



**MINNESOTA
WATERSHEDS**
Connecting People. Protecting Water.

10-YEAR STRATEGIC PLAN

December 2, 2022

Abstract

This document defines Minnesota Watersheds' mission and vision for the future and identifies goals, objectives, strategies, and tactics.

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MINNESOTA WATERSHEDS

STRATEGIC PLAN GOALS AND OBJECTIVES

MISSION: To support and advocate for leaders in watershed management.

VISION: To establish excellence and innovation in all watershed-based organizations.

GOALS AND OBJECTIVES:



Fortify the infrastructure of Minnesota Watersheds to ensure reliable delivery of services.

- Ensure Minnesota Watersheds governance and management are aligned with the Strategic Plan.
- Develop concentrated communication efforts.
- Empower Minnesota Watersheds to accomplish its goals and objectives.
- Invest in technological resources to accommodate access to information.
- Better utilize member and executive committees for healthy and sustainable Minnesota Watersheds' operations.



Build a watershed community that supports one another.

- Enhance member engagement through inclusivity.
- Grow membership.
- Expand participation at Minnesota Watersheds' events.
- Increase member involvement on committees and the Minnesota Watersheds Board of Directors to assure member needs are met.



Serve as a liaison to collaborate with statewide agencies and associations.

- Increase collaborative efforts between the Board of Water and Soil Resources and Minnesota Watersheds.
- Increase partnership activities with statewide entities.



Ensure strong legislative policies are in place for watershed management.

- Streamline the resolutions and legislative platform processes.
- Articulate clearly defined legislative policies so members and Minnesota Watersheds' representatives can accurately state our positions.
- Focus and prioritize lobbying efforts
- Increase member engagement in the legislative process.



Enhance the skills of watershed district and watershed management organization boards.

- Provide guidance and direction for efficient and effective member board operations.

Introduction

This document is intended to be a **long-range, 10-year Strategic Plan**. Each year the Strategic Plan Committee will make recommendations to the Minnesota Watersheds Board of Directors on the organization's top priorities. The Tactics Timetable will be developed based upon priorities determined by the Strategic Plan Committee and recommended to the Minnesota Watersheds Board of Directors as follows: annual work plan for the Minnesota Watersheds Board of Directors; two-year work plan for the Executive Director; and five- and 10-year work plans based on Strategic Plan Committee priorities and work accomplished. This process will be done to better ensure accomplishing the goals and setting expectations for member watershed districts, watershed management organizations, the Minnesota Watersheds Board of Directors, and the Executive Director.

Definitions

Members – dues paying Watershed districts and Watershed management organizations

Non-members – Watershed districts and Watershed management organizations that have chosen not to pay dues

Strategic Plan

Mission

To support and advocate for leaders in watershed management.

Vision

To establish excellence and innovation in all watershed-based organizations.

Values

Collaborate: work with partners to enhance members' watershed management skills and initiatives.

Efficient: provide services to maximize effective science-based principles for watershed management.

Support: promote and assist members' efforts in watershed management.

Member-driven: seek and consider input to ensure the organization's decisions reflect members' voices.

Transparent: communicate information about the performance, financial position, and governance of the organization in an open and honest manner.

Goals, Objectives, Strategies, and Tactics

Goal 1: Fortify the infrastructure of Minnesota Watersheds to ensure reliable delivery of services.

Objectives, Strategies, and Tactics to Achieve Goal 1

1. Ensure Minnesota Watersheds' governance and management are aligned with the Strategic Plan.
 - Focus the organization's efforts on defined goals, strategies, objectives, and tactics.
 - i. Confirm, each month, that Board of Directors' actions reflect the Strategic Plan.
 - ii. If new issues arise that require significant resources, seek member support before pursuing.
 - iii. Do not adopt major policies or expenditures without staff review and recommendations that consider pros and cons, alternatives, costs, and member perspectives.
2. Develop concentrated communication efforts.
 - Communication plan.
 - i. Develop a communication plan that brings structure and consistency to all Minnesota Watersheds' communication efforts.

