

POSITION DESCRIPTION – Part A

Agency: Board of Water and Soil Resources (BWSR)
Classification Title: Executive Director

Employee Signature 8-22-13 **Date**

Supervisor Signature 8-22-13 **Date**

POSITION PURPOSE

This Executive Director is the agency head for the Board of Water and Soil Resources. The position exists to provide executive leadership to the agency board and staff and local units of government and other partners that administer agency programs. The incumbent is the chief executive officer of the agency and directs all s agency operations and the operations of local units of government via administration of agency programs. The incumbent is responsible for the development, enactment and implementation of legislative appropriations, policy, statute, rulemaking and adjudication. The position is responsible for managing all agency operations and for developing and executing all decisions, policies, orders, and resolutions of the Board. The duties include the preparation and oversight of the agency budget.

The position incumbent is responsible for all the conservation and resource protection and restoration efforts of the agency focused on the private lands of Minnesota. Conservation, protection, restoration, regulatory, clean water, agricultural habitat and performance measurement programs of the agency are enacted and directed by the incumbent. The incumbent is responsible for the development of statewide policy that is within the broad powers and authorities of the agency mission, vision and strategic plan direction.

The incumbent is the executive officer for the Board and administers Board activities to maintain consistency with the executive branch policies and statutes. The incumbent is the chief spokesperson for the Board and agency in all matters of public policy and budget. The incumbent is the chief negotiator with local governments that deliver agency programs, federal natural resource agricultural and regulatory agencies, state agencies involved in water and soil and related natural resources, higher education entities, and public and private groups interested in conservation to assure the statewide goals for conservation and resource protection are administered effectively.

The position is responsible for program leadership, direction and management and consultation to counties, cities, joint powers boards, watershed districts and soil and water conservation districts, and international, national and interstate on endeavors administered by the agency, legislative direction and enactment on behalf of external interests that serve the agency's responsibilities.

REPORTABILITY

Reports to: Chairperson, Board of Water and Soil Resources

Clientele:

International	Federal	State	Local	Private	Other
-Red River Basin Commission -International Joint Commission -Great Lakes Commission	-USDA Natural Resources Conservation Service -Farm Service Agency -Commodity Credit Corporation -US Geological Survey -US Fish and Wildlife Service -Environmental Protection Agency -US Army Corps of Engineers -Emergency Management Agency -Dept. of Interior -Resource Conservation and Development -Congressional Delegation and staff	-20 members of the Board of Water and Soil Resources -Governor’s Office -Legislators & Staff -Dept of Natural Res. -Pollution Control Agency -Dept. of Agriculture -Dept. of Health -Dept. of Transportation -Minnesota Geological Survey --Department of Administration - Minnesota Management and Budget -Dept. of Public Safety -Attorney General’s Office -Office of Administrative Hearings -Revisor of Statutes -Office of Legis. Auditor -State Courts -University of Minnesota -MNSCU -Leg. & Citizens Commission on MN Res. members and staff - Lessard-Sams Outdoor Heritage Council members and staff - Clean Water Council members and staff -MN Extension Service	-Counties -Elected County Commissioners -Soil and Water Conservation Districts - SWCD Technical Service Area JPBS -Elected Soil and Water Conservation District Supervisors -Watershed Districts -Watershed District Managers -Regional Development Commissions -Metropolitan Council -Public and Private Academic Institutions -Community Health Services -Watershed Management Organizations -WMO Managers -Joint Powers Boards (e.g. RRWMB, Area II, Whitewater, Snake, etc.) -Cities - Townships - Public Drainage Authorities	-Conservation Minnesota - The Nature Conservancy -Pheasants Forever -MN Waterfowl Association -Friends of the Mississippi River -Friends of the Minnesota River -Audubon Society -Ducks Unlimited -Trout Unlimited -Farmers Union -Farm Bureau - MN Ag Water Resources Center - MN Center for Environmental Advocacy - MN Environmental Partnership - MN Land Trust - Trust for Public Land - Conservation Fund - Lake Assns. - Sportsman’s Clubs	-Assoc. of Watershed District Administrators -Assoc. of MN Counties -MN Assoc. of Conservation District Employees -MN Assoc. of Co. Planning and Zoning Administrators -MN Assoc. of Soil and Water Districts -MN Assoc. of Watershed Districts --Natl. Assoc. of Conservation Districts -Natl. Assoc. of State Conservation Agencies -Soil and Water Conservation Society -League of MN Cities - MN Assoc. of Townships - Drainage Work Group

