



Red River Basin Project Team Handbook

SECTION 1.

Project Team Guidelines

This section of the Project Team Handbook is designed to provide you with the information needed to give you a background on the Red River Basin Flood Damage Reduction Work Group agreement which created project teams. It also contains specific recommendations for the various roles needed to implement the plan.

- ⇒ 1A – When Do We Need a Project Team?...definition of “project” and when to use Project Teams for this process.
 - ⇒ 1B - Project Team Overview...brief description of Project Teams and their purpose.
 - ⇒ 1C - Roles and Responsibilities...highlights the roles and responsibilities of the various partners in this work.
 - ⇒ 1D – Team Membership...guidelines for selecting Project Team members and an overview of what is expected of them
 - ⇒ 1E – Making Decisions...guidelines for decision-making and the use of consensus in Project Team processes.
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SECTION 1A. PROJECT TEAM GUIDELINES

When Do We Need a Project Team?

DEFINITION OF PROJECT FOR THE PROJECT TEAM PROCESS

The question has been frequently asked: What “projects” are supposed to go through this Project Team process?

Following the direction given in the 1998 mediated Agreement of the Red River Basin Flood Damage Reduction Work Group [RRBFDRWG], the process that is outlined in this handbook is intended to apply to “projects that address substantial water management or resource management problems, and/or that would benefit from early and on-going stakeholder communication and collaboration.” [refer to Section 6A.18]

Use of Project Teams is voluntary. It is up to the project proposer¹ to determine whether or not they want to employ this process and follow the guidelines and principles established by the RRBFDRWG. Projects that have been developed using this process may have a better chance of receiving funding and other types of support.

Project proposers can use the Project Team process² for projects that are large, complex, or have the potential to be controversial. But even small, relatively minor projects can be advanced through this process if the project proposer believes that the project could be expedited or would benefit from the group decision-making and regulatory coordination inherent in this process.

¹ In most situations the project proposer will be a watershed district. However, other government entities (i.e. state or federal agencies, local governmental units, etc.) could be a project proposer.

² The Project Team process described in this handbook is written from the perspective of a watershed district serving as the project proposer. If the proposer is other than a watershed district they would follow the general principles and processes outlined in this handbook.

SECTION 1B. PROJECT TEAM GUIDELINES

Project Team Overview

The concept of a “Project Team” was created in the Red River Basin Flood Damage Reduction Work Group agreement, December 9, 1998 [see PT Handbook Section 6A for a copy of the agreement]. This agreement outlines a project development process for reducing flood damage and improving natural resources in the Minnesota portion of the Red River Basin. The agreement provided for a new collaborative approach to planning and implementing both flood damage reduction and natural resource protection and enhancement projects, which involves early consultation and collaboration among all stakeholders and a cooperative approach to permitting projects.

A Project Team consists of appropriate stakeholders (*watershed districts, state, federal and tribal agency personnel, local government officials, affected landowners and interested citizen group representatives*), including at least one designated contact person from each agency. Members of the Project Team are appointed by the watershed board of managers. [refer to Section 1D for detailed information on “team membership”]

Project Teams are responsible for ***working with a project from development of a project concept through to project construction and monitoring.*** [refer to Section 1C for detailed information on “roles and responsibilities”]

Roles and Responsibilities

RESPONSIBILITIES OF WATERSHED DISTRICTS

The watershed districts are responsible for utilizing Project Teams in the development of projects within their watershed district. Specifically, they are responsible for:

1. Identifying areas of concern where the Project Team process should be utilized,
2. Inviting stakeholders to serve as delegates (and alternates) on the Project Team and to endorse their appointment,
3. Coordinating meeting dates and locations for the Project Team,
4. Arranging for a meeting facilitator,
5. Keeping a record of team activities, and
6. Communication (*i.e. mailings*) with team members

There are two options for facilitation of Project Team meetings:

1. Watershed district provides a facilitator
2. Project Team selects a facilitator from among their membership

ROLE OF WATERSHED BOARD OF MANAGERS

The Watershed “**Board of Managers**” is the decision-making body in this process. They are responsible for setting direction, focusing and supporting the work of the Project Team, considering alternatives recommended by the Project Team, and taking action to move projects forward.

ROLE OF WATERSHED ADMINISTRATORS

The Watershed “**Administrator**” is a resource person to the team and is generally responsible for managing, but not necessarily leading the Project Team process.

RESPONSIBILITIES OF THE PROJECT TEAM

The “**Project Team**” is advisory to the watershed board. The team is responsible for working with a project from early concept and alternative evaluation through to construction and follow-up monitoring. The work of the team is to:

- 1) identify problems and opportunities for flood damage reduction and natural resource enhancement in areas identified by the watershed district,
- 2) formulate and evaluate alternative solutions that will address the problems and opportunities,
- 3) recommend preferred alternative solutions to the watershed district,
- 4) identify and clarify regulatory requirements and permitting,

- 5) review and comment on key project documents, and
- 6) assist in formulation of project operating and monitoring plans where required.

Project teams are to operate in a cooperative, joint problem-solving mode using a consensus-based process [refer to Section 1E for detailed information on “consensus”].

ROLE OF THE PROJECT TEAM FACILITATOR

The “***Project Team Facilitator***” is responsible for guiding the project team within the framework identified in the Red River Basin Flood Damage Reduction Work Group mediated agreement [refer to Section 6A for a copy of the agreement]. The facilitator is selected by the watershed district to guide the Project Team through the consensus-based process ~ which includes observing group dynamics, monitoring the ground rules, and asking questions (*without participating in development of alternatives*) to clarify issues. The facilitator is not a decision-maker in the process, but rather a neutral individual who is skilled in leading group decision-making [refer to Section 5 for detailed information on “facilitation”].

SECTION 1D. PROJECT TEAM GUIDELINES

Team Membership

Project Team membership is at the invitation of the watershed district. When identifying members, watershed districts should consider broad-based representation from all stakeholder groups with an interest in the project area.

GUIDELINES FOR PROJECT TEAM SELECTION

[adopted by the RRBFDROWG, 10-31-00]

The Project Team membership invitation should be extended by the watershed district to the following entities, which have a responsibility to determine the specific individuals to serve as representatives and alternates.

- City Councils
- County Boards of Commissioners
- Conservation Organizations
- Soil and Water Conservation Districts [SWCD]
- Minnesota Board of Water and Soil Resources [BWSR]
- Minnesota Department of Natural Resources [MNDNR]
- Minnesota Pollution Control Agency [MPCA]
- Township Officers
- Tribal Representatives
- U.S. Army Corps of Engineers [USACE]
- USDA Farm Service Agency [FSA]
- U.S. Fish & Wildlife Service [USFWS]
- USDA Natural Resources Conservation Service [NRCS]

Membership may also include:

- Other interested persons (i.e. landowners, citizen group representatives and/or local sporting groups) as the watershed district determines to be appropriate to achieve broad-based representation relative to the issue.
- A delegate (and alternate) from the “board of managers” to serve as a member of the team to facilitate communication between the Project Team and the board.

EXPECTATIONS OF PROJECT TEAM MEMBERS

1. Project Team members must commit to regular attendance at team meetings. Project Team membership should be reviewed annually by the watershed district and members reappointed...or replaced if they haven't been participating in the process. Specifically,
 - If a delegate is absent from two consecutive meetings of the Project Team and has not been represented by the designated alternate, conveyance of that organization's official position on issues shall be forfeited until a new delegate is named.
 - Replacement of a delegate and/or alternate no longer eligible or able to participate will be allowed.
2. Members must also agree to deliberate issues in a constructive, productive manner.

3. Team members are expected to commit resources (*personal skills and expertise, data and analysis, and/or project funds*) to the work of the team.
4. Members should remind themselves that their role on the Project Team is advisory to the watershed board of managers.
5. Throughout the process and specifically at all significant project milestones, Project Team members are expected to indicate any “red flags” (*including regulatory/permitting, political, engineering, and other local issues*).
6. Individual members (*delegates and alternates*) of the Project Team are expected to:
 - follow the “Project Team Guiding Principles,” as adopted by the watershed district,
 - represent the views and programs of the agency and/or interest group they represent on the Project Team,
 - commit time and effort to identifying alternative solutions to problem areas (*as identified by the watershed district*),
 - take responsibility for follow-through with responsibilities identified at meetings, and
 - come prepared for the meeting by reviewing previous meeting notes and additional background materials

Making Decisions

RESPONSIBILITIES OF THE PROJECT PROPOSER

The project proposer¹ is responsible for making the final decisions around each project. This is accomplished via a voting process by the watershed board of managers based on the information and/or recommendations provided to them from the Project Team.

The project proposer is also responsible for assuring that Project Team recommendations have been thoroughly studied and have taken into account the interests of all stakeholders. This is accomplished by using a consensus-based process to develop an agreement that both identifies and explores diverse interests in the specific project.

RESPONSIBILITIES OF PROJECT TEAM MEMBERS

Stakeholders participating in Project Teams will use a consensus decision-making process which is key to the success of Project Team efforts. It is important that the Project Team understand that they are advisory to the project proposer and that the process seeks to develop recommendations via consensus among the stakeholders to present to the project proposer.

USING CONSENSUS² IN THE PROJECT TEAM PROCESS

Consensus is built by identifying and exploring all stakeholder interests and assembling a recommendation that satisfies those interests to the greatest extent possible. The process of building consensus involves the development of alternatives, the assessment of the impacts of those alternatives, and the selection of a preferred alternative or proposed action. ***Consensus has been reached when all Project Team members can live with and will not publicly oppose the recommendation.***

INABILITY TO REACH CONSENSUS

If there are issues the Project Team cannot resolve through consensus decision-making despite good faith efforts of the members, the Project Team will be responsible for summarizing each issue and fully documenting the remaining differences, including the specific concerns of individual members, to present to the project proposer.

[Refer to Section 2A for information on “using a consensus-building process“, and Section 5 for more detailed information “decision-making” and “facilitating a consensus-building process”]

¹ In most situations the project proposer will be a watershed district. However, other government entities (i.e. state or federal agencies, local governmental units, etc.) could be a project proposer.

² Consensus comes from the Latin word “consentire,” which means “to agree”. Perfect consensus is unanimity: everyone involved agrees with the decision. Unanimity may be impossible to achieve, so there are degrees of consensus. For the purpose of the functioning of project teams, consensus is generally understood to mean that everyone involved has had a chance to participate, understands the decision, and can live with the outcome, even if it is not their first preference. Those members who do not object to a recommendation under this definition of consensus but do not support the decision, at least agree not to oppose it publicly.



Red River Basin Project Team Handbook

SECTION 2.

Project Team Management

This section of the Project Team Handbook has been written specifically for the watershed district administrator and/or facilitator to manage the team. It includes many tools to assist watershed districts in the effective management and utilization of project teams from the initial selection of members, to agenda development, to communication and consensus-based processes.

- ⇒ 2A – Managing the Process...includes suggestions in eight areas of watershed project team management which deserve attention.
 - ⇒ 2B – Project Team Checklist...this checklist is a quick reference to the “areas of attention” and can be used as an evaluation tool to improve project team management.
 - ⇒ 2C – Management Tools...contains examples of many tools watershed districts can use to manage project teams. *NOTE: The watershed district Project Team Handbook CD-ROM contains files to modify and use in the administration of Project Teams*
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Managing the Process

Project teams are most productive when there is support for the work and attention is given to the various parts of the process. To assist watershed districts in managing project team processes, a checklist [refer to Section 2B for a copy of the checklist] was developed¹. The checklist highlights eight areas of attention:

- Reviewing Roles and Responsibilities
- Selecting and Appointing Members
- Strategizing for Productive Meetings
- Scheduling and Notification of Meetings
- Planning Meeting Agendas
- Recording Conversation Notes
- Communicating with Stakeholders
- Using a Consensus-Building Process

Each of these areas is described in this document. Several tools and examples (*highlighted in "bold" in the descriptions below*) are listed in Section 2C of this handbook. NOTE: Examples to support the work can be found on the CD-ROM provided to watershed districts with this manual to use in their administration of Project Teams.

Reviewing Roles and Responsibilities

It is important that all participants in this work be clear about the role they play and their specific responsibilities [refer to Section 1C for information on "roles and responsibilities"]. Specifically:

- **Project Team Guiding Principles** should be adopted and reviewed at least annually by the watershed district and project team members.
- Roles of the watershed district and the project team are clarified and understood by the watershed district and the project team.
- The role of staff is clear and articulated.
- The watershed district board sets direction to keep the work of the project team focused.
- The watershed district (board and staff) respond and/or follow through on project team recommendations.

¹ Checklist developed by Jody Horntvedt, Regional Extension Educator, who served as the Red River Basin Project Team Facilitator between 1999 and 2004

Selecting and Appointing Members

This is one area where the watershed district needs to establish procedures. Specifically:

- The watershed district should have an established **process for identifying membership of the project team**.
- Project team membership should be broad-based and/or adjusted to represent the project area focus.
- Members should be expected to sign a **statement of commitment** acknowledging their willingness to work within the process described in this handbook.
- Membership should be reviewed and members appointed (annually and/or at the startup of new projects) by the watershed district.
- **Attendance** at meetings should be **recorded** and guidelines for absent members should be followed (based on project team guiding principles adopted by the watershed district).

NOTE: Information on team membership is provided in Section 1D of this Project Team Handbook.

Strategizing for Productive Meetings

Spending time between meetings to strategize for the next meeting makes meetings more productive and effective.

- It is critical that each Project Team meeting have a clear purpose...don't meet just for the sake of meeting!
- Use the **Project Team Facilitator Position Description** to identify an individual to facilitate the meetings who has sufficient skills and an understanding of the Project Team process.
- **Evaluate the effectiveness of your facilitator** from time to time to assure they are paying attention to the process and group dynamics.
- **Pre-meeting planning** conversations between the facilitator, watershed district staff and/or engineers are important to a successful meeting.
- The **room size and logistics** (equipment, etc.) should be appropriate for the size and work of the project team.
- There should be enough (and the appropriate) background data provided to the Project Team to assist them in making informed decisions.
- Using sub-groups (committees) to work on special topics between meetings can be beneficial to the work of the whole team when used appropriately (e.g. used to gather data, prepare written reports, etc.).
- The watershed district should follow-up with Project Team members and sub-groups/committees who have been assigned tasks to be accomplished between meetings.

Scheduling and Notification of Meetings

Project team members must receive timely notification of the meeting. Specifically:

- Set a regular meeting schedule (*i.e. second Tuesday of the month*) and time (*that is mindful of travel times*).
- Meeting notices should be sent out via the medium (email, USPS mail, etc.) agreed upon by the group.
 - ✓ For regularly scheduled meetings, notices and background materials should be sent out 2 weeks prior to the meeting
 - ✓ For non-regularly scheduled meetings, announcement of the meeting should be given at least 3-4 weeks in advance with a meeting reminder sent out 1-2 weeks prior to the meeting
- The **meeting notice to prepare members** for the meeting should include a copy of the agenda, noting specific responsibilities (data to provide, report to present, etc.) of team members.
- Mail out background materials relevant to the meeting agenda prior to the meeting to enable members to be prepared.
- Remember to make sure you've provided appropriate public notice of the meeting, if required.

Planning Meeting Agendas

Time spent in agenda planning, along with pre-meeting conversations with the facilitator, watershed district staff and/or individuals providing data, can assure a productive meeting. To **make sure your agenda is complete**, be sure that:

- The goals and purpose of the meeting are identified on the agenda.
- **Meeting ground rules** are printed right on the agenda or posted somewhere in the room for all to see.
- There is a place on the agenda to allow **visitors** an opportunity to provide input, either verbally or by **sharing their comments** in writing with the facilitator.
- Agenda items are strategically arranged to accommodate important discussion topics.
- The appropriate "step" in the Project Implementation Process and Procedures table is included for reference. [refer to Section 3B of this Project Team Handbook for the steps]
- An estimated time for each agenda item is included.
- An "action required" (*i.e. discussion, vote, recommendation to the board, etc.*) for each agenda item is noted on the agenda.
- A "next steps" agenda item is included to discuss next steps and follow up (*i.e. recommendations to the watershed board, sub-committee meetings, etc.*) needed
- One item on the agenda involves the Project Team in recommending items for the next meeting agenda

Recording Conversation Notes

Meeting **conversation notes** are an important record of the work of the Project Team. A few things you should consider include:

- The watershed district should identify an individual (*non-PT member, preferred*) to take notes during the meeting.
- Conversation notes should include items of general agreement, questions and concerns, and specific recommendations.
- Notations (*i.e. name of watershed district, page numbers, un/approved status, date, etc.*) should always be included in the footer.
- Conversation notes should be sent out within 2 weeks after the meeting.
- Conversation notes should be reviewed (and approved) at each meeting.
- Changes should be made after review and a final “approved” copy should be put in a permanent file.

