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**DRAFT**

**MINUTES OF THE POLICY & PLANNING COMMITTEE**

**September 22, 2016**

**CALL TO ORDER**

Manager Miller called the Committee to order at 4:35 p.m. at the District Offices,

15320 Minnetonka Blvd

Minnetonka, MN 55345

**COMMITTEE MEMBERS PRESENT**

Brian Shekleton, Dick Miller, and Kurt Rogness.

**NON-COMMITTEE MEMBERS PRESENT**

Bill Becker, Bill Olson, and Sherry Davis White

**OTHERS PRESENT**

Becky Christopher, Lead Planner & Project Manager

Brett Eidem, Cost Share Administrator

Dave Mandt, Director of Operations and Support Services

Heidi Quinn, Permitting Technician

James Wisker, Director of Planning & Projects

Katherine Sylvia, Permitting Program Lead

Kelly Dooley, Water Quality Manager

Lars Erdahl, District Administrator

Maddie Johnson, Technical Support Services Specialist

Matthew Cook, Planning Assistant

Peter Rechelbacher, CAC Representative

Rachel Workin, Permitting Technician

Renae Clark, Planner & Project Manager

Sarah Fellows, Education Coordinator

Terrence Chastan-Davis, District Representative – Permitting

**APPROVAL OF AGENDA**

Mr. Wisker asked to add an update from Ms. Christopher on the recent “Planners’ Breakfast” event to the agenda under item 6.2. The agenda was approved as amended.

47 **MEETING SUMMARY**

48  
49 Staff presented the purpose statements for the Permitting program and the Operations and  
50 Support Services program. As staff did not identify any issues with the purpose of either program  
51 during the cross-departmental staff evaluation process, Permitting and Operations staff sought to  
52 reaffirm their program's purpose and begin exploring the prioritization of program initiatives  
53 with the Committee.

54  
55 The Committee generally agreed with the purpose identified for each program:

- 56
- 57 • Permitting – to protect natural resources from degradation associated with land use  
58 change and to partner with local land use authorities and the development community to  
59 generate natural resource outcomes greater than those achieved through regulation alone.
  - 60
  - 61 • Operations and Support Services – to provide direct support to mission-focused  
62 programming by managing operational and support functions including insurance,  
63 finances, office building, information technology, human resources, and daily support for  
64 staff, Board and general public.
  - 65

66 Staff outlined the schedule for Committee review of program purpose for each of the remaining  
67 programs. Staff underscored that final Committee recommendations would not be made until all  
68 programs had been presented so that program alignment decisions could be made in an  
69 organization-wide context.

70  
71 The presentations from the meeting are attached.

72  
73 **COMMITTEE MEETING**

74  
75 **Introduction to Program Purpose Discussions**

76  
77 Mr. Wisker stated that the Committee would be reviewing the purpose of the Permitting program  
78 and the Operations and Support Services program. He provided an outline for staff's  
79 presentation:

- 80
- 81 • Review strategic planning background
  - 82 • Review the strategic framework and organizational priorities
  - 83 • Introduce Permitting and Operations discussions
  - 84 • Review Permitting program purpose
  - 85 • Review Operations and Support Services program purpose
  - 86

87 Mr. Wisker summarized key milestones from the past several years that led to the District's  
88 current strategic planning process, noting the trends toward organizational focus, effectiveness,  
89 and partnership. He stated that the purpose of the process is to accomplish the following:

90

- 91 • Define program purpose
- 92 • Clarify Board priorities
- 93 • Improve the focus and effectiveness of programs
- 94 • Align programs with the District mission and improve coordination
- 95 • Develop clear outcomes and metrics of program initiatives for evaluation
- 96 • Establish a repeatable process for evaluation of current and future initiatives

97  
98 Mr. Wisker noted that the strategic planning process, as adopted by the Board in 2015, identified  
99 four main levels of self-assessment:

- 100
- 101 • Organizational Strategic – the District’s vision, mission, guiding principles, and goals
- 102 • Program Strategic – each program’s purpose
- 103 • Program Operational – the allocation and prioritization of program resources and staff
- 104 time to program activities, and measures of outcome
- 105 • Organizational Operational – the allocation and prioritization of District resources and
- 106 staff time across all initiatives, and measures of outcome

107  
108 Mr. Wisker reviewed the stages of the strategic planning process that had been completed thus  
109 far. He recalled that the Board adopted new mission, vision, guiding principle, and goal  
110 statements in January of 2016. Mr. Wisker noted that since then, staff have developed the  
111 Organizational Priority Framework. Through the framework, the District has identified a list of  
112 assumptions that will inform the strategic planning process when aligning initiatives and  
113 resources with the mission.

114  
115 Mr. Wisker stated that the District had completed phase one, in which District staff engaged in a  
116 cross-departmental examination of program purpose, operation, coordination, and metrics and  
117 identified issues for further analysis. He noted that staff presented executive summaries of the  
118 feedback to the Committee on August 25, 2016.

119  
120 Mr. Wisker stated that the District is currently operating in phase two, as outlined by the process  
121 established at the September 8 Committee meeting. He explained that in phase two, the District  
122 would address issues identified in phase one in three stages – program purpose, program  
123 linkages, and operations.

124  
125 Mr. Wisker revisited the Gantt chart that outlined the District’s timeline for completing the three  
126 stages of review in phase two. He underscored that after each program was reviewed, the  
127 Committee would review the alternatives for program purpose at a District-wide level. Mr.  
128 Wisker explained that instead of determining the purpose of each program in isolation from each  
129 other, the District should attempt to align programs in an organizational context.

130  
131 Mr. Wisker applied the seven assumptions of the Organizational Priority Framework to the  
132 District’s current Organizational Strategic Framework diagram:  
133

- 134 1. The District's mission, in short, is to protect and improve the landscape
- 135 2. The District implements its mission through both direct implementation and influencing
- 136 others
- 137 3. Mission implementation activities are organizational priorities
- 138 4. Mission implementation requires certain supportive activities
- 139 5. Supportive activities must efficiently support mission implementation
- 140 6. Resource allocation must be evaluated and balanced across direct implementation,
- 141 influencing, and support activities
- 142 7. Programs must ultimately be aligned and work in concert to accomplish the mission
- 143

144 Mr. Wisker previewed the Permitting program purpose discussion by noting that the program  
145 performs four major functions – permit administration, compliance, partnership development,  
146 and education.

147  
148 Mr. Wisker previewed the Operations and Support Services program purpose discussion by  
149 highlighting the program's various supportive functions – management of human resources,  
150 information technology, finances, and more.

151  
152 Mr. Wisker introduced both program discussions, and underscored that neither program's  
153 purpose was identified as needing adjustment through the staff evaluation process in phase one.  
154 He explained that the main focus of critique for both programs concerned the establishment of  
155 clear priorities and operational efficiencies. Mr. Wisker noted that potential changes to  
156 procedure, policy, technology planning, and department structure and staff have been discussed  
157 for Permitting and Operations. Mr. Wisker stated that, as program staff present the assumed  
158 purpose of their programs, they will preview assumed priorities and operational adjustments.

159  
160 Manager Miller thanked Mr. Wisker for revisiting the background of the strategic planning  
161 process and applying the Organizational Priority Framework to the strategic planning diagram.

162  
163 Program Purpose: Permitting

164  
165 Ms. Sylvia presented a brief history of the District's Permitting program. The Permitting  
166 Department has existed in one form or another since the District was formed and over the years,  
167 the focus of the department has shifted with the District's priorities. Originally, the program was  
168 focused on flood control. The Department then focused on enforcing compliance, which  
169 informed the District's over-all identity and perception. Recognizing that the District would be  
170 able to get greater water resource protection out of the projects that were permitted through  
171 incentive, the District incorporated Low Impact Development (LID) grants for projects which  
172 went above and beyond the rule requirements. The LID funds and administration were later  
173 transferred to the Cost Share Program. The District underwent rule revision since adopting the  
174 2007 Comprehensive Plan in order to achieve greater water resource protection. These revisions  
175 added more stringent requirements which increased the complexity and review effort for these  
176 permit applications. Most recently, the Permitting Department has taken a customer service

177 approach to permitting, recognizing the potential to achieve greater natural resource benefit by  
178 acting as a value-added partner throughout the review process.

179  
180 Ms. Sylvia stated that Minnesota Statute 103D.341 requires watershed districts to adopt rules  
181 that protect water resources. She explained that, given the context of statute, a watershed district  
182 may operate one of three basic types of permitting program:

- 183
- 184 1. Minimal permitting program that defers rule administration to cities.
- 185 2. Permitting program that administers its rules and enforces compliance.
- 186 3. Permitting program that administers its rules, enforces compliance, and complements its  
187 regulatory efforts with proactive education, coordination, and messaging.
- 188

189 Ms. Sylvia noted that the District's Permitting program is striving toward the third option.

190  
191 Ms. Sylvia linked the Permitting program's purpose to the organizational framework, identifying  
192 it as one of the District's means to "influence others to implement natural resource protection,"  
193 or "indirect implementation."

194  
195 Ms. Sylvia stated that the audience the Permitting program interacts with and influences consist  
196 of permit applicants and the general public. She explained that of those with whom the  
197 Permitting program staff interact, entities invested in large-scale land use change have the  
198 potential to cause the most impact to or provide the most benefit for natural resources, and  
199 should thus be a target audience for the program moving forward.

200  
201 Ms. Sylvia outlined the purpose of each of the program's major functions. She stated that the  
202 purpose of permit administration was to review construction plans and minimize natural resource  
203 impact. Ms. Sylvia underscored that the Permitting program's philosophy in permit review is to  
204 prioritize projects that pose the greatest risk for natural resources so that natural resource impacts  
205 may be prevented and natural resource improvements may be implemented.

206  
207 Manager Becker noted that if staff were prioritizing permits based on per-project impact, then  
208 some types of permitted projects would be de-prioritized, despite the cumulative effect of such  
209 projects. He highlighted single family home (SFH) projects as small-scale, but frequent impacts  
210 to natural resources. Manager Becker explained that as individual SFH projects may not each  
211 impact natural resources significantly, the cumulative change in hardcover across many SFH  
212 projects could prove substantial.

213  
214 Mr. Wisker noted that much of the District's ability to mitigate impact depends on the District's  
215 rules. He explained that because the District has waived its authority to regulate stormwater and  
216 hardcover on SFH projects, the measures of natural resource protection that District staff can  
217 require typically are erosion control during construction and, at times, installation of wetland  
218 buffers. Mr. Wisker summarized his points by stating that the consideration of cumulative impact

219 of SFH was made when the rules were written, and would have to be revisited if the Board had  
220 an interest in regulating stormwater on SFH projects.

221  
222 Manager Olson asked if projects in the District sometimes avoided getting a District permit. Ms.  
223 Sylvia stated that some SFH construction is done without applying for a District permit. She  
224 underscored that it would be rare for a larger project to not be brought to the attention of the  
225 District and receive a permit before construction. Ms. Sylvia stated that by increasing  
226 compliance inspections and expanding enforcement capacity, the Permitting program would be  
227 more able to identify active construction projects that lack a District permit.

228  
229 Ms. Sylvia stated that the purpose of managing compliance with District rules was to ensure that  
230 natural resource protection measures identified through permit administration actually occur. She  
231 explained that the Permitting program's philosophy on compliance is to be inspect proactively,  
232 prioritizing based on natural resource risk, project visibility, and citizen inquiries. Ms. Sylvia  
233 added that the Permitting program strives to execute enforcement measures efficiently. She noted  
234 that the District could coordinate with cities or other agencies on inspection efforts.

