



Title: Authorization to Reclassify Operations and GIS Positions

Resolution number: 20-100

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Recommended action: Authorize the District Administrator to use the District's Systematic Analysis of Factor Evaluation (SAFE) to reclassify existing positions within Operations and GIS

Schedule: Effective January 1, 2021

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
Res # 20-046	Authorization to Implement Human Resources Adjustments

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 organizational chart is attached (Attachment 2 – 2020 Organizational Chart).

At the May 14, 2020 Operations and Programs Committee (OPC), as part of the 2021 MCWD Budget development, the Board of Managers reviewed the organizational structure, and a suite of potential human resource changes (Attachment 3 – Draft Organizational Chart). These changes included:

1. Research and Monitoring
 - Reclassification of R&M Coordinator position to Hydrologist
 - Reclassification of R&M Field Assistant position to R&M Technician
2. Project Maintenance and Land Management
 - Addition of a new PMLM Technician position
3. Operations and Geographic Information Systems (GIS)
 - Relocation of IT duties from Operations, into GIS
 - Reclassifying the GIS Technician position to a GIS Coordinator
 - Potential consolidation of operations duties, by:
 - Eliminating the Operations Manager position
 - Reclassifying the Operations Coordinator to an Office Manager

On June 11, 2020 the MCWD Board of Managers approved resolution 20-046 authorizing the District Administrator to implement #1 above.

At the August 13, 2020 OPC Meeting the Board of Managers reviewed a strategic evaluation of the Project Maintenance and Land Management Program, and subsequently incorporated the addition of a new PMLM Technician Position (#2 above) into the 2021 budget.

Resolution 20-046 also authorized the Administrator to make interim adjustments to compensation to facilitate a trial evaluation of #3 above, IT/GIS/Operations, through 2020. The potential relocation of IT into GIS, and the consolidation of Operations, was evaluated in 2020 and the findings and recommendation presented for discussion at the December 3, 2020 OPC. The Committee was supportive of the recommendation being advanced for formal consideration by the Board of Managers at the December 17, 2020 meeting.

Recommendation:

Based on the 2020 evaluation, staff recommends that the interim structure be carried forward, and that:

- IT responsibilities be integrated into GIS
 - The GIS Technician position be reclassified as a GIS Coordinator
- Operations responsibilities be consolidated, and that the vacant Operations Manager position not be filled
 - The Operations Coordinator be reclassified as an Office Manager

Findings

The evaluation through 2020 yielded the following findings, discussed with the OPC on December 3, 2020:

Integrating IT and GIS is strategically beneficial:

- Integrating information technology functions with GIS poses significant upside in terms of strategic alignment. Planning and decision making for IT infrastructure and vendor support services will be enhanced by integrating these functions with the mission driven data analytical functions housed in GIS. Geographic Information Systems staff are charged as MCWD's data stewards, and are responsible for understanding what the District is working to accomplish, what questions need answering to support that work, and what data needs collecting and analyzing to answer those questions. Aligning infrastructure and vendor support with this strategic perspective will ensure future investments remain mission critical, and support the District's workflow.

An IT-GIS framework is needed to clearly delineate the labor between staff and vendors:

- A clear strategic framework should be developed, delineating the goals of GIS/IT and how those goals will be achieved through a division of labor between staff and the respective IT vendors (managed service provider, database vendors, and strategic IT advisors). This will mitigate the risk of the GIS position drifting towards "help desk" functions over time.

GIS is a projected area of growth. Approving this recommendation will accelerate that timeline:

- GIS is already an area of projected growth for MCWD. The relocation of IT duties into GIS will likely accelerate the need for additional capacity within this area. Over time GIS may need to be carved out of Planning into its own organizational workgroup, led by staff with a specialized competence in GIS-IT. This might be achieved by the GIS Coordinator position being reclassified as a GIS Manager with supporting capacity folded in below.

Professional development must be prioritized in Operations, but the capacity exists to manage the transition.

- Additional growth and professional development will be needed in Operations, before all of the functional needs will be completely fulfilled by available skill sets. Until then, Operations functions will increase the draw on the Administrator's time. Assuming Board-Administrator expectations are calibrated around needs within Operations, this is expected to be manageable.

Conclusion and Next Steps:

Early in 2020 the Board asked the District Administrator to evaluate Operations, GIS and IT on an interim basis, and report findings and recommendations in December. Findings and recommendations were discussed with the OPC on December 3, 2020. The OPC was supportive of the recommendations being advanced for formal Board consideration on December 17, 2020.

This RBA and resolution summarizes those findings and recommends the Board of Managers authorize the Administrator to reclassify GIS and Operations positions as follows:

- The GIS Technician position be reclassified as a GIS Coordinator
- The Operations Coordinator be reclassified as an Office Manager

Supporting documents (list attachments):

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



RESOLUTION

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Title: Authorization to Reclassify Operations and GIS Positions

- 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, MCWD’s Operations, GIS and IT functions were reorganized and evaluated on an interim basis between May and December 2020.
- WHEREAS, findings from this evaluation were presented at the December 3, 2020 OPC, and included:
- Integrating IT and GIS is strategically beneficial
 - An IT-GIS framework is needed to clearly delineate the labor between staff and vendors
 - GIS is a projected area of growth, and approving this recommendation will accelerate that timeline
 - Professional development must be prioritized in Operations, and capacity exists to manage the transition
- WHEREAS, recommendations from this evaluation were presented at the December 3, 2020 OPC, including:
- The GIS Technician position be reclassified as a GIS Coordinator
 - The Operations Coordinator be reclassified as an Office Manager
- WHEREAS, the OPC supported advancing the recommendation for formal Board consideration at the December 17, 2020 Meeting.
- WHEREAS, the Board of Managers has reviewed the evaluation, findings and recommendations.

NOW, THEREFORE, BE IT RESOLVED that the Minnehaha Creek Watershed District Board of Managers hereby authorizes the Administrator to utilize the systematic analysis factor evaluation (SAFE) system to make adjustments in classification and compensation, adjusting the GIS Technician to a GIS Coordinator and Operations Coordinator to an Office Manager.

Resolution Number 20-100 was moved by Manager _____, seconded by Manager _____. Motion to adopt the resolution ___ eyes, ___ nays, ___ abstentions. Date: 12/17/2020

 Secretary Date: _____