Communicating with Stakeholders

Effective communication with stakeholders begins with clearly identifying your stakeholders and being clear about what your commitment to each of the stakeholder groups is. One way to frame this is with the IAP2 Spectrum of Public Participation where the watershed district might identify stakeholder groups and then determine what level of involvement is most important for each of the groups based on these categories²:

INFORM...to provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions

CONSULT...to obtain public feedback on analysis, alternatives and/or decisions

INVOLVE...to work directly with the public throughout the process to ensure that the public concerns and aspirations are consistently understood and considered

COLLABORATE...to partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution

There is always room for improvement in the area of communication! An important concept to remember is to package messages for communication (printed or oral) using specific content for specific audiences. Here are just a few suggestions...

- **Inform** the public using printed materials (**fact sheets, brochures**, etc.), the news media (newspaper, radio, or television) and **websites**. Don't overlook the opportunity to give reports at meetings where stakeholders are gathered (*i.e. community meetings, county board meetings, etc.*).
- **Consult** with the public by encouraging their input in a variety of ways. Suggestions would be **letters** asking for input, **invitations** to public meetings, website surveys, and others.

² International Association for Public Participation Spectrum of Public Participation, 2007, http://www.iap2.org/associations/4748/files/IAP2%20Spectrum_vertical.pdf

- **Involve by**...making sure stakeholders know that their concerns are directly reflected in the alternatives developed and provide feedback on how their input influenced the decisions. This means developing an ongoing relationship with stakeholders through work sessions. Other methods for involving stakeholders are deliberative polling and blogs.
- **Collaborate by**...focusing on ways to make the Project Team process most effective by encouraging ongoing communication between Project Team members, the watershed district and groups/agencies critical to the work. Using a **consensus-building process** is one of the best ways to collaborate with your stakeholders.

NOTE: Additional information on “communication” is available in Section 5 of this Project Team Handbook.

Using a Consensus-Building Process

Using a consensus process is critical to the success of Project Team efforts. Consensus, when described as the process used to “reach consensus” is often referred to as “consensus-building.” Consensus-building is a group process that emphasizes collaborative decision-making. In consensus-building, a diverse range of participants with varying interests work together to find a mutually agreeable solution. The essence of this approach is to *work with others rather than against them*.

Some of the “key principles”³ of consensus-building include these important concepts:

- To achieve consensus, everyone in the group must actively participate.
- To participate fully and freely, all group members must have a common base of information and keep up-to-date on the progress of the group.
- A norm must be created in which everyone will feel comfortable to state his or her views and to disagree.
- A disagreement can illuminate unrecognized problems and serve as a catalyst for improving the decision.
- When there is an objection, the goal of the group is to discover the unmet need that has produced an objection and to find a way to meet that need in a revised agreement, rather than to suppress the objection.
- Agreement on definitions, principles and criteria should precede and become the underpinnings of substantive agreements.

The Project Team model follows a **consensus-building process** to assure there is broad-based representation involved in conversations and includes multiple opportunities for public input and education throughout the process.

NOTE: Additional information on “decision modes” and “consensus-based processes and techniques” are available in Section 5 of this Project Team Handbook.

³ SOURCE: Operating Agreement for Stakeholder Deliberations, RRBFD RWG, May 1998

The Project Team Checklist

It is important that groups take time to assess their effectiveness on an annual basis. This assessment can be either a formal or an informal process. Here are a few examples of how a Project Team might do this.

Project Team Assessment. It is good practice to ask Project Team members to assess the effectiveness of their efforts and discuss it at a meeting! One way to do this is with a simple **assessment tool** that you might have group members complete individually and/or use as a conversation that seeks to identify positive things (strengths) and frustrations (areas for improvement).

Project Team Feedback. Ask someone to observe a meeting and give you their comments based on the Project Team Checklist categories! These comments should be recorded on a **feedback form** for the WD and facilitator to review.

Project Team Checklist. The **checklist** [see Section 2B of this Project Team Handbook] has been created for watershed districts to use as a quick reference. It is designed so it can be used as an evaluation tool for annual review of Project Team processes by the watershed district and/or Project Team members themselves. Responses to each statement with a “yes” – “no” – or “??” (*unsure*) would give indications as to where improvement might be needed.

Groups who take the time to review the group norms and processes are healthier and able to function more effectively.

SECTION 2B. PROJECT TEAM MANAGEMENT

Project Team Process Checklist

Category	Description			Comments & Suggestions	
	Yes	No	??		Details
REVIEWING ROLES AND RESPONSIBILITIES	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Project Team Guidelines adopted; reviewed at least annually by the watershed district and Project Team members. <i>[Last review date was _____]</i>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Roles of the watershed district are clarified and understood by the watershed district and the Project Team.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Roles of the Project Team are clarified and understood by the watershed district and the Project Team.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The role of watershed district staff is clear and articulated.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The watershed district board sets direction to keep the work of the Project Team focused.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The watershed district (board and staff) respond and/or follows through on PT recommendations.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Other...	

Category	Description				Comments & Suggestions
	Yes	No	??	Details	
SELECTING AND APPOINTING MEMBERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The watershed district has an established process for identifying membership of the project team.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Project team membership is broad-based and/or adjusted to represent project area focus.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Members are expected to sign a statement of commitment acknowledging their support of the process.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Membership reviewed and members appointed (<i>i.e. annually and/or at startup of new project</i>) by WD.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Attendance at meetings is recorded.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Guidelines for absent members (based on project team guiding principles adopted by the watershed district) are followed.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Other...	
STRATEGIZING FOR PRODUCTIVE MEETINGS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Meeting facilitation is appropriate for work of the PT	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Pre-meeting planning conversation with facilitator to develop goals	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Room and logistics are appropriate for size and work of the PT	

Category	Description				Comments & Suggestions
	Yes	No	??	Details	
STRATEGIZING FOR PRODUCTIVE MEETINGS <i>continued...</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Facilitator pays attention to group dynamics, allowing ALL to participate/share information	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There is enough (and the appropriate) background data to make good decisions	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Sub-groups (committees) are utilized effectively	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	WD follows up with PT members who have been assigned tasks to accomplish between meetings	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Other...	
SCHEDULING AND NOTIFICATION OF MEETINGS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A regular meeting schedule is in place	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Meeting notices are sent out via the medium (USPS, email, etc.) as agreed upon by the group	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Meeting notices are sent out in advance (2 weeks prior to scheduled meetings; 3-4 weeks prior to non-regularly scheduled meetings)	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Meeting notices to prepare members for the meeting include a copy of the agenda and reminders on specific responsibilities	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Background materials relevant to the meeting agenda are mailed out in advance of the meeting	

Category	Description				Comments & Suggestions
	Yes	No	??	Details	
SCHEDULING AND NOTIFICATION OF MEETINGS <i>continued...</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	If required, there is appropriate public notice of the meeting(s)	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Other...	
PLANNING MEETING AGENDAS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Identifies goals/purpose of meeting	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Includes meeting ground rules (<i>i.e. posted or printed on agenda</i>)	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Allows for visitor comment and questions where appropriate	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Agenda items strategically arranged to accommodate important discussion topics	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Appropriate "step" in the Project Implementation Process and Procedures table included for reference	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Estimated time for each agenda item is included	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Includes "action required" for each agenda item	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	"Next steps" agenda item included to discuss next steps, recommendations to the WD board, and/or follow up action	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Includes item for setting agenda for next meeting	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Other...	

Category	Description				Comments & Suggestions
	Yes	No	??	Details	
RECORDING CONVERSATION NOTES [Meeting Minutes]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	WD identified an individual (non-PT member preferred) to take notes	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Conversation notes include items of general agreement, questions and concerns, and/or specific recommendations	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Notations (<i>i.e. name of WD, page numbers, un/approved status, date, etc.</i>) in footnote	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Sent out within 2 weeks after meeting	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Reviewed/approved at meetings	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Changes made after review and final "approved" copy put in permanent file	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Other...	
COMMUNICATING WITH STAKEHOLDERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	WD informs stakeholders using printed materials, the news media, websites, reports at meetings where stakeholders are gathered, or other appropriate methods.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	WD consults with stakeholders by encouraging their input through letters asking for input, invitations to public meetings, website surveys, or other appropriate methods.	

Category	Description			Comments & Suggestions	
	Yes	No	??		Details
COMMUNICATING WITH STAKEHOLDERS <i>continued...</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	WD involves stakeholders by making sure they know that their concerns are directly reflected in the alternatives developed and by providing feedback on how their input influenced the decisions.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	WD collaborates with stakeholders by encouraging ongoing communication (between Project Team members, the WD and groups/agencies) and by focusing on ways to make the Project Team process most effective.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Other...	
USING A CONSENSUS-BUILDING PROCESS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The PT follows a consensus-building process to assure there is broad-based representation involved in conversations and includes multiple opportunities for public input and education throughout the process	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Everyone in the PT actively participates	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	All PT members have a common base of information and keep up-to-date on the progress of the group	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A norm exists in which everyone feels comfortable to state his or her views and to disagree	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Disagreements are used to understand unrecognized problems and serve as a catalyst for improving the decision	

Category	Description				Comments & Suggestions
	Yes	No	??	Details	
USING A CONSENSUS-BUILDING PROCESS <i>continued...</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Objections (when present) are not suppressed, but instead are used to discover the unmet need that has produced an objection and to find a way to meet that need	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There is agreement on definitions, principles and criteria used in the PT process	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Other...	

SECTION 2C. PROJECT TEAM MANAGEMENT

Management Tools

There are numerous processes and guidelines which have been developed to assist watershed districts in establishing and maintaining effective project teams. Examples include the following:

Reviewing Roles and Responsibilities

[Examples of tools on CD]

1. Project Team Guiding Principles

Selecting and Appointing Members

[Examples of tools on CD]

2. Invitation to Township Officers and City Councils
3. Project Team Member Nomination Form
4. Invitation to Agencies and Organizations
5. Project Team Representative Form
6. Statement of Commitment
7. Project Team Membership List

Strategizing for Productive Meetings

[Examples of tools on CD]

8. Project Team Facilitator Position Description
9. Facilitator Effectiveness: An Evaluation Tool
10. Pre-Meeting Planning
11. Room Arrangement

Scheduling and Notification of Meetings

[Examples of tools on CD]

12. Sample Letter to Prepare Members for Meeting

Planning Meeting Agendas

[Examples of tools on CD]

13. Meeting Ground Rules
14. Visitor Comment Cards
15. Project Team Agenda (sample format)

Recording Conversation Notes

[Examples of tools on CD]

16. Conversation Notes (sample format)

Communicating with Stakeholders

[Examples of tools on CD]

Inform using:

17. Fact Sheet – RLWD Grand Marais Creek Outlet Restoration
18. Fact Sheet – BRRWD Manston Slough
19. Fact Sheet – BRRWD Riverton Township Off-channel Storage Impoundment
20. Brochure – BdSWD North Ottawa Project
21. Brochure - BRRWD Whisky Creek Tributaries Water Resource Management Project
22. Newsletter - TRWD News 7-2007
23. Newsletter – TRWD News 12-2007

Consult using:

24. Letter Asking for Input – MSTRWD Brandt Angus Coulee Project
25. Invitation to Meeting – MSTRWD Brandt Angus Coulee Project

Involve using:

No examples available...

Collaborate using:

26. A Consensus-building Process

Using a Consensus-Building Process

[Examples of tools on CD]

26. A Consensus-building Process

The Project Team Checklist

[Examples available on CD]

27. Project Team Assessment
28. Project Team Feedback
- Project Team Checklist [Section 2B]



Red River Basin Project Team Handbook

SECTION 3.

Project Implementation Process and Procedures

This section provides detailed information to guide the Project Teams through the process of bringing a project to completion.

- ⇒ 3A - Watershed Comprehensive Plans...identifies planning principles and features to develop a watershed plan for determining project need and goals.
 - ⇒ 3B - Project Implementation Process and Procedures
Table...provides aligned step-by-step instructions regarding the decisions and key actions of the Project Team, the proposer, and the regulatory agencies which are consistent with the elements of the RRBFDWRWG agreement.
 - ⇒ 3C - Section 404 Concurrence Points Guidance...includes detailed guidance for using the FDR/404 Merger Process on proposals requiring Clean Water Act Section 404 authorization.
-

Watershed Comprehensive Plans: The Starting Point for Project Development

A comprehensive watershed planning process is essential for achieving the flood damage reduction and natural resource goals set out in the Red River Basin Flood Damage Reduction Work Group [RRBFDRWG] agreement [12-9-1998]. The new generation of comprehensive watershed plans for each of the Basin's nine watershed districts provides the foundation to achieve these goals. The RRBFDRWG agreed to use this process and to incorporate the following principles into the design of flood damage reduction projects.

Watershed Planning Principles

1. Comprehensive watershed management plans:
 - Should be consistent with the goals and principles adopted by the RRBFDRWG.
 - Need to be practical and implementable.
 - Should propose goals/initiatives that are economically and ecologically sustainable over the long term and are culturally sensitive.
 - Should promote multiple natural resource benefits
 - Should identify flood damage problems to be addressed by flood damage reduction projects.
 - Will include explicit flood damage reduction and natural resource goals and an annual process for evaluating and reporting progress toward those goals.
2. Appropriate and consistent water quality and quantity models of all tributary watersheds are an essential tool for planning.
3. Information used in the comprehensive planning process should be available and accessible to the public.
4. The comprehensive watershed planning process should be used to address changes to the flow regime resulting from increased development and land use change.

Comprehensive Plan Features

In an effort to ensure that the watershed planning principles are followed, each planning process should incorporate these features:

- A Citizen's Advisory Committee [CAC] that brought local decision makers, landowners, and the watershed district managers to the planning table during the plan development stage rather than at the final review stage.
- A Technical Advisory Committee [TAC] that brought sound scientific based decision-making to the process and allowed for dialogue to take place during the plan development stage between the policy makers and technical experts (local,

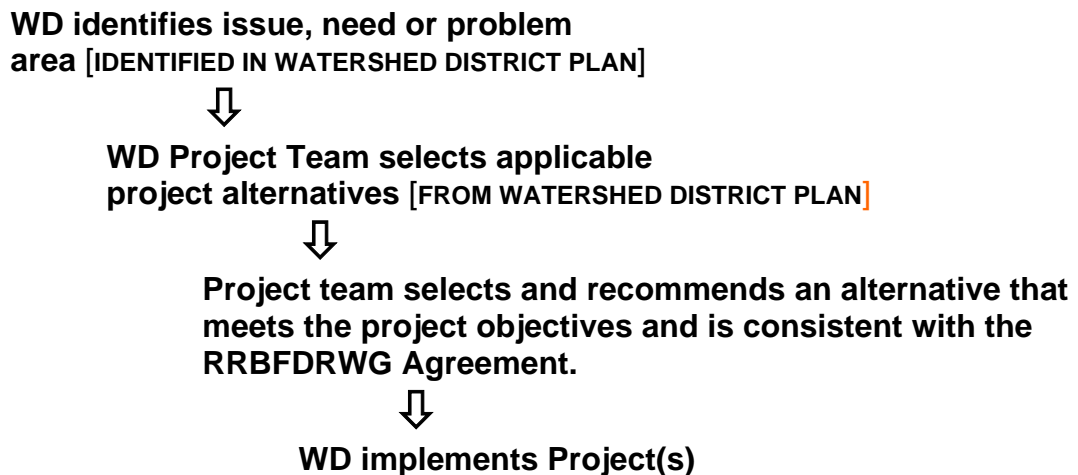
state, federal, and non-governmental organizations) leading to a better understanding of the technical issues involved.

- Hydrologic models for each watershed to evaluate the effects a project or combination of projects can have early in the project development stage, leading to better coordination of project implementation.
- A natural resource inventory and assessment process that identifies the area(s) within the watershed district where natural resource enhancement is most needed and is likely to succeed.
- A rivers and streams survey to look at the age and health of the rivers and streams.
- An implementation plan that is based on the nature, extent, and severity of past and potential future flood damage, as well as the natural resource issues. Project alternatives can be weighed on their ability to achieve both flood damage reduction and natural resource enhancement goals.

The planning process for comprehensive watershed district plans relies on the input from a cross section of interested parties, the use of models, and scientific data to identify and prioritize flood damage reduction needs and natural resource enhancement opportunities. The process fosters a better understanding and appreciation of the participants' different viewpoints, and has created a high level of ownership by many stakeholders in Watershed District Plans.