235  
236 Ms. Sylvia stated that the purpose of developing partnerships was to take up opportunities to  
237 achieve natural resource protection or improvement that exceeds rule requirements. She noted  
238 that the Permitting program's philosophy on partnership development is that staff should have  
239 the time and resources to identify opportunities for collaboration, coordinate with applicants as  
240 partners, and influence land use change to provide greater natural resource benefit than required  
241 by rules.

242  
243 Ms. Sylvia stated that a central issue identified by program staff and highlighted by staff  
244 evaluation is the disproportionate amount of time spent on permit administration, especially for  
245 projects with little risk of impact to natural resources. She noted as an example that SFH projects  
246 that trigger the District's wetland protection rule require a wetland delineation and boundary  
247 decision, a public notice, and a declaration of the buffer on the property, costing significant  
248 amounts of time and money.

249  
250 Ms. Sylvia stated that because Permitting staff spend so much time on permit administration, the  
251 program's compliance and partnership efforts are under-resourced. She added that the majority  
252 of current compliance efforts are reactive to resident complaints.

253  
254 Ms. Sylvia stated that moving forward, Permitting staff and cross-departmental volunteers would  
255 work to identify potential solutions to the issues identified, including the following:

- 256
- 257 • Establish program prioritized based on natural resource risk and potential benefit
  - 258 • Allocate resources according to established priorities by examining the following:
    - 259 ○ Administrative/procedural changes
    - 260 ○ Rule revisions/simplification
    - 261 ○ Improvement of coordination with other agencies and other District programs
    - 262 ■ Field presence

- 263                   ▪ Education and communications
- 264                   ○ Technology improvements
- 265                   ○ Staffing changes
- 266

267 Manager Becker asked if the staff had considered blanket permits for certain types of projects to  
268 improve administrative efficiency. Mr. Wisker responded that staff have discussed the idea of  
269 blanket permitting for SFH subdivisions and will continue to explore this option.

270  
271 Mr. Wisker asked the Managers present if the Permitting program's purpose of providing greater  
272 natural resource protection than mere rule administration was appropriate. The Committee  
273 generally agreed.

274  
275 Program Purpose: Operations and Support Services

276  
277 Mr. Mandt presented a brief history of the Operations and Support Services program. He noted  
278 that the program did not formally exist until 2014. Mr. Mandt stated that before that time, the  
279 District Administrator was singularly responsible for all office operations. He explained that the  
280 current model, informed by Springsted's consultation, assigns administrative duties to the  
281 Operations and Support Services program, leaving the Administrator time to focus on external  
282 partners, the Board of Managers, and the annual budget.

283  
284 Mr. Mandt stated that since the program began, program staff have overhauled the staff  
285 handbook and conducted an audit of human resources, finances, and information technology.

286  
287 Mr. Mandt presented the program's own mission, vision, and goals, which read as follows:

- 288
- 289       • Mission – to support the District's revolutionary endeavors by remaining forward and  
290       customer focused; striving to be adaptive, responsive, and flexible in all aspects of  
291       supporting the organization
- 292       • Vision – to be the foundation of resources and support, ensuring stability that sustains  
293       and nurtures the development of the District and its programs
- 294       • Goals
  - 295           ○ To enhance the productivity and aims of District programs with the support  
296           needed to succeed
  - 297           ○ To listen, assess possibilities and offer solutions to those we serve
  - 298           ○ To continuously challenge current structures and systems, striving for continual  
299           improvement in all areas
- 300

301 Mr. Mandt presented a diagram of the program's major activities – human resources (HR),  
302 information technology (IT), support, finances, the office building, meeting support, and  
303 insurance. Mr. Mandt stated that in carrying out all of the activities shown on the diagram,  
304 program staff aim for efficiency, reliability, and stability. He provided a pair of examples of how  
305 the program has improved the everyday functionality of the District: first, the program greatly  
306 improved the reliability of the District's server and developed a network to connect the District's

307 computers; second, the program staff now serve as a first point of contact between staff and  
308 healthcare providers or IT consultants.

309  
310 Manager Miller noted that the program does not do central purchasing. He suggested that staff  
311 explore whether or not it may be worth regularly bidding out vendor services.

312  
313 Mr. Mandt restated the program's purpose, underscoring the program's role of supporting  
314 District staff. He stated that in addition to becoming a first point of contact between District staff  
315 and staff's service providers, Operations and Support Services staff have made the hours of  
316 operation flexible for staff's convenience by having dedicated staff at the front desk. Mr. Mandt  
317 noted that those outside the District appreciate the fact that the District has staff operating the  
318 phones instead of an automated system.

319  
320 Mr. Mandt highlighted the following areas of focus for the program as staff continue with the  
321 strategic planning process:

- 322
- 323 • Human Resources
    - 324 ○ Utilize the assembled task force
    - 325 ○ Improve HR practices concerning hiring and retention
    - 326 ○ Develop an HR plan as a long-term tool to guide decisions instead of relying on
    - 327 one-time studies for each decision
  - 328 • Finance
    - 329 ○ Define the program's role in the organization's financial planning and budgeting
  - 330 • Information Technology
    - 331 ○ Utilize the assembled IT team
    - 332 ○ Develop a technology plan to evaluate and priorities needs across the organization
    - 333 (e.g. website, GIS, and databases)
- 334

335 Mr. Wisker stated that the purpose for the Operations and Support Services program was not  
336 identified as an issue through staff evaluation. Referencing the Organizational Priority  
337 Framework, he noted that Operations and Support Services provides strategic support of mission  
338 implementation programming. Mr. Wisker underscored that decisions regarding mission  
339 implementation programming affect how Operations and Support Services will provide support  
340 to the District.

341  
342 Manager Becker asked Mr. Mandt how the Operations and Support Services program ascertains  
343 what District staff need regarding supportive services. Mr. Mandt stated that the program staff  
344 host discussions on specific topics and are available to discuss needs with staff throughout the  
345 workday.

346  
347 Mr. Wisker noted that he and Ms. Christopher, of the Planning & Projects program, have  
348 managed the District's annual budget planning for the past three years. He stated that moving  
349 forward, staff hoped to find a balance between the roles of Planning and Operations in managing  
350 the budget.



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Six Mile Creek – Halsted Bay: Planning Update

Mr. Wisker stated that in coordination with LHB and Hart Howerton, District staff were balancing management area- and subwatershed-specific planning with land acquisition efforts. He noted that a subwatershed plan was in development.

Planners’ Breakfast Recap

Mr. Wisker stated that District staff organized a meeting for planning staff from cities and agencies across the watershed. He noted that many land use planning staff were in attendance, rather than the typical audience of water resource technicians. Mr. Wisker underscored that meetings such as the Planners’ Breakfast are key to building the relationships necessary to truly integrate the District’s water resource protection with land use planning.

Ms. Christopher stated that 25 staff from other agencies attended the meeting. She explained that District staff presented the approach of the District’s 2017 Comprehensive Plan. Ms. Christopher noted that both Sean Walther of St. Louis Park and Ben Landhauser of Victoria spoke to the benefits of coordinating with the District on planning efforts. She added that there were small group discussions and a follow-up survey through which District staff could collect feedback on how best to integrate the District’s work with that of its partners.

The Committee meeting adjourned at 6:20 p.m.

Respectfully submitted,

Matthew Cook  
Planning Assistant

# STRATEGIC PLANNING FRAMEWORK

September 22, 2016 PPC Meeting

# MEETING PURPOSE

- Review the purpose of the following programs:
  1. Permitting
  2. Operations and Support Services

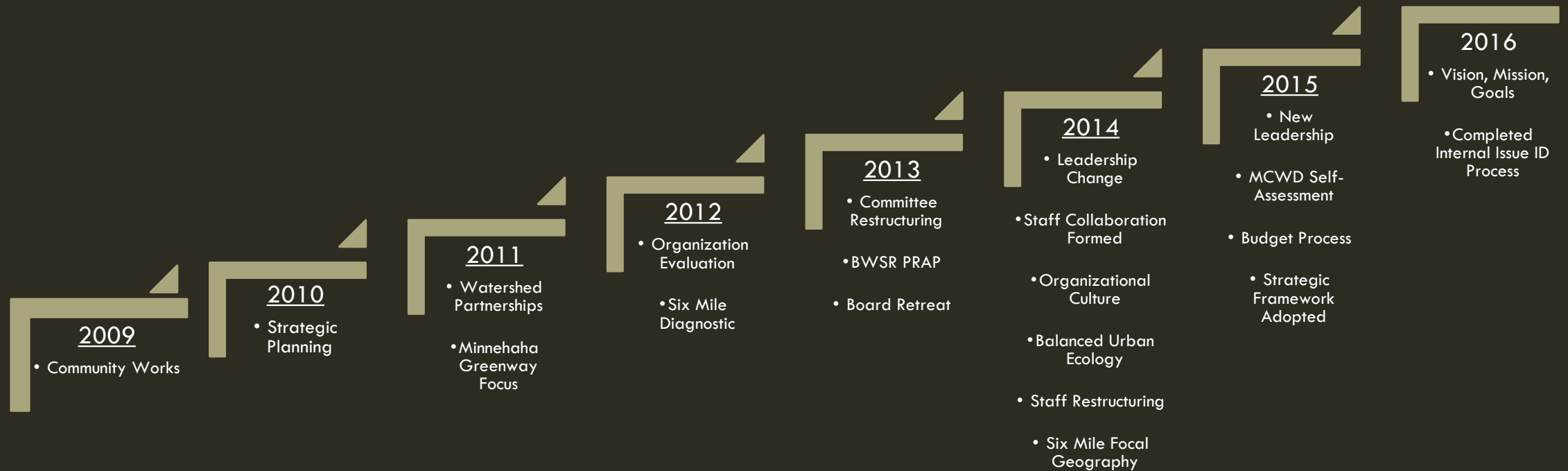
# MEETING OUTLINE:

- Review strategic planning background
- Review the strategic framework for organizational priorities
- Introduce Permitting and Operations discussions
- Permitting program purpose
- Operations program purpose

# STRATEGIC PLANNING BACKGROUND

- Trajectory leading to strategic planning
- Purpose of strategic planning
- Overarching strategic planning process
- Strategic planning process to date

# STRATEGIC PLANNING BACKGROUND



# STRATEGIC PLANNING PURPOSE

- Program purpose defined
- Clarity on Board priorities
- Improve the focus and effectiveness of programs
- Align programs with the District Mission and improve coordination
- Develop clear outcomes and metrics of program initiatives for evaluation
- Establish a repeatable process for evaluation of current and future initiatives