POSITION QUALIFICATIONS

- Master's Degree in Public or Business Administration, Natural Resources Management or closely related field, with course work or experience in policy development, program planning and budgeting, AND
- Five years of experience with increasing managerial responsibilities in natural resource conservation administration directly connected to the public sector, at least 3 of which are at an advanced management level, OR
- An equivalent combination of education and experience.

Duties & Responsibilities (examples):

1. Leads staff by integrating the various functional areas and developing external and internal partnerships to efficiently and effectively provide programs and services.
2. Responsible for the management of all the affairs of the Agency, including budget, policy, personnel, legal and technical.
3. Develops long and short range strategic and workforce plans to ensure that intended outcomes are consistent with the mission and authorities of the agency.
4. Allocates human and fiscal resources to assure that goals and objectives are attained in a cost-effective manner.
5. Directs the Executive Management Team in developing proposed operating and capital budgets and legislative strategies. Manages the budget process by developing guidelines and timetables; conducts reviews of departmental budgets; establishes allocation of resources for agency operations.
6. Assesses needs and priorities and develops a plan and implementation strategy for the delivery of new or revised programs and services to address changing priorities.
7. Develops, recommends and implements administrative policies and procedures and makes policy interpretations. Evaluates program performance and recommends/takes corrective action where necessary.
8. Participates in the recruitment and selection of managers and other senior staff throughout the organization.
9. Directs, monitors and evaluates the performance of Assistant Directors and key Managers against stated goals and objectives.
10. Designs, plans, directs, and implements special statewide or regional initiatives and projects.
11. Presents programmatic issues, recommendations, initiatives, and legislative proposals.
12. Represents the Agency before Federal, State, international, regional and local government units.

Knowledge, Skills & Abilities and Work Environment:

LEADERSHIP

- Ability to inspire others to achieve results by promoting involvement, participation and cooperation.
- Ability to support and encourage employees and local governments in fully developing their knowledge, skills and abilities.
- Ability and skill to organize direct and coordinate the activities of managerial, professional and administrative support staff in offices statewide.

ADMINISTRATIVE

- Demonstrated skills in analyzing needs and priorities and in preparing and executing long-range and strategic responses to meeting these needs.
- Demonstrated skills in analyzing, preparing and managing comprehensive and complex budgets.
- Ability to analyze and change existing processes for efficiency and resource constraints while continuing to deliver quality services.

ORGANIZATIONAL KNOWLEDGE AND STRATEGY

- Ability to create and support effective working relationships within and between divisions, departments, and outside agencies and businesses and non-government organizations.
- Ability to understand and effectively respond to changing clientele and stakeholder needs, interests, and requirements.

COMMUNICATIONS/INTERPERSONAL RELATIONS

- Ability to effectively present analysis and recommendations through spoken and written communications.
- Ability to build and maintain positive working relationships with others.
- Ability to effectively conduct and facilitate meetings and public forums.

ANALYTICAL THINKING

- Ability to plan, implement and evaluate programs, systems, policies and procedures.
- Ability to establish objectives and performance measures as well as communicate, support and evaluate the achievement of those objectives and measures.

TECHNICAL SKILL

- Comprehensive understanding of principles, techniques and laws related to federal, state and local government leadership.
- Expert level knowledge of conservation, habitat, agricultural, urban, public safety, soil, and clean water programs, projects and best practices.