Process for Utilizing the Comprehensive Plan

Comprehensive watershed district plans are designed to provide practical guidance to the on-going decisions of the project teams and to the watershed managers. The watershed district and the project team should use the watershed plan in this way...



SECTION 3B. PROJECT DEVELOPMENT

Project Implementation Process and Procedures

Red River Basin Flood Damage Reduction Work Group

Introduction

- **Step-by-Step** guidance for developing FDR/NRE projects based on the 1998 Mediation Agreement.
- All the processes—**permits, funding, legal requirements, environmental review**—are integrated in one easy to follow table.
- In general, this is a **multi-year process**. Time required to complete a project will vary with the size and complexity of the projects.
- The goal is the implementation of effective projects by consensus that are accomplished in a **time and cost efficient** manner. Before starting a new project team, proposers should obtain reasonable assurance that funding is available for project implementation.

PROJECT TEAM	WATERSHED DISTRICT/ PROJECT PROPOSER	PROJECT FUNDING	REGULATORY AGENCIES
<i>Note: The project team process is consistent with pages 20-25 of the Red River Basin Flood Damage Reduction Work Group Mediation Agreement (1998)</i>	<i>Note: All initiatives and procedures shall comply with applicable statutes and ordinances and shall also follow the adopted <u>Governing Documents</u> of the RRWMB in order to qualify for RRWMB funding.</i>	<i>Note: Applies to projects for which State of Minn. FDR general fund, capital bonding, or RRWMB funding is sought.</i>	<i>Note: Regulatory category includes permitting, funding and other approvals administered by a variety of federal and state agencies except for RRWMB</i>
STEP 1 PROJECT TEAM FORMATION			
	1a. Watershed District (WD) selects priority area(s) for Project Team (PT) investigation based on comprehensive watershed plan problem area identification and goals.		
	1b. WD forms a PT following guidelines for PT membership to address the priority area.		

PROJECT TEAM	WATERSHED DISTRICT/ PROJECT PROPOSER	PROJECT FUNDING	REGULATORY AGENCIES
STEP 2 PROJECT ALTERNATIVES AND PRELIMINARY ENGINEERING			
2a. Project team (PT) meets to define problem, proposed project purpose/goals.	2a. Approve definition of problem and project purpose/goals.	2a. WD applies for state FDR project engineering funds (50:50 cost share; see DNR website).	2a. COE concurrence point 1: project purpose and need. (see Sec. 3C.2)
2b. Project team develops project alternatives to address project area purpose and need. Conduct NRE benefits analysis.	2b. Approve engineering, survey, assessment work, land availability evaluation, as needed, for alternatives analysis.		2b. Identify regulatory and approval requirements. COE concurrence point 2: range of alternatives. (see Sec. 3C.2)
2c: PT selects a preferred alternative and recommends it to WD. Begin developing project operation and monitoring plans.	2c. WD considers PT recommended alternative using RRWMB "project rating worksheet" when applicable. Rejection sends proposal back to PT for further deliberation.		2c. COE concurrence point 3: Identification of Selected Alternative; including 404 (b) (1) checklist evaluation. (see Sec. 3C.4)
2d. PT provides comments on draft preliminary engineers report	2d. WD releases preliminary engineers report.		2d. Review preliminary engineers report
	2e. WD applies for "Step I" approval from RRWMB. If approved, WD designates as a conceptual project.	2e. Review Step I application. Approval sends project to next step, reject returns it to WD/PT.	
	2f. WD conducts public hearing on project/preliminary engineers report.		2f. Hold regulatory and approval agency site review. Identify information needs for permitting and environmental review for approved project.
	2g. WD authorizes establishing the project. (reject returns it to PT).		
	2h. Amend preliminary engineers report.	2h. Apply for state capital bonding FDR funds for land and construction costs.	

PROJECT TEAM	WATERSHED DISTRICT/ PROJECT PROPOSER	PROJECT FUNDING	REGULATORY AGENCIES
STEP 3 PERMIT APPLICATIONS AND ENVIRONMENTAL REVIEW			
3a: Work with RGU to prepare required ER documents (EA, EAW) including operation and monitoring plans	3a. WD (RGU) prepares ER document(s).		3a. Conduct formal review of ER documents.
	3b. Apply for necessary permits.		3b. Begin preliminary permit review/approval.
	3c. Conduct public review meeting(s) for permitting and or environmental review.		3c. Issue public notices. DNR issues preliminary permit decision notice according to Step 5A of Mediation Agreement.
3d. Advise RGU on ER comment responses	3d. Determine need for EIS. (Begin EIS process if required.)		
STEP 4 RRWMB STEP II APPROVAL			
	4a. WD obtains options for land rights needed for project.		
	4b. Apply for project funding; submit RRWMB Step II application	4b. Review Step II application/decision.	4b. Review and decide on funding applications
STEP 5 PERMIT CONDITIONS AND EIS			
5a. Meet with regulatory agencies to review impact minimization and preliminary permit conditions. Recommend modifications as needed.	5a. Complete EIS, if required		5a. Meet with PT/proposer to discuss impact minimization and preliminary permit conditions. CoE Concurrence Point 4a: review preliminary design and mitigation (see Sec. 3C.5)

PROJECT TEAM	WATERSHED DISTRICT/ PROJECT PROPOSER	PROJECT FUNDING	REGULATORY AGENCIES
STEP 6 FINAL PLANS, PERMITS, LAND ACQUISITION			
6a. Review draft Final operating and monitoring plans.	6a. WD prepares Final Engineers Report, Final Operating and Monitoring Plans; hold public review hearing(s)		
	6b. Obtain all needed land rights		6b. CoE Concurrence Point 4b: impact minimization in project design phase (see Sec. 3C.5)
	6c. Apply for RRWMB Step III funding. Confirm all funding sources.	6c. Review Step III application/decision	
	6d. Prepare final design plans		
6e. Review final design plans			6e. Option to review final design plans.
			6f. Make final permit decisions.
	6g. WD issues construction order.		
STEP 7 CONSTRUCTION			
7. PT receives construction status reports; advises WD on any project modifications	7. Bid letting and construction		
STEP 8 MONITORING			
	8a. WD monitors project		
8b. Report to FDRWG on monitoring results annually	8b. WD works with PT on monitoring report		8b. Receive and review project monitoring report
8c. Recommend to WD operational modifications as needed	8c. WD decides on operational modifications		

Section 404

Concurrence Points Guidance

Guidance for Using the FDR/404 Merger Process on Proposals Requiring Clean Water Act Section 404 Authorization

OBJECTIVE:

The goal of a process to merge an agency's Flood Damage Reduction/Natural Resource Enhancement Project (FDR) process and the Clean Water Act (CWA) Section 404 permit evaluation process (FDR/404 merger) is to incorporate CWA Section 404 regulatory review requirements into the FDR project planning process, to achieve an orderly, concurrent review process. The FDR/404 merger process can have three to four concurrence points: Purpose and Need, Alternatives Carried Forward, Selected Alternative, and Design Phase Impact Minimization. These are the key points at which concurrence would be requested from Corps Regulatory staff.

BENEFITS:

Reaching agreement with Corps Regulatory staff at key stages in the FDR project development process before proceeding to the next stage should preclude the routine revisiting of decisions that are made prior to the submittal of a CWA Section 404 permit application. It would also encourage substantive participation by Regulatory staff at the earliest practical stages of review. Consequently, the FDR/404 merger process could significantly improve the progress and ultimate permitability of proposed projects.

CAVEAT:

Obtaining Corps concurrence at a particular point in the process does not indicate agreement that a permit will be issued. It only indicates that the information developed to date is sufficient to agree that the project can be advanced to the next stage of project development. Concurrence does not in any way preclude the Corps from exercising any provision of its authorities and policies applicable to permit review.

GUIDANCE:

The following is a discussion of FDR/404 concurrence points. At each of these points, the Corps would be requested to provide feedback regarding Clean Water Act Section 404 requirements, including the Section 404(b) (1) Guidelines (the Guidelines). At these points in the process, the proposer would prepare a document describing each concurrence point element and would ask the Corps to provide, in writing, concurrence or non-concurrence, in terms of whether the decisions made would satisfy Section 404 requirements.

Concurrence Point 1: Project Purpose and Need

Defining the project purpose is critical to the evaluation of any project and in evaluating project compliance with the Guidelines. The proposer would provide the Army Corps with a written description of the problem for which a solution is sought.

In evaluating the project purpose, the Corps would determine whether it is specific enough to define the proposer's needs, but not so restrictive as to preclude all discussion of alternatives. For example, a project purpose that allows for only one solution would likely need to be broadened, and a project purpose that allows solutions that don't solve the identified problem(s) would likely need to be further refined.

The purpose and need should define why the proposal must be implemented, have the ability to be quantified by some means, and should be as comprehensive, specific, and concise as possible.

Items to note in writing the project purpose and need:

- Whenever possible, relate the project need back to a problem or objective identified in a watershed plan.
- Distinguish between local and regional objectives for FDR and NRE, if the proposal contains both.
- If the proposal is meant to work in concert with other FDR measures that will be pursued separately, identify the proposal's independent utility. In other words, identify which objectives the proposal can meet on its own, without the other measures.
- Describe the purpose for the complete project rather than phases.
- Both the need and purpose should be as quantitative as data allows,
- Purpose and need statements should be concise, no more than a few paragraphs each. However, more detailed supporting documentation should be provided to the Corps for their administrative record.

In providing concurrence on the project purpose and need, the Corps is agreeing that the alternatives analysis will be limited to those alternatives that meet this project purpose. This project purpose will be used in evaluating practicable alternatives under the Guidelines.¹

If substantial new information regarding the purpose and need is brought forward later in the project development process, the adequacy of the purpose and need statement may be reconsidered.

Concurrence Point 2: Array of Alternatives and Alternatives Carried Forward

When the proposer conducts an initial screening of alternatives, and determines which alternatives will be carried forward for further analysis, the Corps should be

¹ The CWA Section 404(b) (1) Guidelines, known as the "Guidelines," are described in more detail later in this document

asked for a determination whether the range of alternatives evaluated would satisfy CWA Section 404 regulatory requirements, and for concurrence with the dismissal of alternatives.

In the alternatives analysis, it is critical that clear consideration be given to avoidance and minimization of adverse aquatic resource impacts. The alternatives analysis needs to explicitly evaluate, in comparative format where possible, all the environmental factors for each alternative considered. The project proposer must overcome the presumption in the CWA Section 404 regulations that there are alternative upland sites available that would meet the project purpose, and that the use of an upland site would be less environmentally damaging.

Another essential element of the alternatives analysis is the documentation of those alternatives considered and eliminated. This provides a clear history of alternatives development that can be concluded in the Corps administrative record for a permit evaluation. The documentation need not be extensive, just sufficient to show the rationale for dismissing alternatives.

Items to note in describing the project alternatives:

- Identify whether an alternative meets the project purpose partially or completely.
- Identify those alternatives considered that, alone or in combination with other measures, cannot meet the project purpose.
- For FDR/NRE projects the starting point for identifying potential alternatives is Table 1 from TSAC Technical Paper No. 11, FDR Framework (see *Appendix 6B*).
- Describe all components of the alternatives, including any non-jurisdictional components that are proposed by the applicant or others that meet the project purpose. Non-jurisdictional components are those measures that will be applied to help achieve the project purpose that do not themselves require CWA Section 404 authorization.
- Describe the operation and maintenance actions that would occur for each alternative.
- Identify and explain any alternatives that would be implemented in phases.
- Identify any wetland impact avoidance or minimization measures that have already been applied.
- Identify those alternatives that were considered but dismissed and explain why.
- Identify the alternatives that will be carried forward for further review/analysis

In providing concurrence with the alternatives carried forward, the Corps is agreeing that these are the alternatives that merit detailed review for Section 404 purposes. Before providing concurrence, the Corps will scrutinize the alternatives that are being dismissed from further analysis and determine if any of those may be less damaging overall than the alternatives to be carried forward.

The Corps will also attempt to identify any alternatives not yet considered that the Corps would expect to be considered in the permit evaluation. Corps agreement at this point implies that the proposer would not be asked to evaluate new alternatives when a subsequent permit application is made. However, if there are substantial changes or there is new information on the project, the Corps may require consideration of other alternatives.

Concurrence Point 3: Identification of the Selected Alternative

At this point, the proposer provides the Corps with their selected alternative and reasons for not selecting the other alternatives that had been carried forward for detailed review. The Corps would determine, if possible, whether the selected alternative is the least environmentally damaging practicable alternative (LEDPA)² available to the proposer, at the time it is identified.

The Corps would also determine whether the selected alternative has any “fatal flaws” that could result in a failure to comply with the Guidelines. The alternative must be the LEDPA and comply with the Guidelines to obtain CWA Section 404 authorization.

By obtaining the Corps’ concurrence that the selected alternative appears to be permissible at the time of the review, the proposer is reducing the risk of failure in the Section 404 permit evaluation process. If substantial new information regarding the selected alternative is brought forward later in the project development process, the Corps would need to revisit its decision regarding the selected alternative.

Items to note in identifying the Selected Alternative:

- The LEDPA is determined before any required mitigation is applied.
- The applicant must overcome the presumption that a practicable, less environmentally damaging alternative site, outside special aquatic sites, exists.
- There must be no alternative that is practicable, is less damaging to the aquatic ecosystem, and has no other significant, adverse environmental effects.
- The Corps cannot make a conclusive determination of the LEDPA until a permit evaluation has been completed.

SUBSTANTIVE (PASS/FAIL) REQUIREMENTS OF THE CWA SECTION 404(B) (1) REGULATIONS

In addition to some of the critical criteria listed above, CWA Section 404 regulations contain the following prohibitions:

- No discharge of dredged or fill material shall be permitted if it causes or contributes to a violation of any applicable State water quality standard.
- No discharge of dredged or fill material shall be permitted if it violates any applicable toxic effluent standard or prohibition under section 307 of the CWA.

² More description of the LEDPA is provided later in the Definitions.

- The proposal must not jeopardize the continued existence of a threatened or endangered species, or would likely result in the destruction or adverse modification of critical habitat.
- The discharge must not cause significant adverse effects on municipal water supplies, plankton, fish, shellfish, wildlife, special aquatic sites, or other aspects of human health or welfare.
- The discharge must not cause significant adverse effects on life stages of aquatic life and other wildlife dependent on aquatic ecosystems.
- The discharge must not cause significant adverse effects on ecosystem diversity, productivity, or stability.
- The discharge must not cause significant adverse effects on recreational, aesthetic or economic values
- All appropriate and practicable steps to minimize potential adverse effects of the discharge (wetland fill) on the aquatic ecosystem must be taken.

Concurrence Point 4: Design Phase Impact Minimization

At the point when the selected alternative is advanced to the design phase, the proposer would provide to the Corps additional documentation of the measures taken during project design to further avoid and minimize impacts to aquatic resources. This point may be undertaken concurrently with or subsequent to the submittal of a CWA Section 404 permit application.

The primary purpose of this concurrence point would be to ensure that the Corps is engaged during project design, to reduce the possibility of having to re-design a proposal to satisfy CWA Section 404 requirements. The Corps would also evaluate any proposed mitigation for adequacy in replacing the wetland functions that would be lost as a result of the proposed project.

DEFINITIONS

Concurrence is defined as a written determination that information to date is adequate to agree that the project can be advanced to the next stage of project development. Concurrence indicates an agreement not to revisit the previous process steps unless conditions change. It does not signify agreement that a permit will be issued, and it does not preclude the Corps from issuing a denial of a permit request.

Concurrence Point is a point within the merged FDR project development/404 review process at which the project proposer requests concurrence.

Practicable means available and capable of being done after taking into account cost, existing technology, and logistics in light of the overall project purpose.

Least Environmentally Damaging Practicable Alternative is the alternative meeting the project purpose and available to the applicant that has the least amount of impact to aquatic resources, without having other significant adverse impacts to the natural environment.

CWA Section 404(b)(1) Guidelines are the substantive requirements listed in Chapter 40, Section 230.10 of the Code of Federal Regulations (40 CFR 230.10).

DISPUTE RESOLUTION

It is anticipated that concurrence will be reached in most cases. However, a process is needed to address disputes that cannot be resolved between Corps Regulatory staff and the project proposer. Terminating participation in the FDR/404 merger process is an option, but would only delay the dispute until a permit application was made. Alternatively, Corps staff or the project proposer could elevate the discussion to the District Engineer and the FDR Work Group, respectively. If an elevated discussion does not resolve the dispute, then the Corps and project proposer would need to pursue traditional avenues of resolving differences that arise during permit evaluations.



Red River Basin Project Team Handbook

SECTION 4.

