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Lac du Flambeau Town Lakes Committee

Strategic Plan

Approved by LDF Town Board: November 6, 2008

Town Lakes

Committee

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FOCUS ON THE FUTURE

Strategic Plan

2007-2011

*We shall not cease from exploration
And the end of all our exploring
Will be to arrive where we started
And know the place for the first time.*

-T.S. Elliot, Four Quarters

A BRIEF HISTORY OF THE TOWN LAKES COMMITTEE

Those who do not remember the past are condemned to repeat it.

-George Santayana

The waters of Lac du Flambeau are clearly at risk. Several lakes have infestations of Smelt, Purple Loosestrife, or Rusty Crayfish, while other Aquatic Invasive Species (AIS) like Eurasian Water Milfoil and Curly-Leaf Pondweed move closer each year.

There is apprehension that the rapid growth and spread of some aquatic

invasive species may significantly harm the local economy, property values, the ecosystems and native species, while also threatening human health.

As a result, the Lac du Flambeau Town Board created the Town Lakes Committee (TLC) in March 2005 to protect the lakes from AIS.

Since then, the TLC has adopted Standing Rules,

identified three goals, established Grant and Legislative Committees, formed partnerships with the Lac du Flambeau Band of Lake Superior Chippewa Indians and local lake associations, and successfully implemented numerous activities, in part through three WDNR Aquatic Invasive Species Control Grants.

FOCUS ON THE FUTURE—Strategic Planning

One thing is sure, we have to do something. We have to do the best we know at the moment. If it does not turn out right, we can modify it as we go along.

-Franklin Delano Roosevelt

Through its planning process, the TLC defines the committee's primary mission, establishes realistic goals and objectives, outlines activities to be completed within a defined time frame, and decides how to measure achievement.

The planning process includes four interdependent phases: Readiness, Planning, Implementing, and Monitor-

ing.

In the Readiness Phase, the mission and goals are studied in the context of other information.

During the Planning Phase, objectives and activities are identified and completion dates are projected from one to three years. Also, the Strategic Plan is written.

In the Implementation

Phase, Action Teams are established and Action Plans are written. The plans identify everything that needs to be done to complete the activities.

In the Monitoring Phase, the Strategic Planning Process, the Strategic Plan, and the Action Plans are monitored continually and adjusted as needed. Evaluations are also completed.

SIGNIFICANT BELIEFS

The TLC considers the following statements when designing its Strategic Plan and Action Plans.

>Education and prevention are the most affordable strategies for dealing with AIS threats.

>The partnership with the Lac du Flambeau Band of Lake Superior Chippewa Indians is critical to the successful long-term effort to com-

bat AIS.

>Considering there are 264 lakes of various sizes and ecologies in the area, the TLC's Strategic Plan must be broad enough to meet diversity while remaining focused on the primary mission.

>Individual volunteers, lake associations, and other local groups are the lifeblood of the Town Lakes Committee.

>Volunteers are most effective

when they clearly understand their roles and have the training, equipment, and supplies they need to do their work.

>Invasive species cause problems worldwide and countless organizations are responding to them. The TLC recognizes the importance of being aware of what is occurring throughout the world as well as maintaining close contact with local and State organizations.

Facts are stubborn things, and whatever may be our wishes, our inclinations, or the dictates of our passions, they cannot alter the state of facts and evidence.

-John Adams (1770)

STRATEGIC PLANNING: Readiness Phase

The TLC establishes a Design Team that includes members on the TLC and others who will enhance the planning process, such as representatives from the Tribe, lake associations, and other key groups.

The Design Team studies and discusses information related to the TLC's purpose, current goals and activities, and overall operations. The team may seek training or guidance from other sources if it is needed.

The Design Team recommends whether the TLC's existing goals should be retained, revised, or dropped, and whether new goals should be considered.

Progress reports are shared with the TLC regularly.

Examples of sources of information studied by the Design Team include:

- >Town Board reports and documents
- >Tribal reports and documents
- >Evaluations of Strategic Plan and Action Plans

>TLC surveys, committee reports

- >WDNR Strategic Plan
- >Lake associations' strategic plans and by-laws
- >Reports from the TLC Legislative Committee
- >Invasive Species Coordinator for Vilas County
- >Written recommendations submitted by the public
- >Professional literature books, articles
- >Professional presentations, workshops
- >WDNR, Vilas County and Wisconsin Association of Lakes websites
- >Local and state newspapers

MISSION
Protect the lakes from Aquatic Invasive Species

GOALS
Prevent AIS Infestations
Manage AIS Infestations
Administer Efficiently and Effectively

STRATEGIC PLANNING: Planning Phase

Once the Design Team establishes goals, it identifies objectives and activities, projecting them over the next few years.

