



MINNEHAHA CREEK
WATERSHED DISTRICT
QUALITY OF WATER, QUALITY OF LIFE

Meeting: Board of Managers
Meeting date: 9/10/2020
Agenda Item #: 11.1
Request for Board Action

Title: Adoption of the 2021 Budget and Workplan, and Certification of the 2021 Tax Levy

Resolution number: 20-070 and 20-071

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Recommended action: Adopt the 2021 Budget, Workplans and associated Fund Transfers
Certify the 2021 Tax Levy
Announce the December 10 Public Meeting

Attachments:

Workplan	–	<i>Attachment 1</i>
Programs and Operations	–	<i>Attachment 2</i>
Operations	–	<i>Attachment 3</i>
Permitting	–	<i>Attachment 4</i>
Planning and Projects	–	<i>Attachment 5</i>
Outreach	–	<i>Attachment 6</i>
Research & Monitoring	–	<i>Attachment 7</i>
Capital Improvements	–	<i>Attachment 8</i>
Capital Finance	–	<i>Attachment 9</i>
Detailed Budget	–	<i>Attachment 10</i>
Transfer Summary	–	<i>Attachment 11</i>
Compensation Structure	–	<i>Attachment 12</i>

2021 Budget Background:

As part of a multi-year effort to focus and align the organization, the MCWD Board of Managers implemented a series of fiscal measures to carefully manage the District's levy, while maintaining high quality mission aligned output and service. Those actions include:

- Aligning program budgets with organizational priorities
- Making strategic reductions and implementing operational efficiencies
- Right-sizing, aligning and investing in human resources
- Strengthening partnerships for capital project financing
- Securing increasing levels of outside funding
- Restructuring existing capital project debt
- Reallocating funds from initiatives delivered under budget to capital projects

That work has positioned MCWD well for the 2021 fiscal year – prepared to deliver significant data driven capital improvements that will measurably improve the watershed – with no increase in the tax levy and organizational resilience in the face of economic uncertainties related to COVID-19.

2021 Budget Planning Process:

Since initiating the process, the MCWD conducted the following 2021 budget planning discussions:

- [April 23, 2020 Planning and Policy:](#)
 - Discussed preliminary 2021 budget projections, reviewed Operations and Programs, and set process
- [May 28, 2020 Planning and Policy:](#)
 - Reviewed detailed budget of Programs, Operations, Capital Projects & Finance, and Personnel
- [June 11, 2020 Operations and Programs:](#)
 - Refined detailed budget and reviewed strategic alignment
- [July 7, 2020 Citizen Advisory Committee:](#)
 - CAC review of the 2021 budget and workplan
- [July 9, 2020 Operations and Programs:](#)
 - Refined detailed budget and review of 2021 workplan
- [August 13, 2020 Operations and Programs:](#)
 - Final draft budget review
- [August 27, 2020 Public Hearing](#)
 - Final draft budget presentation and public hearing

Next steps in MCWD's 2021 budget development include:

- November 19, 2020 – Final Public Meeting

2021 Mission Focus & Budget Alignment:

Capital Projects to Measurably Improve the Watershed:

In 2021 the District will remain focused on cultivating public and private partnerships to deliver capital projects that measurably improve the watershed. That work will involve continuing to refine the District's focal geography project pipeline as well as the responsive model and permitting program as pathways to project implementation. Projects in queue include work within Minnehaha Creek subwatershed in target areas of the Greenway and the City of Minneapolis, the Minnehaha Creek Greenway, Minneapolis, and the Six Mile Creek – Halsted Bay subwatershed.

Data Analytics to Support Capital Project and Policy Development:

Other areas of emphasis for MCWD in 2021 include the ongoing buildout of its data-analytical capabilities. Continued investment will be made in the acquisition of technology solutions that help the District gather, store, retrieve and integrate watershed data – to better inform planning, decision making and communication with partners and the public. A key component of this work will include taking steps to develop a 2D watershed model to enhance the understanding of watershed hydrology to support project development, and pairing MCWD's remote sensing network with machine learning to continue optimizing the operation of Gray's Bay Dam.

2021 Budget-Levy Projection - Overview:

The draft 2021 budget proposes \$14,716,421 of expenditures, supported by a flat District levy of \$9,675,993 (Table 1).

2021 total budgeted expenditures are decreasing (\$633,756) or (4%). The 2021 levy represents a 0% change from 2020, and the fourth consecutive year of no increase in MCWD's levy.

Table 1 - DRAFT Budget-Revenue Summary

EXPENSES	2020	2021	2020-2021 Δ	% Change
Operations	\$2,037,889	\$1,966,698	\$ (71,191)	-3%
Programs	\$4,600,757	\$4,501,171	\$ (99,586)	-2%
Capital finance	\$2,750,000	\$2,914,974	\$ 164,974	6%
Capital projects	\$5,961,531	\$5,333,578	\$ (627,953)	-11%
TOTAL	\$15,350,177	\$14,716,421	\$ (633,756)	-4%

REVENUE	2020	2021	2020-2021 Δ	% Change
Preliminary 2021 levy	\$9,675,993	\$9,675,993	\$ -	0%
Projects fund balance	\$2,371,820	\$2,847,446	\$ 475,626	20%
Programs fund balance	\$917,938	\$1,313,961	\$ 396,023	43%
Grants and partner funds	\$2,215,206	\$709,801	\$ (1,505,405)	-68%
Interest, permit fees, reimbursemer	\$169,220	\$169,220	\$ -	0%
TOTAL	\$15,350,177	\$14,716,421	\$ (633,756)	-4%

Requested Action:

At the September 10, 2020 Board Meeting, the Board is requested to take the following actions:

- Adopt the 2021 Budget, Workplans and associated Fund Transfers
- Certify the 2021 Tax Levy
- Announce the November 26 Public Meeting

Contact:

If there are questions in advance of the meeting, please contact James Wisker at Jwisker@minnehahacreek.org.



RESOLUTION

Resolution number: 20-070

Title: Adoption of the 2021 Budget and Workplan, and Notice of November 26, 2020 Public Meeting

WHEREAS, the MCWD Board of Managers engaged in six discussions as part of a clearly delineated process to develop the 2021 budget and tax levy

WHEREAS, as part of the process, the District’s 2020 capital improvement plan was released for public comment, prior to approval by the Board of Managers

WHEREAS, the Citizen Advisory Committee reviewed and provided comment on the District’s 2021 budget and workplan

WHEREAS, the MCWD Board of Managers has found that the proposed 2021 budget and workplan aligns with its strategic priorities, is appropriately supported by partnerships, and will deliver measurable progress towards its mission

WHEREAS, pursuant to MN Statute 103D.911 Subdivision 1, the Board of Managers held a duly noticed public hearing on August 27, 2020

WHEREAS, pursuant to MN Statute 103D.911 Subdivision 2, the Board of Managers shall adopt a budget on or before September 15 each year

WHEREAS, Manager _____ offered the following resolution and moved its adoption, seconded by Manager _____

NOW, THEREFORE, BE IT RESOLVED that the Minnehaha Creek Watershed District Board of Managers hereby adopts the 2021 budget of \$14,716,421, and associated workplans and fund transfers, presented to the Board of September 10, 2020.

NOW, THEREFORE, BE IT RESOLVED that the Minnehaha Creek Watershed District Board of Managers hereby announces a public meeting for further comment on the 2021 budget, scheduled for November 19, 2020.

The question was on the adoption of the resolution and there were _____ yeas and _____ nays as follows:

Yea

Nay

- MAXWELL
- OLSON
- MILLER
- ROGNESS
- LOFTUS
- HEJMADI
- WHITE

I, Kurt Rogness, Secretary of the Minnehaha Creek Watershed District, do hereby certify that I have compared the above resolution with the original thereof as the same appears of record and on file with the District and find the same to be a true and correct transcript therefore.

IN TESTOMONY WHEREOF, I have hereunto set my hand and affixed the Seal of said Watershed District this 10th day of September, 2020.

_____ Date: _____
Kurt Rogness, Secretary

DRAFT



RESOLUTION

Resolution number: 20-071

Title: Minnehaha Creek Watershed District Board of Managers Certified 2021 Tax Levy

- WHEREAS, the MCWD Board of Managers engaged in six discussions as part of a clearly delineated process to develop the 2021 budget and tax levy
- WHEREAS, as part of the process, the District's 2020 capital improvement plan was released for public comment, prior to approval by the Board of Managers
- WHEREAS, the Citizen Advisory Committee reviewed and provided comment on the District's 2021 budget and workplan
- WHEREAS, the MCWD Board of Managers has found that the proposed 2021 budget and workplan aligns with its strategic priorities, is appropriately supported by partnerships, and will deliver measurable progress towards its mission
- WHEREAS, pursuant to MN Statute 103D.911 Subdivision 1, the Board of Managers held a duly noticed public hearing on August 27, 2020
- WHEREAS, pursuant to MN Statute 103D.911 Subdivision 2, the Board of Managers shall certify to the auditor of each county within the watershed district, the county's share of the tax, no later than September 15 each year.
- WHEREAS, Manager _____ offered the following resolution and moved its adoption, seconded by Manager _____

NOW, THEREFORE, BE IT RESOLVED that the Secretary, in accordance with Minnesota Statutes, shall certify to the Auditors of Hennepin and Carver Counties, in amounts bearing the same proportion to the total levy as the net tax capacity of the area of county within the watershed bears to the net tax capacity of the entire watershed district, the following sums to be raised by a levy on all taxable property in the Minnehaha Creek Watershed District Number 3 for the year 2021 and the purposes noted below.

2021 Levy: \$9,675,993 for the purpose of paying the cost of watershed management and implementation as provided by Minnesota Statutes, Sections 103B.241 and 103B.251.

The question was on the adoption of the resolution and there were _____ yeas and _____ nays as follows:

	<u>Yea</u>	<u>Nay</u>
MAXWELL		
OLSON		
MILLER		
ROGNESS		
LOFTUS		
HEJMADI		
WHITE		

I, Kurt Rogness, Secretary of the Minnehaha Creek Watershed District, do hereby certify that I have compared the above resolution with the original thereof as the same appears of record and on file with the District and find the same to be a true and correct transcript therefore.

IN TESTOMONY WHEREOF, I have hereunto set my hand and affixed the Seal of said Watershed District this 10th day of September, 2020.

Kurt Rogness, Secretary

Date: _____



2021 BUDGET & WORKPLAN

IN PURSUIT OF A BALANCED URBAN ECOLOGY

We believe that clean water and a healthy natural environment are essential to creating and sustaining vibrant, thriving communities. The beauty, green space, and recreational opportunities found in the Minnehaha Creek watershed create a sense of place that provides a local identity, adds economic value, and increases well-being.

