

**MEMORANDUM**

To: MCWD Board of Managers

From: Becky Christopher

Date: March 19, 2018

Re: Strategic Action Plan

Purpose:

To continue discussion and development of the Strategic Action Plan, including priority initiatives and timeline, items that will be routed through committee in the next quarter, and an accountability framework.

Background:

At the February 9, 2018 Board Retreat, the Managers reviewed the draft Strategic Action Plan (Action Plan) and discussed its use as a framework to translate the program directives from the strategic plan into discrete actionable steps with defined timelines and outputs, thereby creating clear expectations and accountability. The Managers also discussed the use of the Action Plan in providing focus and alignment for the Policy and Planning Committee (PPC), Operations and Programs Committee (OPC), and Citizens Advisory Committee (CAC) for 2018 and beyond.

The Action Plan consists of a “dashboard” (attached) that outlines the strategic direction and high level initiatives for each program, based on the approved Strategic Alignment Report. The dashboard also indicates where each of the three committees may be involved, consistent with the roles discussed at the Board Retreat.

The Action Plan will also include a work breakdown structure for each initiative, including assignment of staff leads and teams, breakdown of tasks, and schedule. These documents will be used internally by staff to provide a clear road map and accountability tool for tracking progress on each initiative.

March 22 PPC Meeting:

An updated version of the attached dashboard will be provided at the PPC meeting that will include a completed schedule to indicate which items staff anticipates prioritizing in quarters 2, 3, and 4 of 2018 and which will likely extend into 2019.

We collaborate with public and private partners to protect and improve land and water for current and future generations.

At the PPC meeting, staff will provide an overview of:

- Priority initiatives for each work group for the next 3-6 months, including those that need to be completed to inform the 2019 budget process
- Pending agendas for the three committees for the next 3-6 months, based on the draft strategic action plan and other known priorities
- An accountability framework to ensure clarity, focus, and transparency as we move forward with implementing the Action Plan

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

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DRAFT Strategic Action Plan - Dashboard

Program	Strategic Direction	Strategic Initiatives	Staff Lead	Potential Committee Roles			Schedule				
				OPC	PPC	CAC	Q1	Q2	Q3	Q4	2019
1	Planning and Project Maintenance & Land Management	1.1 Develop high impact capital projects integrated with non-water initiatives through multi-jurisdictional partnerships	1.1.1 Develop a framework to predict and prioritize potential capital projects, and the human and financial resources needed to execute the work over 2-3 years		X	X					
			1.1.2 Develop a framework to track and predict the increasing operations and maintenance costs for MCWD land and projects		X						
			1.1.3 Develop plans that outline the level of intra-departmental effort needed to support capital project initiatives (Monitoring, Education-Communications, Permitting)		X						
			1.1.4 Outline technology outputs and needs to support the identification, development and prioritization of capital-improvement projects. To be incorporated into the IT Plan (5.1.1).				X				
			1.1.5 Evaluate departmental structure and human resource needs, and develop operational strategies and plans to provide the knowledge/skills and capacity to support capital project development and organizational planning priorities of this department (6.2)				X				
		1.2 Change the land-use and water policy environment to increase early value added partnership with private development, public infrastructure, and public policy/planning	1.2.1 Develop a District-wide plan to implement a <i>Balanced Urban Ecology</i> Program, outlining the level of intra-departmental effort (Permitting, Education-Communications) needed to establish, maintain and enhance MCWD's position as a preferred partner within the land-use community			X	X				
		1.3 Proactively maintain organizational alignment and focus by scanning external environment for opportunities and threats and recommending policy, project, program and resource deployment to the Administrator and Board	1.3.1 Develop a routine workflow to perform external scans of threats and opportunities, and then evaluate, prioritize and make recommendations to the Board on programmatic responses			X					
			1.3.2 Develop, maintain and report on the progress on the Strategic Action Plan			X					
		1.4 Explore how to restructure and resource grant programs to address strategic priorities	1.4.1 Evaluate human resource needs of relocating infrastructure grants into the Planning and Projects Department					X			
			1.4.2 Develop the framework, criteria, and processes to implement a new infrastructure grant program				X	X			
2	2.1 Improve the efficiency of the regulatory program through HR, IT, administrative, policy, and rule changes.	2.1.1 Draft report assessing procedural, policy and rule modifications that optimize staff time, budget and natural resource protection		X		X					
		2.1.2 Develop framework for optimizing construction compliance and natural resource protection, considering risk management and partnership opportunities									
		2.1.3 Develop framework for optimizing post-construction inspections		X							
		2.1.4 Outline technology outputs and needs to support optimization of the regulatory program. To be incorporated into MCWD IT Plan (5.1.1).				X					
		2.1.5 Evaluate departmental structure and develop operational strategies and plans to support the strategic priorities of the department, by increasing department stability, retention, and opportunities for career development (6.2.5).				X					
	2.2 Increase partnerships with land-use community to achieve benefits to land and water resources that exceed regulation	2.2.1 Develop a Plan to achieve this objective that is integrated into 1.2.1				X	X				
3	3.1 Refocus program to collect data primarily to support planning and implementation (capital projects), secondarily to inform and educate stakeholders, anchoring MCWD's brand of sound science based watershed management.	3.1.1 Develop operational plans to refocus and prioritize staff time and budget on diagnostic monitoring, while maintaining minimum required baseline anchor monitoring.		X							
		3.1.2 Develop priorities and plans to perform project efficacy monitoring to demonstrate project success		X							
		3.1.3 Develop plan for long term operation costs and staff time necessary to implement E-Grade monitoring to broadly characterize subwatershed health.		X							
		3.1.4 Develop communication framework and materials (report card) to educate policy makers and general public on subwatershed health as characterized by E-Grade		X		X					
		3.1.5 Evaluate department structure and develop operational strategies and plans to integrate AIS into new Research and Monitoring Department, and to strengthen intra-departmental linkages to support the Planning & Project Department					X				
	3.2 Refocus AIS programming to concentrate on managing AIS that have demonstrable water quality impact and have synergy with planning and project priorities.	3.2.1 Develop framework for prioritizing AIS management planning in concert with planning and project priorities				X					
		3.2.2 Develop operational plan to optimize (reduce staff time and cost) early detection monitoring.			X						
		3.2.3 Develop criteria and policy framework to prioritize rapid response to new AIS infestation				X					
		3.2.4 Identify, track, prioritize and recommend, as part of annual workplan, opportunities to promote externally funded AIS research on MCWD waterbodies				X					
	3.3 Reduce MCWD investments in AIS prevention programs and reorient to support partner efforts	3.3.1 Meet with prevention program partners to develop exit strategy for decreasing funding over time			X						