# STRATEGIC PLANNING PROCESS

1. Organizational Strategic
2. Program Strategic
3. Program Operational
4. Organizational Operational



# STRATEGIC PLANNING PROCESS TO DATE:

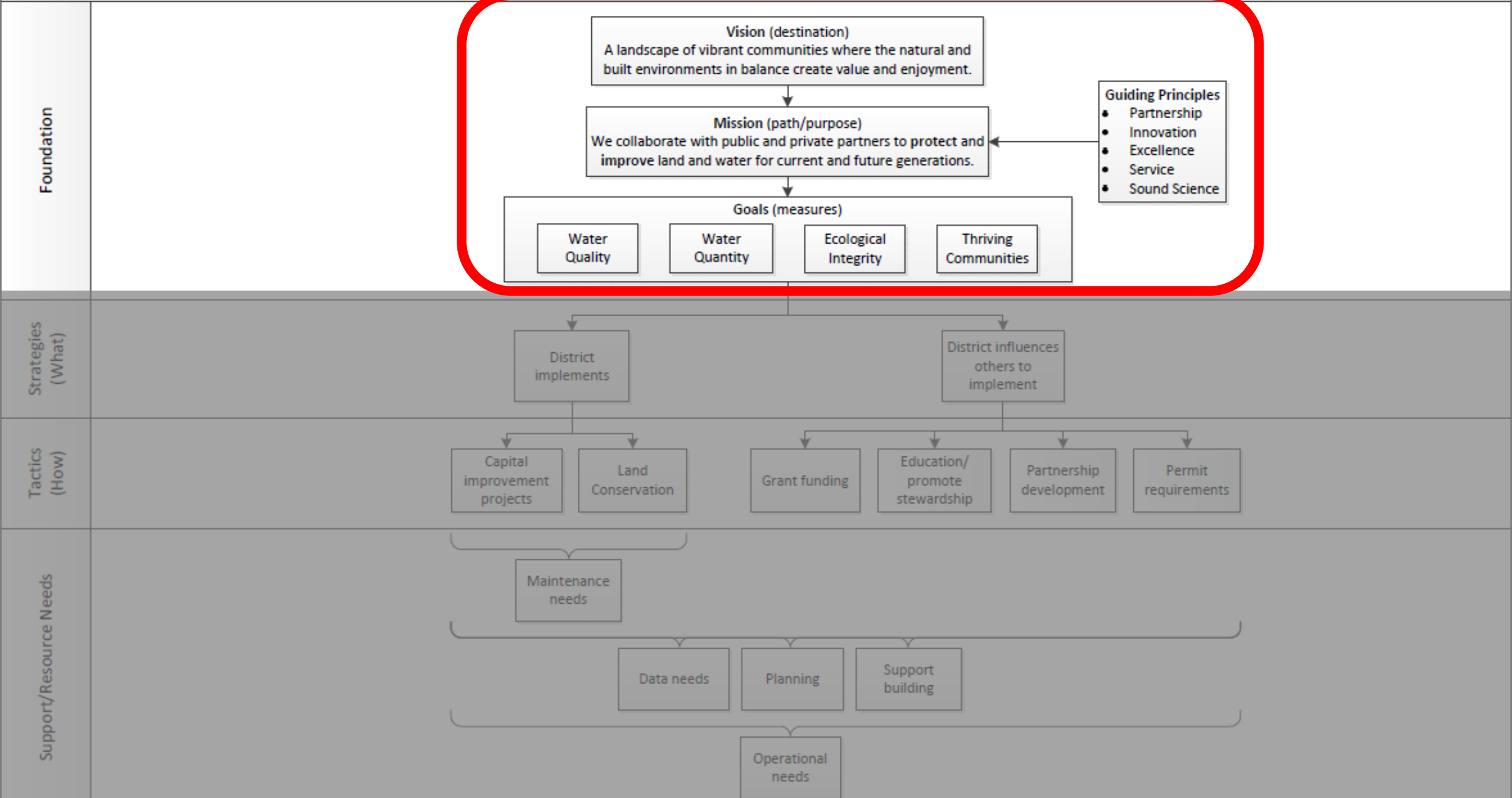
- Vision – Mission – Goals
  - Mission Assumptions
  - Organizational Priority Framework
  - Assumptions Moving Forward
- Phase I – Issue Identification
  - April – May → Program information developed
  - June – July → Internal issue identification through focus groups and surveys
  - Executive summaries provided August 25, 2016
- Phase II – Analysis and Decision Making Process
  - Process established September 8, 2016
  - Organizational Issues addressed categorically
    - Program Purpose
    - Program Linkages
    - Operational



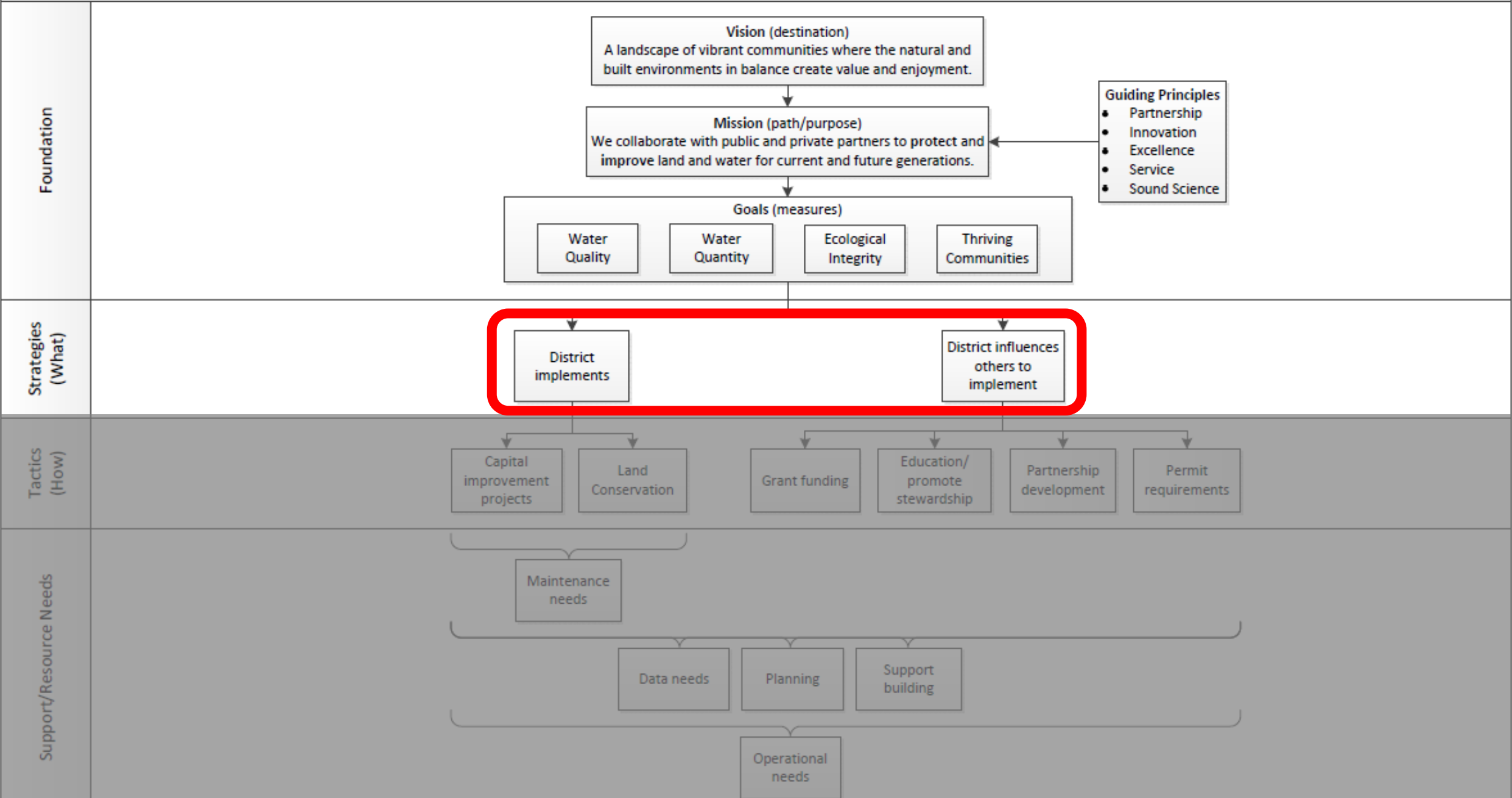
# APPLYING THE PRIORITIZATION FRAMEWORK

1. Mission – protect and improve the landscape
2. Direct vs. Indirect mission implementation
3. Mission implementation takes priority
4. Mission implementation needs support
5. Support must be aligned with mission
6. Program purpose, alignment, and resources must be evaluated
7. Align programs to accomplish mission

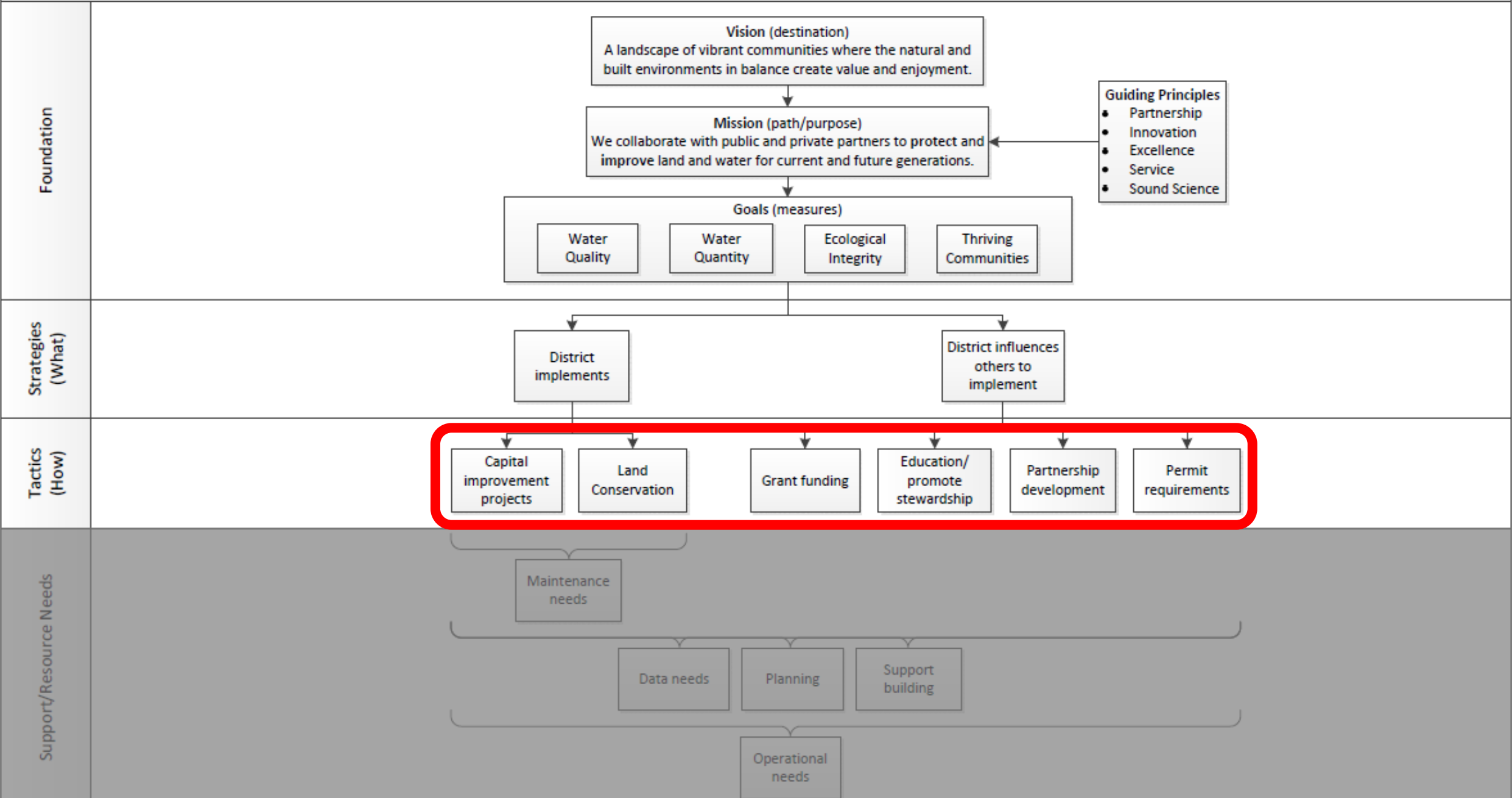
# Organizational Framework [DRAFT]



