



Title: Authorization to Implement Human Resource Adjustments

Resolution number: 20-046

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Recommended action: Authorize the District Administrator to make adjustments to position classification and compensation in Research and Monitoring, and interim adjustments to compensation within Operations, and Geographic Information Systems.

Schedule: June – July 2020 : Implement adjustments within Research and Monitoring
June – July 2020 : Implement interim adjustments to Operations and GIS
July – Aug 2020 : Evaluate needs within Project Maintenance & Land Management
Nov – Dec 2020 : Reevaluate long term solutions in Operations and GIS
Jan – Feb 2021 : Implement long term adjustments in PMLM, Operations and GIS

Past Board action:

August 24, 2017	Approve Organizational Restructure
Res # 18-011	Authorization to contract with Springsted to conduct classification and compensation study
Res # 19-012	Adoption of MCWD Compensation Policy
Res # 19-013	Authorization to implement MCWD’s Classification and Compensation Plan

Background:

In August 2017, the Minnehaha Creek Watershed District (MCWD) Board of Managers approved a revised organizational structure (Attachment 1 – 2017 Organizational Chart) as part of a significant effort to strategically realign.

Complementing the structural changes included work to draft all new position descriptions, classifying those positions using a systematic evaluation tool, and developing a market based compensation plan and policy for implementation. This work was completed by the Administrator in close coordination with the Board of Managers. The resulting, or current, organizational chart is attached (Attachment 2 – 2020 Organizational Chart).

As a part of this comprehensive effort to focus MCWD's human resources, and to clarify operational aspects, the Board of Managers adopted a Compensation Policy which outlines in part that:

- The Administrator will routinely assess the District's human resource needs against the organization's strategic objectives, in coordination with program managers.
- The Administrator and Board of Managers will evaluate and prioritize recommendations through an organizational lens.
- Recommendations may range from individual position reclassification, the creation of new positions, or departmental/organizational realignment.
- Positions affected by any recommendations will be evaluated using the Systematic Analysis and Factor Evaluation (SAFE) system, and placed within the District's compensation structure.
- The Board of Managers must approve the fiscal and organizational impact of recommended changes.

Pursuant to provisions within the Compensation Policy, on May 14, 2020 the MCWD Operations and Programs Committee discussed a range of emerging human resource needs and recommended changes to the District's organizational chart. Summarized below.

Subsequently, on May 28, 2020, the Planning and Policy Committee reviewed the fiscal impacts associated with the proposed human resource adjustments.

Summary of Proposed Human Resource Adjustments:

The following adjustments to MCWD's organizational chart were reviewed on May 14, 2020.

Outreach (formerly Communications and Education):

Structural changes to the Outreach program were approved by the Board of Managers (Resolution 20-018) on February 27, 2020, under the umbrella of approving the strategic direction for MCWD's outreach. The implementation plan called for the following changes:

- A reduction from four (4) full-time employees (FTE) to three (3) FTE:
 - A Program Manager position
 - A Graphic Design – Web Specialist position
 - An Engagement Planner position

These positions are to all be filled competitively, beginning with the Program Manager. However, recruitment and hiring of these positions has been delayed due to COVID-19. It is hoped that the Program Manager position will be filled by August 2020.

Meanwhile, the program is operating with 1.75 FTE, with existing staff in what will be the Engagement Planner position, and a temporary employee acting as an Interim Lead for the program.

Research and Monitoring (R&M):

During the 2018 restructuring, aquatic invasive species and monitoring functions were consolidated into one Research and Monitoring Program – responsible for driving data collection and analysis that supports the District's emphasis on capital project implementation.

This involved a complete restructuring, resulting in the following positions:

- Program Manager
- Aquatic Ecologist
- Coordinator
- Technician
- Assistant
- Seasonal Assistant

The intent of the downscaling was to re-baseline the program against the new strategic direction, and to reassess in the future – building on proven results.

A current evaluation of the program reveals a relatively vertical/hierarchical structure, with each position sitting at a different classification within the District's compensation framework. In addition, MCWD's recent work has demonstrated a proven need for organizational capabilities in the area of hydrology and hydraulics.