The Design Team reports progress to the TLC regularly and eventually submits a draft of the Strategic Plan to the TLC and the Town Board for critique.

As drafts are developed, they may also be shared

with the Tribe, lake associations, and others.

While the Strategic Plan is being written, the Design Team continually considers the TLC's primary mission, goals, and significant beliefs.

The Design Team makes sure the plan is reasonable, affordable, consistent with the Law, and consistent with the Town Board's policies.

The Strategic Plan takes effect with the endorsement

of the Town Lakes Committee and approval of the Town Board.

All government—indeed every human benefit and enjoyment, every virtue and every prudent act—is founded on compromise and barter.

-Edmund Burke

STRATEGIC PLANNING: Implementation Phase

After the Strategic Plan is approved, the Design Team establishes Action Teams to complete the specific activities noted in the plan.

An Action Team writes an *Action Plan*, a document that outlines everything that needs to be done to complete an activity.

An Action Plan outlines who will do what, when, how, and with what resources and

limitations.

An Action Plan also includes a statement on how the activity will be evaluated.

An Action Plan must be consistent with the law, budget, and Town policy.

Over time, action plans serve as models for others who are implementing activities.

The Design Team is responsible for monitoring ac-

tion plans and reports are presented at the TLC monthly meetings.

A sample Action Plan is on the next page.

Don't let us forget that the causes of human actions are usually immeasurably more complex than our subsequent explanations of them.

-Fyodor Dostoevsky

STRATEGIC PLANNING: Monitoring Phase

The TLC's Strategic Planning Process includes two types of monitoring: developmental and summative.

Developmental monitoring occurs continuously during a process or project, while summative monitoring occurs at the end of a process, project, or period of time.

Developmental tends to be an informal progress report

on how the Strategic Plan or Action Plan is playing out. What is working? Not working? What adjustments should be made immediately?

Summative is data-driven, an evaluation based on written evaluations, interviews, and other hard data. It results in value judgments or grades, a kind of report card.

Both forms of monitoring are essential to the development of the Strategic Plan and Action Plans.

The results of monitoring are studied by the Design Team during the Readiness Phase of strategic planning.

The great tragedy of science—the slaying of a beautiful hypothesis with an ugly fact.

-T.H. Huxley

Sample Action Plan

Date: April 10, 2007

Goal: Prevent AIS Infestations Manage Infestations Administer Efficiently/Effectively

Activity: Plan the Volunteer Appreciation Reception

Participants: Mary S, Tom A, Henry D

In Charge: Mary S

What are the limitations/givens?

\$300 (non-grant, can't be used for alcohol)

\$50 (grant, for AIS supplies, printing, postage)

\$50 (grant for program equipment rental)

What needs to be done?

By when?

Who will do the task?

Confer with committee	Monthly	Mary
Pick location	May	Mary, Tom
Pick Date	May	Mary, Tom
Decide on refreshments	June	Mary, Tom
Write and issue 2 press releases	July/August	Henry
Design invitation	June	Henry
Copy invitation	July	Tom
Get stamps & mail invitations	August	Mary, Tom
Outline the program	June	Mary, Henry
Plan for displays	July	Mary, Henry
Arrange for equipment	July	Mary
Prepare for registration	July	Mary
Plan evaluation	July	Tom, Henry
Contact & confirm program participants	July	Tom
Arrange for photos	July	Mary
Write thank you notes	August	TLC Chair
Report to TLC	Monthly	Mary

STRATEGIC PLAN: 2007-2011

MISSION OF THE LAC DU FLAMBEAU TOWN LAKES COMMITTEE

PROTECT THE LAKES FROM AQUATIC INVASIVE SPECIES

GOAL 1: PREVENT AIS INFESTATIONS...

