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# 2016 Performance Review and Assistance Program

Report to the Minnesota Legislature

February 2017

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This report has been prepared for the Minnesota State Legislature by the Minnesota Board of Water and Soil Resources (BWSR) in partial fulfillment of Minnesota Statutes Chapter 103B.102, subdivision 3.

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## MINNESOTA BOARD OF WATER AND SOIL RESOURCES Performance Review and Assistance Program (PRAP)

### Executive Summary

Since 2008, BWSR's Performance Review and Assistance Program has assessed the performance of the local units of government constituting Minnesota's local delivery system for conservation of water and related land resources. These local units of government include 89 soil and water conservation districts, 87 counties, 45 watershed districts and 18 watershed management organizations. The program goal is to assist these local government partners to be the best they can be in their management of Minnesota's land and water resources.

#### PRAP focuses on three aspects of Local Governmental Unit (LGU) performance:

- 1) Plan Implementation—how well an LGU's accomplishments meet planned objectives.
- 2) Compliance with performance standards—administrative mandates and best practices.
- 3) Collaboration and Communication—the quality of partner and stakeholder relationships.

BWSR's PRAP uses four levels of review to assess performance ranging from statewide oversight in Level I, to a focus on individual LGU performance in Levels II and III, and to remediation in Level IV.

#### 2016 Program Summary

- Completed 25 Level II performance reviews.
- Surveyed 31 LGUs reviewed in 2014 to assess implementation of BWSR's recommendations for organizational improvements. Of the 19 LGUs that completed the survey, LGUs reported fully completing 58% of their recommendations, and reported partially completing 29% of their recommendations in their Level II performance review reports.
- Initiated two Level III PRAP Assessments in late 2016 which will be completed in 2017.
- Provided consultation to BWSR staff regarding three additional LGUs that may need Level III assessments in the near future.
- Updated PRAP Assistance Fund application information.

#### 2016 Results of Annual Tracking of 239 LGUs' Plans and Reports (PRAP Level I)

Overall compliance with LGU plan revision and reporting requirements improved slightly in 2016. All drainage buffer reports were submitted on time, and WMO compliance improved significantly from 44% last year to 78% in 2016. However, compliance is still below an acceptable level and efforts to improve compliance will continue in 2017.

- **Long-range Plan Status: the number of overdue plans total 8 in 2016 (up from 6 in 2015).**
  - Counties: four local water management plans are overdue.
  - Watershed Districts: Four watershed management plans are overdue. (up from one overdue plan in 2015)
  - Watershed Management Organizations: no watershed management plans are overdue.
- **LGUs in Full Compliance with Level I Performance Standards: 87%.**
  - Soil & Water Conservation Districts: 93% compliance (83/89).
  - County Water Management: 84% compliance (79/87).
  - Watershed Districts: 73% compliance (33/45).
  - Watershed Management Organizations: 78% compliance (14/18).

### **Selected PRAP Program Objectives for 2017**

- Track 239 LGUs' Level I performance.
- Continue efforts to improve WMO and WD reporting.
- Maintain the target of 24 Level II performance reviews per year.
- Complete the 2 Level III performance reviews initiated in 2016.
- Maintain the focus on resource outcomes in Level II performance reviews.
- Survey LGUs from 2015 Level II PRAP reviews to track LGU implementation of PRAP recommendations.
- Develop a process for monitoring and reviewing compliance with Action Items identified during a Level II review. This will allow us to determine if we are meeting the goal of 100% compliance within 18 months established in 2016 for required Action Items.
- Continue the promotion and use of PRAP Assistance Grants to enhance LGU organizational effectiveness.
- Update the PRAP page of the BWSR website to provide more detailed information about the program.
- Incorporate metrics into Level II and Level III assessments to measure local government unit compliance with Wetland Conservation Act program implementation responsibilities. *(New for 2017)*
- Evaluate and update protocol for PRAP Level II reviews within framework of watershed-based One Watershed-One Plan approach to LGU water plan implementation. *(New for 2017)*

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# What is the Performance Review & Assistance Program?

## Supporting Local Delivery of Conservation Services

PRAP is primarily a performance assessment activity conducted by the Minnesota Board of Water and Soil Resources (BWSR). The subjects of the assessments are the local governmental units (LGUs) that deliver BWSR's water and land conservation programs and the process is designed to evaluate how well LGUs are implementing their long-range plans. The LGUs reviewed include soil and water conservation districts (SWCDs), watershed districts (WDs), watershed management organizations (WMOs), and the water management function of counties—a total of 239 distinct organizations (*Thirty Lakes Watershed District was terminated by BWSR in 2016*). PRAP, authorized in 2007 (see Appendix A), is coordinated by one BWSR central office staff member, with assistance from BWSR's 16 Board Conservationists and 3 regional managers, who routinely work with these LGUs.

## Guiding Principles

PRAP is based on and uses the following principles adopted by the BWSR Board.

- Pre-emptive
- Systematic
- Constructive
- Includes consequences
- Provides recognition for high performance
- Transparent
- Retains local ownership and autonomy
- Maintains proportionate expectations
- Preserves the state/local partnership
- Results in effective on-the-ground conservation

The principles set parameters for the program's purpose of helping LGUs to be the best they can be in their operational effectiveness. Of particular note is the principle of proportionate expectations. This means that LGUs are rated on the accomplishment of their own plan's objectives. Moreover, BWSR rates operational performance using both basic and high performance standards specific to each type of LGU. (For more detail see [www.bwsr.state.mn.us/PRAP/index.html](http://www.bwsr.state.mn.us/PRAP/index.html).)

## Multi-level Process

PRAP has three operational components:

- performance review
- assistance
- reporting

The **performance review** component is applied at four levels (see pages 7-10).

**Level I** is an annual tabulation of required plans and reports for all 239 LGUs. Level I is conducted entirely by BWSR staff and does not require additional input from LGUs.

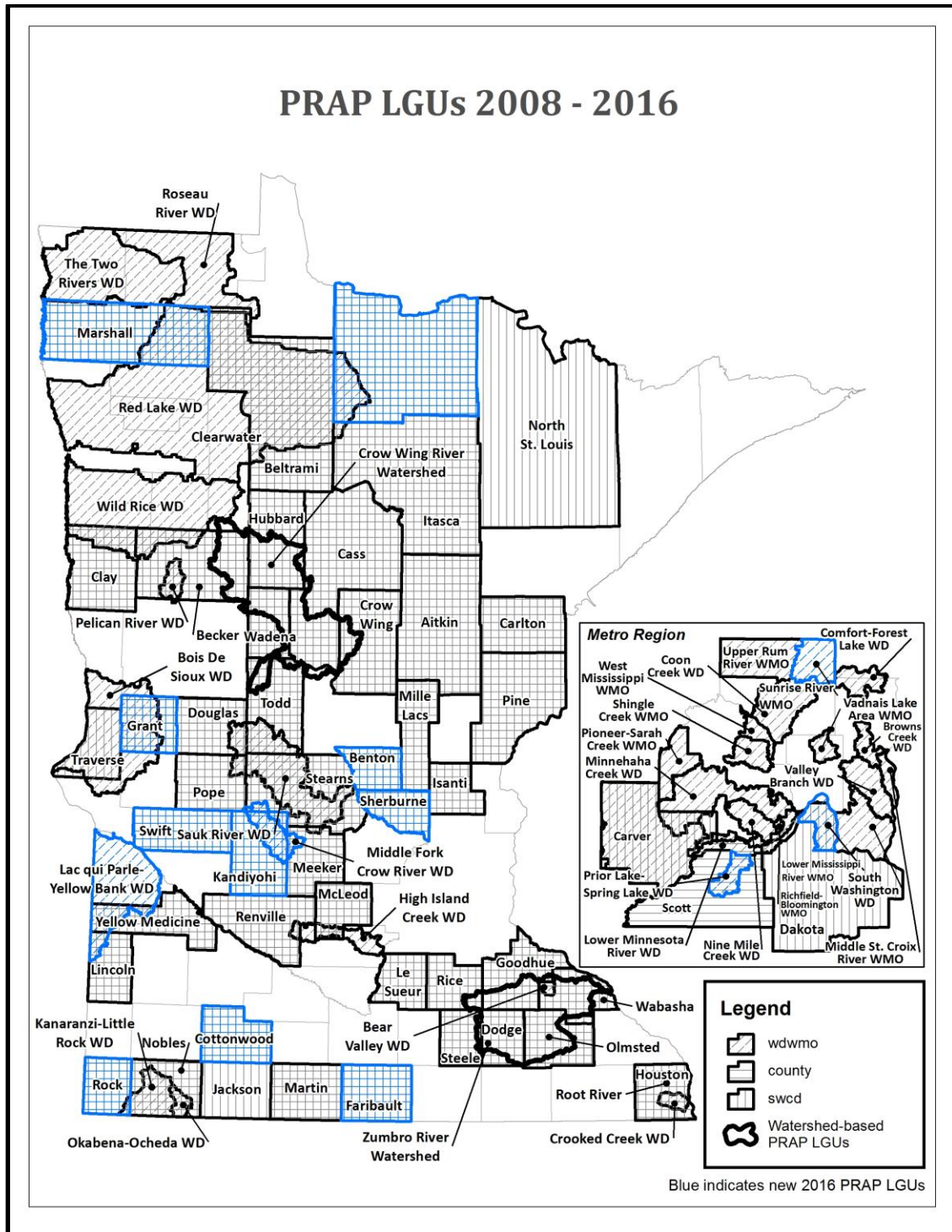
**Level II** is a routine, interactive review intended to cover all LGUs at least once every 10 years. A Level II review evaluates progress on plan implementation, operational effectiveness, and partner

relationships. This review includes assessing compliance with Level II performance standards. The map on page 3 shows which LGUs have gone through a Level II review since the program started in 2008.

**Level III** is an in-depth assessment of an LGU's performance problems and issues. A Level III review is initiated by BWSR or the LGU and usually involves targeted assistance to address specific performance needs. Since 2008 BWSR has conducted Level III reviews for three LGUs at their request and in 2016 we began two more. BWSR regularly monitors all LGUs for challenges that would necessitate a Level III review.

**Level IV** is for LGUs with significant performance deficiencies, and includes BWSR Board action to assign penalties as authorized by statute. Levels I-III are designed to avoid the need for Level IV. To date there have not been any Level IV reviews.





**Assistance** (page 11) In 2012, BWSR began awarding PRAP assistance grants to assist LGUs in obtaining practical and financial assistance for organizational improvements or to address performance issues. The grants are typically used for consultant service for activities identified by the LGU, or recommended by BWSR in a performance review.

**Reporting** (pages 13-14) makes information about LGU performance accessible to the LGUs' stakeholders and constituents. Reporting methods specific to PRAP include links to performance review summaries, the database of Level I compliance, and this annual report to the legislature, which can all be accessed via the PRAP page on BWSR's website (<http://www.bwsr.state.mn.us/PRAP/index.html>). In addition, the PRAP Coordinator has presented results from Level II performance reviews to county boards when requested to do so by LGU staff.

