff would bring to the Board on October 27th. He explained that the agreement
426 outlined the staging and terms of a stormwater treatment plan that would allow the city's
427 downtown area to develop as regional treatment facilities are designed and installed. Mr. Wisker
428 noted that the agreement has already been reviewed by City staff, District staff, and District legal
429 counsel. He then detailed the terms of the agreement.

430

431 Manager Miller moved, seconded by Manager Rogness, to recommend that the Board authorize
432 staff to develop the term sheet into a cooperative agreement for review at the October 27, 2016
433 Board Meeting. Upon vote, the motion passed 2-0.

434

435 The Committee meeting adjourned at 6:20 p.m.

436

437 Respectfully submitted,

Policy & Planning Committee
Board of Managers
Minnehaha Creek Watershed District
10-13-16

438
439 Matthew Cook
440 Planning Assistant

DRAFT

STRATEGIC PLANNING DISCUSSION

October 13, 2016 PPC Meeting

MEETING PURPOSE

- Review the purpose of the Planning, Projects and Maintenance Department
- Historically divided into these discrete programs:
 - Planning
 - Projects
 - Land Conservation
 - Project Maintenance and Land Management
- Program purpose was not flagged through the issue identification phase of strategic planning
- Meeting focus will be on the role of the Planning Department in organizational planning
- Future strategic planning for Planning, Projects and Maintenance will be focused on establishing clear operational priorities and ensuring adequate capacity to fulfill those priorities

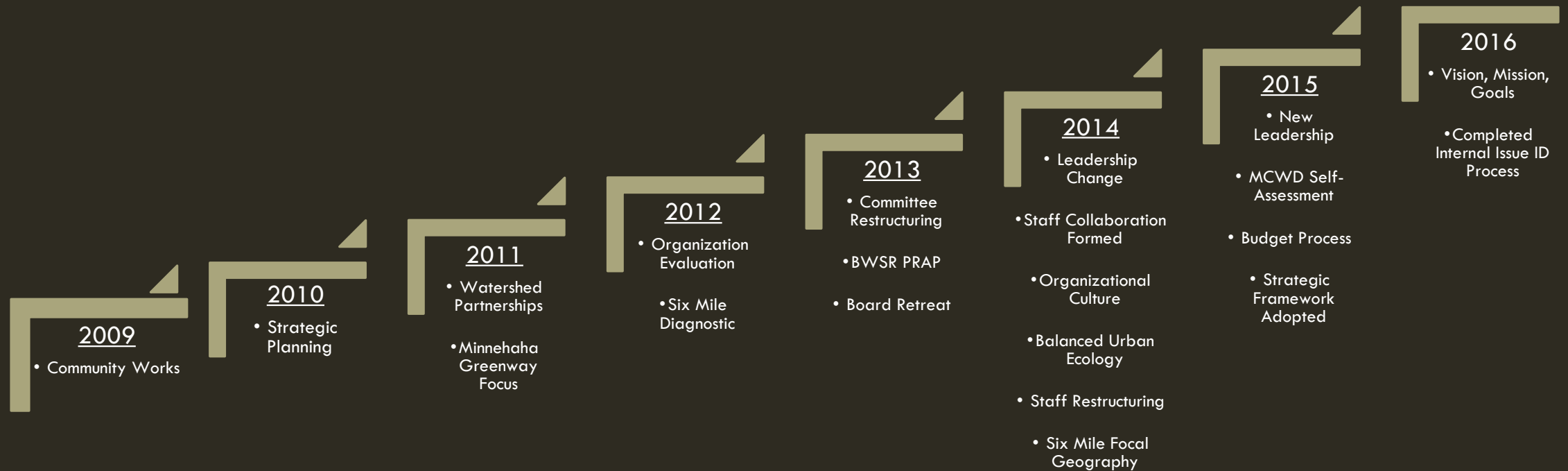
MEETING OUTLINE:

- Review strategic planning background and provide status update
- Review program history and evolution of:
 - Project planning
 - Land conservation
 - Project maintenance and land management
 - Program culture
 - Role within organizational planning
- Frame program within the strategic framework and organizational priorities
 - Program purpose
 - Connection to mission
- Preview of projected priorities and operational issues/solutions
 - Linked back to the main focus of the evening – clarity on program purpose

STRATEGIC PLANNING BACKGROUND

- Trajectory leading to strategic planning
- Purpose of strategic planning
- Overarching strategic planning process
- Strategic planning process to date

STRATEGIC PLANNING BACKGROUND



STRATEGIC PLANNING PURPOSE

- Program purpose defined
- Clarity on Board priorities
- Improve the focus and effectiveness of programs
- Align programs with the District Mission and improve coordination
- Develop clear outcomes and metrics of program initiatives for evaluation
- Establish a repeatable process for evaluation of current and future initiatives