We put this belief into action by partnering with our communities to integrate the natural and built environments across the watershed. In pursuing these partnerships, we focus in areas of high need to achieve significant, measurable improvements, while remaining responsive to needs and opportunities watershed-wide.

This approach allows us to remain focused for greater effectiveness while maintaining the flexibility to respond to significant opportunities created through land use change.



MINNEHAHA CREEK
WATERSHED DISTRICT

OUR 2021 PRIORITIES

- **High-impact capital projects:** A majority of the budget will fund projects that improve natural resources, provide economic value, and support thriving communities
- **Ecological balance:** Our work throughout the watershed will continue to support ecological integrity and balance the natural and built environments to improve water quality, water quantity, and resilience
- **Responsiveness:** MCWD will continue to provide added value to communities across the watershed by gathering robust data, providing technical assistance, and identifying opportunities to support the projects and initiatives of our partners for mutual benefit
- **Improved customer service and efficiency:** Improvements to our permitting process, technology, and facilities will help improve staff's ability to provide excellent customer service to our residents

2021 BUDGET BREAKDOWN

FISCAL RESPONSIBILITY

Our work is supported by an annual tax levy, funds levied in past years for multi-year projects (assigned funds), funds reallocated from projects and programs delivered under-budget, grants and partner funds, interest, and reimbursement of permit fees.

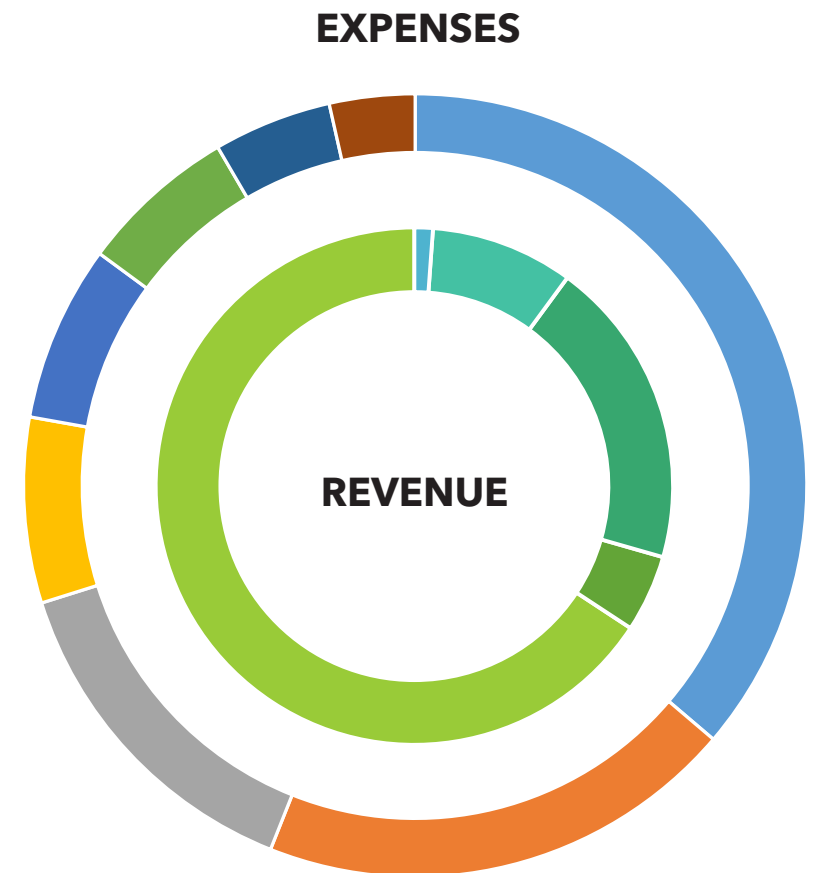
For the fourth consecutive year, there will be no increase in our tax levy in 2021. We will receive approximately \$709,801 in grants and partner contributions.

EXPENSES

	2020	2021
Capital Projects	\$5,961,531	\$5,333,578
Capital Finance	\$2,750,000	\$2,914,974
Operations & Support Services	\$2,037,889	\$1,966,698
Research and Monitoring	\$1,198,049	\$1,178,260
Planning	\$1,080,804	\$1,127,145
Project & Land Maintenance	\$854,762	\$957,806
Permitting	\$765,822	\$718,617
Outreach	\$701,320	\$519,344
TOTAL	\$15,350,177	\$14,716,421

REVENUE

	2020	2021
Levy	\$9,675,993	\$9,675,993
Grants and partner funds	\$2,215,206	\$709,801
Projects fund balance	\$2,371,820	\$2,847,446
Programs fund balance	\$917,938	\$1,313,961
Interest & Fees	\$169,220	\$169,220
TOTAL	\$15,350,177	\$14,716,421



WATERSHED-WIDE SERVICES

In our commitment to serve partners and residents across the watershed's 178 square miles, we provide a variety of services that assist in clean water work. We also remain flexible to respond to opportunities to protect and improve natural resources that are created through land use change and partner initiatives.

SERVICES:

- **Monitoring & Assessment:** Collecting and analyzing data across the watershed to identify resource needs to inform planning and implementation.
- **Planning and Technical Assistance:** Collaborating with cities, landowners, and others to identify the most effective strategies to meet partners' goals and improve water quality and ecological integrity.
- **Project Support:** Working with public and private partners to support projects that restore and improve water quality and ecological integrity and that are well coordinated and align with MCWD goals, exceed regulatory requirements, and create mutual benefits.
- **Permitting:** Reviewing and overseeing construction activities, in coordination with our communities, to protect natural resources from degradation that can occur as a result of land use change. In 2021, we will be coordinating with our cities and partners to improve the permitting process, generating opportunities for win-win partnerships and enhancing customer service.
- **Outreach:** Connecting people to information they value and engaging residents, agencies and private sector partners to ensure that our work is integrated with the goals of our communities.
- **Project Maintenance and Land Management:** Maintaining our projects and land to ensure their continued function and value, and managing the operation of Gray's Bay Dam to balance the water budget throughout our 178-square miles and reduce the risk of flooding.



SIX MILE CREEK - HALSTED BAY SUBWATERSHED

OVERVIEW

The Six Mile Creek - Halsted Bay Subwatershed is a complex system of 14 lakes connected by Six Mile Creek and thousands of acres of wetlands that form the headwaters of Lake Minnetonka and the Minnehaha Creek watershed. Five of the lakes are on the state's impaired waters list, and Six Mile Creek flows into Halsted Bay, the most degraded bay in Lake Minnetonka.

As part of MCWD's strategy to address the most significant sources of pollutants to Lake Minnetonka, we are in the midst of a sustained focus on this system to make long-term, measurable improvements to the health of the subwatershed and, in turn, Halsted Bay.

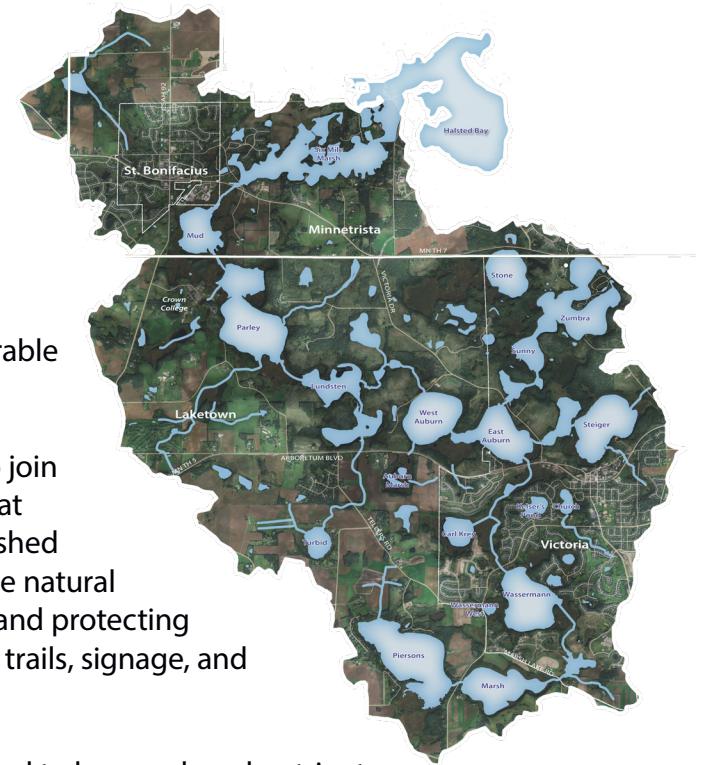
This subwatershed is experiencing rapid development, which presents a unique opportunity to join with our partners to plan for sustainable growth. Integrating natural resource improvements that enhance land-use change is central to our approach. The Six Mile Creek - Halsted Bay Subwatershed Plan, created in collaboration with our partners, is a vision to improve water quality and enhance natural resources across the subwatershed through value-added partnerships. In addition to restoring and protecting natural resources, the plan identifies opportunities for enhancing public access to the area with trails, signage, and engagement opportunities.

To date our work has leveraged \$1.2 million in outside capital and, by the end of 2021, is projected to have reduced nutrient loading by 545 pounds per year, created 190 acres of publicly accessible green space, protected 124 acres of wetlands, and reduced common carp populations in all 14 lakes in the system by a total of 142,000 pounds. We're already seeing results: Compared to 10 years ago, nutrient concentrations at the outlet of Six Mile Creek into Lake Minnetonka have improved by 25 percent.

STRATEGY

We are addressing subwatershed impairments, improving habitat, and protecting high value resources by:

- **Managing carp** to restore 2,488 acres of deep and shallow lake habitat and to set the stage for future restorations
- **Targeting wetland protection and restoration** to address external phosphorus entering lakes, the creek, and Halsted Bay, while establishing habitat corridors that connect to uplands
- **Identifying stormwater management opportunities** in partnership with cities and developers to address pollutants entering Six Mile Creek, lakes, and wetlands
- **Controlling in-lake nutrients** originating from historical impacts to reduce the amount of phosphorus being released from lake bottoms



SIX MILE CREEK - HALSTED BAY SUBWATERSHED

WORK TO DATE

Work to date has included restoration of a 20-acre wetland in Victoria in partnership with a private developer, restoration of 160 acres of the Six Mile Marsh Prairie, a rigorous study to identify specific opportunities to decrease phosphorus pollution to Mud Lake and Halsted Bay downstream, invasive carp management strategies throughout the subwatershed, and leveraging Clean Water Funds to retrofit stormwater ponds in the City of Victoria to exceed regulatory standards and address nutrient loading to an impaired water body. Most recently, we partnered with the City of Victoria on the design and construction of Wassermann Lake Preserve, a park and restoration project that restores native upland and shoreline habitat, reduces nutrient and sediment loading to Wassermann Lake through alum treatment on a six-acre pond and the restoration of an intermittent stream channel, and creates the City's first nature-based park.

