



Date: November 10, 2016
To: MCWD Board of Managers
From: James Wisker
Subject: November 10, 2016 Strategic Human Resources Planning Discussion

Purpose:

To frame the November 10, 2016 discussion on strategic human resource planning.

Background:

The Minnehaha Creek Watershed District (MCWD) is currently undertaking a strategic evaluation of the organization, its programs and initiatives, with a goal of increasing organizational effectiveness. This will be accomplished by:

1. Defining and aligning the purpose of programs around the revised mission and goals.
2. Prioritizing initiatives within programs
3. Prioritizing programmatic initiatives across the organization
4. Prioritizing and allocating resources within and across programs

As identified above, once program purposes are defined and initiatives are organizationally prioritized and aligned with the MCWD's mission and goals, step 4 will require that complementary operational plans be developed to successfully implement the organization's strategic objectives.

As the organization decides where it is going in 1, 2, and 5 years, it must develop financial, technological and human resource strategies to get there. These resources must be thoughtfully prioritized and deployed within and across District programs in a manner that best supports the strategic direction of the organization.

A human resources plan represents a critical component in operationalizing the strategic direction of the organization. A human resources roadmap will guide and provide a benchmark for future decisions, ultimately ensuring that the right people, in the right amount, with the right skills, are in the right place, at the right time, to deliver on the organizational expectations that have been established.

Attached is a draft scope of services document, drafted in consultation with the MCWD Human Resources Task Force (Manager Becker and Manager Olson).

On Thursday November 10, 2016 MCWD Staff will review the draft scope of services and facilitate a discussion with the Board of Managers.

If you have questions in advance of the meeting, please contact James Wisker at 952-641-4509 or Jwisker@minnehahacreek.org

We collaborate with public and private partners to protect and improve land and water for current and future generations.

DRAFT Scope of Work Report
November 7, 2016
Strategic Human Resources Planning

1. PURPOSE:

To frame a scope of professional services to assist the Minnehaha Creek Watershed District (MCWD or District) in developing a human resources plan that complements the organizational goals and priorities established through the strategic planning process currently underway.

2. GENERAL BACKGROUND:

The Minnehaha Creek Watershed District (MCWD) is currently undertaking a strategic evaluation of the organization, its programs and initiatives, with a goal of increasing organizational effectiveness. This will be accomplished by:

1. Defining and aligning the purpose of programs around the revised mission and goals
2. Prioritizing initiatives within programs and defining intra-program coordination
3. Prioritizing programmatic initiatives across the organization
4. Prioritizing and allocating resources across and within programs

As identified above, once program purposes are defined, and initiatives are organizationally prioritized and aligned with the MCWD's mission and goals, step 4 will require that complementary operational plans be developed to successfully implement the organization's strategic objectives. An organizational human resources plan will be a critical operational component of the District's strategic plan.

The District's strategic planning process has been divided into three phases:

1. Issue Identification
2. Analysis and Decision Making
3. Operationalizing Strategic Decisions

Attachment A, *Phase II – Analysis and Decision Making*, describes Phase I – Issue Identification, and outlines a framework and process for analyzing issues and making decisions in Phase II. As outlined in this document, organizational issues identified in Phase I were distilled into themes and divided into the following categories:

1. **Program Purpose / Direction** – determining the fundamental purpose for the program and its general policy orientation.
2. **Coordination** – exploring how programs support and complement each other and ways to improve cross-departmental communication and collaboration.
3. **Operational** – analyzing issues related to resource allocation, departmental structure, staffing, operational efficiencies, and resource needs.

The organizational issues identified, divided programmatically into the categories listed above, are included in Attachment B, *Issue Identification* document.

After clearly defining program purpose, and establishing programmatic and organizational priorities, operational changes must be made to successfully implement strategic decisions. Human resource planning is a critical component in successfully operationalizing the priorities established by the MCWD Board of Managers. As outlined in *Phase II – Analysis and Decision Making* (Attachment A), strategic human resource planning is essential to ensure the “right” people, in the right amount, with the right skills, are positioned in the right place, at the right time, to accomplish organizational priorities.

Developing such a plan will require the MCWD to:

1. Identify organizational priorities over time
2. Identify the staffing and skills needed to fulfill those priorities
3. Scan the organization to determine if the staffing and skills are currently present
4. Determine which staff and skills should be recruited, restructured or trained
5. Develop complementary human resources systems (retention, compensation, performance, etc.)

In 2014, to address historic issues with the District’s compensation framework and to begin strategically planning for human resources, MCWD contracted with Springsted Incorporated to develop a job Classification and Compensation study. The background and summary results from this report are provided in Attachment C, *Human Resources Background Memorandum*.

Given Springsted’s familiarity with the Minnehaha Creek Watershed District’s organizational structure, and job classification and compensation systems, District staff have initiated discussions to scope the professional services needed to advance a strategic human resources plan that will complement the decisions pending in the MCWD strategic planning process. Human resource planning discussions began in June 2016 with the Board of Managers who appointed a Salary Task Force. Since that time, discussions have evolved toward a the development of a strategic human resources plan.