Project Funding Options and Procedures

This section provides guidance for the project proposers regarding sources of project funds and how to apply for them.

- ⇒ 4A – Flood Damage Reduction Studies...how to obtain state money to help with project planning and preliminary engineering.
 - ⇒ 4B – Flood Damage Reduction Grants...how to obtain state capital bonding money for project construction.
 - ⇒ 4C – FDRWG Project Compatibility and Readiness...describes the review process that the Work Group uses to determine project compatibility with the Mediation Agreement and readiness to spend project dollars. Includes instruction sheet [refer to 4C(1)] and form [refer to 4C(2)].
 - ⇒ 4D – Project Acceleration Grants...how to apply for FDRWG grants to help with preliminary project engineering and alternatives analysis. Includes approval and application form [refer to 4D(1)] and consent form [refer to 4D(2)].
 - ⇒ 4E – Project Team Support Funds...eligible expenses for Project Team support funds provided by the FDRWG.
-

SECTION 4A. PROJECT FUNDING

Flood Damage Reduction Studies: How to Apply for State Flood Hazard Mitigation Assistance Grants

Since 1987 the State of Minnesota has provided funds on a cost share basis to local units of government and other project proposers to provide technical and financial assistance to local governmental units for conducting flood damage reduction studies and for planning and implementing flood damage reduction measures. These grants are for studies, planning, and engineering that lead to the design and development of flood damage mitigation projects.

Flood damage mitigation projects include: acquisition of structures in the flood plain, relocations, flood-proofing, development of flood warning systems, public education, flood plain restorations, dams, dikes, levees, flood bypass channels, flood storage structures, water level control structures and other related activities.

Grants are limited to \$50,000 each. This program is administered by the Minnesota Department of Natural Resources (MDNR) Division of Waters. The following website provides grant application information:

http://www.dnr.state.mn.us/grants/water/flood_hazard.html

SECTION 4B. PROJECT FUNDING

Flood Damage Reduction Grants: **How to Apply for State Capital Bonding Money**

Since 1987 the State of Minnesota has provided funds on a cost share basis to local units of government and other project proposers to cover part of the cost of flood damage reduction benefits. These funds are available through the sale of general obligation bonds issued by the State and the money is granted for a wide range of capital projects.

This program is administered by the Minnesota Department of Natural Resources (MDNR) Division of Waters. The following website provides grant application information:

http://www.dnr.state.mn.us/waters/watermgmt_section/flood_damage/index.html

Capital bonding funds are authorized by the state legislature. In general the legislature hears requests and appropriates capital bonding money in even-year legislative sessions (i.e., 2008, 2010, etc.).

Instruction Sheet

Instructions for Completing the FDRWG Project Compatibility and Readiness Form

Process for Completing the Evaluation

- Step 1: The project proposer must fill out the evaluation form. The proposer may choose to involve the Project Team in this process or may review the completed form with the project team.
- Step 2: The proposer submits the form and any attachments to the Flood Damage Reduction Work Group (FDRWG) MNDNR Red River Basin Coordinator (2115 Birchmont Beach Rd NE, Bemidji 56601) by the established deadline. This will usually be in May of odd number calendar years.
- Step 3: The FDRWG will schedule times for the proposer to meet with the Technical and Scientific Advisory Committee (TSAC) and the FDRWG for review of the project information.
- Step 4: Project proposer meets with the Technical and Scientific Advisory Committee (TSAC) for preliminary review of the completed form. The TSAC will provide the FDRWG with a finding regarding the accuracy of the information in the first two categories.
- Step 5: Project proposer meets with the FDRWG to review the information in the form and answer questions from the Work Group. The Work Group will make a determination about the project's compatibility with the mediation agreement and readiness for capital bonding.
- Step 6: The FDRWG will submit recommendations to the DNR Division of Waters regarding the findings from the evaluation. Those recommendations will be used by the DNR in putting together the Governor's capital bonding request and in making project funding decisions during the subsequent bonding cycle. This will usually be in the spring of odd numbered calendar years.

Definition of Terms Used in the Form

Bonding cycle- a two-year period starting on July 1 of even calendar years during which state capital bonding funds are made available for specific purposes.

Intensively farmed ag land-land that was planted with annually seeded crops or was in a crop rotation seeding of pasture grass or legumes in six out of the last 10 years; excluding land incorporated within flood protection works (e.g., between setback levees), regardless of whether this land has been or will be farmed.

“Stand alone” phase- a project phase that is capable of useful FDR function on its own. Land acquisition for a specific FDR/NRE project may be considered a stand alone phase.

Significant- related to whether the funds can be spent within the upcoming bonding cycle

Transportation- this can be any type of public roads, either individually or as a system; infrastructure only, not traffic flow.

SECTION 4C(2). PROJECT FUNDING

FDRWG Project Compatibility and Readiness Form

PROJECT NAME _____

PROJECT PROPOSER _____

DATE OF THIS EVALUATION _____

EVALUATORS _____

Use of this Form: This form is for projects that are eligible for or that have received a portion of required State of Minnesota Capital Bonding funds. The FDRWG will use the information in this form to make a recommendation regarding funding eligibility and readiness of this project. The instructions for each section are in the boxes at the head of the section.

Compatibility with FDR Objectives

This category identifies the project's consistency with established goals, principles, and strategies for Flood Damage Reduction. Section A: Identify the statement that most accurately reflects your project's flood damage reduction effects for each item. Add up the pluses and minuses at the end. Section B: record the information about the project using TSAC Technical Paper 11 as a reference (available at www.rrwmb.org under Resources).

A. Consistency with Mediation Agreement FDR Goals (Net Downstream Impacts)

A.1 People and Property Flood Damage Reduction

(---)___A.1.1 Increased potential flooding of homes, farm structures, or communities

(0)___A.1.2 No homes, farm structures, or communities affected by project

(+++)_A.1.3 Project will reduce flood potential for homes, farm structures, or communities

Provide specific Description and Location for A.1.1 or A.1.3:

A.2 Transportation Flood Protection

(--)_A.2.1 Project will increase flood damages to transportation

(0)___A.2.2 Project has no effect on transportation flood damage potential

(++)_A.2.3 Project will reduce flood damages to transportation

Provide specific Description and Location for A.2.1 or A.2.3:

- A.3 Flooding Effects on Intensively Farmed Agricultural Land
- (-)___A.3.1 Increased crop damage on intensively farmed ag land
 - (0)___A.3.2 No effect on crops of intensively farmed ag land
 - (+)___A.3.3 Protects crops on intensively farmed ag land up to 10-year summer storm event
 - (++)__A.3.4 Protects crops on intensively farmed ag land at greater than the 10-year summer storm event when feasible at a minimal incremental cost

Provide specific Description and Location for A.3.1, A.3.3 or A.3.4:

- A.4 Flooding Effects on Water Quality
- (-) A.4.1 Project includes measures that reduce runoff storage or increase conveyance capacity resulting in increased turbidity
 - (+) A.4.2 Project includes measures that increase runoff storage or reduce flood volume resulting in reduced turbidity
 - (+) A.4.3 Project includes measures that will improve water quality, other than turbidity. Describe:

Total Number of (+)_____ **Total Number of (-)**_____

**B. Consistency with TSAC Technical Paper 11: FDR Framework
(Table 1: Expected RR Mainstem Peak Flow Reduction Effects)**

Use the table below to record information about each of the FDR Measures of this project as listed in Table 1 of TP 11. Each FDR Measure has its own footprint and for each of these footprints *only one* FDR Measure can be listed (e.g. do the rating for an ungated impoundment *or* a wetland restoration, not both on the same footprint). In order for the effects ratings to apply (i.e. + or -) the specific measure as planned for the project must be consistent with the guidance for operation and design in the Flood Damage Reduction Measures section of TSAC TP 11; pg. 24-36. Negative (-) effects must be explained below as to how those effects will be minimized or mitigated.

Flood Damage Reduction Measures (from Table 1 p. 9 of this form)	Timing Zone (E,M,L) of Project Drainage Area (Fig 24 see p.10)	RR Effects (+ or -) (Table 1, see p. 9)

Explanation:

- C. **Contribution to Mainstem Flow Reduction Goals (RRBC)**
[Currently undeveloped. This is a placeholder for when tributary goals are established.]

Compatibility with NRE Objectives

- A. **List the NRE Features associated with this project:**

Project Readiness

This category evaluates a project’s readiness for FDR program funding. Use checkmarks to indicate the project’s status for each of the item, A-H. Use no more than one checkmark per item unless otherwise indicated. Leave item blank if none of the options apply. **For items highlighted in Yellow or Red, provide explanation about project readiness with respect to timing of the next bonding cycle.**

- A. **Project Team Support**
- A.1**(R) Project Team not formed for this project
 - A.2**(R) Project Team does not have a recommended project
 - A.3**(Y) Project Team majority support of recommended project
 - A.4**(G) All Project Team members can live with the recommended project

For Red and Yellow provide Explanation:

- B. **Acquisition of Land Rights (can have more than one checkmark)**
- B.1**(R) Land acquisition issues not identified
 - B.2**(R) Significant difficulties with acquisition of land rights expected
 - B.3**(R) Project proposer waiting for willing seller(s)
 - B.4**(Y) Acquisition of land rights proceeding with landowner opposition
 - B.5**(Y) Acquisition of land rights proceeding without landowner opposition
 - B.6**(G) Land or use rights acquired

For Red and Yellow provide Explanation:

C. Project Operating and Monitoring Plans

C.1 Project Operating Plan

- _____ **C.1.1**(R) Operating plan not addressed
- _____ **C.1.2**(Y) Operating plan under development
- _____ **C.1.3**(G) Project has draft operating plan
- _____ **C.1.4**(G) Project has an approved operating plan
- _____ **C.1.5**(G) Project does not need an operating plan

C.2 Project Monitoring Plan (see TSAC TP9 for guidance)

- _____ **C.2.1**(R) Monitoring plan not addressed
- _____ **C.2.2**(Y) Monitoring plan under development
- _____ **C.2.3**(G) Project has draft monitoring plan
- _____ **C.2.4**(G) Project has an approved monitoring plan

For Red and Yellow provide Explanation:

D. Watershed Board Approvals

- _____ **D.1**(R) No Preliminary Engineers report
- _____ **D.2**(Y) Preliminary Engineers report ordered
- _____ **D.3**(Y) Preliminary Engineers report approved
- _____ **D.4**(G) Public Hearing
- _____ **D.5**(G) Final Engineers report approved
- _____ **D.6**(G) Order to Proceed

For Red and Yellow provide Explanation:

E. Funding Status

E.1 Total Project Cost Information

- E.1.1 Total Project Cost \$ _____
- E.1.2 Total State FDR Bonding Share \$ _____ (_____ % of project cost)
- E.1.3 Total State non-FDR Bonding Share \$ _____
- E.1.4 Total non-State Share \$ _____
- _____ **E.1.5**(G) State FDR Bonding already under contract/received \$ _____
[Also check the corresponding item in the summary on page 8]

E.2 State FDR Bonding Application Status for this Request

- E.2.1 State FDR Bonding this Request/Phase* \$ _____
- _____ **E.2.2**(Y) No funding request/application submitted to DNR
- _____ **E.2.3**(G) Project application submitted (accepted)

When the project is proposed to be constructed in “stand alone” phases attach a description of each phase and expected cost, identifying bonding dollars needed and fiscal year schedule for each phase.

E.3 Non-State Match for this Request/Phase \$ _____
 _____ E.3.1(R) Funding Sources for Required Match Not Identified

Project Proposer Share	Amount \$ _____	% of Non-state match _____
	Amt. committed \$ _____	% of Non-state match _____
Partner 1 _____	Amt. anticipated \$ _____	% of Non-state match _____
	Amt. applied for \$ _____	% of Non-state match _____
	Amt. committed \$ _____	% of Non-state match _____
Partner 2 _____	Amt. anticipated \$ _____	% of Non-state match _____
	Amt. applied for \$ _____	% of Non-state match _____
	Amt. committed \$ _____	% of Non-state match _____
Partner 3 _____	Amt. anticipated \$ _____	% of Non-state match _____
	Amt. applied for \$ _____	% of Non-state match _____
	Amt. committed \$ _____	% of Non-state match _____

_____ E.3.2(R) Non-State match insufficient for this request/phase
 _____ E.3.3(R) Sufficient Non-State funds anticipated
 _____ E.3.4(Y) Sufficient Non-State funds applied for or requested
 _____ E.3.5(G) Sufficient Non-State funds committed

For Red and Yellow provide Explanation:

F. Environmental Review Status

_____ F.1(R) Environmental review requirements not determined
 _____ F.2(R) Environmental review requirements identified

_____ F.2.1 State EAW required (Mand. Cat. _____)
 _____ F.2.2 State EIS required (Mand. Cat. _____)
 _____ F.2.3 Fed. EA required
 _____ F.2.4 Fed. EIS required

_____ F.3(Y) Environmental review in process
 _____ F.4(G) Environmental review completed
 _____ F.5(G) Environmental review not required

For Red and Yellow provide Explanation:

G. Regulatory Status (list all permits/approvals)

G.1 Corps 404 Concurrence Point Process

- (G)no jurisdiction
- (G)qualifies for general permit
- (R) prior to or at concurrence point 1 approval
- (Y)concurrence point 2 approval
- (G)concurrence point 3 approval
- (G)concurrence point 4 or permit issued

G.2 DNR Public Waters/Dam Safety Permit

- ___ (G)no jurisdiction
- ___ (Y)director's report response received
- ___ (Y) permit not applied for
- ___ (Y)permit applied for
- ___ (G)permit received

G.3 NPDES Stormwater Permit (MPCA)

- ___ (Y)permit/approval not applied for
- ___ (Y)permit/approval applied for
- ___ (G)permit/approval received

G.4 Permit/Approval 2 _____

- ___ (R)permit/approval not applied for
- ___ (Y)permit/approval applied for
- ___ (G)permit/approval received

G.5 Permit/Approval 3 _____

- ___ (R)permit/approval not applied for
- ___ (Y)permit/approval applied for
- ___ (G)permit/approval received

___ G.6 Additional permit/approval status listed on attachment

___ G.7 (R) All required permits and approvals have not been identified

For Red and Yellow provide Explanation:

H. Consistency with Approved Local Plans

[WD plans, land use plans, local water plan, SWCD comp plan]

___ H.1 (Y) Project inconsistent with any local plan

___ H.2 (G) Project consistent with all local plans

For Red and Yellow provide Explanation:

External Support and Partnerships

This category looks at the amount of political support or opposition for a project and which partners are involved. Use checkmarks to indicate which item describes the project for each of the factors A-D. For items highlighted in **Yellow(Y)** provide an explanation with respect to the timing of the bonding cycle.

A. Local Landowner Support (in and around project)

___ A.1 (Y) Significant landowner opposition (in funding timeframe)

___ A.2 (G) No significant landowner opposition

For Yellow provide Explanation:

B. Political Support

B.1a Local political: (indicate twp) _____

_____ B.1a.1(Y) opposition

_____ B.1a.2(Y) unknown

_____ B.1a.3(G) neutral

_____ B.1a.4(G) support

B.1b Local political: (indicate county) _____

_____ B.1b.1(Y) opposition

_____ B.1b.2(Y) unknown

_____ B.1b.3(G) neutral

_____ B.1b.4(G) support

B.1c Local political: (indicate city) _____

_____ B.1c.1(Y) opposition

_____ B.1c.2(Y) unknown

_____ B.1c.3(G) neutral

_____ B.1c.4(G) support

B.2. State (other than project team members) (can have more than one checkmark)

_____ B.2.1(Y) State government officials/legislators opposed to project

_____ B.2.2(Y) State government officials/legislators not aware of project

_____ B.2.3(G) State government officials/legislators neutral

_____ B.2.4(G) State government officials/legislators support for project

_____ B.2.5(G) Project received special state designation/recognition (e.g.,
governor's pilot project, earmarked funds in legislation)

[Also check the corresponding item in the summary below]

B.3 Federal (other than project team members) (can have more than one checkmark)

_____ B.3.1(Y) Federal government officials/legislators opposed to project

_____ B.3.2(Y) Federal government officials/legislators not aware of project

_____ B.3.3(G) Federal government officials/legislators neutral

_____ B.3.4(G) Federal government officials/legislators support for project

_____ B.3.5(G) Project received special Federal designation/recognition (e.g., special
congressional authorization, earmarked funds in legislation)

For Yellow provide Explanation:

C. Non Governmental Organization Support

Name of NGO _____ : Support(G) _____ Opposed (Y) _____

Name of NGO _____ : Support(G) _____ Opposed (Y) _____

Name of NGO _____ : Support(G) _____ Opposed (Y) _____

For Yellow provide Explanation:

D. Participating Partner Programs

(Check all that apply as to whether project program has been considered, and/or program is part of the project.)

