

Appendix E

Job Descriptions and Functional Requirements

1. Executive Director

DRAFT, Executive Director Position

Job Summary: The Executive Director is responsible for overseeing the day-to-day operations of the Minnesota Association of Watershed Districts (MAWD), including but not limited to the educational opportunities for Watershed Administrators, Managers and staff, for growing both the organizational, its profile, reputation and for managing legislative affairs.

Reports to: MAWD Board of Directors

Duties:

- *Works with the MAWD Board to develop and implement strategic planning goals, an annual work plan and budget;*
- *Serves as a liaison between member organizations and the Board of Directors;*
- *In conjunction with the MAWD Board and members, sets a legislative agenda for each legislative session and oversees lobbying activity accordingly;*
- *Establishes professional and strategic relationships with the Association of District Administrators (ADA) and its members;*
- *Establishes professional and strategic relationships with the Board of Soil and Water Resources (BSWR), the Minnesota Department of Natural Resources (DNR), the Minnesota Pollution Control Agency (MPCA), the Minnesota Department of Agriculture, and other state and local agencies;*
- *Supports strong partnerships with the Minnesota Association of Soil and Water Conservation Districts (MASWCD), Minnesota Association of Counties (ACM) and their members as well as other local watershed management organizations and non-governmental organizations (NGOs);*
- *Oversees, directs and actively participates in legislative affairs and lobbying for the organization in partnership with the lobbyist and under direction of the BOD;*
- *Prepares and distributes regular communications to member organizations regarding legislative initiatives and MAWD activities;*
- *Distributes "calls to action" regarding the legislative activities and needed communications to State legislators in consultation with the lobbyist;*
- *Prepares and distributes communications to partners as listed above regarding MAWD policy and activities ;*
- *Prepares and Administers the annual MAWD budget in conjunction with the MAWD BOD Treasurer, President and contracted accounting services;*
- *Oversees MAWD staffing (hiring, annual reviews, etc.);*
- *Produces the Annual MAWD Membership Conference, Meeting and Trade Show including the annual awards program;*

- *Manages the MAWD Office including the website, office technology, all aspects of financial accounting and reporting;*
- *Applies for and manages various grants;*
- *Serves as a spokesperson for the organization;*
- *Participates in and presents at various water-focused conferences, both locally and nationally;*
- *Promotes the success and formation of watershed districts across the state;*
- *Supports watershed districts in times of crisis, conflict and financial issues.*
- *Prepare annual filing of non-profit status report for the Secretary of State.*

Requirements:

- *Bachelor's degree in natural sciences preferred*
- *Five years of experience managing a member-based organization*
- *Direct experience with legislative affairs and lobbying activities*
- *Direct experience in managing professional staff (both employees and contractors)*

Desired:

- *Master's Degree in Public Administration*

Salary Range:

- *TBD (Expectation is that an Executive Director position would require a base salary in the range of \$65 -125,000 annually with a benefits package adding 30-35% to the salary)*

2. Contract Lobbyist

Job Summary: the Lobbyist will represent the Minnesota Association of Watershed Districts (MAWD) at the Minnesota State Legislature during the Legislative Session and during the interim by providing legislative and administrative lobbying support. The Lobbyist reports directly to the Executive Director of MAWD. The lobbyist cannot have client conflicts and must be sympathetic to environmental issues. The lobbyist is expected to have extensive legislative and administrative experience lobbying issues that protect the environment (water resources, preferred)—for at least 5 years. This description refers to the lobbyist as under contract. If desired to be a full-time position, some of the information listed below will change.

Reports to: MAWD Board of Directors

Duties (Legislative):

