

## **Organization of the Coon Creek Watershed District**

In 1990 the Board of Managers adopted the following statement of mission to provide more direction to this charge.

### **STATEMENT OF MISSION**

To manage groundwater and the surface water drainage system to  
Prevent property damage,  
Maintain hydrologic balance and  
Protect water quality  
for the safety and enjoyment of citizens, and the preservation and  
enhancement of wildlife habitat.

The District intends to do this by using the natural drainage system to  
provide for conveyance and disposal of storm water runoff without  
degrading the natural system.

### **Intent**

The above statutes emphasize a comprehensive approach to the wise use, preservation, and protection of water and related land resources for the public health, safety and welfare. While the statutes address almost all water resource features, they emphasize flood control and the protection of the soil and water quality. To this end the District's most basic responsibilities are:

1. To protect the health and safety of the present and future people that live, and will live, within the watershed.
2. To provide for opportunities and uses of the water and related natural resources of the watershed which are demanded and appropriate for the area. Appropriate refers to the natural ability of the water and related resources to continue to perform and function on their own or with a minimum subsidy or cost to the public at large;
3. To prevent unacceptable damage to the water and related natural resources of the watershed. Unacceptable here refers to the decreasing or diminishing the ability of the water and related resources to continue to perform and function on their own in perpetuity.

## **PROCEDURES**

### **1. Mutual Trust, Respect, and Interpersonal Support:**

An environment of trust and support is important for an organization. The public must be able to freely state their ideas and not be intimidated. Managers and staff must be sensitive to the different needs of the public, and be able to react to different publics, situations and circumstances as they occur in the District. This requires a sensitivity to others, a willingness and capacity to share information, and to give help when needed and appropriate. It also requires a high level of loyalty to public service, the natural resource and to future generations.

### **2. Intergovernmental Cooperation**

Working together with the cities, county, state and federal governments to solve District wide problems is critically important. Intergovernmental cooperation emphasizes the attainment of organizational objectives through the participation and involvement of individuals and agencies in a group form of problem solving. To be effective, many decisions require significant input from a number of perspectives both in the problem solving and implementation phases. Ownership of decisions requires the capacity and willingness to spend time in group processing of those decisions. It requires the willingness to participate in the group process rather than just observing and receiving information. It also requires willingness and personal courage to stay with and support the decision during the implementation phase. Ideally, decisions should be made at the governmental level in the District closest to the problem. However, overall management responsibility can not and must not be abdicated. Not every decision can or should be a team decision. Responses to emergency situations and Sub-District or municipal decisions are not appropriate for intergovernmental consideration.

### **3. Cost Effective Service Provision**

The managers should expect to be under constant pressure to develop an organization that is both highly productive and is seen as highly productive. This requires careful study and review of successful productivity applications in other locations around the country with particular sensitivity to the application of automation. To provide services we must have quality check points. These check points can be any number of means of monitoring in the organization such as field inspections, spot checking, written communication, seeking feedback from various citizen groups and seeking feedback from citizens who have dealt with the District. We should be out observing, talking, with citizens and asking staff questions.

We need to develop measurable performance standards in order to measure our performance. We need to have a big picture or vision of where the organization is so that we are "doing the right things" and to have specific detailed plans and objectives to track that we are "doing things right".

#### **4 Shared Leadership**

We are all part of a larger effort to manage natural resources at the local level and provide service to present and future generations. The basic mission of the District is to provide service. Service orientation requires a strong commitment to help others and the ability to perceive when services need to be improved to meet standards.

There is a great interdependency among the various governmental units and programs managing water and related land resources. It is necessary to be aware that the whole is greater than the sum of the parts. This viewpoint requires collaboration and compromise.

#### **5. Planning and Review**

Planning requires time to determine the future implications of present decisions and to program and schedule activities to enhance the goals of the District. Its basic purpose is the improvement of how the District operates and what the District does.

#### **6. Political Awareness**

The District must have the capacity to temper a "rational" point of view with political sensitivity without losing the District's integrity or compromising the public good. We need to be aware of and understand the pressure that are incumbent on elected officials and the cities themselves.

#### **7. Integrity**

We must display an uncommon sense of integrity as examples of the District as we carry out our duties. Perception of how we carry out our duties is equally as important as the actual reality of the exercise of our duties. It is imperative that we take that extra step to make sure we are above reproach.

#### **8. Responsibility & Accountability**

We should stand up and take responsibility for our actions and have the courage to say "I did it". We must be willing to admit errors, to determine why they happened and learn from them. This requires the willingness to accept the responsibility and to be held accountable, to share credit and failure. We must also tell decision makers what they need to hear rather than what they want to hear. While this must be done with judgment and sensitivity, it is the District's responsibility to offer our findings and conclusions.