Considered Participating

_____	_____	CREP/WREP (Cons. Reserve/Wetland Reserve Enhancement Programs)
_____	_____	RIM (Reinvest in Minnesota)
_____	_____	CRP/CCRP/WRP (Conservation Reserve/Continuous Conservation/Wetland Reserve Programs)
_____	_____	CSP (Conservation Security Program)
_____	_____	319
_____	_____	TMDL (Total Maximum Daily Load)
_____	_____	Clean Water Partnership
_____	_____	Clean Water Legacy
_____	_____	Challenge Grants
_____	_____	Corps 206/1135 Habitat Restoration
_____	_____	WMA (state wildlife management area)
_____	_____	WPA (federal waterfowl production area)
_____	_____	Other (specify)_____

Other Issues

Provide additional information relevant to items listed below as they apply to project readiness or compatibility with Mediation Agreement goals and objectives. Additional information may be added by FDRWG members during review of this project.

- A. Local Issues**
- B. Caution Flags**
- C. Consistency with Basin-wide Priorities**
- D. Other Priorities/Information**

Summary of Project Compatibility and Readiness

The following information is transferred from the preceding sections.

FDR Compatibility: A. ____ + ____ - B. ____ + ____ -

NRE Compatibility: under development

Special Considerations for Priorities (repeated from above)

_____ E.1.3 State FDR Bonding previously under contract/received

____ B.2.5 Project received special state designation/recognition (e.g., governor’s pilot project, earmarked funds in legislation)

____ B.3.5 Project received special Federal designation/recognition (e.g., special congressional authorization, earmarked funds in legislation)

Project Readiness

____ (# of **Green**) ____ (# of **Yellow**) ____ (# of **Red**)

External Support and Partnerships

____ (# of **Green**) ____ (# of **Yellow**)

Funding Priority

To be completed by FDRWG.

Project is Compatible with Mediation Agreement ____ **Yes** ____ **No**
Not Determined _____

Explanation:

Project Ready for Bonding:

____ Immediate	_____
____ Second year of cycle	_____
____ May be ready in next Bonding Cycle	_____

Fiscal Year

Project Compatibility and Readiness

Process for Evaluating Project Readiness for Funding

In 2006 the DNR Division of Waters requested the FDRWG to provide a rating of FDR/NRE projects that are seeking funding through the state capital bonding program. In response, the Work Group developed a Project Compatibility and Readiness form that project proposers can use to provide information about their project(s). The form is divided into five categories that rate a project on compatibility with flood damage reduction goals, compatibility with natural resource enhancement goals, readiness, external support and partnerships, and a category for other non-specific regional priorities, local issues, and controversies.

The process works by having the project proposer fill out a form for each project for which they will be seeking capital bonding funds in the next bonding cycle. A bonding cycle begins in July of the even numbered calendar years. The completed forms are submitted to the Work Group facilitator by a specified deadline, usually in the early spring of the year prior to the start of the next bonding cycle. The forms are then reviewed by the Technical and Scientific Advisory Committee for accuracy in the FDR and NRE Compatibility categories. After TSAC review, the committee makes findings of accuracy that are sent to the FDRWG. The Work Group meets to review all information on the form. At the end of their review, the Work Group issues findings regarding the project's compatibility with the mediation agreement and the project's readiness for bonding. Those recommendations are then transmitted to the DNR Director of Waters by June 15 of the year prior to the start of the next bonding cycle.

Refer to the following pages for instructions and forms to complete:

- Page 4C(1) -- Instruction Sheet for the Project Compatibility and Readiness Form
- Page 4C(2) – FDRWG Project Compatibility and Readiness Form¹

¹ A working file (MS Word format) of the Project Compatibility and Readiness Form is available on the CD in the Watershed District Version of the Project Team Handbook to facilitate completion of the form.

SECTION 4D(1). PROJECT FUNDING

Project Acceleration Grant Application

RED RIVER BASIN FLOOD DAMAGE REDUCTION WORK GROUP

Note to Applicants:

This application must be used to provide information to the Flood Damage Reduction Work Group that will be used to determine eligibility for project acceleration grants. This application and any supporting materials must be provided to the Work Group facilitator for distribution to the FDRWG at least two weeks prior to the date of the meeting at which the proposal will be considered.

I. PROJECT INFORMATION

A. Project Name: _____

B. Project Proposer:
Name _____

Address _____

Contact Person _____

Phone _____

Fax _____

E-mail _____

Other Partners/Proposers:

Provide the name of the consultant(s) that will be performing the engineering work.

Note: *If this project has been submitted for RRWMB funding, please attach a copy of the RRWMB Step I project information and skip to Section III of this application.*

C. Project Purpose(s):

A brief statement of the primary project purpose and any secondary purposes or functions.

D. Problem Area Description:

Describe the flooding problem that this project is intended to address.

E. Project Description

1. Describe the project features that are intended to reduce flood damages. Attach maps and site plans, as applicable.

2. Describe the project features that are intended to achieve natural resource goals. Attach maps and site plans, as applicable.

3. If the project will be constructed in phases, describe the project components for each phase.

F. Land Ownership

List the site owner(s) and attach a map or photo showing the project site and landowners.

1. Is the land area affected by the proposed project to be acquired by permanent easement or purchase?

2. Describe the current status of land acquisition.

II. ENVIRONMENTAL EFFECTS

A. Project Site Characteristics

1. Land Use/vegetative cover

Describe the land use and vegetative cover of the project site (attach map).

2. Hydrologic System

Describe the principal watercourse involved, the drainage area, design discharges, known peak discharges and stages.

3. Soil Characteristics

Describe the soils on the project site or attach a soils map showing the project site.

4. Fisheries and Wildlife Habitat, Rare Ecological Features

Describe fish and wildlife habitat, rare species, recreational resources in the area to be affected directly or indirectly by the project.

5. Water Quality

Describe existing water quality characteristics of the project area and any positive or negative impacts.

B. Effects on Hydrology and Stream Flow

Describe the project's expected effects on hydrology and channel stability. Attach before and after hydrograph for principal stream(s).

C. Effects on Natural Features, Fish and Wildlife Habitat

Describe the project's expected impacts on fish and wildlife habitat, rare species, and other natural features, recreational resources.

D. Effects on Flooding and Flood Damages

Describe the location and size of the area to be protected by the proposed project. Attach a map showing flood damage reduction area.

III. PROJECT PHASING AND FUNDING PLAN

A. Estimated total project cost

\$ _____

B. List the estimated project phases and the estimated contribution by each funding source for each phase

Project Phase	State FDR (bonding)	State FDR (gen. fund)	RRWMB	WD	Federal (specify)	Other (specify)

C. Project Schedule

Estimated project start date: _____

Estimated project completion date: _____

IV. APPROVALS AND PERMITS

A. Required Permits and Approvals

List all required permits and approvals and indicate the status of each.

B. Environmental Review (check ALL that apply)

State: EAW | * _____ EIS | * _____

Federal: EA | * _____ EIS | * _____

** For environmental review documents already completed list the type of document and the date of negative declaration, FONSI, or EIS adequacy determination.*

C. Watershed Project Team Approval

1. Indicate the Step completed for this project as listed in 3B: *Project Implementation Process and Procedures* (Section 3 of the Project Team Handbook).

Step: _____

2. Does this project as described above have the consensus approval of the project team?

No: *If no, what steps have been taken to achieve consensus?*

Yes: *If Yes, please attach project team consent form.*

3. List and briefly describe the alternatives considered by the project team.

D. Red River Watershed Management Board Approval

For projects that will be partially funded by the Red River Watershed Management Board indicate which Step approval has been granted by that Board. (See RRWMB Governing Documents, Section 4.)

Step: _____

E. Watershed District Board Approval

Indicate date of approval by the watershed district board of managers: _____

F. Consistency with Watershed Management Plan

1. Is the project consistent with the local watershed management plan?

_____ Yes _____ No

2. Is the project consistent with other applicable water management plans?

_____ Yes _____ No

V. ATTACHMENTS (as applicable, list all attachments here)

- 1. RRWMB Step 1 Application Material
- 2. Environmental Assessment Worksheet
- 3. Project Team Consent Form
- 4. Maps (specify)

SECTION 4D(2). PROJECT FUNDING

Project Team Consent Form

Red River Basin Flood Damage Reduction Work Group

PROJECT NAME: _____

PROJECT PROPOSER: _____

DATE: _____

INSTRUCTIONS:

1. List each official project team member and the organization, agency or interest they represent and have them indicate by their initials their consent to the proposed project.
2. For project team members who do not consent to the project leave the initials space blank.
3. When complete, attach this form to the RRWMB Project Funding Application.

Name	Organization	Initials

SECTION 4D. PROJECT FUNDING

Project Acceleration Grants

General Information:

The Red River Basin Flood Damage Reduction Work Group (FDRWG) is authorized to recommend awarding of grants to reimburse a portion of preliminary and final engineering expenses for flood damage reduction/natural resource enhancement projects in the Red River Basin of Minnesota. The source of the funds is an appropriation of the Minnesota legislature for the purpose of implementing the Red River Mediation Agreement. Funds are granted to the Red River Watershed Management Board which acts as the fiscal agent for these grants. The total amount of funds available for grants varies from year to year. The purpose of this document is to guide the applicant for project engineering grants from the FDRWG.

Refer to the following pages for instructions and forms to complete:

- Page 4D(1) – Project Approval and Funding Application¹
- Page 4D(2) – Project Team Consent Form

Eligibility:

Who may apply?

Project proposers who are legally authorized to undertake flood damage reduction and natural resource enhancement projects in the Red River Basin in Minnesota. In most cases the applicant will be a legally constituted watershed district.

What kinds of projects are eligible?

In general the FDRWG will consider the following factors in determining project eligibility:

1. The project must be consistent with any comprehensive watershed management plan for that watershed district.
2. The project must address a priority problem or opportunity area identified by the project proposer and endorsed by the project team.
3. The project must have the recommendation of the project team.
4. The project must have all required permits and approvals, or written indication from all required regulatory and approval entities that there are no known objections to the project as proposed that would prevent the issuance of a permit or approval.
5. The flood damage reduction and natural resource enhancement components of a project must result in flood damage reduction and environmental enhancement consistent with the mediation agreement in the judgment of the project team.
6. There must be sources of funds identified sufficient to complete the project.
7. The affected landowners within the project footprint have been contacted, informed about project concepts, and encouraged to participate in project team discussions.

¹ A working file (MS Word format) of the Project Approval and Funding Application form is available on the CD in the Watershed District Version of the Project Team Handbook to facilitate completion of the form.

How much are the grants and what are they for?

1. The grants are to reimburse the project proposer for some expenses incurred for the engineering costs of developing an eligible project.
2. The grant must be used to reimburse 50 percent of the non-state eligible expenses up to a maximum reimbursement of to be determined by the FDRWG. The exception is that for those projects which the legislature has designated for 75 state:25 non-state funding, the grant may be used to reimburse 75 percent of the non-state eligible expenses.

What expenses are eligible?

1. Expenses for FDR/NRE engineering include survey work, preliminary design work, site inventory and analysis, hydrologic and hydraulic analysis, expenses of project engineers, consultants under contract or on retainer with the project proposer which are incurred during the preliminary engineering phase of the project.
2. Expenses must have been incurred during the state fiscal year in which the funds are appropriated. Written verification of the date expenses were incurred must accompany the request for reimbursement. (For example: grant funds awarded during July 1, 2007 to June 30, 2008 may only be applied to engineering expenses incurred since July 1, 2007.)
3. The non-state match for engineering expenses may include documented technical in-kind services.

Application Process:

1. **Content:** The applicant must complete the relevant portions of the RRB FDRWG Project Funding Application (attached). The application must include a funding plan (Application Section IV.) The application must include a completed Project Team consent form (attached).
2. **Submittal Deadline:** The completed application and supporting material must be received by the FDRWG Facilitator no less than two weeks before the date of the FDRWG meeting at which the application will be acted upon. (Send application to: MNDNR Red River Basin Coordinator, 2115 Birchmont Beach Rd NE, Bemidji 56601)
3. **Distribution:** The FDRWG Facilitator will distribute copies to the Work Group members and alternates for their review prior to the meeting.

Approval Process:

1. The application approval decision will be made by the FDRWG at a regularly scheduled meeting.
2. The project proposer will be informed of the time on the agenda when the application will be considered and the proposer is **strongly encouraged** to be present or have a representative who can speak authoritatively and knowledgeably to the project details present at the FDRWG meeting. Lack of attendance by a project proposer representative may lead to the rejection or postponement of application approval.
3. The project proposer will be notified in writing of the decision of the FDRWG.

Reimbursement Process:

Evidence of eligible expenses and a written request for reimbursement must be submitted to the Treasurer of the Red River Watershed Management Board. (Naomi Erickson, P.O. Box 763, Detroit Lakes, MN 56502-0763)

SECTION 4E. PROJECT FUNDING

Project Team Support Funds

The Minnesota State Legislature, through the Department of Natural Resources, has appropriated funds to support implementation of the Mediation Agreement in each year since the Agreement was signed. Each year a significant portion of those funds has been directed for the support of the project teams by the FDRWG. These reimbursement grants are administered by the RRWMB. In general, the grants are intended to cover the administrative expenses of the project teams that are borne by the watershed districts, up to the grant limit, and to provide a source of funds for the project team to use in analyzing alternatives before a specific project is adopted by the watershed board.

The FDRWG establishes annual limits for these grants on a per watershed district basis. Typically the grants are divided in half with equal amounts for administrative expenses and for alternatives analysis. The FDRWG decided that money designated for administrative expenses could be used for alternatives analysis, but not vice versa, up to the grant limit. Those limits are adjusted periodically by the Work Group based on fund usage and availability.

Project Team expenses eligible for reimbursement with *FDRWG funds include:**

ADMINISTRATIVE EXPENSES

Salaries

- WD Administrator
- WD Board Member (per diem for Project Team meeting attendance)
- WD Support staff

Facilitator Expense

Meeting Expenses

- Postage, copies of meeting materials
- Meals, refreshments

Transportation

- Mileage (WD Board members only)
- Tours (bus rental, etc.)

ALTERNATIVES ANALYSIS

[NOTE: All eligible expenses must be incurred at the request of the WD/Project Team and are for non-designated projects]

Engineering expenses...for alternative development and analysis

*Approved by the RRBFDWRWG, July 2000

Engineer...attendance at Project Team meetings

Survey work

Mapping

Legal / attorney fees

Project team expenses are reimbursable at 100 percent, but administrators must record non-eligible project team expenses equal to or greater than the amount of the invoice to demonstrate a match. An example of non-eligible expenses is the value of non-state project team members' time spent at project team meetings, or eligible expenses that exceed the annual limit.

Project team administrators must submit invoices to the RRWMB Administrator on a quarterly basis for reimbursement of money already spent and an accounting of non-eligible matching expenses. Invoices are due 30 days after the end of each fiscal year quarter (i.e., on October 30, January 30, March 30 and July 30). The FDRWG may reallocate unclaimed project team support funds on a quarterly basis.



Red River Basin Project Team Handbook

SECTION 5.

Special Topics

This section includes information sheets provided by the University of Minnesota Extension on topics that will help watershed districts and project teams to operate more effectively.

- ⇒ 5A – Participatory Decision-making...provides information to support informed decision-making and problem solving, suggest effective engagement processes, and build skills to support participatory decision-making and action.
 - ⇒ 5B – Decision Modes...shares descriptions of various decision-making modes to clarify the consultative consensus role of project teams.
 - ⇒ 5C – Understanding Communication...provides information on how to improve communication between project team members, watersheds and stakeholder groups.
 - ⇒ 5D – Orientation of Team Members...includes suggestions on how to inform new (and reconnect existing) committee members to remind them of the importance of their role and how the group functions.
 - ⇒ 5E – Leading from Where You Are...offers tips and suggestions to help all Project Team members – not just the convener, but every participant – be a responsible member of the team committed to action.
-

Participatory Decision-Making

Local decision-makers, whether elected officials or leaders in a volunteer organization, face difficult decisions. Budget shortfalls, natural disasters, and changing community demographics can result in difficult decisions at the local level across the state, which affect local citizens and constituents. The process a decision-maker implements to make these decisions can influence the trust, support and buy-in of individuals, agencies and groups.

Tips Sheets Available Online

Effective participatory decision-making requires a multi-strategy approach. To aid you in doing your best as a leader of (or participant in) participatory decision-making, a series of tip sheets developed by the University of Minnesota Extension is available to you at www.extension.umn.edu/distribution/citizenship/00018.html . These tip sheets, designed to provide research-based educational information to support informed decision-making and problem solving, share information on the role of public participation, effective engagement processes, and skills to support participatory decision-making and action.