Below, in Section 3, is the scope of work proposed.

3. PROJECT DESCRIPTION:

In conjunction with the District’s strategic planning process, the scoping of the human resources plan is proposed to be divided into three discrete phases. While all are outlined here, there is presently a higher degree of specificity for Phase I, and the completion of Phase I will drive the scoping of consultant services for Phase II and Phase III. Therefore Phase II and Phase III are not being drafted at this point in time, and will not be finally scoped or advanced until the substantial completion of Phase I, in February – March 2017. Included as Attachment D is a schedule of milestones associated with Phase I

1. Phase I – Mapping Skills, Staffing Capacity and Structure Needed to Support Organizational Priorities
2. Phase II – Human Resource Philosophy to Support the Operationalizing of Phase I
3. Phase III – Plan Delivery and Operationalizing

To complement this scoping document, and to provide preliminary guidance, Springsted has provided a memo outlining questions to assist the MCWD through Phase I of the human resource planning process. These questions are included as Attachment E

Phase I – Human Resource Strategies to Support Organizational Priorities:

Springsted will work with the MCWD Project Manager to coordinate the Project with the MCWD HR Team, Board Task Force, Planning and Policy Committee and Board of Managers to complete the following tasks:

Task 1. Develop a **needs** assessment identifying the staffing and skills needed to fulfill priorities

- Draft December 2016 – January 2017
- Final February 2017

Task 2. Perform an organizational scan to determine **existing** staffing capacities and skills

- Draft November 2016 – December 2016
- Final January 2017

Task 3. Develop **recommendations** for restructuring, retention, recruitment, training and outsourcing, to meet MCWD priorities

- Draft February 2017
- Final March 2017

These tasks are expected to clearly provide the following information:

- Capacities and skills needed, on a short, mid and long-term basis, to fulfill MCWD mission priorities
- Capacities and skills MCWD currently has
- Capacities and skills that are presently lacking to fulfill mission driven priorities
- Capacities and skills that can be fulfilled through additional training and investment in personnel
- Capacities and skills that can be optimized through organizational restructuring strategies
- Capacities and skills that should be prioritized for recruited
- Capacities and skills that should be prioritized for retention
- Capacities and skills that can be fulfilled by outsourcing

Work will follow the following task descriptions described below, with project scope, schedule and budget to be managed by the MCWD Project Manager. Additional tasks may be determined to be necessary, by the District, during the process and will be directed by the MCWD Project Manager following an internal determination as to the need and effect on the project schedule and budget. Such “out of scope” work will be billable at an hourly rate of \$X/hour and will be directed in writing by the MCWD Project Manager, following written agreement between MCWD and Springsted on the revised scope, and impact to the schedule and budget.

The major tasks described above will be accomplished through the following subtasks, described below:

Phase 1 – Background and Context:

- Springsted will coordinate with the MCWD Project Manager, MCWD Human Resource Team and Board Task Force to review and understand the background materials attached to this scope. Additional materials to be provided as needed. Complete by November 25. (4 hours).
- Springsted will work with the Project Manager to attend and facilitate an Executive Committee meeting to establish clear expectations at the initiation of the process. (1.5 hours).

Phase 1 – Task 1: Develop Human Resource Needs Assessment:

Springsted will work with the District to develop an assessment of **human resource needs**. This assessment will identify and report the human resource capacities and skills needed to meet the District's short, mid and long-term organizational priorities, as identified through the strategic planning process.

- 1.1. Springsted will attend three (3) Planning and Policy Committee Meetings to observe and participate in strategic planning discussions, focused on developing clear organizational and programmatic priorities. Springsted will work with Project Manager to determine participatory role in MCWD Planning and Policy Committee meetings. Complete December 8, December 15, January 5. (6-8 hours).

The Project Manager will provide Springsted with a synthesis of findings from the Planning and Policy Committee and subsequent Board meetings, documenting MCWD's organizational priorities and any proposed shift in departmental focus.

- 1.2. Following the completion of Task 1.1, Springsted will work with the Project Manager, and others as needed, to develop a preliminary draft document outlining **human resource capacities and skills needs** correlating to the organizational priorities identified through the strategic planning process. This document will divide human resource capacity and skills needs into short, mid and long-term timelines. Complete January 15. (10 hours).
- 1.3. Following completion of Task 1.2, Springsted will work with the Project Manager, and others as needed, to design a process to gather additional information to define the **human resource capacities and skills needed** to address organizational priorities established by the Board of Managers.
 - a. Process design will consider the gathering of information through written surveys, interviews of individual staff, Directors, Administrator and Board of Managers, and group discussion with the MCWD HR Team and Board Task Force. Process design complete December 1. (6 hours).
- 1.4. Springsted will work with the Project Manager to manage the process designed in Task 1.3, and to synthesize and document the findings in a refined final draft **human resource needs** document. This document will be refined throughout implementation of this scope and will be incorporated into the Phase I Final Report. Complete January 15. (20 hours).
- 1.5. Springsted will work with the Project Manager to present the findings documented in Task 1.4 to the Board Task Force and Policy and Planning Committee, and Board of Managers. Complete in January. (4 hours).

