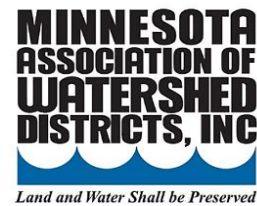


Minnesota Association of Watershed Districts (MAWD)

Strategic Plan Committee Meeting

July 12, 2022

Via Zoom



Meeting participants: Chair Mary Texer, MAWD Board (Capitol Region WD), Region 1 Manager Dennis Kral, (Pelican River Watershed District [WD]); Region 1 Manager Linda Vavra, MAWD Board (Bois de Sioux WD); Region 1 Administrator Myron Jesme, Red Lake WD [filling in for Dan Money]; Andy Henschel, Region 2 Administrator (Shell Rock River WD) [filling in for Rebecca Carlson]; Region 3 Managers David Ziegler and Jill Crafton (Riley-Purgatory-Bluff Creek WD) and Region 3 Commissioner Michael Welch, (Bassett Creek Watershed Management Commission); Region 3 Administrator Phil Belfiori (Vadnais Lake Area Watershed Management Organization [WMO]); and Emily Javens and Jan Voit, MAWD

Absent: Region 1 Administrator Dan Money, (The Two Rivers WD) and Region 2 Administrator Rebecca Carlson, (Clearwater River WD). Note: No managers from Region 2 volunteered to serve on this committee.

Task One: Review Draft Plan

Mary Texer opened the meeting at 3:01 p.m. She stated that it is the committee's responsibility to develop what is in the Strategic Plan (Plan), not how it should be done. That responsibility belongs to the MAWD Board as described in the Bylaws and Manual of Policies and Procedures (MOPP). She referred to the Plan as Jan and Emily's Plan. She stated that the MAWD Board is not broken.

Committee discussion:

Reaction to Goals and Objectives

Mary Texer asked committee members for their reaction to the goals and objectives. Responses included:

- Dennis Kral said the plan is very comprehensive. It addresses concerns expressed. Overall, he was pleased with it. The Plan represents a lot of work and thought. Thanks to Jan and Emily for their work.
 - Linda Vavra stated that attending the last meeting was exhilarating and helped her to see MAWD from a different point of view. She liked a lot of the ideas. She finds it fun and exciting to work with this committee. It's got some good ideas and helpful suggestions to move MAWD forward. If the Plan works, we must change with the times.
 - Andy Henschel said that the last meeting was good. It opened the lines of communication. The who, what, why, and when all matters for the Plan. It is important for us to look at all of that. Times are changing. The MAWD Board and the organization must change with it. If we don't look at other ideas, we are going down the wrong path. He liked what he saw.
 - Jill Crafton responded that she had a lot to say in the last meeting having gone through Board of Water and Soil Resources (BWSR) listening sessions, being on the grants committee, and seeing policy made without enough input. The name change is needed to be more inclusive. This is a good document and with it we are going in a good direction. We need more involvement by the Minnesota Association of Watershed Administrators (MAWA). They are the ones doing the work. We need their input on policy. They are implementing and trying to make things work. She is very much in favor of the document.
 - Phil Belfiori said kudos to staff. They did a great job. He appreciated the empowerment of MAWA and the new platform process. Hopefully that platform process will take place over the next year. He liked the work plan to track measurable outcomes and requiring regular maintenance of the Plan. We need to commit to the Plan in this committee and as an organization. We need to effectively communicate the amount of workload this Plan will take. The rebranding opportunity is good. Changing the name capitalizes on a kickoff to a modernized organization. Overall, it is a great document.
 - Myron Jesme stated that while he hadn't had a chance to review the Plan because he was filling in for a regular committee member, he did look at the June 14 meeting minutes. He has seen a lot of these comments before. There hasn't been a lot of gain in MAWD in the years that he has been involved with watershed districts (WDs). The June minutes refer to modernization of the organization. Perception is important. We need to look in the mirror and if state agencies perceive that we are elitist, that is something we need to change. Having a new mission and vision echoes something he has heard and seen for quite some time. He has been an administrator for almost 20 years. State agencies talk down to WDs. He has seen this at MAWA meetings. He didn't think soil and water conservation districts (SWCDs) had the same issues with their state agencies. This organization needs to be recognized as a resource. In many instances, WDs aren't listed as a partner or if they are, they are listed last. If the discussion at the June meeting is included in the strategic plan, he felt assured that something will change or at least that the organization is willing to look at it.
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- Michael Welch said that he hadn't had time to review. The prior draft contained a lot of good stuff. He couldn't believe that this draft was anything but better. He was thrown a bit by the many references to Minnesota Watersheds, Inc. He didn't think the organization should be referred to as an incorporated entity. That has a private sector connotation that is not consistent with the vision.
- David Ziegler said that he agreed with what other people have said. This Plan is a big improvement. The name change/rebranding is important. Changing the organization is what is really required, not just changing the name.

