

Memo

To: David Unmacht, Springsted Inc.
From: Jeff Spartz, Interim District Administrator
Date: October 20, 2014
Re: District Administrator Position Profile

On October 10, 2014 the District Administrator search group reviewed the position profile and requested that District staff review it, as well. Two versions are attached. The first (MCWD Position Profile DRAFT 1) includes input from the search group and the second (MCWD Position Profile DRAFT 2) includes changes suggested by staff.

Members of the Program Staff Collaboration Group, a group that began meeting last summer for the purpose of strengthening the organization and advancing the District's mission, met on October 15 to review the position profile. The group proposed language changes to clarify the role of staff in some of the major job functions. It also suggested emphasizing administrative skills over water resources knowledge in the job posting. See below for the proposed edits and a summary from the staff group.

Major Job Functions:

- Establishes priorities effectively in accordance with the Board's direction and follows up to ensure completion; monitors the performance of contractors and vendors in coordination with staff on an on-going basis and takes corrective action as necessary.
- Propose the annual work plan, budget, contract renewals, and District projects in coordination with staff, communicates work plan items in the administrator's report and keeps Board informed of progress regularly.
- Directs and leads the District management team to support the Board's vision, goals and strategies. (this is moved up from the 'qualities' section)

Job Posting:

Qualified candidates shall possess a Bachelor's degree in public or business administration or a closely related field and at least six years of supervisory and management experience in a public or non-profit agency. Master's degree preferred. Extensive knowledge of business and financial management,

~~infrastructure, project management, land use planning, organizational development, communications and collaborative service sharing is highly desired.~~ Knowledge of hydrology, water resources management, and related watershed activities ~~highly~~ desired, but is not a requirement. ~~Extensive knowledge of business and financial management, infrastructure, project management, land use planning, organizational development, communications and collaborative service sharing is desired.~~ Proven experience in working with an appointed or elected board of managers is required.

Summary from MCWD Program Staff Collaboration Group:

Program Staff convened on Wednesday, October 15 and discussed the position profile for the District Administrator vacancy. The general thought was that the document did a relatively good job of incorporating staff values in the qualities section. The team did feel that some of the language was either confusing, or lacking, as it relates to the job functions of the position and the use of the management team. The main points we would like to reiterate are as follows:

- Some of the major job function bullet points would indicate that the Administrator is responsible for day-to-day tasks that are generally the responsibility of staff, e.g. work plans, projects, contractor performance, etc. The group suggests making minor language revisions to add clarity to these areas.
- The group advises that a greater emphasis be placed on the management structure currently functioning at the District. It is our opinion that with the size of our staff, we need an Administrator who will operate at a high level and rely on the management team and program staff to handle the details. This was a historic disconnect and one that led to issues with micro-management and unpredictable modifications to projects very late in development.
- Building on the above comment, the group feels (and the Board has stated) that the management team is in place to better align and focus the internal efforts of the organization, and ensure day-to-day operations and efforts run smoothly. The executive director should maintain a greater external focus to effectively build relationships and move the District forward while relying on the management team to lead internal efforts.
- Through the small group meetings with Springsted, the team expressed concern with an executive director search focused on an individual with a water resource background. Understanding this is not a requirement, the group agreed that the language should be revised to state that the role of leader and business professional is of greater importance than that of water resource professional.

The group wants to express our sincere thanks for continued involvement in this process. Please let any of the team members know if you have questions, comments or ideas.



