PRAP

PERFORMANCE REVIEW AND ASSISTANCE PROGRAM

FEBRUARY 2009 REPORT TO THE MINNESOTA LEGISLATURE

Minnesota Board of Water & Soil Resources

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About this Report

This report has been prepared for the Minnesota State Legislature by the Minnesota Board of Water and Soil Resources (BWSR) in partial fulfillment of the requirements of Minnesota Statutes Chapter 103B.102, subdivision 3. This statute requires BWSR to provide designated legislative committees with "an analysis of local water management entity performance" each year. This is the second report prepared by BWSR for this purpose.

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Executive Summary

Program Objectives

The emphasis of the Board of Water and Soil Resources (BWSR) for the Performance Review and Assistance Program (PRAP) in 2008 has been to make all local units of government aware of this one-year-old program, to conduct as many pilot performance reviews as the program resources allow, and to expand the tabulation of routine reports and plan revision requirements. The purposes of the pilot reviews were to fine-tune the review methodology developed last year, determine the level of effort and time required for Level II review, and to more systematically account for the performance of Minnesota's local delivery system of conservation and water management services–to ensure those local government entities are the best they can be.

Program Results

BWSR tracked the general performance of all 244 local governmental units in Minnesota that are engaged in local soil and water conservation and management activities. At this most basic level of performance review (Level I), we are looking for up-to-date management plans and submittal of required reports and documents. Two noteworthy performance improvements seen in 2008 are that 90 of 91 SWCDs now have active websites, and that revisions are underway for 16 of 17 water management plans listed as overdue. Otherwise, Level I review showed report compliance performance comparable to 2007.

Accountability for the performance of the system cuts two ways: 1) most local government units are subject to the oversight of a state agency that administers the programs and funding that are delivered locally, and 2) BWSR is accountable for how it provides guidance and assistance to local governments. Consequently, this document also evaluates BWSR's performance in delivering on the PRAP objectives set last year. We accomplished most, but not all, of those objectives.

Plan Implementation Progress

In Level II, BWSR staff work face-to-face with local district boards and staff to assess progress on plan implementation. In 2008 we conducted Level II reviews of seven local governmental units—2 soil and water conservation districts, 2 county water planning functions, 2 watershed districts and 1 metropolitan, joint-powers watershed management organization. Results from these reviews show generally good progress on plan execution, well-run organizations with only a few needed upgrades, and the need for some modifications to the review methods and tools.

BWSR also used the PRAP process to work with a watershed district that is facing some challenges to its on-going operation. This Level III effort was a test of the program to determine if more challenging performance or operational issues can be effectively addressed. That effort is continuing.

Proposed Changes for 2009

This report concludes with a list of program elements that we intend to add, modify, and continue in 2009.

Introduction

From Design to Implementation

Where 2007 was a year of program design for the Performance Review and Assistance Program (PRAP), in 2008 the Board of Water and Soil Resources (BWSR) has worked to implement and test the methodologies of this new program. The local government units (LGUs), which serve as the local delivery system for many of the state's water and land conservation programs, are the focus for this program. These include soil and water conservation districts (SWCDs), watershed districts (WDs), water management organizations (WMOs), and the water management and planning function of counties—a total of 244 organizations. Even though limited funding has prevented full implementation of PRAP, most of these LGUs are now aware of the program and are adjusting their operations to comply with program performance standards. BWSR's emphasis in 2008 has been to make all LGUs aware of the new program, to conduct a limited number of performance reviews on a pilot basis, and to expand the tabulation of routine reports and plan revision requirements. The purposes of the pilot reviews were to fine-tune the review methodology, determine the level of effort and time required for Level II review, and to more systematically account for the performance of Minnesota's local delivery system of conservation and water management services--to help the LGUs be the best they can be.

Multi-level, Multi-Phase Process

PRAP has three operational components:

- **performance review**
- **assistance**
- **reporting**

The **performance review** component is applied at four levels.

Level I: tabulation of required LGU reports and documents, website posting of results. Level I can be achieved with current program funding and does not require additional effort by LGUs.

Level II: a routine, interactive review with up to 50 LGUs per year to evaluate operational effectiveness and plan implementation progress. Because of funding limitations, BWSR conducted only seven pilot Level II reviews in 2008.

Level III: begins with elements of Level II and then adds an in-depth assessment of performance problems and issues. BWSR conducted one Level III review in 2008 and is continuing to work with that LGU in the assistance phase.

Level IV: for those LGUs that have significant performance deficiencies, requiring extensive assessment and monitoring. At this level the BWSR Board sets goals for LGU performance improvements and assigns penalties for non-compliance. So far there have not been any Level IV cases.

Assistance varies with the needs of the LGU. Level I assistance is largely routine training for LGUs. At Levels II-IV assistance is targeted to the specific needs of the LGUs and can be provided by BWSR staff or consultants, depending on availability and skills needed.

Reporting makes information about LGU performance accessible to the LGU's stakeholders and constituents. In 2008 BWSR opened a rudimentary PRAP page on its website. It contains summaries of the 2008 Level II performance review reports, the complete Level III report, and copies of the legislative reports. Elsewhere on the BWSR website is a list of LGU award recipients. BWSR will continue to expand web-based PRAP information, including a table of LGU performance standards.

The Two Sides of Accountability

In their feedback about PRAP to BWSR staff during the past year, LGU representatives have acknowledged the need to be held accountable for how they spend public funds. They also recognize the potential benefits of a systematic performance review and assistance process. But they have expressed concerns about the numerous reporting and other administrative requirements that the state imposes and the burden that creates for some LGUs, especially those with small staffs and limited resources. For many LGUs this concern has been expressed as an appeal to BWSR to make PRAP as efficient as possible.

They also desire that state level organizations receive similar scrutiny. It is "only fair" that state agencies account for their own performance. Consequently, in reporting on this first year of PRAP implementation, BWSR is starting out by reporting on its own accountability for how this program has been implemented and, specifically, what was proposed and what was done in 2008.

Guiding Principles

PRAP operates on the following principles adopted by the BWSR Board in 2007:

- **Pre-emptive**
- **Systematic**
- **Constructive**
- **Includes consequences**
- **Transparent**
- **Retains local ownership and autonomy**
- **Maintains proportionate expectations**
- **Preserves the state/local partnership**
- **Results in "more better" on-the-ground conservation**

Performance Review of PRAP

BWSR's Accountability

During program development, the PRAP Advisory Team requested that BWSR report its own performance in implementing the program. In view of this request, BWSR included this recommendation in the 2008 legislative report: **BWSR should develop performance measures to track its own implementation of this new program.** This section reports program goals from the 2008 PRAP legislative report and what BWSR actually accomplished.