Training and Relationships

- David Ziegler said that in the training for managers, it mentions online training. This is an actual recommendation of something that could be done. Training for managers would work better online. He could use accounting and finance training. A refresher that is focused on watersheds would be beneficial. They have a new manager in RPBCWD. It would be nice to say, don't wait for a meeting, get started with the online training. Emily Javens replied that there are several accounting and finance classes offered through Fred Pryor. The RPBCWD administrator could send a list. If not, Emily has that information. The contract with Fred Pryor runs through mid-December.
- Jill Crafton stated that metro MAWD meets quarterly. There have been good, constructive outcomes at those meetings from discussion with state agencies. It is necessary to have a better relationship with state agencies. It would be positive to invite them to events to explore issues and learn and work through them.
- Linda Vavra said she applauded BWSR for the Region 1 manager training. There have been a couple trainings in the northwest region. She is impressed with BWSR in the northwest region.
- Myron Jesme stated that it is always interesting to hear at MAWA meetings about the disconnect with BWSR throughout the state. The training session in the northwest region was something he hadn't seen before. There were 15 to 20 managers from six WDs. It was well done. Like the June 14 meeting stated, we want to have state and other entities come to WDs for resource answers. We need to make sure that happens. That is happening with DNR and BWSR in Red Lake, maybe in the metro. We should build on that.
- Dennis Kral said that BWSR did a training session for the PRWD. All the managers attended. For him, the only source of ongoing concern is the One Watershed, One Plan (1W1P). At times it feels like BWSR is skewing the process in favor of SWCDs as opposed to watersheds. He was very impressed about what was written about relationships in the Plan.

One-Page Summary Document

Mary Texer asked for committee thoughts on the one-page summary document from the Plan.

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

- It is inclusive and to the point. It includes managers, administrators, and partners. No changes were made.

Vision: To establish excellence and innovation in watershed management organizations.

