

# LMCD Strategic Plan 2017-2018 Dashboard: 4th Quarter Update (January 2018)



Updated quarterly, this dashboard provides a snapshot of LMCD's operating performance in relation to key strategic priorities. These initiatives help us focus resources to more effectively address the needs of Lake Minnetonka and the Lake community.

**Approvals:** Strategic Plan 02/08/2017, Business Plan 06/28/2017 **Quarterly Updates:** April, July, October, January.

Strategic Priority	Target	Strategic Initiatives	2017 Progress (% completed for year, color rating for Quarterly progress)					Notes
			R=<25%, O=25-49%, Y=50-75%, G=76-99%, P=2018				Finished	
			1st Q Apr	2nd Q Jul	3rd Q Oct	4th Q Jan		
I. OPERATIONAL EFFECTIVENESS	i. 80% of annual core functions accomplished	a) Create prioritized annual calendar/work plan- <b>2017, 2018</b>	NA	75%	80%	98%	X	<p><b>2nd Qtr.</b> Annual calendar reflects 9 of 12 months experienced and 3 months projected. Working calendar will require updates to reflect changes in priorities and operational requirements.</p> <p><b>3rd Qtr.</b> Reviewed and added items to calendar throughout the third quarter.</p> <p><b>4th Qtr.</b> Operations calendar has been developed over past year reflecting basic operational requirements and initiatives. Operations calendar will need to be adjusted accordingly as priorities, initiatives, and business operations change.</p> <p>Final action will include review by Board to establish priorities.</p>
	ii. 80% of annual priorities accomplished	b) Develop an effective reporting system- <b>2018</b>	NA	—	—	—		Deferred to 2018
	iii. Fund reserves of 30 to 50% of annual expenditures for all funds (General, AIS, STL Funds)	c) Conduct staffing/capacity analysis- <b>2017</b>	NA	80%	90%	90%	X	<p><b>2nd Qtr.</b> Staffing analysis completed based on current activities and priorities as reflected in 2018 budget. Further review will occur as future needs and programs are considered.</p> <p><b>3rd Qtr.</b> Revised job description for Env. Adm Technician position to reflect organization needs and strategic plan. Completed recruitment process for that position.</p>

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		d) Review approved reserve fund policies- 2018	NA	—	—	—	—	Deferred to 2018
		e) Establish a Capital Equipment Plan- 2018	NA	20%	25%	40%		2018 Target. <b>2nd Qtr.</b> A review was initiated to assess inventory and consider consolidation of watercraft. <b>4th Qtr.</b> Assessment of equipment conditions, future needs, and costs continues.
		f) Strategy to capitalize on Save the Lake-2017	NA	20%	30%	75%		<b>2nd Qtr.</b> At an initial meeting with the Board, Save the Lake (STL) Fund was reviewed. STL Committee discussed options and opportunities for contributions and grants at July meeting. Research is initiated regarding opportunities. <b>3rd Qtr.</b> Created Benevity account to facilitate employee giving programs. Started implementation of expansion of donor list for fall 2017. <b>4th Qtr.</b> Save the Lake marketing was expanded to include additional past contributors, and included with the lakeshore owner Fall newsletter. Committee discussing 50th Anniversary celebration.

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		g) Develop a technology inventory and updated IT plan-2018	NA	40%	50%	80%	<p>2018 Target.</p> <p><b>2nd Qtr.</b> Review of IT/IS to consolidate, integrate, and advance technology as appropriate. An inventory of hardware and software conducted with estimated costs for computer related items. Review of printers and information management planned.</p> <p><b>4th Qtr.</b> Board authorized equipment replacement/contingency funds for computer hardware and software upgrades. Workstations and consulting company acquired with assistance of financial workgroup in December. Implementation of hardware and integrated, updated software is scheduled for early 2018.</p>	

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II. CLEAR & TIMELY COMMUNICATIONS	i. 100% communication compliance by Board and staff	a) Develop a comprehensive communications policy-2018	NA	5%	5%	15%	<p>2018 Target.</p> <p><b>2nd Qtr.</b> Outline of plan started.</p> <p><b>3rd Qtr.</b> Social media policy adopted.</p>	
	ii. 80% stakeholders find value in relationship	b) Create stakeholder & partner feedback process- 2018	NA	—	5%	15%	<p>2018 Target.</p> <p><b>2nd Qtr.</b> Preparation of an action plan suggested for to ensure comprehensive and inclusive approach to reflect all stakeholders.</p> <p><b>4th Qtr.</b> AIS Survey used for lakeshore property owner and lake users with results anticipated in Jan. 2018.</p>	

