

TAB 4



Washington State
Conservation Commission

July 17, 2014

TO: Conservation Commission Members
Mark Clark, Executive Director

FROM: Ray Ledgerwood

SUBJECT: District Good Governance Report

Summary: WSCC Staff have completed the FY14 analysis of Conservation District Good Governance status 45 districts in Tier 1 status as of July 7, 2014. The Good Governance activities have set a foundation for working with districts on opportunities for district operations improvement and assistance by WSCC staff. Staff have worked with 20 districts on improvements. 25 districts met or exceeded all 25 Good Governance elements

Action Requested:

Receive status report and acknowledge WSCC staff recommendations for the following Conservation District Good Governance Tier Status

- Forty-five Conservation Districts recommended for Tier 1 Status with twenty districts completing work on some Good Governance element with Commission staff.
- No Conservation Districts recommended for either Tier 2, Tier 3, or Tier 4 Status at this time

Materials:

1. Good Governance Status Report 7.8.13

Staff Contact: Ray Ledgerwood

Good Governance

Report of Conservation District
Good Governance Status
July 2014



For more information contact:
Ray Ledgerwood
District Operations Manager
ray.ledgerwood@scc.wa.gov
or 208.301.4728

Summary:

WSCC Staff have completed the FY14 analysis of Conservation District Good Governance status and have found 45 districts in Tier 1 status as of July 8, 2014. The Good Governance activities have set a foundation for working with districts on opportunities for district operations improvement and assistance by WSCC staff.

Status:

As of July 8, 2014;

- **Forty-five Conservation Districts** recommended for **Tier 1** Status with twenty districts completing work on some Good Governance element with Commission staff. Twenty-five Districts have met or exceeded the threshold on all elements of the Good Governance evaluation
- **No Conservation Districts** recommended for Tier 2, Tier 3, or Tier 4 Status

Background:

In early January 2014, the Good Governance analysis form and policy were emailed to each conservation district manager with a request for each district board and staff to do a "self-evaluation" of status. The intention of this district self-analysis was to identify any areas needing improvement with enough time to correct before the May status was determined.

WSCC staff March 10, 2014 met to do an "early" analysis of Conservation District Good Governance status. The intention of this step was to determine if any districts were in a Tier 4 status with time to correct before the analysis in May. Another analysis of Conservation District Good Governance status was conducted on in April 28, 2014 by WSCC staff and determined 45 districts in Tier 1 status. On July 7, Regional Managers and Financial Staff met to finalize the report of Good Governance status with the result being this report at the July 2013 Commission meeting.

As part of these activities it was determined that a review of the Good Governance Policy, Procedures and Checklist and recommendations will be brought to the Commission as an informational topic at a September 2014 meeting.

Districts Meeting or Exceeding Good Governance Elements:

Twenty-five Conservation Districts met or exceeded good governance elements including:

Benton	Kittitas	Snohomish
Cascadia	Lewis	South Yakima
Central Klickitat	Lincoln	Stevens
Clallam	North Yakima	Underwood
Columbia	Okanogan	Walla Walla
Eastern Klickitat	Palouse Rock Lake	Whatcom
Foster Creek	Palouse	Whidbey Island
Franklin	Pine Creek	
Grant County	Skagit	

Opportunities for Improvement:

20 Districts have completed or are completing work with Commission staff on one or more of the Good Governance Elements

District	Good Governance Element & Notes
Adams (8 elements)	<p># 1&2 Implementation is lagging. New manager is making headway on getting implementation restarted and should see results this next Fiscal year.</p> <p>#6 Adams violated the requirement for due notice of the election by not publishing the intent to adopt an election resolution twice, in violation of WAC 135-110-220(1) and WAC 135-110-110. Board approved an election remediation plan that should prevent future election issues.</p> <p>#7-Has draft SAO audit response started for their May mtg. SAO audit response Action Plan was approved 6/12/14 and sent to SAO.</p> <p>#10 Restricted hours due to short finances at end of FY. CD moved to new space and should be operating more normal hours at beginning of new FY.</p> <p>#19iii - LRP expires this year and update public meeting is scheduled for October 23. Update was delayed so that CD is likely to get more public input.</p> <p>#22 Input is being sought from Public by Public LRP input mtg on Oct 23, and there have been discussions of using District and other Newsletters to reach the public.</p> <p>#24 Cities/Towns are not in District. We discussed the need to rebuild county relationship. Discussed potential of RCO funding source. No local tribal governments and no WSDA activity in District and no active local watershed groups.</p>
Asotin (1 elements)	#18i Brewer followed up with Manager Sandy C by phone about Annual Work Plan which was submitted after the May 30 deadline.
Clark (1 element)	#6 Minor Error that didn't affect outcome of election. See Memo from Bill Eller.
Cowlitz (1 element)	#6 Cowlitz has violated WAC 135-110-210(3) by turning in Form 1 too late. They turned in Form 1 on 3.24.14. It was due 2.27.14. Cowlitz also violated WAC 135-110-240(2) for not having the poll site open for 4 hours – they only had it open for 3.5 hours.
Ferry (2 elements)	<p># 4 Discussed some vouchering issues with Manager on 3/26/14 and some issues on vouchering corrections has been addressed by the district manager, changing it from a yellow to green. Met with staff on 6/26 and developed a plan that will reduce vouchering errors. Plan was accepted by D Becker on 6/26.</p> <p>#18i Brewer made a phone contact with Manager Lloyd who did submit the Annual work plan, but after the deadline date.</p> <p>#19iii LRP expires this year and update will be scheduled this fall after 2 new Supervisors have been on board for a while. Board and Brewer agreed that it would be better to wait till Fall.</p>
Grays Harbor (2 element)	<p>#4 Financial staff having to explain financial process and procedures to district staff...also issues with internal communications</p> <p>#18 The annual work plan was not submitted on time, but was submitted</p>
Jefferson (1 element)	#23 The annual report of accomplishments was not submitted on time, but was submitted
King (1 element)	#23 The annual report of accomplishments was not submitted on time, but was submitted