- Newsletters.
 - i. Adhere to a consistent process for newsletter development and distribution, as well as a process for posting newsletters on the website.
 - ii. Ensure newsletters are distributed to members and non-members.
- Minnesota Watersheds Board of Directors agendas and meeting packets.
 - i. Distribute agendas and meeting packets directly to each member organization ahead of each meeting and post agendas on the website.
- 3. Empower Minnesota Watersheds to accomplish its goals and objectives.
 - Sufficient staffing.
 - i. Invest in sufficient staff to complete identified strategies and tactics.
 - Suitable policies.
 - i. Set policies that ensure adequate funding for staffing and technological resources.
 - ii. Develop an annual work plan for the Minnesota Watersheds Board of Directors.
- 4. Invest in technological resources to accommodate access to information.
 - Robust website.
 - i. Update the website to be an up-to-date and complete resource for boards and administrators.
 - Efficient internal communication tool.
 - i. Work with Minnesota Association of Watershed Administrators to launch a platform for data sharing.
 - ii. Transition electronic files to the cloud for reliable backup and document sharing among staff.
- 5. Better utilize member and executive committees for healthy and sustainable Minnesota Watersheds' operations.
 - Member committees.
 - i. Maintain four member committees: Awards, Events/Education, Legislative, and Resolutions/Policy.
 - ii. Adjust committee leadership to one manager and one administrator who serve as co-chairs. Continue to populate the committee with one manager and one administrator from each region.
 - iii. Refine committee scopes of work annually.
 - iv. Develop annual work plans for committees.
 - Executive committees.
 - i. Form three executive committees: Governance, Personnel, and Finance.
 - ii. Governance Committee: Members include one Minnesota Watersheds Board member from each region and the Executive Director.
 - 1. Combine the bylaws, Manual of Policy and Procedures, and Committee into one executive governance committee. This committee would handle minor issues and make recommendations to the board. When major reviews or revisions are warranted, form a member committee, as defined above, to perform the assigned work.
 - iii. Personnel Committee: Members include the Minnesota Watersheds President, Vice President, and Treasurer.
 - iv. Finance Committee: Members include the President, Vice President, Treasurer, and Executive Director.
 - 1. The executive finance committee will prepare a budget and make the annual recommendation to the board on dues. Form a member committee, as defined above, when major projects are warranted, such as proposing a new dues structure.

- v. Refine committee scopes of work annually.
- vi. Develop annual work plans for committees.

Goal 2: Build a watershed community that supports one another.

Objectives, Strategies, and Tactics to Achieve Goal 2

1. Enhance member engagement through inclusivity.
 - Change the name of the organization to accurately represent membership.
 - i. Adopt Minnesota Watersheds as the new name of the organization.
2. Grow membership.
 - Develop and share membership benefits information.
 - Meet individually with non-members to address concerns and increase the number of watershed districts and watershed management organizations as Minnesota Watersheds members.
 - i. Start discussions with the 10 non-member watershed districts and 15 non-member watershed management organizations on the benefits of membership.
 - ii. Use Minnesota Watersheds Regional Directors and/or Administrators to advocate for Minnesota Watersheds around the state.
3. Expand participation at Minnesota Watersheds events.
 - Increase the number of members that attend Minnesota Watersheds events.
 - i. Be inclusive of members and non-members for Minnesota Watersheds events and meetings to maintain a sense of fairness, apply discounts to members.
 - ii. Hold regional caucuses in conjunction with all Minnesota Watersheds events.
 - iii. Increase the current average attendance of members at Minnesota Watersheds events: Legislative Meeting (75), Summer Tour (130), and Annual Conference (500).
4. Increase member involvement on committees and the Minnesota Watersheds Board of Directors to assure member needs are met.
 - Promote the importance of member involvement in the Minnesota Watersheds Board of Directors and on the committees to provide direction and guidance for the organization.
 - i. Ensure members have opportunities to voice concerns and provide input at board and committee meetings.
 - ii. Advocate for Minnesota Watersheds activities through newsletters and the website.

Goal 3: Serve as a liaison to collaborate with statewide agencies and associations.

