



LOWER MINNESOTA RIVER WATERSHED DISTRICT

Executive Summary for Action

Lower Minnesota River Watershed District Board of Managers Meeting
Wednesday, August 17, 2022

Agenda Item

Item 6. C. - MAWD

Prepared By

Linda Loomis, Administrator

Summary

MAWD has contacted the LMRWD to inform the District that it has been working to address concerns of members and former members. They have a draft strategic plan that they have shared with all watershed districts and watershed management organizations. They have requested comments for anyone who would like to comment.

They have looked at the dues structure and a memo regarding the new MAWD dues structure is part of the information they provided.

Attachments

2023 MAWD Annual Dues memo dated August 1, 2022

Draft Strategic Plan date August 2022

MAWD Strategic Plan memo dated August 1, 2022

Recommended Action

No action recommended – provide comments if desired



Land and Water Shall be Preserved

Minnesota Association of Watershed Districts, Inc.
www.mnwatershed.org | 651-440-9407

MEMORANDUM

DATE: August 1, 2022
TO: Watershed District Administrators
FROM: Sherry Davis White, Treasurer

RE: 2023 MAWD ANNUAL MEMBERSHIP DUES

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Executive Director

Emily Javens, PE
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The MAWD Finance Committee met twice to review a potentially new dues structure. On April 27, they met to define key parameters that would make a dues formula be as fair and equitable as possible. Several ideas were analyzed and thrown out for being too complex, too unpredictable, or simply not being any more fair or equitable than the existing formula. The committee asked staff to run scenarios with the ideas that remained. The committee reviewed the following three scenarios on June 1, 2022.

- Keep the same formula but raise the cap each year by an inflation factor.
- Keep the same formula but set different tiered caps based on type of watershed.
- Run scenarios that illustrate the approximate increase in dues if staffing was increased or if a new strategic plan called for increased services.

Following consideration of all scenarios, the committee unanimously recommended to the MAWD Board a four-tiered dues structure for 2023. On June 20, 2022, the MAWD Board unanimously adopted those recommendations. **Dues will be calculated using the same formula, but with new caps in place.**

On July 25, 2022, the MAWD Board voted to freeze WMO dues for 2023 at the 2022 level. The Board will further examine the WMO dues in the future.

2023 MEMBERSHIP DUES

Dues Calculation = Estimated Market Value (EMV) x 0.00048 x 0.005, not to exceed cap

103D rural member without additional tax revenue options	Cap = \$5,000
103D rural member with additional tax revenue options	Cap = \$7,500
103B metro WD member (EMV ≤ \$10B)	Cap = \$7,500
103B metro WD member (EMV ≥ \$10B)	Cap = \$12,500

As a result of this change, some metro watershed districts will see an increase in their dues and some rural watershed districts will see a decrease in dues. As always, dues fluctuate as your EMV fluctuates.

If you would like to read more about how the committee and board arrived at their decision, the meeting notes have been included for your review.

Emily Javens, who is on leave of absence, had prepared all but the finishing touches on these documents before going on leave. If there are mistakes or oversights, they are mine.

Don't hesitate to contact me if you have any question at 952-215-6963 or sherrywhite@mediacombb.net.

Attachments: Finance Committee meeting notes, April 27, 2022
Finance Committee meeting notes, June 1, 2022
2022 Estimated Market Values
MAWD dues worksheet

Minnesota Association of Watershed Districts (MAWD) Finance Committee Meeting

April 27, 2022

Via Zoom



Meeting participants: Chair Sherry Davis White, MAWD Board (Minnehaha Creek WD); Region 1 Manager Dennis Kral, (Pelican River WD) and Region 1 Manager Linda Vavra (Bois de Sioux WD); Region 3 Manager Jill Crafton; Region 1 Administrator Tera Guetter, (Pelican River WD); Region 2 Administrator Amber Doschadis (Upper Minnesota River WD); Region 3 Administrator Matt Moore (South Washington WD); and Emily Javens and Jan Voit, MAWD

Absent: Region 2 Manager Wayne Rasche (Heron Lake WD)

WELCOME AND INTRODUCTIONS

The meeting began at 3:03 p.m.

The purpose of the Finance Committee is to manage the finances of MAWD. While a smaller Executive Finance Committee will handle the day-to-day financial decisions, this committee will deal with the larger big picture issues, like preparing an annual budget and making recommendations on the annual dues structure.

The Finance Committee will: analyze past expenditures and financial projections to make a recommendation to the MAWD board for annual dues; prepare an annual budget for submittal to the MAWD Board; and engage the services of a certified accounting firm to process and maintain the financial records of the organization. Later this year, the committee will solicit request for proposals for auditor and lobbyist services.

Dues are payable in January of each year. The MAWD Board can defer, suspend, or reduce dues for a hardship or funding problem.

TASK ONE. Identify the key parameters of a solid dues' formula.

The current dues formula charges watersheds 0.5% of the maximum percent general fund tax levy allowed in MN Statute 103D.905 Subd. 3, not to exceed \$7,500. The maximum general fund levy is calculated to be .048% of the Estimated Market Value (EMV) of the watershed, not to exceed \$250,000, whichever is less. This formula only applies to rural watershed districts (WDs) because metro WDs can base their maximum levy on the needs identified in their respective Watershed Management Plans rather than the formula identified in statute. Further complicating the matter of finding a fair formula is that metro watershed management organizations (WMOs) do not have levy authority at all. A report was written in 2017 that analyzed different formulas and is provided in this packet. Dues have not been changed since 2018 and during that time, the following concerns have been identified.

- *The current method uses a formula that is not applicable to the metro watersheds.*
 - *The dues' structure doesn't recognize there is a second limiting factor in the general fund levy (not to exceed \$250,000, whichever is less.)*
 - *It is challenging to obtain the EMV for WMOs because it is not automatically generated for us by the state. Data requests are submitted to each county to determine the EMV.*
 - *The cap hasn't been increased for four years which results in only the smaller WDs contributing increased revenue for MAWD through dues.*
 - *Some watersheds were not formed to protect and restore waterbodies through large-scale projects and their budgets reflect that. Others vary in how much they budget based on political views about taxing and spending.*
-

DISCUSSION: Are there other concerns about the current framework being used for calculating dues? If we put this simply, what do we wish to accomplish? “We want to find a dues structure that is _____.”

Discussion was held regarding the following.