Kitsap (1 element)	#6 Kitsap has violated WAC 135-110-210(3) by turning in Form 1 too late. They turned in Form 1 on 3.27.14. It was due 2.21.14.
Mason (1 element)	#4 District has been late and non-responsive to financial staff. Regional Manager discussed with MCD manager on several occasions. Turnover in MCD financial staff has been a primary cause.
Pacific (2 elements)	#4 Financial staff having to explain financial process and procedures to district staff...also issues with internal communications #18 The annual work plan was not submitted on time, but was submitted
Pend Oreille (1 element)	#6-The District violated the election manual rules regarding sending the appointment application in to the Commission. They didn't send the original application in by the March 31 deadline to the Commission's office in Lacey, in violation of Section 3(B)2(a)i and ii on pg 39, Section 3(B)2(b)i on pg 39, Section 3(D)3(a) on pg 42, Section 3(D)4 on pg 42, and Section 3(D)5(a) on page 42 of the Election Manual. #19iii Should never have been yellow. 3/26/12 email says the LRP 2012-2017 was posted on y drive by Brewer and copy sent to M Finkenbinder..
Pierce (1 element)	#23 The annual report of accomplishments was not submitted on time, but was submitted
Pomeroy (1 elements)	#4- Financial Reporting/vouchering accuracy needs some improvement. #4 - On 5/8/14 Brewer had a discussion with Manager about accuracy and suggested that manager review vouchers and other financial documents for accuracy and also for training, so a second person can complete vouchers and reports if needed. Manager understands the need to improve accuracy and will consider the recommended improvement strategy. Manager has submitted plan to financial staff. #19iii - LRP is drafted to be approved by board in May. #19iii LRP was approved by the board and filed with WSCC on 5/21/14 and question returned to green.
San Juan (1 element)	#6 San Juan has violated WAC 135-110-210(3) by turning in Form 1 too late. They have not turned in any election forms as of 4.7.14. They could have violated WAC 135-110-750(1) and / or WAC 135-110-270(1) as well, but I can't tell yet until April 30 passes.
South Douglas (1 element)	#4 District made an inappropriate expenditure to the County Fair after the RM coached them not to on multiple occasions
Spokane (1 element)	#18 The annual work plan was not submitted on time, but was submitted
Thurston (1 element)	#6 They violated the requirement for due notice of the election by not publishing the intent to adopt an election resolution in a newspaper, in violation of WAC 135-110-220(1).
Wahkiakum (1 element)	#6 Wahkiakum has violated WAC 135-110-210(3) by turning in Form 1 too late. They turned in Form 1 on 3.20.14. It was due 2.20.14.
Whitman (4 elements)	#1 & #2 The RM continues to work with the Supervisors and staff on conservation work being completed, this spring and summer vast improvements have been made in TA; #6 Whitman has violated WAC 135-110-210(3) by turning in Form 1 too late. They turned in Form 1 on 1.27.14. It was due 1.11.14; #20 District has began a website, facebook page, and planning shop talks for outreach

"Yes" or Good Performance	Green Count	Yellow Count	Red Count
Consider Improvement			
"No" or Substandard Performance			
Overall	25	20	0
Category 1 Performance Components			
Conservation On the Ground Performance			
1) The funded conservation activities in the district's previous year's Annual Work Plan address the resource concerns identified by the board of supervisors; the district has been in regular consultation with the state and local agencies of record for those resource concerns, and those activities have been implemented.	43	2	0
2) Implementation goals (intermediate outcomes) on WSCC funded work for the last state fiscal year were all met.	43	2	0
3) Supervisors and staff are leveraging financial and other resources with other districts to achieve efficiencies	45	0	0
Financial Performance			
4) Financial reporting and vouchering to the WSCC is on time, complete, accurate, and complies with WSCC financial policies and procedures.	40	5	0
5) WSCC allocated funding is utilized in a timely manner - and/or - WSCC has been notified by March 31 st that funding allocations for that fiscal year cannot be utilized.	45	0	0
Supervisor Election and Appointment			
6) The election and appointment of district supervisors complies with WSCC rules and procedures.	36	9	0
Audit Resolution – If Any			
7) Has addressed or is in the process of addressing any identified, resolvable State Auditor issues.	44	1	0
Category 2 Performance Components			
District Operations and Capacity			
8) Board of Supervisors actively governs the district by demonstrating leadership in conservation stewardship as well as instilling an ethic and culture of constant improvement.	45	0	0
9) Each district board holds board meetings attended by a quorum of supervisors who:	45	0	0
i) Has chosen a supervisor to be Chair	45	0	0
ii) Has performed its due diligence to ensure all supervisor seats are filled; and	45	0	0
iii) Has no more than one board meeting cancelled due to lack of a quorum	45	0	0
10) Has a physical location that meets requirements for public offices with regular weekday office hours for public access, information, and services.	44	1	0

11) Regular board meetings are held in accordance with state law (“regular” means monthly unless it can be shown that a different schedule better meets the needs of the public.)	45		
12) There is a board-approved delegation of district managerial responsibilities to a district manager, administrator, executive director, coordinator as a primary point of contact.	45		
13) Supervisors & staff participate in annual training (WACD, WADE, WSCC, Enduris, NRCS, etc.).	45		
14) District has the technical capacity to implement and maintain conservation on the ground with reliable and consistent quality	45		
Working Within the Constraints of the Law			
15) The conservation district has used the Schedule 22 Internal Assessment to perform an internal audit as required by RCW 89.08.210 for the most recently completed fiscal year.	45		
16) The conservation district has, if needed, begun the process to address any identified opportunities for improvement uncovered by the Schedule 22 Internal Assessment.	45		
17) The conservation district has, if needed, used Enduris, WSCC, MRSC, and/or an attorney for legal questions.	45		
Long Range and Annual Work Plan			
18) Annual Work Plan:	45		
i) Is submitted on time and in the current WSCC template	40	5	
ii) Addresses highest priority resource concerns identified by the board of supervisors with data provided by the district as well as the agencies of record for those resource concerns	45		
iii) Contains achievable and measurable activities, reasonable completion target dates, staffing/task assignments, and a supporting budget	45		
iv) Has priorities compatible with the district submission to WACD budget request	45		
19) Long Range Plan	45		
i) Is on the current WSCC template, annually reviewed and on file with WSCC	44	1	
ii) Addresses highest priority resource concerns identified by the board with data provided by the district as well as the agencies of record for those resource concerns	45		
iii) Has been updated within the past 5 years	44	1	
Public Outreach, Involvement, and Education			
20) Regular communication to the public (such as: newsletters, current and updated website, social or other media, and educational programs or workshops) within the current fiscal year has occurred.	44	1	
21) All regular and special board meetings as well as other public events are properly publicized, conducted, and contain an official opportunity on the agenda for public comment.	45		
22) Input is sought from stakeholders (which include at least one public meeting) before annual work plan and long range plan are approved by the board. (Note – the public meeting could be either an identified portion of a regular board meeting or a separate public hearing held for that purpose)	44	1	
23) The annual report of accomplishments was submitted on time, in the prescribed format to the WSCC, and utilized for public/stakeholder education	42	3	

24) Demonstrated ability to work with all local public, private, and nonprofit partners (as well as entities represented and partnering with the Commission) to identify and target areas for natural resource conservation and improvement.	44	1	
i) County government	44	1	
ii) Cities and towns	45		
iii) NRCS	45		
iv) Ecology	45		
v) WSDA	44	1	
vi) WDFW	45		
vii) DNR	44	1	
viii) RCO	44	1	
ix) Local Tribal governments	44	1	
x) Local watershed groups or other nonprofit partners	44	1	
xi) Enduris	45		
xii) WACD	44	1	
xiii) NACD	39	15	
25) The conservation district develops its goals and measures its accomplishments based on data that is self-generated as well as cooperatively received from partner agencies.	45		

One did not pay WACD Dues
Fifteen did not pay NACD dues



Washington State
Conservation Commission

July 17, 2014

TO: Conservation Commission Members
Mark Clark, Executive Director

FROM: Larry Brewer, Regional Manager

RE: Cultural Resource Policy

Summary:

From the May Commission meeting, the policy was sent out to Districts for comments per the Commission's procedure on policies.

Written comments were received from 5 persons/district and responses developed. Minor clarifications were made to the May Draft policy documents as a result of the comments received.

All changes to the May 2014 documents are highlighted in yellow and included in the July 2014 Commission meeting packet.

All comments and responses are shown on the Response table in the July meeting packet. Some comments involved the implementation of the policy and were noted for future consideration.