- Dennis Kral said that it is certainly more inclusive of the groups we want to have affiliation with, not just WDs. Myron Jesme stated that lake associations are one entity we are trying to get involved and work with. There are so many organizations that work with water quantity and quality. It doesn't have to list everything.
 - Phil Belfiori asked if it is confusing to use organization since watershed management organization (WMO) is a legal term. This is referring to any entity that is doing watershed management. Mary Texer asked Emily if she wanted to comment on this since she was the one that crafted the document. Emily Javens suggested the word management could be removed. That removes it from the legal terminology.
 - Phil Belfiori stated that we have discussed rebranding. What is the vision? Is it bringing in entities other than WMOs? Emily Javens explained that she has heard from members including groups like Area II, Hawk Creek Watershed Association, or Canon River Partnership. They are not WDs, but they are groups of people working together in a watershed. The intent behind this statement is to provide the services for watershed-based organizations, not to limit membership. Mary Texer replied that removing the word watershed and just having water management organizations would be a possibility.
 - Phil Belfiori said that in the metro it might be confusing if the word organization is used. Myron Jesme stated that having the word watershed is important. Watershed is recognized statewide as everyone working with water. It could be changed to watershed-based organizations. Michael Welch said that he liked the concept that includes organizations with different members that operate on a watershed basis. There needs to be additional commonality such as flood control and water quality. That redefinition creates the possibility that a 1W1P entity could be a member of the organization. That umbrella should be cast to include those entities. 1W1Ps include organizations that haven't consistently worked on a watershed basis.
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- Mary Texer said that a lake association is dealing with a lake, not a watershed. Michael Welch asked if watershed needed to be defined. If a lake association wanted to join, would that be a problem? Myron Jesme said that a lake association is clearly based on a watershed. Emily Javens replied that lake associations have a lobbying association on their own. It would need some definition. Their membership could fit within the Bylaws of associate members with the services we provide.
- Michael Welch said that this would be an opportunity to provide members of lake associations with watershed-based education. Dennis Kral stated that lake associations could use some of the training MAWD provides. It would be an interesting concept to at least get their parent organization to come to a convention. Michael Welch replied that with this change, we need to be prepared for the general membership to have a lot of questions. That isn't a bad thing.
- Jill Crafton said that 1W1P isn't going away. Much of the money is going straight to SWCDs. 1W1Ps are realizing how important implementation is. We need to be more inclusive.
- The vision statement was changed: to support and advocate for leaders in watershed-based organizations.

Mary Texer stated that the next item would be to review the goals and objectives on the summary page.

Goal 1. Fortify the infrastructure to ensure reliability delivery of services.

Mary Texer stated that the MAWD Board decides what committees they have and when they need to meet. Jill Crafton stated that this should be inclusive of more than the MAWD Board.

Mary Texer responded that it is difficult to get participation in committees. She also said that Emily Javens saw a problem with MAWD governance and management. She asked how the MAWD Board had failed. Emily Javens replied that the Plan was written from the survey data, MAWA letters, and committee comments. The Plan is not a reflection of what she thinks, wants, or sees as problems. Her job, as a professional, was to write the Plan by taking input and putting it on paper. The Plan doesn't reflect the ideas of the MAWD staff that wrote it. She is not directing difficult feedback. MAWD staff put on paper what they heard. Mary Texer responded that Emily Javens included input and complaints in the Plan that she had not heard.

Andy Henschel said that this is a plan. He read it as ensuring that governance and management are aligned with the Plan. That is how all plans are made. It shouldn't be taken personally. This is what we need to move forward. Myron Jesme stated that he was sensing some animosity from Mary Texer and that she was being defensive. How can stating that governance and management align with the Plan be a problem? That is exactly what the board should be doing. The purpose of board policy or mission is to make sure the Plan is followed. That's all this is saying.

Mary Texer stated that the MAWD Board is following the strategic plan right now. She asked what the board is doing wrong that makes anyone think they aren't in line with the current strategic plan. Myron Jesme replied that this Plan isn't saying the board is doing something wrong. It must be a goal of the board to follow the Plan. The same with leadership training. All boards need training, so do staff. All this is saying is to make sure training is available so board members understand their role. There is no negative connotation.

Emily Javens explained that the Sauk River WD stated this as one of their concerns. The MAWD Board had invested time and resources outside of the strategic plan. That is one of the things addressed in this Plan. It is easy to get caught up in something new. The feedback consistently expressed the need to focus efforts and follow the direction in the Plan. We lost a member and they stated the primary reason was that the board got off track.

Dennis Kral stated that he did not see this as an indictment of the current board. There are specifics in the Plan about communication, newsletters, and changes in the way the legislative lobbying work is done. This just states that the board would make every effort to align with the slightly changed Plan.