POSITION PROFILE

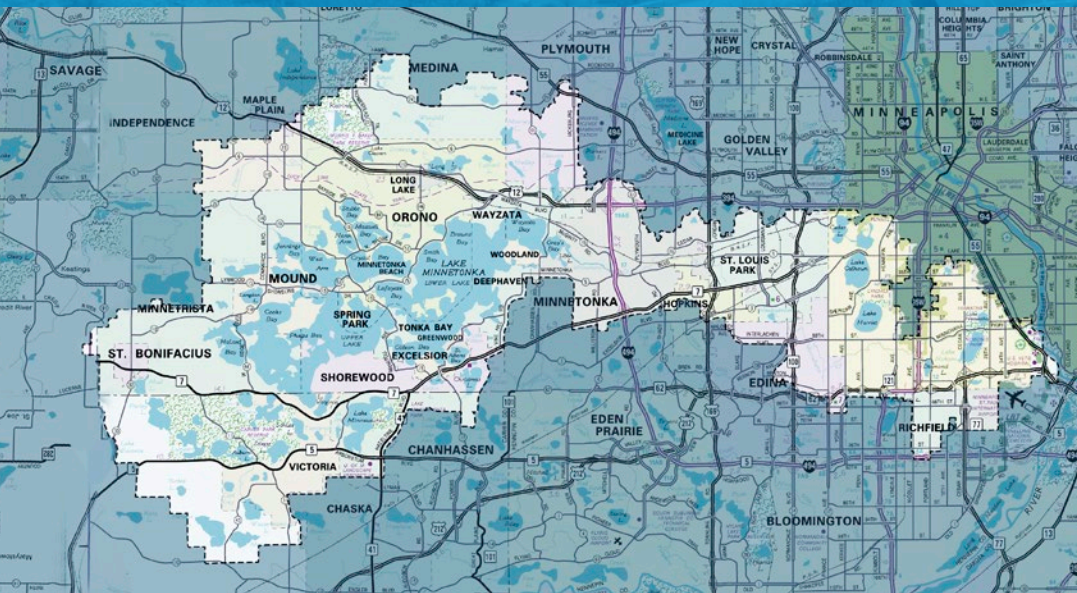
District Administrator



MINNEHAHA CREEK
WATERSHED DISTRICT

ABOUT MCWD

The Minnehaha Creek Watershed District (MCWD) was established in 1967 to manage flood issues along Minnehaha Creek and Lake Minnetonka as well as to preserve and protect the many surface waters and affiliated groundwater resources within the watershed. As one of the largest watersheds in the Twin Cities metropolitan area, the Minnehaha Creek watershed covers 181 square miles of land and water draining to Lake Minnetonka and Minnehaha Creek, and ultimately to the Mississippi River. There are 129 lakes, eight major creeks and thousands of wetlands in its boundaries. The MCWD is located in both Hennepin and Carver Counties, and includes all or portions of 27 cities and two townships.



MCWD AT A GLANCE

- » 181 square miles
- » 27 cities and 2 townships in Hennepin and Carver Counties
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- » Roughly \$13 million budget
- » Staff of approximately 30 people

MISSION

The Minnehaha Creek Watershed District is committed to a leadership role in protecting, improving and managing the surface waters and affiliated groundwater resources within the district, including their relationships to the ecosystems of which they are an integral part. We achieve our mission through regulation, capital projects, education, cooperative endeavors, and other programs based on sound science, innovative thinking, an informed and engaged constituency, and the cost effective use of public funds.

GOVERNANCE

The MCWD is governed by a seven-member Board of Managers; six of whom are appointed by the Hennepin County Board of Commissioners, and one by the Carver County Board of Commissioners. These citizens serve staggered three-year terms. A 15-member Citizens' Advisory Committee is appointed by the Board of Managers to make recommendations to the managers on the District's work.

BALANCED URBAN ECOLOGY PLANNING FRAMEWORK

Recognizing the relationship between our natural and built environments, the MCWD works in partnership with the public, private and civic sectors to help protect and improve our natural systems, make wise investments in public infrastructure and improve the quality of water and quality of life in our communities.

The District pursues this work under three guiding principles:

- » *We will join with others in pursuing our watershed management goals*
- » *We will intensify and maintain our focus on high-priority projects*
- » *We will be flexible and creative in adapting our practices to those of our partners*

PROGRAMS

MCWD manages its resources through programs involving scientific monitoring and research, education and outreach, regulation, land conservation and restoration, capital projects and grant programs to enhance water quality, reduce flooding, increase recreation and provide fish and wildlife habitat.



NOTABLE INITIATIVES

MINNEHAHA CREEK RESTORATION

MCWD is working in broad partnership to restore Minnehaha Creek through its most degraded section in St. Louis Park and Hopkins. This project restored 1.5 miles of creek channel, filters stormwater from a 550 acre drainage area, creates two miles of trail and access to 50 acres of green space, and provides transit connections to 600 residential housing units.