- *Assists the Executive Director in identifying new issues and prioritizing issues in the Legislative Platform approved by MAWD's Board of Directors and MAWD voting members.*
- *Develops issue briefing papers for review by the Executive Director on potential/actual bills as well as legislation introduced by MAWD prior to the start of the Legislative Session.*
- *Prepares lobbying materials to be distributed to legislators, as required.*
- *Monitors issues and legislation prioritized by the Executive Director, in consultation with the lobbyist.*
- *As needed, drafts legislation with assistance of the Revisor's Office, secures authors and co-authors as well as advocates from other organizations*
- *Supports program funding and water management policy and lobbies against policy that does not support watershed districts or does not protect water resources.*
- *Provides written legislative updates to the Executive Director twice per month. The updates will be created in a format agreed to by the Executive Director. The Executive Director will disseminate the updates to the MAWD Board of Directors and the District Administrators.*
- *Provides a final legislative update to the Executive Director within two weeks of the close of the legislative session.*
- *Notifies the Executive Director when MAWD board and membership assistance is needed, such as attending and testifying at legislative committee hearings or for calling/e-mailing legislative committee members or key legislators.*
- *Utilizes existing relationships and expands upon those with federal and state agencies and offices to ensure awareness of pending issues and legislation, including but not limited to: United States Army Corps of Engineers; Governor's Office (Environmental Specialist); House and Senate Research; Attorney General's Office; State Auditor's Office; Farm Service Agency; MN Board of Campaign Finance & Public Disclosure; MN Department of Revenue; MN Pollution Control Agency; MN Department of Natural Resources; MN Department of Agriculture and MN Board of Soil and Water Resources.*
 - *Metropolitan governments and governmental organizations include: Association of MN Counties; League of MN Cities; MN Association of Soil and Water Conservation Districts (MASWCD); Mn Inter-county Assn.; Washington County Conservation Service; Stearns County SWCD; Metropolitan Council; Hennepin County Environmental Services; Northern MN Counties Assn. and Local Government Roundtable.*
 - *Environmental organizations include: MN Environmental Partnership; Audubon MN; The Nature Conservancy; MN Lakes and Rivers Advocates; The Freshwater Society; Environmental Initiative; and MN Center for Environmental Advocacy.*
- *Meet with key legislatures in the House and the Senate before, during and after the session to convey MAWD's positions.*
- *Meet with key contacts at the Board of Soil and Water Resources regularly, as well as other organizations that administer grant money from the Legacy Amendment.*

- *Files as a lobbyist on behalf of MAWD.*
- *Assist the Executive Director in preparation and submittal of required reports as a Lobbyist Principal to the Campaign Finance and Public Disclosure Board.*
- *Confers with the Executive Director regarding the necessity of attending fundraisers on behalf of MAWD and attends them, as assigned.*
- *Provide a monthly billing statement to the Executive Director which itemizes activities per day and time spent, in .25 hour increments. If there is a not-to-exceed amount, the itemization is still preferred.*

Duties (Administrative):

- *During the legislative session, work with state agencies who will be initiating and responding to legislation. After the laws are passed, work with state agencies to ensure that draft and final rules are consistent with legislative intent.*
- *Coordinate Watershed District activities, issues/concerns with state agencies, metro agencies and other local units of government and organizations. Establish and maintain excellent relationships through communicating with them via phone, e-mail or personal contact, as necessary. Advocate Watershed District positions as necessary*
 - *Federal and state agencies and offices include: United States Army Corps of Engineers; Governor's Office (Environmental Specialist); House and Senate Research; Attorney General's Office; State Auditor's Office; Farm Service Agency; MN Board of Campaign Finance & Public Disclosure; MN Department of Revenue; MN Pollution Control Agency; MN Department of Natural Resources; MN Department of Agriculture and MN Board of Soil and Water Resources.*
 - *Metropolitan governments and governmental organizations include: Association of MN Counties; League of MN Cities; MN Association of Soil and Water Conservation Districts (MASWCD); MN Inter-county Assn.; Washington County Conservation Service; Stearns County SWCD; Metropolitan Council; Hennepin County Environmental Services; Northern MN Counties Assn. and Local Government Roundtable.*
 - *Environmental organizations include: MN Environmental Partnership; Audubon MN; The Nature Conservancy; MN Lakes and Rivers Advocates; The Freshwater Society; Environmental Initiative; and MN Center for Environmental Advocacy.*
 - *Establish and maintain positive working relationships with organizations such as: MN Farm Bureau; MN Farmers Union; MN Corn Growers Assn.; MN Soybean Growers Assn. and the Minnesota Chamber of Commerce. Work with other agricultural groups, as necessary to facilitate mutual goals.*
- *Represent MAWD on the Drainage Work Group and several subcommittees of the Group and the Local Government Roundtable.*

- *Join list serves, such as: MN Legislature (committees and legislative commissions; My Bills; Environment Quality Board Rules Notice (EQB); various agency division rulemaking notices; BWSR meetings and agenda items.*
 - *Coordinate Watershed District activities, issues/concerns with state agencies, metro agencies and other local units of government*
 - *Monitor and communicate outcomes of rulemaking resulting from laws passed in the legislative session*
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3. Succession Plan

MAWD Succession Plan - DRAFT

The following is a list of steps that needs to be taken to accommodate Ray Bohn's pending retirement.

- 1. MAWD Board and membership approve separation of duties and associated job descriptions for a MAWD Executive Director and MAWD Lobbyist*
 - 2. MAWD Board and membership approved funding plan for #1.*
 - 3. MAWD forms personnel committee to post, interview and hire for the Executive Director position.*
 - 4. MAWD Board makes office space decision and signs and leases necessary.*
 - 5. Executive Director (ED) starts; works with Ray and Peg Bohn to transition responsibilities to the ED.*
 - 6. ED contracts with lobbyist to represent MAWD and water interests, most likely beginning with the 2018 legislative session.*
 - 7. ED contracts with conference management committee to run Annual and Summer Association Meetings. This could start with the 2017 Summer Meeting.*
 - 8. ED develops training plans and schedules in support of watershed administrators, managers and staff.*
 - 9. ED creates policy and procedure manual for MAWD.*
 - 10. ED works with MAWD treasurer and Budget Committee to develop a budget for the Association to present to the MAWD Board and Membership at the 2017 Annual Meeting.*
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4. Communications Expectations

Verbal Communication:

- a. Proactive involvement that drives growth and change
 - i. Annual meeting programs and focus of information
 - ii. Summer tour location selection and updated materials
 - iii. Legislative Breakfast to enhance legislative contacts and programs
- b. Enhance MAWD organization-wide discourse and issue focus
 - i. Social media
 - ii. Chat logs
 - iii. Email blasts
 - iv. Resource identity and access
- c. Peer-to-peer, employee-to-manager, manager-to-employee
 - i. Affirm issues
 - ii. Create positive outcomes
 - iii. Answer the what, where, when, how, who variables

Written Communication:

- d. Seek a robust and inclusive organizational culture. (MAWD needs to consider how and when to open its' membership to all water-based organizations, such as Water Management Organizations (WMO's), Soil and Water Conservation Districts, Environmental NGO's, etc.) We need to broaden our base so that we increase our voice and presence.
- e. Eliminate ambiguity-(Between ADA & Managers)-we're all working for same goals
- f. MAWD Newsletter to all parties with related interests on a timely basis for follow up actions, if necessary
- g. Legislator outreach – How and when to communicate with legislators
 - i. Identified and well-articulated priorities of mutual interest
 - ii. Key messages, with consistency
 - iii. Regular legislative updates, both in and out session
 - iv. Timely participation and testifying at committee hearings
 - v. Legislative email or Social media campaigns
- h. Departmental Outreach
 - i. Partnering with organizations such as MPCA, DNR, BWSR-
 - ii. Participating as partners on project teams
 - iii. Being considered as a valued and invited partner
- i. Website (new site) High Priority, under development now.
 - i. Include helpful information for all, Managers, ADA, staff and anyone seeking details and information regarding water management.
 - ii. Weekly update of events, information, legislative actions, new laws & regulations
 - iii. Archives of prior communications with access by topic

iv. A significant TOOL for the MAWD Network

- g. Watershed District Boards -Support and encourage added training for administrative staff to better qualify them to take on added responsibilities, or greater depth of knowledge in existing services.

Crisis management is becoming an even more urgent skill set to administer. Whether by in person training, participating in on line webinars or other resources it is an essential tool to offer to Watershed Districts.

Establish and maintain effective and timely communications between: MAWD the organization, MAWD paid Staff, MAWD Members (District Board of Managers and staff).

5. Training Expectations and Processes

Every attempt should be made to address these training needs as soon as possible.

The Training and Needs Assessment Study also makes other significant findings, which should be a part of the strategic plan.