BWSR'S PERFORMANCE REVIEW ACTIVITIES	
What We Proposed	**What We Did**
Send notification letters to LGUs with overdue and expiring plan revisions	BWSR sent 25+ notifications of overdue LGU plan revisions
Send notification letters to LGUs with late audits	BWSR sent 30+ notifications to LGUs with late audits
July – November: Begin Level I performance review tabulation	BWSR began Level I tabulation in February and continued through December (see pg 9)
January – November: Based on available resources, conduct Level II performance reviews	BWSR conducted 7 Level II performance reviews from June through December (see pg 9 and App. E)
Conduct Level III review as needed and as resources allow	BWSR conducted 1 Level III performance review (See pg 10)

BWSR'S ASSISTANCE TO LGUs	
What We Proposed	**What We Did**
Provide assistance needed by LGUs with overdue management plan revisions; only 2 of 12 plans were being actively revised	BWSR increased help for LGU management plan revisions; now 16 of 17 overdue plans are at various stages of revision
Provide training on topics of benefit to most LGUs	BWSR Academy, a two-day training session for northern region LGUs, was conducted in October. Coordinated program-related courses at LGU association events.
Provide limited assistance to LGUs with known critical needs	BWSR is working with one LGU to provide assistance with issues identified in the Level III performance review

BWSR'S PRAP REPORTING	
What We Proposed	**What We Did**
Begin tabulating Level I results on BWSR website	Level I tabulation is more standardized internally but not yet displayed on website
Establish webpage featuring high performing LGUs	BWSR website lists LGU and individual recipients of some statewide awards

PRAP Advisory Team

BWSR has continued to consult with the PRAP Advisory Team (see Appendix B) as the program moved from design to implementation. The team members made an initial commitment to assist with developing the program in 2007. They were also willing to meet in 2008, once to review the draft Level II performance review process before implementation and then again to review the preliminary results of those reviews. Team members provided advice on program implementation and gave valuable feedback to help BWSR maintain a balance between the need for accountability and the need to minimize the administrative burden on LGUs. BWSR will continue to make use of the Advisory Team as program needs warrant.

Performance Review Results

2008 Performance Review

The objectives for performance review activities in 2008 were to implement Level I tabulation of all LGU reports and plan revisions and to test the process for Level II review of LGU plan implementation on a pilot basis. BWSR also monitored the performance of LGUs undergoing significant change looking for opportunities to conduct a Level III performance review.

Level I Results

Level I performance review consisted of monitoring and tabulating the routine reports and financial documents that LGUs are required to submit to BWSR throughout the year. We also notified LGUs whose management plans were scheduled for revision and worked with them to complete the plan revision process.

Noteworthy performance improvements in 2008 are that 90 of 91 SWCDs now have active websites, and that revisions are underway for 16 of 17 water management plans listed as overdue. Otherwise Level I review shows statewide performance generally comparable to 2007. Details of the Level I tabulation are listed in Appendices C and D.

Summary of Level I Results

- Revisions are underway on 16 of 17 overdue water management plans
- 90 of 91 SWCDs have an active website
- 12 of 32 watershed districts in greater MN have overdue annual reports
- Only 1 of 33 metro area WD/WMO annual reports was overdue
- 48 of 49 SWCD audits done on-time
- 29 of 32 metro WD/WMO audits done or awaiting state auditor review

One of the program goals that BWSR did not achieve in 2008 was a new, publically accessible webpage containing information about the performance of all 244 LGUs. While BWSR has made progress in developing the intra-agency databases to support the web-based application, this feature will not be available on-line until late 2009.

Level II Results

A major program emphasis in 2008 was to test the methodology for conducting a Level II performance review. This is the type of review that is envisioned by the PRAP authorizing legislation–measuring the progress of LGUs in accomplishing the elements of their water and resource management plans.

Selection Criteria for Level II LGUs

- Well-performing; no major problems
- Geographically dispersed
- Review all five types of LGUs
- Consider BWSR staff workload
- Different stages of plan implementation

BWSR designed the Level II review process with three components: a report of accomplishments by the LGU and partners in implementing plan goals and objectives (part 1), compliance with a checklist of performance standards (part 2), and LGU board members' discussion of questions designed to explore opportunities and barriers affecting plan implementation (part 3).

2008 Level II Pilot LGUs

- SWCDs: Jackson and Crow Wing
- WDs: Coon Creek and Two Rivers
- WMO: Pioneer-Sarah Creek
- Counties: Mille Lacs and Renville.

BWSR staff attended two meetings for each LGU, the first to explain the process and monitor board discussion, and the second to present a draft PRAP report to the LGU. Level II LGUs were very cooperative with the start-up of this program and offered suggestions for program improvements.

Appendix E contains summaries of the findings, recommendations, and LGU response from each Level II review.

Level III Results

BWSR received requests from Marshall County and the Red River Watershed Management Board to conduct a performance review and provide assistance to the Middle Snake Tamarac Rivers Watershed District. Both requests noted that the district was facing significant challenges and might benefit from outside assistance. BWSR decided to test a Level III approach to performance review in working with this district. The review was conducted by evaluating the district's operations using the Level II performance standards and having staff monitor the watershed board meetings. The staff submitted a Level III report to the district managers and then began the assistance component by continuing to recommend and advise the managers on follow-up actions. BWSR is continuing the assistance relationship with the district and keeping the requesting organizations informed until the issues are resolved or the watershed managers decide to terminate the process. A summary of the report findings is in Appendix E and the complete Level III report is available through BWSR's PRAP webpage.

Level IV Results

No Level II or III reviews were elevated to Level IV in 2008.

General Monitoring of LGU Performance

The PRAP Coordinator and BWSR managers are routinely monitoring LGU performance, looking for opportunities to apply the program review or assistance components as needed. LGUs that are undergoing significant change, such as major board member or staff replacements, or those facing extraordinary legal or organizational challenges receive particular attention.

PRAP Program Costs

One objective of the Level II and III pilots was to determine the amount of time and staff effort required to carry out the mandates of this program. Most LGUs involved in the first Level II pilots have expressed concerns about the amount of time required for compliance, considering that there is no way to recover their cost of participation.

Ranges of Time Required for PRAP Level II Reviews per LGU

- PRAP Coordinator: 18-50 hrs.
- BWSR Staff: 12-42 hrs
- LGU: 35-62 hrs

Level III Review and Assistance

BWSR Staff only

- Review phase: 168 hrs
- Assistance phase: 140 hrs (to date)

Factors affecting these ranges include amount of travel time; clarifying program start-up issues, and lack of program instructions for LGUs. Subsequent reviews could be reduced by as much as 25 percent as program methodologies are revised and standardized. BWSR will continue to monitor the time required to accomplish the various program elements.

Reporting

Purpose of Reports

The purpose of reporting on LGU performance is threefold:

- to provide a perspective of the progress in meeting statewide soil and water conservation goals through the efforts of local government-based activities and programs,
- to give stakeholders access to information about the effectiveness of their local water management entities,
- to provide both information and incentives that will encourage LGUs to learn from one another about methods and programs that produce the most effective results.

Report Types

There are several types of reports that this program will use to achieve the above listed purposes.

LGU-generated

These include information posted routinely on the LGU's web-site and the required or voluntary reports submitted to BWSR, other units of government and the public about fiscal status, plans, programs and activities.

Coon Creek Watershed District used the results from its Level II PRAP report in a communication with key stakeholders: "CCWD also received high marks in efficient operation in a recent assessment by the BWSR Performance Review and Assistance Program (PRAP). An article is on our website: www.cooncreekwd.org> News & Information> Headlines.

These all serve as a means of communicating what each LGU is achieving and allow stakeholders to make their own evaluation of LGU performance. PRAP tracks each LGU's submittal of required, self-generated reports.