- In the metro, there are larger watersheds that don’t have to pay more than the smaller ones. Some have a conservative viewpoint when it comes to taxation.
- All watersheds get the same service, just because some are larger, should they pay more?
- In reviewing the strategic plan survey and members needs and wants, it appears there will be a need to increase staffing. It is not possible to determine exactly what funding is needed right now to meet those needs.
- The budget and dues are two separate decisions, but one affects the other. The dues’ structure needs to be adaptable and fair without having to change it every year.

In answer to the discussion question, the consensus was to develop a dues structure that is as fair as possible, fairly simple, flexible, and won’t be overly volatile from year to year.

TASK TWO. Analyze new ideas against parameters identified in task one.

MAWD members have recently shared some ideas for restructuring dues. Those ideas with examples are shown below.

- Set a flat rate for all watershed districts. *Dues = \$7500 per member.*
- Set tiered caps depending on different variables. *Dues = \$7500 metro, \$5,000 rural*
some interest in this having merit (keep formula the same, two caps, some smaller metro WDs increase cap to others to 9,000)
- Base dues on actual tax levied revenue. *Dues = 2% of annual tax levied revenue*
- Base dues on the total annual revenue of a watershed. *Dues = 2% of annual revenue*
- Base dues on the watershed’s annual budget. *Dues = 1% of total budget*
- Use a base amount plus a % value. *Dues = \$2,500 + 1% of tax levy revenue*
- Adjust the cap annually to consider inflation. *Dues will increase with cost of living*
- Keep the same formula. *Dues = 0.5 x (0.048% of EMV), NTE \$7500*
- Rather than having a cap, implement discounts. *Dues = \$7500, NTE 2% of annual revenue*

The committee discussed ideas and examples. It was determined that:

- None of the options meet absolute fairness for every watershed. Fairness will have to be sacrificed somewhere.
 - A set flat rate for all watershed districts makes the dues situation worse.
 - Setting tiered caps seems to be fairer than the current system.
 - Basing the dues on the actual tax levied or annual revenue would be problematic.
 - Special assessments for stormwater utility or drainage systems or grant funds are for specific purposes and cannot be used to pay dues.
 - While the BWSR calculator for overhead is used by some watersheds, not every one receives BWSR grant funds. Tracking overhead, even if the cost of dues can be factored in, would be cumbersome.
 - WDs in the Red River Valley have access to funds through the Red River Watershed Management Board to implement large-scale projects. Those funds cannot be used to pay dues.
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- Many WDs that are at the \$250,000 cap use those funds for administration and project implementation. Their ability to pay dues is restricted by the cap
- Basing dues on the watershed’s annual budget and implementing discounts would require each watershed to provide MAWD with a copy of their budget. MAWD would then have to review and determine whether a discount is warranted. This would not be simple.
- Using a base dues amount plus a percentage value would be difficult for small WDs and WMOS.
- Keeping the same formula has fairness concerns.
 - Over the past five years, the average annual change was approximately \$100 per year. Pelican River WD saw the largest increase at \$1,500. There were six watersheds that had an increase over \$1,000.
 - At the current dues rate, Pelican River WD pays 2% of their annual budget. If Minnehaha Creek with an annual budget of \$12M paid 2% of their budget, their dues would be \$240,000.
 - Adding an inflation factor would allow for flexibility.
- Using a flat rate not to exceed .5 x .0048 of EMV.
 - The not to exceed clause would flip. As years pass, the discount decreases as the EMV increases. Although it is the same formula we use now, it may be more palatable when viewed in a different way.
- Using a weighted formula based on size or other factors seemed difficult to understand or to determine how it would work.
- The metro watersheds represented on the committee believed that their organizations would not object to increased dues.
- Red Lake and Shell Rock River WDs have multi-million budgets, but are still restricted by the \$250,000 general operating levy cap. Sauk River and Buffalo-Red River WDs have special legislation that allows them to generate more than the \$250,000 limit. Those are outliers that need to be considered.

The chart was completed based on committee discussion to help identify the pros and cons of each option.

ANALYSIS

	Fair?	Simple?	Flexible?	Not Volatile	
Flat rate	No – flat rates make it worse	Yes	Yes (raise rate as needed)	Yes	
Tiered caps	Seems to be fairer	Yes	Yes (raise caps as needed)	Yes	
% of tax levies		No			
% of revenue		No			
% of budget		No			
Base + %	No – hard for very small WDs/WMOS				
Keep existing formula	Has concerns with fairness	Fairly simple	More flexible with inflation factor	Varies	Needs inflation factor
Use weighted formulas based on factors (size?)		No			

TASK THREE. Discuss next steps

Do we have enough information to make a recommendation to the MAWD Board? If not, what additional information is needed? How will the strategic plan impact our recommendation? The final numbers in the formula will need to be determined once a budget is recommended for FY 2023.

MAWD staff will run scenarios that:

- Keep the same formula with a raised cap and inflation factor
- Keep the same formula and setting multiple tiers
- Run scenarios that would illustrate the approximate increase in dues would be if staffing was increased.
- Evaluate outliers (budgetary needs, potential lobbying costs, strategic plan goals)

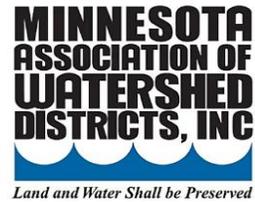
The committee will meet again in a couple weeks. The goal is to have a recommendation for the MAWD Board so that a new structure can be in place for 2023.

The meeting adjourned at 4:32 p.m.

Meeting notes submitted by
Jan Voit

**Minnesota Association of Watershed Districts (MAWD)
Finance Committee Meeting**

June 1, 2022
Via Zoom



Meeting participants: Chair Sherry Davis White, MAWD Board (Minnehaha Creek WD); Region 1 Manager Dennis Kral, (Pelican River WD) and Region 1 Manager Linda Vavra (Bois de Sioux WD); Region 1 Administrator Tera Guetter, (Pelican River WD); Region 2 Administrator Amber Doschadis (Upper Minnesota River WD); and Emily Javens and Jan Voit, MAWD

Absent: Region 3 Manager Jill Crafton (Riley-Purgatory-Bluff Creek WD); Region 3 Administrator Matt Moore (South Washington WD); and Region 2 Manager Wayne Rasche (Heron Lake WD)

The items in Task One and Task Two were provided to committee members for review before the meeting. Discussion was held on this information as noted below.