### **Accountability: From Measuring Effort to Tracking Results**

The administration of government programs necessitates a high degree of accountability. PRAP was developed, in part, to deliver on that demand by providing systematic local government performance review and then reporting results. No significant changes were made to the program in 2016. The additional program elements of resource outcome tracking and recommendation implementation tracking were continued from 2015.

# Report on PRAP Performance

## BWSR's Accountability

BWSR continues to hold itself accountable for the objectives of the PRAP program. In consideration of that commitment, this

section lists 2016 program activities with the corresponding objectives from the 2015 PRAP legislative report.

<b>PERFORMANCE REVIEW OBJECTIVES</b>	
<b>What We Proposed</b>	<b>What We Did</b>
Track 240 LGUs' Level I Performance. (During 2016, the Thirty Lakes Watershed District was terminated, reducing the number of LGUs to 239)	All LGUs were tracked for basic plan and reporting compliance. Level I Compliance is documented in the PRAP Legislative report. Overall, Level I performance continued its upward trend in 2016, reaching 87%. However, overdue long-range water management plans increased from 6 in 2015 to 8 in 2016.
Take measures to improve WMO and WD reporting.	Reminders were sent by PRAP Coordinator to Board Conservationists and LGUs to remind them of deadlines. WMO and WD reporting increased in 2016, although about one-fourth of both types of organizations still do not meet reporting requirements.
Maintain the target of 24 Level II performance reviews per year.	In 2016, 25 Level II performance reviews were completed.
Analyze and update the level II PRAP Review process to ensure performance standards and review efforts are in line with BWSR program changes.	The performance standards checklists and guidance were updated for the four groups of LGUs that are reviewed in a Level II Assessment. (Counties, Soil and Water Conservation Districts, Metro Watershed Districts and Water Management Organizations and Greater Minnesota Watershed Districts.
Survey LGUs from 2014 Level II PRAP reviews to track LGU implementation of PRAP recommendations.	31 LGUs from 2014 PRAP Assessments were sent surveys in October and November 2016, although only 19 LGUs responded to the request. A summary of survey results is in the report.
Reach 100% compliance within 18 months for required Action Items assigned during a Level II review.	All Action Items identified during 2016 PRAP Level II reviews were assigned an 18 month timeline for completion. BWSR will follow up with these LGUs to verify completion within 18 months.
Determine the benefits and consequences of using the watershed-based approach to PRAP Level II reviews in watersheds where there is no	The two former PRAP Coordinators were interviewed regarding the benefits and consequences of using the watershed-based approach to PRAP Level II reviews. The watershed approach is most effective when there is a

<p>existing watershed based organization or structure in place.</p>	<p>cooperative watershed plan in place, with buy-in from all involved LGUs. A decision was made to discontinue watershed-based PRAP Level II reviews where there is no existing watershed based organization or structure in place. After the watershed plans developed under One Watershed One Plan, and implementation has begun, we will once again conduct Watershed Based Level II PRAP reviews.</p>
<p>Update the PRAP page of the BWSR website to provide more detailed information about the program.</p>	<p>Due to staffing changes in 2016, this activity has been delayed until 2017.</p>

<p><b>ASSISTANCE OBJECTIVES</b></p>	
<p><b>What We Proposed</b></p>	<p><b>What We Did</b></p>
<p>Continue the promotion and use of PRAP Assistance Grants to enhance organizational effectiveness.</p>	<p>Board Conservationists were encouraged to work with LGUs who could benefit from PRAP Assistance grants. LGUs undergoing a Level II PRAP review were also notified of PRAP assistance funding when recommendations were made for activities that would be eligible for PRAP funds. In fiscal year 2016, PRAP Assistance Grants were provided for Murray SWCD, Renville SWCD, North Fork Crow River Watershed District and Yellow Medicine Watershed District for a total of \$22,438.</p>

<p><b>REPORTING OBJECTIVES</b></p>	
<p><b>What We Proposed</b></p>	<p><b>What We Did</b></p>
<p>Maintain the focus on resource outcomes in Level II performance reviews.</p>	<p>All 25 Level II performance reviews included a review and assessment of resource outcomes in the LGU’s water plan.</p>

# 2016 LGU Performance Review Results

## Level I Results

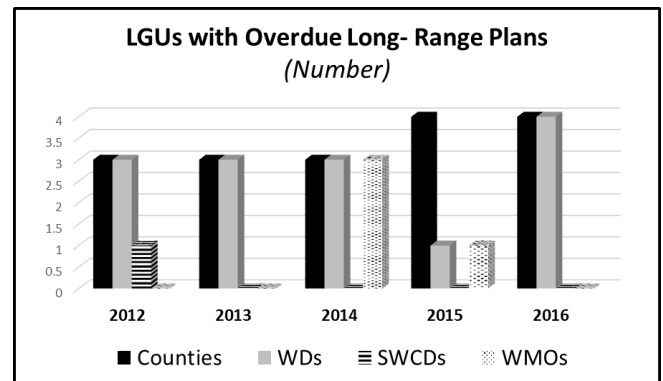
The Level I Performance Review monitors and tabulates all 239 LGUs’ long-range plan updates and their annual reporting of activities, ditch buffer reports, grants, and finances. BWSR tracks these performance measures each year to provide oversight of legal and policy mandates, but also to screen LGUs for indication of potential problems. Chronic lateness in financial or grant reporting, for example, may be a symptom of operational issues that require BWSR assistance. In 2016, a petition to terminate the Thirty Lakes Watershed District was approved by BWSR, reducing the number of local governments subject to PRAP review from 240 to 239.

	2016	2015	2014	2013
<b>239 LGUs</b>	<b>87%</b>	<b>81%</b>	<b>79%</b>	<b>68%</b>
SWCDs (89)	93%	87%	88%	82%
Counties (87)	91%	91%	87%	62%
WMOs (18)	78%	44%	28%	61%
WDs (45 )	73%	65%	65%	57%

Overall, LGU compliance with Level I standards improved somewhat in 2016. BWSR began tightening Level I compliance tracking in 2013, and as can be seen in the table above, improvement in overall compliance has occurred since that time.

**Long-range plans.** BWSR’s legislative mandate for PRAP includes a specific emphasis on evaluating progress in LGU plan implementation. Therefore, helping LGUs keep their plans current is basic to that review. Level I PRAP tracks whether LGUs are meeting their plan revision due dates. For the purposes of Level I reviews, LGUs that have been granted an extension for their plan revision are not considered to have an

overdue plan. At the time of this report, 16 Local Water Management plans were operating under extensions granted by the BWSR Board. The number of overdue plans increased slightly in 2016. Four Watershed Districts have overdue plans. No Watershed Management Organization plans are overdue. There are four Counties with overdue Local Water Management Plans, but all have initiated the update process and are expected to be reviewed in 2017. Until these plans are revised and approved, these organizations are ineligible for Clean Water Fund grants. The Carver County Groundwater management plan was approved by the BWSR Board in January, 2016. Ramsey County and Scott County metro area county groundwater plans need updating, but are not considered overdue because the plans are optional and these counties are still eligible for Clean Water Fund grants.



Appendix D (page 21) lists the LGUs that are overdue for plan revisions.

**Annual activity and grant reports.** The Level I review tracks both missing and late reports. LGU annual reports are an important means of providing citizens and BWSR with information about LGU activities and grants expenditures.

As in 2015, there was complete on-time submittal of drainage system buffer strip reports by both County and WD drainage authorities in 2016. Of the 96 LGUs that must submit annual buffer reports, 100% met the February 1, 2016 deadline, compared to 91% in 2014 and 67% in 2013. This continued compliance is attributed to persistent efforts by BWSR staff to contact LGUs with missing reports before the due date.

SWCDs and counties showed a slight improvement in their on-time submittal of grant status reports via BWSR's on-line eLINK system, with 96% of LGUs meeting the deadline compared with 95% in 2015, 93% in 2014 and 86% in 2013.

Watershed district compliance with the annual activity report requirement was higher in 2016 at 82% compared to last year (80%), but is not as good as it should be. Continued improvement in WMO and WD reporting will continue to be an objective of BWSR staff in 2017.

Appendix E (page 22) contains more details about reporting.

**Annual financial reports and audits.** All SWCDs submit annual financial reports to BWSR, and most are required to prepare annual audits of their financial records. SWCDs whose annual expenditures fall below a certain threshold do not have to prepare audits. In 2016, all SWCD financial reports were submitted on time, however 3 were incomplete leaving 86 of 89 SWCDs in full compliance (97%), a slight improvement from last year. 98% met the audit performance standard for SWCDs.

Watershed Districts and WMOs are also required to prepare annual audits. In 2016, 76% of WDs met the audit performance standard compared to 80% in 2015. In 2016, 78% of WMOs met the standard, a significant improvement from 2015 when only 56% were in compliance with the audit standard. See Appendix F (page 23) for financial report and audit details.

BWSR does not track county audits because counties are accountable to the Office of the State Auditor.

## Level II Performance Review Results

The Level II performance review process is designed to give both BWSR and the individual LGUs an overall assessment of the LGU's effectiveness in both the delivery and the effects of their efforts in conservation. The review looks at the LGU's implementation of their plan's action items and their compliance with BWSR's operational performance standards. Level II reviews also include surveys of board members, staff and partners to assess the LGU's effectiveness and existing relationships with other organizations.

### Standard Level II Performance Reviews

BWSR conducted standard Level II reviews of 25 LGUs in 2016: **Benton County and SWCD, Cottonwood County and SWCD, Faribault County and SWCD, Grant County and SWCD, Kandiyohi County and SWCD, Koochiching County and SWCD, the Lac qui Parle-Yellow Bank Watershed District, the Middle Fork Crow River Watershed District, the Lower Mississippi River WMO, Marshall County and SWCD, Prior Lake-Spring Lake Watershed District, Rock County and SWCD, Sherburne County and SWCD, Swift County and SWCD and the Sunrise WMO.** In the instances where the County and the SWCD share the same local water plan (*Benton, Cottonwood, Grant, Kandiyohi, Koochiching, Marshall, Rock, Sherburne, Swift*) the reviews were conducted jointly. The remaining LGUs received individual reviews. Appendix G (page 24-38) contains summaries of the performance review reports. Full reports are available from BWSR by request.

While none of the findings or conclusions from these reviews apply to all LGUs, there were general observations about LGU performance worth noting.

**1. Add PTM specifics into water plan.** All of the non-watershed based Level II PRAP reviews resulted in a recommendation that

organizations include, or expand on existing use of Prioritized, Targeted and Measured as criteria in their next water planning efforts. The PTM criteria are the new standard for One Watershed-One Plan efforts currently underway and beyond those pilot projects, the degree to which this criteria is currently being used varies. However, continued and expanded use of these criteria by all organizations will be beneficial even before One Watershed-One Plan becomes the prevailing format for water planning efforts.

**2. Use the major or minor watershed scale for plan organization.**

BWSR has been recommending for both county water plan updates and new One Watershed-One Plan efforts currently underway that priority concerns be identified by major or minor watershed and action items also be carefully targeted to differing watershed priorities. While some recent water plans had begun to organize plans by watershed, this approach has been a standard recommendation for most PRAP Level II reports.