	07	08	09	10	11
Objective #1 – through Education					
1. Conduct Watercraft Inspection Workshop	X	X	X	X	X
2. AIS Identification Workshop	X	X	X	X	X
3. Conduct Workshop on Establishing a Lake Association	X	X	X		X
4. Provide Speaker at Lake Rally		X	X	X	X
5. Provide AIS Education Program at Appreciation Reception	X	X	X	X	X
6. Plan to Sponsor Workshop on Limnology (Lake Ecosystems)			X		
7. Sponsor Workshop on Limnology (Lake Ecosystems)				X	
8. Question Possibility of Sponsoring Statewide Academy for High School Students				X	X
9. Promote Grade School AIS Education				X	X
Objective #2 – through Watercraft Inspection					
1. Hire/Supervise Watercraft Inspectors	X	X	X	X	X
2. Encourage Volunteer Inspections	X	X	X	X	X
3. Study Alternative Sources for Inspectors			X	X	
4. Increase Focus on Tournaments			X	X	
Objective #3 – through Lake Monitoring					
1. Encourage Volunteer Monitoring	X	X	X	X	X
2. Promote Shoreline Sweeps/Adopt a Shore Program	X		X	X	
3. Provide Training for Scuba Diving			X		X
4. Start Scuba Monitoring			X	X	X
5. Study Alternative Sources for Lake Monitors			X	X	
6. Promote WDNR Citizens' Lake Monitoring Network			X	X	
Objective #4 – through Communication					
1. Establish AIS Public Relations Committee			X	X	X
2. Design & Issue AIS Newsletters	X	X	X	X	X
3. Contribute to Vilas County Webpage	X	X	X	X	X
4. Update & Distribute AIS Education Packets	X	X	X	X	X
5. Update & Distribute TLC Brochure	X	X	X	X	X
6. Issue Press Releases & Public Announcements	X	X	X	X	X
7. Survey & Update AIS Signage	X			X	
8. Conduct Search of AIS Educational Materials (Placemats, etc.)			X		
9. Participate in AIS Outreach Activities (Lakes Fest, etc.)	X	X	X	X	X
10. Establish Address Database (Subscriber List)			X	X	
11. Share AIS Information with Guides			X	X	

STRATEGIC PLAN: 2007-2011

GOAL 2: MANAGE AIS INFESTATIONS...

	07	08	09	10	11
Objective #1 - through a Rapid Response Plan					
1. Complete Draft of Rapid Response Plan	X	X			
2. Approval of Rapid Response Plan		X			
3. Implement & Evaluate Rapid Response Plan			X	X	X
4. Establish Communication (Lake Steward) Network			X	X	
5. Design Literature for Rapid Response Plan & Begin Distribution			X		
6. Design Training Program for Lake Stewards			X	X	
7. Implement Training Program for Lake Stewards				X	X
8. Study Methods of Management Control (Chemical, Mechanical/Physical, Biological)			X	X	X
9. Submit a Level II Management Plan Grant Application (See Goal 3, Obj. 3, Act. 3)			X		
10. Implement Level II Management Plan			X	X	X
Objective #2 - through an Action Plan for Managing Purple Loosestrife Infestation					
1. Design Action Plan for Managing Purple Loosestrife Infestations			X		
2. Raise & Distribute Beetles			X	X	X
3. Design & Conduct Workshop on Purple Loosestrife Management			X		

GOAL 3: ADMINISTER EFFICIENTLY & EFFECTIVELY...

	07	08	09	10	11
Objective #1 - through Strategic Planning					
1. Conduct Community Survey		X			X
2. Write Draft of Strategic Plan		X			
3. Approve Strategic Plan			X		
4. Implement & Evaluate Strategic Plan			X	X	X
5. Evaluate TLC Standing Rules			X		X
6. Meet with Lake Association Boards			X		
Objective #2 -through Education of TLC Members/Partners					
1. Attend County/WDNR Workshops	X	X	X	X	X
2. Attend WAL Annual Convention	X	X	X	X	X
3. Attend WAL Lake Leaders Institute		X	X	X	
4. Plan to Hold a TLC Advance (Planning Meeting)				X	
5. Hold a TLC Advance					X
6. Establish a TLC Library			X	X	X
7. Collect Information about Infested Lakes			X		
Objective #3 -through Financial Planning					
1. Prepare Finance Plan (Alternative Sources of Revenue)			X	X	
2. Submit AIS Grant Application	X	X	X	X	X
3. Submit Level II Management Plan Grant Application			X		