WELCOME AND INTRODUCTIONS

The meeting began at 3:02 p.m. Emily Javens gave an overview of the meeting packet.

TASK ONE. Review and discuss dues scenarios

At the last meeting we narrowed down possible ideas for a revised dues’ structure that would be simple, flexible, non-volatile, and fair. Staff was asked to run scenarios for the committee to review in greater detail. Those scenarios are shown below. The objective of this portion of the meeting is to review the new information and submit a recommendation to the MAWD Board of Directors.

Scenario 1. Keep the same formula but raise the cap each year by an inflation factor.

Notes:

- The values shown in the chart only include revenue from watersheds that have been members from 2018-2022.
- The Consumer Price Index (CPI) was used to calculate the value of \$7,500 in September 2017 to September of each year.
- 2018: Membership voted in July 2017 to increase dues cap to \$7,500 for 2018.
- 2019 – 2022: if inflation had been considered, the new annual caps would have been:

Year	Dues Cap	Dues Revenue – using existing formula	Dues Revenue – when applying the CPI inflation factor	Increased revenue when comparing formulas	# of WDs impacted
2018 - base line year	\$7,500	\$192,700	\$192,700	N/A	N/A
2019	\$7,671	\$192,169	\$194,392	\$1,692	13
2020	\$7,825	\$197,450	\$201,675	\$4,225	13
2021	\$7,909	\$202,173	\$207,490	\$5,317	13
2022	\$8,335	\$202,342	\$213,302	\$10,960	14
2023 Projected	\$8,785	\$202,342	\$219,152	\$16,810	14

The watershed districts impacted by this change during all years include nine metro watershed districts, three Red River Watershed Management Board members, and one Region 1, non-RRWMB member.

(METRO: Capitol Region, Coon Creek, Minnehaha Creek, Nine Mile, Ramsey Washington Metro, Rice Creek, Riley Purgatory Bluff Creek, South Washington, Valley Branch. RRWMB: Bois de Sioux, Red Lake, Wild Rice. OTHER: Buffalo Red. Note: In 2022, Cedar River would have seen an increase of \$105 beyond the current cap of \$7,500.)

Scenario 2. Keep the same formula but set different caps based on type of watershed.

Different thresholds were set for metro versus rural and whether the rural watersheds had additional taxing authorities beyond the \$250,000 general operating revenue. This holds true for members of the Red River Watershed Management Board (RRWMB) and two watersheds: Sauk River and Shell Rock.

Two options are shown below and summarized in the following table. Countless scenarios can be quickly run by adjusting the values in each cap.

Option A.	103B metro watershed member	Cap = \$12,500
	Rural member with additional tax revenue options	Cap = \$10,000
	Rural member without additional tax revenue options	Cap = \$7,500
Option B.	103B metro watershed member (EMV > \$10B)	Cap = \$12,500
	103B metro watershed member (EMV < \$10B)	Cap = \$10,000
	Rural member with additional tax revenue options	Cap = \$7,500
	Rural member without additional tax revenue options	Cap = \$5,000

Note: There was no inflation factor applied to these scenarios.

Annual Dues Revenue	Existing Formula	Option A	Option B
2018	\$192,700	\$241,061	\$225,438
2019	\$192,169	\$240,814	\$226,678
2020	\$198,982	\$247,663	\$232,169
2021	\$202,173	\$253,696	\$234,023
2022	\$203,870	\$254,147	\$236,060

Scenario 3. Run scenarios that illustrate the approximate increase in dues if staffing was increased or if a new strategic plan called for increased services.

Since we don't know what the next strategic plan will include, a scenario was run with a cap equal to \$12,500 without separate tiers. \$12,500 was selected because it was the originally recommended level for the cap when the membership voted in 2017 to adopt a new strategic plan and increase the cap.

2022 Revenue with \$12,500 cap = \$262,807 (longstanding MAWD members only)

Current staffing includes a full-time executive director, and three part-time contract workers that include a lobbyist (approximately 500 hours), event planner (approximately 600 hours), and temporary support staff (approximately 1,200 hours). This level of staffing needs an investment of about \$250,000. Overhead costs are budgeted for \$60,000. Special projects, such as legal research or updating the watershed handbook, are not included in overhead. To maintain our current levels of service (with support staff), we will need \$310,000 per year. The sources of MAWD revenue include dues and event profit. Our last in-person conference saw a profit of about \$83,000. If that profit level is repeated, we will need \$227,000 from dues. If more staff is desired, more revenue would be needed. To help estimate those costs, values have been provided for what we could expect to pay for different types of positions in the Minneapolis – St. Paul area using the 2022 Government Pay Scale. Note: salaries in this area of the nation have been adjusted by 25.49 percent of more typical areas in the U.S. A preliminary budget is included to get a feel for Fiscal Year 2023.

<u>Staffing Options</u>	<u>Salary (Mpls/St. Paul)</u>	<u>Benefits/Payroll Taxes (30% estimated)</u>
Executive Director (G-13)	\$101,918 - \$132,491	\$30,575 - \$39,882
Assistant Director (G-11/12)	\$71,508 - \$111,425	\$21,452 - \$33,427
Program Director (G-9/10)	\$59,102 - \$84,612	\$17,731 - \$25,384
General Staff Position (G-7/8)	\$48,317 - \$69,559	\$14,495 - \$20,868

DISCUSSION

Comprehension. Spreadsheets containing the dues revenue from the MAWD dues history from 2018-2022 were reviewed. An example for one district was followed through each scenario.

MAWD financial needs. MAWD receives revenue from events and dues. The past two years, events have been held online and just broke even. When the annual meeting is in person, the revenue is approximately \$75,000. A few years ago, sponsorship was redefined and tiers were added, which provided different levels of benefits. That change brought increased revenue to the event. A budget of \$220,000 provides funding to keep the existing staff.

The biggest reason for considering a new dues' structure is fairness, as well as keeping the existing staffing. It is not about a need for a huge increase in revenue for MAWD.

Scenario 1. Using inflation as the indicator for changing dues would seem problematic in terms of long-term sustainability. Because interest rates vary, the dues raised each year would not be consistent. MAWD has built a 12-month budgetary reserve, so there is some ability to weather consistency changes.

Inflation would only be applied to the cap. The cap only affects a certain number of entities.

Dues' structure. The committee's task is to determine which option is the most fair, flexible, and simple. When doing this, we need to consider that, if we use the inflation factor, what rate would we apply. Locking into the Consumer Price Index would require changes to be made every year. This seems like a mistake.

