

# Legislative-Citizen Commission on Minnesota Resources

**MEMO:** Agenda Item #8

**DATE:** November 9, 2023

**SUBJECT:** 2024 Strategic Planning Member Survey Results and Next Steps

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## Summary

The LCCMR is required to adopt a strategic plan for making expenditures from the ENRTF every 6 years and review the plan every 2 years. The current strategic plan was adopted on July 1, 2020. Except for a few minor revisions, it is essentially the same strategic plan the LCCMR has worked under since 2009. In 2019, the commission conducted an extensive strategic planning process but did not achieve final consensus on a new strategic plan. LCCMR members have expressed interest in spending time on strategic planning in 2024.

A recent LCCMR member survey indicated member preferences for strategic planning in 2024, but additional guidance is needed. If the commission would like to move forward with strategic planning in 2024, staff recommend the commission discuss its desired timeline and decide on the basic structure and process that it would like to follow.

## Strategic Plan Requirements

The LCCMR is required to adopt a strategic plan for making expenditures from the ENRTF every 6 years and review the plan every 2 years. The strategic plan must identify priority areas for funding and include the following:

- Short-term and long-term goals and strategies for expenditures
- Measurable outcomes for expenditures
- Areas of emphasis for funding

The governing language also provides guidance on tools and methods the commission has at its disposal for collecting information that could be used in a strategic planning effort, such as public forums and the review of studies, data, reports, and strategic plans from environmental, natural resource, and conservation agencies and organizations.

### 116P.08 TRUST FUND EXPENDITURES.

Subd. 3. Strategic plan required. (a) The commission shall adopt a strategic plan for making expenditures from the trust fund, including identifying the priority areas for funding for the next six years. The strategic plan must be reviewed every two years. The strategic plan must have clearly stated short- and long-term goals and strategies for trust fund expenditures, must provide measurable outcomes for expenditures, and must determine areas of emphasis for funding.

(b) The commission shall consider the long-term strategic plans of agencies with environment and natural resource programs and responsibilities and plans of conservation and environmental organizations during the development and review of the strategic plan.

### 116P.07 INFORMATION GATHERING.

(a) The commission may convene public forums or employ other methods to gather information for establishing priorities for funding.

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## 116P.09 ADMINISTRATION.

### Subd. 3. Appraisal and Evaluation

(a) The commission shall obtain and appraise information available through private organizations and groups, utilizing to the fullest extent possible studies, data, and reports previously prepared or currently in progress by public agencies, private organizations, groups, and others, concerning future trends in the protection, conservation, preservation, and enhancement of the state's air, water, land, forests, fish, wildlife, native vegetation, and other natural resources. Any data compiled by the commission shall be made available to any standing or interim committee of the legislature upon the request of the chair of the respective committee.

### Past Strategic Planning

Historically, the strategic plan was developed or revised through distinct planning efforts that included significant public input and extensive review and evaluation of natural resource issues and management. While the specific fact-finding and public participation methods have varied over the years, it has included activities such as regional forums, calls for abstracts, topic and issue seminars, agency presentations, focus groups, surveys, member retreats, and polling. On at least three occasions, strategic planning included a statewide convening of natural resource experts called the Natural Resources Congress. In the development of the 2009 strategic plan, the LCCMR funded the creation of the Statewide Conservation and Preservation Plan (SCPP), a comprehensive 18-month long assessment of current natural resource issues and recommendations for addressing them. The commission then used the SCPP as the basis for developing the 2009 strategic plan.

### 2019 Process

The LCCMR's most recent strategic planning occurred in 2019. After voting on a general outline of a process in December 2018, LCCMR began its strategic planning during 2019 with the help of hired consultants. The process involved issue identification and input on priorities from LCCMR members, past and current project managers, stakeholders, and members of the public. This input was gathered through interviews, surveys, open houses, and informal conversations as part of LCCMR's 2019 site visits.

For various reasons, the commission was not able to complete work as envisioned at a member workshop in November 2019. While the commission received a report containing all the input collected during the 2019 strategic planning process (attached), a final prioritization and strategic plan document were not produced. The commission voted to keep the current strategic plan in effect, and thus completed the 2019 strategic planning process.

### Current Strategic Plan

The current plan was readopted July 1, 2020. Except for a few minor revisions, it is essentially the same strategic plan the LCCMR has worked under since 2009, and thus, continues to be based primarily on the 2008 SCPP. A copy of the current strategic plan is attached.

### Discussion

If the commission would like to move forward with strategic planning in 2024, staff recommend the commission discuss the following issues:

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**Timeline** – The commission’s goals for completing a strategic planning process, and the amount of time it can commit to the process.

**Survey Results** - LCCMR staff conducted a survey of LCCMR members in September 2023 to help the commission determine the desired scope of a 2024 strategic planning process in terms of content and process. 14 of 17 LCCMR members responded to the survey. The complete survey results and conclusions are attached, including comments made by members responding to the survey.

**Subcommittee** – The composition and role of a subcommittee if appointed.

**Decision-making Threshold** - Decisions could be made by majority, supermajority, consensus, or another threshold. The threshold could differ based on the decision, such as final adoption of the plan and RFP versus deciding on which goals and strategies to include in the draft plan.

## Strategic Planning Options

Staff have developed the following options for completing strategic planning. All options as stated assume commission consensus with the conclusions from the member survey but could be adjusted if needed.

### Option 1

Starting point: The draft goals, strategies, and measurable outcomes developed in 2019

Information: Input gathered in 2019 and new input collected in 2024

Member actions:

- Create new/refine old vision and mission statement.
- Review, refine, and select goals, strategies, and measurable outcomes developed in 2019.
- Develop goals and strategies related to LCCMR communications & outreach and the proposal solicitation, review, and recommendation process.
- Translate goals, strategies, and outcomes into new RFP.
- Approve new strategic plan and RFP.

### Option 2

Starting point: The issues, priority areas, goals, strategies, and outcomes of the current (2020) strategic plan and RFP

Information: Input gathered in 2019 and new input collected in 2024

Member actions:

- Review and revise current vision statement, mission statement, goals, strategies, priority areas, and outcomes.
- Develop goals and strategies related to LCCMR communications & outreach and the proposal solicitation, review, and recommendation process.
- Revise the RFP based on strategic plan revisions.
- Approve the revised strategic plan and RFP.

### Option 3

Starting point: Blank slate

Information: Input gathered in 2019 and new input collected in 2024

Member actions:

- Develop new vision and mission statements.
- Identify issues and develop new goals and strategies to address those issues, including goals and strategies for LCCMR communication & outreach and the proposal solicitation, review, and recommendation process.
- Prioritize goals and strategies to identify areas of emphasis.

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- Develop measurable outcomes for the entire plan.
- Translate goals, strategies, and outcomes into new RFP.
- Approve new strategic plan and RFP.

### Attachments

- LCCMR Member 2024 Strategic Planning Process Survey Results
- Current (2020) Strategic Plan Excerpt
- 2019 Strategic Planning Process Excerpts

### Action

If acceptable to the commission, the following motion could be considered:

Move to proceed with option XX for strategic planning and appoint the following subcommittee members: