Minnesota Association of Watershed Districts
Training Work Plan - DRAFT

Mission
Provide ample opportunities for managers, administrators, and staff to be as empowered and well-trained as possible so they can maximize their influence on the restoration and protection of Minnesota’s water resources.

Vision and Goals
“Empowered to be awesome. No excuses!”
Goal 1. Unleash the leadership potential in our managers
Goal 2. Ensure effective organizational operations through our administrators
Goal 3. Bolster technical capacity of watershed district staff

Actions
Short Term (2018-2019)
1. Create an inventory and track delivery of needed training
   • Create a single list of the needed training topics that have been identified through the 2017 Administrator Survey and the 2016 MAWD Survey completed by Cliff Aichinger
   • Track training events that address the topics on the list
   • Annually review the list, add/subtract as deemed appropriate
2. Increase communication with BWSR to address training concerns
   • Meet with BWSR Academy Coordinator to discuss how the event could be improved for WDs
   • Meet with BWSR to discuss opportunities to create a leadership training program
   • Develop course descriptions on the top training needs and request assistance from BWSR
   • Follow up with BWSR leadership when WDs aren’t invited to applicable training events
3. Meet with other state agencies, non-profits, etc. to fill training gaps
4. Make sure districts are aware of existing training opportunities (forward training opportunities to administrators via email and use social media when appropriate)
5. Facilitate the sharing of knowledge between districts
   • Create opportunities for employees with similar positions to network with each other at MAWD sponsored events
   • Promote watershed district exchanges and/or retreats
6. Promote minimum training standards as set forth in the Performance Review and Assessment Program and work with BWSR to develop training plan worksheets
7. Increase the number of training opportunities available to MAWD members
   • Enhance training at existing events (Annual Convention, Summer Tour, Legislative Breakfast)
   • Investigate potential for area/regional meetings and training events
   • Forge partnerships with existing training programs to allow WDs to participate

Long Term (2020+)
1. Set up an online training library
2. Update the MAWD Handbook and transition it to a wiki format
3. Consider setting up a mentoring exchange program

Should we add a Goal 4 to include key partners (especially county commissioners who appoint managers)?
Training Topics by Category

**BOARD MEETINGS / GOVERNANCE**
- How to run an effective meeting\(^1\)
- Parliamentary procedures\(^2\)
- Board Chair duties\(^1\)
- Board responsibilities and decision making\(^2\)
- WD governance/operations
- Open Meeting Law\(^1\)
- Role of boards and staff, staff relations and expectations, team work\(^2\)
- Dealing with disruptive managers\(^2\)

**FINANCIAL MANAGEMENT**
- Financial software options\(^1\)
- Tips and Tricks for recordkeeping and grant tracking\(^1\)
- Financial reporting\(^1\)
- Insurance requirements / recommendations\(^1\)
- Payroll, insurance, benefits, tracking taxes\(^1\)
- Clean Water Funding for WDs and statewide allocation\(^1\)
- Project funding methods (available grants and grant writing)\(^2\)
- Financial tracking, billing, 1099s\(^1\)
  - Grant /Fund/General Levy Tracking; Time Tracking\(^3\)
- Financial management – budgeting\(^1\)
- Consultant lists\(^1\)
- Accounting and financial audits\(^2\)
  - Types of Audits: work comp/Unemployment/ Project/ PRAP\(^3\)
- Funds of a Watershed District\(^3\)

**POLICY ISSUES**
- Updating personnel policies\(^1\)
- Data Practices Policies (Data privacy and public information)\(^1\)
- Record Retention Policies\(^1\)
- Financial / Budget Policies\(^1\)
- Expense Policies (travel, credit cards)\(^1\)
- Beaver Control Policies\(^1\)
- Cell Phone and Social Media Use Policies\(^1\)

**LEADERSHIP**
- New manager training\(^2\)
- New administrator training\(^2\)
- Succession planning\(^1\)
- Leadership training for staff\(^2\)
- Leadership training for managers\(^2\)
- Leadership training for administrators\(^2\)

**HUMAN RESOURCES**
- Administrator performance reviews\(^1\)
- Staff performance review procedures\(^1\)
- Position descriptions
- Pay Equity Reporting\(^1\)
- Hiring (recruiting, selection, compliance with applicable laws, and sample forms, letters, checklists)\(^1\)
- Employee management\(^2\)
- Human Resources: performance evaluations\(^1\), hiring, benefits, managing consultants, position descriptions\(^3\),
- Discipline and termination (understanding the laws, practices, and policies including resignation, retirement, and involuntary discharge)\(^1\)
- Types of benefits plans\(^1\)
- Continuing education for administrators (best practices, fiscal management, personnel management, public relations, team building)\(^2\)
- Conflict management training / mediation\(^2\)
- Board and staff mediation, negotiation, and facilitation\(^2\)
- District crisis management\(^2\)
PARTNERSHIPS / PUBLIC RELATIONS

- Requests for Proposals (RFPs) for contracted services
- Joint/shared services agreements (health care, payroll, engineering, GIS, monitoring, etc.)
- Developing intergovernmental cooperation and coordination with local, state, and federal government agencies and staff
- How to establish trust and good working relationships with cities / counties
- How to improve understanding of the purpose and function of WDs
- Developing cooperative projects and programs
- Managing consultants
- Working with non-profits and professional organizations
- Building a strong Citizen Advisory Committee
- General public relations (communication methods, use of social media, communicating with the press)
- Better civic engagement
- Working with counties on WD appointments

PLANNING

- Strategic planning
- Watershed management planning
- Total Maximum Daily Load (TMDL) studies
- Watershed Restoration and Protection Strategies (WRAPS)

TECHNICAL TRAINING

- General education for managers on new technologies and best management practices
- General education for managers on emerging water management issues
- Ways to use GIS
- Data analysis (nutrient loading models and trends)
- Data collection (lakes, rivers, and stormwater facilities)
- Nutrient removal calculations for stormwater practices
- Water quality goals
- PTM (Prioritize Target Measure) tool
- Conservation Drainage Management
- Stormwater management
- Flood management
- Climate changes, fluctuations
- Building ecosystem resiliency
- Effective culvert design for healthy streams
- Staff technical training (GIS, hydrology, wetland management, modeling, water quality monitoring)
- Stormwater reuse
- Metric development and statistics
- Ditch authority training
- General project management
- New technologies

1 2017 Administrator Survey
2 2016 MAWD Survey by Cliff Aichinger
3 2018 Feedback – Margaret Johnson