We need to be able to explain why we believe the option we recommend and how the membership will benefit. The goal is to keep current members, regain those that have left, and maybe offer membership to newly formed One Watershed, One Plan entities.

Consideration was given to the dues history and projections using different caps, the need for simplicity, and making the structure as fair as possible. Using the term "cap" sends a message that the dues will not increase. If that is the case, any future increases will be borne by the smaller WDs, which is what is happening now.

Scenarios 2A and 2B. In Scenario 2A, all metro WDs are in the same category. In Scenario 2B, the metro WDs are separated into categories with an EMV above or below \$10B. This was done in consideration of metro WDs who believe it is unfair for the very large metro WDs to have the same annual dues as smaller metro WDs. A distinction was also made for rural WDs that are affected by the general operating levy limit and those that have special legislation for an increased general operating levy.

Discussion was held regarding the dues amount for each tier. This included whether the maximum should be \$12,500 or \$10,000; whether the bottom tier for the metro WDs should be equal to the top tier of the rural; and which WDs would be affected by these amounts. In initial discussions with four of the eight metro WDs that would be affected by the biggest increase, there was no objection.

In Scenario 2B, there are four tiers. Nine WDs would have increased dues. Eight would have decreased dues. The majority of WDs dues would remain the same.

How watershed management organizations (WMOs) fit into the dues' structure was discussed. MAWD has the ability to calculate EMVs for WMOs. Some WMOs are quite small. The three current members have an EMV over \$10B.

TASK TWO. Formulate recommendations to the MAWD Board of Directors

After discussing the scenarios presented:

- *Formulate recommendations to the MAWD Board about whether the dues' structure should change and how.*
- *Include other points of consideration such as how to handle the uncertainty of a new strategic plan.*
- *Discuss other factors that may warrant additional guidance for how to handle dues given the uncertainty of a new strategic plan.*

DISCUSSION AND ACTION

Discussion was held regarding how the process works once a recommendation is made. The MAWD Board would act on the recommendation at their next meeting. If adopted, notice would be sent to the membership regarding the structure that would be in place for 2023.

Dennis Kral made a motion to recommend a four-tiered dues structure for 2023: 103B metro watershed member (EMV > \$10B), dues = \$12,500; 103B metro watershed member (EMV < \$10B), dues = \$7,500; rural member with additional tax revenue options, dues = \$7,500; and rural member without additional tax revenue options, dues = \$5,000; and that the MAWD Board directs the Finance Committee to review the dues' structure on an annual basis. Linda Vavra seconded the motion. The motion passed unanimously.

The meeting adjourned at 4:23 p.m.

Meeting notes submitted by
Jan Voit

2023 MAWD Membership Dues - Watershed Districts

WATERSHED DISTRICT	2022 Estimated Market Values (EMV)	.048% EMV	x 0.005	2022 MAWD Dues	2023 MAWD Dues
BEAR VALLEY	231,310,700	111,029	555	540	555
BELLE CREEK	428,426,200	205,645	1,028	1,018	1,028
BOIS DE SIOUX	4,450,140,100	2,136,067	10,680	7,500	7,500
BROWN'S CREEK	2,274,652,800	1,091,833	5,459	5,130	5,459
BUFFALO CREEK	2,498,874,700	1,199,460	5,997	5,867	5,000
BUFFALO-RED RIVER	9,451,561,500	4,536,750	22,684	7,500	7,500
CAPITOL REGION	26,471,138,600	12,706,147	63,531	7,500	12,500
CARNELIAN MARINE ST. CROIX	1,964,538,200	942,978	4,715	4,621	4,715
CEDAR RIVER	3,306,836,500	1,587,282	7,936	7,500	5,000
CLEARWATER RIVER	1,913,231,000	918,351	4,592	4,351	4,592
COMFORT LAKE - FOREST LAKE	2,406,482,200	1,155,111	5,776	5,506	5,776
COON CREEK	19,485,735,600	9,353,153	46,766	7,500	12,500
CORMORANT LAKES	685,904,600	329,234	1,646	1,516	1,646
CROOKED CREEK	405,961,900	194,862	974	975	974
HERON LAKE	2,504,746,600	1,202,278	6,011	5,988	5,000
HIGH ISLAND	1,228,087,900	589,482	2,947	2,906	2,947
JOE RIVER	240,778,900	115,574	578	563	578
KANARANZI-LITTLE ROCK	1,792,559,900	860,429	4,302	4,248	4,302
LAC QUI PARLE-YELLOW BANK	3,090,449,300	1,483,416	7,417	6,762	5,000
LOWER MINNESOTA RIVER	12,391,396,500	5,947,870	29,739	7,500	12,500
MIDDLE FORK CROW RIVER	2,023,156,000	971,115	4,856	4,605	4,856
MIDDLE SNAKE TAMARAC RIVERS	2,718,434,800	1,304,849	6,524	6,492	6,524
MINNEHAHA CREEK	62,893,144,900	30,188,710	150,944	7,500	12,500
NINE MILE CREEK	23,565,087,200	11,311,242	56,556	7,500	12,500
NORTH FORK CROW RIVER	1,602,276,400	769,093	3,845	3,713	3,845
OKABENA-UCHEDA	1,034,278,400	496,454	2,482	2,424	2,482
PELICAN RIVER	2,555,454,100	1,226,618	6,133	5,845	5,000
PRIOR LAKE-SPRING LAKE	5,097,661,100	2,446,877	12,234	7,500	7,500
RAMSEY-WASHINGTON METRO	19,793,800,800	9,501,024	47,505	7,500	12,500
RED LAKE	8,798,392,000	4,223,228	21,116	7,500	7,500
RICE CREEK	27,228,152,900	13,069,513	65,348	7,500	12,500
RILEY-PURGATORY-BLUFF CREEK	16,945,426,600	8,133,805	40,669	7,500	12,500
ROSEAU RIVER	820,826,300	393,997	1,970	1,945	1,970
SAND HILL RIVER	1,244,986,200	597,593	2,988	2,907	2,988
SAUK RIVER	9,885,010,200	4,744,805	23,724	7,500	7,500
SHELL ROCK RIVER	2,228,222,000	1,069,547	5,348	5,216	5,348
SOUTH WASHINGTON	15,504,858,600	7,442,332	37,212	7,500	12,500
STOCKTON-ROLLINGSTONE WS	571,324,900	274,236	1,371	1,319	1,371
THE TWO RIVERS	1,574,610,400	755,813	3,779	3,785	3,779
TURTLE CREEK	1,353,930,900	649,887	3,249	3,109	3,249
UPPER MINNESOTA RIVER	1,451,984,700	696,953	3,485	3,422	3,485
VALLEY BRANCH	5,763,753,200	2,766,602	13,833	7,500	7,500
WARROAD	439,782,300	211,096	1,055	1,027	1,055
WILD RICE	3,940,718,900	1,891,545	9,458	7,500	7,500
YELLOW MEDICINE RIVER	2,557,913,600	1,227,799	6,139	5,946	5,000
TOTALS	318,816,001,100	153,031,681	765,158	229,246	268,526