Mary Texer apologized for being defensive about it. She read it as an indictment of the board. The money the board spent was reviewed and recommended by staff. Emily Javens responded that the board did make decisions quickly, especially with the lawsuits. Everything wasn't written for consideration and decisions were made quickly. That has been pointed out to us by MAWA. The board needs to have agenda items tidied up. She said that was her responsibility and that she didn't get thorough documents developed. There is only so much time to put together a board packet. That is an area that personally bothered her. If she put anything personal into this plan, it was the newsletter schedule and format. MAWD staff have developed a rhythm to get consistent information to members. When good information is provided, the complaints about lack of communication go down. Improved communication was confirmed in the feedback we received.

Linda Vavra explained that the MAWD Board has not discussed some of the information that came from the administrators. This committee received the information before the MAWD Board and worked it into the Plan. The

board hasn't talked about where we let MAWA down or how we need to work. We haven't discussed it together. She was sorry for that.

No changes were made to Goal 1.

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

- Dennis Kral said that the Plan is what we want to have happen. The how is going to be the problem with this goal. MAWD has wanted these things for a long time, but it doesn't always happen. It would be an ideal situation if all these occur. How to do that is difficult.
- Jill Crafton said that supports one another is important. We need to be sensitive to regional issues.
- Myron Jesme said that there is a distinct difference in WDs. SWCDs basically all do the same. The challenge is to make sure we stay unified and understand our roles and differences.
- Andy Henschel stated that whether it is rebranding or changing the name, what is important is to increase members and attendance. That's what this entails. We can do that if we communicate and are on the same page. We need to sell the organization and bring more managers to events.
- No changes were made to Goal 2.

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

- Jill Crafton liked the words increase collaborative efforts. We want to keep it and get better.
- No changes were made to Goal 3.

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

- Jill Crafton appreciated the feedback from the administrators.
- Myron Jesme stated that he liked the changes to the resolutions process. That has gotten better in the last few years. The list of resolutions is shared with our boards. In the past, administrators didn't know if their resolutions were active or not. Resolutions are reviewed at a MAWA meeting. The members know where their resolutions stand. We can improve the process by streamlining, but it has gotten better.
- Mary Texer asked if policy statements were included in this goal. The MAWA comments said that the administrators wanted to write the policies. Jill Crafton replied that MAWA was talking about position papers that give details to why the policy was important. Dennis Kral said that he didn't see the position paper specifically mentioned in the goal. He did think it was part of the streamlining process. Emily Javens explained that it is listed in the Plan. More details are included in the tactics. Jill Crafton said that she thought it was articulated in the second bullet on the summary page. She saw it as more of a tactic.
- Dennis Kral stated that he liked the idea of the position papers being developed. He didn't know the exact verbiage to ensure that would occur. Both the committee and MAWA thought that should happen. Andy Henschel said that the way he read it, it is implied here. This is just a summary. It is included in the Plan.
- Phil Belfiori said to leave it as is. David Ziegler said that if the question comes up, it wouldn't be bad to state that we want to have a platform that is more consistent over time and we can have an elevator speech to give about positions.
- Emily Javens read what is included on page five of the Plan: work with MAWA 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. She thought that got at the heart of it. Maybe some of the verbiage needs to become more of the strategy and the goal is to have the document. Dennis Kral said that states what we want to have happen. If some of the words are put into the summary that would be good. Emily Javens replied that the second half of that statement could be included in the goal. MAWD staff will make that change.
- Mary Texer said that in talking about focused lobbying efforts, she spoke with Ray Bohn. He never received a list of priority items. Based on Ray's feedback, it would be good to change this to focus and prioritize lobbying efforts. Emily Javens replied that would be a good addition.

Goal 5. Enhance the leadership skills of watershed officials.

Mary Texer asked what this goal meant. Dennis Kral said that it meant any kind of education, workshops on how to run a meeting, how to form effective committees, or any of that. Jill Crafton said that she took it the same way. If there are changes within BWSR or the legislature that we need to know, we need to know how to respond. It's not that we don't already have leadership skills. There are things we need to know to be more effective. Mary Texer said that it should just state enhance the skills of watershed officials, then it is not just focused on leadership.