Action Requested: Review

Contact: Larry Brewer, Regional Manager lbrewer@scc.wa.gov.

~~May 15, 2014~~ July 9, 2014

TO: Conservation Commission Members
Mark Clark, Executive Director

FROM: Larry Brewer, Regional Manager

SUBJECT: WSCC Cultural Resource Policy for solely WSCC funded cost shared projects.

Background:

The 2005 Governor's Executive Order 0505 (EO 0505) requires all state agencies to review "capital construction projects" with the DAHP and affected Tribes to determine potential impacts to cultural resources.

Based upon this requirement, state resource agencies such as DOE and RCO that work with Conservation Districts have already established their Cultural Resource guidance and policies which Districts must follow for their agency's funding. Our federal partners such as BPA and NRCS have had national Cultural Resource policies in place for a number of years which they require to be followed for their federal funding.

A Cultural Resource issue of significance for the private landowners that Districts work with is RCW 27.53.060. This RCW states that "On the private and public lands of this state it shall be unlawful for any person, firm, corporation, or any agency or institution of the state or a political subdivision thereof to knowingly remove, alter, dig into, or excavate ... or to damage, deface, or destroy any historic or prehistoric archaeological resource or site, or remove any archaeological object from such site, except for Indian graves or cairns, or any glyptic or painted record of any tribe or peoples, or historic graves as defined in chapter [68.05](#) RCW, disturbances of which shall be a class C felony punishable under chapter [9A.20](#) RCW, without having obtained a written permit from the director for such activities."

Based upon these the above information, it would seem appropriate for the WSCC to take steps to comply with the Executive Order 0505 when providing state funds to and through the Conservation Districts to help both landowners and districts to comply with RCW 27.53.060.

The intent of Executive Order 0505 is to require communications (consultation) with affected tribes concerning state funded projects. With Conservation Districts it is generally recognized that communications may best be done at the local level between a District and local tribes. This proposed process should allow for or even encourage this local communications while still meeting the state agency requirements of notifying all potentially affected tribes about conservation work being planned and documenting the state level consultation efforts.

The attached recommended “WSCC Cultural Resource Policy” might be considered to help meet these obligations for WSCC, Districts, and our Landowners being assisted.

DISCUSSION:

The Governor’s Executive Order 0505 requires all state agencies to review “capital construction projects” with the DAHP and affected Tribes to determine potential impacts to cultural resources. Having looked at several options; discussions with Mark Clark, and other folks including a few district staff; reviewing the DOE process, and the EO 0505, I recommend the following two options to be considered for the WSCC to comply with Executive Order 0505.

Option A – All solely WSCC funded practices use the DOE Cultural Resource process

For all District conservation practices that are completed using only state WSCC funds, Districts and WSCC will use the same process as DOE.

Option B – Only Category 3 Capital Funded practices follow the DOE Cultural Resource Process:

Russ Holter (DAHP) (and also Al Whitlam with DAHP in 2012) told me verbally that DAHP sees EO 0505 as applying to capital funded projects which is also documented on their current DAHP website.

Therefore, WSCC could use a process which is the same as DOE for only the solely WSCC capital funded projects (Category 3 funding) while non capital funded projects (Category 1 and 2 Implementation Funds) would be at the discretion of the district with WSCC encouragement to develop actions locally to protect all their Cultural Resources in their district.

Positive Aspects

1. As a state agency like DOE, WSCC has the same responsibility to comply with EO 0505 and should be able to comply following the same process, since both agencies do similar cost share work with landowners working through Conservation Districts.
2. The DOE process used to consult with each affected tribe is a government to government activity and is at the State Government level rather than a district level, and the higher level might be more acceptable to some tribes.
3. Having one WSCC statewide point person dealing with Cultural Resources for all the Districts would be simpler and have more consistency, both for all the tribes and for all the districts as well as the Commission.
4. Using a process, identical to DOE’s, that some of the tribes are already familiar with, might improve tribal acceptance of the WSCC process.
5. DOE has already notified DAHP of this process and has been using it, thereby giving the DOE process acceptance making the DOE process known and familiar.
6. It is much more efficient to use the same process and same DAHP forms with which many Districts are already familiar. This would reduce training needs and reduce errors by using the same process.
7. The districts could easily trial the proposed DOE type process for 2 or 3 years and then the WSCC could convene a committee to review their process to determine possible improvements or whether to change the process altogether.

Negative aspects:

1. WSCC staff time would be required to review Cultural Resource forms for correctness (and obtain corrections when needed), process the requests to appropriate tribes and DAHP, and notify Districts of the results of the tribal notification. There would undoubtedly be additional staff time required for troubleshooting issues that arise both programmatically and with specific projects.
2. This proposed process requires a 30 day waiting period for tribal and DAHP responses which would likely be more like 45 to 60 days due to internal processing time.
3. All districts would have to comply since it would be an agency level decision.



Larry Brewer
Regional Manager
Washington State Conservation Commission

*The Cultural Resource Review Process is described on another page.

DRAFT

WSCC Process for complying with Governor's Executive Order 0505 (rev 12-30-13)

Background

The Governor's Executive Order 0505 (EO 0505) requires consultation between state agency officials and other parties with an interest in a proposed project, including the responsibility for government-to-government consultation with potentially interested Indian tribes. The goal of consultation is to identify historic properties and cultural resources potentially affected by a proposed action, assess the effects, and seek ways to avoid, minimize, or mitigate any adverse effects on historic properties and cultural resources.

NOTE: In cases where practices or projects are done involving other agency funds or federal funds, those other agency Cultural Resource guidelines should be followed and would be considered to have taken care of WSCC Cultural Resource requirements.

WSCC Procedure

A District may contact DAHP or local tribes prior to initiating the EO 0505 process, however it is the responsibility of WSCC to initiate communication with tribes and other interested parties to fulfill the state level requirements of EO 0505. The following is the procedure that WSCC will follow to meet those EO 0505 requirements.

Step 1. Will the project involve any ground disturbing activities or involve any structures 50 years or older?

- *If the answer is "no", the applicant must carefully document this in their practice file. No further action is required.*
- If the answer is "yes", go to step 2 and 3.

Step 2. For any activities involving structures 50 years or older, the applicant fills out a Historic Property Inventory form on DAHP's Historic Property Inventory online database for DAHP's review. The District must designate WSCC as owner of the data that is entered into DAHP's database. DAHP may require more intensive investigation or mitigation of impacts to the structure depending on the historical significance of the building.

Step 3. For any ground disturbing activities, the District will complete DAHP's EZ-1 form or conduct a site specific cultural resources survey (when there is a high likelihood of cultural resources on the project site).

Districts should use DAHP's Cultural Resource Report Cover Sheet for cultural resources surveys. The archaeologist must designate WSCC as owner of any data that is entered into DAHP's database, so WSCC will be the contact for the data. If a site specific cultural resources survey is conducted, no EZ-1 form is needed.

-DAHP EZ forms available at: <http://www.dahp.wa.gov/governors-executive-order-05-05>

-DAHP CR Report Cover Sheet at: http://www.dahp.wa.gov/sites/default/files/CRSURVEYcoversheet_Aug2011.doc

This step could certainly be augmented by the District working with any Tribe that is interested and willing to work with the district. Any tribal agreement concerning the project, verbal or otherwise, should be documented and included with the EZ1 report.