Notes:

Dues Calculation = Estimated Market Values x 0.00048 x 0.005

103D rural member without additional tax revenue options Cap = \$5,000

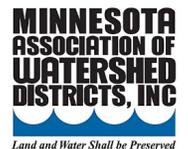
103D rural member with additional tax revenue options Cap = \$7,500

103B metro WD member (EMV<\$10B) Cap = \$7,500

103B metro WD member (EMV≥\$10B) Cap = \$12,500

Source of 2022 WD Estimated Market Values: See included BWSR Memorandum, June 30, 2022

For more information, contact Executive Director Emily Javens at (320) 979-0084 or emily@mnwatershed.org.



2023 MAWD Membership Dues - Watershed Districts

WATERSHED DISTRICT	2022 Estimated Market Values (EMV)	.048% EMV	x 0.005	2022 MAWD Dues	2023 MAWD Dues
BEAR VALLEY	231,310,700	111,029	555	540	555
CROOKED CREEK	405,961,900	194,862	974	975	974
BELLE CREEK	428,426,200	205,645	1,028	1,018	1,028
WARROAD	439,782,300	211,096	1,055	1,027	1,055
STOCKTON-ROLLINGSTONE WS	571,324,900	274,236	1,371	1,319	1,371
CORMORANT LAKES	685,904,600	329,234	1,646	1,516	1,646
OKABENA-OCHEDA	1,034,278,400	496,454	2,482	2,424	2,482
HIGH ISLAND	1,228,087,900	589,482	2,947	2,906	2,947
SAND HILL RIVER	1,244,986,200	597,593	2,988	2,907	2,988
TURTLE CREEK	1,353,930,900	649,887	3,249	3,109	3,249
UPPER MINNESOTA RIVER	1,451,984,700	696,953	3,485	3,422	3,485
NORTH FORK CROW RIVER	1,602,276,400	769,093	3,845	3,713	3,845
KANARANZI-LITTLE ROCK	1,792,559,900	860,429	4,302	4,248	4,302
CLEARWATER RIVER	1,913,231,000	918,351	4,592	4,351	4,592
MIDDLE FORK CROW RIVER	2,023,156,000	971,115	4,856	4,605	4,856
BUFFALO CREEK	2,498,874,700	1,199,460	5,997	5,867	5,000
HERON LAKE	2,504,746,600	1,202,278	6,011	5,988	5,000
PELICAN RIVER	2,555,454,100	1,226,618	6,133	5,845	5,000
YELLOW MEDICINE RIVER	2,557,913,600	1,227,799	6,139	5,946	5,000
LAC QUI PARLE-YELLOW BANK	3,090,449,300	1,483,416	7,417	6,762	5,000
CEDAR RIVER	3,306,836,500	1,587,282	7,936	7,500	5,000
JOE RIVER	240,778,900	115,574	578	563	578
ROSEAU RIVER	820,826,300	393,997	1,970	1,945	1,970
THE TWO RIVERS	1,574,610,400	755,813	3,779	3,785	3,779
SHELL ROCK RIVER	2,228,222,000	1,069,547	5,348	5,216	5,348
MIDDLE SNAKE TAMARAC RIVERS	2,718,434,800	1,304,849	6,524	6,492	6,524
RED LAKE	8,798,392,000	4,223,228	21,116	7,500	7,500
BUFFALO-RED RIVER	9,451,561,500	4,536,750	22,684	7,500	7,500
SAUK RIVER	9,885,010,200	4,744,805	23,724	7,500	7,500
WILD RICE	3,940,718,900	1,891,545	9,458	7,500	7,500
BOIS DE SIOUX	4,450,140,100	2,136,067	10,680	7,500	7,500
CARNELIAN MARINE ST. CROIX	1,964,538,200	942,978	4,715	4,621	4,715
BROWN'S CREEK	2,274,652,800	1,091,833	5,459	5,130	5,459
COMFORT LAKE - FOREST LAKE	2,406,482,200	1,155,111	5,776	5,506	5,776
PRIOR LAKE-SPRING LAKE	5,097,661,100	2,446,877	12,234	7,500	7,500
VALLEY BRANCH	5,763,753,200	2,766,602	13,833	7,500	7,500
LOWER MINNESOTA RIVER	12,391,396,500	5,947,870	29,739	7,500	12,500
SOUTH WASHINGTON	15,504,858,600	7,442,332	37,212	7,500	12,500
RILEY-PURGATORY-BLUFF CREEK	16,945,426,600	8,133,805	40,669	7,500	12,500
COON CREEK	19,485,735,600	9,353,153	46,766	7,500	12,500
RAMSEY-WASHINGTON METRO	19,793,800,800	9,501,024	47,505	7,500	12,500
NINE MILE CREEK	23,565,087,200	11,311,242	56,556	7,500	12,500
CAPITOL REGION	26,471,138,600	12,706,147	63,531	7,500	12,500
RICE CREEK	27,228,152,900	13,069,513	65,348	7,500	12,500
MINNEHAHA CREEK	62,893,144,900	30,188,710	150,944	7,500	12,500
Metro Watershed Management Organizations (WMOs)					
Bassett Creek WMC - 4th year	14,681,551,100	7,047,145	35,236	7,500	7,500
Mississippi WMO - 4th year	35,435,169,900	17,008,882	85,044	7,500	7,500
Lower Rum River WMO - 3rd year	3,408,635,200	1,636,145	8,181	3,750	3,750
Vadnais Lakes Area Lakes WMO - 4th year	4,875,538,300	2,340,258	11,701	7,500	7,500
New MWO members - 1st year				500	500
TOTALS	377,216,895,600	181,064,110	905,321	255,496	294,776

