

**LAKE MINNETONKA CONSERVATION DISTRICT
BOARD OF DIRECTORS**

5:30 P.M., Wednesday, June 10, 2015
Wayzata City Hall

CALL TO ORDER

Baasen called the meeting to order at 5:30 p.m.

ROLL CALL

Members present: Dan Baasen, Wayzata; Jay Green, Mound; Gary Hughes, Spring Park; David Gross, Deephaven; Ann Hoelscher, Victoria; Gabriel Jabbour, Orono; Dennis Klohs, Minnetonka Beach; Dave Lang, Minnetrista; Fred Meyer, Woodland; Jeff Morris, Excelsior; Rob Roy, Greenwood; Sue Shuff, Minnetonka, and Deborah Zorn, Shorewood. Also present: Jennifer Caron; Chris Jewett; Greg Nybeck, Executive Director; Judd Harper, Administrative Technician; and Emily Herman, Administrative Assistant.

Member absent: Gregg Thomas, Tonka Bay

Baasen introduced Craig Rapp from CRAIG RAPP, LLC. He comes to the LMCD with excellent strategic plan facilitator credentials (including similar work with the Cities of Minnetonka, Minnetrista, and Wayzata). He thanked Rapp for his assistance and asked him to expound further on his background.

Rapp stated that he has over 20 years of past local government experience (as a city manager in three communities and an assistant city manager in one). The past 15 years, he has served in the consulting capacity (including strategic planning, team building, and community visioning). One challenge he commented on for a past client was the Waukesha County Board in Wisconsin. In particular, this Board had 36 members, which was a tremendous challenge to get all of them aligned with a strategic plan. Thus, he was not troubled with the size of the LMCD Board (14 members).

An overview of a PowerPoint presented by Rapp included the following:

- **Introduction**
Each person in attendance introduced themselves and answered the following: 1) their experiences with strategic planning of any type (good, bad, or indifferent), and 2) one hope and fear for this process.
- **Agenda**
 1. Strategic Planning Overview;
 2. Purpose;
 3. Values/Operating Philosophy;
 4. Vision of Success;
 5. Next Step; and
 6. Adjourn.
- **Strategic Planning (Four Part Model)**
 1. Strategic Plan (Where you are and where you're going); and
 2. Business Plan (How you'll get there and what you'll do).
- **Board/Staff**
 1. Board owns (purpose, direction, success definition, and accountability);

2. Staff owns (action plans, methods, and performance); and
 3. Share (perspectives, creation, and accountability).
- **The Governance Process**
 1. How things get done;
 2. Division of responsibilities and accountabilities between Board and staff;
 3. Best practice- Carver Governance Model (ends, executive limitations, Board-Staff linkage); and
 4. Governance process.
 - **Ends**
 1. The Board defines which needs are to be met, for whom, and at what costs;
 2. Generally, this means creating policies and taking actions that align with the Board's long-range vision; and
 3. The Board provided Rapp feedback on what problems might occur.
 - **Executive Limitations:**
 1. The Board establishes the boundaries for staff methods and activities- what they believe can responsibly be left to staff;
 2. The boundaries/limitations apply to the means, or how things get done (rather than ends or outcomes); and
 3. The Board provided Rapp feedback on what problems might occur.
 - **Board-Staff Linkage**
 1. The Board clarifies (how it delegates authority and how it evaluates performance based on executive limitations);
 2. This typically involves policies and rules for Board-staff communication, City Administrator job description/evaluation, and monitoring/reporting results; and
 3. The Board provided Rapp feedback on what problems might occur.
 - **Governance Process**
 1. The Board determines its philosophy, its accountability, and specifics of its own job;
 2. The Board creates its own processes to ensure that it fulfills three primary responsibilities (maintaining linkage to citizens/community, establishing the definition of effective governance, and assuring executive performance); and
 3. The Board provided Rapp feedback on what problems might occur.
 - **Carver Principles:** an overview of the 10 principles.
 - **"Start With Why":** start with the why approach (including how and what).
 - **Dual Mandate?:** 1) effective regulation (internal) and 2) creating a great environment (external).
 - **Culture and Value Proposition:** 1) what is our organization and 2) what do we want it to be.
 - **Core Value Proposition:** how an organization differentiates itself, including the following three disciplines:
 1. Operational Excellence (they adjust to us);
 2. Product/Service Leadership; and
 3. Customer Intimacy (we get to know them and solve their problems/satisfy their needs).
 - **Core Culture**
 1. Culture has to do with what you spend your time doing, how you get rewarded, make decisions, talk to each other, treat citizens, and deal with stakeholders;
 2. Organizations often aren't consciously aware of their culture (take it for granted); and

3. Core cultures include:
 - a) Control Culture (Military- command and control);
 - b) Competence Culture (Research Lab/University- best and brightest);
 - c) Collaboration Culture (Family-teams); and
 - d) Cultivation Cultures (Church- mission/values).
- **Culture and Value Proposition:** who are you and who do you want to be?
- **Anchoring Your Strategy**
 1. Culture and Value Proposition;
 2. Mission, Vision, and Values;
 3. Outcomes people care about; and
 4. Measuring performance.
- **Mission**
 1. The mission is concerned with the way the organization is managed and its purpose for existing;
 2. Why we are here, what we exist to do, what we seek to achieve, and our standards;
 3. Mission statement (reflects the value proposition, describes your business, is brief, is actionable, and is compelling);
 4. The current mission is "The LMCD provides leadership in protecting, improving, and managing Lake Minnetonka. This is accomplished through administration and regulation; promoting consideration and partnerships; through innovation and education; and effective stewardship of public and private funds.";
 5. Three small groups were established to conduct an exercise to communicate four to five statements that personally describe the LMCD's purpose and what they seek to achieve. Each small group reported back to the entire group.
 6. The consensus of the group was the following Mission: "The mission of the Lake Minnetonka Conservation District (LMCD) is to preserve and enhance the Lake Minnetonka experience. This is accomplished by providing leadership in protecting, improving, and managing lake use."
- **Vision**
 1. The vision comes from the heart, is compelling, defines who you are/seek to be, and a clear image of a possible and desirable future state;
 2. A vision is about where we are going (future focused, general);
 3. A mission is about what we exist to (current focused, specific);
 4. A vision needs a time horizon (10 years, 20 years, or other);
 5. The current vision is "To protect and preserve Lake Minnetonka";
 6. Three small groups were established to conduct an exercise to communicate four to five statements that personally describe what you would like to become/end result in 20 years. Each small group reported back to the entire group.
 7. The consensus of the group was the following Vision: "Lake Minnetonka is a highly valued, year round public asset with vibrant aesthetic, recreational, commercial, and natural qualities. These qualities and values will be protected and preserved for present and future generations."

Rapp summarized progress made at this session (in particular the Mission and Vision agreed to by those in attendance). He stated that he would clean these documents up and get them back to the office. The next two sessions are planned for July 8th and August 12th, from 5:30 to 9:30 p.m., at Wayzata City Hall. However, further

analysis was to be taken into consideration of moving the August session to late July. Some of the topics to discuss at the July 8th session include: 1) the development of core value statements, 2) summary of data from the Strength, Weaknesses, Opportunities, and Threat (SWOT) questionnaires (current operating environment), and 3) identify strategic challenges, which result in strategic priorities (limited number between four and six). The following session will identify a set of outcomes, which are measureable, associated each strategic priority.

ADJOURNMENT

There being no further discussion, the meeting was adjourned at 8:55 p.m.

Dan Baasen Chair

Jay Green, Vice Chair