Step 4. The District will submit a hard copy and an electronic copy of the EZ-1 Form or site specific cultural resources survey, along with any previous tribal or DAHP correspondence regarding the project to WSCC's CR Coordinator. The District may include a list of potential tribes of interest to contact about the project activities as part of the packet of materials.

Step 5. The WSCC CR Coordinator will compile and send out all of the appropriate correspondence:

a. If an EZ-1 Form:

1) WSCC tribal cover letter with the Director's signature and the EZ1 form to all potentially interested tribes.

2) The WSCC CR Coordinator will then email to DAHP for review: the EZ1 form and all correspondence including tribal, WSCC, and District correspondence.

b. If a Site Specific Cultural Resources Survey:

1) WSCC tribal cover letter with the WSCC Director's signature and the Cultural Resource Survey asking for concurrence to implement to all potentially interested tribes.

2) Electronic versions of all WSCC letters, any tribal or district correspondence, and the survey will be emailed to DAHP for review.

Step 6. The WSCC CR Coordinator will send DAHP's and the tribes' correspondence and responses, or a lack of response notice to the District,

a. If DAHP and tribes respond that there will be no effect to cultural resources or do not respond within the 30 day request period then the project will be considered to have complied with EO 0505. The District will write an inadvertent discovery plan (IDP), if one is not in place already, and then the district or landowner may proceed with project activity. Every person working on the project site must be familiar with the IDP procedures in case any cultural resources are discovered. The District will consider all mitigation measures into the project that are mentioned in any responses.

b. If DAHP or a tribe requests more information, the District will compile required information and submit to WSCC's CR Coordinator and the cultural resources review process will continue.

c. If the District, DAHP, or the tribes determine there will be an effect on cultural resources or historic properties, go to step 7.

Step 7. The determination that the project will have an effect on Cultural Resources or historic properties triggers a process of formal consultation with EPA, the District, the tribes, and DAHP regarding whether the effect is adverse or not.

The WSCC CR coordinator will coordinate the formal consultation process.

Formal consultation can result in a memorandum of agreement detailing how the adverse effects will be resolved. The CR process is complete after the MOA has been signed by the appropriate consulting parties and then the District/Landowner may proceed with project activity.

Useful References

-The WSCC Coordinator will maintain tribal contact information and provide it upon request.

-The WSDOT web site also has a current list of tribal contacts at:

<http://www.wsdot.wa.gov/tribal/TribalContacts.htm>

-Tribal cultural resources contact information at:

<http://www.dahp.wa.gov/sites/default/files/Washington%20Tribes%20Contact%20List.pdf>

-Washington Department of Archaeology and Historic Preservation (DAHP) EZ forms at:

<http://www.dahp.wa.gov/governors-executive-order-05-05>

-Governor's Office of Indian Affairs at: <http://www.goia.wa.gov/>

-Tribal information map at: <http://www.goia.wa.gov/Tribal-Information/Map.htm>

-National Historic Preservation Act, 16 USC 470: <http://www.usda.gov/rus/water/ees/pdf/nhpa.pdf>

-Protection of Historic Properties, 36 CFR 800: <http://www.usda.gov/rus/water/ees/pdf/36cfr800.pdf>

-Advisory Council for Historic Preservation: <http://www.achp.gov/>

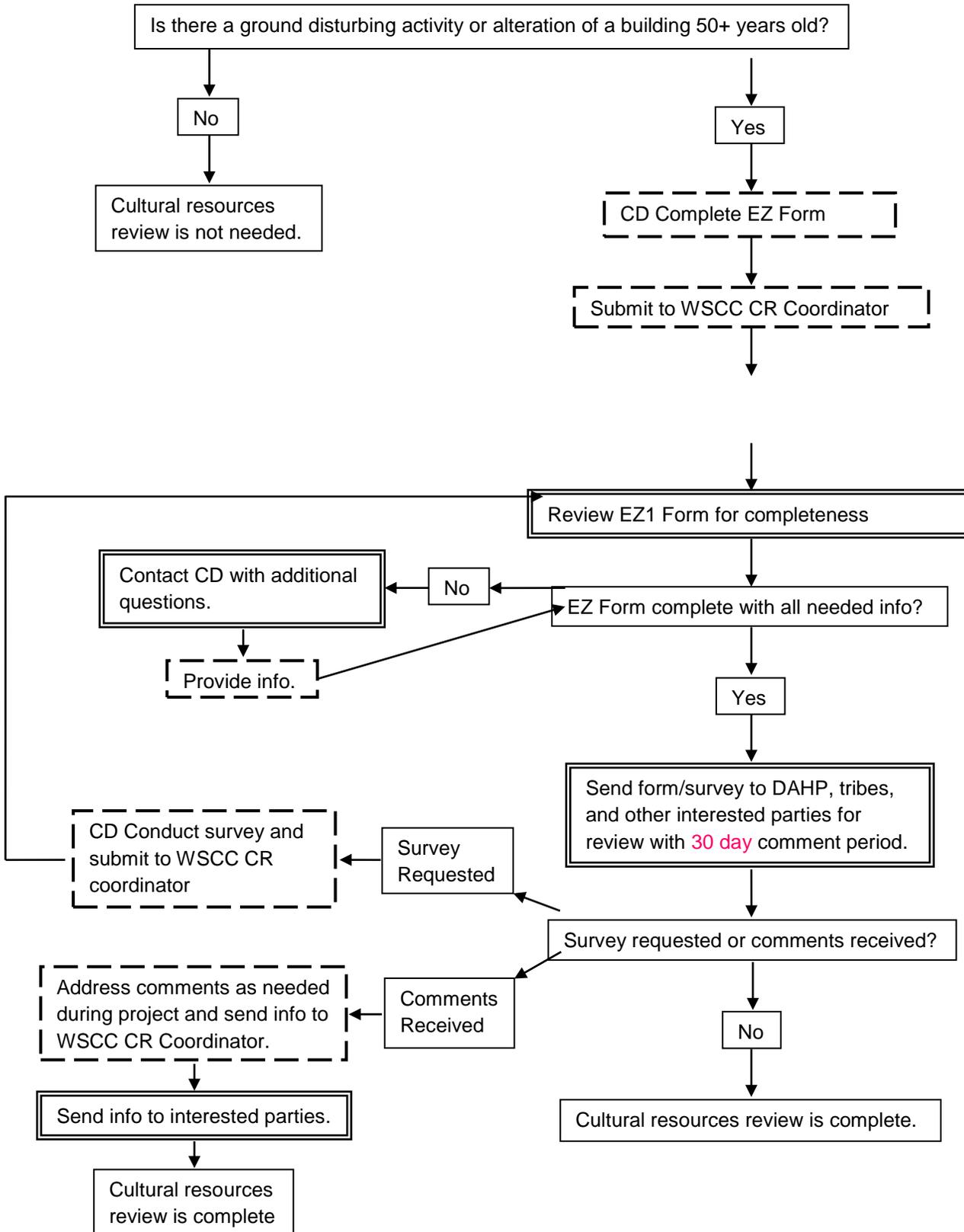
-National Register of Historic Places at: <http://www.cr.nps.gov/nr>

CR Coordinator.