STRATEGIC PLANNING PROCESS

1. Organizational Strategic
2. Program Strategic
3. Program Operational
4. Organizational Operational

STRATEGIC PLANNING PROCESS TO DATE

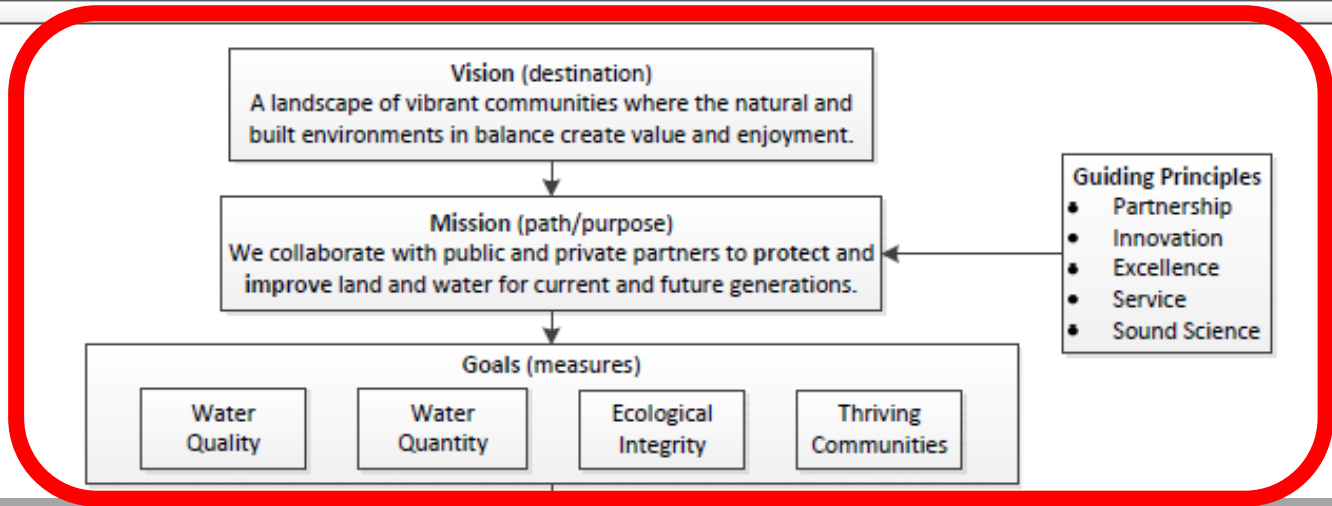
- Vision – Mission – Goals
 - Mission Assumptions
 - Organizational Priority Framework
 - Assumptions Moving Forward
- Phase I – Issue Identification
 - April – May → Program information developed
 - June – July → Internal issue identification through focus groups and surveys
 - Executive summaries provided August 25, 2016
- Phase II – Analysis and Decision Making Process
 - Process established September 8, 2016
 - Organizational Issues addressed categorically
 - Program Purpose
 - Program Linkages
 - Operational

APPLYING THE PRIORITIZATION FRAMEWORK

1. Mission – protect and improve the landscape
2. Direct vs. Indirect mission implementation
3. Mission implementation takes priority
4. Mission implementation needs support
5. Support must be aligned with mission
6. Program purpose, alignment, and resources must be evaluated
7. Align programs to accomplish mission

Organizational Framework [DRAFT]

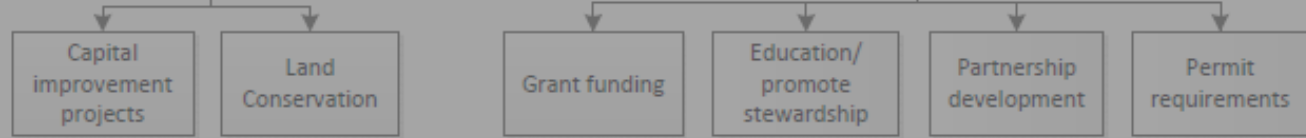
Foundation



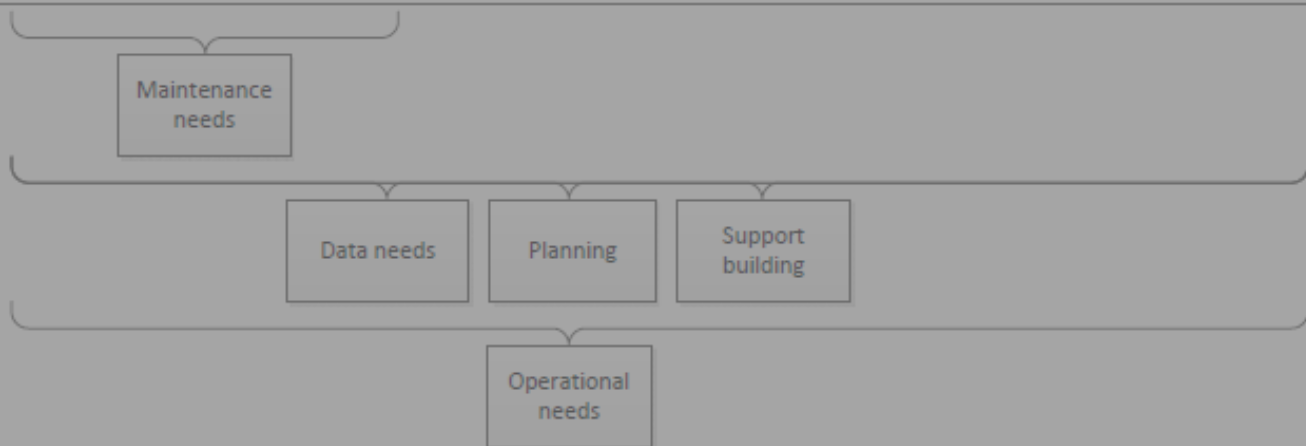
Strategies (What)