2021 ACTIVITIES

WASSERMANN INTERNAL LOAD MANAGEMENT

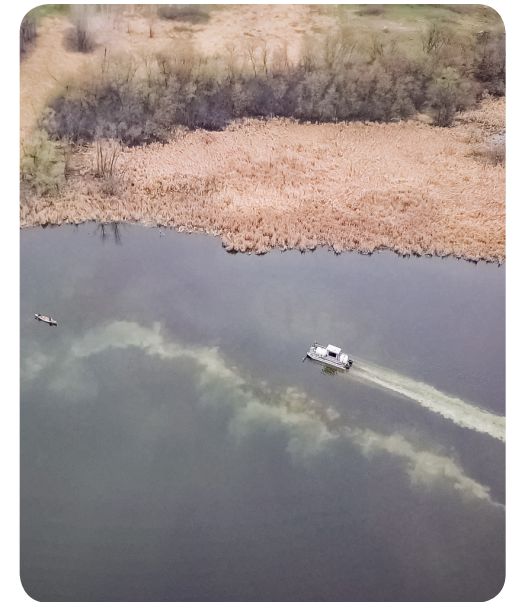
The benefit of sustained focus on a system is that most significant water challenges require multiple solutions. In the case of Victoria's Wassermann Lake, which is considered impaired for nutrient loading, MCWD has worked with land use partners on a multi-year strategy to return the lake to a sustainably healthy state. This work has included wetland restoration, carp management, treatment in a connected pond, and extensive habitat restoration.

Now, "internal loading" — the release of nutrients from the lake bottom into the water — remains the final significant source of nutrient pollution in the lake. To address this, we secured a \$284,720 competitive grant from the Board of Water and Soil Resources Clean Water Fund to prevent this internal loading through a process known as "alum treatment," which uses aluminum sulfate to bind to phosphorus particles and trap them in the lake bottom. The project will reduce internal phosphorus loading by an estimated 90 percent, significantly increasing the health and clarity of the lake while moving it close to the required reduction needed to remove it from the state's impaired waters list.

SIX MILE MARSH PRAIRIE RESTORATION TRAIL

In 2013, we restored 160 acres of steeply-sloped agricultural land in Minnetrista into prairie and oak savanna — keeping 180 pounds of phosphorus per year from draining into Six Mile Creek just before it enters Halsted Bay.

Now known as the Six Mile Marsh Prairie, this property has transformed into a beautiful natural amenity dotted with wetlands, wildlife, and scenic views overlooking the creek and Lake Minnetonka. To further enhance the site, we're working with the Three Rivers Park District to build a trail connection to the nearby Dakota Rail Trail, allowing users to explore and enjoy this revitalized space.



An alum treatment occurring at Wasserman West pond, connected to Wasserman Lake, in 2019. In 2021 we will treat Wassermann Lake itself with alum to address internal nutrient pollution.

MINNEHAHA CREEK SUBWATERSHED

OVERVIEW

Minnehaha Creek is the outlet for the entire watershed, flowing nearly 23 miles from Lake Minnetonka and collecting stormwater from Minnetonka, Hopkins, St. Louis Park, Edina, Richfield, and Minneapolis, through the chain of lakes and into the Mississippi River.

The creek suffers from a number of issues, including:

- flashy water levels and flooding
- ditched, straightened, and fragmented stream channel
- lost, impacted, and fragmented riparian corridor
- polluted stormwater runoff from hundreds of storm sewers
- impairments for *E. coli*, chloride, dissolved oxygen, fish and macroinvertebrates
- transportation of nutrients that degrade water quality in Lake Hiawatha (impaired) downstream

To improve water quality and resilience, we have developed strong relationships and momentum with the cities of Hopkins, St. Louis Park, Edina, and Minneapolis to integrate natural resource goals with park planning, community development, and infrastructure improvements.

STRATEGY

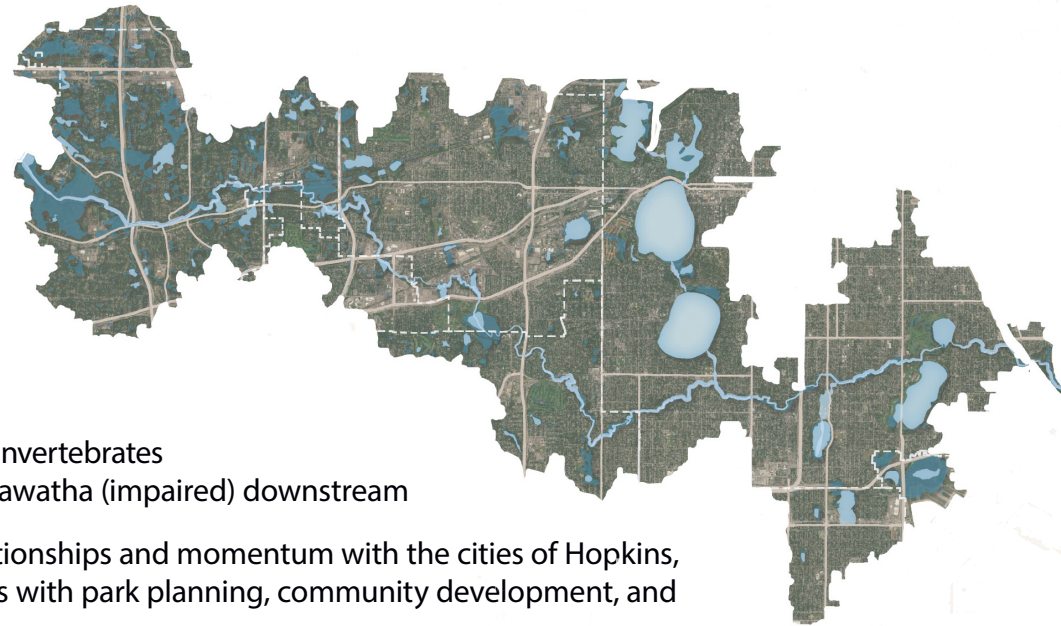
We will address subwatershed impairments, reduce regional flooding, and improve habitat by:

- **Managing regional stormwater** to slow down water, reduce runoff and pollution entering the creek, and decrease flood risk
- **Restoring the creek** to stabilize streambanks, slow down water, and improve in-stream habitat and buffers, while increasing opportunities for public access and economic development
- **Restoring and connecting ecological corridors** to maximize green space, improve habitat and flood storage, and strengthen resilience

WORK TO DATE

2021 activities will build on past work to restore what had been the most degraded section of Minnehaha Creek in St. Louis Park and Hopkins, an area now known as the Minnehaha Creek Greenway. Compared to 10 years ago, we have seen a statistically significant improvement in water quality downstream of the work. In downstream Lake Hiawatha, phosphorus levels have improved by 19 percent and the average chlorophyll-a concentrations have improved to meet the state standards.

Past projects include re-meandering sections of the creek that were previously ditched and straightened, creating new public access, implementing stormwater management in St. Louis Park, revitalizing Cottageville Park in Hopkins, restoring the creek through Arden Park in Edina, and repairing eroded stream banks in Minneapolis. This work has resulted in 60 acres of newly accessible green space, 28.7 acres of restored wetlands, over 150 pounds of phosphorus removed per year, 3.2 acre feet of floodplain storage, and 1.4 miles of restored creek.



MINNEHAHA CREEK SUBWATERSHED



2021 ACTIVITIES

325 BLAKE ROAD STORMWATER FACILITIES

A former industrial site along 1,000 feet of Minnehaha Creek, the property at 325 Blake Road is a key piece of the Minnehaha Creek Greenway. In 2021 we will begin converting four-to-six acres of the property into a series of stormwater treatment features that will treat polluted runoff from 270 acres of the surrounding region, reduce phosphorus loading by 181 pounds per year, and connect the Minnehaha Creek Greenway trail system between Cottageville Park and the Minnehaha Creek Preserve. The remainder of the 17-acre site will be redeveloped in partnership with the City of Hopkins. The project is supported by \$2.4 million in outside funds from Hennepin County, Metropolitan Council, Public Facilities Authority, and Clean Water Legacy Fund.

STREAM ENHANCEMENT AND TRAIL CONNECTION

When completed, the Southwest LRT line will run through the heart of the Minnehaha Creek Greenway and provide yet another important community connection to this revitalized corridor. In partnership with the City of St. Louis Park, we're taking advantage of the construction period to make a key connection in the Minnehaha Creek Greenway trail system that will link upstream and downstream investments together and connect them to the Cedar Regional Trail, as well as streambank improvements along the construction corridor.

MINNEHAHA CREEK PARKWAY WATER RESOURCE IMPROVEMENTS

The Minneapolis Park and Recreation Board, in coordination with the City of Minneapolis and MCWD, is leading an ambitious 30-year envisioning of the Minnehaha Creek Regional Trail system through the parklands of south Minneapolis. We're working closely with these agencies and community members to integrate regional stormwater management solutions and creek restoration into this once-in-a-generation overhaul, a rare opportunity to make significant water quality infrastructure and ecological improvements in a developed area.



A concept image from the draft Minnehaha Creek Regional Trail Master Plan, picturing people enjoying the many benefits of a restored tributary between Lake Harriet and Minnehaha Creek near Lynnhurst Park

ACTIVITY SPOTLIGHT: HARNESSING DATA ANALYTICS

OVERVIEW

MCWD is a science-driven organization: a trusted broker of scientific information and data to drive decisions about where to focus and how to improve the condition of the watershed.

Like many other fields, advances in data science and computing technology have radically reshaped the ways watershed data can be collected, analyzed, and shared. In 2021 we are continuing a multi-year investment in our data analytical tools to take advantage of these advances to better inform planning, decision making, and communication with partners and the public.

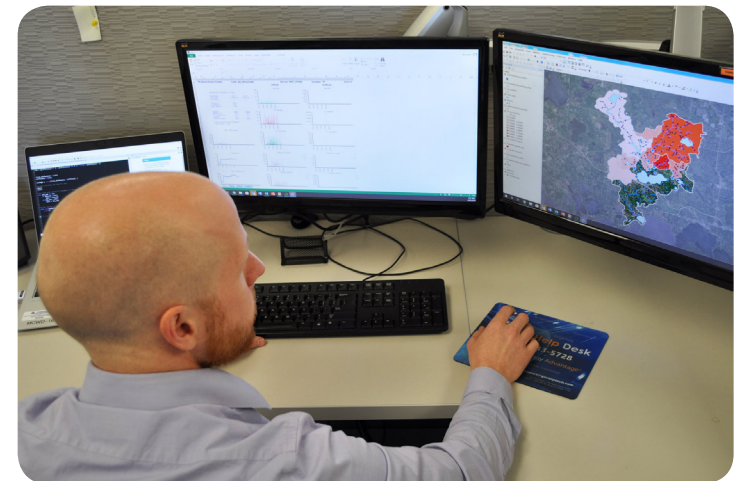
COLLECTING DATA WITH REMOTE SENSING

In 2021 we will continue to build out our network of remote sensors, known as RESNET, which provide real-time data on water level, flow, and pollutant loading throughout the watershed. These sensors will provide 1.3 million data points per year on our water system, up from about 520 data points produced by traditional in-person monitoring.