WA State Conservation Commission
Funded Projects **

Recipient

Cultural Resources (CR) Review Process (12/30/13 7-9-14)



Section 106 versus Executive Order 05-05

- Section 106 of the National Historic Preservation Act is applied to actions funded by federal agencies. Section 106 also applies to the Water Quality Program's State Revolving Fund Loan Program and Section 319 Grant Program, etc since they include federal funds.
 - If Section 106 has been conducted for a project by a federal agency, it may be accepted by WSCC for compliance with EO 0505. Please contact your WSCC Cultural Resource Coordinator to make sure if a federal review can be accepted.
- Governor's Executive Order 05-05 is required for all state funded capital projects. This includes projects with state funds provided by the WSCC.
 - Executive Order 05-05 cannot be adopted to meet Section 106 requirements for federally funded projects.
 - The Conservation Commission can accept another state agency's 05-05 process to meet WSCC cultural resources review requirements. Please contact your WSCC Cultural Resource Coordinator to make sure another state agency's review is acceptable.

Correspondence: Washington State Conservation Commission is responsible, as the funding agency, for contacting the Department of Archaeology and Historic Preservation (DAHP), tribes, and other interested parties to meet cultural resource review requirements. Previous approval from DAHP nor the tribes does not necessarily fulfill these requirements but may be considered by the WSCC Cultural Resource Coordinator.

EZ Forms: found at <http://www.dahp.wa.gov/governors-executive-order-05-05>

- EZ-1: This form is to provide information about ground disturbing activities.
- EZ-2: This form is to provide information about alterations to buildings 50 years or older.

Ground Disturbing Activities: This refers to any work that impacts the soil or ground from its current conditions. There is no threshold for this criterion. If the activity requires any work that goes below the surface of the ground, it requires a cultural resources review.

Changes to Project Design or Project Area: If there are any changes made to the project area or design after cultural resources review has been completed, review will have to be reinitiated in order to capture the changes. It is suggested that cultural resources review begin only after the final design is complete to expedite the process.

Timing: The time period it takes for cultural resources review occurs cannot change. Please plan ahead to ensure enough time is permitted prior to implementation, which could be 45 days or more.

Eligibility

- All activities associated with cultural resources review are grant and loan eligible.
- Construction or BMP implementation that occurs prior to cultural resources review may not be eligible for reimbursement.

Questions? Contact your WSCC Cultural Resource Coordinator.

**** NOTE:** In cases where practices or projects are done involving other agency funds or federal funds, those other agency CR guidelines should be followed and may be considered to have taken care of WSCC CR requirements.

WSCC POLICY REVIEW – RESPONSE TO COMMENTS

Policy: Cultural Resources Policy

Date of Responses to Comments: 7/9/14 – L Brewer

Comment Period: 5/30/14 to 7/7/14

COMMENT	SCC STAFF RESPONSE	REVISED TEXT
<p>1. Whatever process is developed it should only apply to capital construction projects.- Nielsen</p>	<p>Support for Option B</p>	<p>No change to the proposed policy at this time.</p>
<p>2. How might we be able to satisfy any earlier WACD resolutions about cultural resources (in part if possible) as part of this process? - Vogel</p>	<p>The WSCC CR policy currently under review will provide a CR process for District conservation work solely funded thru WSCC. However, this policy is not likely to reduce the workload nor costs associated with addressing CR.</p> <p>This policy will help WSCC to be in compliance with the Governor’s Executive Order 0505, which expresses the path to cultural resource preservation that Washington state has directed WSCC as well as the other state agencies to take.</p> <p>In the resolution background it was noted that: This (CR surveys) adds considerable expense to projects...”</p> <p>As for CR field Surveys, if adopted, <u>this WSCC policy under review may reduce the need for CR field surveys</u> to only those that are needed based upon written notification from a tribe or DAHP..</p>	<p>No change to the proposed policy at this time.</p>

<p>3.It is important to be respectful and protective of such resources, because they are part of the identity and heritage of individual tribes as well as the state.-Davis</p>	<p>-This policy should help to meet this concern.</p>	<p>No change to the proposed policy at this time.</p>
<p>4.EO 05-05 is coming up on eight years in existence. Why is the Commission just now creating a policy?- Davis</p>	<p>-It seems that the primary emphasis for 0505 was for WSDOT and other agencies doing those larger “Capital Improvement Projects” Those agencies seem to have complied earlier while other agencies dealing with smaller projects or assisting landowners to do projects for example were not being pressured to comply.</p>	<p>No change to the proposed policy at this time.</p>
<p>5.I do like the suggestion to pilot whatever policy is adopted by the Commission. This is a viable, responsible way forward. - Davis</p>	<p>-Piloting would be at the discretion of the Executive Director and Commission</p>	<p>No change to the proposed policy at this time.</p>
<p>6.Positive Aspects #2 – “The DOE process used to consult with each affected tribe is a government to government activity and is at the State Government level rather than a district level, and the higher level might be more acceptable to some tribes.” <u>COMMENT:</u> The ‘higher level’ government to government activity might be more acceptable to some tribes is likely true. Just be careful about assuming or projecting that all tribes might feel the same way. The statewide tribal community is not homogenous (another lesson from my State Board of Education days.) - Davis</p>	<p>-Changed to further emphasize the opportunity for local interactions.</p>	<p>-To emphasize the opportunity for local interactions concerning CR : As a last sentence to Step 3 of the WSCC process add: This step could certainly be augmented by the District working with any Tribe that is interested and willing to work with the district. Any tribal agreement concerning the project, verbal or otherwise, should be documented and included with the EZ1 report. (this is the same as #13)</p>
<p>7.Positive Aspects #3 – “Having one statewide point person dealing with Cultural Resources would be simpler and have more consistency, both for all the tribes and for all the districts as well as the Commission.”</p>	<p>The intent was one WSCC statewide person as the CR point person for all Districts. -The WSCC could consider collaborating with other agencies to gain efficiencies in 0505</p>	<p>For clarification changed Cover letter, Positive Aspects #3 to: 3. Having one WSCC statewide point person dealing with Cultural Resources for all the Districts</p>

<p><u>COMMENT:</u> The statement is on the mark, but does not address whether it is meant to imply one statewide point person serving on behalf of two or more affected agencies, or one statewide point person for each affected agency. The distinction is important. It could be argued that if the statement is intended to support one statewide point person to serve more than one agency, then it supports an interagency approach. The balance that needs to be considered, in my humble opinion, is to craft a policy that serves the interests of the constituents vs. the needs of the agency(ies). - Davis</p>	<p>compliance. As noted in the comment, WSCC would need to consider the interests of the Districts (a WSCC constituent) in doing so.</p>	<p>would be simpler and have more consistency, both for all the tribes and for all the districts as well as the Commission.</p>
<p>8.Positive Aspects #4 – “Using a process, identical to DOE’s, that some of the tribes are already familiar with, might improve tribal acceptance of the WSCC process.” <u>COMMENT:</u> Has the statewide tribal community been asked to comment on the proposed policy options? If not, I would strongly encourage that this be done. - Davis</p>	<p>-Tribal community has not been asked to comment on proposed policy, and it might be good to ask each individual tribe. -Asking each tribe could delay adopting a WSCC CR policy. -It would be helpful to develop a strategy on getting the input from the 29 Fed Recognized tribes in Washington (or the 39 tribes in the state) plus the tribes outside of Washington state. -The responsible WSCC Agency executive director would need to decide.</p>	<p>No change to the proposed policy at this time.</p>
<p>9.Positive Aspects #5 – “DOE has already notified DAHP of this process and has been using it, thereby giving the DOE process acceptance.” <u>COMMENT:</u> Is the process accepted or just known and familiar? Has the DOE process been ‘accepted’ by DAHP? Has it been</p>	<p>-The DOE process is known and familiar and not necessarily accepted. -DAHP was consulted and influenced the development of the DOE process.</p>	<p>Change: Cover letter, Postitive Aspects #5 to: 5. DOE has already notified DAHP of this process and has been using it, thereby giving the DOE process acceptance making the DOE process known and familiar.</p>