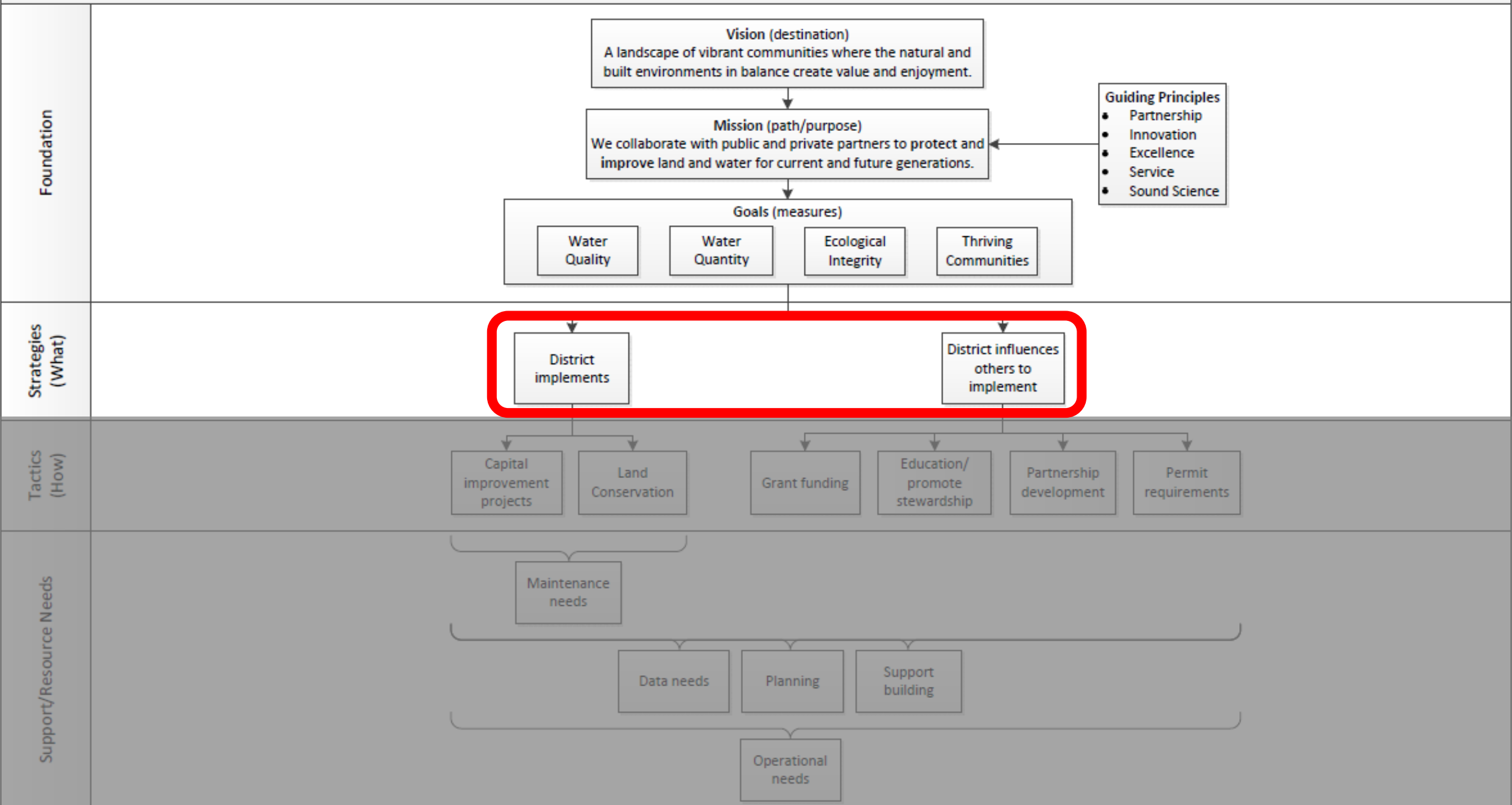
Tactics (How)



