

# LMCD Strategic Plan 2017-2018 Dashboard: 4th Quarter Update (December 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	2018 Progress					Notes
			(% completed for year, color rating for Quarterly progress)				ACHIEVED	
			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- 2017, 2018	—	—	—	—	X	<p><b>2018 Updates</b> N/A</p> <p><b>2017 Updates</b> <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. Final action will include review by Board to establish priorities.</p>

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	ii. 80% of annual priorities accomplished	b) Develop an effective reporting system-2018	30%	70%	80%		X	<p><b>2018 Updates</b></p> <p><b>1st Qtr.</b> Some tracking systems have been developed or updated, in coordination with the operations calendar. Report formats have been completed. Time for more consistent distribution needs to be determined.</p> <p><b>2nd Qtr.</b> Updates about priority items included in Board updates, emphasized in board reports as appropriate, and included in Strategic Plan Dashboard as addressed. Strategic plan dashboard provides updates regarding quarterly progress.</p> <p><b>3rd Qtr.</b> Continued updates to board for representative city, board updates and Strategic Plan Dashboard to track progress.</p> <p><b>4th Qtr.</b> Annual operations calendar used to track basic operations accomplishments. Ongoing board updates regarding strategic plan progress.</p>

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	iii. Fund reserves of 30 to 50% of annual expenditures for all funds (General, AIS, STL Funds)	c) Conduct staffing/capacity analysis-2017	—	—	—	—	X	<p><b>2018 Updates</b> N/A</p> <p><b>2017 Updates</b> <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> <p>*When necessary, board members have covered the office and at times, the office has had to be closed for a short time for staff to perform needed functions.</p>
		d) Review approved reserve fund policies- 2018	50%	75%	80%	80%	X	<p><b>2018 Updates</b> <b>1st Qtr.</b> Significant discussion about amounts, potential Lake threats, and use of reserves occurred as part of the 2019 Preliminary Budget preparation.</p> <p><b>2nd Qtr.</b> Began specific cost analysis for revenues based on discussion with the Board during budget and at Work Session.</p> <p><b>3rd Qtr.</b> Continued discussion and review of projected lake needs, funding and appropriate use of reserves.</p> <p><b>4th Qtr.</b> Adjustments made based on annual audit and ongoing budget review.</p>

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		e) Establish a Capital Equipment Plan- 2018	80%	85%	85%	80%	80%	<p><b>2018 Updates</b></p> <p><b>1st Qtr.</b> The watercraft consolidation research was conducted to review options and costs as part of the CEP planning.</p> <p><b>2nd Qtr.</b> Use of watercraft shifted for the summer activities. Outreach was conducted for options for equipment recycling and replacement. When needed, staff used a board member's boat to conduct business or other agency cooperation.</p> <p><b>4th Qtr.</b> Implementation of part of equipment replacement schedule needed.</p> <p><b>2017 Updates</b></p> <p><b>2nd Qtr.</b> A review was initiated to assess inventory and consider consolidation of watercraft.</p> <p><b>4th Qtr.</b> Assessment of equipment conditions, future needs, and costs continues.</p>

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		f) Strategy to capitalize on Save the Lake-2017	80%	90%	95%	95%	X	<p><b>2018 Updates</b></p> <p><b>1st Qtr.</b> Final plans and options determined to incorporate 50th Year Anniversary into STL campaign and ways to promote lake safety and the environment.</p> <p><b>2nd Qtr.</b> Acquired 50 year commemorative items and promoted with Save the Lake Campaign in Spring indicating success with the throwable gift based on contribution amount. Board members participated in city special events including Wayzata Spring Splash, Trista Days, and Tonka Days. A Special Event To-Go box was created for consistent, effective public education and convenience.</p> <p><b>3rd Qtr.</b> Continued promotion of 50th commemorative items elevating recognition of LMCD and critical role in managing Lake Minnetonka.</p> <p><b>4th Qtr.</b> 50th year commemorative items was successful in obtaining donations and promoting Lake Minnetonka and protection activities of the LMCD.</p> <p><b>2017 Updates</b></p> <p><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.</p> <p><b>3rd Qtr.</b> Created Benevity account to facilitate employee giving programs. Started implementation of expansion of donor list for fall 2017.</p> <p><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.</p>