Notes:

Dues Calculation = Estimated Market Values x 0.00048 x 0.005, not to exceed cap

103D rural member without additional tax revenue options: Cap = \$5,000

103D rural member with additional tax revenue options: Cap = \$7,500

103B metro WD member (EMV≤\$10B): Cap = \$7,500

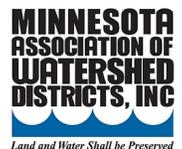
103B metro WD member (EMV≥\$10B): Cap = \$12,500

WMO dues remain unchanged from the 2022 rate

Source of 2022 WD Estimated Market Values: See included BWSR Memorandum, June 30, 2022

Source of 2022 WMO Estimated Market Values - same values used for 2021 dues calculation

For more information, contact Sherry Davis White at 952-215-6963 or sherrywhite@mediacombb.net





Minnesota Association of Watershed Districts
For more information, contact Jan Voit at 507-822-0921 or
jrvoit@outlook.com

Memorandum

DATE: August 1, 2022
TO: MAWD Non-Members
FROM: Jan Voit, MAWD Support Services
RE: MAWD Strategic Plan

MAWD Strategic Plan

Over the last several months, the MAWD Strategic Plan Committee has met to develop a new Strategic Plan (Plan). This is a bold, member-driven plan. The Plan content reflects feedback from the member survey, the Minnesota Association of Watershed Administrators, and direction from the Strategic Plan Committee.

The committee recommended that the 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 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.

Following are a few examples to compare the current and draft Plan.

Mission

- Current: MAWD provides relevant educational opportunities information, training, and advocacy for WDs and WMOs.
- Proposed: to support and advocate for leaders in watershed management.

Vision

- Current: Establish MAWD as the leading resource and advocate regarding water and watershed management.
- Proposed: to establish excellence and innovation in all watershed-based organizations.

Values

- Current:
 - Integrity
 - Communication
 - Collaboration
 - Relevance
 - Science-based
- Proposed:
 - 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 honest manner

Goals

- Current: 1) Education and Training; 2) Communication and Collaboration; and 3) Lobbying and Advocacy
- Proposed (including a proposed name change): 1) Fortify the infrastructure of Minnesota Watersheds to ensure reliable delivery of services; 2) Build a watershed community that supports one another; 3) Serve as a liaison to collaborate with statewide agencies and associations; 4) Ensure strong legislative policies are in place for watershed management; and 5) Enhance the skills of watershed officials.

The Strategic Plan Committee would like your input on this draft Plan, as well as thoughts on what your organization needs from us to become a member. Please review this draft Plan at your August board meeting(s) and send responses on behalf of your entire board by **August 31**. Responses should be sent to Jan Voit at jrvoit@outlook.com.



DRAFT

MINNESOTA WATERSHEDS

Strategic Plan

August 2022 Draft

Abstract

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

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 MW to ensure reliable delivery of services.

- Ensure MW governance and management are aligned with the Strategic Plan.
- Provide focused leadership training for the MW Board.
- Develop concentrated communication efforts.
- Empower MW to accomplish its goals and objectives.
- Invest in technological resources to accommodate access to information.
- Reduce the number of board and committee meetings without sacrificing quality of input.



Build a watershed community that supports one another.

- Enhance member engagement through inclusivity.
- Increase membership.
- Increase attendance at MW events.
- Increase member involvement on committees and the MW board of directors.



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

- Increase collaborative efforts between the Board of Water and Soil Resources (BWSR) and MW.
- 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 MW representatives can accurately state our positions.
- Focus and prioritize lobbying efforts
- Increase member engagement in the legislative process.



Enhance the skills of watershed officials.

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

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DRAFT

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 honest manner.

Goals, Objectives, Strategies, and Tactics

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

Background

With only one staff person, it has been challenging to get consistent communication out to members. MW has consistently heard that more communication was needed. Upon further review, the most valued method of receiving information has been through newsletters. Social media does not seem to hit our target audience and may not be worth the investment. It is recommended that a communications plan be developed that brings structure and consistency to this activity. The organization would also benefit from streamlining its operations to ensure staff are spending their time on the most important tasks.

Objectives, Strategies, and Tactics to Achieve Goal 1

1. Ensure MW 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 actions are done in accordance with 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. Provide focused leadership training for the MW Board.
 - Roles and responsibilities for the MW Board.
 - i. Adopt roles and responsibilities for the MW Board within six months of Strategic Plan approval.
 - Orientation document for the MW Board.
 - i. Develop an orientation document that covers MW Board roles and responsibilities, governance documents, committee scopes of work, and communication that is presented to the MW Board in an annual workshop.
 - Leadership training for the MW Board.
 - i. Work with Board of Water and Soil Resources (BWSR), League of MN Cities (LMC), Pryor Learning, and other entities to develop leadership training.

3. Develop concentrated 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.
 - MW Board agendas and meeting packets.
 - i. Distribute agendas and meeting packets directly to each member organization ahead of each meeting and post on the website.
4. Empower MW 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 MW Board.
5. 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 MAWA to launch a platform for data sharing.
 - ii. Transition electronic files to the cloud for reliable backup and document sharing among staff.
6. Reduce the number of board and committee meetings without sacrificing quality of input.
 - Reduced MW Board meeting schedules.
 - i. Adopt a schedule and cancel meetings if no time-sensitive decisions are needed.
 - 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 MW Board member from each region and the Executive Director.
 1. Combine the bylaws, MOPP, and Strategic Plan 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 President, Vice President, an appointed director from each region not represented by the President and Vice President, and the Executive Director.
- 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.

Background

Some members have voiced they do not find value in the services of MW and some have left the association. It has also been a struggle to find enough volunteers to serve on the board of directors and committees. This leads to a less unified voice, a weaker understanding of what issues are most important to members, and difficulties associated with an unstable revenue stream.

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. Review work done by the MAWD Board in 2020.
 - ii. Recommend a new name.
- 2. Increase membership.
 - Meet individually with watershed organizations that are not members to address concerns.
 - i. Start discussions with non-member watershed organizations on the benefits of membership.
 - ii. Use MW Regional Directors and/or Administrators to advocate for MW around the state.
- 3. Increase attendance at MW events.
 - Increase the percentage of organizations that attend MW events.
 - i. Be inclusive of members and non-members for MW events and meetings to maintain a sense of fairness, apply discounts to members.
 - ii. Hold regional caucuses in conjunction with all MW events.
- 4. Increase member involvement on committees and the MW Board.
 - Promote the importance of member involvement in the MW board and on the committees that provide direction and guidance to the organization.
 - i. Ensure members have opportunities to voice concerns and provide input at board and committee meetings.
 - ii. Advocate for MW activities through newsletters and the website.

