



Title: GIS-IT and Operations Staffing

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Purpose:

To summarize the findings and recommendation related to MCWD's evaluation of IT/GIS/Operations in 2020.

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 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.

Evaluation of GIS-IT and Operations:

The potential relocation of IT into GIS, and the consolidation of Operations, was evaluated in 2020 with the following considerations:

- Will the relocation of duties enhance the strategic alignment of MCWD's mission driven workflow?
- Can the functional needs of MCWD's IT and Operations duties be fulfilled with the available skill sets?
- Is the anticipated workload manageable with the proposed staffing levels?
- What are the potential unanticipated consequences, and could the changes cause a drift in positional focus?
- Are the individuals impacted by the change committed to implementing the proposed structure?
- What are the mid-long term staffing and organizational structure considerations

Recommendation and Findings:

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:

- GIS is already an area of projected growth for MCWD. 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, with the GIS Coordinator position being reclassified as a GIS Manager with supporting capacity folded in below.
- 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, strategic IT advisors). This will mitigate the risk of the GIS position drifting towards "help desk" functions over time.
- 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.

December 3, 2020 and Next Steps:

At the December 3, 2020 Board Meeting, staff will provide an overview of the evaluation of GIS/IT/Operations, the aforementioned recommendation, and findings.

Pending Board discussion, staff's recommendation will be brought back in a resolution for Board consideration on December 17, 2020, for implementation on January 1, 2021.

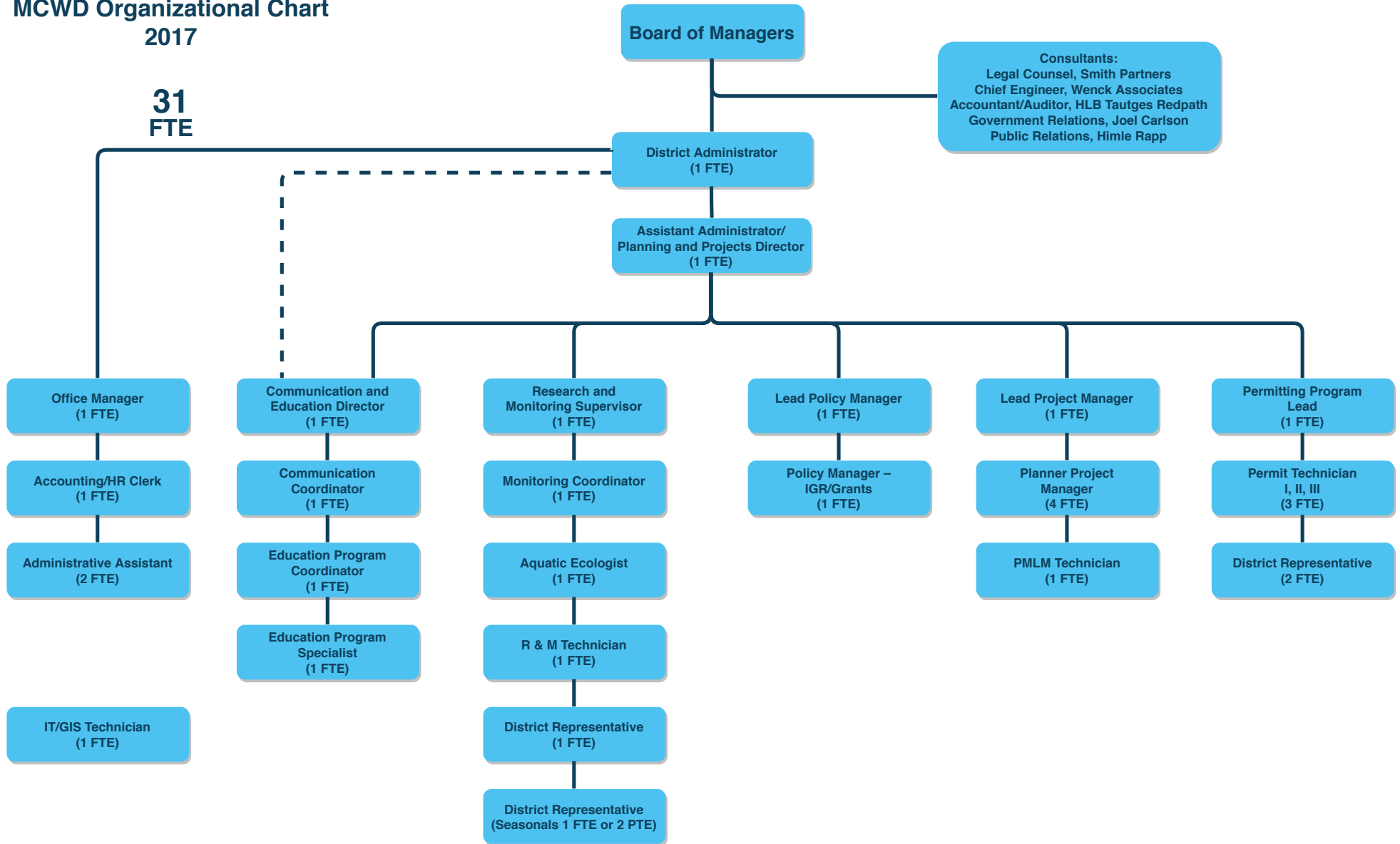
Supporting documents (list attachments):