Emily Javens said that on page six of the plan, this goal includes the policy to provide training sessions at all events, enhance sharing of knowledge, maintain an up-to-date watershed handbook, work with BWSR to provide regional training opportunities, and utilize the expertise, knowledge, and experience of MAWD staff and MAWA in the development of education and training for watershed officials. Those are the pieces that go into this. Mary Texer said that this focuses on skills, not leadership. Taking out the word leadership makes it more universal.

Values

Mary Texer stated that concluded the review of the summary document. There are approximately 25 minutes of the meeting remaining. We have reviewed the mission and vision. The next item was to discuss the values. These are not the same values that are in the current plan. There were no changes to the values and the definitions.

Goals and Objectives

Mary Texer asked for comments on Goal 1. She said that under number two, the roles and responsibilities for the MAWD Board are defined within the Bylaws, MOPP, and statute. There is no need to adopt roles and responsibilities within six months of Plan approval because they are already in place. She was not sure what the committee was looking for. Emily Javens assured that this was not an attack. MAWD staff wrote what was heard. Mary Texer wanted to know where this is coming from. The board has defined roles and responsibilities. She asked Emily what she wanted to change.

Emily Javens gave an example of the lack of understanding of roles and responsibilities. Mary Texer sent an email to the board today after meeting with Ray Bohn. In the email, she directed the work of the staff. Meeting with a contractor is not the role of the board president. People can see what's going on with the board. People are realizing that MAWD Board members aren't acting on the MAWD Board in the same way they do on their own watershed boards. She knew that it was tough to hear this. There is some strong criticism of the MAWD Board that we can't be defensive about. We must look and see what can be done better. Right now, Emily doesn't know who her boss is. Due to health reasons, Mary Texer assigned her duties as president to Linda Vavra until September, but Mary is still directing Emily. That is not a healthy way to operate the board. More defined roles and responsibilities are needed, especially when it is not just MAWD staff that see the problems. Other people are going to meetings and see it. Emily Javens was sorry to tell Mary that in a public setting. Mary Texer responded by saying at least there is dialogue and that normally Emily does not say anything. Emily Javens replied that she did tell the board that she is not willing to meet with Mary independently anymore because she gets a hostile and defamatory response. She didn't want to be subjected to that without a witness.

Myron Jesme stated that he sensed the hostility from the beginning of the meeting. Everyone here can sense it. Mary Texer stated that it was two ways. Andy Henschel replied that wasn't the case at the June meeting. That meeting went well, it was probably one of the best meetings he'd ever been involved in. He was excited for this meeting. He had no idea why Mary was acting this way.

Dennis Kral stated that a sub-agenda has arisen here. He was not wholly aware of this. The MOPP and other things spell out board duties. He's sure that somewhere there is a clear directive that the finance committee looks at dues structure. It remained unchanged for years. He thinks the Plan is saying that the board makes sure the things in the MOPP and Bylaws are happening. There's some sort of breakdown, which we are obviously feeling at this moment. He hopes this gets addressed by the board. Mary Texer replied that it is being addressed by the board. There has been a breakdown in communications.

Mary Texer stated that as temporary board member, she met with Ray to say the Board is issuing a request for proposals (RFP) for a lobbyist. She wanted to make sure he was told before he read it in some document. Emily Javens replied that she had spoken with Ray about the RFP and she was sorry Mary felt she had to call him to check her work. Mary Texer was asked by Director Schaefer if she had been in contact with Ray lately. She decided she should talk to him. Linda Vavra stated that this is a big lack of communication and we must work that out.

Emily Javens stated that at the last meeting staff had with Mary Texer, she told Emily to quit. MAWD staff could do that, too. We could end this right now. Then, Mary would have a DWG meeting on Thursday and a presentation to the Clean Water Council on Monday. Mary Texer responded that MAWD staff must decide if they want to stay or quit.