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

Background

Some members have expressed a desire for BWSR to balance their focus more equitably between SWCDs, WDs/WMOs, and counties, especially in areas of advocacy, policymaking, funding, and training. MAWA has expressed interest in taking a more active role within MW but has met resistance by the MAWD

Board. Maximizing these relationships ranked as a high priority by members as the best way to advance initiatives, especially with the legislature.

Objectives, Strategies, and Tactics to Achieve Goal 3

1. Increase collaborative efforts between BWSR and MW.
 - Work with BWSR 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 MN Association of Watershed Administrators (MAWA), MN Association of Soil and Water Conservation Districts (MASWCD), the Association of MN Counties (AMC), the League of MN Cities (LMC), Local Government Water Roundtable (LGWRT), Drainage Work Group (DWG), Clean Water Council (CWC), and others as deemed appropriate to promote watershed management.
 - i. Attend BWSR, CWC, and DWG meetings and provide updates for members.
 - ii. Develop a plan that articulates the opportunities to partner and track collaboration with entities like MAWA, MASWCD, AMC, LMC, LGWRT, and AMC.
 - iii. Pursue collaborative education and training opportunities with MAWA, MASWCD, AMC, LMC, LGWRT, DWG, and others.
 - iv. Advocate for the appointment of effective watershed board members with BWSR and AMC.

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

Background

Members have expressed disappointment that more resolutions have not passed at the Capitol. Others feel the setting of the legislative platform does not consider enough input from members. There has been interest in improving the resolutions process to be less chaotic.

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 MW representatives can accurately state our positions.
 - Develop a comprehensive platform of clearly defined policies.
 - i. 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.
 - ii. Draft expectations for support and advocacy for MW representatives that serve on the BWSR Board, CWC, and LGWRT.
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 MW lobbyist(s) have clear direction on MW 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. Host an annual event for members to learn about MW's legislative platform and receive guidance on how to discuss and interact with legislators on issues.
 - ii. Personally call and invite legislators to attend MW events.
 - iii. Set up appointments with members and legislators.

Goal 5: Enhance the skills of watershed officials.

Background

The MW Board has approved updating the watershed handbook. There seems to be consensus that MW should focus its education efforts on the board managers and allow MAWA to coordinate efforts for staff.

Objectives, Strategies, and Tactics to Achieve Goal 5

1. Provide guidance and direction for efficient and effective member board operations.
 - Offer comprehensive watershed officials training.
 - i. Provide training sessions at all MW events.
 - ii. Enhance the sharing of knowledge between members at MW 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 opportunities.
 - v. Utilize the expertise, knowledge, and experience of MW staff and MAWA in the development of education and training for watershed officials.

Supporting Resources

In addition to the Strategic Plan, MW has developed supporting resources for its governance and management. The documents listed below will be reviewed annually and updated as warranted. The MW 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

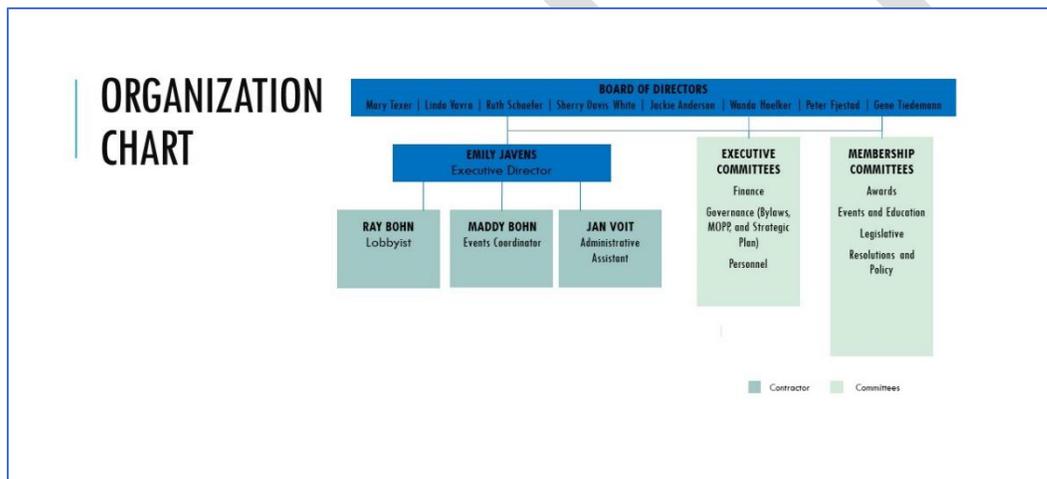
Bylaws are the written rules for conduct of the organization. The Bylaws can be found [here](#).

Manual of Policy and Procedures (MOPP)

The MOPP is designed to regulate all major decisions, actions, and principles of MW. The MOPP can be found [here](#).

Organizational Chart

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



Position Descriptions

MW Board of Directors

The position description for the Board of Directors guides roles and responsibilities of serving on the MAWD Board.

Executive Director

The position description for the Executive Director specifies the work to be completed by this person.

Executive Committees – Scopes of Work

Finance

The Executive Finance Committee handles day-to-day financial decisions, prepares a budget, and makes recommendations to the board on membership dues. Members include the President, Vice President, Treasurer, and Executive Director.

Governance (Bylaws, MOPP, and Strategic Plan)

The Executive Governance Committee ensures the Bylaws, MOPP, and Strategic Plan are kept up to date and adequately guide the organization. Members include one MW Board member from each region and the Executive Director.

Personnel

The Personnel Committee provides guidance, oversight, and support to the MW Board as it reviews and recommends performance management and compensation systems. Members include the President, Vice President, an appointed director from each region not represented by the President and Vice President, and the Executive Director.

Membership Committees – Scopes of Work

Member committees have six voting members, are co-chaired by one manager and one administrator, and supported by one staff or contract worker. At least one manager should be a MAWD Board Director. The MAWD Board appoints the managers and MAWA appoints the administrators.

Awards

The Awards Committee promotes, manages, and presents the annual MW Project and Program of the Year Awards. This committee has an extra administrator from each region making for nine committee members and is supported by the event manager.

