

## **2018-2022 Strategic Directions with Performance Goals**

The direction statements are presented in two categories. The first category will guide “what we do.” They are identified with letters (A-D) and reflect priorities within our Vision Themes. The second category will guide “how we do our work.” They are identified with numbers (1-6), reflect priorities within our Value Statements and are intended to be relevant across the organization.

The Performance Goals reflect the recommended areas of performance within Strategic Directions A-D for 2018-2022. These are the goals by which the Superintendent, Executive Team and organization as a whole are measured throughout this time period. Milestones are framed annually to demonstrate incrementally progress toward each Performance Goal, allowing for annual review of the Superintendent and organization as a whole.

The Superintendent and Executive Team will be responsible for creating and implementing a 5-year implementation plan that comprises the individual actions (budget goals, planning processes, projects, etc) designed to achieve the Performance Goals.

*What we do...*

### **Strategic Direction A – Invest in youth.**

#### **Performance Goal A1**

Increase the number of youth focused programs supporting the social/emotional, career and life skill development of young people ages 2-5, 6-11, and 12-17 years old by 20% by 2022 (including those that strengthen relationships with their elders, caregivers and/or parents), focusing on underserved youth first. *This goal will require additional funding resources.*

#### **Performance Goal A2**

Strengthen and expand MPRB’s youth employment programs (14 - 24 year olds) for underrepresented youth in non-traditional careers by a sustainable grow of 25% by 2022. *This goal will require additional funding resources.*

### **Strategic Direction B – Be financially sustainable.**

#### **Performance Goal B1**

Advise Commissioners on a balanced, equitable, annual budget solutions through 2022 and required levels of fund reserves as established by the MPRB Financial Management Policies, with flexibility during periods of recession.

#### **Performance Goal B2**

Increase or enhance MPRB’s program and service delivery through securing new or additional funding sources, partnerships, donations and grants.

**Performance Goal B3**

Meet parameters for neighborhood park maintenance, rehabilitation and capital as indicated in the NPP20 through 2022, and neighborhood and regional park capital and rehabilitation goals as indicated in the Capital Improvements Program and established equity ordinances through 2022.

**Strategic Direction C – Protect the environment.**

**Performance Goal C1**

Reduce the MPRB’s Carbon Footprint by 10% and establish new targets by 2022. *This goal will require additional funding resources.*

**Performance Goal C2**

Establish lake, natural area, land, and urban forest management plans that recommend sustainable and equitable service levels by 2022. *This goal will require additional funding resources.*

**Strategic Direction D – Engage communities’ power.**

**Performance Goal D1**

Continue to reflect the race, ethnicity and gender of Minneapolis’ working age population in the MPRB’s workforce through 2022.

**Performance Goal D2**

Demonstrate that participants engaged through the Community Engagement Policy reflect the demographics of the communities served by the program, service, and/or project to support equitable delivery of programs, services and/or projects through 2022.

**Performance Goal D3**

Track and report progress on and implement actions set in community-driven park and recreation plans (service areas plans, regional park master plans, RecQuest, etc).

*How we do our work...*

**Strategic Direction 1** – Have an open heart and open mind of people’s ideas, consider common good versus personal good and focus more on the “what” than the “who.”

**Strategic Direction 2** – Listen and learn before deciding on a path forward and making policy decisions.

**Strategic Direction 3** – Engage in deep and imaginative conversation about policies to create robust and thoughtful policy.

**Strategic Direction 4** – Support progressive values, which means that we are universal in our approach and recognize that we all do better when we all do better.

**Strategic Direction 5** – Recognize that the community is changing and stay flexible, accessible and adaptive.

**Strategic Direction 6** - Move with deliberate urgency.