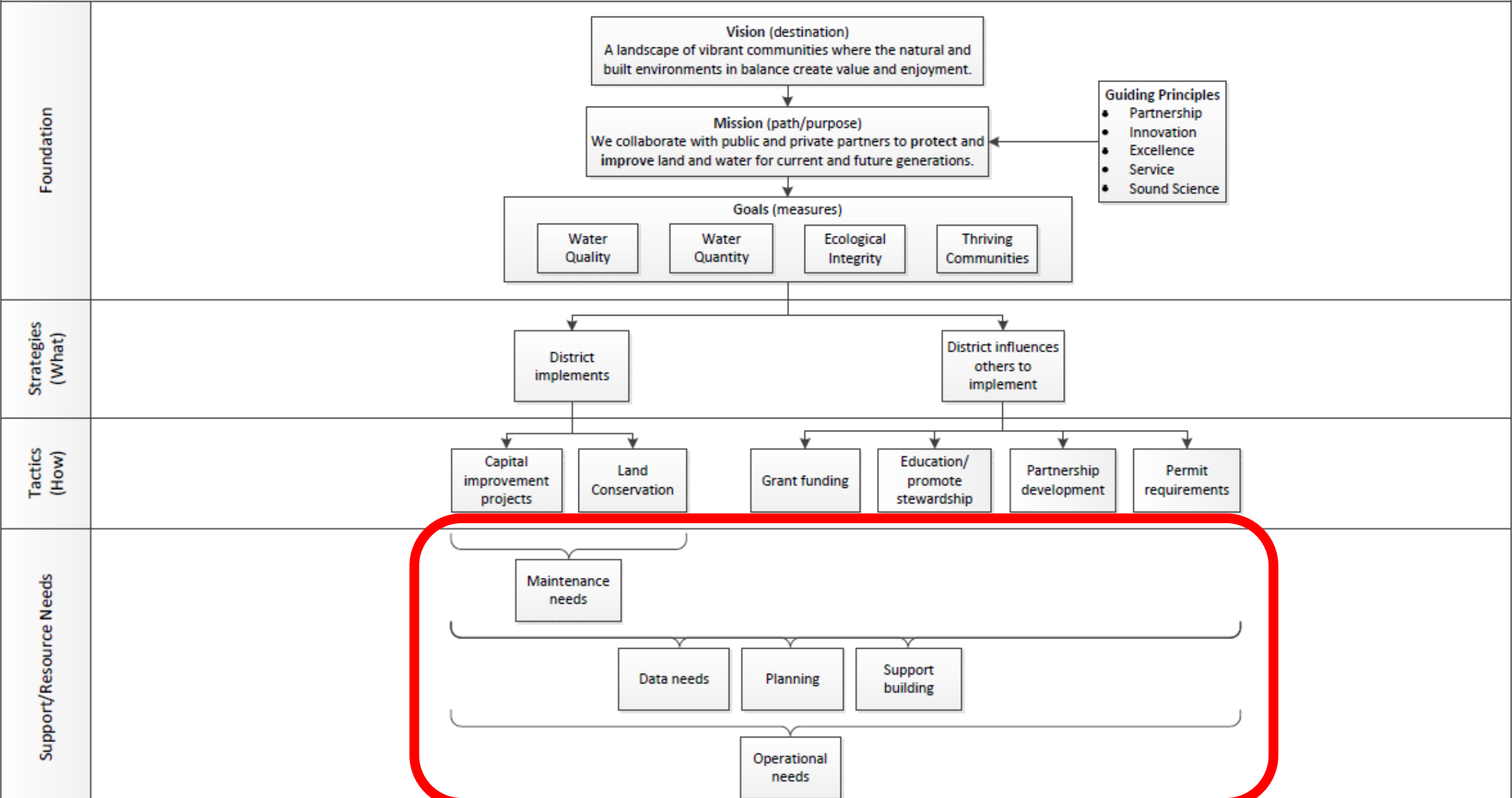
# Organizational Framework [DRAFT]



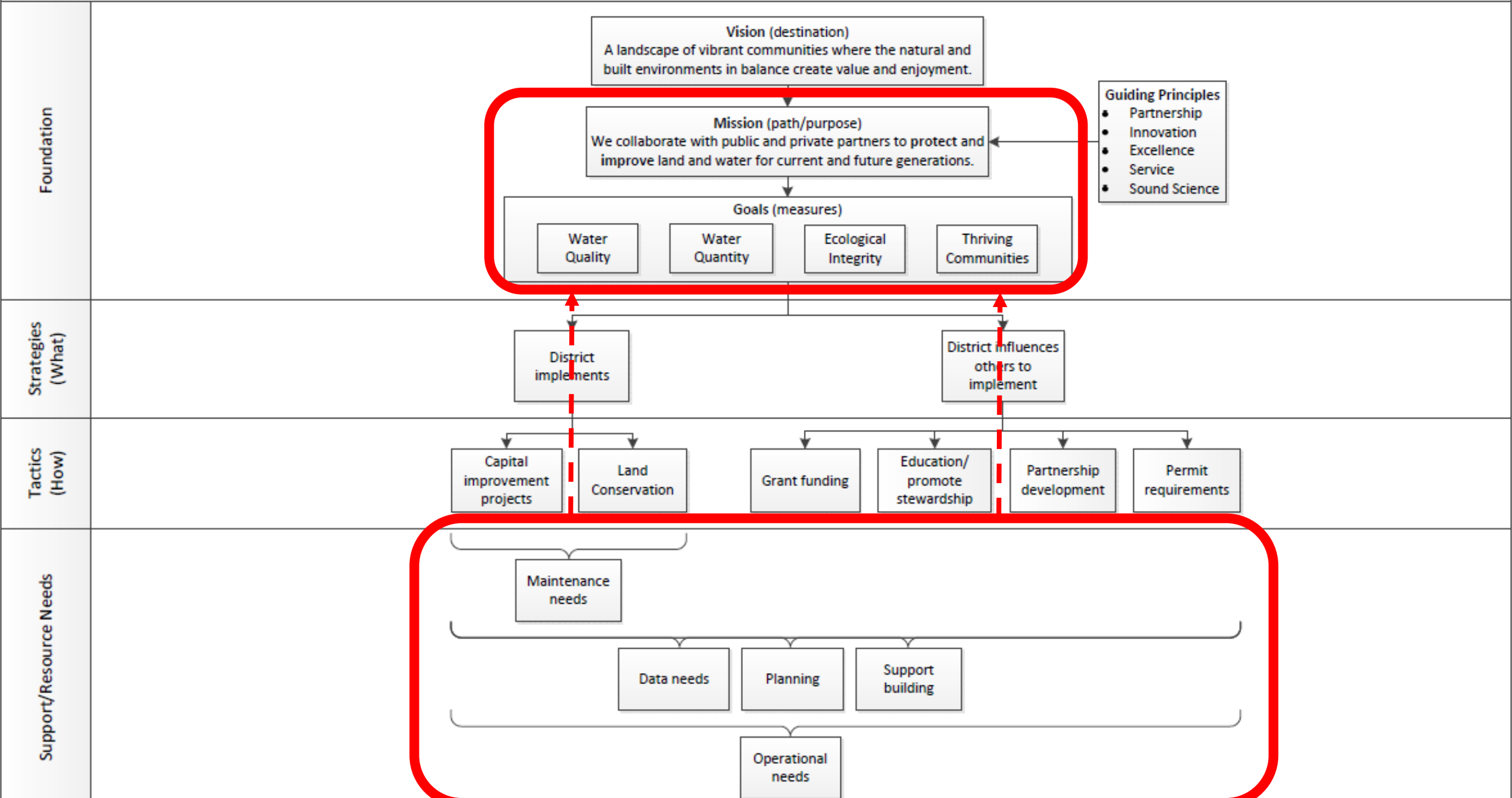
# Organizational Framework [DRAFT]