Education/Events

The Education/Events Committee ensures that MW events provide high quality educational and networking opportunities for members and non-members. The committee annually reviews the education work plan, provides input before and after events, and sets the convention presentation schedule. This committee is supported by the assigned education program manager.

Legislative

The Legislative Committee provides focus and direction to the MW lobbyist(s) and Executive Director who also support the committee. They annually review the legislative program work plan and make recommendations on a legislative platform.

Resolutions/Policy

The Resolutions/Policy Committee oversees the resolutions process and is supported by staff assigned to the committee.

Program and Project Work Plans

Work plans describe a project or program from beginning to end, providing detail on what needs to be done, when it needs to be done, and when appropriate how much should be spent. Developing annual work plans for the MW Board and its committees is important. To date, the following have been approved.

Education Program

The education program work plan can be found here.

Legislative Program

The legislative program work plan can be found here.

Note:

The program work plans will eventually be uploaded to the website and will have links included. For now, they are in the development process.

Tactics Timeline

Goal 1. Fortify the infrastructure to ensure reliable delivery of services	Start Date	Complete by	Process	2023 Staff Hours	2024 Staff Hours	2025 Staff Hours	2026 Staff Hours	2027 Staff Hours
Tactics								
<i>Governance and Management</i>								
Confirm that board actions are done in accordance with the Strategic Plan								
Seek member support if new issues arise that require significant resources								
Staff review and recommendations for major policies or expenditures								
<i>Board Leadership</i>								
Adopt roles and responsibilities within six months of Strategic Plan adoption								
Develop an orientation document for the Board and hold annual workshop								
Work with entities to develop leadership training								
<i>Communication</i>								
Adhere to a consistent process for newsletter development and distribution								
Post newsletters on website								
Distribute newsletters to members and non-members								
Distribute agendas and meeting packets directly to member organizations								
Post agendas and meeting packets on website								
<i>Empower Accomplishing Goals and Objectives</i>								
Invest in sufficient staff to complete identified strategies and tactics								
Set policies that ensure adequate funding for staffing and technology								
Develop an annual work plan for the Board								

Note:

The Tactics Timeline is a work in progress. Its purpose is to show that time and resources will be required to achieve the goals. Once the Plan is approved, the strategies and tactics will be prioritized.

Goal 1. Fortify the infrastructure to ensure reliable delivery of services	Start Date	Complete by	Process	2023 Staff Hours	2024 Staff Hours	2025 Staff Hours	2026 Staff Hours	2027 Staff Hours
Tactics								
<i>Technological Resources</i>								
Update website								
Work with MAWA to launch a platform for data sharing								
Transition electronic files to the cloud for reliable backup and document sharing among staff								
<i>Reduce the Number of Board and Committee Meetings</i>								
Adopt a schedule and cancel meetings if no time-sensitive decisions are needed								
<i>Maintain member committees: Awards, Events/Education, Legislative, Resolutions/Policy</i>								
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								
Refine committee scopes of work annually								
Develop annual work plans for committees								
<i>Form executive committees: Governance, Personnel, and Finance</i>								
Governance: one Board member from each region and executive director								
Personnel Committee: Board president, vice president, an appointed director from each region not represented by the president and vice president, and executive director								
Finance: Board president, vice president, treasurer, and executive director								
Develop scopes of work for all committees								
Develop annual work plans for committees								
Goal 2. Build a watershed community that supports one another								
Tactics								
<i>Change Organization Name</i>								
Review work done by MAWD Board in 2020								
Recommend a new name								
<i>Meet with Non-Members</i>								
Start discussions on benefits of membership								
Use directors or administrators to advocate								
<i>Increase Attendance Percentage</i>								
Include members and non-members in events								
Hold regional caucuses in conjunction with events								
<i>Promote Member Involvement</i>								
Ensure members have opportunities to voice concerns and provide input at board and committee meetings								
Advocate for activities through newsletters and the website								

Goal 3. Serve as a liaison to collaborate with statewide agencies and associations	Start Date	Complete by	Process	2023 Staff Hours	2024 Staff Hours	2025 Staff Hours	2026 Staff Hours	2027 Staff Hours
Tactics								
<i>Work with BWSR to Address Member Concerns</i>								
Identify points of contention and develop opportunities for reducing concerns								
<i>Identify Opportunities to Partner to Promote Watershed Management</i>								
Attend BWSR, CWC, and DWG meetings and provide updates								
Develop a plan that articulates opportunities to partner and track collaboration								
Pursue collaborative education and training opportunities								
Advocate for the appointment of effective watershed board members with BWSR and AMC								

Goal 4. Ensure strong legislative policies are in place for watershed management	Start Date	Complete by	Process	2023 Staff Hours	2024 Staff Hours	2025 Staff Hours	2026 Staff Hours	2027 Staff Hours
Tactics								
<i>Evaluate Current Resolutions and Legislative Platform Process</i>								
Identify alternative methods, adopt revised process, or reaffirm current process								
<i>Develop Comprehensive Platform of Policies</i>								
Work with MAWA and the Resolutions Committee to develop a full legislative policy position document								
Draft expectations for support and advocacy for representatives on the BWSR Board, CWC, LGWRT								
<i>Identify Legislative Issue Impacting Members</i>								
Support legislation that promotes watershed management								
Fend off legislation that limits abilities to protect and restore water resources								
Ensure lobbyist(s) have clear direction on legislative priorities								
Align workload with the resources set aside for lobbying and manage member expectations								
<i>Member Engagement in Resolutions and Legislative Committees</i>								
Solicit more direct input from members when setting legislative priorities								
Promote committee membership to ensure members' voices are reflected in the legislative platform								
Increase Communication about Legislative Activity								
Host an annual event for members to learn about the legislative platform and receive guidance on legislator interaction								
Personally call and invite legislators to attend MW events								
Set up appointments with members and legislators								

Goal 5. Enhance the skills of watershed officials	Start Date	Complete by	Process	2023 Staff Hours	2024 Staff Hours	2025 Staff Hours	2026 Staff Hours	2027 Staff Hours
Tactics								
<i>Offer comprehensive watershed officials training</i>								
Provide training sessions at all MW events								
Enhance the sharing of knowledge between members at events								
Maintain an up-to-date watershed handbook by reviewing it annually and revising it as warranted								
Work collaboratively with BWSR to provide regional training								
Utilize the expertise of staff and MAWA in the development of education and training for watershed officials								