ANALYZING DATA WITH ADVANCED MODELING

Real-time sensor data is one of several important new data sets that have become recently available for helping understand and predict how water moves through the complex watershed system. Statewide investment in mapping topography and soils allows for a new understanding of how water moves across the landscape and infiltrates into groundwater, and the widespread digitization of storm sewer networks shows how water flows through developed pipe systems.

We are integrating these newly-available datasets into a first-of-its-kind planning tool that will use advanced modeling and machine learning to predict and understand our watershed system in unprecedented detail. This will allow MCWD and our partners to better implement projects, manage flooding, and become more resilient in the face of changing precipitation patterns. In 2021 we will build a pilot version of this model focused on the Six Mile Creek-Halsted Bay subwatershed. Building this model will allow us to assess potential projects in this area of focus while informing the future development of a watershed-wide model.



COMMUNICATING DATA WITH A REDESIGNED WEBSITE

In 2021 we will release a new website, re-built from the ground up to provide excellent customer service for residents and partners. Planned features include an online permitting portal, real-time water conditions, and information about the District's past, current, and future work that matters to users.

Attachment 2 - DRAFT 2021 Operations and Programs Summary by Fund

Fund Code	Program/Fund	2020 Carryover Detail							2021 Budget and Revenue			2020-2021 Budget Change		
		2019 EOY Balance	2020 Budget	2020 Estimated Expenditures	2020 Levy	2020 External Revenue ¹	Assigned (carried to future years)	2020 Carryover (transferred to CIP)	2021 Budget	2021 External Revenue ¹	2021 Revenue Needs	\$ Change	% Change	
1002	General Operations ²	\$ 1,242,907	\$ 1,158,557	\$ 906,290	1,088,557	\$ 70,000	\$ 2,008,072	\$ (512,898)	\$ 1,161,448	\$ 70,000	\$ 1,091,448	\$ 2,891	0%	
1003	Information Technology	\$ 82,713	\$ 465,332	\$ 347,000	465,332	\$ -	\$ -	\$ 201,045	\$ 419,250	\$ -	\$ 419,250	\$ (46,082)	-10%	Planned Reduction in strategic IT plan
1005	Facility Maintenance Plan		\$ 414,000	\$ 72,000	\$ 414,000	\$ -	\$ -	\$ 342,000	\$ 386,000	\$ -	\$ 386,000	\$ (28,000)	-7%	Reduction due completion of engineering for campus improvements
Operations Subtotal		\$ 1,325,620	\$ 2,037,889	\$ 1,325,290	\$ 1,967,889	\$ 70,000	\$ 2,008,072	\$ 30,147	\$ 1,966,698	\$ 70,000	\$ 1,896,698	\$ (71,191)	-3%	
2001	Permit Administration	\$ -	\$ 700,822	\$ 673,618	612,822	\$ 88,000	\$ -	\$ 27,204	\$ 718,617	\$ 88,000	\$ 630,617	\$ 17,795	3%	Change due to net effect of reduction in contract services and increased wages
2007	Rule Revisions	\$ 22,047	\$ 65,000	\$ 65,000	65,000	\$ -	\$ -	\$ 22,047	\$ -	\$ -	\$ -	\$ (65,000)	-100%	Reduction due to rule revisions budgeted for in 2020.
Permitting Subtotal		\$ 22,047	\$ 765,822	\$ 738,618	\$ 677,822	\$ 88,000	\$ -	\$ 49,251	\$ 718,617	\$ 88,000	\$ 630,617	\$ (47,205)	-6%	
2002	Planning & Projects	\$ 17,487	\$ 1,080,804	\$ 1,030,603	1,080,804	\$ 23,595	\$ -	\$ 91,283	\$ 1,127,145	\$ -	\$ 1,127,145	\$ 46,341	4%	Change due to net effect of reduction in targeted planning expenditures and increased wages
2003	Project Maint. & Land Mgmt	\$ 179,676	\$ 854,762	\$ 529,262	854,762	\$ -	\$ -	\$ 505,176	\$ 957,806	\$ -	\$ 957,806	\$ 103,044	12%	Due to addition of 1 FTE - PMLM Technician, and base wage increases
Planning & Projects Subtotal		\$ 197,163	\$ 1,935,566	\$ 1,559,865	\$ 1,935,566	\$ 23,595	\$ -	\$ 596,459	\$ 2,084,951	\$ -	\$ 2,084,951	\$ 149,385	8%	
4001	Cynthia Krieg	\$ 5,721	\$ -	\$ -	0	\$ -	\$ 5,721	\$ -	\$ -	\$ -	\$ -	\$ -	0%	Sunset - carrying assigned funds for existing encumbered grant awards
4002	Outreach	\$ 89,991	\$ 701,320	\$ 312,282	\$ 701,320	\$ -	\$ -	\$ 479,029	\$ 519,344	\$ -	\$ 519,344	\$ (181,976)	-26%	Due to eliminatinon of 1 FTE - Education Coordinator, and refocusing of new Outreach Program
4005	Cost Share	\$ 496,702	\$ -	\$ -	0	\$ -	\$ 496,702	\$ -	\$ -	\$ -	\$ -	\$ -	0%	Sunset - carrying assigned funds for existing encumbered grant awards
Outreach Subtotal		\$ 592,414	\$ 701,320	\$ 312,282	\$ 701,320	\$ -	\$ 502,423	\$ 479,029	\$ 519,344	\$ -	\$ 519,344	\$ (181,976)	-26%	
5001	Research & Monitoring	\$ 73,849	\$ 1,017,049	\$ 941,996	961,049	\$ 56,000	\$ -	\$ 148,902	\$ 1,127,260	\$ -	\$ 1,127,260	\$ 110,211	11%	Integration of 2D Modeling and Machine Learning costs from LCCMR application
5005	AIS	\$ 10,173	\$ 80,000	\$ 80,000	80,000	\$ -	\$ -	\$ 10,173	\$ -	\$ -	\$ -	\$ (80,000)	-100%	Sunset of AIS watercraft inspection program
5007	Six Mile Creek-Halsted Bay Carp Mgmt	\$ -	\$ 101,000	\$ 101,000	\$ -	\$ 101,000	\$ -	\$ -	\$ 51,000	\$ 51,000	\$ -	\$ (50,000)	-50%	Last year of LSOHC grant for SMCHB carp
Research & Monitoring Subtotal		\$ 84,022	\$ 1,198,049	\$ 1,122,996	\$ 1,041,049	\$ 157,000	\$ -	\$ 159,075	\$ 1,178,260	\$ 51,000	\$ 1,127,260	\$ (19,789)	-2%	
Operations and Programs Total		\$ 2,221,266	\$ 6,638,646	\$ 5,059,051	\$ 6,323,646	\$ 338,595	\$ 2,510,495	\$ 1,313,961	\$ 6,467,869	\$ 209,000	\$ 6,258,869	\$ (170,777)	-3%	

Attachment 3 - DRAFT 2021 Operations & Support Services Budget Summary

General Operations						
2020 Activity/Expense	2020 Budget	2020 Estimated Expenditures	2020 Generated Carryover	2021 Activity/Expense	2021 Budget	2020-2021 Budget Change
Staff Expenses	\$ 12,000	\$ 2,000	\$ 10,000	Staff Expenses	\$ 12,000	\$ -
Manager Expenses	\$ 50,500	\$ 30,000	\$ 20,500	Manager Expenses	\$ 52,000	\$ 1,500
Building and Operating Expenses	\$ 131,000	\$ 103,414	\$ 27,586	Building and Operating Expenses	\$ 130,000	\$ (1,000)
Vehicles	\$ 10,000	\$ 10,000	\$ -	Vehicles	\$ 35,000	\$ 25,000
Contracted Services	\$ 58,000	\$ 45,000	\$ 13,000	Contracted Services	\$ 30,000	\$ (28,000)
Accounting & Auditing	\$ 89,000	\$ 89,000	\$ -	Accounting & Auditing	\$ 92,000	\$ 3,000
Engineering/Consulting	\$ 62,000	\$ 62,000	\$ -	Engineering/Consulting	\$ 64,000	\$ 2,000
Legal	\$ 95,000	\$ 85,000	\$ 10,000	Legal	\$ 95,000	\$ -
Insurance	\$ 85,000	\$ 80,000	\$ 5,000	Insurance	\$ 85,000	\$ -
Debt Service	\$ 155,000	\$ 104,924	\$ 50,076	Debt Service	\$ 104,924	\$ (50,076)
Other/Misc Expenses	\$ 42,800	\$ 2,000	\$ 40,800	Other/Misc Expenses	\$ 45,000	\$ 2,200
Personnel	\$ 368,257	\$ 292,952	\$ 75,305	Personnel	\$ 416,524	\$ 48,267
Total	\$ 1,158,557	\$ 906,290	\$ 252,267		\$ 1,161,448	\$ 2,891
Information Technology						
2020 Activity/Expense	2020 Budget	2020 Estimated Expenditures	2020 Generated Carryover	2021 Activity/Expense	2021 Budget	2020-2021 Budget Change
Strategic IT Plan	\$ 181,332	\$ 150,000	\$ 31,332	Strategic IT Plan	\$ 131,000	\$ (50,332)
Website redesign	\$ 100,000	\$ 25,000	\$ 75,000	Website redesign	\$ 75,000	\$ (25,000)
Contracted Services	\$ 100,000	\$ 100,000	\$ -	Contracted Services	\$ 100,000	\$ -
IT Equipment	\$ 27,000	\$ 27,000	\$ -	IT Equipment	\$ 33,500	\$ 6,500
Licenses	\$ 57,000	\$ 45,000	\$ 12,000	Licenses	\$ 79,750	\$ 22,750
Total	\$ 465,332	\$ 347,000	\$ 118,332		\$ 419,250	\$ (46,082)
Facility Maintenance Plan						
2020 Activity/Expense	2020 Budget	2020 Estimated Expenditures	2020 Generated Carryover	2021 Activity/Expense	2021 Budget	2020-2021 Budget Change
Engineering/Consulting	\$ 50,000	\$ 72,000	\$ (22,000)	Engineering/Consulting	\$ 10,000	\$ 50,000
Facility Improvements	\$ 364,000	\$ -	\$ 364,000	Facility Improvements	\$ 376,000	\$ 12,000
Total	\$ 414,000	\$ 72,000	\$ 342,000		\$ 386,000	\$ (28,000)

Normal expenses + replace 2013 truck per approved vehicle replacement schedule

Contract for Government Relations consultant moved to Outreach program

Adjusted debt service due to refinance

Assumes reclassification of Operations Coordinator, and Ops Mgr in budget for now hired at midpoint

New software acquisition, consultant implementation services (76k software, 50k consulting)

Phase I and Phase II website redesign

Base managed services (MSP, website hosting, etc.)