BWSR Website

The BWSR website now includes a page for PRAP information: (www.bwsr.state.mn.us/PRAP) It includes general program information, summaries of Level II and III performance review reports, and copies of annual legislative reports. During 2009 BWSR will expand the PRAP webpage content to include information about Level I tracking of LGU performance.

Annual Legislative Report

As required by statute, BWSR will submit an annual report to the legislature containing the results of program activities and a general assessment of the performance of the local delivery system for land and water conservation services and programs. As performance review

activities continue and as the program reaches full capacity, the report will track performance indicators that show the effectiveness of the system in effecting real resource change.

Rewards and Recognition

After the PRAP performance review component is completed, while much of the emphasis is focused on assisting LGUs with identified weaknesses, BWSR recognizes there are a significant number of LGUs that are performing admirably. (See Appendix G.) BWSR wants to recognize the contribution that these individuals and LGUs make to the conservation of Minnesota's soil and water resources. The BWSR website now contains a list of several of these award recipients. We also plan to highlight LGUs that have developed exemplary approaches to the delivery of conservation services.

Minnesota Association of Soil and Water Conservation Districts President Ken Pederson (center) with representatives of the Todd SWCD, recipients of MASCWD's 2008 District Capacity/SWCD of the Year Award.

Program Revisions

Changes During the Year

During program implementation BWSR heard from LGUs that wanted to respond to the issues raised in the PRAP reports. In consideration of this request, BWSR adopted a practice used by the Office of the Legislative Auditor—to make program revisions during the program review process. Consequently, BWSR presented subsequent reports to the LGUs as a draft and the LGUs were asked to submit comments and corrections. An "LGU Response" section was added to the end of the report summarizing the comments from the LGU and their response letters were included in the report appendices.

Changes for 2009

During 2009 BWSR will add program elements, modify some, and continue others, assuming that current program funding continues.

NEW PRAP Elements

- Test a consolidated Level II performance review that includes all LGUs in a county or watershed
- Develop instructions for the Performance Standards checklist
- Add an LGU performance report feature to the PRAP webpage

MODIFIED PRAP Elements

- Expand SWCD and county expenditure statistics to include all fund sources
- To save LGU time, send Level II LGUs a filled-in Performance Standards checklist for verification

CONTINUED PRAP Elements

- Conduct 7 Level II performance reviews to provide further process testing
- Continue assistance to the 2008 Level III LGU
- Track and report Level I performance of all 244 LGUs
- Monitor the performance of LGUs experiencing change

Challenges Long-Term

After one year of program implementation, feedback from pilot LGUs, and dialogue between program staff and representatives of LGUs at various conferences and meetings, BWSR has identified a number of challenges that need to be addressed as PRAP continues.

- What are the best indicators for measuring the performance of the overall conservation services delivery system?
- How can we expand the ability to determine if the resources and people served are really better off?
- To what extent should PRAP emphasize comparisons in performance between similar LGUs?
- Should all of BWSR's LGU program review activities, such as WCA spot checks and grant-match compliance checks, be consolidated within PRAP?
- What is the optimal frequency to review LGU progress on plan implementation?

Appendices

A. Minnesota Statutes Chapter 103B.102

B. PRAP Advisory Team Members

C. Level I: Overdue Plan Revisions and Resolutions

D. Level I: SWCD Website Status and Overdue Annual Reports and Audits

E. Levels II and III: Summary Sheets of 2008 Pilot Performance Reviews

F. LGU Performance Standard Checklists

G. 2008 LGU Performance Awards and Recognition

Appendix A

103B.102, Minnesota Statutes 2007

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103B.102 LOCAL WATER MANAGEMENT ACCOUNTABILITY AND OVERSIGHT.

Subdivision 1. **Findings; improving accountability and oversight.** The legislature finds that a process is needed to monitor the performance and activities of local water management entities. The process should be preemptive so that problems can be identified early and systematically. Underperforming entities should be provided assistance and direction for improving performance in a reasonable time frame.

Subd. 2. **Definitions.** For the purposes of this section, "local water management entities" means watershed districts, soil and water conservation districts, metropolitan water management organizations, and counties operating separately or jointly in their role as local water management authorities under chapter 103B, 103C, 103D, or 103G and chapter 114D.

Subd. 3. **Evaluation and report.** The Board of Water and Soil Resources shall evaluate performance, financial, and activity information for each local water management entity. The board shall evaluate the entities' progress in accomplishing their adopted plans on a regular basis, but not less than once every five years. The board shall maintain a summary of local water management entity performance on the board's Web site. Beginning February 1, 2008, and annually thereafter, the board shall provide an analysis of local water management entity performance to the chairs of the house and senate committees having jurisdiction over environment and natural resources policy.

Subd. 4. **Corrective actions.** (a) In addition to other authorities, the Board of Water and Soil Resources may, based on its evaluation in subdivision 3, reduce, withhold, or redirect grants and other funding if the local water management entity has not corrected deficiencies as prescribed in a notice from the board within one year from the date of the notice.

(b) The board may defer a decision on a termination petition filed under section 103B.221, 103C.225, or 103D.271 for up to one year to conduct or update the evaluation under subdivision 3 or to communicate the results of the evaluation to petitioners or to local and state government agencies.

History: *2007 c 57 art 1 s 104*

Appendix B

PERFORMANCE REVIEW AND ASSISTANCE PROGRAM ADVISORY TEAM MEMBERS

NAME	ORGANIZATION	REPRESENTING
Kevin Bigalke	Nine-Mile Creek WD	Metro WD
Ray Bohn	MN Assoc. of Watershed Districts	WD association
Brian Dwight	BWSR	BWSR-No. Region
Tom Ebnet	Thirty Lakes WD	Greater MN WD
Annalee Garletz	Assoc. of Minnesota Counties	County government
Barbara Haake	Rice Creek WD	WD association
Todd Olson	Assoc. of Metropolitan Municipalities	Water management organizations
Kathryn Kelly	Renville SWCD	SWCD supervisors
Tim Koehler	USDA-Natural Res. Conservation Service	Federal agencies
Kevin Ostermann	MACDE / Nicollet SWCD	MACDE
Sheila Vanney	MN Assoc. of Soil &Water Cons. Districts	SWCD association
Steve Woods	BWSR-St. Paul	BWSR management

Appendix C

Level I: 2008 Overdue LGU Plan Revisions and Resolutions
as of December 2008

Soil and Water Conservation Districts

Resolution to Adopt the County Local Water Plan as the SWCD Plan is Expired
none

District Comprehensive Plan Expired
none

Counties

Local Water Plan Revision Overdue: Plan Revision in Progress
Douglas
Waseca

Watershed Districts

Management Plan Revision Overdue: No Action
Belle Creek

Management Plan Revision Overdue: Plan Revision in Progress
Buffalo-Red River
Crooked Creek
Kanaranzi-Little Rock
Middle Snake Tamarac Rivers
North Fork Crow River
Okabena-Ocheda
Rice Creek
Riley-Purgatory-Bluff Creek
Sand Hill River
Stockton-Rollingstone-Minnesota City
Yellow Medicine River

Watershed Management Organizations

Management Plan Revision Overdue: Plan Revision in Progress
Carver County[1]
Lower Rum River
Six Cities

Notes: [1]Exceeded intended due date but not statutory limit.