**3. Include water quality trends on website.**

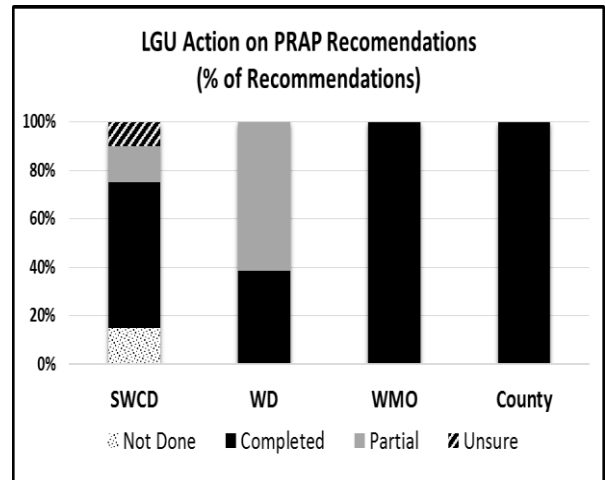
Another common thread seen in many of the 2016 Level II reviews was the lack of reporting of resource trends on websites and in annual reports. While many of the organizations reviewed are conducting water quality monitoring, few take the time to make the results available in formats that are easy for the public to access and understand. Additional efforts to report resource trends would help the organizations, as well as the state to identify progress resulting from water quality improvement efforts.

**Coordination with One Watershed-One Plan.**

Elements of the watershed-based performance review process were used in BWSR’s *One Watershed-One Plan* initiative. In a few years, BWSR will use the PRAP watershed-based process to assess the implementation of these new watershed plans.

**Survey of LGU Implementation of PRAP Recommendations**

A PRAP program goal for 2016 was to find out to what extent LGUs are following through on the recommendations BWSR offers as part of each performance review.



BWSR surveyed all of the 31 LGUs that had a Level II performance review in 2014. Lead staff were asked to indicate the level of completion for each recommendation included in their PRAP reports.

19 of the 31 LGUs (61%) responded. This survey response rate was lower than expected. Additional reminders will be sent in an effort to improve the survey response rate in 2017. Survey results showed that LGUs self-reported fully completing 58% of the recommendations and partially completing another 29%, meaning that 87% of BWSR’s recommendations for these LGUs were addressed to some degree.

These survey results indicate that LGUs find the majority of the recommendations contained in the PRAP reports to be useful for their organizations. Additional follow up is needed to determine why some recommendations are implemented while others are not.

**Level III Results**

Two Level III performance reviews were initiated late in 2016 and are expected to be completed by April, 2017. One assessment is for an SWCD in southeastern Minnesota and the second is for a Watershed District in western Minnesota.

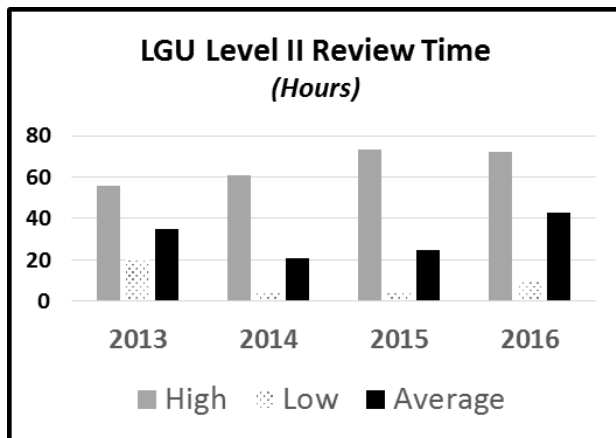
useful recommendations for improving performance.

**Level IV Results**

No Level IV actions were conducted in 2016.

**PRAP Performance Review Time**

BWSR tracks the time spent by LGUs in a performance review as a substitute for accounting their financial costs. Factors affecting an LGU’s time include the number of action items in their long-range plan, the number of staff who help with data collection, and the ready availability of performance data. In 2016 LGU staff spent an average of 42 hours on their Level II review, somewhat higher than previous years.



Not including overall performance review administration and process development, BWSR staff spent an average of 32 hours for each Level II performance review, slightly higher than the past few years.

While BWSR seeks to maintain a balance between getting good information and minimizing the LGU time required to provide it, spending less time on a PRAP review isn’t always desirable. Our goal is to gather as much pertinent information as needed to assess the performance of the LGU, and offer realistic and

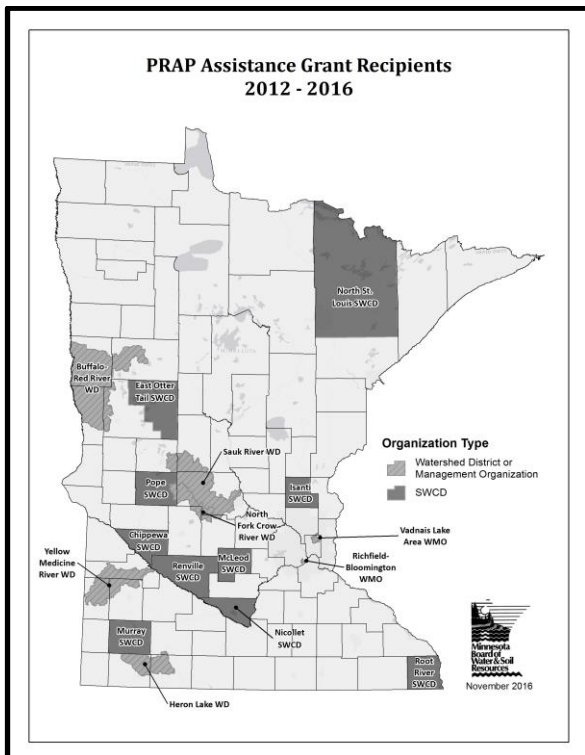
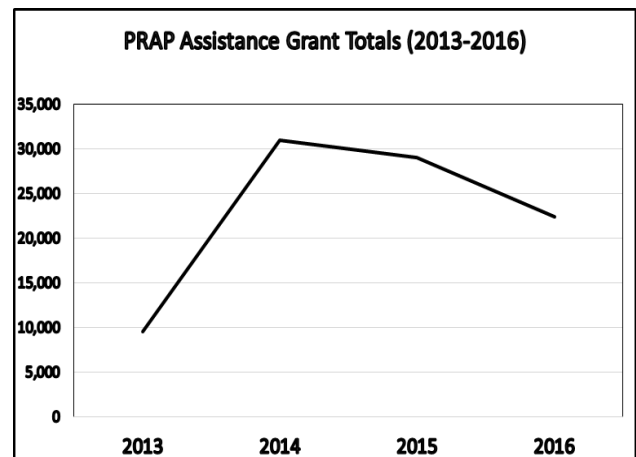


# Assistance Services to Local Governments

## PRAP Assistance Program

In 2012, BWSR developed the PRAP Assistance program to provide financial assistance to LGUs for improving operating performance and executing planned goals and objectives. Since the program started, more than \$77,000 has been awarded to LGUs around Minnesota. Priority is given to applicants submitting projects related to eligible PRAP Level II, III, or IV recommendations, but other organizations are also eligible. The grants are made on a cost-share, reimbursement basis with a cap of \$10,000 per LGU. The application process requires basic information about the need, the proposed use of funds, a timeline, and the source of match dollars. BWSR staff assess the LGU need as part of the application review process, and grants are awarded on a first-come, first-serve basis as long as funds are available.

In 2015, the BWSR Board delegated authority to the Executive Director to award grants or contracts for the purpose of assisting LGUs in making organizational improvements (see resolution in Appendix B). The board will continue to receive annual updates on the program, but will not need to renew the resolution each biennium until they choose to modify the program.



During FY 2016 Grants totaling \$22,438 were issued to Renville SWCD, the North Fork Crow River watershed District, the Yellow Medicine River Watershed District and the Murray Soil and Water Conservation District. The awarded funds will be used for the development of operating policies, employee compensation assessments, organizational assessments, strategic planning and goal setting.

In 2015, BWSR changed some of the application requirements for PRAP assistance funds, and provided more clarity about what types of activities and expenses are eligible for the grants. The new guidance and application information maintains the streamlined process used in the past, but now asks applicants to describe how their Board will be involved in the project, to outline a scope of work, and to provide more detailed budget

information as part of the application. The revised application information can be found in Appendix C.

The BWSR Executive Director regularly informs Board members of assistance grant status. Potential applicants can find information on the BWSR website <http://www.bwsr.state.mn.us/PRAP/index.html>.

# Reporting

## Purpose of Reporting

BWSR reports on LGU performance to:

- meet the legislative mandate to provide the public with information about the performance of their local water management entities, and
- provide information that will encourage LGUs to learn from one another about methods and programs that produce the most effective results.

## Report Types

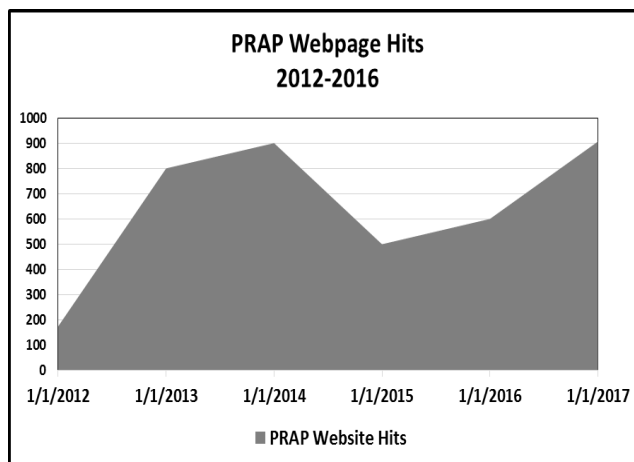
PRAP either relies on or generates different types of reports to achieve the purposes listed above.

### LGU-Generated

These include information posted on the LGU websites and the required or voluntary reports submitted to BWSR, other units of government, and the public about fiscal status, plans, programs and activities. These all serve as a means of communicating what each LGU is achieving and allow stakeholders to make their own evaluations of LGU performance. PRAP tracks submittal of required, self-generated LGU reports in the Level I review process.

### BWSR Website

The BWSR website contains a webpage devoted to PRAP information. The site gives users access to a searchable database of basic Level I performance information that BWSR has collected for each LGU from 2008-2013. The reporting years of 2014 through 2016 are pending updates. In the future, BWSR plans to convert this database to BWSR's eLINK system and add a portal to allow public access to the data. However that conversion is still not scheduled.



The BWSR website also includes regularly updated maps of long-range plan status by LGU type. Visitors to the PRAP webpage can find general program information, tables of current performance standards by LGU type, summaries of Level II performance review reports, and copies of annual legislative reports.

### Performance Review Reports

BWSR prepares a report containing findings, conclusions, and recommendations for each LGU subject of a Level II or Level III performance review. The LGU lead staff and board or water plan task force members receive a draft of the report to which they are invited to submit comments. BWSR then sends a final report to the LGU. A one page summary from each review is included in the annual legislative report (see Appendices G and H). In 2014 BWSR added a resource outcomes feature to all Level II reports, highlighting those changes in resource conditions related to LGU projects and program. This feature was continued in 2016.