Lifecycle replacement of IT equipment (firewall, access points, computers)

IT system licenses & new IT equipment licenses (firewall, backup, GIS, WISKI, Elements XS, Bluebeam)

2021 engineering and legal for campus improvement planning

Postponement of campus improvements into 2021, plus potential furnace replacement

Attachment 4 - DRAFT 2021 Permitting Budget Summary

Permit Administration						
2020 Activity/Expense	2020 Budget	2020 Estimated Expenditures	2020 Generated Carryover	2021 Activity/Expense	2021 Budget	2020-2021 Budget Change
Engineering	\$ 165,000	\$ 180,000	\$ (15,000)	Engineering	\$ 170,000	\$ 5,000
Legal Expense	\$ 55,000	\$ 30,000	\$ 25,000	Legal Expense	\$ 45,000	\$ (10,000)
Contract Services	\$ 15,000	\$ 10,000	\$ 5,000	Contract Services	\$ 10,000	\$ (5,000)
Staff Mileage/Expenses	\$ 5,000	\$ 4,000	\$ 1,000	Staff Mileage/Expenses	\$ 5,000	\$ -
Staff Training	\$ 10,000	\$ 5,000	\$ 5,000	Staff Training	\$ 10,000	\$ -
Printing/Postage	\$ 5,000	\$ 3,000	\$ 2,000	Printing/Postage	\$ 5,000	\$ -
Equipment & Supplies/Other	\$ 5,000	\$ 3,000	\$ 2,000	Equipment & Supplies/Other	\$ 5,000	\$ -
Personnel	\$ 440,822	\$ 438,618	\$ 2,204	Personnel	\$ 468,617	\$ 27,795
Total	\$ 700,822	\$ 673,618	\$ 27,204		\$ 718,617	\$ 17,795
Rule Revisions						
2020 Activity/Expense	2020 Budget	2020 Estimated Expenditures	2020 Generated Carryover	2021 Activity/Expense	2021 Budget	2020-2021 Budget Change
Program Alignment	\$ 65,000	\$ 65,000	\$ -	Program Alignment	\$ -	\$ (65,000)
Total	\$ 65,000	\$ 65,000	\$ -		\$ -	\$ (65,000)

Increased based on past and year-to-date expenditures

Reduced based on averages of past and year-to-date expenditures

Planning and technical assistance for project opportunities. Reduced based on past spending.

Several trainings cancelled and not rescheduled in 2020. Budget anticipated to be used in its entirety in 2021.

Consultant support for policy development and rule revisions. To be completed in 2020.

Attachment 5 - DRAFT 2021 Planning & Projects Budget Summary

Planning & Projects						
2020 Activity/Expense	2020 Budget	2020 Estimated Expenditures	2020 Generated Carryover	2021 Activity/Expense	2021 Budget	2020-2021 Budget Change
Policy analysis/development	\$ 10,000	\$ 10,000	\$ -	Policy analysis/development	\$ 5,000	\$ (5,000)
Minnehaha Creek Planning	\$ 125,000	\$ 125,000	\$ -	Minnehaha Creek Planning	\$ 125,000	\$ -
Six Mile Creek-Halsted Bay Planning	\$ 100,000	\$ 100,000	\$ -	Six Mile Creek-Halsted Bay Planning	\$ 100,000	\$ -
Painter Creek Planning	\$ 10,000	\$ 10,000	\$ -	Painter Creek Planning	\$ -	\$ (10,000)
Responsive Planning	\$ 75,000	\$ 30,000	\$ 45,000	Responsive Planning	\$ 75,000	\$ -
General Engineering and Legal	\$ 25,000	\$ 25,000	\$ -	General Engineering and Legal	\$ 25,000	\$ -
Training	\$ 6,300	\$ 6,300	\$ -	Training	\$ 6,300	\$ -
Expenses/Mileage	\$ 7,700	\$ 7,700	\$ -	Expenses/Mileage	\$ 7,700	\$ -
Printing/Publishing/Postage	\$ 2,500	\$ 2,500	\$ -	Printing/Publishing/Postage	\$ 2,500	\$ -
Other/Miscellaneous	\$ 3,000	\$ 3,000	\$ -	Other/Miscellaneous	\$ 3,000	\$ -
Personnel	\$ 716,304	\$ 711,103	\$ 5,201	Personnel	\$ 777,645	\$ 61,341
Total	\$ 1,080,804	\$ 1,030,603	\$ 50,201		\$ 1,127,145	\$ 46,341
Project Maintenance and Land Management						
2020 Activity/Expense	2020 Budget	2020 Estimated Expenditures	2020 Generated Carryover	2021 Activity/Expense	2021 Budget	2020-2021 Budget Change
Vegetation Maintenance	\$ 175,000	\$ 175,000	\$ -	Vegetation Maintenance	\$ 175,000	\$ -
Great River Greening Grant Match	\$ 25,000	\$ 25,000	\$ -	Great River Greening Grant Match	\$ 5,000	\$ (20,000)
Stormwater Pond Dredging	\$ 250,000	\$ 13,500	\$ 236,500	Stormwater Pond Dredging	\$ 271,500	\$ 21,500
Infrastructure Maintenance	\$ 160,000	\$ 70,000	\$ 90,000	Infrastructure Maintenance	\$ 160,000	\$ -
Property Surveys	\$ 5,000	\$ 5,000	\$ -	Property Surveys	\$ 5,000	\$ -
Routine and Unplanned Maintenance	\$ 10,000	\$ 10,800	\$ (800)	Routine and Unplanned Maintenance	\$ 10,000	\$ -
Engineering and Legal Expenses	\$ 20,000	\$ 20,000	\$ -	Engineering and Legal Expenses	\$ 20,000	\$ -
Printing and Publishing Materials	\$ 2,000	\$ 300	\$ 1,700	Printing and Publishing Materials	\$ 500	\$ (1,500)
Staff Expenses, Trainings, and Mileage	\$ 4,000	\$ 4,000	\$ -	Staff Expenses, Trainings, and Mileage	\$ 4,000	\$ -
Equipment and Supplies	\$ 500	\$ 500	\$ -	Equipment and Supplies	\$ 500	\$ -
Personnel	\$ 203,262	\$ 205,162	\$ (1,900)	Personnel	\$ 306,306	\$ 103,044
Total	\$ 854,762	\$ 529,262	\$ 325,500		\$ 957,806	\$ 103,044

Legal and engineering services for policy analysis/development

Painter Creek deprioritized in 2021. Work to be done by staff in coordination with USACE if needed

Consultant (e.g. engineering, legal, landscape architect) services for opportunity-driven projects

Consultant services for non-project work (e.g. high water, boundary change, state policy review)

No increase, actual contracted amount

Revised numbers from GRG show less matching funds needed in 2021

Surveys show no ponds needed dredging in 2020, but dredging of 1-2 ponds likely in 2021

Due to addition of 1 FTE - PMLM Technician, and base wage increases

Attachment 6 - DRAFT 2021 Outreach Budget Summary

Outreach						
2020 Activity/Expense	2020 Budget	2020 Estimated Expenditures	2020 Generated Carryover	2021 Activity/Expense	2021 Budget	2020-2021 Budget Change
Minnehaha Creek Subwatershed						
Greenway	\$ 54,081	\$ 33,000	\$ 21,081			\$ (54,081)
Arden	\$ 9,300	\$ -	\$ 9,300			\$ (9,300)
Minneapolis	\$ 13,000	\$ 4,000	\$ 9,000			\$ (13,000)
Gray's Bay signage	\$ 8,000	\$ -	\$ 8,000			\$ (8,000)
Six Mile Creek-Halsted Bay Subwatershed						
Communications	\$ 39,000	\$ 5,000	\$ 34,000			\$ (39,000)
Engagement	\$ 19,000	\$ 5,000				\$ (19,000)
Signage	\$ 12,000	\$ 12,000				\$ (12,000)
				Supporting High-Impact Interpersonal Outreach		
				Communications advisors	\$ 30,000	\$ 30,000
				Subject matter experts	\$ 5,000	\$ 5,000
				Creators	\$ 30,000	\$ 30,000
				Government relations	\$ 30,000	\$ 30,000
				Campaigns for Key Initiatives		
				Events	\$ 15,000	\$ 15,000
				Producing and distributing materials	\$ 20,000	\$ 20,000
				Programming	\$ 20,000	\$ 20,000
				Data collection	\$ 5,000	\$ 5,000
				Volunteer Engagement	\$ 3,000	\$ 3,000
Watershed wide programming				Broad-based Outreach		
District-wide communications	\$ 17,950	\$ 10,000	\$ 7,950	District-wide publications	\$ 10,000	\$ (7,950)
Website copywriter/photographer	\$ 28,000	\$ -	\$ 28,000	Website copywriter/photographer	\$ 28,000	\$ -
				Broad-based engagement	\$ 10,000	\$ 10,000
Stormwater education	\$ 24,400	\$ 500	\$ 23,900			\$ (24,400)
Watershed Association Initiative	\$ -	\$ -	\$ -			\$ -
Master Water Stewards program	\$ 5,000	\$ -	\$ 5,000			\$ (5,000)
Volunteer support	\$ 3,100	\$ -	\$ 3,100			\$ (3,100)
Strategic communications plan	\$ -	\$ -	\$ -			\$ -
BUE Policy Program Support	\$ 48,350	\$ 10,000	\$ 38,350			\$ (48,350)
Strategic Advisor Consultants	\$ -	\$ -	\$ -			\$ -
Program Administration				Program Administration		
				Analytics and tracking	\$ -	\$ -
Staff mileage & expenses	\$ 1,999	\$ 1,999	\$ -	Staff mileage & expenses	\$ 2,000	\$ 1
Staff training	\$ 11,000	\$ 11,000	\$ -	Staff training	\$ 15,000	\$ 4,000
Legal fees	\$ 7,500	\$ 7,500	\$ -	Legal fees	\$ 3,000	\$ (4,500)
Dues & subscriptions	\$ 3,901	\$ 3,901	\$ -	Dues & subscriptions	\$ 4,000	\$ 99
Personnel	\$ 395,739	\$ 208,382	\$ 187,357	Personnel	\$ 289,344	\$ (106,395)
Total	\$ 701,320	\$ 312,282	\$ 389,038		\$ 519,344	\$ (181,976)

The strategic outreach plan approved by the Board in February establishes a new set of guiding principles, priorities, and staffing for the Outreach program. The budget has been restructured to reflect the implementation plan.