Appendix D

Level I: Soil and Water Conservation Districts without Websites

Meeker

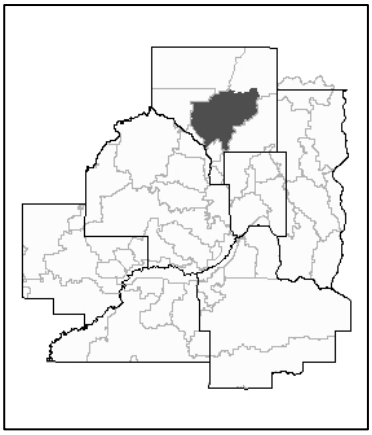
Level I: Status of 2007 Activity Reports and Audits	
as of December 2008	
Annual Activity Reports: Overdue	
Soil and Water Conservation Districts (eLink)	
Hennepin	[report missed Feb. 08 deadline]
Counties (eLink)	
none	
Metro Watershed Districts	
none	
Greater Minnesota Watershed Districts	
Belle Creek	Lac Qui Parle-Yellow Bank
Buffalo-Red River	Sand Hill River
Crooked Creek	Upper Minnesota River
High Island Creek	Warroad
Joe River	Wild Rice
Kanaranzi-Little Rock	Yellow Medicine River
Metro Watershed Management Organizations	
Grass Lake	
Annual or Periodic Audits: Overdue	
Soil and Water Conservation Districts	
Wabasha	
Metro Area Watershed Districts	
Coon Creek	[review by State Auditor's Office pending]
Prior Lake-Spring Lake	
Metro Area Watershed Management Organizations	
Grass Lake	
Upper Rum River	
Vermillion	

2008 Performance Review

Level II (Pilot): Summary of Full Report

LGU: Coon Creek Watershed District

Anoka County



Summary of Conclusions:

The Coon Creek Watershed District (CCWD) is making good progress on the implementation of their comprehensive watershed management plan. The organization is efficient in its administrative, planning, execution and communication-coordination functions. The district's annual reports and work plans provide good documentation of progress and the trends, issues and needs facing the district.

The CCWD meets all of BWSR's high performance and most of the basic performance standards for metro area watershed districts. In addition, the managers and staff regularly assess their performance against a series of organizational function standards they have developed for themselves.

Recommendations:

1. Tie annual report accomplishments to Comprehensive Plan objectives.
2. Consult BWSR staff to address Performance Indicators.
3. Report on actions taken in response to Trend and Need Analysis in Annual Report.

Summary of LGU Response:

Recommendation 1 Response: The District has formatted its annual progress by Comprehensive Plan goal and objective for all years except 2007. In 2007 the report was reformatted to emphasize program delivery. The CCWD will return to, and ensure that its annual reports contain a clear presentation of annual accomplishments in implementing its Comprehensive Plan

Recommendation 2 Response: The CCWD will

1. Submit its annual report by 120 days of the end of the year as required by MR 8410.0150
2. Request proposals for professional consulting services in 2009. The District believes that the biennial search for professional services is expensive and not constructive for District operations and suggests that a five year interval may be more appropriate.
3. Upon discussion with BWSR staff and the broader guidance of what constitutes a "stakeholder survey" provided, the District believes that we have, in fact, met this requirement with more frequency then the 5 year requirement cited in the performance standards.

Recommendation 3 Response: None

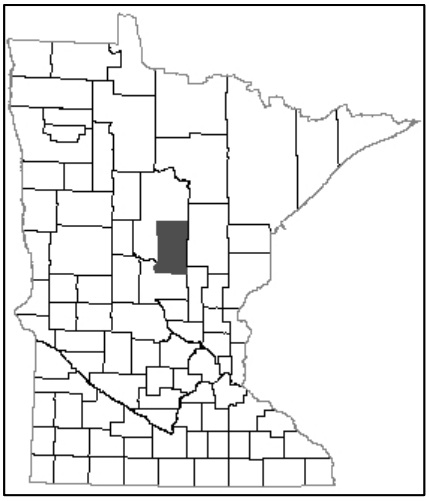
Additional Comments from the CCWD: There are several "critical inputs" that the Coon Creek Watershed District assesses annually that we feel are essential and may assist BWSR in this important work:

a. Administration/Personnel
    i. Ability to respond to changing conditions
    ii. Adaptive organizational structure
    iii. Level of staff
    iv. Knowledge/Training in job assignments
    v. Do Board members deal with issues openly?
    vi. Does the Board function as a team?
    vii. Do Board attitudes and actions reflect a sense of public service vs. personal interest
    viii. Does the Board give adequate consideration to staff recommendations
b. Finances
    i. Does the District adopt a budget by 9/15?
    ii. Does the Board of Managers understand the District's Resources?
    iii. Does the budget fund programs and activities that pursue District goals and objectives?
    iv. Is there encouragement of broad participation in the budget process?
    v. Does the Board consider the budget "their budget" versus "staffs" or the "consultant's budget"?
c. Procedures, Equipment and Technology
    i. Does the District have a Policy & Procedure Manual?
d. Public and Governmental Relations
    i. Is the relationship between the District and the public and other units of government honest and open?
    ii. Is there mutual respect between the District and other units of government?

2008 Performance Review

Level II (Pilot): Summary of Full Report

LGU: Crow Wing SWCD



Summary of Conclusions:

The Crow Wing SWCD is actively and effectively implementing a very ambitious range of conservation and regulatory programs. They implement both their own comprehensive plan goals and many of the county local water management plan goals and objectives. The organization's pursuit of new programs to accomplish its conservation goals is especially commendable.

The SWCD complies with almost all of the basic PRAP performance standards and many of the target performance standards. In recent years, the district has improved its productivity as measured by the percentage of the state cost share grant put into on-the-ground conservation projects.

Items that need some attention are the application of the state cost share grant to projects that are viable and in high priority areas, and periodic priority setting to make sure that their programs and activities are addressing the most critical conservation needs.

Recommendations:

1. Target planning to address resource priorities
2. Update staff technical approval authorities
3. Monitor cost share grant expenditures
4. Cross-reference comprehensive and local water plan in annual plans and reports

Summary of LGU Response:

[*Crow Wing SWCD supervisors did not submit a formal response to the draft report. The following comments were provided by the district manager.*]

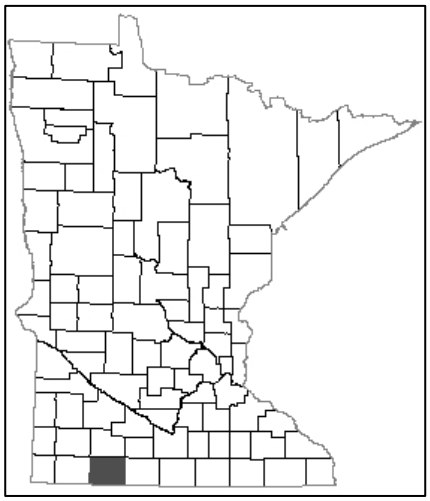
The biggest issue is to realize that each SWCD is different and has different priorities. The review should recognize the opportunities that each may seize when they are available to us. These items would probably not be included in our Comp Plan. In Crow Wing County, we have taken advantage of partnering with the MPCA on their Phase 2 NPDES Permit Program. We currently have 363 active NPDES sites and it is a big part of our activities.