### Annual Legislative Report

As required by statute, BWSR prepares an annual report for the legislature containing the results of the previous year's program activities and a general assessment of the

performance of the LGUs providing land and water conservation services and programs. These reports are reviewed and approved by the BWSR board and then sent to the chairpersons of the senate and house environmental policy committees, to statewide LGU associations and to the office of the legislative auditor.

### **Recognition for Exemplary Performance**

The PRAP Guiding Principles include a provision for recognizing exemplary LGU performance. Each year this legislative report highlights those LGUs that are recognized by their peers or other organizations for their contribution to Minnesota's resource management and protection, as well as service to their local clientele. (See Appendix I, page 43.)

For those LGUs that undergo a Level II performance review, their report lists a "commendation" for compliance with each high performance (or benchmark) performance standard, demonstrating practices over and above basic requirements. All 2016 standard Level II LGUs received such commendations.

# Program Conclusions and Future Direction

## Conclusions from 2016 Reviews

- **Reminders and incentives contribute significantly to on-time reporting by LGUs.** Overall reporting performance and plan status improved slightly in 2016. Buffer strip reporting reached 100% compliance in 2015 and was maintained in 2016, and can be attributed to close attention from BWSR staff. In the last year WMO overall compliance improved from 44% in 2015 to 78% in 2016. WD reporting improved to 73% in 2016 from 65% in 2015.
- **A common recommendation for several local government units in 2016 was to conduct a strategic assessment** of the LGU to determine whether existing mission, goals and staff capacity are sufficient to meet the demands and need for conservation services in the district. This recommendation was used where there appeared to be underperformance of the LGU due to shortage of staff or lack of focus on targeted land treatment and resource improvement.
- **Staff and board training was identified as a need in multiple LGUs in 2016.** New programs and increasing water management expectations for local governments require a commitment to continued training. A simple training plan provides a means of ensuring that staff is able to continue to build the knowledge and skills necessary to carry out duties and responsibilities. Several LGUs received recommendations that new board members be provided with orientation training and all board members have an individual training plan for continuing education in leadership, organizational management and water resource management. The individualized training plan would provide a means of ensuring that staff and board members can continue to build the knowledge and skills necessary to carry out duties and responsibilities.
- **Website reporting of resource trends could be improved.** Many of the LGUs included in 2016 Level II reviews participate in or lead water quality monitoring programs, yet the use of websites to report trends and results is limited. Additional efforts to make these results easily accessible to the public would be beneficial.
- **The watershed based PRAP level II process is most useful if there is an existing watershed based plan in place.** BWSR needs to review the existing watershed based Level II process, and modify it for use in Level II PRAP reviews once implementation of plans developed through the One Watershed One Plan initiative has begun.
- **87% of 2014 PRAP Level II recommendations for LGU improvements are seen as useful or necessary, as shown by the rates at which LGUs have adopted them** (*from a follow-up survey of LGUs who participated in PRAP Level II in 2014*). This compares to 76% from the follow-up survey conducted in 2015 and 50% from the follow-up survey conducted in 2014. This data shows a trend of more LGUs implementing recommendations in recent years. However, BWSR must do more to follow-up with LGUs to find out why some recommendations are not being adopted, and promote PRAP Assistance Grants as a means to implement improvements.

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### PRAP Program Objectives for 2017

- Track 239 LGUs' Level I performance.
- Continue efforts to improve WMO and WD reporting.
- Maintain the target of 24 Level II performance reviews per year.
- Complete the 2 Level III performance reviews initiated in 2016.
- Maintain the focus on resource outcomes in Level II performance reviews.
- Survey LGUs from 2015 Level II PRAP reviews to track LGU implementation of PRAP recommendations.
- Develop a process for monitoring and reviewing compliance with Action Items identified during a Level II review. This will allow us to determine if we are meeting the goal of 100% compliance within 18 months established in 2016 for required Action Items.
- Continue the promotion and use of PRAP Assistance Grants to enhance LGU organizational effectiveness.
- Update the PRAP page of the BWSR website to provide more detailed information about the program.
- Evaluate incorporation of metrics into Level II and Level III assessments to measure local government unit compliance with Wetland Conservation Act program implementation responsibilities. *(New in 2017)*
- Evaluate and update protocol for PRAP Level II reviews within the framework of watershed-based One Watershed-One Plan approach to LGU water plan implementation. *(New in 2017)*

# Appendix A

## PRAP Authorizing Legislation 103B.102, Minnesota Statutes 2013

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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 as determined by the board based on budget and operations of the local water management entity, but not less than once every ten 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 of representatives 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](#); [2013 c 143 art 4 s 1](#)

# Appendix B

## Board Authorization of Delegation for PRAP Assistance Grants



Board Resolution # 15-37

**Minnesota Board of Water and Soil Resources**  
**Board Authorization of Delegation for PRAP Assistance Grants to LGUs**

**WHEREAS** the Board of Water and Soil Resources (BWSR) is mandated under Minnesota Statutes Chap 103B.102 to regularly review the performance of local government water management entities in the state and provide assistance for “underperforming entities,” and

**WHEREAS** BWSR routinely monitors the performance of Minnesota’s local government water and land management entities, and during the course of those reviews has identified the need for specialized assistance to improve their operational performance, and

**WHEREAS** BWSR receives other requests for specialized assistance to address particularly difficult operational or performance problems that cannot be addressed by routine BWSR staff support, and

**WHEREAS** the legislature has specifically authorized use of cost share rollover funds for local government assistance to address specialized assistance needs, and

**WHEREAS** the BWSR board has previously authorized the PRAP Assistance Grants as a delegated authority to the Executive Director,

**NOW THEREFORE BE IT RESOLVED THAT** the BWSR Board authorizes the Executive Director to expend up to \$10,000 per grant or contract for specialized assistance to local government water management entities to address operational or service delivery needs identified through a PRAP assessment or specialized assistance request, and

**BE IT FURTHER RESOLVED THAT** the BWSR Board requires that all such funds awarded be cost shared by the grantee at a percentage dependent on the size of the grant and determined by the Executive Director, and

**BE IT FURTHER RESOLVED THAT** the aggregate amount of expenditures for the PRAP program and awards are consistent with any appropriation conditions set by the legislature and are reported to the Board at least once per year.

  
 Brian Napstad, Chair

Minnesota Board of Water and Soil Resources

Date: 6/24/15



## Appendix C

### PRAP Assistance Grant Application Information

The PRAP Assistance program provides financial assistance to LGUs to improve operating performance and execution of planned goals and objectives. Funding priority is given to activities recommended as part of a Level II, III or IV PRAP review.

**Examples of eligible activities:** facilitation, mediation or consulting services related to organizational improvement such as reorganizations/mergers, strategic planning, organizational development, assessments for shared services, benchmarking, non-routine audits, and staff and board capacity assessments.

**Activities that are not eligible for grant funds, or to be used as LGU match:** Technology upgrades (computer equipment, software, smartphones, etc.), infrastructure improvements (vehicles, office remodel, furniture), staff performance incentives (bonuses, rewards program), basic staff training (BWSR Academy fees and expenses; Wetland Delineator Certification, subjects offered at BWSR Academy, training for promotion, basic computer training), water planning, conservation practices design or installation, publication or publicity materials, food & refreshments, (other than costs associated with meetings and conferences where the primary purpose is an approved, eligible grant activity) lodging, staff salaries, and regular board member per diems.

**Note:** Board member per diems and associated expenses outside of regular meetings, and associated with an approved, eligible activity are eligible for grant funds or can be used as match.

**Grant Limit:** \$10,000. In most cases a 50 percent cash match will be required.

**Who May Apply:** County water management/environmental services; SWCDs; watershed districts; watershed management organizations. In some cases, LGU joint powers associations or boards, or other types of LGU water management partnerships will be eligible for grants. Priority is given to applicants submitting projects related to eligible PRAP Level II, III, or IV recommendations.

**Terms:** BWSR pays its share of the LGU's eligible expenditures as reimbursement for expenses incurred by the LGU after the execution date of the grant agreement. Reporting and reimbursement requirements are also described in the agreement. Grant agreements are processed through BWSR's eLINK system.

**How to Apply:** Submit an email request to Dale Krystosek, PRAP Coordinator ([dale.krystosek@state.mn.us](mailto:dale.krystosek@state.mn.us)) with the following information:

- 1) Description, purpose and scope of work for the proposed activity (If the activity or services will be contracted, do you have a contracting procedure in by-laws or operating guidelines?)
- 2) Expected products or deliverables
- 3) Desired outcome or result

- 4) Does this activity address any recommendations associated with a recent Level II, III or IV PRAP Assessment? If so, describe how.
- 5) How has your Board indicated support for this project? How will they be kept involved?
- 6) Duration of activity: proposed start and end dates
- 7) Itemized Project Budget including
  - a. Amount of request
  - b. Source of funds to be used for match (cannot be state money nor in-kind)
  - c. Total project budget
- 8) Have you submitted other funding requests for this activity? If yes, to whom and when?
- 9) Provide name and contact information for the person who will be managing the grant agreement and providing evidence of expenditures for reimbursement.

## Appendix D

### Level I: 2016 LGU Long-Range Plan Status as of December 31, 2016

#### Soil and Water Conservation Districts

(Districts have a choice of option A or B)

- A. Current Resolution Adopting County Local Water Management Plan**  
All resolutions are current.
- B. Current District Comprehensive Plan**  
All comprehensive plans are current.

#### Counties

##### **Local Water Management Plan Revision Overdue: Plan Revision in Progress**

- Becker
- Blue Earth
- Norman
- Clay

##### **Metro County Groundwater Plan Revision Not Updated (*These Plans are Optional*)**

- Ramsey
- Scott

The Carver County Groundwater Plan update was approved by BWSR in 2016. Anoka and Hennepin Counties have chosen not to participate in this optional program authorized under 103B.255. Ramsey and Scott County have decided to not update their groundwater plan. Development of these groundwater plans is optional and so they are not considered overdue.

#### Watershed Districts

##### **10-Year Watershed Management Plan Revision Overdue: Plan Revision in Progress**

- High Island Creek WD
- Stockton-Rollingstone-MN City WD (*Plan to adopt One Watershed One Plan when completed*)
- Joe River WD (*currently updating*)
- Pelican River WD (*currently updating*)

#### Watershed Management Organizations

- There are no overdue WMO Plans

# Appendix E

## Level I: Status of Annual Reports for 2015 as of December 31, 2016

### **Soil and Water Conservation Districts**

#### **eLINK Status Reports of Grant Expenditures**

Three SWCDs submitted late reports.

##### **Late Reports:**

- Anoka Conservation District
- Lake SWCD
- Winona SWCD

##### **Reports Not Submitted:**

- None

### **Counties**

#### **Drainage Authority Buffer Strip Reports**

All reports submitted on time.

#### **eLINK Status Reports of Grant Expenditures**

Four counties submitted late reports.

##### **Late Reports:**

- Chisago County
- Freeborn County
- Morrison County
- Olmsted County

### **Watershed Districts**

#### **Drainage Authority Buffer Strip Reports**

All reports submitted on time.