POSITION DESCRIPTION – Part B

Responsibilities and Tasks

- A. Provide executive leadership and direction to the members of the Board in establishing public policy direction for the conservation and protection of the state’s natural resources on private lands. Serve as general advisor and executor to the Board and lead public policy, administration and strategic planning for the agency. Assure timely dissemination of information and proper context and analysis for board members on public policy before them. Assure an effective and efficient decision making process on matters before the board and its committees.

Priority	A	% of Time	15	Discretion	A
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Tasks

1. Identify administrative, budget or policy issues that will require board action.
2. Direct the preparation of all required analysis so that all members of the board can evaluate data and make informed decisions on matters of public policy, administration or regulatory/judicial nature.
3. Make recommendations for action to the board on disposition of executive issues, regulatory issues, and budget and policy issues.
4. Direct activities of board committees including: a) Administrative Advisory Committee; b) Wetlands Committee; c) Grants Program and Policy Committee; d) Dispute Resolution Committee; e) Public Relations, Oversight and Strategic Planning Committee, f) Audit Committee; and g) North, South & Metro Regional Committees.
5. Direct interaction between board members and agency staff. Provide direction from board members to staff. Direct staff on information needs of board members.
6. Liaison between board members and the Executive Branch/Governor’s Office to assure public policy direction is consistent with Administration policy direction.
7. Conduct the business of official board meetings, committee meetings and facilitate the required board meeting action.

8. Provide the board members with policy options and recommendations to make decisions relating to agency initiatives, operations, and local government implementation.
9. Direct board member communication policy to provide information on agency issues, public policy and information so that board members are able to publicly represent the agency position.
10. Act as Agency representative on interagency committees, task forces, public policy forum, local government state program administration/management, and with the Governor's office, Legislators, Minnesota's congressional delegation, federal agencies, private conservation agencies, and international, federal and state government agencies.

B. Collaboration on behalf of the Board and Agency with the Governor, Cabinet agencies and Legislature to assure overall goals and operations are consistent with legislative intent, the Governor's goals and operating plans and Board's administrative direction. Provide the conduit for communication between the Board, Governor, Legislature and other agencies to assure public policy goals, resource management and protection programs and initiatives are consistent with all general policy direction and goals.

Priority A % of Time 15 Discretion A

Tasks

1. Provide information and input to the Governor/Administration on public policy matters relating to BWSR and related program implementation through local units of government.
2. Participate in discussions at the cabinet level to formulate soil and water resource conservation and protection public policy development and implementation.
3. Work with other natural resource, agriculture and environmental agencies to represent the agency, local government and private landowners in the development of public policy relating to natural resource conservation and protection.
4. Advise the Governor and Governor's Office staff on matters relating to conservation, resource protection, private land conservation programs, and local government implementation of state policy and programs.
5. Develop agency legislative agenda. Establish priorities for legislative initiatives. Direct the development of legislative initiatives by working with the Administration, local governments, conservation groups (public and private), federal agencies and interest groups to formulate effective legislative agenda for the protection of state natural resources on private lands.
6. Review and approve all legislation drafted on behalf of the agency. Direct the preparation and use of supporting materials to accurately present the issues and support the legislative package.
7. Lobby members of the Legislature on behalf of agency initiatives to enact legislation that adequately protects the environmental issues and promotes agency programs, policies and regulatory responsibilities.
8. Work with Legislators to assure they are adequately informed on agency issues, local government issues relating to agency programs, agency positions on natural resource issues and what is in the best interest of the agency, it's public and private partners and the local governments used to implement agency programs.

C. Provide executive management and direction to agency operations to administer the policy, fiscal, legal and outreach efforts for statewide natural resource conservation, protection, restoration, regulatory, clean water, habitat, agricultural, and performance measurement programs.