The Annual meeting remains the favored opportunity for training. The following are some methods to promote maximum training opportunities at the Annual Meeting.

1. Directly address the areas that managers and staff recognized as most important. This will cause a realignment of session priorities.
 2. Style more "tracks" for individual high priority needs. (such as, new manager training, meeting management, parliamentary procedure, etc.)
 3. Since the Annual Meeting is the venue of choice for training, consider having a longer Annual Meeting where a particular day would be devoted to specific training needs. Change the perception that all attendees must stay for all of the conference.
 4. Consider having an entire day's training handled by a government entity or another recognized agency
- B. MAWD needs to encourage individual districts to establish higher expectations for manager training. For instance, MAWD should advise counties that all new managers should know in advance of appointment that the expectation is participation in new manager training.

- C. Actively seek funding and training help from BWSR or other government agencies.
- D. Explore training delivery options. On page nine of the Study, "Program Delivery Options" provides a number of alternatives for delivery.
- E. Encourage district administrators to recommend training for administrators and staff. MAWD needs to facilitate and possibly fund such training

1. MAWD BOD

- a. Leadership Development- New Board Managers/Members should be acquainted with the Law (State Statute that created Watershed Districts), procedures, and operations as well as the duties and responsibilities for which the manager is accountable as a member of the BOD
- b. Subsequent training sessions for updated laws, rules and regulations which may pertain to the function of the BOD
 - i. Legislative actions required to introduce or update laws, rules, and statutes
 - ii. Goals, when, where and how to set them and to whom will they apply
- c. Self-assessment to determine when and where added training would be beneficial

2. Watershed District Boards

- a. Leadership development of Board managers, individually and collectively
 - i. Role of a Manager as an appointed individual
 - ii. Role of a manager as a perceived Community Leader
- b. Officer training, duties of each individual officer on the Board of Managers for a Watershed District
- c. Running an effective meeting – Roberts Rules of Order, limiting debate, adherence to the agenda and time management
- d. How to participate effectively as a Board Manager
- e. Basic principles of accounting. Reading a spreadsheet, understanding a Chart of Accounts and the Treasurer's report
- f. Recruiting new board members when required. Understanding the mix of personalities and qualifications existing and needed.
- g. Self-assessment. Recognizing personal weaknesses and strengths

- h.** Support and encouragement of added training for Administrative staff to better qualify them on taking on added responsibilities or greater depth of knowledge in existing services

3. Watershed District Staff

- a.** Leadership Development - Administrative
 - 1. Problem-solving, analysis, and decision making skills, listening skills and effective communication, conflict management (mediation, arbitration, employee handbook)
 - 2. Social Security, Fair Labor Standards, Affirmative Action/Equal Employment Opportunity, Unemployment Laws, Compensation and Benefits, Expenses, Conflict of Interest, Employee Performance, Employee Handbook,
 - 3. Intersection of administrative and program work—when to get involved
- b.** Helping the Board of Managers set and meet goals; working with diverse manager interests
- c.** Making the Advisory Councils (Technical and Citizens) work
- d.** Budget Development
- e.** Working with private and government agencies with an interest in water management
- f.** Creative financing
- g.** Grant Development and management
- h.** Recruiting and retention of subordinate staff
- i.** Self-assessment – know weaknesses and strengths and how to develop or enhance skills
- j.** Staff Development
 - 1. New Employee Orientation. New employees must be made aware of work rules, procedures and office operations as well as the specific duties and responsibilities for which the employee was hired.
 - 2. Technical skills specific to adding capabilities or performing the work function more effectively
 - 3. Educational opportunities
 - 4. Self-assessment
- k.** Working with Consultants—District assigned consultants and consulting pools.

- l.** Watershed Management Planning, TMDLs, WRAPS and Implementation and water management laws and rules
- m.** Public Outreach and Education, Open Meeting Law, enforcing easements
- n.** Administrative and legislative lobbying
- o.** Crisis management

6. MAWD BOD Committee Structure

a. Standing Committees

1. Budget
2. By-Laws, Policies & Procedures
3. Annual Meeting
4. Summer Tour
5. Resolution

b. Ad Hoc Committees

1. Strategic Planning
2. Transition & Succession