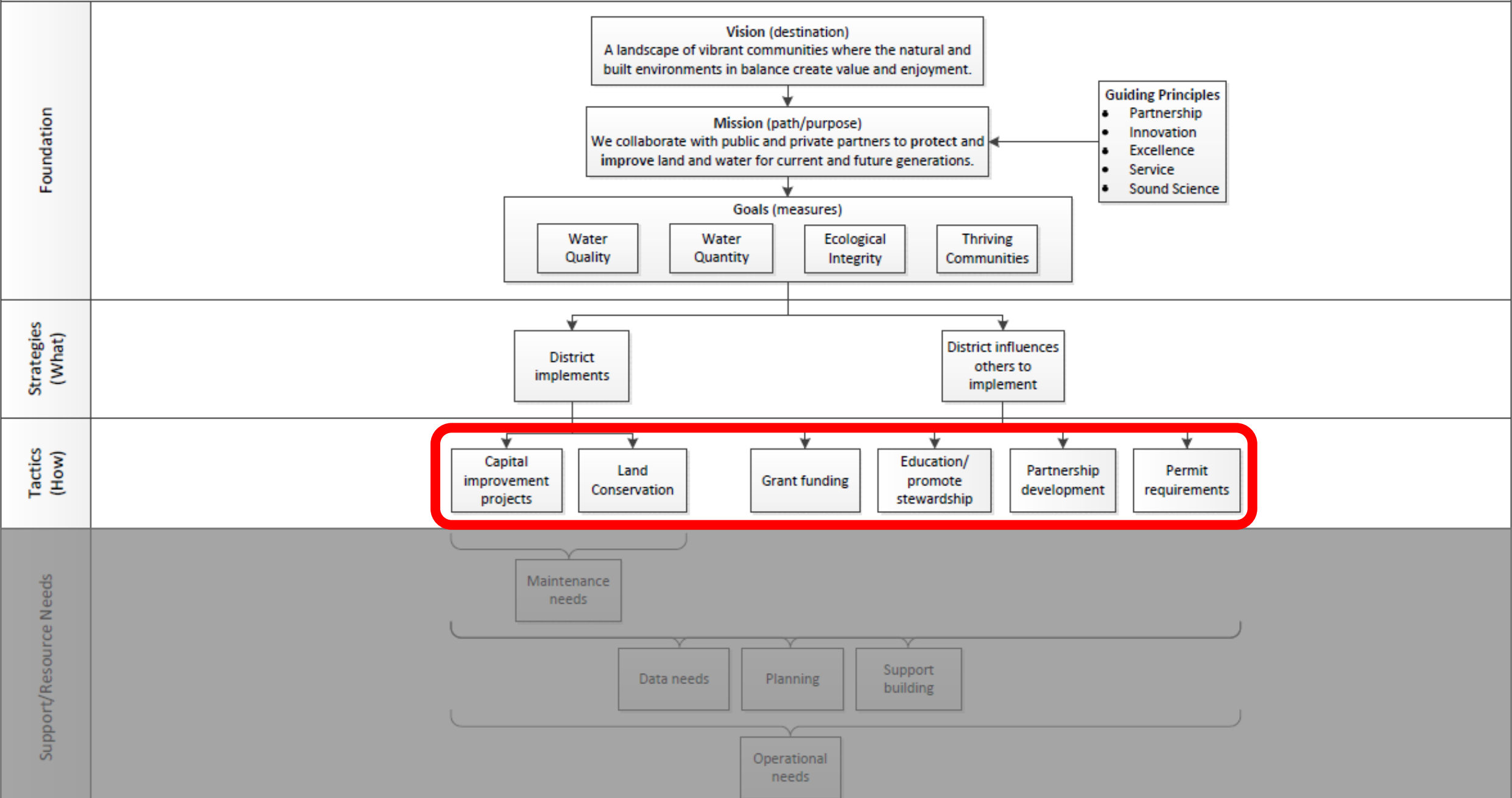
Support/Resource Needs



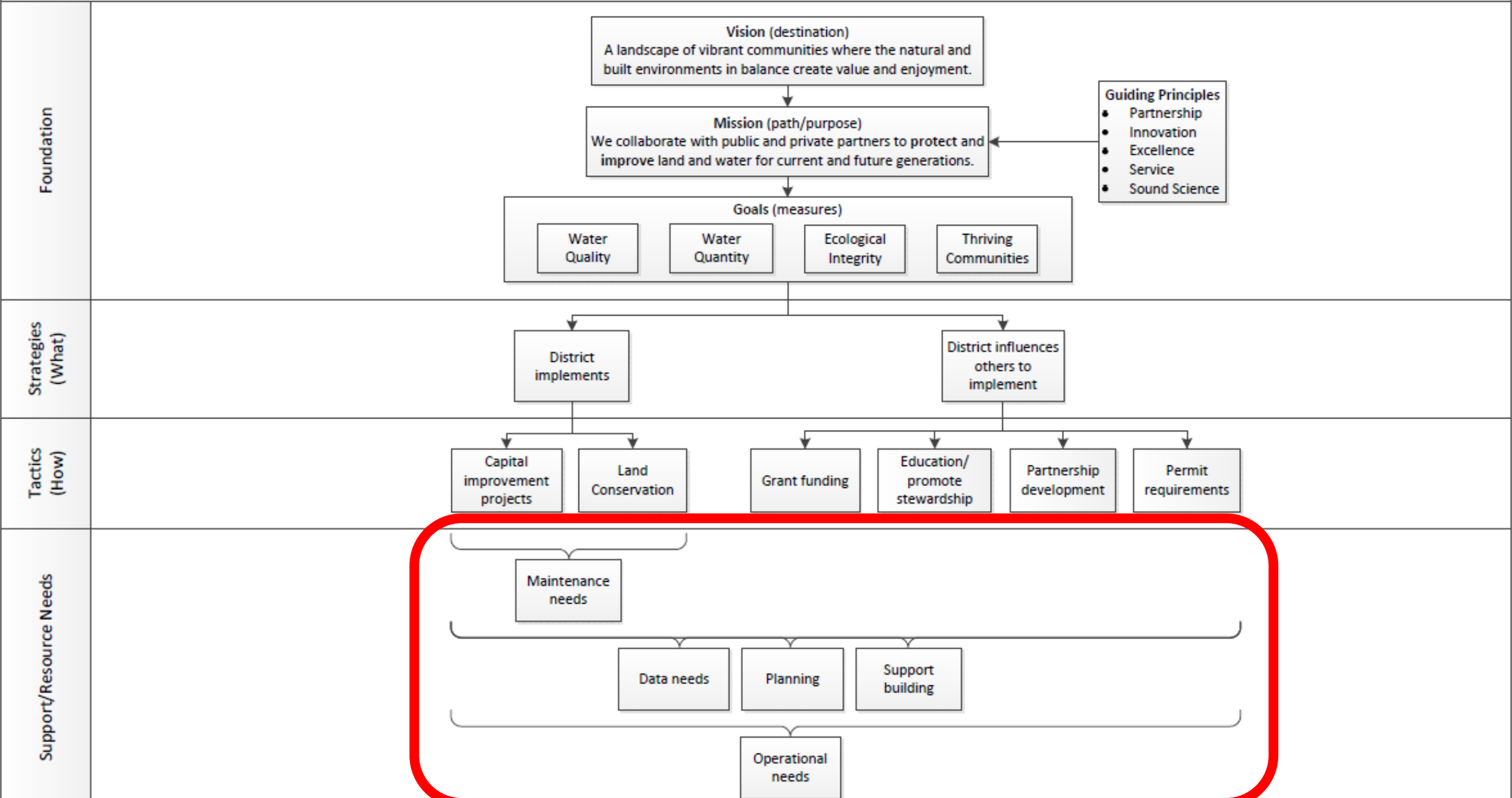