The District, in coordination with Hennepin County, is deploying a real-time sensor network (RESNET) to monitor flow. RESNET is planned to be paired with machine learning to further optimize the operation of Gray's Bay Dam. R&M is also leading an organizational effort to build a new 2D hydrologic, hydraulic and pollutant loading model, to support project planning and implementation goals. The new alignment of R&M has also revealed significant project performance monitoring and analytical needs (e.g. 325 Blake, Wassermann, Minnehaha Parkway).

To address the organization's needs for higher level analytical capabilities, and to flatten the department structure, the following changes are recommended:

- Reclassify the Coordinator position up to a Hydrologist
- Reclassify the Assistant position up to a Technician

These proposed changes would increase the expectations and responsibility of the current Coordinator and Assistant positions, allowing planning and analytical work that currently resides with the Program Manager to be delegated down – thereby expanding the organization's capabilities within this area of need. These changes would be made within 2020.

Project Maintenance and Land Management (PMLM):

PMLM's function is to maintain the District's investments in land and capital improvements, ensuring projects continue to provide the water quantity/quality, ecological, and community benefits that were originally designed. This work is central to supporting the District's overall strategy of implementing high-impact capital improvements. This was an area flagged for future growth in 2017, as the District continues to expand its portfolio of capital projects requiring inspection and maintenance.

This function sits within Project Planning. Administering this program, includes:

- Bi-annual inspections of the District's 70+ sites
- Implementing maintenance for infrastructure, stormwater facilities, and vegetation
- Operation of Gray's Bay Dam
- Advising on future capital project planning
- Planning/policy work related to program implementation.

Currently this work is conducted by a Technician, with guidance from a Project and Land Manager. Current evaluations of program needs show that this area is under capacity. A more detailed assessment of the program will be provided at a subsequent meeting in 2020.

Efficiencies can be gained through changes in policy, prioritization, and deployment of asset management technology solutions – freeing up to 10% of an FTE per year. However, the following needs will continue to outpace current capacity:

- Sizable capital projects moving out of warranty and into PMLM (e.g. Arden Park)
- Dedicated time to address project performance issues (e.g. Preserve Boardwalk)
- Relocation of carp barrier maintenance responsibilities from R&M into PMLM
- Integrating inspection and maintenance of previously funded cost share projects into PMLM

To address these needs, the following changes are recommended:

- Create an additional PMLM Technician position

This change would be implemented in 2021.

Operations and GIS:

MCWD Operations is responsible for supporting and optimizing the execution of MCWD's core strategy, the delivery of capital projects that produce measurable improvement in the watershed and policy change that improves the District's operating environment by bridging land-use and water planning. Work within operations encompasses the following areas:

- Facility Management
- Human Resources
- Finance and Accounting
- Administration
- Information Technology

Most recently this work has been conducted by (three) 3 FTE, across the following positions:

- Administrator
- Operations Manager
- Operations Coordinator

However, since February 22, 2020 the Operations Manager position has been vacant. Preceding this vacancy, significant effort was undertaken by staff and the Board to develop new systems and policies to improve the focus, efficiency and clarity within MCWD operations. Changes have been made in every category of work.

Since the beginning of March staff have been evaluating how much more systemic improvement may be required moving forward within operations, and whether the District should backfill the Operations Manager position.

The final area of significant planning, investment and improvement is in information technology (IT). Therefore, as part of the evaluation of operations, staff have also reevaluated the role of technology within the organization and where oversight of technology planning and management should be located.

Work in the area of IT involves generating value in the form of strategic outputs for the District, by aligning technology with the organization's business strategy, and managing all IT resources according to the District's priorities and needs. This includes tangible resources like networking hardware, computers and people, as well as intangible resources like software and data.

Recently the District has developed clearer plans for acquiring technology, as a strategic investment that builds out the District's data driven culture. In this context, the asset to MCWD is not necessarily the technology but the data, the resulting information, and the strategic insights they yield.

Through this work, Geographic Information Systems (GIS) emerged as a hub through which all District data flows – making it central to the District's goal of becoming a data driven culture. In that regard, there is strategic sense in charging GIS with the responsibilities of "chief data officer" for the District – maintaining a full field of vision for all of the data that passes through the District, where data comes from, how it is pipelined through technology solutions, how that data can be translated into usable information and serve a strategic value when probed to answer deep questions and reveal new insights for the organization.