NOTE: Each tip sheet (topics below) has been designed as a stand-alone informational resource:

Engaging the public has multiple benefits

This tip sheet shares insights into why it is important to involve others in decision-making and what the benefits are to engaging with others.

Align the public participation strategy with the goal

This tip sheet shares information about the best methods for engaging the public successfully.

Consider when to use an internal or external facilitator

This tip sheet assists in determining what type of facilitator will help you the most and discusses the pros and cons of using internal and external facilitators for public meetings.

Create an agenda with purpose

This tip sheet shares important considerations for designing an effective meeting.

Set ground rules

This tip sheet shares information on how to keep discussions productive and includes a few “tried and true” ground rules to keep discussions on track.

Decide who decides

This tip sheet examines several different methods for decision-making so that your group can determine who will make the decisions. (See also PT Handbook Section 5B: Decision Modes)

Involve others and increase commitment

This tip sheet highlights the role of consensus as a decision-making process to problem solving and shares the benefits to using this type of decision-making process.

Decision Modes

There are several decision modes¹ which exist and can be helpful in a variety of different decision-making arenas. It is important to recognize that there are different “decision modes” and to be clear that with project teams the most appropriate mode is that of “Consultative Consensus Decision Making” (though voting is sometimes used in the appropriate situations).

Absolute Consensus Decision Making

DESCRIPTION: Absolute consensus requires that all group members not only can live with a decision, but that they actively support the decision and are convinced that the decision is superior to the existing status quo. Absolute consensus is thus synonymous with unanimous agreement. This process, when it involves complex data will require a great deal of time...and in at least half of the cases where unanimous consensus decisions are attempted the group ends up in a hopeless deadlock with at least one member not being able to agree.

Consultative Decision Making

DESCRIPTION: Consultative decision making means that the group is providing consultation and advice to the person/group who has the responsibility for choosing the ultimate course of action. With this decision method, a problem, question, or issue is studied and the responsible party asks the advisory group to help clarify the issue, draw suggestions and advice for consideration, and recommends which of the ideas will be implemented.

Consultative Consensus Decision Making

DESCRIPTION: Consultative consensus decisions, just as the name implies, represents decisions that combine consultative and consensus decision techniques. It is clear from the start who will make the decisions, yet the group leader or facilitator makes a special effort to have the decisions represent a growing consensus that emerges from the collective intelligence of the group.

Modified Consensus Decision Making

DESCRIPTION: The most stringent definition of consensus decisions insists that all members of the group agree with the decision before any approval is made by the team or task force. These types of consensus decisions are time-consuming and often unreachable. Thus, modified group consensus is a decision procedure that enables a group to achieve a type of consensus that ensures that each member of the group is willing to support the decision.

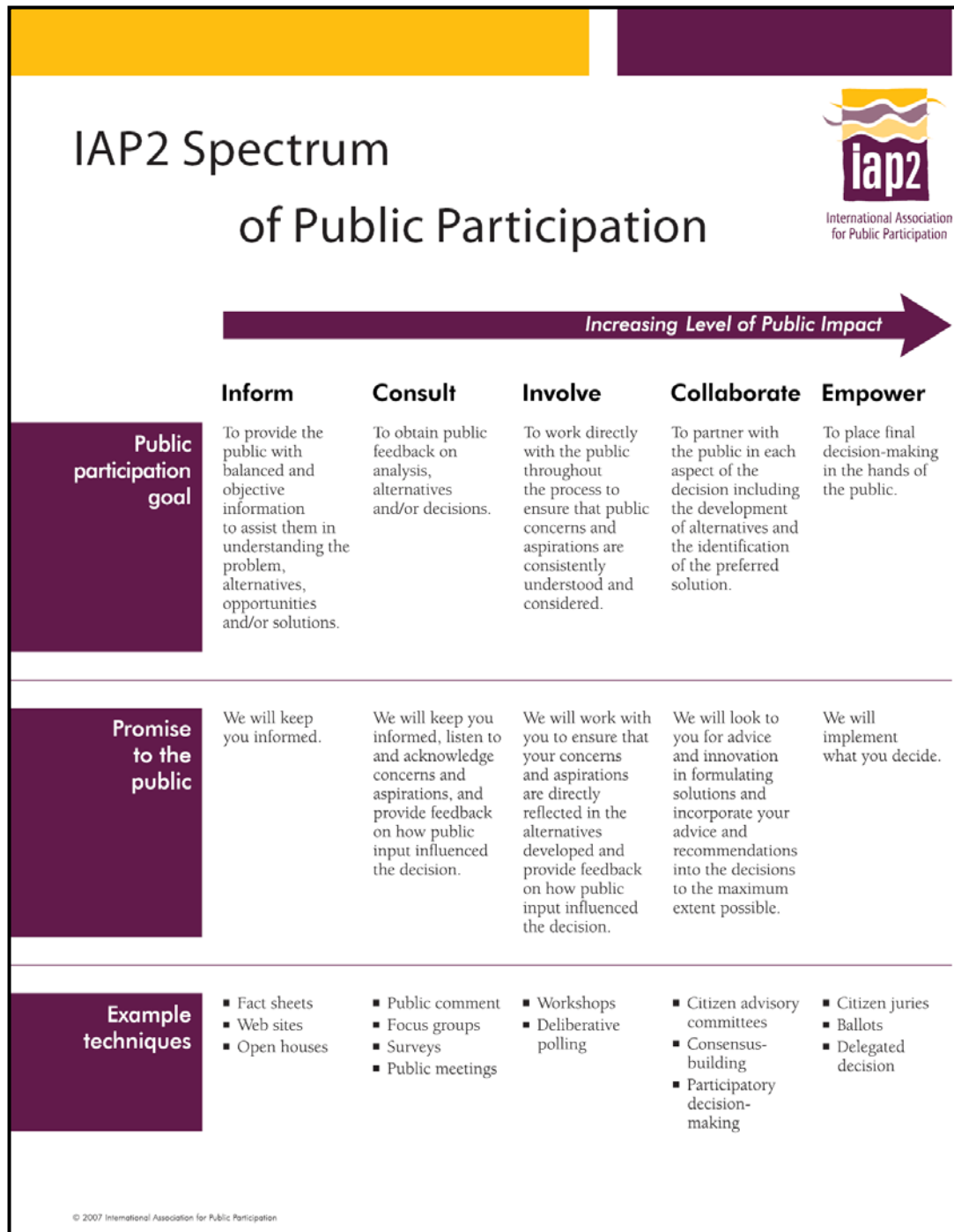
Voting

DESCRIPTION: Voting is not the preferred alternative for most group decisions because it interferes with the development of a participative culture, is not supportive of team building, and tends to entrench people in their positions rather than unleash the group’s collective intelligence. However, there are times when voting can be helpful to groups. Simple nonbinding “straw voting” can be a useful way to eliminate least-preferred alternatives, and actually helps to build consensual decisions.

¹ Reprinted from *The Complete Guide to Facilitation*, by Tom Justice and David Jamieson, copyright © 1998. Reprinted with permission of the publisher, HRD Press, Amherst, MA, (800) 822-2801, www.hrdpress.com.

Understanding Communication

Effective communication with stakeholders begins with clearly identifying your stakeholders and being clear about what your commitment is to each of the stakeholder groups. One way to frame this is with the IAP2 Spectrum of Public Participation¹.



¹ © International Association for Public Participation www.iap2.org

Orientation of Team Members

It is important to pay attention to the orientation of Project Team members. Each new member should receive orientation when they join the group, and the whole group should be re-oriented at least once a year. Orientation serves an important purpose of reminding everyone of the importance of their role and how the group functions.

Inform New Project Team Members

It is important for Project Teams to inform and “ground” new members as to the purpose and work of the group. This helps to ensure that new members begin their participation on the same page as the rest of the team. New members should be encouraged to ask questions about anything they don’t understand. If a Project Team does not offer an orientation, new members need to take it upon themselves to learn about the organization and the team.

Reconnect Existing Project Team Members

It is important for Project Teams to refresh and reconnect existing members on the group processes and expectations of the team. It is easy to lose sight of the purpose and focus of the work while dealing with specific projects. Re-orientation can bring new energy to a group when they see how the work they’ve been doing has had an impact and it connects to the bigger picture (overall plan).

Orientation of Project Team Members

Any formal orientation of members should include the following information:

1. History of the work and review of the “Red River Basin Flood Damage Reduction Work Group Agreement” (PT Handbook Section 6A)
2. Project Team Guidelines (PT Handbook Section 1) with special emphasis on “Roles and Responsibilities” and “Making Decisions”
3. Project Team Management (PT Handbook Section 2) with special emphasis on using the “Project Team Checklist” (to assess the health of the Project Team) and a review of the “Project Team Guiding Principles”
4. Project Development (PT Handbook Section 3) with special emphasis on the “Project Implementation Process and Procedures Table”
5. Project Funding (PT Handbook Section 4) with special emphasis on current funding options available
6. Resources available, including TSAC Technical Papers, User’s Guide to Natural Resources, and others
7. *[For new members]* Provide copies of recent conversation notes from Project Team meetings as well as other project-specific reference materials

Leading from Where You Are

If you are tired of meetings where the conflict gets in the way, conversation goes in circles, and nothing gets done – then it’s time for you to let your leadership show.

Whether you are the convener of the meeting or a meeting participant, you have an opportunity to set the tone for progress. Everyone in the room has a responsibility! Everyone – not just the convener, but every participant – should know how to lead from wherever they are.

Leading from the Front

Just because you are the convener or formal leader in the group, doesn’t mean that you are an expert at facilitating meetings. If you’ve never had much (if any) formal training on how to effectively lead a discussion, you still have a responsibility to set the tone for the meeting. Here are three tips (strategies) for improving the quality of meetings when you’re the one in charge:

Create an Agenda with Purpose. Making progress in a meeting means taking time beforehand to clarify the purpose and specific tasks of the meeting. It is important to: 1) clarify the purpose of the meeting before it happens, and 2) design an agenda using processes that focus on tasks and processes that involve others well.

Set Group Ground Rules. Creating and reinforcing ground rules is an important step to creating meetings that have clear expectations for involvement. Making them explicit helps clarify individual rights and responsibilities in the group setting. Specifically, effective ground rules help: 1) build group trust, and 2) manage problems before and as they occur. Using ground rules can create a safer, friendly meeting environment which can help achieve the purpose of the meeting.

Ask strategic questions and listen for responses¹. Strategic questions suggest motion, create options, and dig deeper.

A **strategic question** is empowering -- suggesting ownership from the one providing the answer. And, when you ask strategic questions, you need to practice dynamic listening.

Dynamic listening is more like looking than listening. You must look/listen to their thinking, to their feeling, to their dreams, and to their essence by paying attention to not only their words, but their non-verbal signs and their questions, to find deeper meaning.

Leading from the Back

If you aren’t the formal leader in a group it might be difficult to stand up and take control, however, you do have an opportunity to nudge the meeting in the right direction from where you sit! Here are three tips (strategies²) for improving the quality of meetings when you’re not in charge:

¹ For more information refer to *Strategic Questioning: An approach to Creating Personal and Social Change*, Fran Peavey (1997).

² For more information refer to *How to Improve Meetings When You’re Not in Charge*, Esther Derby (2004) from Amplify Your Effectiveness (AYE) Conference. Downloaded from <http://www.ayeconference.com/how-to-improve-meetings-when-youre-not-in-charge/>

Leading from the Back *continued...*

Ask for an agenda ahead of time. When you receive a meeting notice, ask for an agenda. Make your request in the spirit of the best use of everyone's time: "Knowing the agenda will help me come prepared to participate." You can also say, "Knowing the purpose of the meeting will help me determine whether I can contribute." *NOTE: Asking for a copy of the agenda may prompt the convener to clarify in their own mind why they called the meeting.*

Offer to take notes. Some times when we talk to people after a meeting, it's hard to believe we were in the same room – we all heard something different! Taking notes can help. As a participant you can offer to help by taking notes. Bring your flip chart paper and a marker and take notes so that all can see. Or, if an LCD projector is available, offer to type notes on your laptop and project them for all to see. *NOTE: Taking notes in public ensures that every one agrees that what is written is what was said.*

Facilitate from where you sit. A well-timed question or comment has saved many a meeting. Here's a sampling of tactics that can be helpful when facilitating from the back of the room. One word of caution about facilitating from the back of the room: *NOTE: Do this only if you genuinely want to be helpful. If you're feeling snide, it will come across in your voice.*

Request a review of the agenda. When you arrive at a meeting with an overstuffed agenda, make a request to review and prioritize the agenda. *Say something like, "I'm wondering if we have time to cover everything we need to in the time we have. Can we please review and prioritize the agenda before we start?"*

Ask for a progress check. When you see that time is getting short, ask for a process check. *Say something like, "I'd like to check in on our agenda. It is 1:50 and we still have three topics on the agenda. Could we prioritize them since we can probably only cover one of them in the 10 minutes we have left?"*

Help others participate. You can help the meeting when you help others participate. If you see a quiet person trying unsuccessfully to break into the conversation, *say something like, "I think John has something to say."* John may not want to speak, but make an opening if he wants to take it.

Rephrase. Sometimes rephrasing can help when someone is stuck on one point. *Say something like: "What I hear you saying is XYZ. Is that right?"* Rephrasing helps people feel heard and can move the conversation forward.

Comment on what you observe. Sometimes it is helpful to comment on what you observe by *saying something like, "I think we've covered that already,"* which can help get people moving again.

Summarize. Summarizing important points and decisions can help the group move forward. *Say something like, "Here's what I heard us agree to. Is that right?"* Don't be upset if people disagree with what you've said – you've just draw attention to the fact that people really don't have a common understanding. Once you've surfaced the misunderstanding, it's more likely to be resolved before everyone leaves the room.

You may not be able to solve every meeting problem when you're not in charge, but you can help many meetings to run more smoothly. After a while, people may even start following your cues: they'll write an agenda, pay attention to who they invite and start paying attention to the group process.



Red River Basin Project Team Handbook

SECTION 6.

Appendices

This section provides an overview of what is available to inform project teams as they develop projects.

- ⇒ 6A - Red River Basin Flood Damage Reduction Work Group Agreement...the original agreement adopted 12-9-98 which created project teams. This document includes the [revised] Watershed Management Plan Content which reflects the changes in next generation watershed district plans envisioned through the Red River Mediation process (*see attachment*).
 - ⇒ 6B - TSAC Technical Papers...a listing of all the technical papers available. Copies of ALL technical papers are available for handy reference in a separate Project Team Handbook binder or they can be downloaded at <http://www.rwmb.org/html/info.cfm?ID=10#TSAC>
 - ⇒ 6C - User's Guide to Natural Resource Efforts...this guide includes information on natural resources in the Red River Valley, suggestions for multi-objective projects, and includes an index for natural resource organizations, programs, etc.
-

Red River Basin Flood Damage Reduction Work Group Agreement

INTRODUCTION AND BACKGROUND

The Mediation Agreement negotiated by the Red River Basin Flood Damage Reduction Work Group in 1998 set goals and procedures for a new approach to flood damage reduction and natural resource enhancement in the Minnesota portion of the Basin. Since then, the Work Group has continued to meet to ensure that the elements of the Mediation Agreement are fully implemented by the responsible agencies and organizations operating in the Basin.

Over the years, the Work Group has issued specific guidance and clarification of the original intent of the Mediation Agreement. Most of that guidance was issued to help Project Teams function effectively in implementing good projects. That guidance has been incorporated in this Handbook. Consequently, some of the procedural steps in Part V of the Agreement have been superseded as Project Teams and the Work Group have gained experience with making the process work.

The membership of both the Work Group and the Technical and Scientific Advisory Committee (TSAC) has also changed since the Agreement was reached. However, both groups continue to meet and TSAC has maintained its original function as an advisory and research group addressing scientific and technical issues on behalf of the Work Group.

The Goals identified in Parts II and III of the Agreement have proven to be very durable over the years. Some elements of the flood damage reduction goals have received broad acceptance over the entire Red River Basin.

As new agencies and interests have been added to the Work Group, their representatives have been invited to formally ratify the agreement by adding their signature to the Signatures in Part VIII.