Organizational Framework [DRAFT]



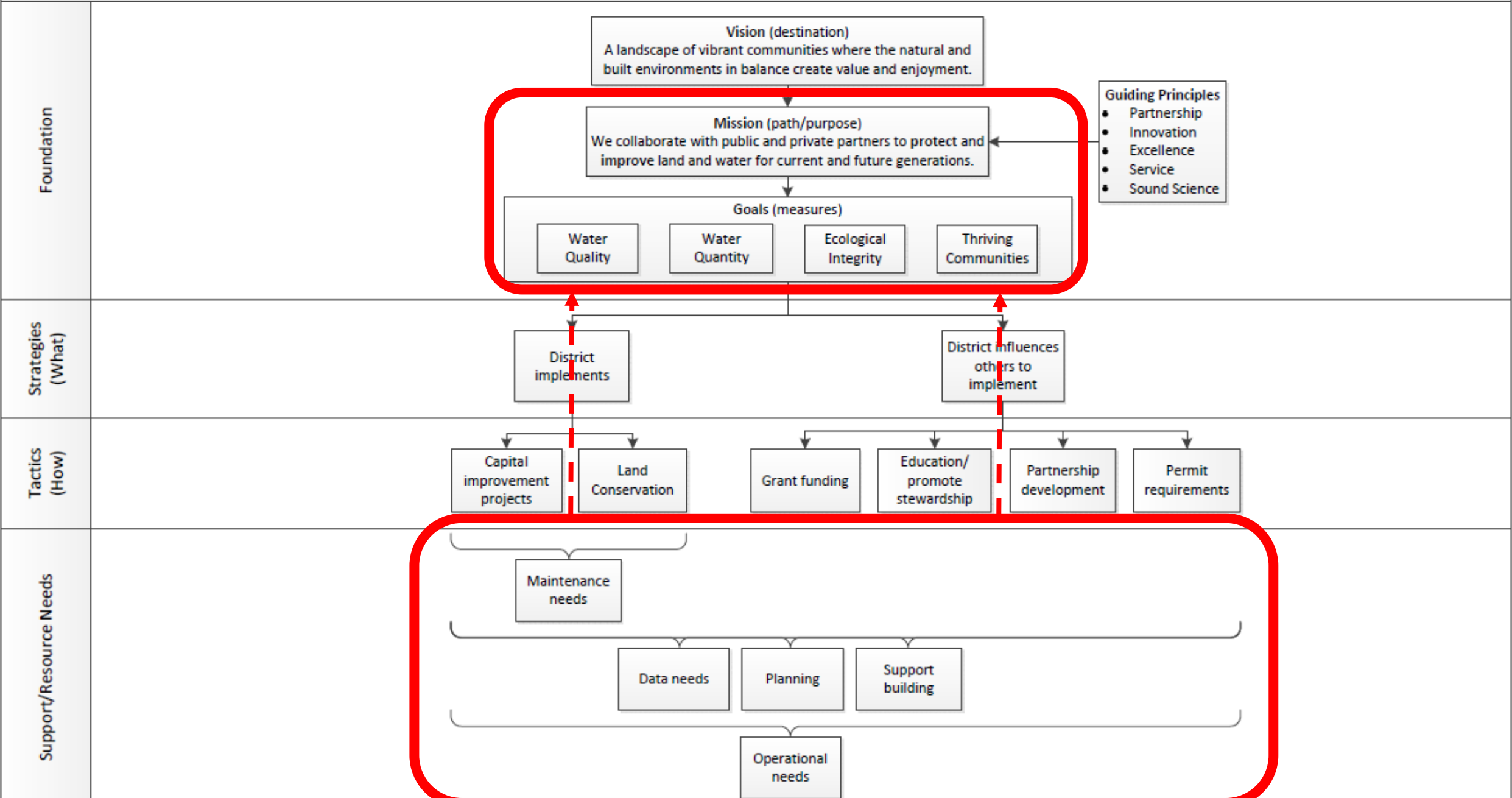
Organizational Framework [DRAFT]



