



## MEMORANDUM

**To:** MCWD Board of Managers  
**From:** Becky Christopher  
**Date:** November 7, 2016  
**Re:** November 10 Planning and Policy Committee Meeting

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### **Purpose:**

To provide an outline of the proposed discussion at the November 10, 2016 Planning and Policy Committee Meeting.

### **Background:**

#### August 25, 2016 PPC Meeting

At the August 25 Planning and Policy Committee (PPC) meeting staff summarized the emerging themes from the issue identification phase of the ongoing strategic planning process. A package of material was distributed at this meeting and delivered electronically after the meeting that 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 meeting, staff described the issues as falling into three main 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 PPC Meeting

At the September 8 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 a Board decision.

A draft document outlining how the organizational 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 PPC Meeting

At the September 22 PPC meeting, the Committee reviewed the purpose for the following programs, which were not flagged by staff in the issue identification process:

- **Permitting** – to protect against natural resource degradation associated with land development and partner with local land-use authorities and the development community to generate natural resource outcomes greater than those achieved through regulation alone.
  
- **Operations and Support Services** – 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 and other present Managers expressed their comfort with the policy-level direction of the programs as presented.

### October 13, 2016 PPC Meeting

At the October 13 PPC meeting, the Committee reviewed the purpose of the Planning & Projects and Project Maintenance & Land Management (PMLM) programs, which included work in three primary areas:

- **Planning** – Creating the framework to achieve the organization’s mission
- **Implementation** – Producing change on the landscape for water resource benefit
- **Influencing** – Influencing land-use planning

Staff discussed the evolution of the department and noted the department’s growing role in organizational planning. Though the department’s purpose was not identified as an issue through the staff evaluation process, Planning staff wanted to further examine the department’s role in organizational planning, seeking clarification from the staff and Board. The Committee and other attending Managers expressed their comfort with the program’s purpose, including its role in organizational planning.

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### October 27, 2016 PPC Meeting

At the October 27 PPC meeting, the Committee reviewed the purpose of the Research & Monitoring (R&M) program, which was described as follows:

- To broadly characterize ecological health
- To diagnose drivers of change
- To collaborate on management strategies
- To communicate analyses and recommendations

Two issues were flagged through the staff evaluation process related to program purpose for R&M:

- Need for clarity on how the department establishes priority tasks in relation to the needs of the overall organization.
- Need to define the organization's role in Aquatic Invasive Species (AIS) and improve focus and clarity.

With regard to the first issue, R&M staff explained that, historically, there has not been a strong link between data collection and implementation planning at the District. They explained that, moving forward, the top priority for the program will be diagnostic work to inform implementation. The Committee expressed their support for this direction.

Regarding the second issue, R&M staff explained that the former AIS program has been integrated into the District's monitoring and diagnostic efforts and is no longer a stand-alone program. Staff explained that the main question that needs to be addressed is the organization's role in "prevention" or slowing the spread of AIS. Three alternatives were outlined and discussed by the Committee, but no recommendation was made. It was agreed that the discussion would be revisited at a later meeting.

### **November 10, 2016 PPC Meeting**

At the November 10 PPC meeting, the Committee will review the purpose of the Education, Communications, and Cost Share programs. One primary issue was flagged through the staff evaluation process related to program purpose for these programs:

- The programs aim to do too much with limited resources. Clarity is needed around target audiences and issues and where resources should be focused.

The Committee is not expected to recommend action to the Board of Managers during the November 10 PPC meeting. Given the iterative nature of the process and the need to make decisions in an organization-wide context, the purpose of each program will be discussed first. Then in December, the roles of programs in accomplishing the District's mission will be reviewed as a suite for balance and alignment.

Following these discussions and any Board decisions related to program purpose, staff will further examine operational issues for later Committee and Board review.

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

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