Phase 1 – Task 2: Organizational Scan of Existing Capacities and Skills, and Human Resource Gap Analysis:

Springsted will work with the Project Manager to design and complete an organizational scan of **existing human resource capacities and skills**. Existing human resource capacity and skills will then be evaluated against the human resource needs identified in Phase 1 – Task 1, forming the basis of a human resource gap analysis.

- 2.1. Springsted will work with the Project Manager, and others as needed, to design a process to scan the organization and document **existing human resource capacities and skills**. This information will be assembled into an organizational map of existing capacities and skills, across programs and divisions. Process design complete November 30. (6 hours).
 - a. Construction of the process will consider the use of written questionnaires, interviews of individual staff, Directors, Administrator and Board of Managers, and group discussion with the MCWD HR Team and Board Task Force.
- 2.2. Springsted will work with the Project Manager to manage the process designed in Task 2.1, to gather and information related to the District's **existing human resource capacities and skills**. Complete December 31. (20 hours).
- 2.3. Springsted will work with the Project Manager to assemble and synthesize information gathered in Task 2.2 into a preliminary draft document **mapping existing organizational capacities and skills**, divided by programs and divisional areas. Complete January 15. (8 hours).
- 2.4. Springsted will work with the Project Manager to **merge** human resource capacity and skills **needs identified in Task 1** with **existing organizational capacity and skills findings from Task 2**, to produce a preliminary draft document **outlining human resource capacity and skills gaps**. Complete January 15. (8 hours).
- 2.5. Springsted will work with the Project Manager to conduct a worksession with the MCWD HR Team and Board Task Force to review the draft gap analysis. Complete January 20. (2 hours).
- 2.6. Springsted will work with the Project Manager to present the gap analysis to the Planning and Policy Committee, and Board of Managers as needed. Complete January 30. (3 hours).

Phase 1 – Task 3: Recommendations for Recruitment, Restructuring, Retention, Training and Outsourcing:

- 3.1. Springsted will work with the Project Manager, MCWD HR Team and Board Task Force to develop a package of preliminary draft recommendations for how MCWD's human resource capacities and skills needs may be addressed through recruitment, restructuring, training and outsourcing. Complete January 30. (15 hours).
- 3.2. Springsted will work with the Project Manager to present the preliminary draft recommendations for recruitment, restructuring, retention, training and outsourcing to the MCWD Executive Committee. Complete February 9. (2 hours).
- 3.3. MCWD Project Manager will work with Springsted to finalize recommendations and to synthesize with written deliverables from previous tasks, into a Final Phase I Report. Complete February 28. (10 hours).
- 3.4. Springsted will work with the Project Manager, MCWD HR Team and Board Task Force to prepare for presentation to the Board of Managers. Complete March 9 and March 23. (5 hours).

4. Assumptions:

- The MCWD will provide Springsted answers to questions framed in Attachment E
- Project Manager will coordinate the collection and synthesis of MCWD information to Springsted
- Scope is not intended to provide a rigid chronological roadmap for work completion. The process is expected to be iterative, with concurrent and parallel workflow being managed by the Project Manager in close coordination with Springsted.
- HR Needs analysis will not be initiated until Project Manager confirms organizational priorities are clearly established
- Any adjustments to scope, schedule and budget must be approved in writing by the Project Manager
- Phase I work is expected to inform and begin the scoping of Phase II and Phase III, anticipated to begin in first quarter of 2017.

5. Attachments:

- Attachment A – Strategic Planning Process – Phase II – Analysis and Decision Making document
- Attachment B – Issue Identification document
- Attachment C – Human Resources Background Memorandum
- Attachment D – Schedule of Phase I Milestones
- Attachment E – Human Resource Planning Questions

7. Submitting Quote: Proposal Due Date: Friday November 11, 2016

Please submit your proposal to the MCWD Project Manager.

Attachment A

Strategic Planning Process

Phase II

Analysis and Decision Making



Strategic Planning Process

Phase II – Analysis and Decision Making

Purpose:

To outline a plan (process, schedule and decision making framework) for the organization's analysis of issues identified during Phase I, and the decision making required in Phase II.

Introduction:

This memorandum summarizes the strategic planning process to date, including the development of a revised vision, mission, goals and guiding principles and the most recent phase of *issue* identification. It also outlines a plan for analyzing these issues and making decisions.

At the August 25, 2016 Planning and Policy Committee (PPC) meeting the organizational issues identified internally by staff were summarized departmentally. These issues were divided into the following categories:

1. **Program Purpose / Direction** – determining the fundamental purpose for the program and its general policy orientation.
2. **Coordination** – exploring how programs support and complement each other and ways to improve cross-departmental communication and collaboration.
3. **Operational** – analyzing issues related to resource allocation, departmental structure, staffing, operational efficiencies, and resource needs.