Priority A % of Time 25 Discretion A

Tasks

1. Direct the operations of the agency using the executive and senior management teams to transmit policy direction and exercise management leadership.
2. Provide the internal and external direction and leadership required to implement public policy relating to private land conservation, regulatory aspects of the agency and use of agency fiscal and human resources.
3. Establish fiscal and human resource limits for agency operating programs, administration of grant programs, regional resources, local government funding aligned with state sources, and federal funding sources.
4. Determine appropriate direction for agency programs and instruct the implementation consistent with board policy, administration policy, and statute and rule.
5. Provide direction and leadership in the development and implementation of an agency strategic plan. Set long-term goals and objectives for development of the strategic long-range plan for operation of agency programs and the utilization of local government as a delivery system for state conservation and resource protection programs.
6. Establish goals and objectives for agency accountability, critical success factors, indicators for evaluation of program delivery and determine the success level of agency programs, agency delivery systems, and local government effectiveness.
7. Promote a workplace that is safe, free of harassment and/or discrimination and free from violence pursuant to and in compliance with state and federal employment law, collective bargaining agreements, affirmative action, human rights, and administrative policies and procedures.
8. Supervise direct report staff in compliance with employment statues, rules and procedures and collective bargaining agreements. Including; selection, disciplinary action, performance evaluation, training, reward/recognition systems, etc.
9. Review budget performance of senior management team to assure spending patterns do not exceed authorized or approved funding and that expenditures are consistent with approved plan, legislative intent and authorized funding sources.

D. Act as chief negotiator on behalf of the board for: conservation and resource topics, regulatory and policy issues, and fiscal, performance and compliance matters.

Priority	A	% of Time	10	Discretion	A
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Tasks

1. Negotiate settlements, compliance agreements or alternatives with local units of government and private landowners for matters relating to the regulatory policies of all agency programs to assure compliance with all state statutes, rules, orders and policies.
2. Direct proceedings to establish the structure of local units of government for the implementation of agency programs. Agree to funding mechanisms, operating priorities, strategic plans, implementation plans, management plans, and resource management strategies.
3. Hold hearings and negotiate appeals relating to local government and Board decisions.

E. Direct agency state and federal legislative policy and financing initiatives so that appropriate resources are available for the agency and local government to enact programs, policies and procedures.

Priority	A	% of Time	15	Discretion	A
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Tasks

1. Develop and pursue state legislative initiatives in concert with the Governor's Office. Present the initiative to appropriate parties to approve proceeding with the agency initiative. Direct the drafting of language. Work to identify authors and work with authors through the legislative process.
 2. Direct the development of budget proposals for the agency to be submitted to the administration for consideration. Present the budget request to Minnesota Management and Budget and the Governor's Executive Budget Team. Follow requests from development to approval through process established by MMB and the Governor's Office.
 3. Present the budget and provide information and testimony to inform and educate finance committee members on agency budget initiatives, financing plans and funding for local units of government implementing state programs on behalf of the agency.
 4. Direct the development of LCCMR and Capital Budget requests for bonding authorizations to fund agency conservation easement programs, water quality improvement and infrastructure programs and local government roads wetland replacement programs. Present I Budget proposals and provide information and testimony to inform and educate commission and committee members on budget requests on behalf of the agency.
 5. Direct the development of Legacy Amendment (Clean Water Fund and Outdoor Heritage Fund) Budget requests to fund agency easement programs, water quality improvement and infrastructure programs and habitat protection and restoration programs. Follow requests from development to approval through process established by the Clean Water and Outdoor Heritage Councils, MMB and the Governor's Office.
 6. Present budget proposals and provide information and testimony to inform and educate finance committee members and staff.
 7. Work with lobbying groups (individuals, organizations and coalitions) to advance initiatives for natural resource protection and resource conservation that are in the best interest of the agency, local government, private landowners and citizens of the State.
 8. Work with Minnesota's congressional delegation to assure Minnesota interests are included in Farm Bill and Water Resource programs enacted by Congress. Provide information and testimony for congressional committees on soil and water resource conservation and protection, water quality or other issues of interest to the agency or state.
- F. Promote public awareness and understanding of agency mission, authorities programs, initiatives, goals and objectives.