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	iii. 80% or greater of stakeholders understand purpose, rules and regulations	c) Update public information and materials for LMCD website - <b>2017/2018, ongoing</b>	NA	50%	50%	60%	<p><b>2nd Qtr.</b> Several webpages have been updated &amp; formatted for web communication such as STL, Meetings, Strategic Plan, Regulations/Handouts, Water Patrol (worked with HCSO Communications), and Budget. Some changes have been made to the left navigation sidebar such as Hot Topics adding Archive, Regulations &amp; Handouts (also rerouted regulation handouts/brochures to this page), and added Connect With Us for Facebook &amp; Twitter links. Graphics/pictures have been added to some pages and Hot Topics where appropriate to add interest. The Contact Us and SSL security certificate assessed for future requirements and updating. Additional public education and resources have been created and posted to address customer demand such as new residential dock handout, 2017 Summer Rules pamphlet, and STL contribution flyer. Board meetings and public hearings regularly posted to social media, &amp; website.</p> <p><b>3rd Qtr.</b> Added hot topics videos for boater safety &amp; fire; added to social media.</p> <p><b>4th Qtr.</b> Board webpages updated with background information, new member table, and added links for navigation convenience including calendar flyout. Special meetings added to right meeting side bar for more consistent and better notice. Added hot topics and social media items for fall newsletter, Save the Lake, Winter Safety, in addition to typical board meeting agenda items.</p>	

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III. EFFECTIVE GOVERNANCE	i. Meetings rated greater than 7 on a 1-10 scale by Board	a) Update LMCD By Laws- <b>2018, long-range</b>	NA	5%	5%	5%		2018 Target. <b>2nd Qtr.</b> Financial investment and committee related By Laws were updated.
	ii. < 50 Board & Committee meetings annually	b) Create annual LMCD Board & Committee meeting schedule- <b>2018</b>	NA	98%	98%	98%	X	2018 Target. 2nd Qtr. Meeting calendar created for 2017, but changes required if meetings change. This item requires annual updating. <b>3rd Qtr.</b> Calendar updated to reflect discovered or new items.
	iii. 75% of Board meetings < 3 hrs	c) Create Board Member Handbook- <b>2017</b>	NA	50%	50%	98%	X	<b>2nd Qtr.</b> An outline with some sections of a Board member handbook has been drafted. In meantime, several items compiled and presented to new Board Director in June. <b>4th Qtr.</b> A draft Board Member Guide was distributed to the Board for review and feedback in December. It is anticipated that a request for formal Board acceptance will be presented in January 2018.
	iv. 90% of Committee/Workshop meetings < 2 hrs	d) Develop training standards/process for Board- <b>2018</b>	NA	—	—	20%		Deferred to 2018 <b>4th Qtr.</b> Some process and training information provided in new LMCD Board Director Guide
	v. 80% decisions made within 60 days	e) Create a Board self evaluation process- <b>2017</b>	NA	0%	0%	0%		
	vi. 100% Board & staff member completion of training							

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IV. LAKE PROTECTION AND REGULATORY COMPLIANCE	i. 4 underage drinking saturations	a) Establish a public safety plan- <b>long-range</b>	NA	—	—	—	Deferred to 2018-19	
	ii. 2 Public service announcements	b) Update Quiet Water Area policy for Lake Minnetonka- <b>2018</b>	NA	—	—	—	Deferred to 2018	
	iii. 10% reduction in staff time processing licenses	c) Implement secure licensee portals for renewal applications- <b>long-range</b>	NA	—	—	—	Deferred to 2018-19	
	iv. All rules & regulations are up to date	d) Create instruction sheets for new applications- <b>2017, 2018</b>	NA	30%	30%	60%	<p>2017 and 2018 Target.</p> <p><b>2nd Qtr.</b> Systems and processes are being assessed initiating creation of or changes to internal procedures. Created some new processes/documents for reconfiguration of nonconforming structures to address ordinance amendment, multiple dock license process streamlined, Watercraft for Hire files streamlined by adding master file for multiple licenses, digitalized submittal logs, created file activity logs to facilitate process and communications.</p> <p><b>3rd Qtr.</b> Updated de-icing application, instruction, and education materials. Expanded types of specification excel sheet for guidance for reconfiguration of nonconforming docks. Drafted outline of internal procedures for multiple dock issuing licenses, watercraft for hire, permanent dock, and other application processes.</p> <p><b>4th Qtr.</b> Updated multiple dock license applications, deicing. Created draft of procedures for new alcohol license applications. Created standard variance application process information.</p>	

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		e) Reorganize & recodify Code Book- 2017, 2018	NA	20%	38%	60%	<p>2017 and 2018 Target.</p> <p><b>2nd Qtr.</b> A recodification workgroup has been created for input throughout the project. A general format of the code has been drafted, the residential section has been drafted, and drafting of the commercial dock section is underway.</p> <p><b>3rd Qtr.</b> Additional sections have been drafted to include definitions, general regulations on structures, alcohol regulations, watercraft for hire.</p> <p><b>4th Qtr.</b> Overall format completed by legal counsel with 80% complete. Next phase of detailed review required by Executive Director, then Board in spring. Then to schedule input to schedule from stakeholders.</p>	