# Organizational Framework [DRAFT]

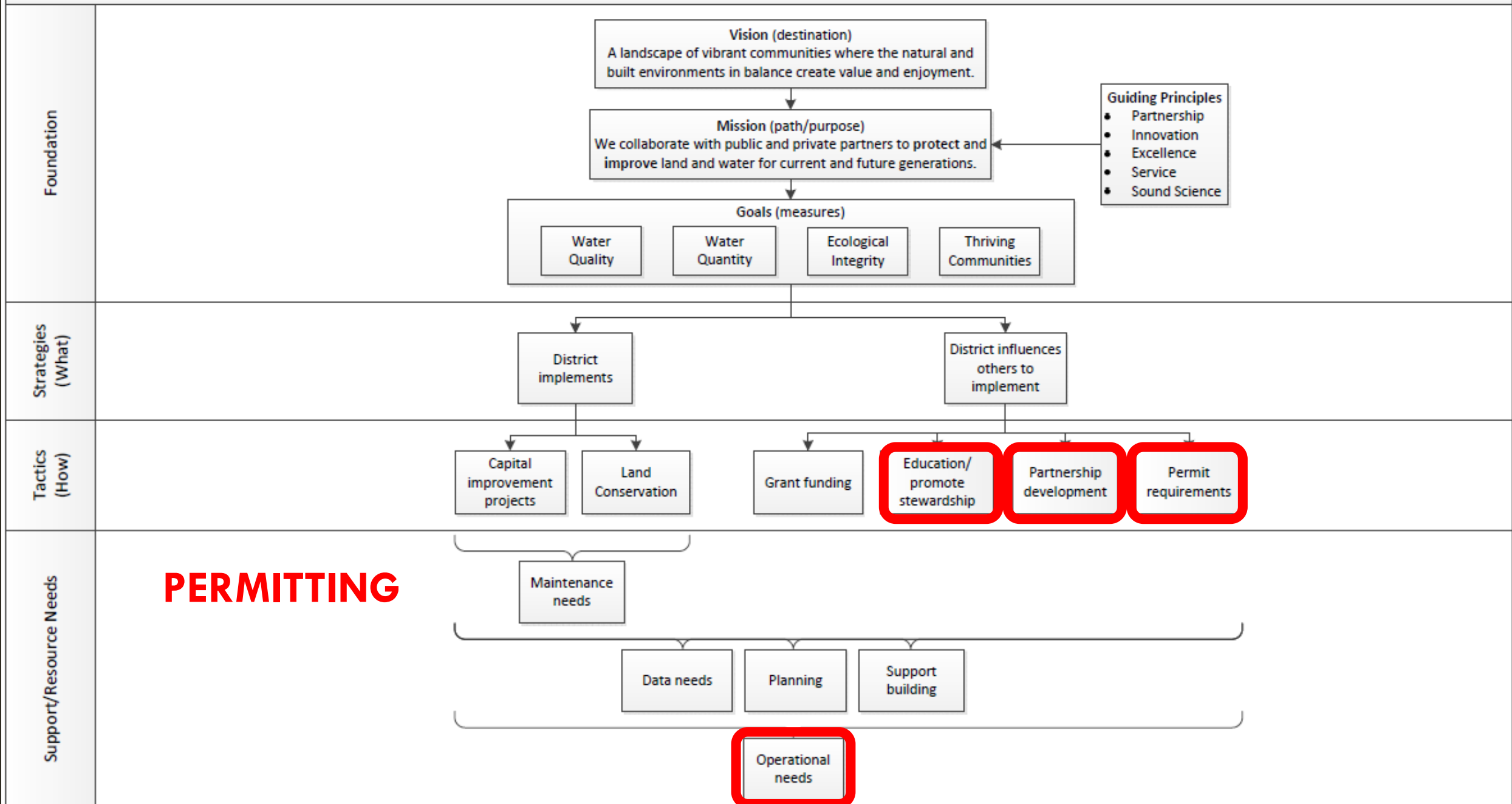


# Organizational Framework [DRAFT]

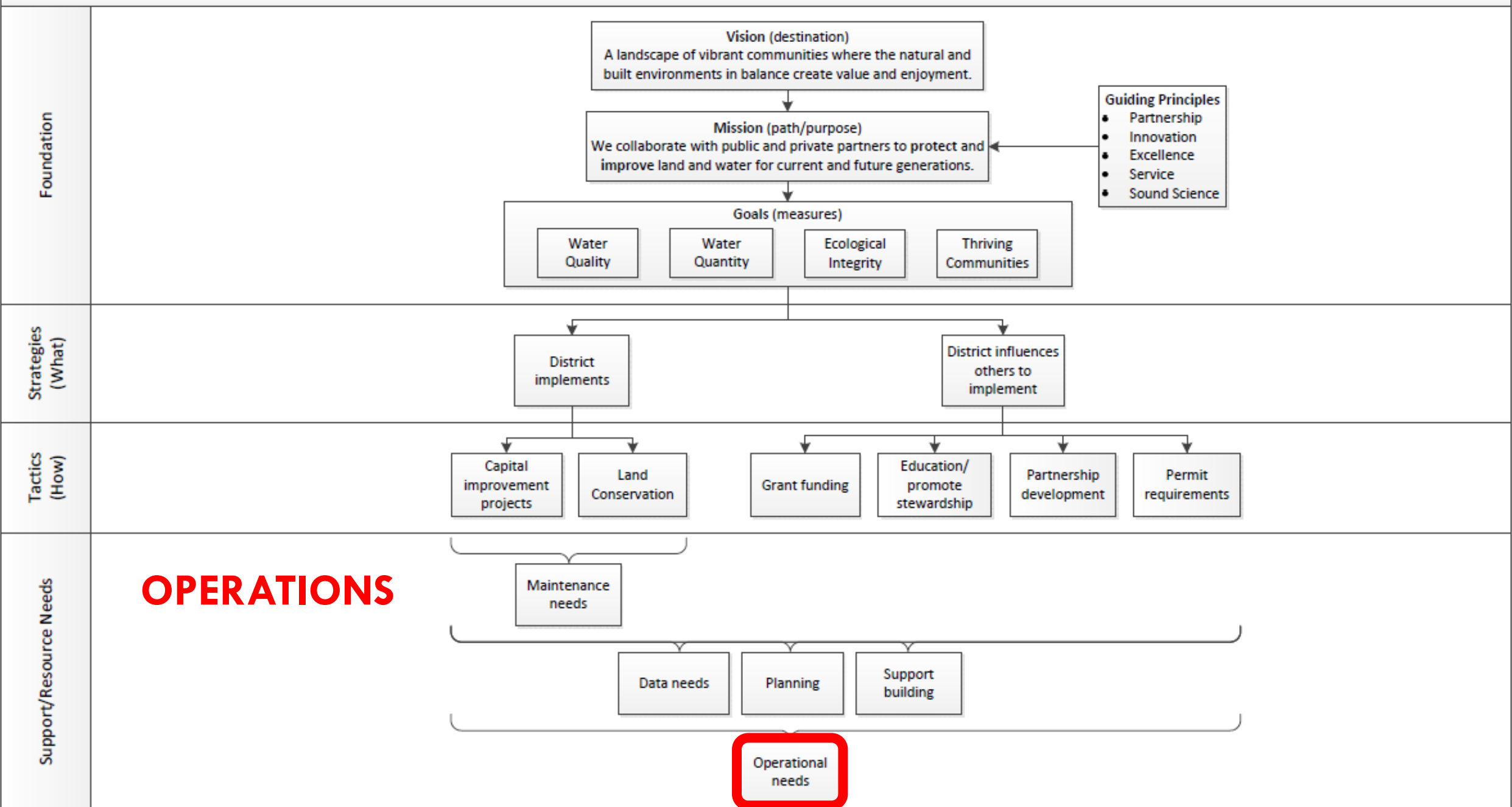




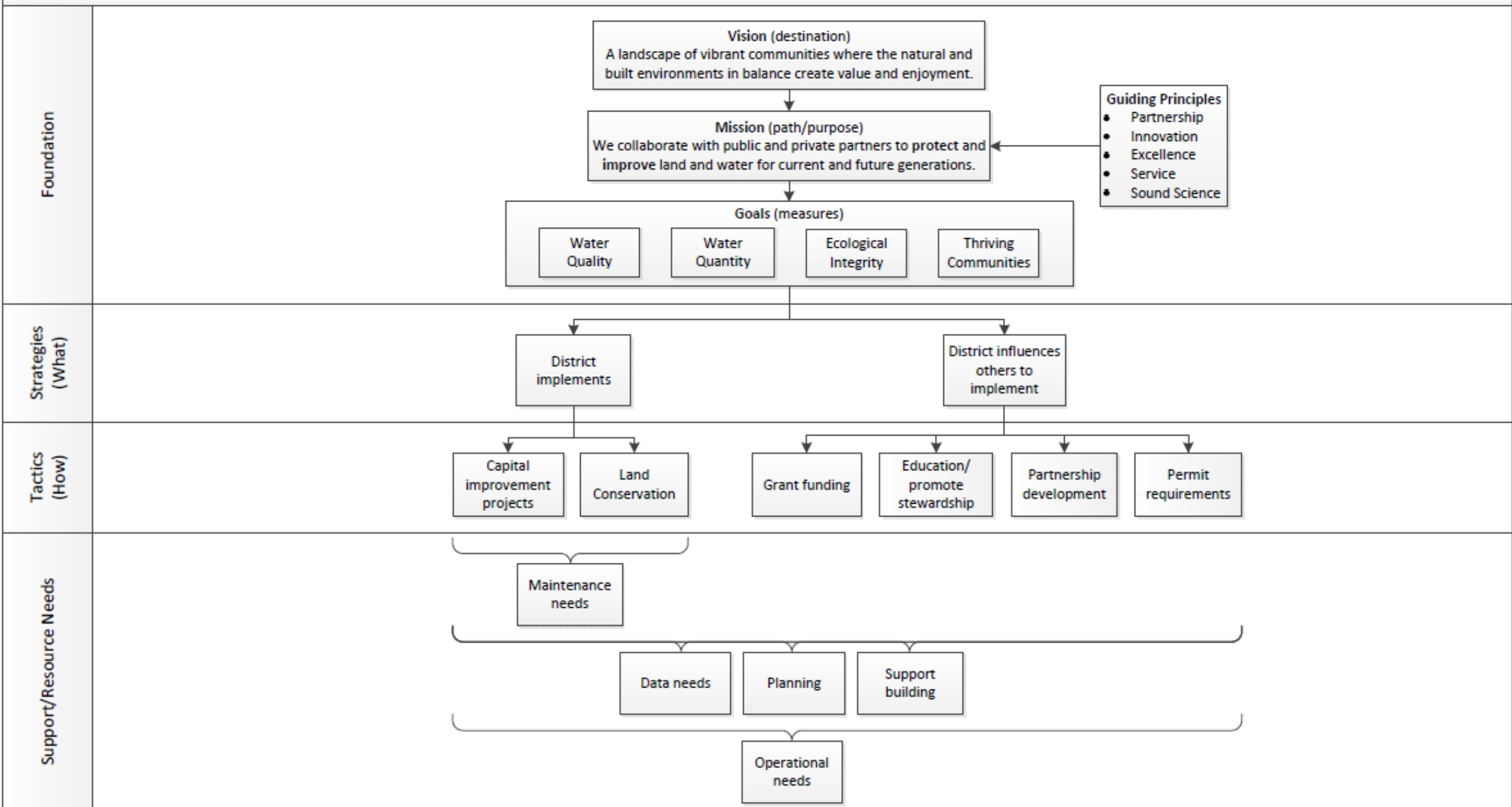
# Organizational Framework [DRAFT]



# Organizational Framework [DRAFT]



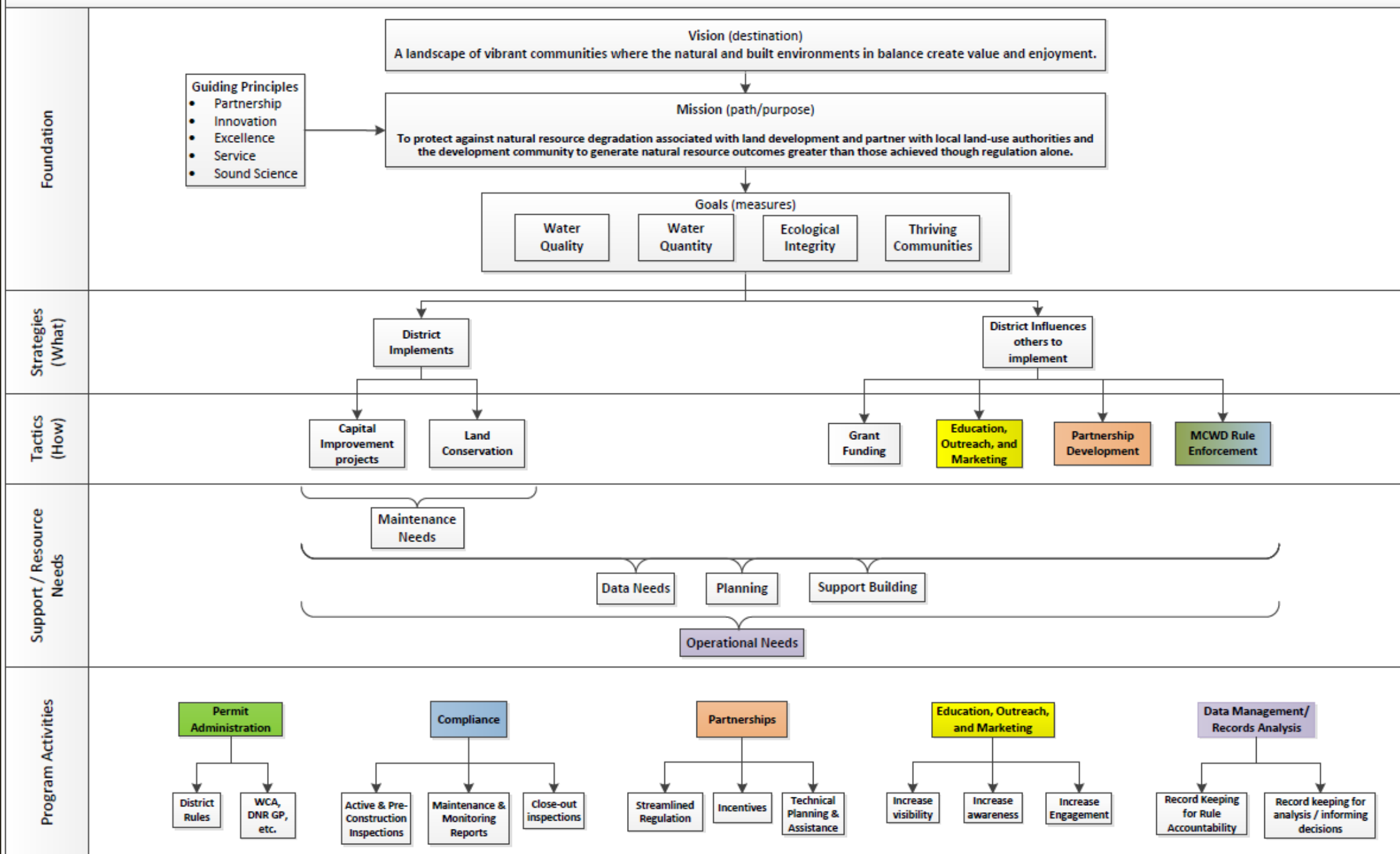
# Organizational Framework [DRAFT]