<p>'accepted' by conservation districts? Has it been 'accepted' by tribes? - Davis</p>		
<p>10. Positive Aspects #6 – “It is much more efficient to use the same process and same DAHP forms with which many Districts are already familiar. This would reduce training needs and reduce errors by using the same process.” <u>COMMENT:</u> Being more efficient does not necessarily equate to providing the best customer service. See last sentence of <u>COMMENT</u> re: Positive Aspects #3. - Davis</p>	<p>-This policy was developed to serve the interest of the tribes (a customer) in protecting the CRs that might be important to the tribes by developing a policy that will be acceptable, effective, and easy to implement by those District staff who are responsible to implement CR protection. -This Policy was also developed to provide Districts (another customer) with a known process that would be efficient for districts to implement. With a defined process Districts can effectively and with confidence assist their customers, the landowners (another customer), to do natural resource conservation work while protecting CRs.</p>	<p>No change to the proposed policy at this time.</p>
<p>11. Negative Aspects #1 – “WSCC staff time would be required to review Cultural Resource forms for correctness (and obtain corrections when needed), process the requests to appropriate tribes and DAHP, and notify Districts of the results of the tribal notification. There would undoubtedly be additional staff time required for troubleshooting issues that arise both programmatically and with specific projects.” <u>COMMENT:</u> This might be mitigated via an inter-agency MOA with DOE.- Davis</p>	<p>-The CR coordination could possibly be done by DOE, if DOE agreed.</p>	<p>No change to the proposed policy at this time.</p>
<p>12. If pressed to choose between Option A and Option B as presented, I would favor Option B. - Davis</p>	<p>Support for Option B</p>	<p>No change to the proposed policy at this time.</p>
<p>13. CR consultation should be done at a local</p>	<p>-With this policy, we are trying to allow for</p>	<p>-To emphasize the opportunity for local</p>

<p>level. FSA does CR consultation at a county level and NRCS does it at a regional level. Districts can consult with tribes at a government to government level just as local FSA offices do. There is no indication that I know of that tribes prefer consultation be done at a State level for local projects. I would agree with your statement in the policy memo; "With Conservation Districts it is generally recognized that communications may best be done at the local level between a District and local tribes." I believe tribes may actually prefer the familiarity of working with members of their local community as long as the government to government relationship is upheld and respected. - Chaudiere</p>	<p>local consultation to occur at the district level, if all the affected tribes are willing. This policy will document that the required tribal consultation has occurred as required of the Executive Director of the WSCC state agency by 0505.</p>	<p>interactions concerning CR : As a last sentence to Step 3 of the WSCC process add:</p> <p>This step could certainly be augmented by the District working with any Tribe that is interested and willing to work with the district. Any tribal agreement concerning the project, verbal or otherwise, should be documented and included with the EZ1 report</p> <p>SAME AS #6 above..</p>
<p>14.The CR compliance process developed by WA FSA may provide a good example for a WSCC policy. It helps streamline the process while ensuring that Section 106 requirements are met. And, It has proven to be effective and efficient. - Chaudiere</p>	<p>-Section 106 has more requirements than 0505 and it would require more time and costs to follow the 106 process.</p>	<p>No change to the proposed policy at this time.</p>
<p>15.If CR requirements are done at a local level I think WSCC should ensure that the people that carry out those procedures are adequately trained. NRCS has very good on-line training courses for working with tribes and Section 106 compliance. A WSCC-sponsored workshop on understanding and applying the developed procedures would be a good addition. - Chaudiere</p>	<p>-Good point that the more local the process, the more training that would be needed by the local field staff. -Not sure that CDs would want more oversight and accountability of District staff by WSCC. -This could increase the CR requirements of time and costs for the CDs involved as well as WSCC.</p>	<p>No change to the proposed policy at this time.</p>

	<p>-Identifying and suggesting that CD staff consider NRCS on line training would be good.</p> <p>-Establishing a WSCC workshop on understanding and applying this policy would be good and could perhaps be done by webinar to save Districts time and WSCC costs.</p>	
<p>16.As the draft policy indicates DAHP forms, including the EZ-1 should be used. DAHP also has preferred format for CR surveys but any licensed archeologist will follow that format.</p> <p>- Chaudiere</p>	-Noted	No change to the proposed policy at this time.
<p>17.There are parts of the CR procedures developed by DOE that I feel could be better outlined and or explained for ease of understanding and application. I would be happy to help. We are working on better CREP CR guidance at this time. Attached is my draft CR guidance to be included in the CREP manual that we are working on with Carol Smith. - Chaudiere</p>	The need for District Staff CR training is noted.	No change to the proposed policy at this time.
<p>18.This is an excerpt from excerpt from Executive Order 05-05:</p> <p><i>B. Consult with affected Tribes in a way that includes a face-to-face meeting or other agreed upon method to discuss the project before a state agency completes the project design.</i></p> <p>I question how effective it would be if WSCC</p>	-The 05-05 sentence that precedes the excerpt is: <i>“Should DAHP identify a known culturally significant site in the area of a project, or should DAHP inform the agency of the potential that such a significant site is likely to be found in a project locale, the agency shall:”</i> which seems to imply that a higher level of CR investigation would be needed if DAHP responds indicating such.	No change to the proposed policy at this time.

<p>takes the lead in arranging consultation meetings, travels to each county to attend those meetings or suggests a meeting alternative. It seems obvious to me that it would be inappropriate to suggest to any tribe that they travel to Olympia to discuss with people that are not project planners the CR protocol for a project that is local to the Tribe. EO 05-05 seems to suggest that face to face meetings are sometimes warranted. My experience is that in some cases face to face meetings regarding CR protocol can be very productive and beneficial to the process and implementation of the proposed project(s). - Chaudiere</p>	<p>-There are inefficiencies in dealing with local issues from a state office level, but 0505 seems to indicate that an agency face to face is needed unless an affected tribe agrees to some <i>“other agreed upon method”</i>, such as a local meeting.</p>	
<p>19.Districts and landowners would greatly benefit from a memo or further guidance that would help effectively communicate the implications of the cultural resource review process. The following common questions from private landowners need to be addressed: <i>□□□ If a cultural resource is found on my property will that prevent me from building or farming there?</i> <i>□□□ Will cultural resource documents generated as part of the policy (EZ-1 form or site specific cultural resource survey) be publicly available?</i> <i>□□□ an important cultural resource is discovered, can my land be taken away from me?</i> <i>□□□ I have a site specific cultural resource</i></p>	<p>The need for landowner informational explanations on CR process is noted.</p>	<p>No change to the proposed policy at this time.</p>