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

If there are questions in advance of the meeting, please contact James Wisker at Jwisker@minnehahacreek.org or 952.641.4509

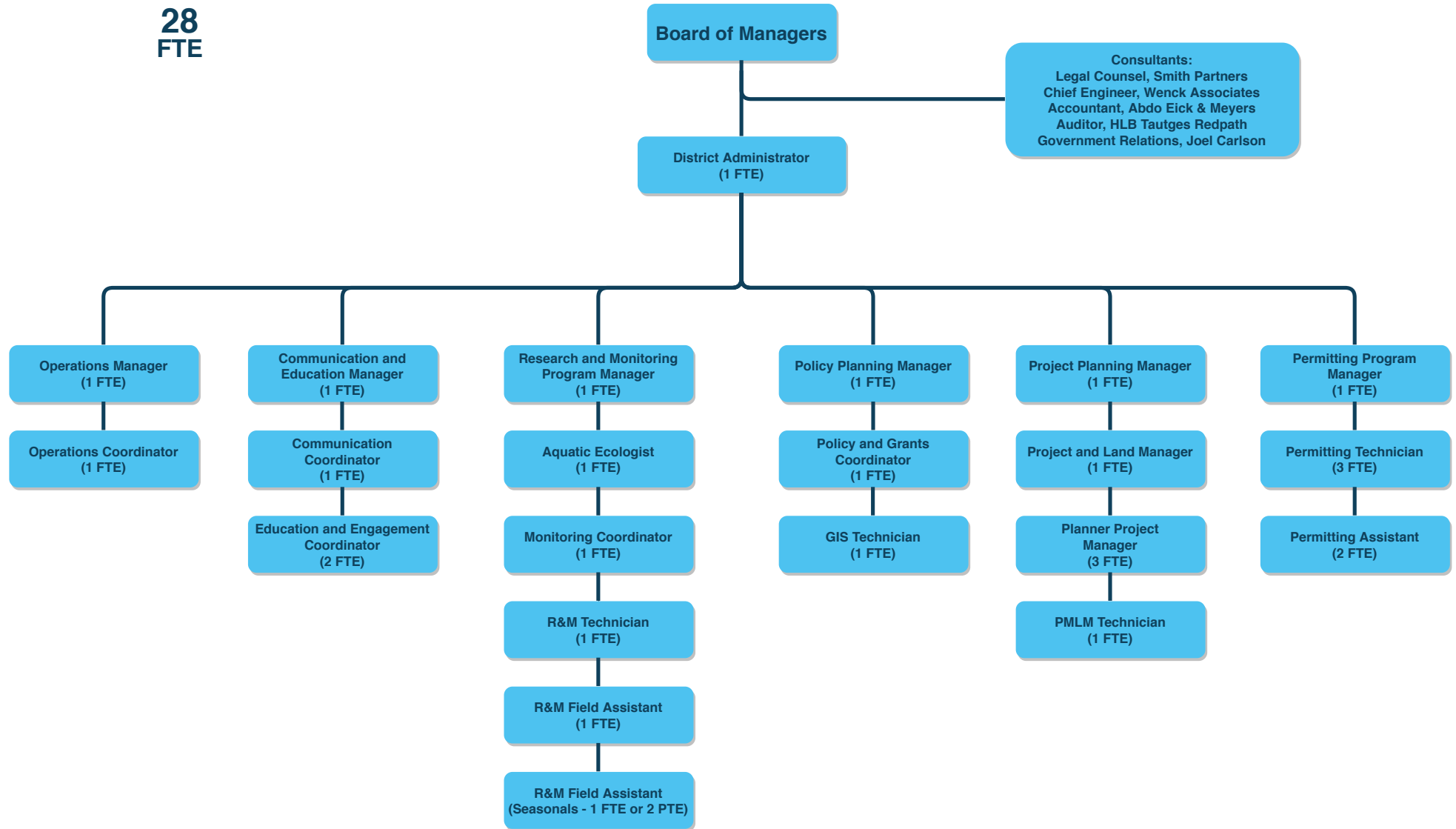
MCWD Organizational Chart 2017

**31
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Implemented MCWD Organizational Chart

**28
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**Proposed Changes
MCWD Organizational Chart
Draft - May 14, 2020**

**27
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