There needs to be more of an understanding that SWCDs in different parts of the state work on different issues and that a standard evaluation cannot be completed without flexibility. The process made the Board and staff look at what we have and wish to accomplish in a more critical and thorough manner than we have in the past. In the end, I believe this to be a very valuable experience. As long as you are working to the best of your capabilities, I would not fear this review.

2008 Performance Review

Level II (Pilot): Summary of Full Report

LGU: Jackson SWCD



Summary of Conclusions:

The Jackson SWCD is a well-functioning organization that has learned how to adapt and operate effectively in view of the realities of the changing rural economy and the uncertainties of traditional program funding. The organization's pursuit of and participation in organizational and funding partnerships is especially commendable.

The Jackson SWCD complies with almost all of the basic PRAP performance standards and many of the target performance standards. The district has a strong commitment to public education, and has recently improved its productivity, as measured by the percentage of the state cost share grant put into on-the-ground conservation projects.

The Jackson SWCD has shown an interest in improving its operations by using the results from this performance review to pursue changes or additions to its operation as suggested by the performance review documents.

Recommendations:

1. Cross-reference Comprehensive Plan in annual plans and reports
2. Adopt By-laws and Operating Guidelines
3. Conduct a stakeholder survey

LGU Response:

1) *Cross-reference Comprehensive Plan in Annual Plans and Reports.* The SWCD intends to reference our annual plans and reports specific to local plan goals, objectives and actions for which we are responsible.
2) *Adopt By-laws and Operation Guidelines.* It is our intention to develop a by-laws document which will contain our operational guidelines unique to our District.
3) *Conduct a Stakeholder Survey.* We intend, at some point, to conduct a survey perhaps in coordination with our partners in the District or potentially as an insert in a newsletter.

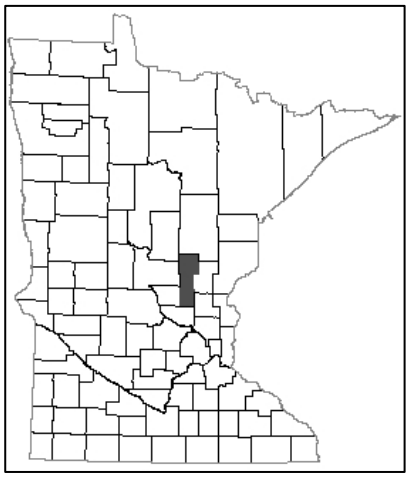
This PRAP process proved to be constructive for our District. The report contains information that will be useful to the District in the future.

2008 Performance Review

Level II (Pilot): Summary of Full Report

LGU: Mille Lacs County

Local Water Planning



Summary of Conclusions:

At a little over one year into their new local water management plan implementation, Mille Lacs County is well positioned to implement their water plan goals and objectives. The partnership and close working relationship between the county and the soil and water conservation district in the implementation of the plan action items is noteworthy and commendable.

The county has mentioned the lack of adequate funds and engineering assistance for the feedlot program as an obstacle to addressing some of the plan objectives. This performance review finds that they are providing adequate services with the funds available, and if they had additional funds, they are well positioned to do more.

Mille Lacs County has practices in place that comply with all of the basic PRAP performance standards. They also comply with most of the target performance standards, which are designed to be stretch goals for county water planning programs. There appear to be no deficiencies in operations that need attention.

Recommendations:

1. Quantify annual report progress on action items
2. Use water quality monitoring data for trend analysis
3. Explore funding opportunities to supplement existing program dollars

Summary of LGU Response:

Mille Lacs County did not submit a formal response to the draft PRAP report findings and recommendations. However, the county environmental services director expressed concerns with the process of performance review, and in particular, the amount of duplicative effort required to comply with the information requests.

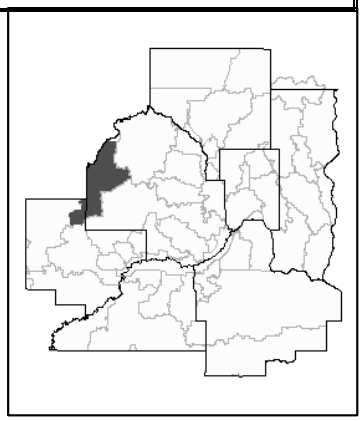
In addition, the county is taking steps to make the website link to the county local water plan easily accessible.

2008 Performance Review

Level II (Pilot): Summary of Full Report

LGU: Pioneer Sarah Creek Watershed Management Commission

Wright, Carver and Hennepin Counties



Summary of Conclusions:

The ability of the Pioneer Sarah Creek Watershed Management Commission to implement planned goals and policies has been significantly affected by large project initiatives that were unforeseen at the time the second generation watershed management plan was adopted. These initiatives, TMDL plans for Lakes Independence and Sarah and a Clean Water Legacy grant for nutrient management of the Lake Independence lakeshed, while consistent with the broad goals of land and water resource management, have diverted commission resources away from other plan priorities. The additional workload assumed by the commission for implementation of these initiatives needs support from the member cities. These factors make it difficult to provide a definitive review of the commission's performance in accomplishing planned goals and policies.

The delay in implementation of member cities' local stormwater plans is an unfortunate result of the focus on other priorities. The lack of local stormwater planning reduces the ability of the member cities to address priority water quality issues in a systematic manner. It also places additional workload on the commission as these water management issues must be addressed by the commission rather than at the municipal level.

Based on the commission's own assessment, its assumption of large-scale water management projects and regulatory responsibilities without commensurate financial support is taxing their ability to meet basic rule compliance and policy standard development.

The commission has shown an interest in improving its operations by using the results from this performance review to pursue changes or additions to its operation as suggested by the performance review documents.

Recommendations:

1. Conduct a strategic planning exercise to address priorities and redefine objectives
2. Address local stormwater plan development
3. Adopt personnel policies
4. Conduct a stakeholder survey

Summary of LGU Response:

[*BWSR note: The Commission provided extensive and thorough responses to the draft report. This summary includes their responses to the recommendations and a concluding comment.*]

Response to Recommendation 1: The Commissioners will meet with Staff in January 2009 to develop a written strategic plan. The plan will identify the "non-specific policies" referenced above and attempt to attach measurable objectives, goals, timelines and budgets. When the strategic plan has been fleshed-out, it will be presented by the Commissioners to their City Councils for review and comment before finalizing a projected 3-5 year budget and possible major plan amendment.

Response to Recommendation 2: See no. 1, above. A deadline of February 17, 2009 was established for receipt of the cities' draft plans. May 31, 2009 is the deadline for final approval of the local plans. The follow-up letter will cite consequences for non-compliance.

Response to Recommendation 3: Each member city determines how their representative is compensated for time spent on Commission business. The Commission reimburses Commissioners for Education expenses, primarily registration to attend seminars and workshops, etc., on an event-by-event basis. A reimbursement policy will be considered at the strategy session. As prescribed by Statute, the Commission solicits interest proposals biannually for administrative, legal, technical and wetland consultants. They serve at-will and are not extended contracts. Again, if BWSR has model language for an ex-parte communication policy, please share it with the Commission. The Commission has developed and/or updated its Rules, Code of Ethics, Data Practices Policy and Public Data Access Policy.