In this posture GIS would be responsible for stewarding MCWD's data, and analyzing it to facilitate decision making and communications, in collaboration with other key program staff. These responsibilities are integrally linked with planning and decision making related to the District's information technology infrastructure – network hardware, individual machines, software solutions, license renewal, etc.

Therefore it is recommended that responsibilities associated with IT be integrated into GIS, ensuring operational decisions related to technology always remain driven by the value of strategic outputs they will generate. This will require the following changes:

- Reclassify the GIS Technician position up to GIS Coordinator

The relocation of IT out of Operations into GIS comes with the following considerations:

- Potentially consolidating remaining operations functions between the Administrator and an Office Manager, thereby eliminating the Operations Manager position.
 - This would require the reclassification of the Operations Coordinator up to Office Manager.
- The need to develop clear organizational expectations and frameworks to ensure GIS remains strategically focused, and does not drift into a technology support role.
- The long-term growth these changes may catalyze within GIS:
 - While GIS is an area of projected growth for MCWD, relocation of IT duties into GIS may accelerate the need for additional capacity in this area.
 - Additional capacity may take the form of a new GIS Technician within the next 24-48 months, and the reclassification of the existing GIS position up to a GIS Manager.

It is recommended that, to allow for additional assessment, the Operations Manager position be left vacant through 2020, while Operations and GIS staff absorb the work on an interim basis and continue the evaluation. This recommendation would be accompanied with an interim adjustment in classification and salary for the remainder of 2020 for the GIS Technician and Operations Coordinator.

Conclusion and Recommendation:

The need for these changes, depicted in Attachment 3 – Potential Organizational Chart, were discussed at the May 14, 2020 OPC Meeting. The fiscal impact of these changes were reviewed at the May 28, 2020 PPC Meeting.

At the June 11, 2020 Board Meeting, the Board of Managers will be asked to authorize the Administrator to implement the following changes:

- Research and Monitoring
 - Reclassification of R&M Coordinator position to Hydrologist
 - Reclassification of R&M Field Assistant position to R&M Technician
- Operations and GIS
 - Interim adjustment to 2020 compensation for GIS Technician for completion of IT duties
 - Interim adjustment to 2020 compensation for Operations Coordinator for completion of Operations duties

The following changes would be made in 2021, pending additional Board discussion in 2020:

- GIS
 - Relocation of IT duties into GIS
 - Reclassifying the GIS Technician position to a GIS Coordinator
- Operations
 - Eliminating the Operations Manager position
 - Reclassifying the Operations Coordinator to an Office Manager
- Project Maintenance and Land Management
 - Addition of a new PMLM Technician position

Supporting documents (list attachments):

- Attachment 1 – 2017 Organizational Chart
- Attachment 2 – 2020 Organizational Chart
- Attachment 3 – Proposed Organizational Chart