Myron Jesme asked Mary Texer to get off the negative connotation and get on with what we are supposed to do here. Don't make every comment so pointed. He was not here to scold Mary, but from the outside looking her behavior is ridiculous. He didn't know how many times Mary said today, "you guys wrote it." This is a document that was provided from a lot of input. Someone had to put it together. He was assuming that was Jan and Emily's job. This is a lot of information from a lot of members. Let's get on task. No more dart throwing.

Mary Texer asked if there were any changes for the goals, objective, strategies, tactics? Jill Crafton said she is fine with what is in the document. Dennis Kral stated that we made a few adjustments today. There are a lot of steps remaining. This is an excellent start.

The following information was provided to committee members in the meeting packet.

*At the June 12 meeting, the committee reviewed the first draft of the strategic plan. The committee provided MAWD staff with direction to develop a revised document that contains a blueprint that ensures our **organization** accomplishes its goals and make decisions about how we reach them, acknowledging that success depends on embracing change to modernize the organization.*

The committee recommended that the Strategic Plan:

- *Contains a mission and vision that are ambitious and aspirational.*
- *Includes defined values.*
- *Ensures strong leadership from an open and transparent board.*
- *Develops concentrated communication efforts.*
- *Modernizes the organization by changing its name and focuses on inclusivity of its members, MAWA, and the board.*
- *Reduces the number of board and committee meetings and changes committee structures for efficient and effective management.*
- *Supports members' efforts in watershed management.*
- *Acknowledges the importance of partnerships and building relationships.*
- *Develops long-standing legislative policies and revises the legislative platform and resolutions development processes and focuses lobbying efforts.*

The committee directed staff to incorporate their recommendations into a revised plan. In writing the revised document, we reviewed the member survey and the MAWA suggestions to ensure the plan acknowledged the messages from the feedback received. We also needed to ensure the following components were included:

- **Mission:** *the roadmap of strategic planning to work toward the vision.*
- **Vision:** *describes what the organization is building toward in the future.*
- **Values:** *form the foundation on which we will perform our work in both relationships and processes.*
- **Goal:** *a broad statement of what we hope to achieve.*
- **Objective:** *defines the improvement that needs to happen.*
- **Strategy:** *how we accomplish the objective.*
- **Tactics:** *specific activities to undertake.*

The second draft plan is included in the meeting packet. Staff has the following questions for the committee.

- 1. The committee directed staff to develop mission and vision statements for the organization.*
 - *Does the mission provide a roadmap to work toward the vision?*
Yes ___ No ___ Other suggestions? _____

 - *Does the vision describe what the organization is building toward in the future?*
Yes ___ No ___ Other suggestions? _____

 - 2. The committee directed staff to define values for the organization.*
 - *Do the values and their definitions form the foundation on which we will perform our work in both relationships and processes?*
Yes ___ No ___ Other suggestions? _____

 - 3. The committee expressed concerns about the lack of openness and transparency of the board.*
 - *Will the goal, objectives, strategies, and tactics work toward ensuring strong leadership from an open and transparent board.*
Yes ___ No ___ Other suggestions? _____

 - 4. The committee voiced the need for strong communication.*
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- Will the goal, objectives, strategies, and tactics work ensure the development of a strong communication plan?
Yes ___ No ___ Other suggestions? _____

5. The committee recommended optimizing the number of committee and board meetings.

- Will the goal, objectives, strategies, and tactics better utilize member and staff time if the number of board and committee meetings are reduced and committee structures adjusted for more efficient and effective management?
Yes ___ No ___ Other suggestions? _____

6. The committee expressed concerns about our organization not being inclusive. In December of 2020, the MAWD Board considered ideas for rebranding MAWD. Those ideas are included in this packet for your review.

- Does the name accurately reflect the organization?
Yes ___ No ___ Other suggestions? _____
- Will the goal, objectives, strategies, and tactics work toward modernizing the organization by focusing on inclusivity of its members, MAWA, and the board?
Yes ___ No ___ Other suggestions? _____

7. The committee wanted to ensure that the organization supports the efforts its members undertake for watershed management.