AQUATIC INVASIVE SPECIES

MCWD uses education and awareness, research, grants and other tools to assist communities in preventing the spread of aquatic invasive species. To promote understanding and collaboration on these efforts, the District hosted AIS Symposiums in 2012 and 2014 that attracted audiences from across the state.

BIG ISLAND RESTORATION

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RECOGNITION

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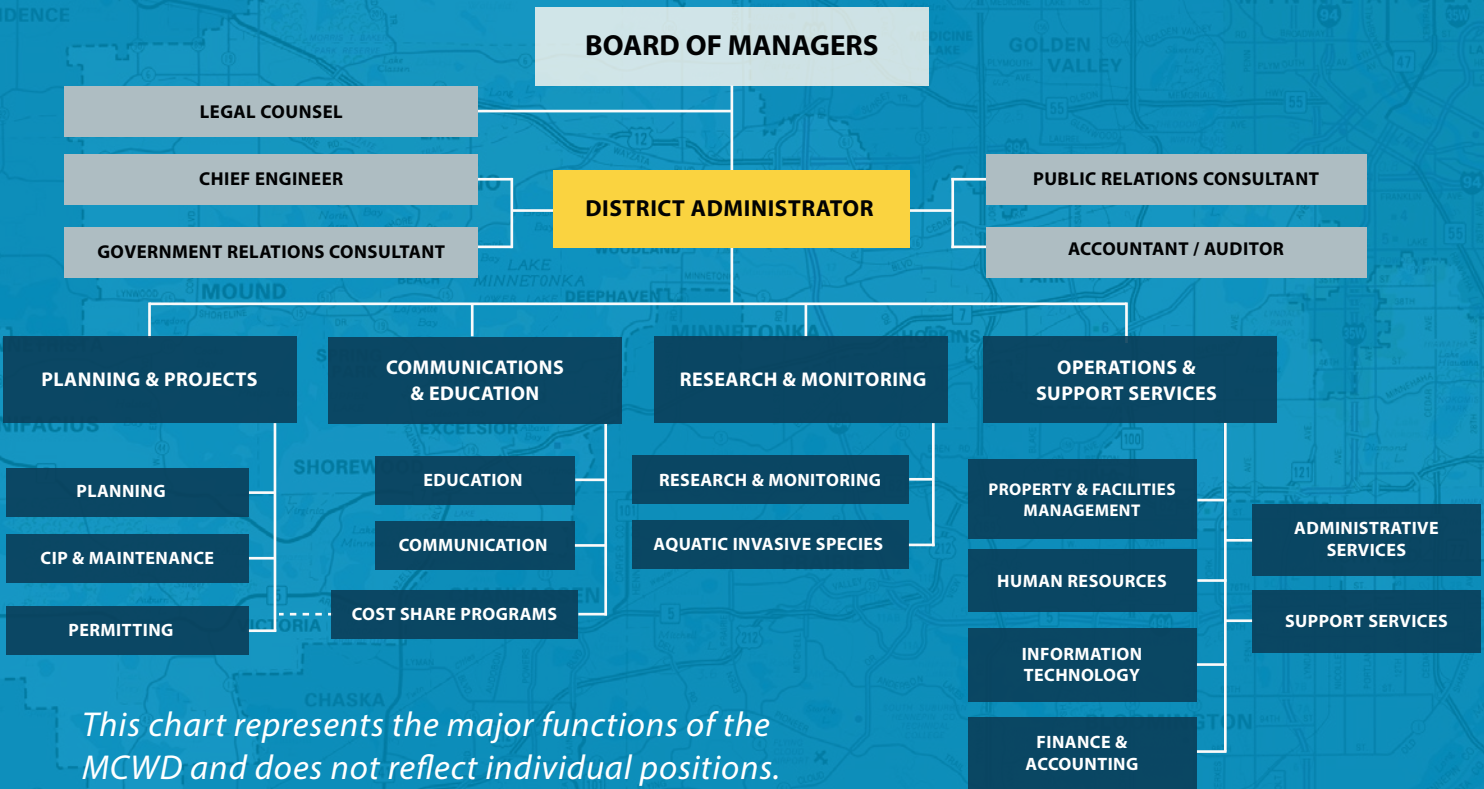
- According to the DNR, "the District successfully coordinates and integrates its various programs to systematically improve the watershed and its water resources."