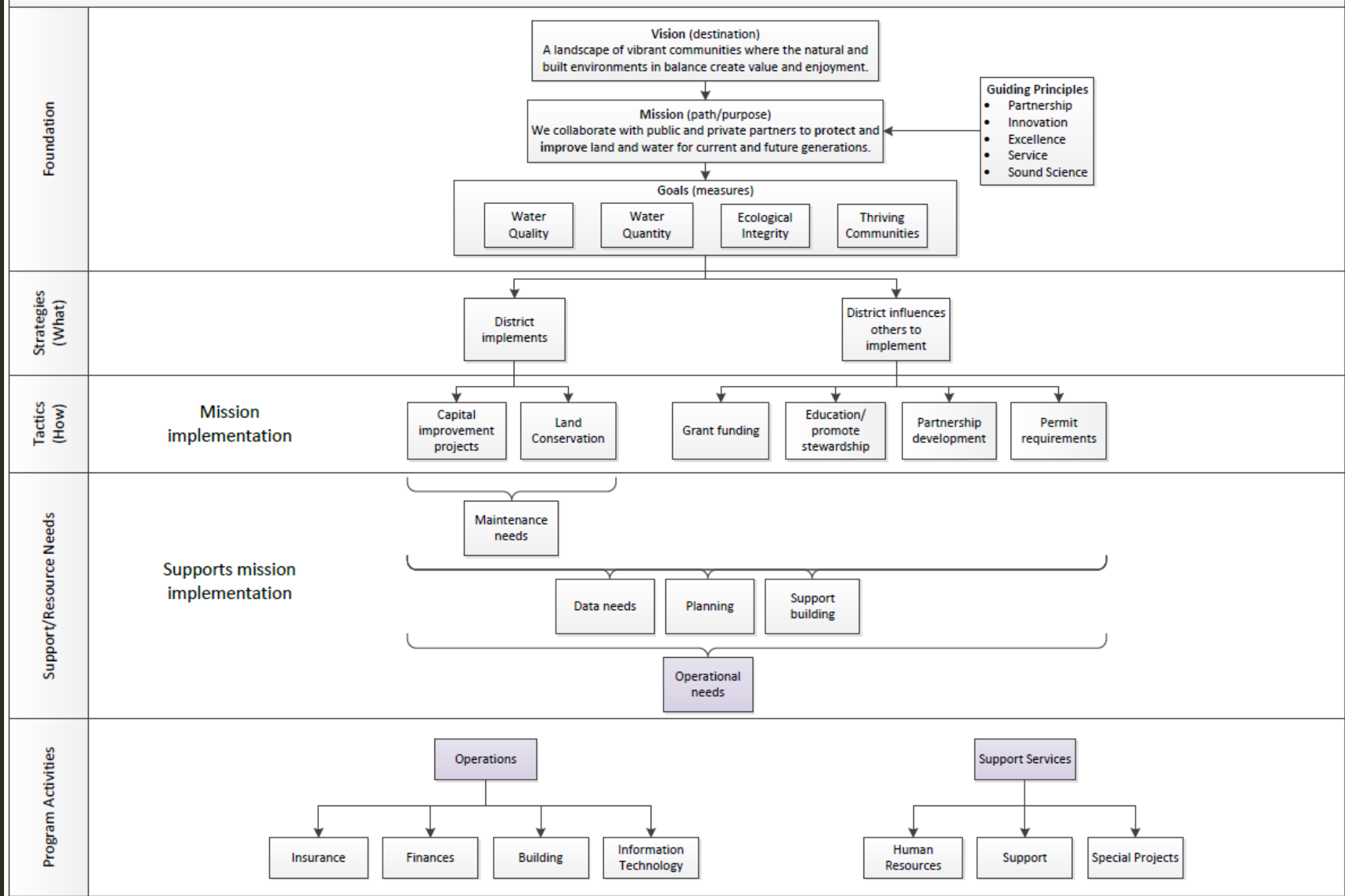
# PERMITTING AND OPERATIONS INTRODUCTION

- Outline and discuss the purpose of these programs
- Program purpose was not flagged through the issue identification process (Phase I)
- Main focus in issue identification was establishing clear priorities and increasing operational efficiency:
  - Procedural
  - Policy change
  - Technology
  - Staffing and Department structure
- Programs will venture into a preview of projected priorities and operational issues/solutions
  - Linked back to the main focus of the evening – clarity on program purpose

PERMITTING PROGRAM STRATEGIC FRAMEWORK (DRAFT)



Operations and Support Services Strategic Framework [DRAFT]





**MINNEHAHA CREEK**  
WATERSHED DISTRICT

# Permitting Program Purpose

Strategic Planning 2016  
Planning and Policy Committee Meeting  
September 22, 2016



# Outline

- Program History
- Program Purpose
  - Origin
  - Activities
  - Priorities
- Issues
- Goals and Next Steps





# Program History

- Program Evolution in District Priorities
  - Water Quantity- Flooding Control
  - Regulatory Identity
  - Low Impact Development incentive
  - Water Quality- Rule Changes
  - Customer Service- Value Added Partner



# Program Purpose

Permitting Program Origin- MN Statute 103D.341

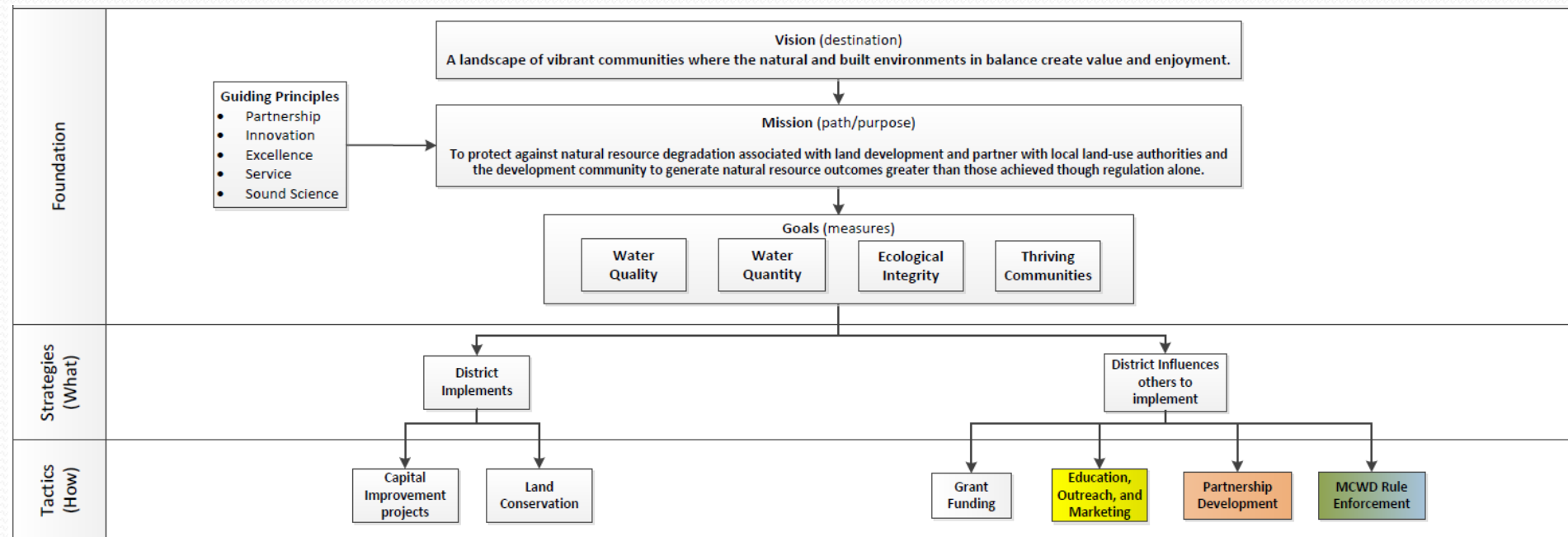
- Watershed Districts adopt rules to achieve goals in Natural Resource protection

Achieved through...

- No Permit Program- Rules are delegated to Cities
- Permit Program- Rule Administration and Compliance
- Permit Program- Rule Administration and Compliance achieved through proactive education, coordination and messaging.



# Program Purpose Influence



Audiences:

Reached- Applicants and General Public

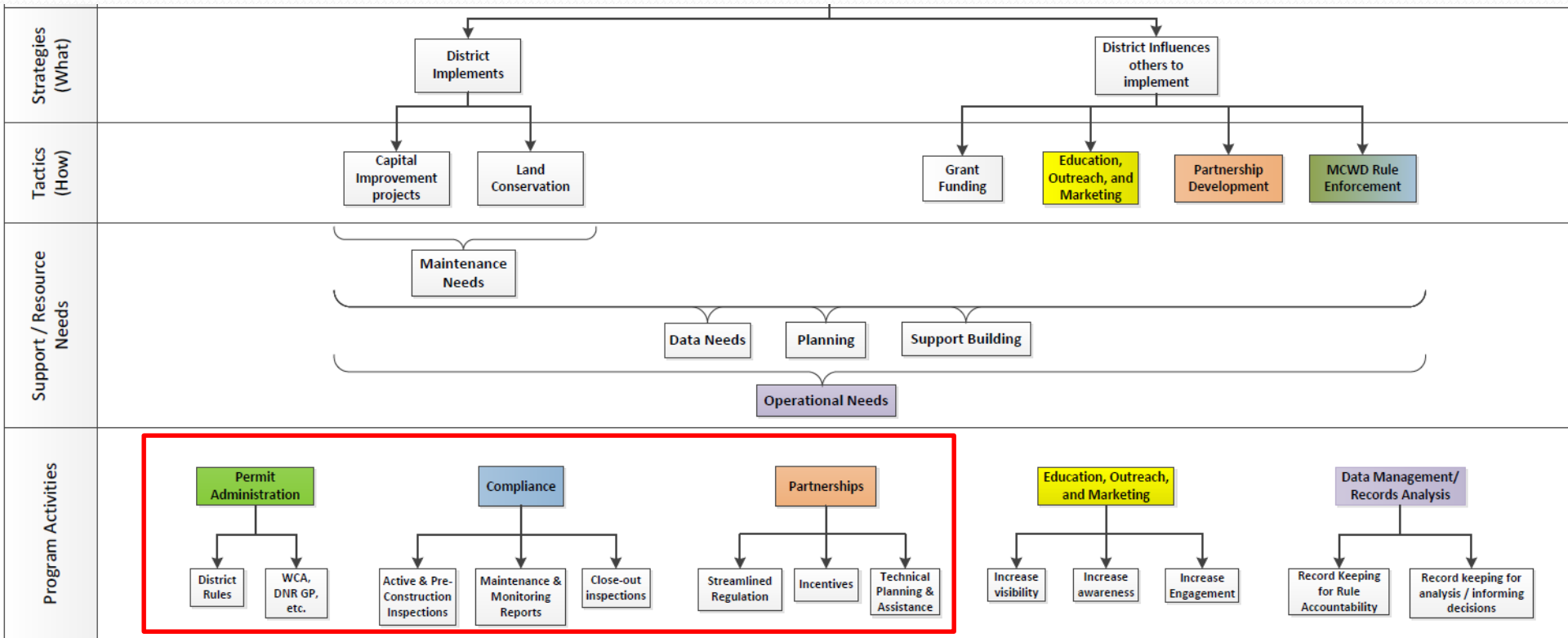
Target- Entities invested in large scale land-use change