The Strategic Outreach Plan recognizes that MCWD's most impactful outreach activities are interpersonal, context-specific, and delivered by MCWD relationship managers. The plan calls for the Outreach program to prioritize time and resources to ensuring the success of these high-impact outreach events through preparation, supporting materials, de-brief, and tracking.

As-needed consultation on matters such as crisis communications, media relations, grant: Engineers, hydrologists, etc., to inform messaging and strategy for critical outreach event: Consultant support to create high-impact outreach items (e.g. design, video, animation, 3D printing, VR Relocated from General Operations fund

The program will continue to use traditional Outreach tools to support MCWD. These activities will be dictated by custom outreach plans developed to directly support the strategic context of a number of key initiatives. In 2021, we anticipate those key initiatives to be: Permitting program improvements; 2D model and machine learning build (pending LCCMR funding); 325 Blake Road; Long Lake Creek implementation roadmap; Minnehaha Creek Parkways visioning in south Minneapolis; and an overall campaign in the Six Mile Creek-Halsted Bay subwatershed.

Input sessions, open houses, tours, media events

Publications, fact sheets, videos, storymaps
Signage, branding, activities (includes planned signage for Gray's Bay dam and Six Mile-Halsted)
Community surveys, power mapping, usage tracking
Trainings, materials, supplies

The program will maintain some limited broad-based Outreach in order to maintain brand awareness, connect people to information they value, and provide transparency and customer service.

Annual newsletter, mid-year highlights, budget publication
Copywriting for website re-build (carried over from 2020)
Metro Watershed Partners/Adopt a Drain, District-wide training

The new strategic Outreach approach will require changing what is tracked and how this data is used to drive decision making. This will be implemented in 2022 after the program implements more pressing aspects of its new work approach.

Based on previous years' expenditures, pro-rated for 3 staff members instead of 4

Enhancing skill sets required by new Outreach strategy. Front-loaded at the outset of the new strategic direction, these intensive training: will be more than one-off workshops. They will be frameworks the Outreach program staff will adopt that will form the basis of how staff support critical outreach events, including: presentation coaching, engagement facilitation, and data visualization.

Reduced from \$7,500 due to a reduction in contracted engagement programs that required annual contract review

Professional organizations (e.g., MAGC); subscriptions to tools (e.g., news clippings, survey software

Attachment 7 - DRAFT 2021 Research & Monitoring Budget Summary

Research & Monitoring						
2020 Activity/Expense	2020 Budget	2020 Estimated Expenditures	2020 Generated Carryover	2021 Activity/Expense	2021 Budget	2020-2021 Budget Change
Watershed-wide Monitoring				Watershed-wide Monitoring		
Assessing long-term change in streams & lakes	\$ 40,600	\$ 40,600	\$ -	Assessing long-term change in streams & lakes	\$ 52,400	\$ 11,800
USGS gauge management & stormwater analysis	\$ 22,200	\$ 25,230	\$ (3,030)	USGS gauge management & stormwater analysis	\$ 25,230	\$ 3,030
Responsive monitoring/analysis	\$ 33,500	\$ 33,500	\$ -	Responsive monitoring/analysis	\$ 33,500	\$ -
Dutch Lake inlet monitoring	\$ -	\$ -	\$ -	Dutch Lake inlet monitoring	\$ 800	\$ 800
Lake Minnetonka zebra mussel assessment	\$ 900	\$ -	\$ 900	Lake Minnetonka zebra mussel assessment	\$ -	\$ (900)
Long Lake Creek subwatershed monitoring	\$ 59,400	\$ 59,400	\$ -	Long Lake Creek subwatershed monitoring	\$ 3,100	\$ (56,300)
Painter Creek subwatershed monitoring	\$ 8,000	\$ 8,000	\$ -	Painter Creek subwatershed monitoring	\$ -	\$ (8,000)
Minnehaha Creek Subwatershed Monitoring				Minnehaha Creek Subwatershed Monitoring		
Cottageville Park Project Monitoring	\$ 500	\$ -	\$ 500	Cottageville Park Project Monitoring	\$ -	\$ (500)
325 Blake Road Project Monitoring	\$ 2,000	\$ 7,000	\$ (5,000)	325 Blake Road Project Monitoring	\$ 2,000	\$ -
Arden Park Project Monitoring	\$ 3,000	\$ -	\$ 3,000	Arden Park Project Monitoring	\$ 2,000	\$ (1,000)
Minneapolis Project Monitoring	\$ 10,000	\$ 2,000	\$ 8,000	Minneapolis Project Monitoring	\$ 5,000	\$ (5,000)
Six Mile Creek-Halsted Bay Monitoring				Six Mile Creek-Halsted Bay Monitoring		
Six Mile Carp Project Monitoring	\$ 20,000	\$ 20,000	\$ -	Six Mile Carp Project Monitoring	\$ 20,000	\$ -
District match for LSOHC grant	\$ 30,920	\$ 30,920	\$ -	District match for LSOHC grant	\$ 11,500	\$ (19,420)
Wetland Diagnostic/Project Support	\$ 10,000	\$ 10,000	\$ -	Wetland Diagnostic/Project Support	\$ 10,000	\$ -
Wassermann West Project Monitoring	\$ 1,000	\$ 1,000	\$ -	Wassermann West Project Monitoring	\$ 15,000	\$ 14,000
Wasserman Lake Alum Study	\$ 20,000	\$ -	\$ 20,000	Wasserman Lake Alum Study	\$ -	\$ (20,000)
Contract Services	\$ 20,000	\$ 20,000	\$ -	Contract Services	\$ 30,000	\$ 10,000
East Auburn Stormwater Pond Monitoring	\$ 1,000	\$ -	\$ 1,000	East Auburn Stormwater Pond Monitoring	\$ -	\$ (1,000)
Dam Optimization & 2D Modeling				Dam Optimization & 2D Modeling		
2D Watershed Modeling	\$ -	\$ -	\$ -	2D Watershed Modeling	\$ 242,100	\$ 242,100
Watershed Machine Learning Modeling	\$ -	\$ -	\$ -	Watershed Machine Learning Modeling	\$ 20,500	\$ 20,500
Dam Optimization	\$ -	\$ -	\$ -	Dam Optimization	\$ 34,900	\$ 34,900
Program Administration				Program Administration		
Equipment/Supplies	\$ 220,000	\$ 182,500	\$ 37,500	Equipment/Supplies	\$ 60,500	\$ (159,500)
Repairs/maintenance	\$ 5,000	\$ 5,000	\$ -	Repairs/maintenance	\$ 5,000	\$ -
Utilities	\$ 5,000	\$ 5,000	\$ -	Utilities	\$ 5,000	\$ -
Boat Expenses	\$ 5,000	\$ 5,000	\$ -	Boat Expenses	\$ 5,000	\$ -
Publishing/Postage	\$ 2,000	\$ 2,000	\$ -	Publishing/Postage	\$ 2,000	\$ -
Engineering/Consulting	\$ 30,000	\$ 30,000	\$ -	Engineering/Consulting	\$ 15,000	\$ (15,000)
Legal	\$ 5,000	\$ 5,000	\$ -	Legal	\$ 5,000	\$ -
Staff Training	\$ 10,000	\$ 10,000	\$ -	Staff Training	\$ 10,000	\$ -
Staff/meeting expenses	\$ 2,650	\$ 2,650	\$ -	Staff/meeting expenses	\$ 8,000	\$ 5,350
Dues/subscriptions	\$ 4,000	\$ 4,000	\$ -	Dues/subscriptions	\$ 4,000	\$ -
Personnel	\$ 445,379	\$ 433,196	\$ 12,183	Personnel	\$ 499,730	\$ 54,351
Total	\$ 1,017,049	\$ 941,996	\$ 75,053		\$ 1,127,260	\$ 110,211
AIS						
2020 Activity/Expense	2020 Budget	2020 Estimated Expenditures	2020 Generated Carryover	2021 Activity/Expense	2021 Budget	2020-2021 Budget Change
AIS Watercraft Inspection Cost-Share Agmts	\$ 80,000	\$ 80,000	\$ -	AIS Watercraft Inspection Cost-Share Agmts	\$ -	\$ (80,000)
Total	\$ 80,000	\$ 80,000	\$ -		\$ -	\$ (80,000)
Six Mile Creek-Halsted Bay Carp Management						
2020 Activity/Expense	2020 Budget	2020 Estimated Expenditures	2020 Generated Carryover	2021 Activity/Expense	2021 Budget	2020-2021 Budget Change
Lessard-Sams OHC funded activities	\$ 101,000	\$ 101,000	\$ -	Lessard-Sams OHC funded activities	\$ 51,000	\$ (50,000)
Total	\$ 101,000	\$ 101,000	\$ -		\$ 51,000	\$ (50,000)

Cost increase due to increased lab costs and additional stormwater sampling

Cost for water quality sampling of Dutch Lake filter for project effectiveness monitoring

No longer conducting zebra mussel monitoring

2020 included system-wide monitoring for the subwatershed assessment. 2021 is effectiveness monitoring of the County Rd 6 pond.