RESOLUTION

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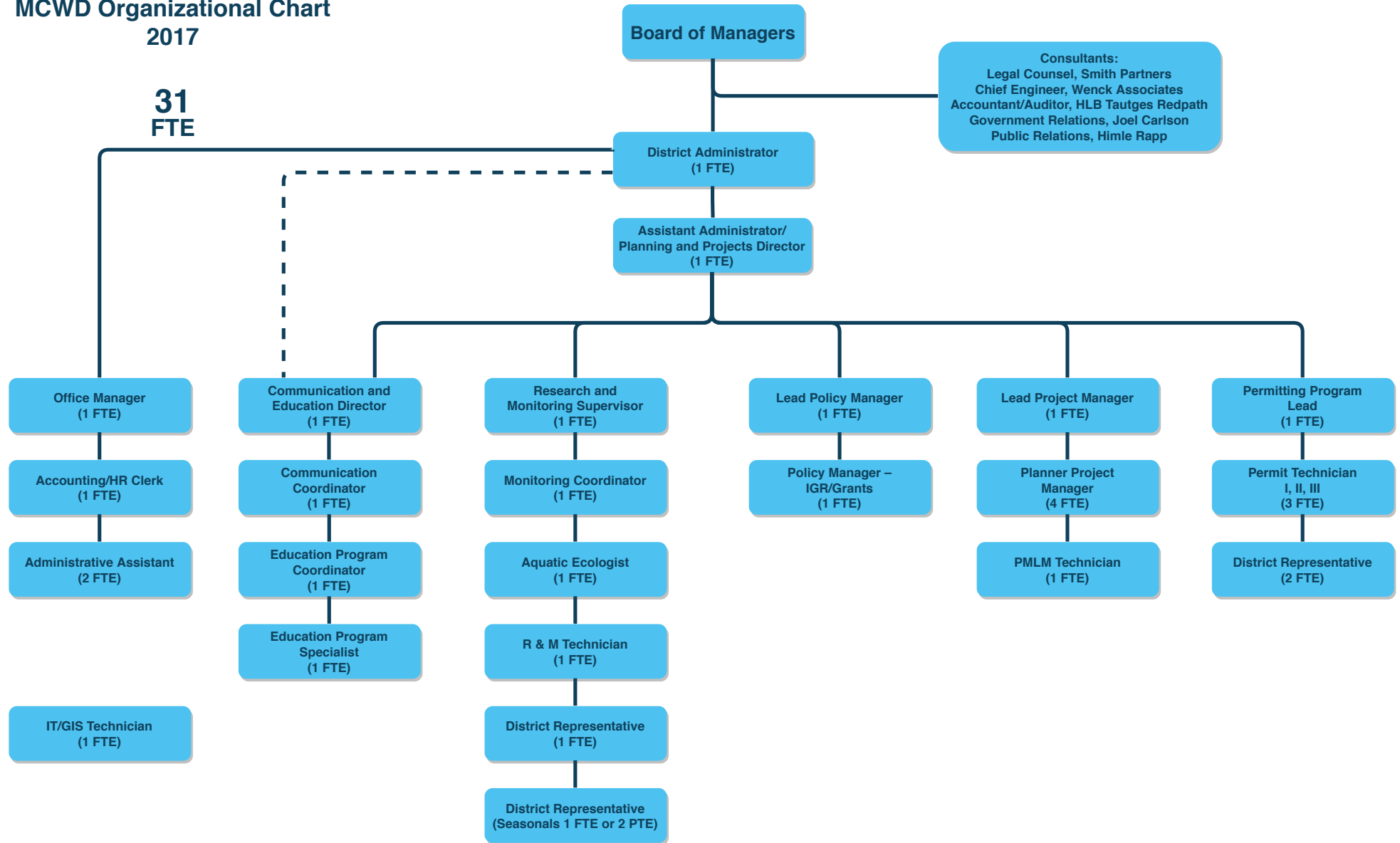
- WHEREAS, in 2017, the Board of Mangers approved an organizational restructure.
- WHEREAS, in 2018, the Board of Managers directed the development of a comprehensive classification and compensation plan for the organization.
- WHEREAS, in 2019, the Board of Managers adopted a Compensation Policy, outlining a requirement to routinely asses the District’s human resource needs against strategic objectives.
- WHEREAS, at the May 14, 2020 Operations and Programs Committee, human resource needs and recommendations were discussed across Research and Monitoring, Operations, GIS, and Project Maintenance and Land Management.
- WHEREAS, at the May 28, 2020 Planning and Policy Committee, the fiscal impact of the proposed human resource changes were reviewed.
- WHEREAS, the MCWD’s Compensation Policy states that the Board of Managers must approve the fiscal and organizational impact of recommended human resource changes.
- WHEREAS, the recommended changes, summarized in the attached Proposed Organizational Chart, include adjustments in 2020 to classification and compensation of Research and Monitoring positions and interim adjustments to compensation of Operations and GIS positions.
- WHEREAS, permanent adjustments in Operations, GIS and Project Maintenance and Land Management will be made in 2021 pending additional discussion by the Board of Managers in 2020.

NOW, THEREFORE, BE IT RESOLVED that the Minnehaha Creek Watershed District Board of Managers hereby authorizes and directs the Administrator to utilize the systematic analysis factor evaluation (SAFE) system to make adjustments in classification and compensation to the Research and Monitoring Coordinator and Assistant positions; and to make interim adjustments to 2020 compensation for the GIS Technician and Operations Coordinator positions.

