COON CREEK WATERSHED DISTRICT
Request for Board Action

MEETING DATE: April 9, 2018
AGENDA NUMBER: 20
ITEM: Annual Report: Barriers to Achieving Long Term Results

AGENDA: Discussion

ACTION REQUESTED
Review, comment and correct chapter and receive draft chapter

Barriers to Achieving Long Term Results
For the Watershed District, external factors can hinder our success in achieving progress on our Comprehensive Plan and achieving long term results. These factors include the following:

- Extreme weather, fluctuations in precipitation or temperature inducing changes in the behavior of the watershed beyond its ability to adapt and continue to perform.
- Legal and regulatory constraints and changes that affect management activities reduce management options and/or diminish program resources.
- Incomplete, untimely, inaccessible, or conflicting information that reduces managerial efficiency and effectiveness.
- Actions by external groups or individuals that affect water management and make it more difficult to achieve our objectives.
- Demographic shifts or changes in stakeholders perceptions or values that result in unanticipated shifts in expectations from the watershed
- Economic fluctuations which change market conditions or human behavior.
- Issues that transform public needs affecting water management programs.

Options and Alternatives for Improving Capabilities for Accomplishing Results and Removing Barriers
The Coon Creek Watershed District’s ability to fulfill its mission depends on having an optimal organizational capacity. The District is committed to maintaining an effective organization that helps achieve mission results.

Four common organizational capabilities are necessary for effective District operation:
1. Accountability
2. Human resource management
3. Communication
4. Administrative facilities management.

These four capabilities operate at all levels of all organizations and are critical to the success that is a shared responsibility.

Most of the District programs and duties require a centralized organization and staff to coordinate and manage the associated responsibilities. In cases where the differences in hydrology, landscape or the tastes and preferences of the people differ, the District seeks to diversify and coordinate with organizations closer to the issue. However, for functions in which are more efficient or in which there greater consistency conducting our activities, we maintain centralized responsibilities. All of our functions and activities support the District’s mission, goals and strategy of collaboration; without them, we would have a far more difficult time achieving our goals and objectives.

**Accountability**

The Watershed District’s shared accountability and collaboration strategy includes:
- Financial management
- Budgeting
- Performance accountability
- Records management
- Contract management
- Grants and agreements management

As well as, other responsibilities that directly affect the image and integrity of the District. Competent performance for each program and function increases our success in other areas and influences how the public perceives us.

**Human Resource Management**

Human resources are both internal (such as District employees) and external (such as volunteers and partners such as city engineering and public works). Because people are the District’s most valuable asset, we provide a wide range of support for human resources, including personnel management, leadership training, partnership coordination, meeting our civil rights requirements, and support for occupational safety and health through Anoka County, the District and private sources. Managing people in the District is a complex shared responsibility with a permanent workforce of ten employees and contracted professional services, retained contractors and city and Conservation District staff who collaborate with or assist the District staff, people working on and pursuing District goals exceeds 50 people. In addition, approximately 90 to 160 volunteers contribute their services annually to pursuing the District’s mission.
Communication
Informative, reliable, effective, and timely communication is vital to the Watershed District, both internally and externally. We will focus on effectively communicating with our employees and with the people we serve. For example, our Board of Managers, District Administrator and Program Coordinators regularly consult with our external partners, with each other, and with our individual program staffs. The Board also routinely meets with Anoka County Board members, city Council members and Members of the state legislature to sustain an ongoing dialogue about our activities and people’s needs. Moreover, we work to keep everyone in the District informed about what we are doing. A sound information technology framework underpins our capacity for effective communication.

Administrative Facilities Management
With a small workforce (10) and professional services personnel engaging in a wide range of natural and cultural resource management activities watershed wide, the District manages a relatively small office space, and a small transportation fleet (3) to support them. Depending on the circumstances, we maintain, or lease work or meeting locations or make space-sharing arrangements with other organizations. We will manage all our administrative facilities and our fleet for safety, accessibility, efficiency, and cost-effectiveness, also striving to reduce our environmental footprint by using wood and other sustainable materials and by improving energy efficiency in building construction and reconstruction practices.

Adjustments to Management Direction Needed to Reasonably Achieve the District’s Mission and Strategic Goals.
1. The policy and process for reviewing and approving Local Water Plans needs to be updated to clarify and better communicate the requirements and District’s criteria for approving those plans.

2. Amend Comprehensive Plan Water Quality Chapter to bring District plans and policies and CIP into full alignment with the approved WRAPs and TMDL for biota.

3. Amend Comprehensive Plan AIS Chapter to better sort out issues, roles and goals of organizations and agencies involved and position the District to receive AIS targeted grants

4. Amend Comprehensive Plan Capital Improvement Plan to update and include District, municipal and joint projects that are grant eligible and revise and update the existing forecast of needed work

5. Amend Comprehensive Plan to further clarify the nature of major and minor Comprehensive plan amendments and the review processes involved, including annual updates to the District’s Capital Improvement Plan
6. Amend Comprehensive Plan to refine and update the Local Water Plan Review and Approval Policy and Process and criteria for Local Water Plan being legally compliant and consistent with the Watershed Comprehensive Water Plan.

7. Update and amend District Rules to address TMDL, waste load allocations and requirements of the impending MS4 permit revisions.

8. Amend Boundary in Section 1 Blaine: While much of this will be handled through a separate process, the District’s intent to keep the boundary as accurate as possible should be noted.

9. Additional Waters List: The District needs to address the additional waters portion of the State Riparian Land program in its Comprehensive Plan.

RECOMMENDATION
Review, Comment, Receive