Program Coordination:

Planning, Ed-Comm, Cost-Share



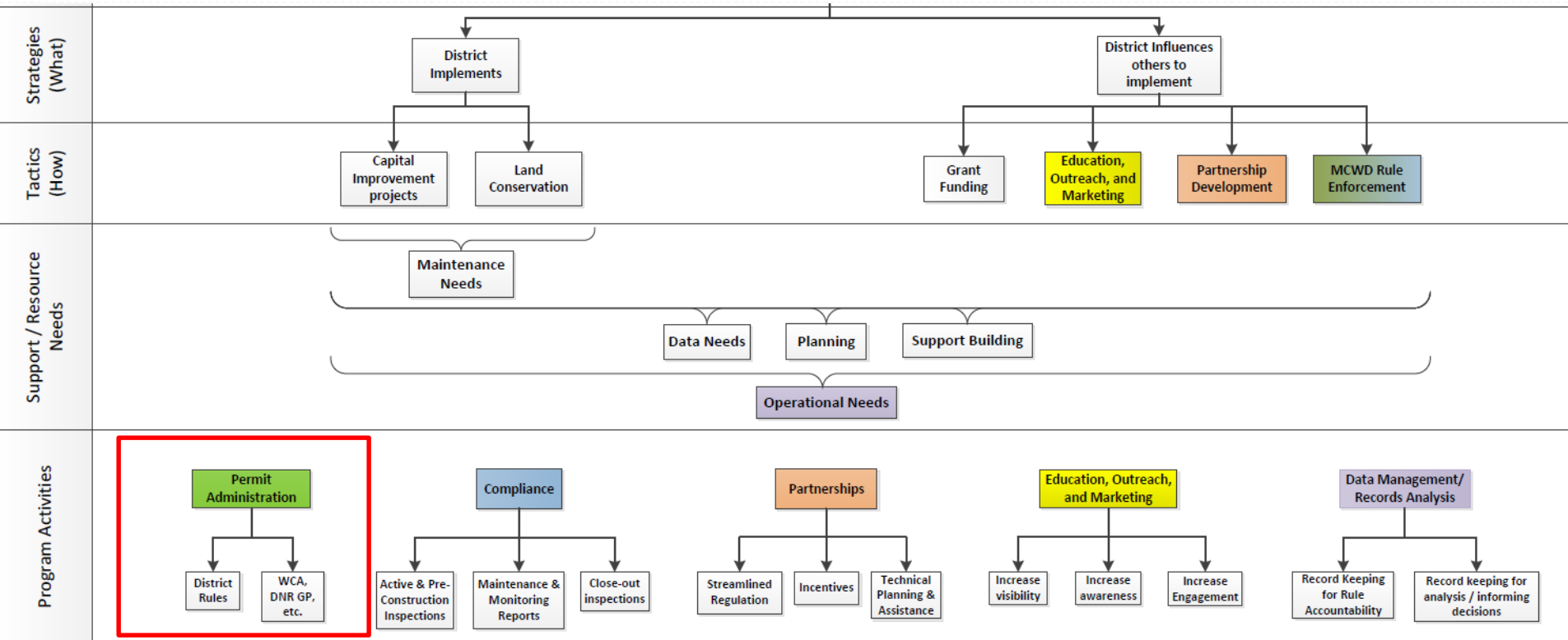
# Tactics



# Permit Administration



MINNEHAHA CREEK  
WATERSHED DISTRICT



Purpose:

Review plans for compliance with Rule requirements to minimize natural resource degradation

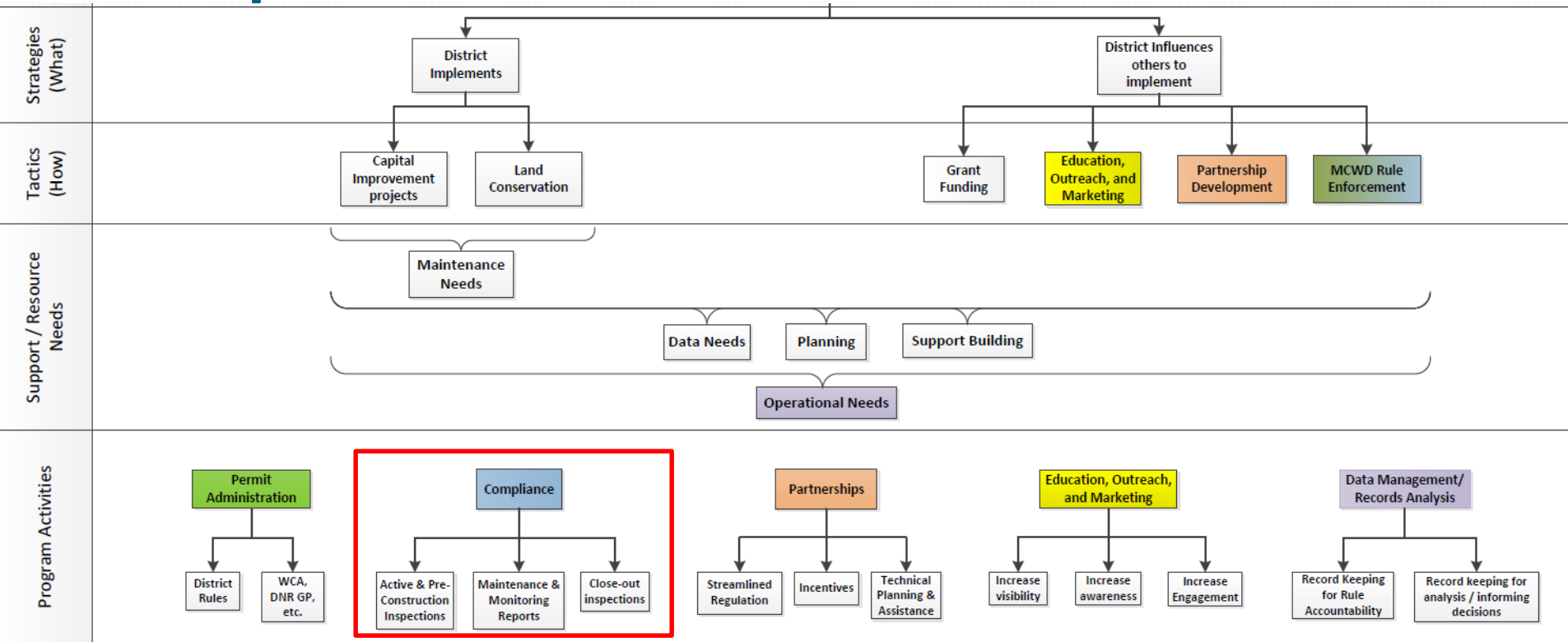
Philosophy:

Process all permits as efficiently as possible  
Permit review effort is proportional to natural resource risk of project

# Compliance



MINNEHAHA CREEK  
WATERSHED DISTRICT



Purpose:

Ensure that permitted plans are built according to regulation to protect against natural resource impact

Philosophy:

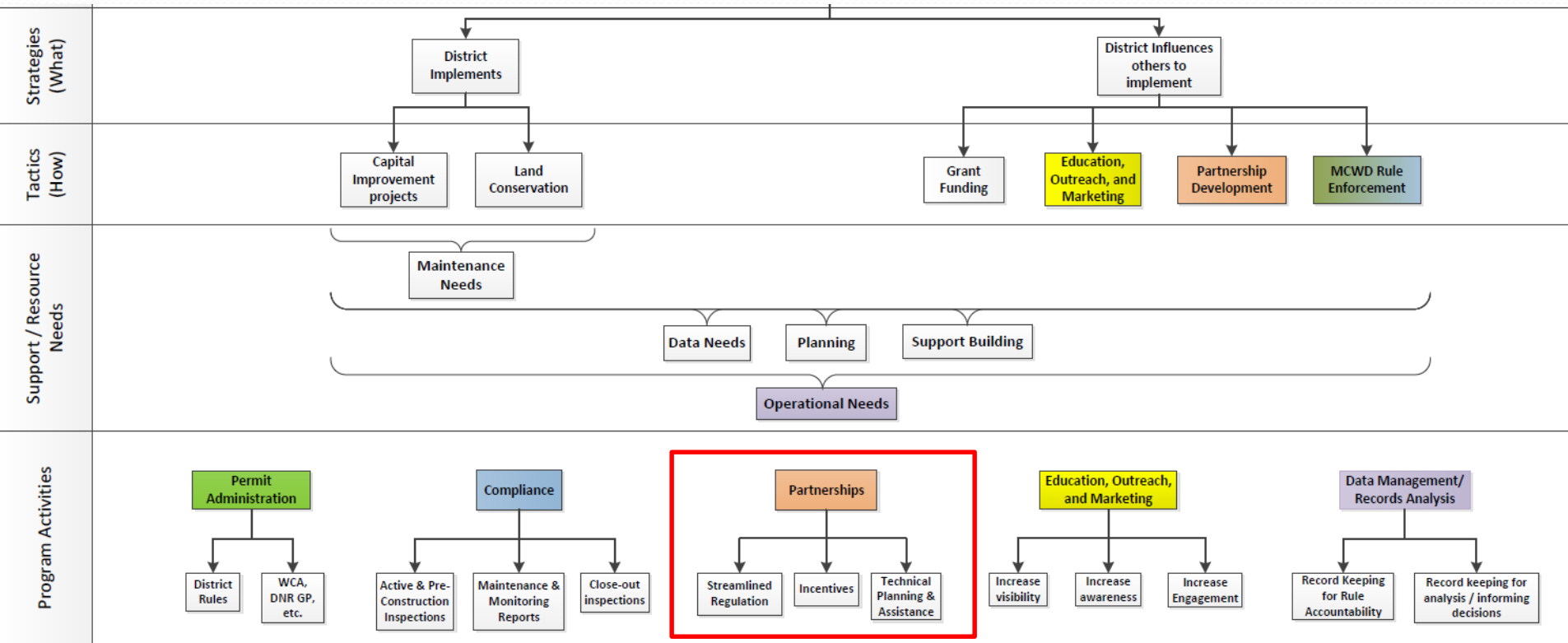
Compliance program is proactive and inspections are driven by natural resource risk, visibility, and complaint

Enforcement is executed efficiently

# Partnership



MINNEHAHA CREEK  
WATERSHED DISTRICT



Purpose:

Achieve greater natural resource benefit that exceeds rule compliance

Philosophy:

Staff is equipped with time and resources to identify opportunities, develop partnerships, and influence plans for greater natural resource benefit



# Issues

- Permitting:
  - Disproportionate amount of time is spent on low-risk permit review
    - Rule requirements for low-risk natural resource impact are too complex.
- Compliance
  - Majority of Compliance is reactive
    - Proactive Compliance program requires prioritization of time and resources proportionate to natural resource risk.
- Partnership:
  - Lack of time, staff, resources to effectively generate partnerships
    - Time and resources that could be directed towards Partnership Development are being used in other Permitting activities- that have less *opportunity* for natural resource benefit





# Goals and Next Steps

- Allocate and align resources consistent with established priorities
- Permitting Department Prioritization Framework
  - Administrative Changes and Prioritization
  - Rule Simplification
  - Improved Coordination
    - Field Presence
    - Education and Communication
  - Technology
  - Staffing



# Operations And Support Services History and Purpose



# Present

## Pre 2014

Administrative  
Services



Administrator is  
Singularly responsible for all  
Office Operations.