- Will the goal, objectives, strategies, and tactics support our members' work in watershed management?
Yes ___ No ___ Other suggestions? _____

8. The committee stressed the need to enhance our relationships with state agencies and other entities.

- Do the goal, objectives, strategies, and tactics lead to strengthened partnerships and stronger relationships?
Yes ___ No ___ Other suggestions? _____

9. The committee articulated the need for complete policy positions and a revised process for approving resolutions and setting the annual platform.

- Do the goal, objectives, strategies, and tactics ensure that long-standing legislative policies will be developed, that the legislative platform and resolutions development processes will be revised, and that lobbying efforts will be more efficient with more focus?
Yes ___ No ___ Other suggestions? _____

10. An organizational chart is included in the Supporting Resources section of the Strategic Plan.

- Do you agree with the setup in the organizational chart?
- Yes ___ No ___
- If no, what changes should be made? _____

11. Should the plan include a timeframe to achieve each tactic?

- Yes ___ No ___
- If yes, is the worksheet included helpful? Does it make sense? Other comments?

- Does the timeline seem appropriate? Is it too aggressive? Other comments?

12. Are there items that need to be added?

No ___

Yes _____

13. *Is there anything we forgot to ask?*

The questions above were not addressed during the meeting. Emily Javens said that if any of the committee members wanted to provide feedback about these questions, that would be appreciated.

Task Two: Decide if Focus Groups or Personal Interviews are Needed

The following information was provided to committee members in the meeting packet.

In June, the consensus was to review the revised plan and then determine if focus groups and interviews were needed for further input and whether a mission/vision/core services exercise at the Summer Tour was necessary. Having reviewed the draft plan, is extra input needed?

Committee discussion:

Mary Texer stated that she didn't have the timeline in front of her. Emily Javens replied that it was listed on the agenda in part three, the next steps.

Emily Javens said that at the last meeting we did talk about the changing the name and did it for the committee in the draft Plan. She asked what the committee thought, if the name should be changed back to MAWD and leave it as a tactic since rebranding is in the plan. It is almost hard to read because it doesn't say MAWD. Andy Henschel said that every time he saw it in print it made him think about it. We do need to rebrand and be more inclusive. He liked it.

Dennis Kral said that Michael was wondering about the use of incorporated. Does that have an implication? Michael Welch replied that using incorporated does have an implication. He liked using a new name. If someone doesn't like it, they can propose a new name, but incorporated should not be used. People will react to a new name. BWSR will see a clear signal that we are trying to be more inclusive. Jill Crafton said it is a needed step.

Dennis Kral said that it gives an opportunity to talk to membership. Maybe it won't be the name that is chosen. He doesn't object to having a process to talk about it. Andy Henschel stated that knowing a name change is being considered will create thought and conversation with the membership. It could be a contest. Emily Javens replied that we did do that once. A second contest would be great. Linda Vavra said that discussing the name change at the Summer Tour would be an opportunity to get ideas flowing. Emily Javens explained that there is a 30-minute time slot on the third day of the event to talk about the Plan and process.

Emily Javens explained that on the agenda there are two questions that need to be addressed. Michael Welch stated that before we get to those questions, make sure that the Plan is clearly labeled draft before it is distributed. People will not be happy if the name of the organization is unilaterally changed since we do not have the authority to do that.

Emily Javens asked if there is a need to hold focus groups and get more clearly defined feedback or is the August comment period enough. Jill Crafton said that having the opportunity to weigh in at the Summer Tour is a good idea. Dennis Kral stated that he didn't think we should get a focus group going. A focus group might alter the feeling that we were acting on everyone's behalf. The consensus was that no focus groups will be held. We will get feedback at the Summer Tour.