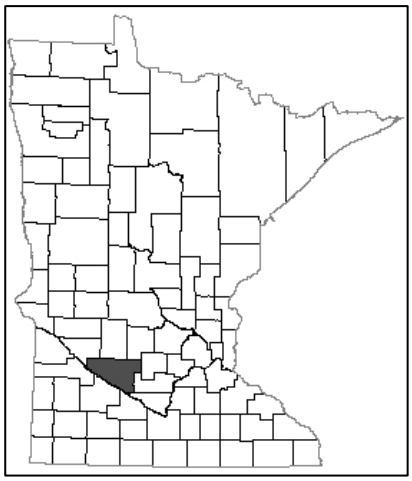
Response to Recommendation 4: With the reticence of the City Councils to spend money on required projects such as TMDLs, and the Commission's past failure to connect with citizens on the CWLA grant, any survey would need to be carefully crafted by professionals, with guidance from the Commissioners and Staff, in order to generate the information the Commission needs to move forward or change direction. If it is the desire of the Commission to conduct a survey, the Commission would have to start that process in early 2009 in order to budget for its costs in mid-2009 for 2010. At this time, the Commission has chosen to consider using the results from the existing Hennepin County and Joint Education and Public Outreach Committee (EPOC) surveys rather than go through this time-consuming and costly process. This feels like micromanagement. Question: What does BWSR anticipate we will we get from a survey?

The Commissioners and Staff found this review to be an interesting and useful exercise. However, as a point of information, to date this review and associated activity have taken the Commission's administrator 34.39 hours ($1,946.45) to complete. That equals 5.12% of the total 2008 administrative budget of $38,000! In addition, the costs of the strategic planning session were not included in the Commission's 2009 budget. Will BWSR be requesting funding from the Legislature to reimburse LGUs for these costs or is it just another unfunded mandate?

2008 Performance Review

Level II (Pilot): Summary of Full Report

LGU: Renville County Local Water Planning



Summary of Conclusions:

At the halfway point of local water management plan implementation, Renville County has already made excellent progress in meeting their planned goals and objectives. The county attributes their progress in part to their partnership and close working relationship with other state, local and federal organizations.

County staff are providing adequate services with the funds available, and if there were additional county funds, staff are well positioned to do more. Renville County has operational practices in place that comply with almost all of the basic and target (high performance) PRAP standards. Even well-run operations can find ways to improve, and, in that regard, BWSR has suggested enhancements to website and stakeholder communications.

Recommendations:

1. Update the county website with local water plan information
2. Plan for a stakeholder survey
3. Increase staff capacity for water planning
4. Optimize use of the Water Protection and Management Task Force

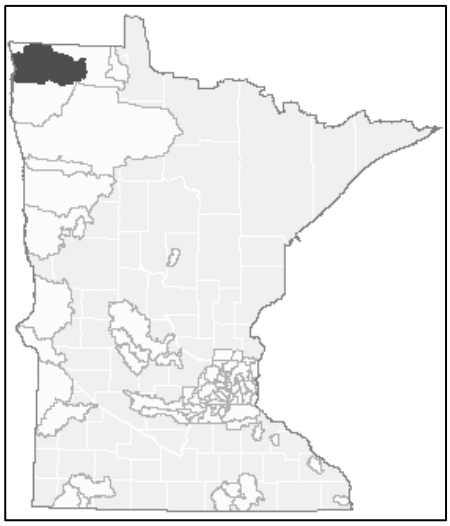
Summary of LGU Response:

Something to consider – the PRAP only looked at the number of Land & Water Projects completed and does not take into consideration the other projects we completed including Information/Education activities (i.e. storm drain stenciling, newsletters, school education activities) and Water Quality Monitoring. I am only mentioning this because some may wonder where the money is spent. As you probably concluded from our December 2008 Task Force meeting, our group often feels that education/communication or a monitoring activity can be as important as a project on the landscape.

2008 Performance Review

Level II (Pilot): Summary of Full Report

LGU: Two Rivers Watershed District
Kittson & Roseau Counties



Summary of Conclusions:

The Two Rivers WD is making good progress in the implementation of the district's 2004 overall watershed management plan. Both basic services (e.g., regulatory program) and larger projects appear to be consistent with the goals and priority issues identified in the plan. In addition, the TRWD managers and staff do an excellent job of providing the basic services of water management within the district. They have a comprehensive permitting process that is followed and enforced. They communicate their role and responsibilities through newsletters and the sense of having an "open door" to citizens. During board meetings, the managers make their decisions based on good data and open discussion. On major projects, the appropriate board member is actively involved in project development by both participating on the project team and sharing information with citizens and stakeholders.

The TRWD could enhance its operation and implementation of its planning goals by improving coordination with other agencies. The relationship between the Department of Natural Resources and the TRWD needs some repair. The TRWD would benefit from regular participation by the soil and water conservation districts on project work teams. The district could also help their cause by sponsoring tours and other public relations events, in addition to their on-going public education efforts.

Recommendations:

1. Enhance collaboration with other conservation agencies and organizations
2. Modify website content
3. Consider expanding public outreach efforts

Summary of LGU Response:

Under the "conclusions" section on page 7, the second paragraph states "...the TRWD should have a stronger working relationship with the soil & water conservation districts within the district. The reasons for this lack of engagement are not entirely clear. However, the SWCD's are an important partner for the district in carrying out its water management responsibilities."

In response to that statement, the TRWD would like clarification from BWSR, as the District feels that contrary to this statement we have a very strong relationship with both the Kittson and Roseau SWCDs. The list of cooperative efforts with the SWCD's goes on and on. The TRWD certainly does not feel that there is a "lack of engagement."

BWSR's (B. Dwight & D. Buckhout) reply when we brought this up during your visit with our Board was that it was worded the way it is because of the SWCD's lack of participation on the WD Project Work Teams. The report did not address all of the more important cooperative efforts outlined in the above paragraph.

Therefore, the TRWD requests that you re-word your report to clarify that your comments were relative solely to the PWT process, and did not take into account the numerous other examples of cooperation between the Districts.
[*BWSR response: The relevant sections of the report were modified as requested.*]

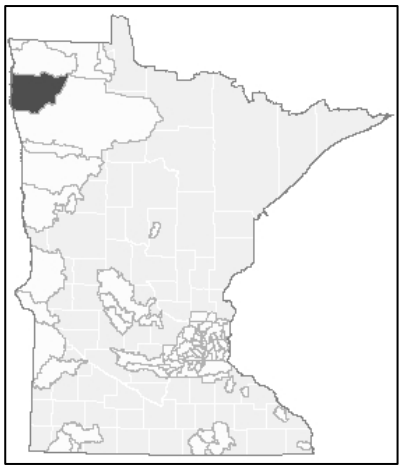
In closing, the District would like to thank you for the opportunity to be a part of the first round of PRAP reports. While the report could have been a bit more in depth, I believe it gives a sufficient "snapshot" of where the District is presently at with its operations.

2008 Performance Review

Level III (Pilot): Summary of Full Report

LGU: Middle Snake Tamarac Rivers Watershed District
Marshall, Polk, Roseau, Pennington, Kittson Counties

Summary of Conclusions:



On the whole the MSTRWD organization is generating results in terms of project and program implementation consistent with BWSR's expectations for a watershed district in a rural, agricultural part of Minnesota. They have undertaken a number of large and small projects, have managed drainage systems under their authority, and administered a regulatory program with high demands on their time and expertise. The organization is operating under a management plan that is out-of-date and in need of revision. However, their delay in revising the plan is understandable given guidance provided to them by BWSR. They have, in fact, begun the plan revision process. BWSR's observation of recent regular meetings of the board of managers indicates that the managers and staff of the MSTRWD appear to function effectively and efficiently in their respective roles and responsibilities.