Resolution Number 20-046 was moved by Manager _____, seconded by Manager _____. Motion to adopt the resolution ___ ayes, ___ nays, ___ abstentions. Date: [Click here to enter a date.](#)

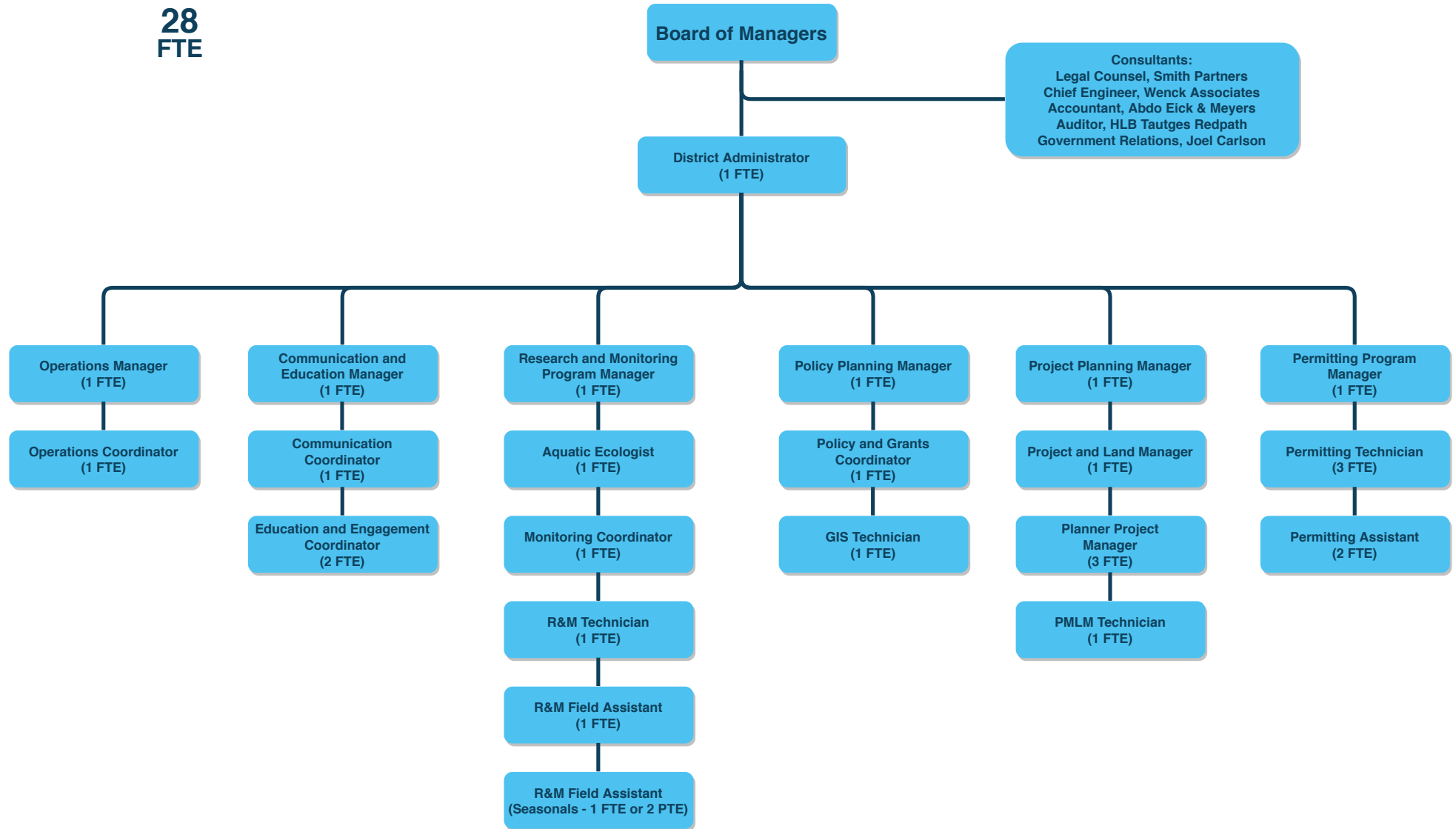
Secretary Date: _____

MCWD Organizational Chart 2017



Implemented MCWD Organizational Chart

**28
FTE**



**Proposed Changes
MCWD Organizational Chart
Draft - May 14, 2020**

**27
FTE**