Emily Javens explained that there was a specific question about an activity on mission and vision. It seems that the committee has good concurrence on those and that a specific exercise at the Summer Tour wasn't necessary. Mary Texer said that feedback would be received during the comment period. Emily Javens asked if there should be a designed activity on those two items or leave it as part of total plan review. Jill Crafton replied that there has been a lot of time and energy invested in this by a whole lot of people. She liked the idea of leveraging input at the Summer Tour. Mary Texer said it would be good to show the current and proposed mission and vision so people can see what changed. Dennis Kral said that if people are unhappy, we can respond. Emily Javens replied that if members say this is bad, then we really missed it. [Andy Henschel left the meeting.]

Jan Voit stated that in the draft plan the background section was included for each goal so people could understand where the committee was coming from. She understood the process to be that the committee makes a recommendation to the MAWD Board, but the membership decides if this is a good Plan or not. Mary Texer said that the board would give feedback and decide if they support it or not. The membership decides in December if this is the right Plan.

Emily Javens explained the tactics spreadsheets. This spreadsheet was her recommendation. It is important to assign some hours and look at how much will it take to do the Plan. There was a report that came out about 15 years ago about items that MAWD should accomplish. Everything in that report is still what we want, and it isn't getting done. The thing that was missing from that report was that no one quantified how many staff or how many hours it would take to get there. At some point, members need to see how much this will cost. If it takes four people to do this well, we are going to have to make some choices. The spreadsheets reflect the watershed plan process except that the way of measuring in this spreadsheet is hours rather than dollars.

Jill Crafton said that it would be helpful for us to be more realistic about what we are suggesting. Mary Texer said the hours don't just have to be for staff, they could also be volunteer hours. Phil Belfiori said he likes it a lot. There are a lot of ongoing things. The ongoing items need to be prioritized or quantified so they are measurable.

Michael Welch said that volunteer hours are a critical question. Some of the other committees struggle with attendance. It is a lot to ask people when they serve on their own watershed boards and have MAWD stuff on top of that. If this Plan is going to be implemented with volunteers, we will be back here in five years asking why only a portion of the Plan was done. It is critical to have this. It is an important part of the picture. Mary Texer responded that if we are going to do it with staff then we will have to increase the dues. Dennis Kral doing the plan with volunteers is going to be tough. The membership should understand that they wanted an improved organization. It will take some reality checks about how to do it. Mary Texer stated that the reality check includes the administrators because they have full time jobs.

Emily Javens explained that staff developed this idea the day before we sent the revised Plan. We didn't want to send it with numbers because it was too new of an idea. We could fill out some of it and send it to the committee. We want to make sure we can get everything out on August 1. Michael Welch stated that he thought the spreadsheet without the hours is a good enough indicator. He didn't want hours inputted without committee review. The idea itself must be out there. The right number of hours will take some doing. Administrators would be good at this. Boards are always surprised at the cost of doing a strategic plan.

Mary Texer stated that the background paragraphs are fine as we send the Plan for reactions. The final version does not need to include the background information unless the committee wants it there. Jill Crafton said the background information should be available if someone asks for it.

Emily Javens responded that the committee will have a couple more times to review the Plan. This can be discussed further when we get closer to the final version.

Task Three: Discuss Next Steps

The following information was sent to committee members for review before the meeting.

The following next steps are included based on direction outlined in the work plan. Staff will revise the document based on today's input from the committee. Does this schedule still work?

- *Staff will revise the plan based on input from the committee at the July 12 meeting.*
- *The draft plan will be sent to MAWD membership and non-members for review and comment. The comment period is August 1-31.*
- *If held, data from the mission/vision/core values exercise will be compiled and sent to the committee by September 15.*
- *The committee is scheduled to meet on September 20 to review the comments received from membership.*
- *Staff will revise the document based on input from the mission/vision/core values exercise (if held) and member comments.*
- *The committee is scheduled to meet on October 18 to finalize the plan and make a recommendation to the MAWD Board to send the document to the membership for consideration at the annual business meeting.*

Committee discussion:

Mary Texer stated that the comment period is August 1-31. The next meeting is September 20. The last meeting is October 18 when a recommendation will be made to the board.

Committee members thanked Emily and Jan for their work on the Plan.

Meeting notes submitted by
Jan Voit