#### **Annual Activity Reports Not Submitted:**

- Bear Valley WD
- Cormorant Lakes WD
- Ramsey Washington Metro WD
- Joe River WD

#### **Annual Activity Reports Submitted Late:**

Four reports were submitted late:

- Roseau River WD
- Upper Minnesota River WD
- Coon Creek WD
- Sand Hill River WD

### **Metro Joint Powers Watershed Management Organizations**

Annual Activity Reports were all submitted

No Annual Activity Reports were submitted late

## Appendix F

### Level I: Status of Financial Reports and Audits for 2015 as of December 31, 2016

#### Soil and Water Conservation Districts

##### Annual Financial Reports (all 89 Districts)

Due to the difficult new accounting standard that SWCDs are adjusting to in 2016, BWSR did not consider any late provided they were received by April 30, 2016. However, there were three SWCDs that did not fully complete the annual financial reports.

##### Incomplete Financial Reports:

- Kittson SWCD
- East Polk SWCD
- Winona SWCD

##### Annual Audits (56 required)

##### Annual Audits Not Submitted

- Wabasha SWCD

#### Watershed Districts

##### Annual Audits Not Completed:

- Bear Valley WD
- Cormorant Lakes WD
- High Island Creek WD
- Turtle Creek WD
- Wild Rice WD

##### Annual Audits Submitted Late:

- Coon Creek WD
- Joe River WD

#### Metro Joint Powers Watershed Management Organizations

##### Annual Audits Not Submitted:

- None

##### Annual Audits Submitted Late:

- Scott WMO
- Vermillion River Watershed JPO

# Appendix G

## Standard Level II Performance Review

### Final Report Summaries

#### Benton County and Benton SWCD

##### Key Findings and Conclusions

The Benton DOD and the Benton SWCD are doing a good job of implementing soil and water conservation at the local level. Both organizations show good compliance with BWSR's basic performance standards, and the P&Z and SWCD show good compliance with BWSR's basic and benchmark performance standards, and both organizations also meet several of the high performance standards. For the most part, surveyed partners believe both entities are doing good work and are good to work with. However, there was some concern among partners about staffing levels at the SWCD.



##### Resource Outcomes

Five of the seven goals in the Benton County Local Water Management Plan are related to resource outcomes. However, progress toward these goals is not routinely measured through actions described in the plan, nor reported in annual reports or updates.

##### Performance Standards Compliance

###### **Benton County**

- Benton County met 11 of 11 Basic Performance Standards
- Benton County met 4 of 11 High Performance Standards

###### **Benton SWCD**

- Benton SWCD met 12 of 12 Basic Performance Standards
- Benton SWCD met 8 of 15 High Performance Standards

##### Action Items

- Benton SWCD and Benton County had no action items.

##### Recommendations

SWCD Recommendation 1: Conduct a detailed analysis of staffing needs.

Joint Recommendation 1: Use Prioritized, Targeted and Measureable criteria for Goals and Objectives in the next water management plan.

## Cottonwood County and Cottonwood SWCD

### Key Findings and Conclusions

The Cottonwood SWCD and Cottonwood County Environmental Office are working hard and have set ambitious goals for themselves. Partners believe both entities are doing great work and are good to work with. While there is a strong staff base and a groundwork of collaboration that will benefit these organizations down the road, the amount of work taken on by the SWCD at the time of this report may not be commensurate with available resources. The organization needs to be pragmatic when considering their capacity to take on new roles. Care should be taken to make sure staff are adequately supported and have the time and resources to carry out their responsibilities.



### Resource Outcomes

All three of the goals in the 2012 Amendment to the Cottonwood County Local Water Management Plan are related to resource outcomes. However, progress toward these outcomes is not routinely measured through actions described in the plan, nor reported in annual reports or updates.

### Performance Standards Compliance

#### **Cottonwood County**

- Cottonwood County met 11 of 11 Basic Performance Standards
- Cottonwood County met 8 of 12 High Performance Standards

#### **Cottonwood SWCD**

- Cottonwood SWCD met 9 of 12 Basic Performance Standards
- Cottonwood SWCD met 11 of 15 High Performance Standards

### Action Items

Action Items are those Basic Practice Standards from the Part 2 Performance Standards checklist that must be addressed because of non-compliance. The following action items should be addressed within the next 18 months, or by December 2017.

- Develop a data practices policy
- Complete/update the personnel policy
- Establish a 4-7 month reserve of operating funds

### Recommendations

Joint Recommendation 1: Address action items within the next 18 months.

Joint Recommendation 2: Conduct a workload or staffing analysis to ensure staff are not overburdened.

Joint Recommendation 3: Implement Prioritized, Targeted and Measureable criteria for Goals and Objectives in the next water management plan.

Joint Recommendation 4: Measure and report progress toward resource outcomes.

## Faribault County Planning & Zoning and Faribault Soil and Water Conservation District

### Key Findings and Conclusions

The Faribault Soil and Water Conservation District and Planning and Zoning Office is a strong performer in the delivery of soil and water conservation services. The organization shows good compliance with BWSR's basic and high performance standards. The agreement between the County and the SWCD to implement planning and zoning responsibilities within the SWCD has resulted in an organization that can consistently make progress in the implementation of their local water plan and meet the needs of local landowners. The majority of surveyed partners believe the Faribault SWCD and Planning and Zoning Office is doing good work and are good to work with.



### Resource Outcomes

Four of the goals in the Faribault County Water Management Plan are related to resource outcomes. Progress toward these goals is measured through actions described in the plan, but reporting progress in annual reports or updates could be strengthened.

### Performance Standards Compliance

#### **Faribault County**

- Faribault County met 5 of 5 Basic Performance Standards
- Faribault County met 8 of 14 High Performance Standards

#### **Faribault SWCD**

- Faribault SWCD met 11 of 11 Basic Performance Standards
- Faribault SWCD met 8 of 14 High Performance Standards

### Action Items

Action Items are those Basic Practice Standards from the Part 2 Performance Standards checklist that must be addressed because of non-compliance.

- Faribault SWCD and Faribault County had no action items.

### Recommendations

Recommendation 1: Continue and strengthen use of the major or minor watershed scale for plan organization in the next water management plan.

Recommendation 2: Use Prioritized, Targeted and Measurable criteria for Goals and Objectives in the next water management plan.

Recommendation 3: Structure website information to report progress and share success.

Recommendation 4: Reassess number of action items to consolidate similar items and prioritize for implementation.

Recommendation 5: Meet annually with Water Plan Task Force to review annual accomplishments and set priorities for next year.

Recommendation 6: Conduct an analysis of the current organizational structure for providing land use services to the residents of the County.



## Grant Soil and Water Conservation District and Grant County Office of Land Management

### Key Findings and Conclusions

The Grant Soil and Water Conservation District and the Grant County Office of Land Management have fostered a strong working relationship that serves both agencies well. This performance assessment has confirmed their effective administration of local water management and land conservation programs and projects. For the most part, their partners believe both entities are doing good work and are good to work with. The Grant County Board of Commissioners and the Grant Soil and Water Conservation District Board have passed resolutions in support of developing a One Watershed, One Plan for the Pomme de Terre River Watershed and the Chippewa River, Mustinka River and Bois de Sioux Watersheds. BWSR has selected the Pomme de Terre River watershed for funding to support this watershed planning initiative. This will be an opportunity for Grant County and SWCD to reorient its local water plan to specific problems and prioritize the county's waterbodies.



The partners who responded to the PRAP survey provided consistently high marks in their judgement of the performance of the SWCD and the OLM.

### Resource Outcomes

The Grant Local Water Management Plan does not include targets or objectives for resource outcomes.

### Performance Standards Compliance

#### **Grant County**

- Grant County met 5 of 5 Basic Performance Standards
- Grant County met 9 of 14 High Performance Standards

#### **Grant SWCD**

- Grant SWCD met 10 of 11 Basic Performance Standards
- Grant SWCD met 12 of 14 High Performance Standards

### Action Item for Grant SWCD

Action Items are those Basic Practice Standards from the Part 2 Performance Standards checklist that must be addressed because of non-compliance. The following action item should be addressed within the next 18 months, or by March 2018.

- Develop a data practices policy

### Recommendations

Joint Recommendation 1: Participate in the development of One Watershed One plans for watersheds within the county using the major or minor watershed scale for plan organization.

Joint Recommendation 2: Participate in development of Prioritized, Targeted and Measureable criteria for Goals and Objectives in the development of the One Watershed, One Plan for the Pomme de Terre Watershed and other watershed plans within the county as funding permits.

Joint Recommendation 3: Structure website information to report progress and trends made in achieving resource outcome goals.

Joint Recommendation 4: Ensure that input from citizens and stakeholder groups within Grant County are incorporated into the development of the One Watershed One Plan for the Pomme de Terre Watershed and other new watershed planning initiatives.

## Kandiyohi County Environmental Services and Kandiyohi Soil & Water Conservation District

### Key Findings and Conclusions

As partners in the implementation of the county local water management plan, the county Environmental Services (ES) Department and the SWCD are accomplishing much for the residents and resources of Kandiyohi County. However, water management planning and implementation for both entities will get more complex in the next 5-10 years as more One Watershed, One Plan (1W1P) efforts come on line. So far, Kandiyohi County has had only marginal representation at the staff level on the North Fork Crow River 1W1P plan development committees. Because future program and project funding will be related to the priorities in this and other watershed-based plans, staff involvement in the planning effort is critical for supporting the needs and priorities of the county. If there is an area of opportunity for improvement that applies to both the county ES and SWCD it is in their communication and collaboration with partners. While both entities report good partnerships with certain organizations, particularly watershed organizations and state agencies, the partners identified the need for better communication with both the SWCD and the county. Seeking partners for programs and projects is a way to expand limited staff time and funding. Another means of communication is the respective websites of the ES and SWCD. At a minimum, the websites should contain links to the activities and results of other organizations working to improve Kandiyohi County's resources.



### Resource Outcomes

The Kandiyohi County Water Plan does not set specific goals for measurable conditions or outcomes. General goals of "protect and improve" provide general intent for water management.

### Performance Standards Compliance

#### **Kandiyohi County**

- Kandiyohi County met 5 of 5 Basic Performance Standards
- Kandiyohi County met 7 of 14 High Performance Standards

#### **Kandiyohi SWCD**

- Kandiyohi SWCD met 11 of 11 Basic Performance Standards
- Kandiyohi SWCD met 7 of 14 High Performance Standards

### Action Items

Action Items are those Basic Practice Standards from the Part 2 Performance Standards checklist that must be addressed because of non-compliance.

- Kandiyohi SWCD and Kandiyohi County had no action items.

### Recommendations

Joint Recommendation 1: Work to maintain a consistent level of communication and to build a stronger working relationship with existing partnerships.

Joint Recommendation 2: Be more proactive in the development of the North Fork Crow River 1W1P

Joint Recommendation 3: Provide website information about conditions of key natural resources.

SWCD Recommendation 1: Consider establishing a partnership and funding a shared position to work with irrigators in the Bonanza Valley on groundwater protection efforts.