Priority B % of Time 5 Discretion A

Tasks

1. Act as the Governor's representative on the Red River Basin Commission acting on issues relating to water activities of the basin. Work with this international board to advance issues for resource conservation and protection, prevention of damage from re-occurring floods and improve water quality for the region.
2. Represent the Board in forums and interaction with local units of government.
3. Represent the Board with conservation groups and organizations to form coalitions and/or working groups to promote and advance the issues of conservation and resource protection.
4. Provide education to citizens on issues relating to soil and water resources.

- 5. Conduct hearings to gather information on specific issues of local areas relating to Board/agency activities and/or responsibilities to allow for input in policy development, project planning and construction, recommendations for water resource management.
- G. Provide leadership and direction to local units of government assigned the responsibilities for implementation of agency programs.

Priority A % of Time 15 Discretion A

Tasks

- 1. Evaluate the structure of local units of government used to deliver agency programs for efficiency and effectiveness.
- 2. Recommend organizational structure changes,
- 3. Assess, develop and address the resource and capacity needs of local units of government to provide the necessary agency services in local communities to work with private landowners to promote and deliver conservation and resource protection programs.
- 4. Examine conservation and natural resource priorities of local government units to assure they are consistent with the Board policy and/or administrations policy.
- 5. Provide innovative leadership to local units of government to advance their ability to implement statewide natural resource conservation and protection programs given limited fiscal and human resources.
- 6. Facilitate and make recommendations for governance alternatives for local units of government including the appropriate structure, recommendations on elected officials and capacity.
- 7. Act on dissolution petitions and the removal of elected officials in soil and water conservation districts or watershed districts when warranted via investigation findings.

RELATIONSHIPS

This position has responsibility and authority for executive management of all the diverse elements of the agency's activities. Program administration is accomplished through direction and management of key personnel. Communication with personnel shall be both written and verbal and tailored to both direct and indirect audiences. The incumbent represents the Board on numerous inter-agency matters with state, federal and local government agencies.

Minnesota water and soil resources are impacted by a complex set of economic, social and environmental factors and water and soil resource management and protection activities are carried out by a variety of local, state, federal, business organizations and non-government agencies. Therefore, the incumbent must encourage and foster close interdivisional, interagency and intergovernmental cooperation to insure that interdisciplinary expertise is focused on water and soil resource management issues. The agency mission is largely focused on the unique challenges of accomplishing water resource conservation and protection on privately owned lands. This requires a close and credible working relationship with local governments, other state agencies, federal government agencies and private sector organizations involved in water and soil resource issues.

This position provides statewide management, leadership, and direction to local government units in the implementation of statewide public policy. The delivery system used by BWSR requires statewide leadership to local government units and providing them the necessary technical, financial and administrative resources necessary to accomplish their work. Therefore, this incumbent must establish relationships with agency clientele that allow the incumbent to act in territory not generally seen as "the state". Trust, confidence and motivation are critical components of that relationship. To effectively administer the agency programs, the incumbent must be able to communicate with authority, have a thorough and complete understanding of complex technical and legal subject matters and be able to translate that information to a variety of affected public and private-sector parties.

Significant emphasis is placed on coalition building to deliver essential services. The incumbent must be able to exercise traditional directive leadership but also to "lead from behind" where they are recognized as the expert but they are working with local government elected officials that have the implementation responsibility. This is especially challenging as local governments do not all have equal capacity or technical ability to effectively deliver the agency's programs or services. It is essential for the incumbent to be able to provide leadership and direction knowing that successes will be credited to others.