Painter Creek will only include anchor monitoring in 2021

2020 costs for stormwater particulate analysis

5K for supplies/permits/equipment, 5K for operation of aeration, and 1.5K in monitoring support

Collect follow up sediment cores to inform 2021 alum treatment

Integrated from 3 year workplan submitted to LCCMR for watershed model and machine learning

1-time expenditures are \$20k in groundwater level sensors for the 2D Watershed and Machine Learning Model

This fund has decreased since it is being reserved for general consulting services

Due to reclassification of Assistant to Technician, and Coordinator to Hydrologist, and base wage increases

Sunset of AIS watercraft inspection program

Final year in LSOCH grant

Attachment 8 - DRAFT 2021 Capital Improvement Plan Budget

Project/Phase for 2021		2020 Carryover Detail							2021 Budget and Revenue		
Fund Code	Project Name	2019 EOY Balance	2020 Budget	2020 Estimated Expenditures	2020 Levy	2020 External Revenue	Assigned (carried to future years)	2020 Carryover	2021 Budget	2021 External Revenue (secured)	2021 Revenue Needs
Responsive CIP											
3500	Responsive CIP	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -
Debt Service											
3140	Taft-Legion	\$ 4,237	\$ 171,905	\$ 171,905	\$ 171,905	\$ -	\$ -	\$ 4,237	\$ -	\$ -	\$ (4,237)
Completed (to be closed)											
3149	Highway 101 Causeway	\$ -	\$ -	\$ 38,633	\$ -	\$ 30,000	\$ -	\$ (8,633)	\$ -	\$ -	\$ 8,633
Warranty Phase											
3147	Arden Park Stream Restoration	\$ 245,290	\$ 41,898	\$ 417,663	\$ 35,860	\$ 112,604	\$ 15,350	\$ (39,259)	\$ 35,898	\$ -	\$ 75,157
3148	FEMA Flood Repairs	\$ 202,631	\$ 9,000	\$ 40,000	\$ -	\$ -	\$ -	\$ 162,631	\$ 9,000	\$ -	\$ (153,631)
3153	Wasserman West	\$ 208,894	\$ 2,387,728	\$ 2,362,500	\$ 62,302	\$ 2,002,000	\$ 19,475	\$ (108,779)	\$ 53,603	\$ 33,941	\$ 128,441
Design/Construction											
3106	Six Mile Marsh Prairie Restoration (Trail)	\$ 125,000	\$ 175,000	\$ 17,500	\$ 67,500	\$ -	\$ -	\$ 175,000	\$ 175,000	\$ -	\$ -
3145	325 Blake Stormwater and Demo	\$ 2,647,308	\$ 2,500,000	\$ 133,500	\$ -	\$ 12,500	\$ -	\$ 2,526,308	\$ 3,871,500	\$ 482,500	\$ 862,692
3146	Cottageville Park Phase II	\$ 55,854	\$ 276,000	\$ 6,900	\$ 276,000	\$ -	\$ -	\$ 324,954	\$ 324,954	\$ -	\$ -
3150	Meadowbrook Golf Course Restoration	\$ 513,353	\$ 400,000	\$ -	\$ -	\$ -	\$ 312,680	\$ 200,673	\$ 200,673	\$ -	\$ -
3155	Minneapolis Stormwater	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 482,850	\$ (232,850)	\$ 250,000	\$ -	\$ 482,850
3152	SWLRT Trail Connection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 255,000	\$ (255,000)	\$ 255,000	\$ -	\$ 510,000
31XX	Wassermann Internal Load Management	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 35,590	\$ (55,590)	\$ 157,950	\$ 142,360	\$ 71,180
CIP Total		\$4,502,567	\$ 5,961,531	\$ 3,208,601	\$ 613,567	\$ 2,157,104	\$ 1,370,945	\$ 2,693,692	\$ 5,333,578	\$ 658,801	\$ 1,981,085
####	Capital Finance Account	\$ 8,496,887	\$ 2,750,000	\$ 2,280,069	\$ 2,738,780	\$ 11,220	\$ 8,813,064	\$ 153,754	\$ 2,914,974	\$ 11,220	\$ 2,750,000
Total		\$12,999,454	\$ 8,711,531	\$ 5,488,670	\$ 3,352,347	\$ 2,168,324	\$ 10,184,009	\$ 2,847,446	\$ 8,248,552	\$ 670,021	\$ 4,731,085

Attachment 9 - MCWD Capital Finance

Year	Hennepin 2010B	Hennepin 2011A	Hennepin 2013B	Richfield 2013B	Wells Fargo Note 2018 (Replaced 2011/2013 Note)	Total Capital Finance Debt Service	Land Conservation Receipts	Transfer In/ Reimbursement	Transfer Out/ Expenditure	Land Conservation Fund	Debt Coverage
						2010B + 2011A + 2013B + Wells Note	Levy	See notes for source	See notes for destination	Where <i>n</i> = current year: (<i>n</i> -1) balance + <i>n</i> receipts - <i>n</i> debt service + <i>n</i> net transfer	Where <i>n</i> = current year: [(<i>n</i> - 1) balance + <i>n</i> receipts + <i>n</i> net transfers] / <i>n</i> total debt service
2011	\$ 215,736.81	\$ -	\$ -		\$ -	\$ 215,736.81	\$ 2,500,000.00	\$ -	\$ -	\$ 7,732,216.00	35.84
2012	\$ 218,562.50	\$ 319,141.81	\$ -		\$ 648,825.00	\$ 1,186,529.31	\$ 2,500,000.00	\$ -	\$ -	\$ 6,654,292.00	5.61
2013	\$ 216,062.50	\$ 333,718.75	\$ 386,182.00		\$ 580,250.00	\$ 1,516,213.25	\$ 2,500,000.00	\$ -	\$ -	\$ 9,706,099.00	6.40
2014	\$ 217,312.50	\$ 338,768.75	\$ 461,938.00	\$ 154,847.38	\$ 580,125.00	\$ 1,752,991.63	\$ 2,500,000.00	\$ -	\$ 1,349,156.00	\$ 9,089,010.00	5.18
2015	\$ 218,412.50	\$ 341,768.75	\$ 463,538.00	\$ 177,255.00	\$ 1,535,500.00	\$ 2,736,474.25	\$ 2,765,423.00	\$ 510,921.00	\$ -	\$ 9,646,722.00	4.52
2016	\$ 219,362.50	\$ 339,368.75	\$ 459,838.00	\$ 174,855.00	\$ 1,999,800.00	\$ 3,193,224.25	\$ 2,795,204.00	\$ -	\$ -	\$ 9,287,628.00	3.90
2017	\$ 220,162.50	\$ 336,768.75	\$ 460,988.00	\$ 177,405.00	\$ 2,946,250.00	\$ 4,141,574.25	\$ 3,159,412.00	\$ -		\$ 8,447,852.00	3.01
2018	\$ 215,812.50	\$ 338,968.75	\$ 461,838.00	\$ 174,905.00	\$ 2,357,000.00	\$ 3,548,524.25	\$ 3,159,412.00	\$ -	\$ 452,096.00	\$ 7,776,677.00	3.14
2019	\$ 216,462.50	\$ 340,768.75	\$ 462,388.00	\$ 172,405.00	\$ 1,299,200.00	\$ 2,321,543.00	\$ 3,041,753.00	\$ -	\$ -	\$ 8,496,887.00	4.66
2020	\$ 218,462.50	\$ 337,168.75	\$ 462,638.00	\$ 169,905.00	\$ 1,261,800.00	\$ 2,449,974.25	\$ 2,750,000.00	\$ -	\$ -	\$ 8,796,912.75	4.59
2021	\$ 217,262.50	\$ 338,368.76	\$ 462,587.50	\$ 172,355.00	\$ 1,724,400.00	\$ 2,914,973.76	\$ 2,750,000.00	\$ -	\$ -	\$ 8,631,938.99	3.96
2022	\$ 217,462.50	\$ 339,168.75	\$ 462,238.00	\$ 169,755.00	\$ 1,668,300.00	\$ 2,856,924.25	\$ 2,750,000.00	\$ -	\$ -	\$ 8,525,014.74	3.98
2023	\$ 217,512.50	\$ 339,568.75	\$ 460,138.00	\$ 172,105.00	\$ 3,112,200.00	\$ 4,301,524.25	\$ 2,750,000.00	\$ -	\$ -	\$ 6,973,490.49	2.62
2024	\$ 217,412.50	\$ 337,068.75	\$ 462,938.00	\$ 169,405.00	\$ -	\$ 1,186,824.25	\$ 2,750,000.00	\$ -	\$ -	\$ 8,536,666.24	8.19
2025	\$ 217,162.50	\$ 339,418.75	\$ 460,538.00	\$ 171,655.00	\$ -	\$ 1,188,774.25	\$ 2,750,000.00	\$ -	\$ -	\$ 10,097,891.99	9.49
2026	\$ 216,762.50	\$ 341,137.50	\$ 463,038.00	\$ 168,750.00	\$ -	\$ 1,189,688.00	\$ 2,750,000.00	\$ -	\$ -	\$ 11,658,203.99	10.80
2027	\$ 216,212.50	\$ 337,200.00	\$ 459,375.00	\$ 170,686.25	\$ -	\$ 1,183,473.75	\$ 2,750,000.00	\$ -	\$ -	\$ 13,224,730.24	12.17
2028	\$ 220,512.50	\$ 337,750.00	\$ 460,600.00	\$ 172,365.00	\$ -	\$ 1,191,227.50	\$ 2,750,000.00	\$ -	\$ -	\$ 14,783,502.74	13.41
2029	\$ 219,012.50	\$ 337,600.00	\$ 461,600.00	\$ 168,840.00	\$ -	\$ 1,187,052.50	\$ 2,750,000.00	\$ -	\$ -	\$ 16,346,450.24	14.77
2030	\$ 217,350.00	\$ 340,600.00	\$ 464,300.00	\$ 170,101.25	\$ -	\$ 1,192,351.25	\$ 2,750,000.00	\$ -	\$ -	\$ 17,904,098.99	16.02
2031	\$ -	\$ 338,000.00	\$ 461,550.00	\$ 171,085.00	\$ -	\$ 970,635.00	\$ 2,750,000.00	\$ -	\$ -	\$ 19,683,463.99	21.28
2032	\$ -	\$ -	\$ 463,500.00	\$ 171,817.50	\$ -	\$ 635,317.50	\$ 2,750,000.00	\$ -	\$ -	\$ 21,798,146.49	35.31
2033	\$ -	\$ -	\$ -	\$ 172,295.00	\$ -	\$ 172,295.00	\$ 2,750,000.00	\$ -	\$ -	\$ 24,375,851.49	35.53

	OPERATIONS SUBTOTAL	PROGRAMS SUBTOTAL	CAPITAL FINANCE SUBTOTAL	CAPITAL PROJECTS SUBTOTAL	TOTAL
2021 LEVY DETAILS					
2021 Budgeted Expenditures	1,966,698	4,501,171	2,914,974	5,333,578	14,716,421
Other Revenue					
Interest	70,000	0	0	0	70,000
Partner Funds	0	0	0	0	0
Grants	0	51,000	0	658,801	709,801
Reimbursements/Other	0	88,000	11,220	0	99,220
2021 Budgeted Expenditures less Other Revenue	1,896,698	4,362,171	2,903,754	4,674,777	13,837,400
2020 Estimated Carry Over <i>(from row 25)</i>	2,551,117	502,423	8,966,818	4,835,553	16,855,911
Assigned Funds (carried to future years, levy neutral)	2,008,072	502,423	8,813,064	1,370,945	12,694,504
Unassigned Funds (levy reduction)	543,045	0	153,754	3,464,608	4,161,407
Recommended 2021 LEVY (considering carryover)	1,353,653	4,362,171	2,750,000	1,210,169	9,675,993
2020 CARRYOVER DETAIL					
2020 Budget	2,037,889	4,600,757	2,750,000	5,961,531	15,350,177
2020 Tax Revenue	1,967,889	4,355,757	2,738,780	613,567	9,675,993
2020 Other Revenues (grants, reimbursement, etc.)	70,000	268,595	11,220	2,157,104	2,506,919
2019 EOY Fund Balances (Audit)	1,325,620	895,646	8,496,887	4,502,567	15,220,720
Estimated Year End 2020 Expenditures/Encumbrances	(1,325,290)	(3,733,761)	(2,280,069)	(3,208,601)	(10,547,721)
2020 Fund Transfers In	512,898	0	0	928,784	1,441,682
2020 Fund Transfers Out	0	(1,283,814)	0	(157,868)	(1,441,682)
Estimated 2020 Carry Over (Fund Balance)	2,551,117	502,423	8,966,818	4,835,553	16,855,911