<p><i>survey done on my property and nothing is found, can that survey be used to fulfill the cultural resource process for future projects?</i> <i>Do I have to pay for the cultural resource review survey?</i> - Underwood</p>		
<p>20.additional training for conservation district staff on how to communicate with landowners about the implications of the cultural resources review process will be needed to ensure that private landowners continue to feel comfortable working with their local conservation districts. - Underwood</p>	<p>The need for District Staff CR training is noted.</p>	<p>No change to the proposed policy at this time.</p>
<p>21.The proposed WSCC Cultural Resources Review Process states that ground disturbing activity “refers to any work that impacts the soil or ground from its current condition. There is no threshold for this criterion. If the activity requires any work below the surface of the ground, it requires a cultural resources review.” During the past two years the definition of ground disturbance has been conveyed to UCD staff differently from cultural resource coordinators at different agencies. Some have defined ground disturbance as any disturbance “below the plow line” and some have had different opinions about whether previous ground disturbance matters; for example, building a new fence requires a cultural resource review but repairing an existing fence line does not. - Underwood</p>	<p>-The need for a clear definition of ground disturbing activity from WSCC is noted. -A statewide uniform definition of ground disturbing activities could end up using the most restrictive definition. -DAHP might be consulted for a definition.</p>	<p>No change to the proposed policy at this time.</p>
<p>22.Districts and landowners would benefit from a more lenient definition of ground</p>	<p>-WSCC might consider including a provision that a CD could negotiate a programmatic</p>	<p>No change to the proposed policy at this time.</p>

<p>disturbance if permitted under Executive Order 0505 or a more informal review or exemption for certain minimally ground disturbing practices through execution of a programmatic agreement with local tribes. - Underwood</p>	<p>agreement with a local tribe, if the tribe is willing and WSCC is provided written documentation of the agreement signed by the tribe.</p>	
<p>23.UCD is strongly in favor of Option B. UCD has long standing relationships with tribes within the district and a firm commitment to protecting our local cultural resources. The freedom to develop an internal protocol for dealing with Category 1 and 2 projects will allow UCD to better balance the requirements of Executive Order 0505 with the on-the-ground needs of landowners. - Underwood</p>	<p>Support for Option B is noted.</p>	<p>No change to the proposed policy at this time.</p>
<p>24.The timeline described in the proposed WSCC cultural resource review process would essentially limit Category 1 and 2 cost share projects to a two-month construction window in April and May based on the fiscal year, outdoor work window and cultural resources timeline. - Underwood</p>	<p>This additional requirement to consider CR would likely require additional planning time for applicable projects of at least 45 days for most projects.</p>	<p>No change to the proposed policy at this time.</p>



Conservation District Supervisor Leadership Development Program

I. Background

The success of a conservation district depends on the engagement and leadership of elected and appointed board members – supervisors. Supervisors direct the operations of conservation districts at the local level. Ours is a delivery system that is based on the principle of ***locally-led conservation***. That is, conservation districts exist to provide local leadership with respect to protecting and managing natural resources. It is essential supervisors understand theirs is a leadership position. Supervisors must recognize and employ appropriate methods to motivate and work with different kinds of people to find solutions to natural resource problems.

Many supervisors are elected or appointed to their district boards without any official training in leadership. Supervisors are dedicated and caring when it comes to natural resource conservation. However, many may need leadership development training to become successful leaders. WACD acts through the leadership of:

- people elected by the members to officer and board of director positions;
- people appointed to committees and task forces; and
- staff and contractors who implement directions from leadership.

Most WACD leaders (officers, board members, committee/task force members) are local supervisors who have stepped up to the challenge and responsibility of advanced leadership. Supervisors can also become involved in leadership positions on the Washington State Conservation Commission, by serving in one of three regional representative positions elected by the WACD membership, and by serving on Commission task forces and work groups. In addition, supervisors can serve as Area Directors and Officers of the Washington Conservation Society (WCS), a 501c3 dedicated to promoting natural resource conservation efforts in Washington State. These 'higher orbit' leadership opportunities require a different perspective and a greater commitment beyond serving as a local supervisor.

Presently, supervisors have limited access to leadership development opportunities, other than their brief WSCC orientation, a supervisor training track and issues training at annual conferences, and perhaps prior experience gained while in office or attending conservation district board meetings as an associate supervisor or interested citizen. Further, the Washington conservation partnership offers supervisors no dedicated training process that prepares a supervisor for leadership roles at the area, state association, commission, or national level (NACD, NRCS). There is no readily identifiable pool of trained and prepared supervisors from which to recruit for 'higher orbit' leadership positions. In short, we are not preparing our current leaders who are interested in taking on advanced leadership roles. Furthermore, the skills and experience necessary for these higher positions has continued to increase and become more complex each year.

To meet our leadership development needs a committee made up of individuals representing the Washington Association of Conservation Districts (WACD), Washington State Conservation Commission (WSCC), Washington Conservation Society (WCS), and Washington Association of District Employees (WADE) will work together to develop and implement a multi-level Supervisor Leadership Development Program. Committee members are as follows: Dave Vogel, Ray Ledgerwood, Stu Trefry, Jerry Scheele, Larry Davis, Mike Tobin, Craig Nelson and Heather Wendt.

II. Designing a Supervisor Leadership Development Program

a. Fitting Leadership Development into the Proper Niche

A limited number of opportunities exist for supervisors to learn about basic, or even advanced, leadership skills and proficiencies.

- New supervisors receive a brief orientation from their WSCC regional managers, covering their basic responsibilities within a conservation district.
- In the annual training and professional development conference for district employees sponsored by the Washington Association of District Employees (WADE), the conference agenda includes a popular, two-day supervisor track. In this two-day session, supervisors learn about the open meetings law, public records, statutory requirements, basic authorities, personnel management, partnerships, and other aspects of their role.
- At its annual convention, WACD includes training in certain aspects of supervisor responsibilities (e.g., fiduciary management, grants, funding, elections, etc.), and offers sessions to inform supervisors about current issues.
- Some supervisors apply for and are accepted into the Washington Agriculture and Forestry Leadership (AgForestry) Program. The AgForestry program awards fellowships to 24 people each year from Washington State. Over the course of 18 months, twelve seminars are held across the state on various topics including government (state and federal), communication, teamwork, international trade, communication, agricultural issues, forestry issues, energy issues, media

relations, the criminal justice system, and public policy development. Program participants also participate in a two-week seminar in a selected foreign country and a seven-day seminar in Washington, D.C. AgForestry is a leadership development organization dedicated to advancing the abilities of natural resource professionals through enhanced understanding, education and empowerment of future leaders.

A supervisor taking advantage of some or all of these opportunities is probably in good shape to properly perform as a leader in his or her district. However, these together involve serious time and/or financial commitments, and many supervisors do not receive all the training available. Further, while most of this training only deals with the nuts and bolts of being a supervisor – programs, management, legal requirements – or with very broad policy and current issues, more effort is needed to help supervisors understand how to work together with people who have different personalities, different objectives, different styles and skillsets without the full commitment necessary to participate in the AgForestry program. Also, reaching to that higher level of area, state or national leadership requires that supervisors acquire additional and somewhat different leadership skills.