» 2013 Performance Review - Minnesota Board of
Water and Soil Resources (BWSR)

- BWSR described the District as a "highly functioning, high achieving, and proactive organization," and suggested that "their breadth of programming can serve as a model for other metro-area water management LGU's."

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(James Wisker) - BWSR

MCWD FUNCTIONS CHART



MCWD BUDGET

2014

2015

Expenditures:

Operations	\$2,379,685	\$2,628,526
Projects/Programs	\$10,639,546	\$11,578,324
Total Expenditures	\$13,019,231	\$14,206,850

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Grants	\$50,869	\$551,550
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The MCWD's work is financed by a tax levied on property within the District and other sources, including grants, partner contributions and permit fees.

2015 Budget-Levy Overview

Percent Change of Budget from 2014:	9.12%
Percent Change of Levy from 2014:	4.99%

District Administrator

PRIMARY DUTIES

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MAJOR JOB FUNCTIONS

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- » Provides staff leadership to strategic planning and other business processes the District engages in.

DISTRICT ADMINISTRATOR

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The ideal candidate for the District Administrator will have the following qualities:

- » Believes in the value of collaboration, partnerships and working closely with cities, counties, other public agencies, non-profit groups, and the many district stakeholders.
- » Approachable, open-minded, engaging and an effective listener; good sense of humor; bridges generational distinctions in workplace.
- » Serves as a role model who supports professional development, builds confidence in others; embraces strong team work, builds morale and leads by example in actions, words and deeds.
- » Directs and leads the District management team to support the Board's vision, goals and strategies.
- » Ability to work with an appointed Board of Managers; capable of balancing viewpoints, opinions and builds and gains trust.
- » Understands the trends in the field and has the vision and foresight to anticipate issues and challenges in water resource management.
- » Values effective and open communication both inside the District and with the community, represents the District in working with the media and general public.
- » Strong leadership skills – decisive leader, seeks input and advice; ability to make difficult decisions, progressive and strategic, yet resourceful, pragmatic and creative.
- » Accountable, willing to be responsible for outcomes; measures and evaluates performance; and uses systems and processes for efficiency and effectiveness