Organizational Framework [DRAFT]



Organizational Framework [DRAFT]



PROGRAM HISTORY: AN EVOLUTION

- Experiences of department 2009-2013:
 - Planning and Projects
 - Prescriptive CIP with discrete feasibility studies
 - Planned and implemented absent of maintenance, land conservation
 - Failed efforts argued for holistic systems approach
 - Land Conservation
 - No integration with planning and capital improvements
 - Focus on acquisitions based on availability (MLCCS)
 - Lacked other land conservation techniques such as easements

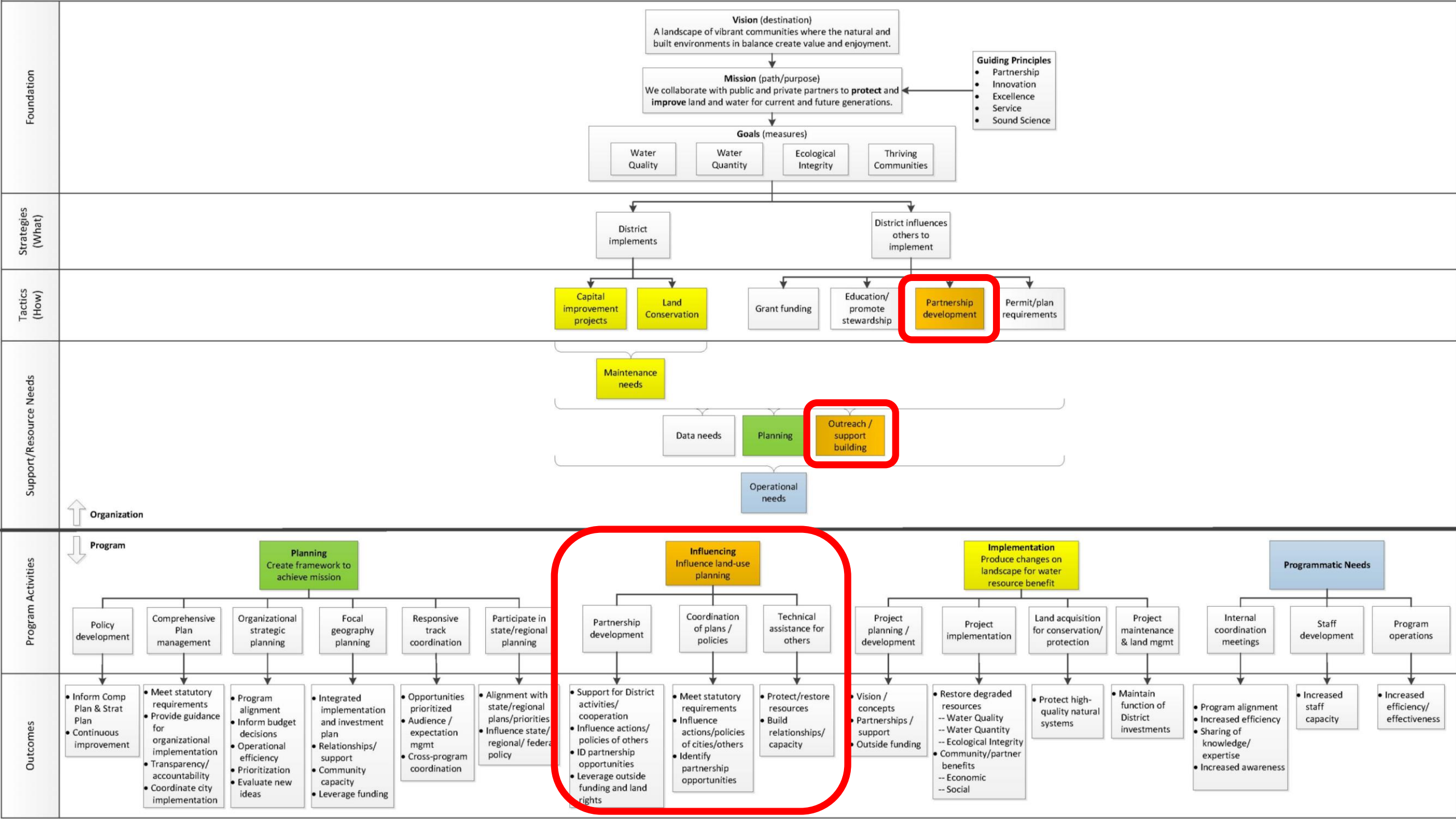
PROGRAM HISTORY: AN EVOLUTION

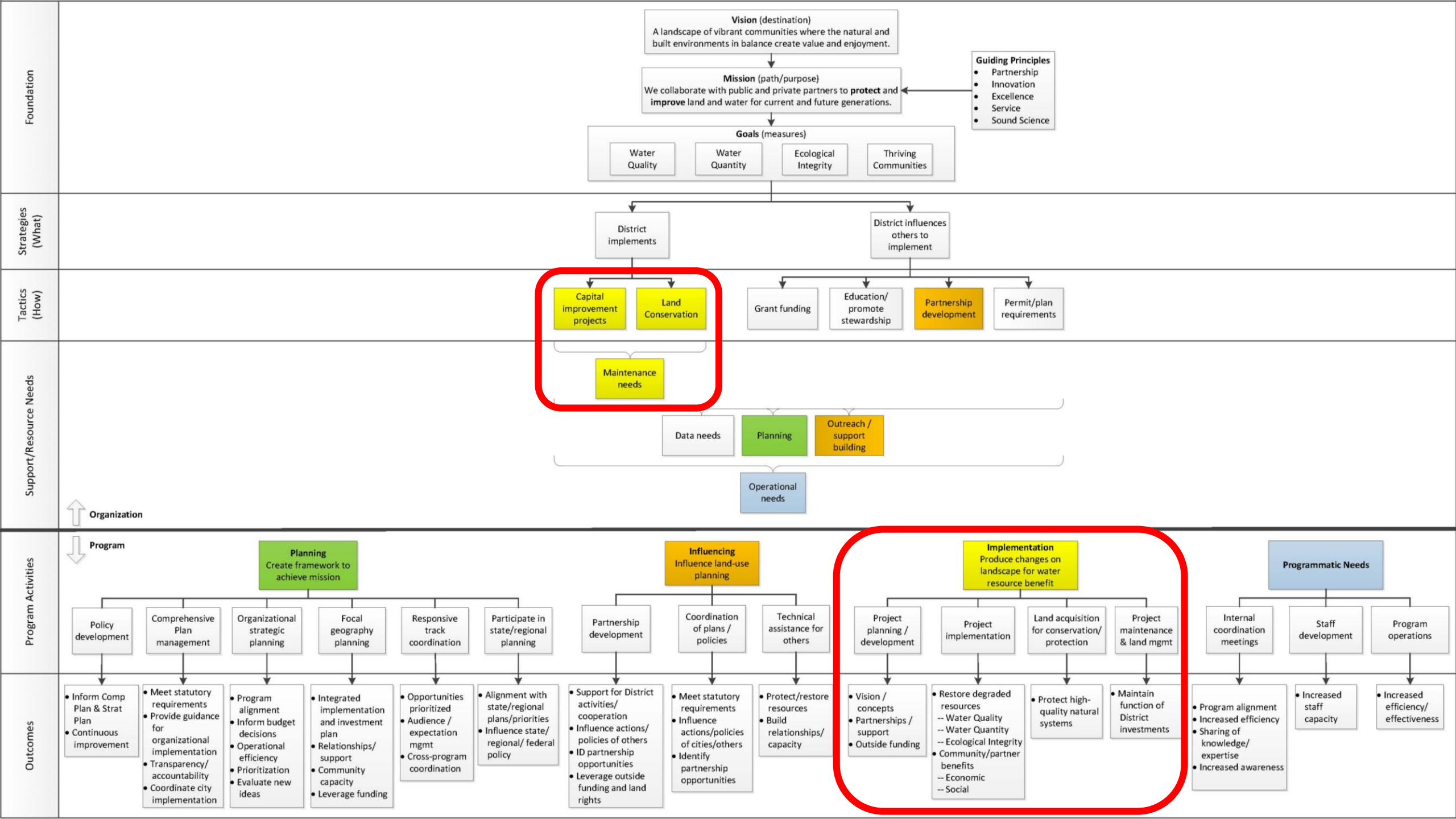
- Constant learning and improvement
 - Building success in greenway began an evolution – comprehensive systems approach
 - Focus where R.O.R. exists
 - Resource need, Opportunity, Relationships
 - Requires strong integration of programs – blended approach
 - Planning, Projects, and Operations & Maintenance
- A shift in organizational philosophy
 - Balanced Urban Ecology