The position requires day-to-day communication with agency staff and regular communication with the agency Board, Governor's Office and Attorney General's staff on specific issues. The position must also coordinate on a regular basis with members of the Legislature and Minnesota's congressional delegation.

Beyond the relationships with the local government and interest group leaders, the incumbent must also develop and sustain broad relationships with other state agency and federal agency partners. The incumbent will work closely with the DNR, Department of Agriculture (MDA), MPCA, Department of Health (MDH), Department of Transportation (MNDOT) and the University of Minnesota Extension Service in development of legislation, policy and procedure and program implementation. These state agency partners regularly interact with the incumbent to assure proper protection of Minnesota's environmental resources. The partner agencies provide valuable resources and perspectives to the implementation of program areas for the agency.

Several federal partner agency relationships must be established and nurtured to maximize federal resource commitments to the state and assure that we work together for the common protection and benefit of the resources. These relationships are used to affect and influence federal natural resource and farm policy development and implementation.

The incumbent of this position has significant interaction with the legislature, individual legislators and legislative staff throughout the year. Because of the unique nature of the agency's activities and delivery systems, Legislators are also stakeholders. The incumbent must provide opinions and influence in the development of statute governing programs and policy enacted. The incumbent will have direct contact with key members of the legislature. The incumbent will testify before committees on subjects within the agency jurisdiction. The incumbent will develop legislative strategies on controversial matters of public policy and program development and implementation.

KNOWLEDGE, SKILLS, AND ABILITIES

The Executive Director must have considerable background in both the technical and administrative aspects of natural resources conservation. The position requires strong administrative, technical and planning skills, as well as natural resource (particularly soil and water) training and experience. Human relations skills are required to increase work output by motivating personnel and local governments to solve a wide variety of problems.

The incumbent of this position must have excellent management, leadership, decision-making, human relations and planning skills. The incumbent must demonstrate the ability to generate interest, commitment and support to enact program policies/initiatives. The incumbent must have the ability to foster change in the organization and local delivery system. The incumbent must be able to continuously examine decisions made by management and staff, their impacts on public policy and objectives, and assess those decisions against the goals and objectives the incumbent has established for the agency. The incumbent must have strong planning skills to evaluate internal and external influences and trends. The incumbent must be able to transfer the planning skill into work plans for the agency.

The incumbent must possess superior human relations skills to recruit, retain and lead diverse workforces toward common goals of the agency, particularly because the resource is not always employed by the agency or state and may in some cases, be elected or appointed officials (e.g., county commissioners, watershed district or water management organization managers or soil and water conservation district supervisors). The incumbent must be able to motivate employees not directly supervised who are very committed to the cause but have increasing responsibilities with decreasing resources. The incumbent must be able to delegate effectively, evaluate performance, determine and monitor accountability, provide feedback and recognize and reward accomplishments to build a strong and healthy work environment for the agency. The individual must have high-level knowledge of staffing plans, state employment requirements and collective bargaining agreement provisions.

The incumbent must be able to represent the agency in public and private meetings, convey information accurately, stimulate feedback and discussion and confirm decisions made. The incumbent must be able to represent the agency in high level discussions at federal, state and local government levels. The ability to present and discuss information before legislative committees, legislative staff and federal agencies is necessary. The incumbent must be able to frequently represent the agency with the media orally or in writing and have the ability to think on their feet.

The incumbent must possess strong negotiation skills and the ability to develop consensus. The incumbent of this position must have the skill to draft new legislation, policy, procedure or rule. The incumbent must be able to interpret fiscal and policy impacts of new legislation proposed both inside the department and by legislators or interest groups, recommend the level of agency support and testify on the agency position. The incumbent must have thorough knowledge of agency programs and responsibilities and the local government delivery system used in order to be able to discuss positions intelligently.

The incumbent must have knowledge of the state financial systems and the ability to prepare and direct the preparation of the budget and the ability to analyze financial reports.