As outlined at the August 25, 2016 PPC meeting, while issues were identified on a departmental basis, issue analysis and decision making should occur at an organizational-systems level. Decisions regarding one program's purpose cannot be considered in isolation. Effort must be taken to understand the desired relationship between programs, and how they might be optimally aligned to achieve the MCWD mission. Similar attention must be paid to the order in which issues are addressed. Decisions regarding program purpose and desired levels of program alignment/coordination must be made first, as they directly inform the distribution of resources across and within programs.

This memo, to be summarized and discussed at the September 8, 2016 PPC, recommends a planned approach to analyzing the identified issues, moving vertically from program purpose policy questions to operational considerations of departmental structure, staffing, financial planning, technology investments, etc.; and moving from individual programs to organizational alignment.

Background:

Following a rich history of organizational self-assessment, and consistent with its culture of continuous improvement, on October 8, 2015, the Minnehaha Creek Watershed District (MCWD) Board of Managers established a strategic planning framework and process to evaluate and align programs for increased effectiveness, and to prioritize District resources towards a common mission and goals.

The process proposed four areas of examination:

1. Organizational Strategy
 - a. MCWD vision, mission, goals, and guiding principles
2. Program Strategy
 - a. Program purpose, strategies and tactical initiatives
3. Program Operations
 - a. Programmatic resource allocation to strategies and tactical initiatives to achieve program purpose
4. Organizational Operations
 - a. Organizational resource allocation to programs aligned to achieve the MCWD mission

In January 2016, the MCWD Board of Managers examined and addressed #1 by adopting a revised vision, mission, goals and guiding principles for the organization. This laid a foundation to accomplish the subsequent steps and goals of the process, measured against the organization’s mission and goals, including:

1. Defining organizational priorities
2. Defining the purpose and role of each program to improve focus and effectiveness
3. Developing measures of program success
4. Aligning programs to collectively accomplish a clear mission
5. Optimizing resource allocation across and within programs to achieve the mission
6. Establishing a repeatable process and tool to evaluate new initiatives

Organizational Priority Framework:

At the July 14, 2016 PPC meeting, and again at the August 25, 2016 PPC meeting, foundational assumptions regarding organizational priorities, measured against the mission, were discussed – #1 above. These assumptions included:

- MCWD’s mission focus is protecting and improving the landscape to produce measurable benefit in water quality, water quantity, and ecological integrity, in ways that support thriving communities

- Protecting and improving the landscape is achieved by direct MCWD action, and by the MCWD influencing others to act.
 - Direct action to protect and improve the landscape is achieved by MCWD integrating land-water plans and policy, and by MCWD acquiring land and developing capital improvements that protect and improve land and water.
 - Influencing others to act is achieved by MCWD educating and communicating with target audiences, by regulating activities that threaten water quality, quantity and ecological integrity, and by providing financial or policy incentives that support action by others to protect and improve the watershed.
- Therefore, programs and initiatives that produce direct action or influence others to action most closely contribute to the MCWD mission, and are therefore organizational priorities.
- Other organizational initiatives are necessary to provide support to programs that most closely contribute to the MCWD mission. These include efforts to maintain capital improvements, collect watershed data to diagnose issues, organizational operations, and organizational planning.
- All District initiatives should work in concert to best support mission objectives.
- Support initiatives should prioritize and efficiently implement activities that most directly assist and augment efforts of programs most closely contributing to the MCWD mission.
- Through strategic planning the organization must define program purposes against the MCWD mission, align programs to best work together to accomplish the MCWD mission, and prioritize and allocate resources (money, staff, technology investment) between direct MCWD action and MCWD influence (laterally); and Mission priority initiatives and supportive initiatives (vertically)

Recommended Process for Phase II – Issue Analysis and Decision Making:

As outline in the adopted process, the organization’s strategic planning is moving from:

- 1. ~~Organizational Strategic – mission~~
- 2. Program Strategic – program purpose
- 3. Program Operations – resource allocation
- 4. Organizational Operations – resource allocation

Moving through these levels, from program purpose to operations, a baseline level of analysis will be provided across all areas of the District. This baseline will require every program to have a purpose clearly defined and approved, and to evaluate resource allocation across program initiatives (tactics).

While a consistent baseline of analysis and decision making will provided for each program at a purpose to operational level, the issue identification phase of the process (focus groups and anonymous surveys) serves to explicitly flag specific policy and operational issues as priorities requiring closer attention.

This process allowed issues to be raised from all areas and levels of the organization, absent of hierarchy and departmental divisions. This level of organizational participation in issue identification, idea generation and problem solving was a core tenet of the cultural document developed by the Staff Collaboration Group, delivered to the Board in 2014.

As such, in addition to the baseline of analysis across all programs, these themes serve as a valuable guide in focusing Board and staff time on issues that warrant particular organizational attention and must be addressed through the process.