	FUND 100 - SUPPORT SERV.			FUND 200 - PLANNING & PERMITTING					FUND 400 - OUTREACH			FUND 500 - RESEARCH & MONITORING		
	1002	1003	1005	2001	2002	2003	2004	2007	4001	4002	4005	5001	5005	5007
	General Operations	Information Technology	Facility Maintenance Plan	Permit Administration	Planning & Projects	Project Maint. & Land Mgmt	Capital Finance Account	Rule Revisions	C. Krieg Stewardship Grant	Outreach	Cost-Share Grant Program	Research & Monitoring	AIS Program	SMC-HB Carp Management
2021 LEVY DETAILS														
2021 Budgeted Expenditures	1,161,448	419,250	386,000	718,617	1,127,145	957,806	2,914,974	0	0	519,344	0	1,127,260	0	51,000
Other Revenue														
Interest	70,000													
Partner Funds														
Grants														51,000
Reimbursements/Other				88,000			11,220							
2021 Budgeted Expenditures less Other Revenue	1,091,448	419,250	386,000	630,617	1,127,145	957,806	2,903,754	0	0	519,344	0	1,127,260	0	0
2020 Estimated Carry Over (from row 25)	2,008,072	201,045	342,000	0	0	0	8,966,818	0	5,721	0	496,702	0	0	0
Assigned Funds (carried to future years, levy neutral)	2,008,072						8,813,064		5,721		496,702			
Unassigned Funds (levy reduction)	0	201,045	342,000	0	0	0	153,754	0	0	0	0	0	0	0
Recommended 2021 LEVY (considering carryover)	1,091,448	218,205	44,000	630,617	1,127,145	957,806	2,750,000	0	0	519,344	0	1,127,260	0	0
2020 CARRYOVER DETAIL														
2020 Budget	1,158,557	465,332	414,000	700,822	1,080,804	854,762	2,750,000	65,000	0	701,320	0	1,017,049	80,000	101,000
2020 Tax Revenue	1,088,557	465,332	414,000	612,822	1,080,804	854,762	2,738,780	65,000	0	701,320	0	961,049	80,000	0
2020 Other Revenues (grants, reimbursement, etc.)	70,000			88,000	23,595		11,220					56,000		101,000
2019 EOY Fund Balances (Audit)	1,242,907	82,713	0	0	17,487	179,676	8,496,887	22,047	5,721	89,991	496,702	73,849	10,173	0
Estimated Year End 2020 Expenditures/Encumbrances	(906,290)	(347,000)	(72,000)	(673,618)	(1,030,603)	(529,262)	(2,280,069)	(65,000)		(312,282)		(941,996)	(80,000)	(101,000)
2020 Fund Transfers In	512,898													
2020 Fund Transfers Out				(27,204)	(91,283)	(505,176)		(22,047)		(479,029)		(148,902)	(10,173)	
Estimated 2020 Carry Over (Fund Balance)	2,008,072	201,045	342,000	0	0	0	8,966,818	0	5,721	0	496,702	0	0	0

	FUND 300 - CAPITAL PROJECTS												
	3106	3140	3145	3146	3147	3148	3149	3150	3152	3153	3155	31XX	3500
	Six Mile Marsh Prairie Restoration	Taft/Legion Lake	Blake Road Stormwater Mgmt	Cottageville Park	Arden Park Stream Restoration	FEMA Flood Repairs	Highway 101 Causeway	Meadowbrook Golf Course	SWLRT Trail Connection	Wasserman West	Minneapolis Stormwater	Wassermann Internal Load Mgmt	Responsive CIP
2021 LEVY DETAILS													
2021 Budgeted Expenditures	175,000	0	3,871,500	324,954	35,898	9,000	0	200,673	255,000	53,603	250,000	157,950	0
Other Revenue													
Interest													
Partner Funds													
Grants			482,500							33,941		142,360	
Reimbursements/Other													
2021 Budgeted Expenditures less Other Revenue	175,000	0	3,389,000	324,954	35,898	9,000	0	200,673	255,000	19,662	250,000	15,590	0
2020 Estimated Carry Over <i>(from row 25)</i>	175,000	0	2,526,308	324,954	51,248	9,000	0	513,353	255,000	39,137	640,373	51,180	250,000
Assigned Funds (carried to future years, levy neutral)					15,350			312,680	255,000	19,475	482,850	35,590	250,000
Unassigned Funds (levy reduction)	175,000	0	2,526,308	324,954	35,898	9,000	0	200,673	0	19,662	157,523	15,590	0
Recommended 2021 LEVY (considering carryover)	0	0	862,692	0	0	0	0	0	255,000	0	92,477	0	0
2020 CARRYOVER DETAIL													
2020 Budget	175,000	171,905	2,500,000	276,000	41,898	9,000	0	400,000	0	2,387,728	0		0
2020 Tax Revenue	67,500	171,905	0	276,000	35,860	0	0	0	0	62,302	0		0
2020 Other Revenues (grants, reimbursement, etc.)			12,500		112,604		30,000			2,002,000			
2019 EOY Fund Balances (Audit)	125,000	4,237	2,647,308	55,854	245,290	202,631		513,353	0	208,894	250,000		250,000
Estimated Year End 2020 Expenditures/Encumbrances	(17,500)	(171,905)	(133,500)	(6,900)	(417,663)	(40,000)	(38,633)	0	0	(2,362,500)	0	(20,000)	0
2020 Fund Transfers In					75,157		8,633			255,000	128,441	390,373	71,180
2020 Fund Transfers Out		(4,237)				(153,631)							
Estimated 2020 Carry Over (Fund Balance)	175,000	0	2,526,308	324,954	51,248	9,000	0	513,353	255,000	39,137	640,373	51,180	250,000

Attachment 11 - DRAFT Transfer Summary

Fund Code	Fund Name	Transfer In	Transfer Out	Notes
1002	General Operations	\$ 512,898		Transfer of net program carryover to Operations reserves
2001	Permit Administration		\$ (27,204)	Transfer out of estimated program carryover to CIP
2002	Planning & Projects		\$ (91,283)	Transfer out of estimated program carryover to CIP
2003	Project Maint. & Land Mgmt		\$ (505,176)	Transfer out of estimated program carryover to CIP
2007	Rule Revisions		\$ (22,047)	Transfer out of estimated program carryover to CIP
3140	Taft/Legion Lake		\$ (4,237)	Fund to be closed and future debt service paid out of Capital Finance (Fund 2004)
3147	Arden Park Stream Restoration	\$ 75,157		Transfer in of program carryover to support 2021 CIP
3148	FEMA Flood Repairs		\$ (153,631)	Project complete and fund to be closed
3149	Highway 101 Causeway	\$ 8,633		Transfer in of program carryover to support 2021 CIP
3152	SWLRT Trail Connection	\$ 255,000		Transfer in of program carryover to support 2021 CIP
3153	Wasserman West	\$ 128,441		Transfer in of program carryover to support 2021 CIP
3155	Minneapolis Stormwater	\$ 390,373		Transfer in of program carryover to support 2021 CIP
31XX	Wassermann Internal Load Mgmt	\$ 71,180		Transfer in of program carryover to support 2021 CIP
4002	Outreach		\$ (479,029)	Transfer out of estimated program carryover to CIP
5001	Research & Monitoring		\$ (148,902)	Transfer out of estimated program carryover to CIP
5005	AIS Program		\$ (10,173)	Fund to be closed
Totals		\$ 1,441,682	\$ (1,441,682)	

Attachment 12 - MCWD 2021 Compensation Structure

Title	Grade	Min	Mid	Max
District Administrator	21	\$ 100,972.25	\$ 121,166.70	\$ 141,361.15
Project Planning Manager	19	\$ 88,193.07	\$ 105,831.69	\$ 123,470.30
Policy Planning Manager	18	\$ 82,423.43	\$ 98,908.12	\$ 115,392.80
Research and Monitoring Program Manager	17	\$ 77,031.24	\$ 92,437.49	\$ 107,843.74
Communications and Education Manager	17	\$ 77,031.24	\$ 92,437.49	\$ 107,843.74
Operations Manager	17	\$ 77,031.24	\$ 92,437.49	\$ 107,843.74
Permitting Program Manager	17	\$ 77,031.24	\$ 92,437.49	\$ 107,843.74
Project and Land Manager	17	\$ 77,031.24	\$ 92,437.49	\$ 107,843.74
Planner-Project Manager	16	\$ 71,991.82	\$ 86,390.18	\$ 100,788.54
Aquatic Ecologist	15	\$ 67,282.07	\$ 80,738.49	\$ 94,194.90
Policy Planning Coordinator	14	\$ 62,880.44	\$ 75,456.53	\$ 88,032.62
Project and Land Management Technician	13	\$ 58,766.77	\$ 70,520.12	\$ 82,273.47
Permitting Technician	12	\$ 54,922.21	\$ 65,906.65	\$ 76,891.10
Research and Monitoring Coordinator	12	\$ 54,922.21	\$ 65,906.65	\$ 76,891.10
Education and Engagement Coordinator	12	\$ 54,922.21	\$ 65,906.65	\$ 76,891.10
Operations Coordinator	11	\$ 51,329.17	\$ 61,595.00	\$ 71,860.84
Research and Monitoring Technician	11	\$ 51,329.17	\$ 61,595.00	\$ 71,860.84
Communications Coordinator	11	\$ 51,329.17	\$ 61,595.00	\$ 71,860.84
GIS Technician	11	\$ 51,329.17	\$ 61,595.00	\$ 71,860.84
Permitting Assistant	9	\$ 44,832.89	\$ 53,799.46	\$ 62,766.04
Research and Monitoring Field Assistant	8	\$ 41,899.89	\$ 50,279.87	\$ 58,659.85

*Adjusted 2.5% from adopted 2020 pay structure based on Bureau of Labor Statistics Employment Cost Index, per MCWD Compensation Policy