RED RIVER BASIN FLOOD DAMAGE REDUCTION WORK GROUP

AGREEMENT

DECEMBER 9, 1998

INTRODUCTION

This agreement is the product of eight months of consensus-based, mediated negotiations by the Red River Basin Flood Damage Reduction Work Group (“Work Group”). It responds to a mandate from the Minnesota Legislature to resolve gridlock over state permitting of flood damage reduction projects in the Red River Basin. The agreement is intended as the framework for a new, collaborative approach to implementing both flood damage reduction and natural resource protection and enhancement in the Red River Basin in ways that will benefit all Minnesota’s citizens. The keys to this new approach are clearly identified goals, comprehensive watershed planning, early consultation and collaboration on flood damage reduction projects among stakeholders, and a cooperative approach to permitting of those projects.

The agreement is organized in seven parts, as follows:

Part I provides background information about the Work Group’s genesis, its makeup, the Technical and Scientific Advisory Committee that provided support, and a summary of meetings and other activities that led to this agreement.

Part II identifies broad goals for flood damage reduction in the Basin, along with key principles.

Part III identifies natural resource goals for the Basin.

Part IV describes the comprehensive watershed planning process to serve as the vehicle for coordinating flood damage reduction and natural resource management strategies.

Part V addresses the new project review and permitting process developed by the Work Group.

Part VI covers the Work Group’s decisions about a future entity to oversee implementation of this agreement and resolve conflicts.

Part VII addresses the funding needs for implementation of these goals.

Part VIII contains the signatures of Work Group stakeholders.

Appendix

- Board of Water and Soil Resources Watershed Planning Process
- Working Papers of Technical and Scientific Advisory Committee

PART I. BACKGROUND

A Chronology of Historic Factors

The Red River Basin was formed by glacial action. The melting of that glacier formed Lake Agassiz and as the glacier receded to the north, the lake drained, and in its place a vast region of grasslands and extensive marshes developed. Lakota, Ojibway, and Metis people are known to have lived and hunted in the region. European immigrants began settling in the Red River Basin in the 1840s, with the greatest influx occurring between 1870 and 1890. Earlier settlements have been documented in the northern areas dating back to the very early 1800s.

Documentation of major flooding began with journal entries by trappers, explorers, and early settlers recounting loss of lives, homes, and property beginning in 1824, 1825, and 1826. The 1826 event was in all probability the largest flood that has ever occurred in the Red River Basin. The floods of 1852, 1893, and 1897 were of nearly equal proportions, with the 1897 event the first to be officially recorded. Major events since that time occurred in 1914, 1919, 1950, 1974, 1975, 1978, 1979, 1985, 1989, 1993, 1996, and 1997. Significant flooding events with documented damages have occurred on the tributary rivers in equal or greater frequency than those recorded on the main-stem.

"Associations" of interested persons were initiated to address drainage and flooding beginning in 1870. A "Congress" of persons interested in water management convened annually until 1909. The "Tri-State Flood Control Association" convened in Fargo until 1919. The first discussions on upstream water retention progressed through these organizations. A "Tri-State Commission" was organized in 1937 and functioned until 1948. The installation of over forty water control structures for flood damage reduction, water supply, and hydro-power was accomplished in this time period.

In 1955 the Minnesota legislature authorized the formation of Watershed Districts, formed on tributary watershed boundaries, for the expressed purpose of managing water in a holistic manner. Eleven districts have been formed in the Red River Basin. In 1976 seven watershed districts, under jurisdiction of a Joint Powers Agreement, formed the Red River Watershed Management Board for the express purpose of funding flood damage reduction programs and projects. Two additional watershed districts have joined since that time. The watershed districts constructed thirty-five water control structures prior to 1992 ranging in control capability from under one hundred, to over thirty thousand acre feet of storage.

Flooding and a related problem, soil erosion, continues to plague the Red River Basin, therefore planning for flood damage reduction projects has continued. Concern about the potential cumulative environmental effects of proposed watershed districts' flood control projects led the United States Army Corps of Engineers and Minnesota Department of Natural Resources to initiate a joint Environmental Impact Statement (EIS). The EIS was completed, designated as a Generic EIS for state purposes and subsequently challenged in state district court by the watershed districts and the Red River Watershed Management Board. In May 1997, the Minnesota Legislature authorized funding for a "Mediation" process to attempt resolution of the disputed issues that were addressed in the EIS, led to the court challenge, and resulted in gridlock on permitting issues.

The mediation was set up to seek resolution of the issues in a positive manner and allow for the implementation of the most effective and environmentally friendly alternatives that would accomplish flood damage reduction. This document includes the agreements that resulted from that mediation process.

Work Group Convening and Membership

Following the Legislature's mandate, the Minnesota Department of Natural Resources and the Red River Watershed Management Board jointly retained CDR Associates of Boulder, Colorado to mediate the negotiations, and worked with the mediators to convene a stakeholder group that represented all key interests associated with flood damage reduction and natural resource protection and enhancement in the Basin. In addition to the DNR and RRWMB, the Work Group ultimately included representation for federal and state agencies, public interest environmental groups, and a range of citizens from the Basin. One Native American tribe elected to participate as a special observer. Municipal governments along the Red River main stem also were invited to participate, but elected not to do so. The Work Group members are:

Ron Nargang, Minnesota Department of Natural Resources ("DNR")
Ron Harnack, Minnesota Board of Water and Soil Resources ("BWSR")
Don Ogaard, Red River Watershed Management Board ("RRWMB")
Dan Wilkens, Red River Watershed Management Board
Jerome Deal, Red River Watershed Management Board
Vernon Johnson, Red River Watershed Management Board
Gerald Van Amburg, Concordia College
Mark Ten Eyck, Minnesota Center for Environmental Advocacy ("MCEA")
Cheryl Miller, National Audubon Society
Rollin Siegfried and Jim Litzinger, U.S. Fish & Wildlife Service ("USFWS")
Keith Driscoll, local resident and farmer
Paul Borgen, local resident and farmer
Steve Zaiser, local resident
Jeff Lewis, Minnesota Pollution Control Agency ("MPCA")
Chuck Spitzack, U.S. Army Corps of Engineers ("USACE")

Chuck Meyer represented the Red Lake Band of Chippewa Indians as a Special Invited Observer.

Purpose for the Mediation

The Work Group ultimately adopted the following statement of purpose for its negotiations:

To reach consensus agreements on long-term solutions for reducing flood damage and for protection and enhancement of natural resources. Such agreements should balance important economic, environmental, and social considerations. Such agreements must provide for fair and effective procedures to resolve future conflicts related to flood damage reduction.

Technical and Scientific Advisory Committee

The Work Group relied on a Technical and Scientific Advisory Committee (“TSAC”) to provide technical and scientific information and analysis in support of the mediation effort. The TSAC represented a range of disciplines, including hydrology, engineering, ecology, soils science, and economics. The TSAC developed a series of working papers to address key topics associated with flood damage reduction and modeled the use of different strategies for flood damage reduction. The TSAC did its work based on consensus, and its work products reflect consensus recommendations to the Work Group.

The TSAC includes:

- Jim Solstad, DNR
- Steve Apfelbaum, Applied Ecological Services, Inc.
- Doug Eppich, Applied Ecological Services, Inc.
- Scott Jutila, USACE
- Luther Aadland, DNR
- Rick St. Germain, Houston Engineering (with support from Erik Jones)
- Charlie Anderson, JOR Engineering
- Larry Lewis, USFWS
- Greg Larson, BWSR
- Jeff McGrath, USACE

Summary of Meetings and Activities

The Work Group held ten (10) negotiating sessions from May to December, 1998. Many stakeholders took time out from their personal and professional lives to participate, without remuneration. Most meetings were held in Crookston, Minnesota. In addition, Work Group members took a group tour of the Wild Rice watershed, and spent numerous hours on conference calls and in smaller *ad hoc* meetings.

Use of Consensus to Reach Agreement

This agreement is the result of a consensus-based process. The Work Group did not use majority voting to make key choices, but relied on the commitment of individual stakeholders to craft solutions that would accommodate diverse interests. The consensus process meant that no single stakeholder was able to impose its views on the Work Group, and stakeholders were able to build consensus solutions while holding different viewpoints. The result of this process, while not perfect for any stakeholder, represents the best agreement possible at this time.

PART II. BROAD GOALS AND PRINCIPLES FOR FLOOD DAMAGE REDUCTION

The Work Group adopted eight broad goals for flood damage reduction in the Red River Basin. These goals reflect the Work Group's efforts to identify the key interests associated with flood damage reduction and make these interests the focus for policy choices. The goals reflect the differing perspectives of Work Group stakeholders that were examined and debated during the course of the Work Group's deliberations. They also reflect the difficult choices faced by the Work Group in setting realistic yet meaningful goals.

The Work Group also identified key principles to guide policymakers as they develop strategies to implement the broad flood damage reduction goals set out below.

Flood Damage Reduction Goals

The Work Group decided to differentiate between **prevention** of damage and **reduction** in the risk of damage in setting flood damage reduction goals. This approach reflects agreement that certain damages associated with flooding are so significant that everything possible should be done to **prevent** them from occurring. This means providing the maximum feasible protection and setting high priorities on actions needed to accomplish this goal. The Work Group also agreed that for other damages associated with flooding the focus should be on **reducing** the present risk that they will occur, but not on seeking to eliminate that risk. The Work Group agreed that breaking the disaster/repair cycle by implementing flood damage reduction projects is important.

The broad goals for flood damage reduction in the Basin are:

1. **Prevent** loss of human life.
 - a. Promote the development of community flood warning systems and emergency response plans.
 - b. Promote the development of flood plain management plans and land use ordinance administration and enforcement.
 - c. Ensure state oversight of project design and technical criteria.

2. **Prevent** damage to farm structures, homes, and communities.
 - a. Promote the construction of farmstead ring dikes built to a minimum of 2 feet of freeboard over the flood of record, or 1 foot above the administrative 100-year flood, whichever is greater.
 - b. Promote the construction of community setback levees and floodwalls built to the flood of record plus uncertainty (3 feet) or the 100-year flood plus uncertainty, whichever is greater.
 - c. Promote the acquisition and permanent removal of flood-prone structures and establishment of greenways within the 100-year flood plain.
 - d. Accelerate flood insurance studies, flood plain remapping and hydraulic/hydrologic studies in poorly defined or unmapped areas.
 - e. Accelerate comprehensive watershed and systems approaches to basin management.
 - f. Discourage the development of structures within the 100-year flood plain, with the exception of those approved in a community's flood plain ordinances.

3. **Reduce** damage to farmland by:
 - a. Providing protection against a ten-year summer storm event for intensively farmed agricultural land;
 - b. Maintaining existing levels of flood protection when consistent with a comprehensive watershed management plan; and
 - c. Providing a higher level of protection, e.g., 25-year event, when feasible at a minimal incremental cost.
4. **Reduce** damage to transportation.
5. **Reduce** damage to water quality, including direct and chronic impacts, from floodwaters coming into contact with potential contaminants.
6. **Reduce** environmental damage caused by flood control projects.
 - a. When advancing a project* that requires a permit, select the least environmentally damaging (or most environmentally enhancing), feasible and prudent alternative that accomplishes the water management goals.
 - b. Design projects or packages of projects that provide net natural resource enhancement.
 - c. A planned response to a flooding problem should take into account natural resource benefits, as well as negative impacts, in a watershed context (beyond the immediate project site).
7. **Reduce** social and economic damage.
8. **Reduce** damage to natural resource systems caused by flooding.

* "Project" means: Planning and development, construction, maintenance, repair, or improvement of a watershed district for a purpose for which the watershed district is established

Explanation of Ten-year Storm Event

The Work Group had repeated, lengthy discussions about the different interests associated with the third goal listed above: reducing damage to farmland. These discussions covered, in part, the annual nature of agricultural flooding, the damages associated with that flooding, the fact that these damages are difficult to quantify and are not widely publicized, the important differences between spring and summer flooding events, the existing drainage infrastructure, and changes in land use. The Work Group ultimately set the "ten-year summer storm event" as the target for reducing flood damage to qualifying farmland. In technical terms, a ten-year event is defined as 3.57 inches of rainfall in a 24-hour period, or 6.39 inches of rainfall in a ten-day period, in a minor watershed, i.e., ten square miles or less. In terms of probability, for an eligible piece of farmland protection against a "ten-year event" means a ten percent chance in any single year of being flooded by runoff from another's property as a result of a summer storm event. For example, a conveyance system designed to a ten-year standard will be able to convey the ten-year runoff volume without overflowing and will allow for the drainage of adjacent lands to prevent crop damage.

The ten-year event target specifies how much protection flood damage reduction strategies should strive to provide as well as the level of risk that will remain. For

example, a 25-year storm event will exceed the specified level of protection and cause damage to agricultural land. Given the unique hydrology and topography in the Basin, the ten-year event goal will need to be flexible and site-specific in its application. Successful implementation will require accounting for reasonableness of costs, the need to be sustainable, and the need to incorporate other flood damage reduction principles/criteria.

Explanation of Intensively Farmed Land

The Work Group agreed that the ten-year level of protection should apply only to intensively farmed land. This means land that was planted with annually seeded crops or was in a crop rotation seeding of pasture grass or legumes in six out of the last 10 years; excluding land incorporated within flood protection works (e.g., between setback levees), regardless of whether this land has been or will be farmed.

Flood Damage Reduction Principles

The Work Group also agreed on certain flood damage reduction principles. These principles are consistent with the broad flood damage reduction goals and are intended to guide the efforts of policymakers and project proponents to implement those goals through the comprehensive watershed planning process and project planning, design, and permitting. The principles adopted by the Work Group are:

1. Reduction of overland flooding is needed; any solution will probably require on-site and upstream solutions.
2. Water resource problems should not be passed along to others. A solution for a watershed should not create a problem upstream or downstream.
3. Water should be stored/managed as close to where it falls as is feasible and practical.
4. A systems approach should be used to manage the timing of flow contributions from multiple minor watersheds.
5. Projects should be consistent with comprehensive watershed management planning.
6. Project cost responsibilities should be negotiated project-by-project based on flood damage reduction and natural resource benefits.
7. The responsibility for mitigation of negative environmental and cultural impacts rests with the project proponent.
8. If costs are incurred in connection with a project to produce an environmental gain for the project as a whole, it may be appropriate for alternative sources of funding (in addition to project money) to be used for that gain.
9. Existing laws and procedures should be the basis for compensation to landowners adversely affected by a change in the existing condition.
10. Incentives should be developed to encourage landowners to voluntarily manage their land to achieve flood damage reduction and natural resource goals in order to avoid the need for additional regulatory controls.
11. A natural resource project should not exacerbate flooding.

Flood Damage Reduction Strategies

Accomplishing the broad flood damage reduction goals described above will require consideration of a full range of structural and non-structural strategies. Specialized strategies such as adequate flood warning systems and ring dikes will help prevent loss of human life and damage to farm structures, homes, and communities. Meeting other goals will require strategies that reduce overland flooding, provide storage, and/or maintain or provide adequate conveyance. The Work Group agreed that a combination of strategies may be needed to maximize the effectiveness of any particular strategy. These strategies potentially include:

1. Wet dams

- A dam constructed to maintain a permanent pool of water, while providing temporary storage of stream flows for flood control, may also provide wildlife habitat and recreation.
- Can be designed with gated or automatic draw-down control outlet structures.
- A constant source of inflow is needed for pool maintenance.)
- A management plan incorporating downstream predicted peak-flows is essential to maximize flood damage reduction potential.

2. Dry dams

- A dam constructed for temporary storage of stream flows during flood events.
- Can be designed with gated or automatic draw-down control outlet structures.
- Duration of designed storage depends on downstream channel capacity.
- A management plan incorporating downstream predicted peak-flows is essential to maximize flood damage reduction potential.

3. On-stream storage

- A structure placed across the cross-section of a stream's topography causing flood flows to form a pool.
- Utilizes existing landscape features to maximize control capability.
- May cause alterations to pre-project plant communities in a summer storm event.
- Allows for control of flows from entire watershed above the point of construction.

4. Off-stream storage

- A storage structure placed adjacent to a water course to receive diverted flood flows.
- Potential for construction and effectiveness dependent on the area topography.
- Allows for maintaining a free flowing stream in non-flood flow conditions and can ensure a stream flow during flood events.
- Duration of storage can be extended to ensure maximum downstream benefits.
- Allows for control of flows from entire watershed above the point of construction.

Note: On/off stream storage can have either gated or un-gated outlet controls.

- With gated storage the project's management plan can adapt to future conditions.
- With fixed draw-down features, the release of stored water is pre-determined.

5. Flood storage wetlands

- An outlet control structure is constructed on previously drained wetland which may contain a permanent pool.
- Some natural wetland functions can be restored and maintained.
- Can reduce the run-off from a watershed's contributing area in direct relation to the size of the temporary pool created thereby reducing downstream discharges.
- Secondary goals may be wildlife enhancement, water quality improvement, stream flow stabilization, provide infiltration for groundwater recharge and reduce erosion.