## Koochiching Soil and Water Conservation District and Koochiching County Environmental Services Department

### Key Findings and Conclusions

The Koochiching County ESD and the Koochiching SWCD have fostered a strong working relationship that serves both agencies well. This performance assessment has confirmed their effective administration of local water management and land conservation programs and projects. For the most part, their partners believe both entities are doing good work and are good to work with. The recent staff additions at the SWCD has created an opportunity to forge new working relationships among partners and there is a strong base to build upon for future local water management in Koochiching County. With the upcoming revision of the comprehensive local water plan, there will be an opportunity for Koochiching County and SWCD to include information from the WRAPs and utilize the Area 8 GIS Specialist to help prioritize and target practices to specific problem areas and high priority county waterbodies.



The partners who responded to the PRAP survey provided consistently high marks in their judgement of the performance of the SWCD, and generally good marks in the performance of the ESD.

### Resource Outcomes

The Koochiching Local Water Management Plan does not include targets or objectives for resource outcomes.

### Performance Standards Compliance

#### **Koochiching County**

- Koochiching County met 5 of 5 Basic Performance Standards
- Koochiching County met 8 of 14 High Performance Standards

#### **Koochiching SWCD**

- Koochiching SWCD met 11 of 11 Basic Performance Standards
- Koochiching SWCD met 8 of 14 High Performance Standards

### Action Items

Action Items are those Basic Practice Standards from the Part 2 Performance Standards checklist that must be addressed because of non-compliance.

- Koochiching SWCD and Koochiching County had no action items.

### Recommendations

Joint Recommendation 1: Use the major or minor watershed scale for plan organization and utilize the Area 8 GIS Specialist to prioritize areas of the county to focus conservation efforts.

Joint Recommendation 2: Consider using Prioritized, Targeted and Measureable criteria for Goals and Objectives in the next water management plan.

Joint Recommendation 3: Meet annually and expand role of Water Plan Task Force to review annual accomplishments and set priorities for the next year.

Environmental Services Department Recommendation 1: Conduct a strategic assessment of the Environmental Services Department to determine whether the existing mission, goals, staff capacity is sufficient to meet the needs and demands for conservation services in the district.

## Lac qui Parle Yellow Bank Watershed District

### Key Findings and Conclusions

Lac qui Parle Yellow Bank Watershed District is doing an adequate job of administering local water management and conducting water monitoring programs and projects. The organization is getting important work done, but more effort could be made to achieve higher performance in watershed management.

With the upcoming opportunity to participate in One Watershed, One Plan development, there is an opportunity for the Lac qui Parle Watershed District to reorient its local water plan to problems and priorities specific to the watershed's major waterbodies, and to provide resource specific outcomes.

The Lac qui Parle Yellow Bank Watershed District shows good compliance with BWSR's basic and high performance standards.

### Resource Outcomes

The Lac qui Parle Yellow Bank Watershed District Plan does contain some resource outcome goals and objectives. However, progress toward those goals is not routinely reported.

### Performance Standards Compliance

- Lac qui Parle Yellow Bank Watershed District met 5 of 5 Basic Performance Standards
- Lac qui Parle Yellow Bank Watershed District met 9 of 14 High Performance Standards

### Action Items for Lac qui Parle Yellow Bank Watershed District

Action Items are those Basic Practice Standards from the Part 2 Performance Standards checklist that must be addressed because of non-compliance. The following action item should be addressed within the next 18 months, or by March 2018.

- Update Personnel Policy
- Develop a Data Practices Policy

### Recommendations

Recommendation 1: Continue and expand the use of Prioritized, Targeted and Measureable as criteria for Goals and Objectives in the next water management plan as appropriate.

Recommendation 2: Address Action Items. The District should develop and adopt a personnel policy and a data practices policy within the next 18 months.

Recommendation 3: Conduct a strategic assessment of the watershed district to determine whether its existing mission, goals and staff capacity are sufficient to meet the demands of conservation services in the district and how to ensure it is complying with Minnesota Statutes 103D.

Recommendation 4: Develop orientation and continued education plan for both board and staff and keep records of trainings attended.



## Lower Mississippi River WMO

### Key Findings and Conclusions

The Lower Mississippi River WMO has a good record of accomplishment in implementation of their water management plan.

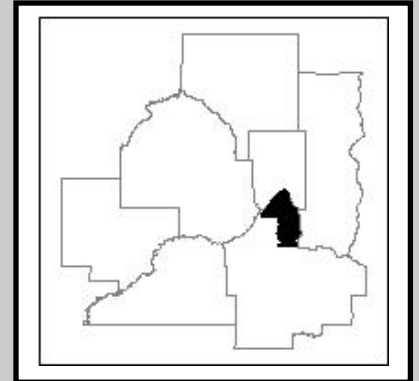
The WMO's compliance with BWSR performance standards puts them among the top performers in meeting the essential, administrative, planning and communication practices that lead to an effective, efficient organization. The WMO's partners reinforce these conclusions in their high marks for communication, quality of work, relations with customers and follow-through.

### Resource Outcomes

The Lower Mississippi River WMO watershed management plan contains specific, measureable resource outcomes goals for water quality. The WMO annual water quality report contains information about the water quality results achieved in area surface waters. The Lower Mississippi River WMO has completed 13 of 52 action items in the current plan with another 30 activities ongoing.

### Performance Standards Compliance

- Lower Mississippi River WMO met 5 of 5 Basic Performance Standards
- Lower Mississippi River WMO met 9 of 14 High Performance Standards



### Action Item for Lower Mississippi River WMO

Action Items are those Basic Practice Standards from the Part 2 Performance Standards checklist that must be addressed because of non-compliance. The following action item should be addressed within the next 18 months, or by March 2018.

- Work with the cities of West St. Paul, St. Paul, Mendota Heights and Sunfish Lake to come into compliance with requirement for water plan approval by LMRWMO.

### Recommendations

Recommendation 1: Continue and expand the use of Prioritized, Targeted and Measureable as criteria for Goals and Objectives in the next water management plan as appropriate.

Recommendation 2: Develop and implement training plan for board members.

Recommendation 3: Make water quality data and trends easily accessible to the public.

Recommendation 4: Continually assess the capacity of WMO staff and consultants to adequately implement projects and programs by conducting a workload analysis.

Recommendation 5: Conduct a strategic planning initiative to assess the WMO's ability to comply with 8410.0105 Subpart 1, requirements that the WMO shall evaluate progress for the implementation of plan actions at a minimum of every two years.

## Marshall County Environmental Services and Marshall SWCD

### Key Findings and Conclusions

The Marshall County Environmental Services Department (ENVS) and the Marshall Soil and Water Conservation District (SWCD) have fostered a good working relationship that serves both agencies well. For the most part, their partners believe both entities are doing good work and are good to work with. Recent staff turnover at the ENVS and SWCD has created the necessity to forge new working relationships among partners, but there is a strong base to build upon for future local water management in Marshall County. With the upcoming revision of the comprehensive local water plan, there will be an opportunity for Marshall County and SWCD to reorient its local water plan to specific problems and priorities for the county's waterbodies. The partners who responded to the PRAP survey provided good to acceptable marks in their judgement of the performance of the ENVS, and good to strong marks in the performance of the SWCD. There appears to be an opportunity for improvement with some survey respondents not having enough information to have an opinion.



### Resource Outcomes

The Marshall Local Water Management Plan does not include targets or objectives for resource outcomes.

### Performance Standards Compliance

#### **Marshall County**

- Marshall County met 5 of 5 Basic Performance Standards
- Marshall County met 4 of 14 High Performance Standards

#### **Marshall SWCD**

- Marshall SWCD met 9 of 11 Basic Performance Standards
- Marshall SWCD met 5 of 14 High Performance Standards

### Action Items

Action Items are those Basic Practice Standards from the Part 2 Performance Standards checklist that must be addressed because of non-compliance. Marshall SWCD has 2 action items to address in the next 18 months.

- Marshall SWCD does not have a data practices policy
- Marshall SWCD does not have a personnel policy updated in the last 5 years

### Recommendations:

SWCD Recommendation 1: Address action items and consider adding high performance standards to improve organizational performance.

SWCD Recommendation 2: Improve internal communication by more frequent board meetings and staff meetings (*weekly*).

SWCD Recommendation 3: Develop orientation and continued education plan for the board of supervisors and staff and keep records of trainings attended.

SWCD Recommendation 4: Conduct a strategic assessment of the SWCD to determine whether existing mission, goals and staff capacity are sufficient to meet the demands of conservation services in the district.

Environmental Services Recommendation 1: Select high performance standards to implement to improve organizational performance.

Environmental Services Recommendation 2: Develop orientation & continued ed. plan for staff and document.

Joint Recommendation 1: Use the major or minor watershed scale for plan organization.

Joint Recommendation 2: Consider using Prioritized, Targeted and Measureable criteria for Goals and Objectives in the next water management plan.

Joint Recommendation 3: Structure website information to report progress & trends made in achieving resource outcomes.

## Middle Fork Crow River Watershed District

### Key Findings and Conclusions

After having nearly completed its first 10 years of operation, the Middle Fork Crow River Watershed District has shown an impressive list of accomplishments, given the multiple challenges of high-value, high-visibility resources; a small budget and staff; and staff turnover. The current staff and managers are making good progress in implementation of their management plan. They have forged strong working relationships with a variety of partners and are well-regarded by those partners for the work they do. As noted, the limitations of only three full-time staff positions require a strategic approach to addressing the resource management needs in the watershed. The active Advisory Committee is another indicator of potential demands on staff time and capacity to do work. Partners have identified the desire for more collaborative projects and funding, and the staff is encouraged to take advantage of these opportunities. The staff is doing a good job of managing the administrative aspects of running a watershed district with an impressive number of high performance standards met. Nevertheless, the current performance may not be sustainable over the long-term without careful attention by the managers to staffing and funding levels in consideration of workload demands. Finally, as an active participant in the North Fork Crow River One Watershed, One Plan pilot, the managers and staff need a strong foundation to advocate for attention to the needs of their watershed's resources in the context of the larger planning and subsequent implementation efforts.



### Resource Outcomes

The MFCRWD watershed management plan contains general, but not specific resource outcome goals, such as to protect and improve surface water quality. The program and project results of water quality monitoring data, as reported in district publications, show whether those goals are being met in a general sense. However, there are no specific objectives or targets for water quality or other resource outcomes.

### Performance Standards Compliance

- Middle Fork Crow River Watershed District met 12 of 12 Basic Performance Standards
- Middle Fork Crow River Watershed District met 11 of 14 High Performance Standards

### Action Items

Action Items are those Basic Practice Standards from the Part 2 Performance Standards checklist that must be addressed because of non-compliance.

- Middle Fork Crow River Watershed District had no action items.

### Recommendations

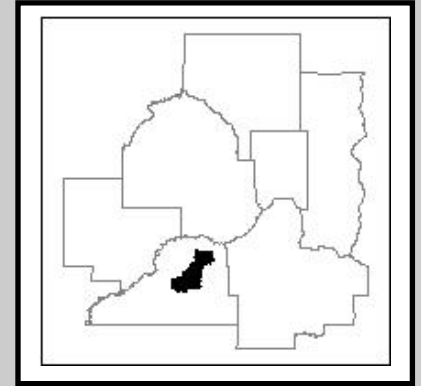
Recommendation 1: Conduct a strategic planning exercise to identify priorities and assess staff capacity to address those priorities.