Objectives, Strategies, and Tactics to Achieve Goal 3

1. Increase collaborative efforts between the Board of Water and Soil Resources and Minnesota Watersheds.
 - Work with Board of Water and Soil Resources leadership to address member concerns.
 - i. Identify points of contention, develop a work plan to address issues, and develop opportunities for reducing concerns.
2. Increase partnership activities with statewide entities.
 - Identify opportunities to work with Minnesota Association of Watershed Administrators, Minnesota Association of Soil and Water Conservations Districts, the Association of Minnesota Counties, the League of Minnesota Cities, Local Government Water Roundtable, Drainage Work Group, Clean Water Council, Red River Watershed Management Board, and others as deemed appropriate to promote watershed management.

- i. Ensure Minnesota Watersheds staff attend Board of Water and Soil Resources, Clean Water Council, and Drainage Work Group meetings and provide updates for members.
- ii. Strengthen the partnership with Minnesota Association of Watershed Administrators through the Executive Director's attendance at Minnesota Association of Watershed Administrators meetings and collaboration on education opportunities at Minnesota Watersheds events.
- iii. Increase opportunities to partner and track collaboration with Minnesota Association of Soil and Water Conservation Districts, League of Minnesota Cities, Local Government Water Roundtable, and Association of Minnesota Counties.
- iv. Advocate for the appointment of effective watershed district board members with Board of Water and Soil Resources and Association of Minnesota Counties.

Goal 4: Ensure strong legislative policies are in place for watershed management.

Objectives, Strategies, and Tactics to Achieve Goal 4

1. Streamline the resolutions and legislative platform processes.
 - Evaluate the current resolutions and legislative platform process.
 - i. Identify alternative methods to achieve concurrence on resolutions, adopt a revised process, or reaffirm the current process.
2. Articulate clearly defined legislative policies so members and Minnesota Watersheds representatives can accurately state our positions.
 - Develop a comprehensive platform of clearly defined policies.
 - i. Work with Minnesota Association of Watershed Administrators and the Resolutions Committee to develop a full legislative policy document that is inclusive of policies that can remain on the books indefinitely or until members approve changes to those positions.
 - ii. Draft expectations for support and advocacy for Minnesota Watersheds representatives that serve on the Board of Water and Soil Resources Board, Clean Water Council, and the Local Government Water Roundtable.
3. Focus and prioritize lobbying efforts.
 - Identify legislative issues impacting the most members.
 - i. Support legislation that promotes watershed management.
 - ii. Fend off legislation that limits member abilities to protect and restore water resources.
 - iii. Ensure the Minnesota Watersheds lobbyist(s) have clear direction on Minnesota Watersheds legislative priorities.
 - iv. Align workload with the resources set aside for lobbying and manage member expectations.
4. Increase member engagement in the legislative process.
 - Encourage member involvement on the resolutions and legislative committees.
 - i. Solicit more direct input from members when setting legislative priorities by surveying members or provide another avenue for members to get feedback to the committee before they make a recommendation to the board.
 - ii. Promote committee membership to ensure members' voices are reflected in the legislative platform.
 - Increase communication with members about legislative activity.
 - i. Provide timely and useful reminders to members about how and when engagement with legislators is needed.

- ii. Present members with information that describes how they can assist the Minnesota Watersheds lobbyist during and outside of the legislative session.
- iii. Host an annual event for members to learn about Minnesota Watersheds' legislative platform and receive guidance on how to discuss and interact with legislators on issues.
- iv. Personally call and invite legislators to attend Minnesota Watersheds events.
- v. Set up appointments with members and legislators.

Goal 5: Enhance the skills of watershed district and watershed management organization boards.

Objectives, Strategies, and Tactics to Achieve Goal 5

1. Provide guidance and direction for efficient and effective member watershed district and watershed management organizations board operations.
 - Offer comprehensive training for watershed district and watershed management organizations boards.
 - i. Provide training sessions at all Minnesota Watersheds events.
 - ii. Increase opportunities for the sharing of knowledge between members at Minnesota Watersheds events.
 - iii. Maintain an up-to-date watershed handbook by reviewing the handbook annually and revising it as warranted.
 - iv. Work collaboratively with BWSR to provide regional training.
 - v. Utilize the expertise, knowledge, and experience of Minnesota Watersheds staff and Minnesota Association of Watershed Administrators in the development of education and training for watershed district and watershed management organization boards.