Major Challenges and Leadership Opportunities

- Develop a cohesive and strong Board
- Build trust and confidence with partners
- Manage natural resources in an environment undergoing dynamic change
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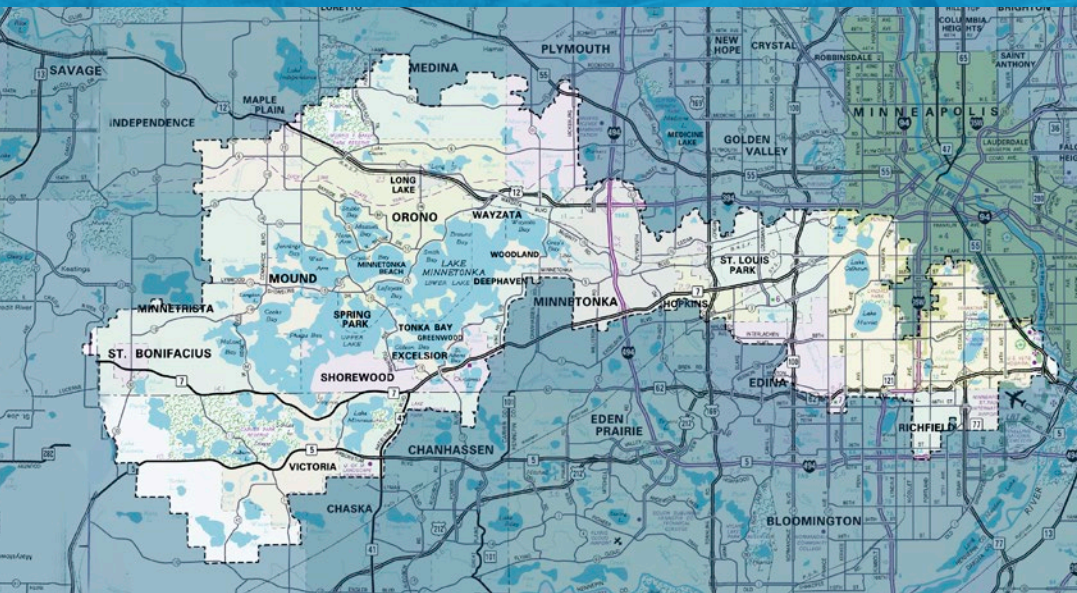
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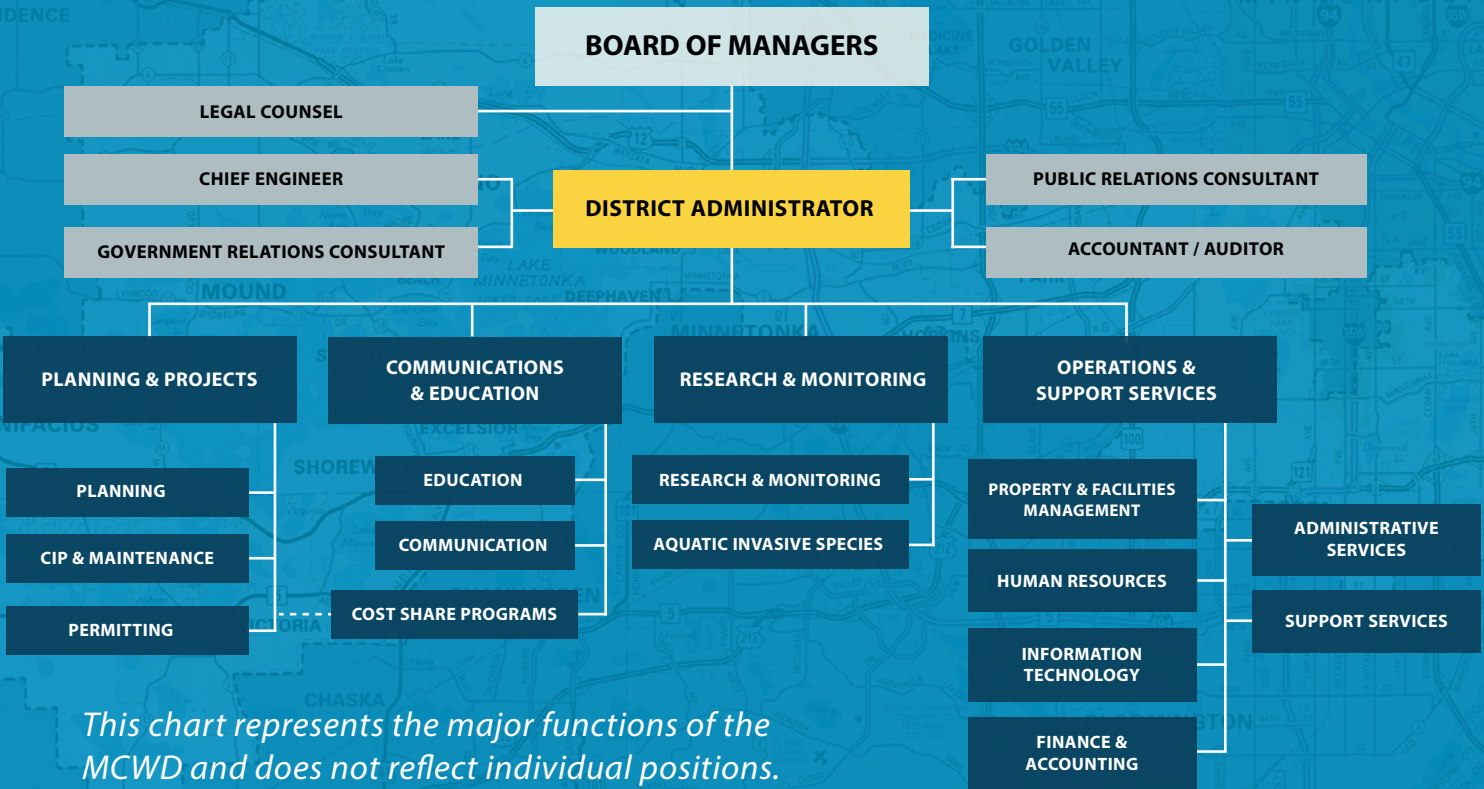
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