Therefore, this Supervisor Leadership Development Program is designed to fill a niche – to fulfill training objectives not achieved by existing training programs. It is not intended to duplicate or replace existing programs. It may be thought of as a middle-ground of leadership development – more thorough than most, but less time-consuming (and perhaps more accessible) than others.

b. Levels of Leadership Development

There are two levels in the proposed Supervisor Leadership Development Program. Level One will help ***a supervisor become a more productive and highly-functioning member of his or her local board (also known as “be the best supervisor you can be.”)*** Level One will engage supervisors in a series of educational modules that highlight basic information every supervisor should learn. Topics include: history of districts, supervisor/district roles and responsibilities, Open Public Meetings Act, Public Disclosure Action, public agency/official responsibilities, boardsmanship, Roberts Rules, partner roles, etc. Level One will be marketed to all supervisors and associate supervisors.

Level Two is oriented toward those supervisors who express a ***willingness and interest to serve conservation through area, state, or even national leadership positions.*** This level will build upon the first, and will follow-up with interested supervisors to help them understand the commitments and responsibilities associated with advanced leadership. Level Two leadership development will take the form of face to face seminars and webinars that will be offered to supervisors who complete Level One and who are nominated by their local boards, or by individuals such as WSCC regional managers to participate.

There are benefits to including conservation district managers, employees and volunteers in certain aspects of the supervisor leadership development program. These opportunities will be built into the leadership program in the future.

III. Delivering a Supervisor Leadership Development Program

a. Level One Delivery Approach

Modules will be provided on-line for supervisors to access and they will be available in audio formats and pdf slide show formats to accommodate the many ways in which people learn and process information. A self-assessment/quiz will be provided for every module so the participant can track his or her progress in completing this basic level of leadership development. Some supervisors who have already served for an extended period of time on district boards and at higher levels may choose to “test out” of completing the modules by simply taking the quizzes and receiving a passing score. Once developed, Level One training will be offered to all supervisors and associate supervisors in Washington State.

b. Level Two Delivery Approach

Level Two leadership development will consist of six seminars that will be offered over a span of twelve months. Seminars will be conducted face-to-face and through webinars. Seminars will cover topics such as: area and national resolution process, legislative process, building partnerships, communication skills, motivating people, putting leadership on-the-ground, etc. Level two will be offered to those supervisors who have completed level one and who have been nominated by their local boards or by individuals such as WSCC regional managers to participate.

c. Continuing Education

Continuing education will be a vital component of the Supervisor Leadership Development Program. As laws are updated and rules change, supervisors and associate supervisors will need to be informed of how these changes can and will impact their district. This program will provide a mechanism for the inclusion of updates to the modules offered in Level One and a mechanism for “getting the word out” to district supervisors about the updates. In addition to updating the modules, special presentations will also be offered as needed including speakers from the State Auditor’s Office, Municipal Research Service Center (MRSC), WSCC, Enduris, WACD, and others. Special presentations will be linked to the website housing the modules, providing a one-stop comprehensive resource for supervisors.

IV. Resources Required

a. Level One

Level One will be housed on the Washington State Conservation Commission's website and the WSCC will be the lead entity in the delivery of this level of supervisor leadership development in partnership with WACD, WCS, and WADE. While WSCC will have dedicated staff to this effort, additional funding for module development could come in the form of a legislative ask and potentially from partner organizations, and should include both public and private funding. In an effort to take advantage of good groundwork that other states have done, the Supervisor Leadership Development Committee recommends that we work closely with the Utah Association of Conservation Districts (UACD), and/or previous UACD staffers, whose Supervisor Leadership Development Program can serve as a model upon which we may base Level One modules.

b. Level Two

WACD will be the lead entity in the delivery of Level Two in partnership with WSCC, WCS, and WADE. Funding for the development of the seminar program would need to come predominately from outside funding sources. WACD will partner with the WCS to seek grants and endowments to fund this level. Funding will be sought from a variety of interest groups and organizations. The Supervisor Leadership Development Committee will develop fact sheets to distribute to interested groups and organizations that might want to provide funding support. Questions that will be answered in the fact sheets include:

- What are the functions of a conservation district board of supervisors that will benefit from supervisor leadership development training?
- How will customers benefit from a district's supervisor leadership development training?
- How does the general public benefit from a district's supervisor leadership development training?
- Why should potential donor organizations contribute to support a conservation district supervisor leadership development training program?

Next Steps

- Submit the White Paper to the WACD Board of Directors at their June Meeting
- Submit the White Paper to the WSCC Commissioners at their July Meeting
- Work through WACD to build conservation district supervisor buy-in to the program, and to ensure effective supervisor feedback program design.
- Outline a schedule (upon consensus approval of white paper) to initiate a fundraising and grant-writing campaign to secure resources.
- Outline a partnership-forming strategy to involve and seek participation of partners (new and old).



Conservation District Supervisor Leadership Development Program

Outline

1. Success of **locally-led conservation** depends on informed and skilled conservation district supervisors practicing **good leadership**.
 - a. Supervisors need **access** to multi-level leadership development training.
2. WACD needs to help **develop future leaders** for association officer and director positions – leadership at a ‘higher orbit’.
 - a. Includes WACD, WSCC positions, WCS, and national at NACD.
 - b. There is no readily identifiable pool of trained and prepared supervisors from which to recruit for ‘higher orbit’ leadership positions. In short, we are not preparing our current leaders who are interested in taking on advanced leadership roles.
3. WACD/WCS/WSCC/WADE **team** - Ray Ledgerwood, Stu Trefry, Jerry Scheele, Larry Davis, Mike Tobin, Craig Nelson, Heather Wendt, and Dave Vogel
4. A new Supervisor Leadership Development Program must fit a **niche** in training opportunities (from basic orientation to AgForestry program), and must include greater leadership skills details (on two levels) and must be **more accessible** to supervisors.
5. **Two levels** of leadership development are needed:
 - a. Become a more productive and highly functioning **member of the local district board** (*Be the best supervisor you can be*).
 - b. Willingness and desire to serve the larger group through ‘higher orbit’ leadership at **area, state and national levels**.
6. Level One marketed to **all supervisors**; Level Two to interested **“graduates”**.

7. Level One delivered via **educational modules** for basic information every supervisor should know (or learn) – ease of access locally; electronic; self-assessed. WSCC coordinate development.
8. Level Two more face-to-face, **seminar-style** expanded leadership skills. WACD coordinate development.
9. **Continuing education** will be included as a component to provide updates to modules as changes occur (e.g., 2014 public records requests training requirements).
10. **Funding** will be requested from both public (legislative) and private (grants) sources. **WACD will allocate a portion of the WACD Education Fund.**
11. **Fact sheets** will be developed for potential donors:
 - a. What are the **functions** of a conservation district board of supervisors that will benefit from a supervisor leadership development program?
 - b. How will **customers benefit** from a district's supervisor leadership development program?
 - c. How does the **general public benefit** from a district's supervisor leadership development program?
 - d. **Why** should potential donor organizations **contribute to support** a conservation district supervisor leadership development program?

12. Next steps

- a. **WACD Board of Directors – June**
- b. WSCC meeting – July
- c. Supervisor buy-in
- d. Fundraising plan
- e. Partnership strategy