In applying the recently developed PRAP performance standards to this watershed district's operations, we note that they are in compliance with most of the basic standards and comply with several of the target or high performance standards. The MSTRWD could be said to be performing at the higher end of the scale.

However, we cannot ignore the existence of a certain level of intra-organizational conflict that, while maybe not obvious to a casual observer attending a regular board meeting, nevertheless appears to be a constant reality for the managers and staff. The fact that this board of managers and staff have been able to carry out their responsibilities with efficiency and effectiveness under these circumstances shows professionalism and dedication. However, BWSR has concerns about how long this organization will be able to maintain its effectiveness given the internal conflict that exists beneath the surface.

We are also concerned about the MSTRWD's ability to engage with the citizens and other stakeholders, and local units of government and partners in the watershed district. The fact that BWSR received requests for a performance review from two organizations, one a local unit of government and the other a partner of the district's in project implementation, indicates to us that our concerns about the organization are shared by others.

Recommendations:

1. Complete the Watershed Management Plan Revision
2. Modify annual report format
3. Seek website assistance
4. Increase manager training
5. Pursue Data Practices Act training to manage the significant number of requests
6. Consider use of the BWSR District Assessment Tool

Summary of LGU Response:

BWSR note: At the time the PRAP report was presented to the watershed district it was delivered as a final report and BWSR did not request a formal response. However in response to several formal and informal comments on the report from others, BWSR decided to modify the PRAP process and issue draft reports and then invite LGU responses. BWSR staff continue to work with the Middle Snake Tamarac Rivers Watershed District to address issues identified in the report.

SOIL AND WATER CONSERVATION DISTRICT PERFORMANCE STANDARDS

LGU Name: _____

Performance Area		Performance Standard	Level of Review	Rating	
	★	Target (high performance) standard	I Annual Compliance	Yes, No, or Value	
	■	Basic practice or Statutory requirement	II BWSR Staff Review & Assessment (1/5 yrs)		
	◊	Quantitative standard		YES	NO
Administration	■	Financial statement: annual, on-time and balances	I		
	■	Financial audit completed within last 3 yrs or $500K	I		
	■	eLINK Annual report: submitted on-time	I		
	■	Data practices policy: exists and reviewed/updated within last 5 yrs	II		
	■	Personnel policy: exists and reviewed/updated within last 5 yrs	II		
	■	Technical approval authorities: reviewed annually	II		
	■	By-laws, operational guidelines exist and current	II		
	★	Board training: cont ed and orientation plan and record for each board member	II		
	★	Staff training: cont ed and orientation plan and record for each staff member	II		
Planning	■	Comprehensive Plan: updated within 5 yrs or current resolution adopting unexpired county LWM plan	I		
	■	Annual Plan of Work: on time; w/ cost share applied to priorities	I		
	★	Annual plan priorities based on natural resource quality trend data	II		
Execution	★	Certified wetland delineator: on staff or retainer	II		
	◊	Expenditure trend: change over past 5 yrs	II	% & $amt	
	◊	Number of projects (average per year over past 5 years)	II	#/yr	
	◊	Non-state $ leveraged	II	$/yr	
	◊	All projects: 5 yr total soil loss reduction	II	tons	
	◊	All projects: 5 yr total nutrient reduction	II	pounds	
	◊	Project $ spent in high priority problem areas	II	%	
	◊	Project expense $/total budget $ (past 5 yrs)	II	%	
	◊	State cost share grant productivity	II	%	
	◊	Actual expenses as deviation from projected expenses (5 yr total)	II	±%	
Communication & Coordination	■	Website: annual report, annual budget, minutes	I		
	■	SWCD Guidebook entry: provides background and accomplishments	II		
	★	Website: contains members, mtg agendas, minutes, updated after each board meeting	I		
	★	Stakeholder survey: within last 5 yrs	II		
	★	Public information task included in annual work plan	II		
	★	Public education program: seminars, tours	II		
	★	Annual written report: includes progress towards goals	II		
	★	Projects/programs based on stakeholder survey input	II		
	★	Coordination with County Bd Supervisors or staff	II		

METRO WATERSHED DISTRICT PERFORMANCE STANDARDS

LGU Name: _____

Performance Area		Performance Standard	Level of Review	Rating	
	★	Target (high performance) standard	I Annual Compliance	Yes, No, or Value	
	■	Basic practice or Statutory requirement	II BWSR Staff Review & Assessment (1/5 yrs)		
	◊	Quantitative standard		YES	NO
Administration	■	Activity report: annual, on-time	I		
	■	Activity report: content MR 8410 compliant (include self-assessment of progress)	I		
	■	Financial report & audit: completed within last 12 months	I		
	■	Rules: current and reviewed by BWSR	II		
	■	Personnel policies: written and reviewed/updated within last 5 yrs	II		
	■	Data practices policy: exists and reviewed/updated within last 5 yrs	II		
	■	Manager appointments: current and reported	II		
	■	Consultant RFP: ≤2 yrs for legal, engineering, accounting	II		
	■	Water appropriation permit program exists (Hennepin and Ramsey only)	I		
	★	Have in-house staff	II		
	★	Board training: ed and certifications, orientation plan and record for each board member	II		
	★	Staff training: ed and orientation plan and record for each staff member	II		
	★	By-laws, operational guidelines exist and current	II		
	★	Public ditch records: modernized, usable, indexed (where applicable)	II		
Planning	■	Watershed management plan: up-to-date	I		
	★	Capital Improvement Plan: reviewed every 2-3 yrs	II		
	◊	Number of local water plans reviewed and/or approved	II	number	
Execution	■	Engineers Reports: submitted for DNR & BWSR review	I		
	★	Cooperative projects/tasks done with partners	II		
	◊	Expenditure trend: net change past 5 yrs	II	%/$ amt	
	◊	Project-program expense $/total budget $ (past 5 yrs)	II	%	
	★	Water quality trend completed for key water bodies	II		
	★	Watershed yield trends monitored / reported	II		
Communication & Coordination	■	Functioning advisory committee: recommendations on projects, reports, attendance at Board mtgs	II		
	■	Stakeholder survey: within last 5 yrs	II		
	■	Coordination of Watershed Plan with local water plans	II		
	■	Communication piece: sent within last 12 months	I		
	■	Website: annual report, annual budget, minutes	I		
	★	Website: contains staff and mgrs contact info, mtg agendas, minutes; updated after each board meeting	I		
	★	Public education program: seminars, tours	II		
	★	Coordination with County Bd and City/Twp officials by Managers or staff	II		
	★	Partnerships: cooperative projects/tasks done with municipalities, counties	II		
	◊	Advisory committee: # mtgs within last 12 months	II	number	