The following outlines a process for moving towards decisions on both the baseline analysis and specific issue analysis, moving from program purpose, into program alignment, and finally into operational considerations.

General Process Guidelines

Issues identified through focus groups and anonymous surveys in Phase I of the strategic planning process will be addressed on an organizational basis, through an open, transparent and inclusive process that utilizes cross-departmental teams to analyze issues, assemble alternatives, confront tradeoffs, and position options for Board decision.

The cross departmental teams will analyze program purpose and program relationships first for presentation to the PPC, who will consider options and make recommendations to the Board of Managers for final decision.

Issues at this level will be analyzed using Bardach's Eightfold Path for Policy Analysis:

1. Define the problem
2. Assemble evidence
3. Construct alternatives
4. Select criteria to evaluate alternatives
5. Project the outcomes of alternatives
6. Confront the trade-offs
7. Decide
8. Communicate

After program purpose and program relationships are clearly defined, the process can move into operational considerations.

The following roles have been identified and discussed by staff:

- Planning Department – accountable to the Board in the development and execution of the process, in coordination with the staff facilitation group and Management Team.
- Staff Facilitator Group – representatives from each program will work closely with the Planning Department to develop and facilitate the process.

- Management Team and Administrator – will review process recommendations and provide guidance to the Facilitator Group.
- Cross Departmental Teams – will work with departments, facilitators and the Planning Department to conduct analysis and frame options and recommendations for PPC consideration.
- PPC – will consider analysis presented by staff and formulate recommendations to the Board of Managers.
- Board of Managers – will receive recommendations from PPC with briefings from staff and consider final and formal action on program purpose, program relationships and operational considerations.

Step 1 – Defining Program Purpose

Program purpose will be defined first. As outlined previously, all programs will be required to answer the baseline questions, including:

- What is the purpose of the program?
- How does the program purpose fulfill the mission of the MCWD?
- How does the program purpose complement/support/require support from other programs?

In addition to the baseline evaluation of program purpose, more specific program purpose issues and questions were raised through the focus groups and anonymous surveys. Priority will be placed on addressing these specific issues through the process:

- Cost Share - Need for clarity and Board decision on program purpose and goals

Problem statement – The program aims to do too much with limited resources (community engagement, green infrastructure, homeowner projects), making prioritization of grant dollars and staff time difficult. Clarity is needed around program purpose and where resources should be focused.

Questions:

- Where should the program be focused in order to best serve the mission and complement other District programs?
- What types of audiences and opportunities should the grants target?
- Should grant opportunities be evaluated primarily on the basis of water resource benefit or education/community engagement? Can it do both effectively?
- How should the program interact with the Education Department and its Cynthia Krieg grant program? How should it interact with Planning and Permitting? Is there a need to reallocate duties and/or resources across these programs?

- Research and Monitoring - Need for clarity on how the department establishes priority tasks in relation to the needs of the overall organization (Data needs, Research, E-grade)

Problem statement – The program aims to do too much with limited resources. Clarity is needed around program purpose and where resources should be focused.

Questions:

- Where should the program be focused in order to best serve the mission and support other District programs?
- What is the purpose(s) of our various monitoring activities (e.g. issue identification, diagnostics, education/communication, trend analysis, effectiveness monitoring, etc.), and how should these be prioritized?
- How can the program be optimized to inform implementation?

- Aquatic Invasive Species (AIS) - Need to define the organization’s role in AIS and improve focus and clarity

Problem statement – There is a lack of clarity around the organization’s role in AIS.

Questions:

- What is the appropriate role(s) for the District in AIS (e.g. monitoring, education, prevention, management, research, etc.)?
- How does the program serve the mission?
- How is our role complemented/supported by other organizations?
- How should the program’s activities be prioritized relative to other District initiatives?

- Educations and Communications – Focus and align activities with District mission of improving the landscape

Problem statement – The program aims to do too much with limited resources. Clarity is needed around target audiences and issues and where resources should be focused.

Questions:

- How does the program complement and support other District programming to serve the mission?
- What audiences and issues should the program focus on, and how should these be prioritized?
- Where should the program focus its resources to reach its audiences about key issues?
- How can the program most effectively implement its activities across the knowledge-skills-action spectrum to reach the end goal of behavior change?

- Planning – Determine program’s role in organizational planning (e.g. budget, strategic planning, evaluation and reporting)

Problem statement – Need to define the department’s role in organizational planning (e.g. budget, strategic planning, evaluation and reporting)

Questions:

- Is there a value in having a person/group lead these organizational planning efforts?
- Who is the appropriate person/group to lead these efforts (Planning, Administrator, Operations, other)?
- How should staff be engaged in these processes?
- What is the decision making framework?

Step 2 – Program Alignment and Coordination

Once program purposes and departmental relationships are clearly defined, in terms of how programs complement/support/require support from other programs, strategies to increase program coordination can be developed and prioritized. This can be addressed using the same cross departmental teams and decision making framework as outlined in Step 1 – Defining Program Purpose.