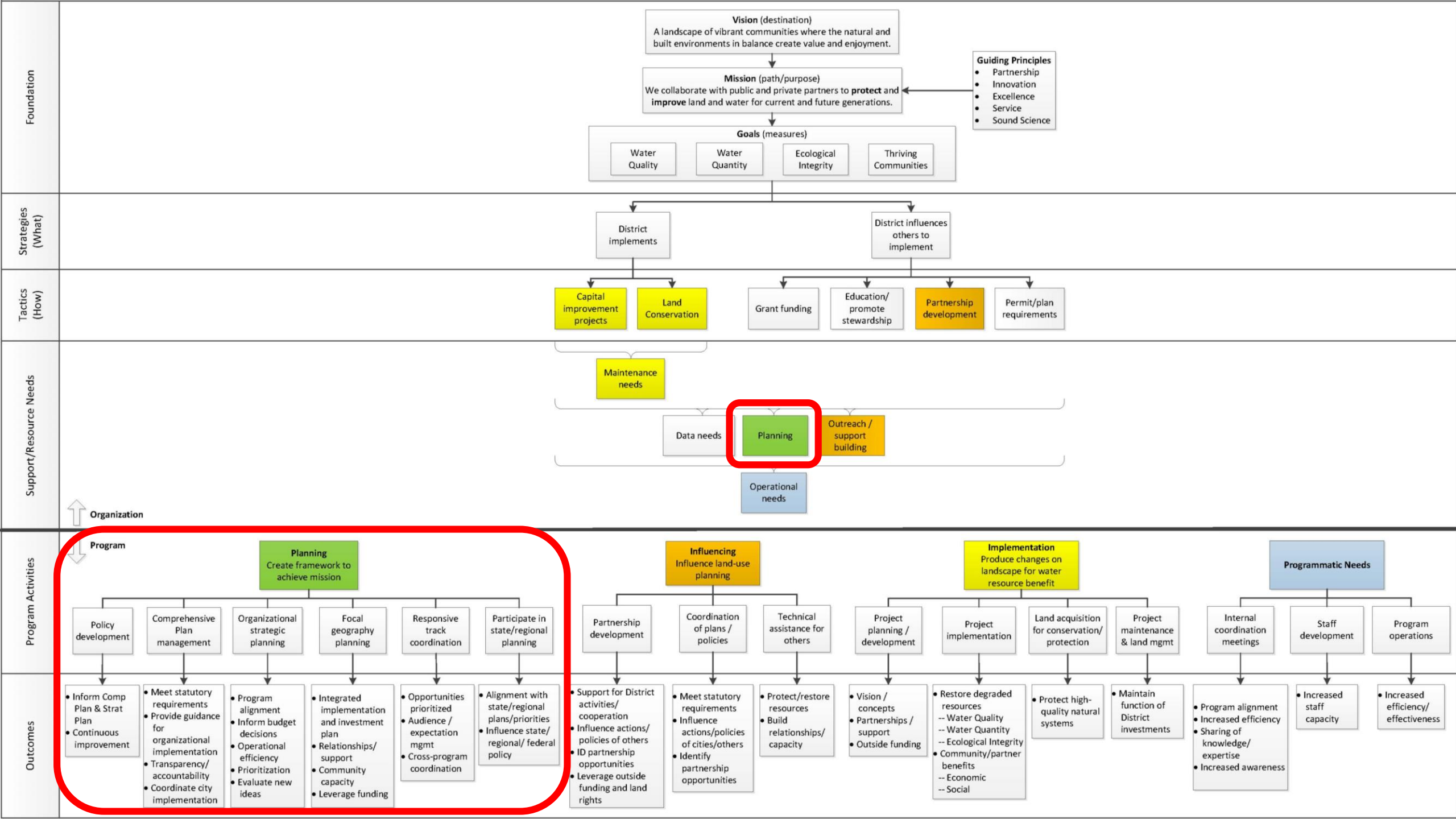
PROGRAM HISTORY: AN EVOLUTION

- A new philosophy: 2014-Present
 - Leadership transition
 - Comprehensive Plan and District budget
 - Integrated approach
 - Balanced Urban Ecology, Two-track approach and programmatic shift
 - Organizational culture
 - Collaboration group
 - Core values
- All led to role in organizational planning

DISCUSSION







ORGANIZATIONAL PLANNING ROLE

- Flagged by Planning department – seeking clarity and confirmation
- Cross-departmental work group – 18 members, all programs
- Role includes:
 - Policy development
 - Comprehensive Plan development
 - Strategic planning
 - Two-track approach:
 - Focal track planning and coordination
 - Responsive track coordination/prioritization
 - Evaluation and reporting
 - Budget planning?
- Why needed and why Planning?
- Feedback from work group:
 - General agreement with role
 - Need clear plan for communication/coordination
 - Role is to develop and guide process, not decide
 - Explore role in budget



DISCUSSION

NEXT STEPS

- Future operational discussions for Planning, Projects, and Maintenance:
 - Need clear coordination/communication framework for organizational planning
 - Determine desired level of implementation and prioritization framework
 - Evaluate resource constraints (staff and \$)

- PPC Schedule:
 - Research & Monitoring program purpose – October 27th
 - Education, Communications, and Cost Share program purpose – November 10th (and 17th as needed)
 - Organization-wide review and recommendations – November 17th, December 15th and 29th