GREATER MN WATERSHED DISTRICT PERFORMANCE STANDARDS

LGU Name: _____

Performance Area	Performance Standard	Level of Review	Rating	
	★ Target (high performance) standard ■ Basic practice or Statutory requirement ◊ Quantitative standard	I Annual Compliance II BWSR Staff Review & Assessment (1/5 yrs)	Yes, No, or Value	
			YES	NO
Administration	■ Annual report: submitted by deadline	I		
	■ Annual report: contains progress report	I		
	■ Financial audit: completed within last 12 months	I		
	■ Rules: current and reviewed by BWSR	II		
	■ Personnel policies: written and reviewed/updated within last 5 yrs	II		
	■ Data practices policy: exists and reviewed/updated within last 5 yrs	II		
	■ Manager appointments are current and reported	II		
	★ Have in-house staff	II		
	★ Board training: ed and certifications, orientation plan and record for each board member	II		
	★ Staff training: ed and orientation plan and record for each staff member	II		
	★ By-laws, operational guidelines exist and current	II		
	★ Public ditch records: modernized, usable, indexed (where applicable)	II		
Planning	■ Watershed management plan: up-to-date	I		
	■ Engineer Reports: submitted for DNR / BWSR review	I		
	★ Implementation and/or CIP review every 2-3 yrs	II		
	◊ Number of local water plans reviewed and/or approved	II	number	
Execution	◊ Expenditure trend: net change past 5 yrs	II	%/$ amt	
	◊ Project-program expense $/total budget $ (past 5 yrs)	II	%	
	★ Water quality trend completed for key water bodies	II		
	★ Watershed yield trends monitored / reported	II		
Communication & Coordination	■ Functioning advisory committee: recommendations on projects, reports, attendance at Board mtgs	II		
	■ Stakeholder survey: within last 5 yrs	II		
	■ Coordination of Watershed Mgmt Plan with local water plans	II		
	■ Communication piece: sent within last 12 months	I		
	■ Website: annual report, annual budget, mtg minutes	I		
	★ Website: contains contact information for current mgrs and staff, mtg agendas, minutes, updated after each board mtg	I		
	★ Public education program: seminars, tours	II		
	★ Coordination with County Bd by Managers or staff	II		
	★ Partnerships: cooperative projects/tasks done with other LGUs, state, fed agencies	II		

COUNTY LOCAL WATER PLANNING PERFORMANCE STANDARDS

LGU Name: _____

Performance Area	Performance Standard	Level of Review	Rating	
	★ Target (high performance) standard ■ Basic practice or Statutory requirement ◊ Quantitative standard	I Annual Compliance II BWSR Staff Review & Assessment (1/5 yrs)	Yes, No, or Value	
			YES	NO
Administration	■ Block grant annual report: reported results comply with work plan	I		
	■ Local match for grant: certified	I		
	■ eLINK report completed on time	I		
	★ Public ditch records: modernized, usable, indexed	II		
	★ Self-report progress: submitted in annual report	II		
	★ Maintain record of WD manager appointments and terms	I		
Planning	■ Local water mgmt plan: 10-yr voluntary but unexpired w/o lapse	I		
	■ LWM implementation plan: completed within last 5 yrs	II		
	★ Performance review/feedback: periodic reprioritization	II		
	★ Annual plan priorities based on water quality trend data for key water resources	II		
Execution	◊ Local govt. and private $ leveraged by state grants	II	$ amt	
	◊ All projects consistent with plan: number of projects	II	#/yr	
	◊ Non-state public $ leveraged for projects	II	$/yr	
	◊★ Total expenditures relative to budgeted-projected	II	± $ amt	
	★ Water quality trends exist for key water resources	II		
Communication & Coordination	■ Stakeholder survey: within last 5 yrs	I		
	■ Communication piece: sent within last 12 months	I		
	★ Partnerships: liaison with SWCDs/WDs and cooperative projects/tasks done	II		
	★ Plan contains public education objectives	II		
	★ Public education program annual objective met	II		
	★ County water plan on county website	II		
	★ Water management ordinances on county website	II		

WATERSHED MANAGEMENT ORGANIZATION PERFORMANCE STANDARDS

LGU Name: _____

Performance Area	Performance Standard	Level of Review	Rating	
	★ Target (high performance) standard ■ Basic practice or Statutory requirement ◊ Quantitative standard	I Annual Compliance II BWSR Staff Review & Assessment (1/5 yrs)	Yes, No, or Value	
			YES	NO
Administration	■ Activity Report: annual, on-time	I		
	■ Activity report: content MR 8410 compliant (include self-assessment of progress)	I		
	■ Consultant RFP: ≤2 yrs for legal, engineering, accounting	II		
	■ Financial report & audit completed within last 12 months	I		
	■ Personnel policies: written and reviewed/updated within last 5 yrs	II		
	■ Data practices policy: reviewed/updated within last 5 yrs	II		
	■ Water appropriation permit program exists (Hennepin and Ramsey only)	II		
	■ Joint Powers Bd: tabulation of current members and terms exists	I		
	★ Staff training: cont ed and orientation record for each staff member	II		
	★ Board training: cont ed and orientation record for each board member	II		
	★ Public ditch records: modernized, usable, indexed (where applicable)	II		
	★ By-laws or operational guidelines exist and current	II		
Planning	■ Management Plan: up-to-date	I		
	★ Capital Improvement Plan: reviewed 2/3 yrs	II		
	◊ Local plan approvals by WMO	II	number	
Execution	★ Cooperative projects/tasks done with partners	II		
	★ Water quality trend completed for key water bodies	II		
	★ Watershed yield trends monitored / reported	II		
	◊ Expenditure trend: net change past 5 yrs	II	%/$ amt	
	◊ Project-program expense $/total budget $ (past 5 yrs)	II	%	
Communication & Coordination	■ Stakeholder survey: within last 5 yrs	II		
	■ Communication piece: sent within last 12 months	I		
	■ Website: contains members, minutes, updated after each board mtg	I		
	◊ Advisory committee: # mtgs within last 12 months	I	number	
	★ Public education program: seminars, tours	II		
	★ Coordination with County / City / Twp by JP Board members or staff	II		
	★ Advisory committee makes recommendations on projects, issues, reports	II		

Appendix G

2008 Local Government Performance Awards and Recognition

Governor's Minnesota Great Award
Rice Creek Watershed District

Association of Minnesota Counties and Board of Water and Soil Resources County Conservation Awards
Becker County and Becker SWCD
Fillmore County and Fillmore SWCD
Le Sueur County
Nobles County and Nobles SWCD

Department of Natural Resources Watershed District of the Year
Bois de Sioux

Minnesota Association of Watershed Districts Program of the Year
Rice Creek: Blue Thumb-Planting for Clean Water

Minnesota Association of Watershed Districts Project of the Year
Capitol Region: Arlington-Pascal Stormwater Improvement

Board of Water and Soil Resources Outstanding SWCD Employee
Darrell Buck, Winona SWCD

Minnesota Association of Soil and Water Conservation Districts SWCD of the Year
Todd Soil and Water Conservation District

Minnesota Association of Soil and Water Conservation Districts Outstanding Supervisor Award
Loyal Fisher, Renville SWCD

DNR Appreciation Award
Renville County SWCD

MN Assoc. of Soil and Water Conservation Districts and MN Dept. of Transportation Living Snow Fence Achievement Award
Wilkin Soil and Water Conservation District

Minnesota Waters-Michelob Golden-National Fish and Wildlife Association Lake and Stream Conservation Partnership Program Grant Recipients
Rice Soil and Water Conservation District
Middle Fork Crow River Watershed District