As outlined previously, all programs will be required to answer the baseline questions, including:

- How does the program complement/support/require support from other programs?
- Are there ways to improve the coordination of these efforts?
- Are there ways to improve communication across programs, relative to identified linkages?

In addition to this baseline evaluation, more specific alignment and coordination issues and questions were raised through the focus groups and anonymous surveys. Priority will be placed on addressing these specific issues through the process:

- Planning and PMLM
 - Increase collaboration with all staff on District initiatives
 - Increase coordination and communication with other departments
- Ops and SS
 - Need for increased coordination & communication in decisions affecting staff
 - Need to centralize more HR policies
- Education and Communications
 - Need to improve coordination with other District programs
- Permitting
 - Coordination with internal and external partners should be improved and Permitting should message the District mission through its unique communication channels

- Organization-wide
 - Need to define programs' roles in the two-track approach, how we remain responsive

Step 3 – Operationalizing

After decisions are made regarding program purpose and program alignment/coordination, a complementary level of analysis and decision making will be required at an operational level. This part of the process will generally follow the model outline above, whereby baseline analysis is completed, while a deeper analysis of identified issues is conducted.

As outlined previously, all programs will be required to answer the baseline questions, including:

- Is the distribution of resources appropriate with respect to program/organizational purpose and priorities?
- Are there non-essential activities that could be cut or scaled back?
- Are there high priority activities that are under-resourced in terms of staff, funding, or technology?
- Are there ways to improve program efficiency (e.g. changes to procedures, policy, department/organizational structure, etc.)?

In addition to this baseline evaluation, more specific operational issues and questions were raised through the focus groups and anonymous surveys. Priority will be placed on addressing these specific issues through the process:

- Cost Share:
 - Prioritize grant dollars to best fulfill program purpose
 - Need to find efficiencies for homeowner grant process (if continued)
- Permitting:
 - Rule administration needs to be more time and resource efficient
 - Prioritize program activities on impact to the watershed
- R&M:
 - Explore opportunities to improve efficiency of the District's anchor monitoring
 - Need for increased efficiency within department structure – linked with prioritization and new initiatives (Director role, Management structure, New staff proposal)
- Ops/SS:
 - Need for increased efficiency within department structure, potentially through consolidation of staff & vendors
- Planning/PMLM:
 - Improve the use of technology such as GIS
- Organization-wide:

- Define and address organization-wide data management needs

For sake of simplicity at this early juncture, the operational level of analysis and decision making can generally be divided into four areas of consideration:

1. Procedural Efficiencies
2. Financial Planning
3. Technology Planning
4. Human Resources Planning

Procedural Efficiencies:

Procedural efficiencies are opportunities to modify procedures, priorities or policies that will generate increased efficiency and output without changes in staffing, finance or technology. For example, certain regulations in the Permitting Department might be simplified and streamlined to reduce the operational overhead necessary to administer permits for single family homes. These issues will be analyzed by cross departmental teams and presented to the PPC for consideration as part of the process.

Financial Planning

As part of the strategic planning process, the MCWD must develop a complementary strategic financial plan that allocates ad valorem levy and outside funds across the organization to accomplish the strategic objectives identified by the Board of Managers.

The organization has already invested time in developing components of a strategic financial plan. The budgeting process has been clarified and placed on a quarterly cycle that begins by forecasting future budget-levy levels and making priority decisions early in the process, before working into workplan level details. A Task Force of the Board has been established to develop a strategic approach to securing outside funds to complement the District's ad valorem levy. Debt programs are being analyzed with Hennepin and Carver County to manage annual spikes in the District's capital improvement levy.

Moving forward, staff will meet with the Board in the fourth quarter of 2016 to begin identifying a full suite of financial policy questions that will complement the work to date, resulting in a 5 year financial plan to accomplish the strategic organizational objectives identified through this process by the Board of Managers. Areas to address may include:

- The distribution of budget resources across program initiatives, measured against the mission and organizational priorities.
- 3-5 year capital improvement plans/costs and program plans/costs and revenue sources
- The utility of debt to complement the ad valorem levy for capital improvements
- The tracking and use of year-end-savings or carryover
- Etc.

Technology Planning

Technology is a critical component of organizational effectiveness in this day and age. To be successful MCWD must deploy the “right” technological resources where they are needed most in order to augment program’s contribution towards the mission and goals of the organization.

A multi-departmental team, led by the Operations Director, will identify all specific technology needs and evaluate the benefits and the costs of options, which can then be developed into a prioritized plan for implementation corresponding to Board decisions at a program level.

For example, the organization may benefit from increased document management, permitting databases, asset management software, remote capabilities for field inspections, geographic information systems, website updates, etc. These will be analyzed and prioritized into a plan that best achieves the priority objectives of the organization, which can be invested in over time.