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		g) Develop a technology inventory and updated IT plan- 2018	98%	—	—	—	X	<p><b>2018 Updates</b></p> <p><b>1st Qtr.</b> The majority of the IT/IS project was completed including server replacement, workstations, and software upgrades. To meet budget, a large part of the project was completed internally. Benefits of the upgrade include improved data security, advanced technology, and efficiencies.</p> <p><b>2nd Qtr.</b> Integration of the IT/IS systems began to improve efficiencies. A board member assisted with some of the network setup.</p> <p><b>2017 Updates</b></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 server 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	50%	100%	—	—	X	<p><b>2018 Updates</b>  <b>1st Qtr.</b> The board established a communications workgroup to develop a communication plan. A first draft was completed in March.</p> <p><b>2nd Qtr.</b> The Communications Committee completed and submitted a final communications plan draft to the Board. It was adopted by the Board May 10, 2018. The plan provides an overview of the current environment and some methods to focus communications to address identified needs.</p> <p><b>2017 Updates</b>  <b>2nd Qtr.</b> Outline of a communication plan started.</p> <p><b>3rd Qtr.</b> Social media policy developed and adopted.</p>	
	ii. 80% stakeholders find value in relationship	b) Create stakeholder & partner feedback process- 2018	45%	65%	75%	80%	85%	<p><b>2018 Updates</b>  <b>1st Qtr.</b> Board reviewed additional avenues for stakeholder communication and engagement including LMCD attendance at city events. Discussion regarding special events materials and engagement occurred. .</p> <p><b>2nd Qtr.</b> AIS communications list and coordination for harvesting program, pilot initiatives for residents and private harvesting companies.</p> <p><b>3rd Qtr.</b> Attended regional natural resource planning workshops, worked with agencies for program input, members attended additional city events</p> <p><b>2017 Updates</b>  <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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							<p><b>2018 Updates</b></p> <p><b>1st Qtr.</b> New Around the Lake, FAQs, and Resource Pages drafted and sent to agencies, cities, and various stakeholders for review. This also included licensed watercraft for hire. These are externally focused to improve access to public information, while also helping to focus staff in responding to inquiries and other functions.</p> <p><b>2nd Qtr.</b> More timely harvesting updates provided, along with continued board updates and city updates.</p> <p><b>3rd Qtr.</b> Continued to obtain feedback and provide educational materials and presentations to cities, residents, and businesses.</p> <p><b>4th Qtr.</b> This is intended to be a continuous process. Review of the overall website and system is recommended.</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>	75%	80%	85%	90%	90%	<p><b>2017 Updates</b>  <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 Bylaws- 2018, long-range	5%	5%	100%	—	X	<p><b>2018 Updates</b> 3rd Qtr. Board reviewed Bylaws. Potential future updates regarding Director appointment periods discussed. It was determined overall the Bylaws are updated and will require periodic review as items change.</p> <p><b>2017 Update</b> 2nd Qtr. Financial investment and committee related Bylaws were updated.</p>	
	ii. < 50 Board & Committee meetings annually	b) Create annual LMCD Board & Committee meeting schedule- 2018	98%	—	—	—	X	<p><b>2018 Update</b> Board meeting calendar updated on ongoing basis as needed.</p> <p><b>2017 Updates</b> 2nd Qtr. Meeting calendar created for 2017, but changes required if meetings change. This item requires annual updating.</p> <p>3rd Qtr. Calendar updated to reflect discovered or new items.</p>	
	iii. 75% of Board meetings < 3 hrs	c) Create Board Member Handbook- 2017	—	—	—	—	X	<p><b>2018 Updates</b> 1st Qtr. Board reviewed the Board of Directors' Guide and made suggestions. Changes were incorporated and copies provided to the Board. The handbook includes information about the organization, operations, legal items, and other reference materials.</p> <p><b>2017 Updates</b> 2nd Qtr. 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.</p> <p>4th Qtr. 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.</p>	

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	iv. 90% of Committee/Workshop meetings < 2 hrs	d) Develop training standards/process for Board- 2018	30%	50%	75%	75%	80%	<p><b>2018 Updates</b></p> <p><b>1st Qtr.</b> Visioning &amp; Topic Training incorporated into Board Work Sessions. Reviewed Lake transient and port-of-call topics.</p> <p><b>2nd Qtr.</b> Board reviewed trends with boat lifts, canopies, and minor change applications and processes. Interpretation decisions made regarding boat lifts covers and canopies.</p> <p><b>4rd Qtr.</b> Some information regarding programs and procedures were reviewed. This needs to be a continuous process to keep updated with current lake needs, technology, etc.</p> <p><b>2017 Updates</b></p> <p><b>4th Qtr.</b> Some process and training information provided in new LMCD Board Director Guide.</p>
	v. 80% decisions made within 60 days	e) Create a Board self evaluation process- 2017	10%	10%	75%	90%	X	<p><b>2018 Updates.</b></p> <p><b>1st Qtr.</b> As part of the agenda setting process, the Communications Workgroup researched options and examples of Board self evaluation processes.</p> <p><b>3rd Qtr.</b> Board reviewed self-evaluation forms.</p> <p><b>4th Qtr.</b> Updates were made to the form for distribution in 2019. The Board self-evaluation was completed in 2019 for 2018.</p>
	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 2018-19
	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>	70%	75%	80%	80%	80%	<p><b>2018 Updates.</b>  <b>1st Qtr.</b> In process of finalizing certain license procedures and checklists.  <b>2nd Qtr.</b> Coordinated bridge requirements and replacement process with agencies. Updated certain harvesting program education materials, maps, and process sheets.  <b>3rd Qtr.</b> Some updates in processes implemented.</p> <p><b>2017 Updates.</b>  <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.  <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.  <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	70%	75%	85%	90%	90%	<p><b>2018 Updates</b>  <b>1st Qtr.</b> Staff started conducting internal review of permit and definitions sections. Requested board assistance due to current workload and initiatives.</p> <p><b>3rd Qtr.</b> Board members have reviewed sections of the code and provided feedback to attorney.</p> <p><b>2017 Updates</b>  <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>	