Supporting Resources

In addition to the Strategic Plan, Minnesota Watersheds has developed supporting resources for its governance and management. The Bylaws and Manual of Policy and Procedures will be reviewed annually and updated as necessary. The Minnesota Watersheds Board of Directors can update all documents except the bylaws which requires adoption by the membership. For the most up-to-date versions of these documents, visit www.mnwatershed.org.

Bylaws

Bylaws are the written rules for conduct of the organization. The Bylaws can be found [here](#).

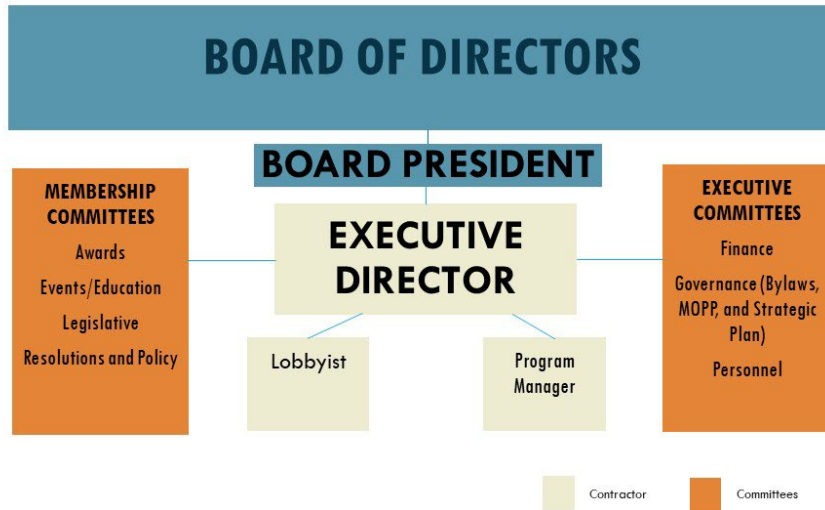
Manual of Policy and Procedures

The Manual of Policy and Procedures is designed to regulate all major decisions, actions, and principles of Minnesota Watersheds. The Manual of Policy and Procedures can be found [here](#).

Organizational Chart

An organizational chart shows the chain of command within an organization and can be found below.

ORGANIZATION CHART



Tactics Timetable

The Tactics Timetable¹ was developed based upon priorities determined by the Strategic Plan Committee and recommended to the Minnesota Watersheds Board of Directors as follows: annual work plan for the Minnesota Watersheds Board of Directors; two-year work plan for the Executive Director²; and five- and 10-year work plans based on work accomplished. This is done to better ensure accomplishing the goals and setting expectations for member watershed districts, watershed management organizations, the Minnesota Watersheds Board of Directors, and the Executive Director.

¹ Hours in the Tactics Timetable are ESTIMATED.

² In addition to the information contained in the Tactics Timetable, the Executive Director also carries out the daily operations of Minnesota Watersheds as shown in the table on page 10. The Tactics Timetable and Daily Operations tables together form the two-year Work Plan for the Executive Director. All hours are ESTIMATED and based on a 40-hour work week containing 2,088 work hours.

Goal 1. Fortify the infrastructure to ensure reliable delivery of services	Start Date	Completed	Process	2023 Staff Hours	2024 Staff Hours
Tactics					
<i>Governance and Management</i>					
Confirm, each month, that Board of Directors actions reflect the Strategic Plan			Staff review	24	24
Seek member support if new issues arise that require significant resources			Staff review	6	6
Staff review and recommendations for major policies or expenditures			Staff review	12	12
<i>Communication</i>					
Develop a communication plan			Staff development	160	100
Adhere to a consistent process for newsletter development and distribution	9/30/2022	Ongoing service	Staff development	120	120
Post newsletters on website	9/30/2022	Ongoing service	Board approval	6	6
Distribute newsletters to members and non-members	9/30/2022	Ongoing service	Board approval	6	6
Distribute meeting packets directly to members	10/18/2022	Ongoing service	Board approval	6	6
Post agendas on website	10/18/2022	Ongoing service	Board approval	6	6
<i>Empower Accomplishing Goals and Objectives</i>					
Invest in sufficient staff to complete identified strategies and tactics			Board approval	6	6
Set policies that ensure adequate funding for staffing and technology			Board approval	6	6
<i>Technological Resources</i>					
Update and maintain website			Board approval Staff development	24	33
Work with Minnesota Association of Watershed Administrators to launch a platform for data sharing			Board approval Staff development	40	12
Transition electronic files to the cloud for reliable backup and document sharing among staff			Board approval Staff development	80	40
				502	383