Human Resources Planning:

Strategic human resources planning is essential in ensuring the “right” people with the right skills are positioned in the right place at the right time, to accomplish organizational priorities. A team of staff representing the Collaboration Group will be working with the Management Team, Administrator and the Salary Task Force to develop a strategic human resources plan that best achieves the organization’s strategic objectives. This work will be supplemented by a human resources consultant.

This work may include:

- Assessing the current human resource capacities of the organization, in the forms of a knowledge, skills and abilities inventory
- Forecasting human resources needs to accomplish the strategic organizational objectives
 - Identifying what jobs will be needed in the future to achieve the goals?
 - What new skills will be required?
 - Do present employees have the required skills?
 - Can they be trained or need to be recruited?
 - Are employees currently in positions that use their strengths?
 - Are departments effectively structured?
 - Are current HR management practices adequate for future needs?
- Developing a plan that addresses the answers to these questions.
 - Restructuring strategies
 - Training and development strategies
 - Recruitment and retention strategies
 - Outsourcing strategies
 - Collaboration strategies

Step 4 – Evaluation:

Finally, through the program evaluation process, staff were asked to project the outcomes of what their programs will achieve and define metrics that will be used to measure progress and success. Defining these metrics will be important to support ongoing evaluation and continuous improvement as well as for

reporting to the Board, BWSR, and District constituents. Defining these outcomes and metrics across District programs can be addressed using the same cross departmental teams and decision making framework as outlined in Step 1 – Defining Program Purpose.

As outlined previously, all programs will be required to answer the baseline questions, including:

- How will the program measure progress/success?
- What will it take to track these metrics?

In addition to this baseline evaluation, more specific alignment and coordination issues and questions were raised through the focus groups and anonymous surveys. Priority will be placed on addressing these specific issues through the process:

- Planning/PMLM - Improve the process for measuring and documenting outcomes and success of projects
- AIS – How do we define/measure success for the AIS program?
- Education/Cost Share – How do we measure progress and success of education efforts?

Attachment B

Strategic Planning

Issue Identification Document

DRAFT Facilitator Group Recommendations for Organizational Evaluation

Group members: Sarah, Mike, Darren, Brett, Kailey, Renae, Maddie, Katherine, Matt, Becky

8-24-16 Draft

General recommendations/guidelines:

- Issues identified through the process, particularly those that emerged as themes, should be addressed on an organizational basis with cross-departmental input
- Process must remain open, transparent, and inclusive
- Certain types of issues will require Board direction, others are best addressed at the staff level with reporting to Board
- A consistent and structured process should be used to evaluate and address program evaluation input. The first step is to group the feedback into categories and prioritize the order in which to address:
 - Start with decisions that need to be made first to inform others (policy decisions before operational decisions)
 - Start with decisions that will influence Comp Plan (i.e. program purpose/direction)
- Cross-departmental teams should be established to work with department to conduct analysis (use Bardach's 8-fold path):
 1. Define the problem
 2. Assemble some evidence
 3. Construct alternatives
 4. Select criteria to evaluate alternatives
 5. Project outcomes of alternatives
 6. Confront the trade-offs
 7. Board decision
 8. Communicate
- There must be a framework for accountability to all staff and the Board
- Roles:
 - Planning Department – lead development and execution of process in coordination with facilitator group and Mgmt team, accountable to Board per resolution
 - Facilitator group (reps from each program) – work with Planning to develop and facilitate process, vet with Mgmt Team
 - Management team/Administrator – provide guidance to facilitator group
 - All staff – participate in cross-departmental work groups with department to conduct analysis
 - PPC/Board (PPC recommends, Board approves) - provide direction on program purpose, prioritization, focus, and resource allocation
- Important to keep momentum behind process while making sure the time is taken to do it right
- Distribution of information to Board:
 - For August 25th, provide verbal summary of themes and copy of executive summaries

Categories, order to address, and schedule:

1. Program Purpose/Direction - by end of 2016
2. Coordination (program linkages/support, communication, collaboration) – 1st quarter 2017
3. Operational (resource allocation, staffing, efficiencies, resource needs) – 2nd quarter 2017
4. New Priorities/Initiatives – 2nd quarter 2017

Program Themes (color-coded by category):

Cost Share:

- Need for clarity and Board decision on program purpose and goals
- Prioritize grant dollars to best fulfill program purpose
- Need to find efficiencies for homeowner grant process

Ed & Comm:

- Focus and align activities with District mission of improving the landscape
- Need to improve coordination with other District programs

Ops and SS:

- Improve clarity & completeness of materials provided
- Need for increased coordination & communication in decisions affecting staff
- Need to centralize more HR policies
- Need for increased efficiency within department structure, potentially through consolidation of staff & vendors

Permitting:

- Rule administration needs to be more time and resource efficient
- Coordination with internal and external partners should be improved
- Permitting should message the District mission through its communication channels
- Prioritize program activities on impact to the watershed

Planning & PMLM:

- Respect and trust in the Planning Department and its staff
- Increase collaboration with all staff on District initiatives
- Increase coordination and communication with other departments
- Improve the use of technology such as GIS
- Improve the process for measuring and documenting outcomes and success of projects