Recommendation 2: Use strategic plan results in ongoing planning and coordination.

## Prior Lake-Spring Lake Watershed District

### Key Findings and Conclusions

The Prior Lake-Spring Lake Watershed District (PLSLWD) appears to be an organization that has recently emerged from an extended period of internal focus and is now applying its full attention to the projects and programs needed to address the management issues of the watershed's resources. This is not to suggest that nothing has been accomplished during the period of staff turnover, because there have been several impressive projects undertaken and completed. The recent restructuring and amending of the watershed management plan is an indication of how the managers and staff are seeking to provide a sound planning foundation for proceeding with the work of the district. This is an indication of a healthy organization.



The PLSLWD does a good job of tracking and reporting the changing conditions of the water resources in the district, particularly the lakes. The challenge in reporting these data is to also provide goals or a benchmark for desired future conditions. The surveys of both managers/staff and partners suggested the need for the managers and staff to engage as effectively as possible with partner organizations. With the outlet project demanding such a large commitment of resources and effort, fostering a strong collaborative effort among existing and potential partners is probably worth the attention of district managers, staff and advisory committee members. While the staff is doing a good job of managing the administrative aspects of running a watershed district. Nevertheless, the district needs to address city water plan updates, as required by state rules.

### Resource Outcomes

The PLSLWD watershed management plan includes targets for lake water quality based on the TMDLs established by the MPCA for the impaired lakes. The website contains excellent data about lake water quality and aquatic invasives showing trends over the past 10 or more years. Water quality standards are displayed with some of the data, but these are not explicitly defined as district goals for these resources.

### Performance Standards Compliance

- Prior Lake-Spring Lake Watershed District met 11 of 12 Basic Performance Standards
- Prior Lake-Spring Lake Watershed District met 10 of 14 High Performance Standards

### Action Items

Action Items are those Basic Practice Standards from the Part 2 Performance Standards checklist that must be addressed because of non-compliance. The PLSLWD has one Action Item to address:

- City/Township local water plans not yet approved: three.

### Recommendations

Recommendation 1: Consider setting measurable resource condition targets for district lakes.

Recommendation 2: Consider how to engage with all district partners in both communication and collaboration to address district goals.

Recommendation 3: Address Action Items regarding local water management plan updates.



## Rock County Land Management and Rock SWCD

### Key Findings and Conclusions

The Rock LMO is a strong performer in the delivery of soil and water conservation services. The organization shows good compliance with BWSR's basic and high performance standards. The joint powers agreement between the County and the SWCD has resulted in an organization that can consistently make progress in the implementation of their local water plan and meet the needs of local landowners.

The majority of surveyed partners believe the Rock LMO is doing good work and are good to work with.

### Resource Outcomes

Four of the goals in the Rock County Water Management Plan are related to resource outcomes. However, progress toward these goals is not routinely measured through actions described in the plan, nor reported in Annual reports or updates.

### Performance Standards Compliance

#### **Rock County**

- Rock County met 11 of 12 Basic Performance Standards
- Rock County met 9 of 12 High Performance Standards

#### **Rock SWCD**

- Rock SWCD met 11 of 12 Basic Performance Standards
- Rock SWCD met 10 of 14 High Performance Standards

### Action Items

Action Items are those Basic Practice Standards from the Part 2 Performance Standards checklist that must be addressed because of non-compliance.

- In the next local water management plan update, priority concerns, objectives and/or action items should be organized by major watershed
- Review/Report Technical Approval Authority Annually

### Recommendations

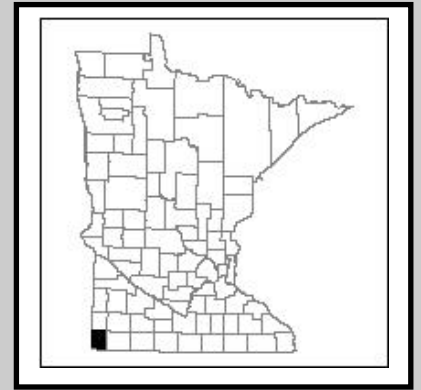
Recommendation 1: Use the major or minor watershed scale for plan organization in the next water management plan.

Recommendation 2: Use Prioritized, Targeted and Measureable criteria for Goals and Objectives in the next water management plan.

Recommendation 3: Structure website information to report progress and share success.

Recommendation 4: Conduct a detailed analysis of organizational structure and staffing needs.

Recommendation 5: Create training plans for each staff member based on staffing assessment results, and take advantage of training opportunities as they arise.



## Sherburne County Planning and Zoning and Sherburne Soil & Water Conservation District

### Key Findings and Conclusions

Overall, both local water management entities, the county Planning & Zoning Office and the SWCD are doing a good job of managing and implementing local resource management projects and services. They serve in a county that has all the challenges of rural agricultural use and a rapidly urbanizing land base. Consequently, their strong partnership with each other is critical to the success of both. Each organization is well respected by their partners. Each shows strong program management and administrative competence.

The county and SWCD are making good progress implementing their jointly owned local water management plan. As the next plan update process is already underway, with the new plan due in 2017, there is an opportunity

for the county to position itself for the future One Watershed, One Plan local water management environment.

**County Planning & Zoning Office Conclusions:** The P&Z Office will continue to face challenges associated with urban type growth in the Highway 10 corridor between Elk River and St. Cloud. Implications for the future are the need to effectively apply land development ordinances, particularly with regard to septic systems. The county has demonstrated their willingness to tackle difficult issues by assuming the aquatic invasive species control program, as several survey respondents noted.

**Soil and Water Conservation District Conclusions:** The SWCD is well staffed by knowledgeable and experienced individuals. Another strength of the organization is the regular strategic planning that occurs between supervisors and staff. This ensures that the district stays on track with the most important issues. The SWCD has also maintained strong partnerships across county boundaries to take advantage of opportunities for shared services and shared knowledge. The survey revealed the need for potential attention to the relationship between the SWCD and the NRCS so the two agencies can take advantage of each other's knowledge, customer relations, and experience.



### Resource Outcomes

The Sherburne Local Water Management Plan contains general but not quantitative resource outcome goals (e.g., Reduce pollutant levels for impaired lakes and streams). The SWCD reports general countywide pollutant reductions in their annual report but there are no goals for these reductions.

### Performance Standards Compliance

#### **Sherburne County**

- Sherburne County met 4 of 5 Basic Performance Standards
- Sherburne County met 12 of 13 High Performance Standards

#### **Sherburne SWCD**

- Sherburne SWCD met 11 of 11 Basic Performance Standards
- Sherburne SWCD met 10 of 14 High Performance Standards

### Action Items

Action Items are those Basic Practice Standards from the Part 2 Performance Standards checklist that must be addressed because of non-compliance.

- Sherburne County and Sherburne SWCD had no action items.

### Recommendations

**Joint Recommendation:** Strengthen the measureable outcomes and quantitative resource condition goals in the next local water management plan.

**County Recommendation:** Review and evaluate environmental protection ordinances.

**SWCD Recommendation:** Engage in discussions with NRCS to address collaboration issues.

## Sunrise River Watershed Management Organization

### Key Findings and Conclusions

The Sunrise River WMO's jurisdiction includes many high value water resources, broad wetlands, population concentrated in proximity to those resources, and a low tax base relative to the resource management demands. Nevertheless, they have managed to accomplish or make progress on many of the items in their watershed management plan. They have adopted a 20 percent phosphorus reduction goal for the downstream outlet of their management area and regularly report water quality data to their residents.

Along with the measured progress is the sense that the organization is trying to find a balance between meeting the water management needs in the watershed and the public's reluctance to be taxed for those services. Consequently, they are relatively modest in their mission and budget. However, strong reliance on their partnership with the Anoka Conservation District (ACD) has yielded benefits in terms of \$450,000 of that district's grant funds being used for projects within the SRWMO's jurisdiction. On the other hand, the organization's relatively unsuccessful lake shoreland stabilization cost-share program could benefit from collaboration with other partners. Given all these facts, the organization would likely benefit from an evaluation of their objectives and consider how to obtain the resources needed to meet all the goals in their management plan.

The partners and members of the organization rightly acknowledge the projects and programs that have been implemented in recent years. The partners, in particular, have a generally favorable opinion of the work the SRWMO is doing. Thanks to the expertise provided by the staff support from the ACD, the organization has an excellent website and good annual reports. The organization's past difficulty in meeting audit report requirements has been solved with the revision of state rules.

### Resource Outcomes

The SRWMO plan includes resource outcome goals for phosphorus (20% reduction) and aquatic invasives ("minimally affect lake recreation and ecology"). The WMO annual reports describe water quality and lake aquatic invasive conditions and report trends for those conditions.

### Performance Standards Compliance

- Lower Mississippi River WMO met 5 of 5 Basic Performance Standards
- Lower Mississippi River WMO met 9 of 14 High Performance Standards

### Action Item for Lower Mississippi River WMO

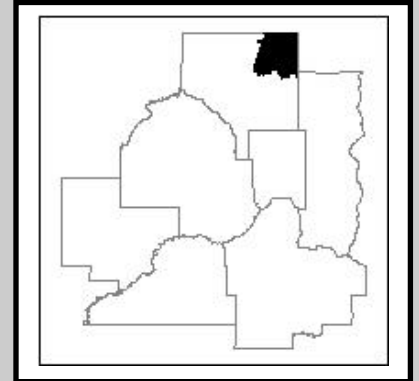
Action Items are those Basic Practice Standards from the Part 2 Performance Standards checklist that must be addressed because of non-compliance. This performance review identified one Basic Practice standard with which the SRWMO was not in compliance:

- Financial Report and Audit completed on time

### Recommendations

Recommendation 1: Conduct an assessment of organizational activity and develop a strategic direction for meeting the water quality and other planned goals.

Recommendation 2: Use a citizen's advisory committee to expand organizational effectiveness.



## Swift County Environmental Services and Swift Soil and Water Conservation District

### Key Findings and Conclusions

The Swift County Environmental Services and the Swift Soil and Water Conservation District have accomplished some important conservation work in recent years. This performance assessment recognizes past commendable items and identifies opportunities for improved performance.

With the upcoming opportunities for participation in One Watershed, One Plan development, there will be a chance for Swift County and SWCD to reorient its local water plan to specific problems and priorities for restoration and protection of the county's water resources. Joint Recommendation 1 addresses an approach that will bring the plan into line with the statewide trend toward conducting local water management within a watershed framework. The partners who responded to the PRAP survey provided mixed marks in their judgement of the performance of the Environmental Services Department, and mixed marks in the performance of the Soil and Water Conservation District.



### Resource Outcomes

The Swift Local Water Management Plan does not include targets or objectives for resource outcomes.

### Performance Standards Compliance

#### **Swift County**

- Swift County met 5 of 5 Basic Performance Standards
- Swift County met 7 of 14 High Performance Standards

#### **Swift SWCD**

- Swift SWCD met 11 of 11 Basic Performance Standards
- Swift SWCD met 7 of 14 High Performance Standards

### Action Items

Action Items are those Basic Practice Standards from the Part 2 Performance Standards checklist that must be addressed because of non-compliance.