Goal 2. Build a watershed community that supports one another	Start Date	Completed	Process	2023 Staff Hours	2024 Staff Hours
Tactics					
<i>Enhance member engagement through inclusivity</i>					
Adopt Minnesota Watersheds as the new name of the organization			Membership approval	10	0
<i>Grow membership</i>					
Develop and share membership benefits information			Staff development	80	40
Meet individually with non-members to address concerns and increase membership			Staff development Partnership with MW BOD & MAWA	200	100
<i>Expand participation at MW events</i>					
Include members and non-members in events			Board approval	3	3
Hold regional caucuses in conjunction with events			Staff development	12	12
				305	155

Goal 3. Serve as a liaison to collaborate with statewide agencies and associations	Start Date	Completed	Process	2023 Staff Hours	2024 Staff Hours
Tactics					
<i>Increase collaborative efforts between Board of Water and Soil Resources and Minnesota Watersheds</i>					
Identify points of contention and develop opportunities for reducing concerns			Staff development	200	120
<i>Identify Opportunities to Partner to Promote Watershed Management</i>					
Attend Board of Water and Soil Resources, Clean Water Council, and Drainage Work Group meetings and provide updates			Staff attendance	110	110
Strengthen partnership with Minnesota Association of Watershed Administrators through the Executive Director's attendance at Minnesota Association of Watershed Administrators meetings and collaboration on education opportunities at Minnesota Watersheds' events			Staff attendance	40	40
Increase opportunities to partner and track collaboration with Minnesota Association of Soil and Water Conservation Districts, League of Minnesota Cities, Local Government Water Roundtable, Association of Minnesota Counties, and Red River Watershed Management Board			Staff development	40	40
Advocate for the appointment of effective watershed board members with Board of Water and Soil Resources and Association of Minnesota Counties			Staff outreach	10	10
				400	320

Goal 4. Ensure strong legislative policies are in place for watershed management	Start Date	Completed	Process	2023 Staff Hours	2024 Staff Hours
Tactics					
<i>Evaluate Current Resolutions and Legislative Platform Process</i>					
Identify alternative methods, adopt revised process, or reaffirm current process			Staff development Partnership with MW BOD & MAWA	60	60
<i>Develop Comprehensive Platform of Policies</i>					
Work with Minnesota Association of Watershed Administrators and the Resolutions Committee to develop a full legislative policy position document			Staff development Partnership with MW BOD & MAWA	100	180
Draft expectations for support and advocacy for representatives on the Board of Water and Soil Resources Board, Clean Water Council, and Local Government Water Roundtable			Staff development	40	60
<i>Identify Legislative Issue Impacting Members</i>					
Support legislation that promotes watershed management			Staff time	11	60
Fend off legislation that limits abilities to protect and restore water resources			Staff time	10	10
Ensure lobbyist(s) have clear direction on legislative priorities			Staff time	20	60
Align workload with the resources set aside for lobbying and manage member expectations			Staff time	20	80
				261	510

Goal 5. Enhance the skills of watershed district and watershed management organization boards	Start Date	Completed	Process	2023 Staff Hours	2024 Staff Hours
Tactics					
<i>Offer comprehensive training for watershed district and watershed management organization boards</i>					
Provide training sessions at all Minnesota Watersheds' events			Staff development	40	40
Enhance the sharing of knowledge between members at Minnesota Watersheds' events			Staff development	20	20
Maintain an up-to-date watershed handbook by reviewing it annually and revising it as warranted			Staff development Partnership with MW BOD & MAWA	100	150
Work collaboratively with Board of Water and Soil Resources to provide regional training			Staff time	30	80
Utilize the expertise of staff and Minnesota Association of Watershed Administrators in the development of education and training for watershed officials			Staff development in partnership with MAWA	40	40
				230	330