R&M:

- Programmatic purpose - Need for clarity on how the department establishes priority tasks in relation to the needs of the overall organization (Data needs, Research, E-grade)
- Aquatic Invasive Species (AIS) - Need to define the organization's role in AIS and improve focus and clarity
- Roles and resources - Need for increased efficiency within department structure – linked with prioritization and new initiatives (Director role, Management structure, New staff proposal)

Organizational Priorities

1. Program Purpose/Direction

- Topics/themes:
 - Cost Share - Need for clarity and Board decision on program purpose and goals (*WQ, Education, or both; how does it interact with C. Krieg*)
 - R&M - Need for clarity on how the department establishes priority tasks in relation to the needs of the overall organization (Data needs, Research, E-grade)
 - Aquatic Invasive Species (AIS) - Need to define the organization's role in AIS and improve focus and clarity
 - Ed/Comm – Focus and align activities with District mission of improving the landscape
 - *Planning/PMLM – Determine program's role in organizational planning (e.g. budget, strategic planning)*
- Approach - requires Board direction, provide staff recommendation/analysis from cross-departmental team

2. Coordination (program linkages/support, communication, collaboration)

- Topics/themes:
 - Improve cross-departmental collaboration, communication, and linkages:
 - Planning and PMLM
 - Increase collaboration with all staff on District initiatives
 - Increase coordination and communication with other departments
 - *Figure out programs' roles in two-track approach, how we remain responsive*
 - Ops and SS
 - Need for increased coordination & communication in decisions affecting staff
 - Need to centralize more HR policies
 - Education/Communications
 - Need to improve coordination with other District programs (*Develop organization-wide education/outreach plan*)
 - Permitting
 - Coordination with internal and external partners should be improved
 - Permitting should message the District mission through its communication channels
- Approach - can primarily be explored/addressed at staff level, use cross-departmental teams, provide recommendation to Board

3. Operational (resource allocation, staffing, efficiencies, resource needs)

- Topics/themes:
 - Ops/SS - Need for increased efficiency within department structure, potentially through consolidation of staff & vendors
 - R&M - Need for increased efficiency within department structure – linked with prioritization and new initiatives (Director role, Management structure, New staff proposal)
 - Cost Share:
 - Prioritize grant dollars to best fulfill program purpose
 - Need to find efficiencies for homeowner grant process (*if continued*)
 - Permitting:
 - Rule administration needs to be more time and resource efficient
 - Prioritize program activities on impact to the watershed
 - Planning/PMLM - Improve the use of technology such as GIS (*Define and address organization-wide data management needs*)
- Approach - can primarily be explored/addressed at staff level, use cross-departmental teams, provide recommendation to Board
 - A team of staff is already working with Springsted to develop a plan to address staffing issues in coordination with the strategic planning process

4. New Priorities/Initiatives

- Topics/themes:
 - Planning/PMLM - Improve the process for measuring and documenting outcomes and success of projects
- Approach - can be explored/addressed at staff level, use cross-departmental teams, provide recommendation to Board

Attachment C

Human Resources

Background Memorandum



Date: November 7, 2016
To: MCWD Board of Managers
From: James Wisker
Subject: Human Resources Background Memorandum

Purpose:

To provide human resources background information to inform the scoping of a strategic human resources plan for the MCWD

This memorandum will be completed prior to a request for final action at the November 17, 2016 MCWD Board Meeting.

Attachment D

Phase I Schedule and Milestones

Attachment E

Human Resource Planning Questions



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October 20, 2016

To: MCWD Management Team

From: Ann Antonsen, Consultant

Re: Human Resources Planning

As the organization works through current and future human resources planning there are questions that need to be asked and answered, both within individual departments and globally across the organization. The goal is to assist the organization with both short-term and long-term planning, establish clear priorities, define and outline goals and activities and the impact on the organizational structure and staffing in accordance with the strategic plan. Following are questions to assist the organization through this process;

- What are the current priorities for services, programs and staffing
- What are future programs and goals and identify:
 - Priorities
 - Impact on organizational structure
 - Impact on staffing – both current staff and potential new staff
- What positions/staff are vital to department/organization success to identify:
 - Positions which the MWCD defines as key positions, i.e. goal to recruit and retain experienced high performing staff
 - Identify areas where staff may move based on program/service priorities (re-allocation of the organizations human capital)
 - Identify positions where turnover is expected and identify expected tenure
 - Identify what skills are needed for current and future needs
 - Identify areas for staff development and succession planning
- Where does the HR function belong within the organization
 - What internal service level does the MCWD desire
 - Are there services that can be provided by outside sources
 - Based on strategic plan, programs and goals does the HR function change

The additional human resources projects and decisions include:

- Review/develop pay philosophy
- Conduct a market survey based on current and proposed positions
- Revised compensation plan based on internal relationships and market comparisons (in accordance with the established pay philosophy)
- Provide SAFE training to designated staff
- Revise handbook

Please contact me if you have any questions.