- Swift SWCD and Swift County had no action items.

### Recommendations

Joint Recommendation 1: Use the major or minor watershed scale for plan organization.

Joint Recommendation 2: Consider using Prioritized, Targeted and Measureable criteria for Goals and Objectives in the next water management plan.

Joint Recommendation 3: Structure website information to report progress and trends made in achieving resource outcome goals.

Joint Recommendation 4: Reassess organizational lead responsibilities in next water plan update and whether the SWCD or Environmental Services office is better positioned to lead implementation of the local water plan.

Joint Recommendation 5: Meet annually with Water Plan Task Force to review annual accomplishments and set priorities for the next year.

Swift SWCD Recommendation 1: Evaluate needs for conservation practices within the county and target critical sites for installation of conservation practices with existing and new sources of funding.

# Appendix H

## Performance Standards Checklists used in Level II Reviews

### COUNTY LOCAL WATER MANAGEMENT PERFORMANCE STANDARDS

LGU Name: \_\_\_\_\_

Performance Area	Performance Standard	Level of Review	Rating	
	<ul style="list-style-type: none"> <li>■ Basic practice or statutory requirement</li> <li>★ High Performance standard</li> </ul> (see instructions for explanation of standards)	<ul style="list-style-type: none"> <li>I Annual Compliance</li> <li>II BWSR Staff Review &amp; Assessment (1/10 yrs.)</li> </ul>	Yes	No
Admin	■ eLINK Grant Report(s): submitted on time	I		
	■ Drainage authority buffer strip report submitted on time	I		
	★ Public drainage records: meet modernization guidelines	II		
Planning	■ Local water mgmt. plan: current	I		
	★ Metro counties: groundwater plan up-to-date	I		
	■ Biennial Budget Request submitted on-time	I		
	★ Prioritized, Targeted and Measureable criteria are used for Goals and Objectives in the local water management plan as appropriate.	II		
★ Water quality trend data used for short- and long-range plan priorities	II			
Execution	★ Certified wetland delineator: on staff or retainer	II		
	★ Water quality data collected to track outcomes for each priority concern	II		
	★ Water quality trends tracked for priority water bodies	II		
Communication & Coordination	■ BWSR grant report(s) posted on website	I		
	★ Communication piece sent within last 12 months: indicate target audience below	II		
	<input type="checkbox"/> Communication Target Audience:			
	★ Obtain stakeholder input: within last 5 yrs.	II		
	★ Partnerships: liaison with SWCDs/WDs and cooperative projects/tasks done	II		
	★ Annual report to water plan advisory committee on plan progress	II		
	★ Track progress for I & E objectives in Plan	II		
	★ County local water plan on county website	II		
★ Water management ordinances on county website	II			

**GREATER MN WATERSHED DISTRICT PERFORMANCE STANDARDS**

LGU Name: \_\_\_\_\_

Performance Area	Performance Standard	Level of Review	Rating	
			YES	NO
	<ul style="list-style-type: none"> <li>★ High Performance standard</li> <li>■ Basic practice or Statutory requirement (see instructions for explanation of standards)</li> </ul>	<ul style="list-style-type: none"> <li>I Annual Compliance</li> <li>II BWSR Staff Review &amp; Assessment (1/10 yrs.)</li> </ul>	Yes, No, or Value	
Administration	■ Annual report: submitted by mid-year	I		
	■ Financial audit: completed within last 12 months	I		
	■ Drainage authority buffer strip report submitted on time	I		
	■ eLink Grant Report(s): submitted on time	I		
	■ Rules: date of last revision or review	II	mo./yr.	
	■ Personnel policy: exists and reviewed/updated within last 5 yrs.	II		
	■ Data practices policy: exists & reviewed/updated within last 5 yrs.	II		
	■ Manager appointments: current and reported	II		
	★ Administrator on staff	II		
	★ Board training: orientation & cont. ed. plan and record for each board member	II		
	★ Staff training: orientation & cont. ed. plan & record for each staff	II		
	★ Operational guidelines exist and current	II		
	★ Public drainage records: meet modernization guidelines	II		
Planning	■ Watershed management plan: up-to-date	I		
	★ Biennial Budget Request submitted on time	II		
	★ Strategic plan identifies short-term activities & budgets based on state and local watershed priorities	II		
	★ Member of County Water Plan Advisory Committee(s)	II		
Execution	■ Engineer Reports: submitted for DNR & BWSR review	II		
	■ Total expenditures per year for past 10 years	II	attach	
	★ Water quality trends tracked for key water bodies	II		
	★ Watershed hydrologic trends monitored / reported	II		
Communication & Coordination	■ Functioning advisory committee: recommendations on projects, reports, maintains 2-way communication with Board	II		
	■ Communication piece sent within last 12 months	II		
	★ Website: contains annual report, financial statement, board members, contact info, grant report(s), watershed management plan, meeting notices, agendas & minutes, updated after each board mtg.	II		
	★ Obtain stakeholder input: within last 5 yrs.	II		
	★ Track progress for I & E objectives in Plan	II		
	★ Coordination with County Board, SWCD Supervisors and City/Twp. officials	II		
	★ Partnerships: cooperative projects/tasks with neighboring districts, counties, soil and water districts, non-governmental organizations	II		

**METRO WATERSHED DISTRICT and WMO PERFORMANCE STANDARDS**

**LGU Name:** \_\_\_\_\_

Performance Area	Performance Standard	Level of Review	Rating	
			YES	NO
	<ul style="list-style-type: none"> <li>★ High Performance standard</li> <li>■ Basic practice or statutory requirement (see instructions for explanation of standards)</li> </ul>	<ul style="list-style-type: none"> <li>I Annual Compliance</li> <li>II BWSR Staff Review &amp; Assessment (1/5 yrs.)</li> </ul>	Yes, No, or Value	
Administration	■ Activity report: annual, on-time	I		
	■ Financial report & audit completed on time	I		
	■ Drainage authority buffer strip report submitted on time	I		
	■ eLink Grant Report(s): submitted on time	I		
	■ Rules: date of last revision or review	II	mo./yr.	
	■ Personnel policy: exists and reviewed/updated within last 5 yrs.	II		
	■ Data practices policy: exists & reviewed/updated within last 5 yrs.	II		
	■ Manager appointments: current and reported	II		
	■ Consultant RFP: within 2 yrs. for professional services	II		
	★ Administrator on staff	II		
	★ Board training: orientation & cont. ed. plan and record for each board member	II		
	★ Staff training: orientation & cont. ed. plan and record for each staff	II		
	★ Operational guidelines for fiscal procedures and conflicts of interest exist and current	II		
★ Public drainage records: meet modernization guidelines	II			
Planning	■ Watershed management plan: up-to-date	I		
	■ City/twp. local water plans not yet approved	II		
	■ Capital Improvement Program: reviewed every 2 yrs.	II		
	★ Biennial Budget Request submitted on time	II		
	★ Strategic plan identifies short-term priorities	II		
Execution	■ Engineer Reports: submitted for DNR & BWSR review	II		
	■ Total expenditures per year (past 10 yrs.)	II	see below	
	★ Water quality trends tracked for key water bodies	II		
	★ Watershed hydrologic trends monitored / reported	II		
Communication & Coordination	Website: contains information as required by MR 8410.0150 Subp. 3a, i.e. as board meeting information, contact information and water plan, among others ■	II		
	Functioning advisory committee(s): recommendations on projects, reports, 2-way communication with Board ■	II		
	Communication piece: sent within last 12 months ■	II		
	<input type="checkbox"/> Communication Target Audience:			
	★ Track progress for I & E objectives in Plan	II		
	★ Coordination with County Board, SWCD Board & City/Twp. officials	II		
	★ Partnerships: cooperative projects/tasks with neighboring organizations, such as counties, soil and water districts, watershed districts and non-governmental organizations	II		

**SOIL AND WATER CONSERVATION DISTRICT PERFORMANCE STANDARDS**

LGU Name: \_\_\_\_\_

Performance Area	Performance Standard	Level of Review	Rating	
	<ul style="list-style-type: none"> <li>■ Basic practice or Statutory requirement</li> <li>★ High Performance standard</li> </ul> <p>(see instructions for explanation of standards)</p>	I Annual Compliance II BWSR Staff Review & Assessment (1/10 yrs.)	Yes, No, or Value	
			YES	NO
Administration	■ Financial statement: annual, on-time and balances	I		
	■ Financial audit: completed within last 3 yrs. or \$500K, or as per BWSR correspondence	I		
	■ eLINK Grant Report(s) 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		
	★ Job approval authorities: reviewed and reported annually	II		
	★ Operational guidelines and policies exist and are current	II		
	★ Board training: orientation & cont. ed. plan and record for each board member	II		
★ Staff training: orientation and cont. ed. plan and record for each staff member	II			
Planning	■ Comprehensive Plan: updated within 5 yrs. or current resolution adopting unexpired county LWM plan	I		
	■ Biennial Budget Request submitted on time	I		
	★ Prioritized, Targeted and Measureable criteria are used for Goals and Objectives in the local water management plan as appropriate.	II		
	★ Annual Plan of Work: based on comp plan, strategic priorities	II		
Execution	■ Are state grant funds spent in high priority problem areas	II		
	■ Total expenditures per year (over past 10 yrs.)	II	see below	
	■ Months of operating funds in reserve	II		
	★ Certified wetland delineator: on staff or retainer	II		
	★ Outcome trends monitored and reported for key resources	II		
Communication & Coordination	■ Website contains all required content elements	I		
	★ Website contains additional content beyond minimum required	II		
	★ Track progress on I & E objectives in Plan	II		
	★ Obtain stakeholder input: within last 5 yrs.	II		
	★ Annual report communicates progress on plan goals	II		
	★ Partnerships: cooperative projects/tasks with neighboring districts, counties, watershed districts, non-governmental organizations	II		
	★ Coordination with County Board by supervisors or staff	II		



# Appendix I

## 2016 Local Government Performance Awards and Recognition

(Awarding agency listed in parentheses.)

### Outstanding SWCD Employee

(Board of Water and Soil Resources)

**Melissa Barrick, Crow Wing SWCD**

### Outstanding SWCD Supervisor Award

(Minnesota Association of Soil and Water Conservation Districts)

**Clark Lingbeek, Cottonwood SWCD**

### SWCD of the Year

(Minnesota Association of Soil and Water Conservation Districts)

**Pope SWCD**

### SWCD Appreciation Award

(Department of Natural Resources)

**Becker SWCD**

### Outstanding Watershed District Employee

(Board of Water and Soil Resources)

**Myron Jesme, Red Lake Watershed District**

### Watershed District of the Year

(Department of Natural Resources)

**Riley Purgatory Bluff Creek Watershed District**

### WD Program of the Year

(Minnesota Association of Watershed Districts)

**Sauk River Watershed District – Water Fest and River Rallies**

### WD Project of the Year

(Minnesota Association of Watershed Districts)

**Rice Creek Watershed District – Bald Eagle Lake Restoration Project**

### County Conservation Award

(Association of Minnesota Counties and Board of Water and Soil Resources)

**Lake Superior North Watershed Management Plan developed by Cook and Lake Counties**