PROBLEM SOLVING

The scope of problem solving varies substantially from the day-to-day administrative problems to the very complex and technical policy issues requiring coordination and communication from an array of government agencies and technical experts and then weighting these technical evaluations with value judgment. The incumbent must be able to provide the necessary leadership to deal with complicated and difficult problems under pressure and in the face of strongly held diverse interests that must be resolved or, at a minimum, constructively considered.

Examples of problems encountered are as follows:

Leadership/Supervision/Management

Leading and managing a multifaceted board and organization:

- Establishing and implementing policies, procedures and management control systems that do not deter creativity and innovation and promote calculated risk taking.
- Maintaining a “team” approach to program implementation that minimizes internal conflict and promotes shared responsibility, accountability and recognition.
- Promoting and fostering commitment to continued enhancement of public services, even as resources become more constrained.
- Seeking client assessment of organization strengths and weaknesses and implementing effective changes.
- Ensuring opportunity for and promoting personnel training, career development, rewards and recognition for employees.

Planning Policy/Program Implementation/Resource Protection

Balancing natural resource protections with economic development and social needs/interests in situations such as:

- Drainage of land for a higher use that leads to downstream flooding problems.
- Wetland protection versus agricultural production, commercial, residential or industrial development.
- Wetland protection versus protection of other unique resources such as native prairie, riparian corridors, shoreland, or unique forest stands.
- Crop productivity measures that lead to water quality impairments.

Exercising leadership in identifying emerging natural resource issues and promoting creative and innovative strategies for addressing them:

- local governance of water resources;
- no net loss of wetlands;
- watershed management;
- biological diversity;
- public and private drainage;
- urban conservation;
- sustainable development;
- urban-rural land use transitions;
- prevention and protection versus restoration;

- state versus local government resource management – shared responsibility and accountability;
- interagency co-location;
- water resources program consolidation/integration;
- shared services delivery;
- water resource agency executive level coordination.

Local Government Interaction

Where issues of controversy evolve between local governments or between state and local government, the incumbent needs to use careful and creative means to bring resolution so as to not escalate the conflict, but rather create a solution that reasonably satisfies all sides and promotes enhanced coordination and collaboration between the parties.

Local governments expect reasonable and practical application of programs and want to be treated with some degree of equity. This is a challenge since the experience and capacity of local governments vary significantly across the state. Adding to this is the complexities caused by the state's extreme landscape diversity: north to south, east to west and rural to urban. The application of programs, grants, policies and regulations needs to build in flexibility for this diversity while maintaining accountability for realization of the desired resource outcomes.

Local governments are vested with the land-use authority by the state. As most understand "as the land goes, so goes the water and related natural resources". Yet local governments often rebel against state mandates. Therefore, the challenge is to convince local governments that it is in their best interest to identify clear natural resource outcomes and integrate the outcomes into their day-to-day decision making. Helping build and sustain the financial, administrative and legal capacity to effectively and efficiently protect and enhance the natural resources in balance with the economic and social needs of the area is the goal.

The most challenging aspect of the position is to accomplish, with limited staff resources, both voluntary and mandated water and soil resource conservation and protection programs while at the same time, developing policies and programs to confront emerging water and natural resource problems. Opportunity for creativity is greatest in achieving interagency cooperation between state and federal agencies implementing contemporary water resource management. Negotiating solutions to policy and budget issues with legislators and conference committees is a key aspect of the position.

FREEDOM TO ACT

The position incumbent is the agency head and has complete authority to act on issues as defined by the Board and/or the Governor's policy guidelines. The Board has delegated all matters of agency operations and local government relationships to or through the incumbent. The incumbent has the freedom to act as a principal advisor and spokesperson for the Board on all agency management and conservation issues, and enjoys complete freedom in making important judgments and policy decisions based upon broad policy objectives/guidelines the board has established through a strategic plan, rules, policies, orders or resolutions.