Operations &  
Support Services

HR	IT	Customer Service
Finance/ Accounting	Office Operations & Mgmt	Building/ Grounds Maintenance
MCWD Board	MCWD Staff	Special Projects



Administrator new focus:

- External Partners
- Board of Managers
- Annual Budget



## Mission

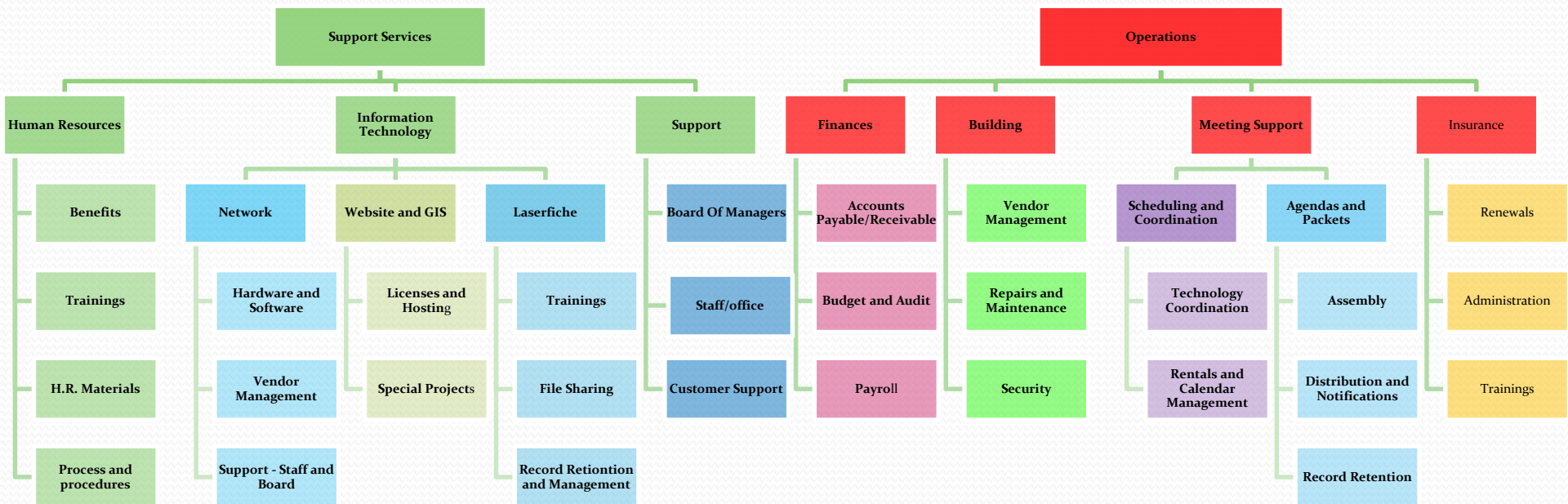
- ❖ To support the District's revolutionary endeavors by remaining forward and customer focused; striving to be adaptive, responsive and flexible in all aspects of supporting the organization.

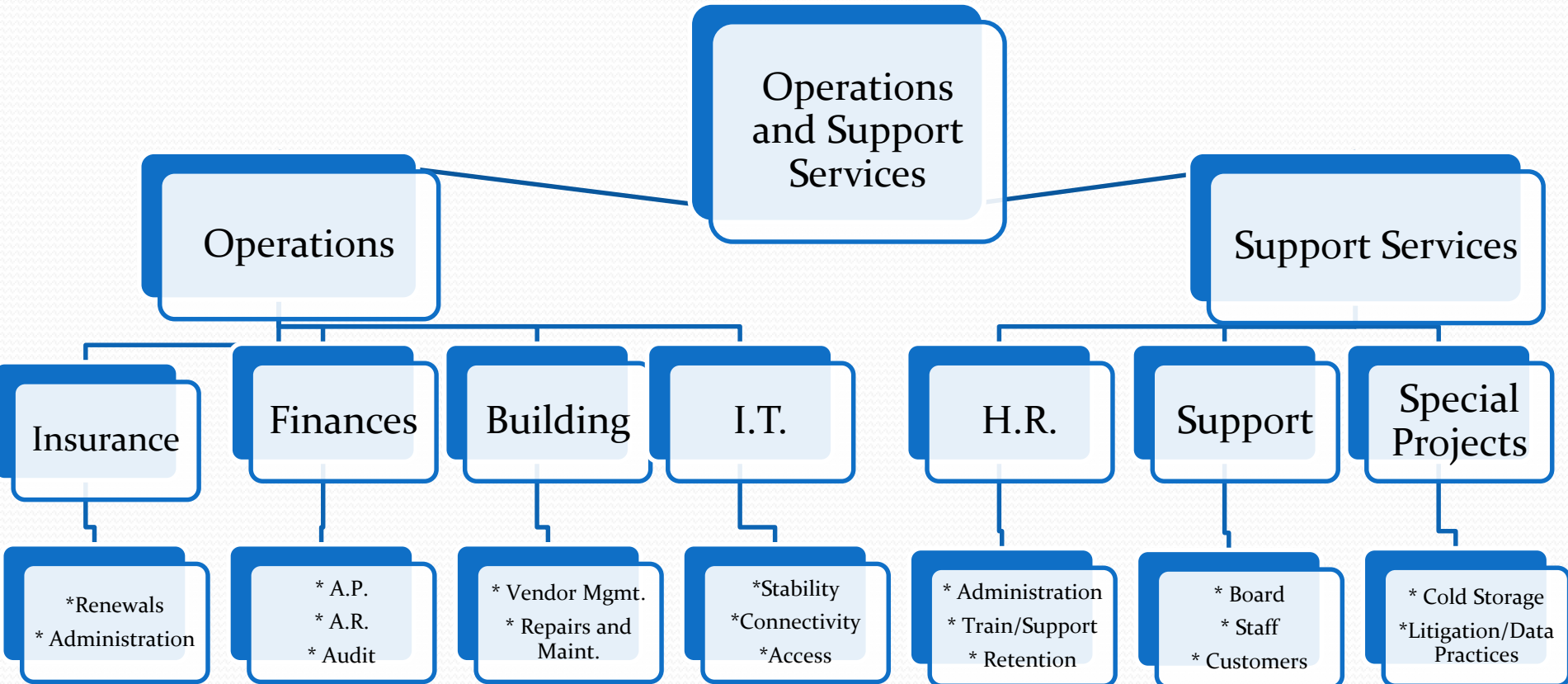
## Vision

- ❖ To be the foundation of resources & support, ensuring stability that sustains and nurtures the development of the District and its programs

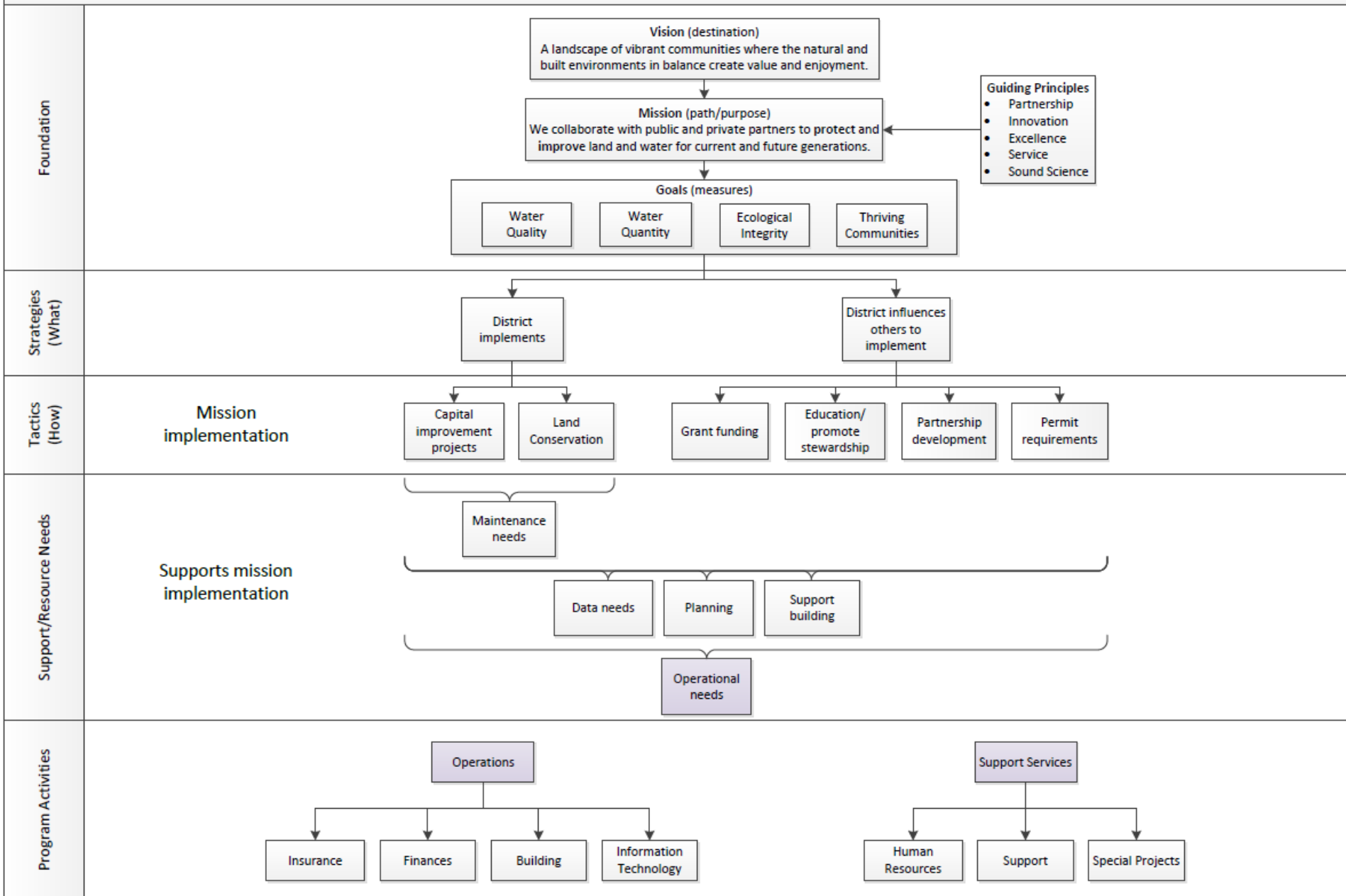
## Goals

- ❖ To enhance the productivity and aims of District programs with the support needed to succeed.
- ❖ To listen, assess possibilities and offer solutions to those we serve.
- ❖ To continuously challenge current structures and systems, striving for continual improvement in all areas.





# Operations and Support Services Strategic Framework [DRAFT]





## H.R.

- ❖ Establish Task Force
- ❖ Creation of District H.R. Organization Plan to guide District decisions

## Finance

- ❖ Define department role in organizational process

## Operations

- ❖ Create Cross Department I.T. Team
- ❖ Work of resources allocation with a defined organizational needs inventory
  
- ❖ Organization Tools:
  - ❖ Web Site
  - ❖ GIS
  - ❖ Databases