6. Wetland restoration

- Wetlands restored to pre-drainage hydrology and appropriate native vegetation.
- May provide flood storage benefits based on hydrologic setting, outlet configuration, and antecedent moisture conditions.

7. River corridor restoration

- The area adjacent to a stream is restricted to non-rotational farming practices or within a city is designated as a green belt and zoned against building activity.
- Effectiveness based on degree of flow control accomplished.
- Can be effective in reducing stream-bank erosion and downstream sediment deposition.
- Provide a haven and travel route for wildlife.
- Reduces downstream flow velocities and allows for restoration of natural ecosystem.
- May provide additional floodplain storage during flood events.

8. Setback levees

- Levees (dikes) are built parallel to and a reasonable distance (e.g., meander belt width) away from water courses to contain flows and increase riparian storage of above-bank flows.
- Can prevent flooding of adjacent land and resulting cross-country sheet-flooding.
- May increase downstream flows by removing traditional routing and storage.
- May create an impediment to drainage of adjacent land and minor watershed outlets.

9. Riparian buffer strips

- The land adjacent to streams is permanently seeded/planted to appropriate vegetation.
- Reduces erosion and filter run-off from affected land.
- Reduces cropland losses by taking land out of annual production.
- Provides a haven/travel corridor for wildlife and access for stream maintenance.

10. Dredging and channelization

- Channel modification or removal of accumulated sediment to increase channel capacity.
- May increase downstream flows.
- May reduce flooding due to increased channel flow efficiency and timing of discharge.
- Disrupts stream ecology and equilibrium and may cause downstream erosion and sedimentation.

11. Storage easement

- Compensation is paid to landowners for the public or private benefit of storing water on their land.
- Offsets lost land value due to required land use change.
- Provides an incentive for project development where needed.

12. Retirement of land

- Converts land from agricultural production to permanent vegetation.
- Reduces surface run-off during and/or after precipitation storm events.
- Significantly reduces erosion of soil from affected area.
- Provides for wildlife habitat.

13. Land use

- Land use changes may alter downstream flows.
- Increased areas of intensively cultivated crops may increase storm event run-off.
- Land use changes are influenced by economics and federal, state, and local policy.
- Flood plain land uses compatible with periodic flooding may accomplish flood damage reduction.

14. Best Management Practices

- A practice or combination of practices that are determined to be the most effective and practicable means of treating a resource problem at levels compatible with environmental quality goals.

15. Gating ditches

- Adjustable controls are placed on culverts in channels to regulate stream flow.
- Topography of the affected area determines the technically appropriate control used.

16. Culvert sizing

- Graduated sizing of culverts within a ditch system to provide a degree of control.
- Equity is an important consideration.
- The smaller the drainage area is, the more effective culvert sizing can be in accomplishing meaningful, effective control.

17. Drainage

- Modification of the hydrology of the land by providing drainage-ways to convey surface or subsurface water from cultivated or occupied areas.
- Water conveyed by drainage of agricultural land in the higher elevation areas of a watershed may increase downstream flows.

PART III. NATURAL RESOURCE GOALS

This part of the agreement is intended to provide a clear statement from state, federal, and tribal agencies of goals for natural resource management in the Basin. It represents an effort by those agencies with natural resource management responsibilities to be proactive and explicit in identifying their goals. The natural resource agencies are conducting a comprehensive planning process, with residents and stakeholders of the Red River Basin, to develop water quality goals for the Basin. The resulting Plan, and goals, will be ready for implementation in September 1999.

The purpose of the natural resource goals is:

- To provide specific information about resource management objectives for incorporation in Watershed District comprehensive plans
- To assist Watershed Districts to seek balanced, integrated projects that serve multiple objectives and will provide flood damage reduction and natural resource and water quality improvement
- To facilitate permit decisions by having clearly stated natural resource and flood damage reduction goals
- To identify the benefits to natural resources that flood damage reduction activities can achieve. Such benefits should be recognized, quantified, and accounted for in evaluating net natural resource loss/gain.
- To promote clarity and agreement about the relationship between potential impacts on natural resources and impacts on flooding for individual flood damage reduction projects
- To provide guidelines for mitigation when damage to natural resources will occur as a result of a flood damage reduction action. To the extent that specific natural resource goals are articulated, acceptable mitigation can be more easily and realistically defined and identified.
- To promote appropriate cost allocation for projects according to potential benefits.

Natural resource management goals are necessarily fluid and dynamic. They will reflect variations among different watersheds as well as changes in natural conditions. Consequently, the goals identified in this agreement are subject to adjustment and refinement. They represent the best information available from the resource agencies at this time. Work Group members responsible for developing these goals commit to defining them as soon as possible for all watersheds in order to support the comprehensive watershed planning process.

Natural Resource Management Goals

1. Manage streams for natural characteristics.

a. Natural stream characteristics

- permanent vegetation in riparian corridor (meander belt width)
- channels with horizontal and vertical meanders
- stable bed load
- flow regimes that provide access to seasonably critical habitats for a variety of stream biota, with fish as a key indicator
- water free of chemical pollution
- connectivity from lower to upper reaches

b. Bed stability objectives

- establish a mix of bottom vegetation, substrates, pools and riffles consistent with natural fluvial processes and native biota needs (pools and riffles maintain oxygenation, provide resting, refuge and feeding areas for aquatic organisms, aid invertebrate production, and promote physical diversity)
- eliminate excessive degradation or aggradation of the channel slope
- eliminate the need for channel maintenance
- establish equilibrium of sediment transport throughout all reaches

c. Habitat diversity objectives

- maintain a self-sustaining, diverse biotic community that contains a variety of fish, mussels (critical indicator), birds and plants
- protect high-gradient (i.e., beach ridge area) reaches of streams
- maintain or reestablish connectivity of high gradient (i.e., beach ridge) streams with the mainstem Red River

d. For unaltered (non-channelized) reaches of streams:

- protect these reaches from alteration
- restore a more natural annual hydrograph
- maintain/establish connectivity with up- and downstream reaches
- maintain/establish riparian vegetation within the meander belt width

e. For altered reaches of streams:

- promote restoration toward natural characteristics
- increase or reestablish connectivity with up- and downstream reaches

f. For ditches (no prior watercourse):

- establish stable slopes and implement other measures to reduce sedimentation contribution
- maintain or establish minimum 1 rod buffer zone

2. Enhance riparian and in-stream habitats.

a. Riparian corridor objectives

- o preserve and enhance riverine forest cover along 80% of riparian corridors, consisting of mixed native tree and shrub of various age and size classes
- o protect and restore riparian wetlands and perennial vegetation within the meander belt width of streams
- o perpetuate a component of prairie and savannah communities within riparian corridors, especially along less-meandering west banks historically exposed to wildfires
- o provide a suitable complement of forest snags and large woody debris for wildlife habitats, soil nutrient replenishment, tree regeneration substrates, etc.
- o manage for an unbroken riparian forest canopy, with only small gaps or patches left after harvesting trees
- o preserve a substantial component of large, old trees in riparian forests
- o establish native species of permanent vegetation along ditch, stream, and river banks to filter runoff, reduce erosion, and provide wildlife cover
- o produce quality saw timber and other forest products from riparian forests; typical yields may be 2-4MBF/acre of saw timber and 5-15 cords/acre of firewood
- o incorporate riparian areas into watershed-wide connective corridors among parks, wildlife management areas, and other natural areas
- o establish permanent vegetative cover around wetlands and next to all ditches, drainages, and streams to filter runoff and provide some wildlife cover

b. Fisheries management objectives

- o use DNR's Stream Management Plans as the basis for defining the fisheries management objectives for Basin streams
- o modify the process of developing these plans to include additional input from other resource management agencies and appropriate stakeholders
- o complete Stream Management Plans for all major drainageways in the Basin

3. Provide diversity of habitats (size, shape, connectivity) for stable populations to thrive over a long period of time.

a. Wetland management objectives

- o develop wetland restoration goals based on primary wetland functions (e.g., fish and wildlife habitat, water quality, flood control) and location within the Basin (e.g., the northern or southern part of the Basin, and the valley floor, beach ridge and moraine areas of the sub-basins)
- o the North American Waterfowl Management Plan goals suggest that in order to restore wetland habitat functions 10 percent of the original wetland acreage should be restored (however, the percent wetland restoration goal for any sub-watershed must be based on the specific hydrologic and land use characteristics and the management priorities for that area. Analysis of Basin streamflow data suggests that subwatersheds with no wetland storage can receive substantial flood control benefits if wetland storage is restored.)

- o restore or mitigate all drained wetlands on state lands
- o promote the restoration of drained wetlands on private lands
- o refer to 2a. above for restoration objectives for riverine wetlands
- o identify specific, quantitative goals for wetland restoration in concert with the development of comprehensive, watershed management plans
- o maintain a substantial component of diverse sizes and types of wetlands in large complexes across the Basin, including seepage zones within the beach ridge complexes

b. Prairie management objectives

- o approximately 54,000 acres of native prairie and buffer lands in the Red River Basin are identified for protection under the National Tallgrass Prairie Project
- o preserve remnants of native tallgrass prairie to ensure protection of unique plant communities, native fish and wildlife, and historic and cultural sites
- o simulate natural disturbance patterns on the prairie complexes
- o provide opportunities for native flora and fauna to disperse, migrate, colonize, and/or mix genetic varieties among prairie complexes in the watershed
- o restore prairie vegetation in proximity to existing prairie tracts
- o develop a series of large prairie complexes throughout the Basin (a few in each county), including both beach ridge areas and interbeach wet prairies
- o enhance some of the best remaining degraded remnants of tallgrass prairie through management practices (burning, grazing, etc.) and interplanting or seeding of native species
- o enhance associated natural wetland habitats including prairie wetlands, fens, wet prairie, and riverine areas
- o reconstruct areas of tallgrass prairie using native plant species to buffer or connect native prairie tracts
- o conserve, manage, and restore diversity and viability of native fish and wildlife populations associated with tallgrass prairie
- o provide public areas for compatible wildlife-dependent uses, emphasizing increased public understanding of the tallgrass prairie
- o use technical assistance and cooperative partnerships between federal, state and local governments, non-governmental organizations, and private landowners

4. Provide connected, integrated habitat including compatible adjacent land uses.

- o connect complexes of river, woodland, wetland and grassland habitat to promote biodiversity and genetic diversity of species
- o see 2a

5. Enhance or provide seasonal flow regimes in streams for water supply, water quality, recreation, and support of biotic communities.

- o use Protected Flow Regime Package process to identify optimal base flow and low flows for Basin streams
- o increase the coordination among water management agencies and other appropriate stakeholders in setting flows using this process

6. Provide recreational opportunities.
 - o enhance recreation in tributary corridors and the Red River of the North main stem
 - o reduce low head dam hazards
 - o increase stream fishing opportunities
 - o develop additional railroad grade trails
 - o expand the grant-in-aid trail network in Norman and Clay Counties
 - o develop canoeing infrastructure (e.g., access sites, camping, picnicking areas) in partnership with other agencies and organizations

7. Improve water quality, including
 - o reduce erosion
 - o reduce toxics
 - o reduce sediment
 - o reduce nutrients
 - o provide drinking water source protection

8. Protect groundwater.
 - o identify sensitive groundwater areas
 - o establish sensitive groundwater area protection programs in conjunction with relevant state and local government agencies
 - o establish and maintain suitable monitoring well networks where needed
 - o establish and support improved methods for delineating aquifers and determining aquifer parameters
 - o identify and protect sensitive aquifer recharge areas

9. Manage lakes for natural characteristics.
 - o enhance or restore aquatic vegetation
 - o minimize shoreland grading and alterations of topography to prevent soil erosion and nutrient entrapment, and to protect aesthetics
 - o maintain or restore a buffer of native vegetation, at a minimum, within the shore impact zone
 - o modify artificial barriers to promote fish migration where appropriate
 - o maintain or enhance aquatic populations appropriate to a lake's physical and chemical characteristics
 - o protect or enhance critical habitat for aquatic species (e.g., spawning habitat), non-game, and rare and endangered species
 - o promote operable controls (e.g., gated structures) to optimize fish and wildlife values on legally designated fish or wildlife lakes
 - o enhance or maintain wildlife habitats
 - o reduce nutrient loading, including from failing sewage treatment systems
 - o achieve fishability and swimability standards

PART IV. COMPREHENSIVE WATERSHED PLANNING PROCESS

A comprehensive watershed planning process is essential for achieving the flood damage reduction and natural resource goals set out in this agreement. The next generation of comprehensive watershed plans for each of the Basin's nine watershed districts offers a unique vehicle for coordinating efforts to achieve these goals. The Work Group agrees to use this process, and to incorporate the following principles into the design of flood damage reduction strategies. A copy of the proposed administrative guidelines for the Red River Basin watershed district comprehensive planning process, administered by the Minnesota Board of Water and Soil Resources, is attached as an appendix to this agreement. These guidelines will be refined after further coordination with stakeholders.

Watershed Planning Principles

1. Comprehensive watershed management plans should be consistent with the goals and principles adopted by the Work Group.
2. Comprehensive watershed management plans need to be practical and implementable.
3. Comprehensive watershed management plans should propose goals/initiatives that are economically and ecologically sustainable over the long term and are culturally sensitive.
4. Appropriate and consistent water quality and quantity models of all tributary watersheds are an essential tool for planning.
5. Information used in the comprehensive planning process should be available and accessible to the public.
6. The comprehensive watershed planning process should be used to address changes to the flow regime resulting from increased development and land use change.
7. Comprehensive watershed planning should promote multiple natural resource benefits.
8. Comprehensive watershed planning should identify flood damage problems to be addressed by flood damage reduction projects.
9. Comprehensive watershed plans will include explicit flood damage reduction and natural resource goals and an annual process for evaluating and reporting progress toward those goals.

PART V. PROJECT REVIEW AND PERMITTING PROCESS

The Work Group has agreed on a comprehensive Project Review and Permitting Process. This new process is intended to stimulate fundamental changes in the way flood damage reduction projects are planned and in the system for permitting those projects. This process applies to projects that address substantial water management or resource management problems and/or that would benefit from early and on-going stakeholder communication and collaboration.

Flood damage reduction projects in the Basin are subject to a permitting system based on both state and federal law. The U.S. Army Corps of Engineers St. Paul District has federal regulatory authority, and the Minnesota Department of Natural Resources and Minnesota Pollution Control Agency have state regulatory authority, over most flood damage reduction and natural resource development projects in the Red River Basin. In addition, the Corps of Engineers has responsibility for adherence to National Environmental Policy Act requirements, and state and local agencies have responsibility for adherence to Minnesota Environmental Policy Act requirements as they apply to specific projects. The agencies as stated in the cumulative EIS (Section 6.4.1c) agreed to do joint processing for projects in the Red River Basin.

The Work Group recognizes that the permitting process for flood damage reduction projects has become a forum for conflicts over important interests and public policy goals in the Basin. Stakeholders perceive a lack of certainty and finality for permit requirements and experience costly delays in responding to information requests. Stakeholders seek clarity from state agencies about their policy goals and a commitment to permitting timelines. They also seek some mechanism for making informed decisions about resource allocation that reflect the likelihood of project approval by permitting agencies. Agencies seek cooperation from stakeholders in harmonizing natural resource protection and enhancement with flood damage reduction. Public interest groups have felt excluded from the project planning process in watershed districts and from state agency permit evaluation and decision making. These groups seek expanded involvement in the project planning and permitting process.

The U.S. Army Corps of Engineers must protect its regulatory independence, but recognizes the potential benefits of early coordination and planning of flood damage reduction projects that is consistent with federal law. Before the Corps of Engineers can issue a permit the applicant must clearly demonstrate that there are no other practical project locations or methods that would avoid or minimize environmental impacts such as wetland/water losses. After the avoidance and minimization criteria are satisfied, compensatory mitigation is usually required that would replace the unavoidable wetland area/value loss to the maximum extent practical. Additionally, a permit cannot be issued if the Corps determines that the project would have a significant, adverse effect upon aquatic resources or is contrary to the public interest.

The new process is set out below.

BASIC ASSUMPTIONS

1. The mediation process will yield a set of broad goals for flood damage reduction and natural resource management in the Basin that will guide subsequent watershed planning, project development, and permit process decisions.
2. The project development, review, and permitting process will be preceded by established, coordinated watershed management plans. The next generation of these plans will incorporate the broad goals and other consensus agreements resulting from the mediation process and will be developed with full participation from all relevant stakeholders.
3. Involvement of all stakeholders in early coordination is essential to the success of the process. A key to success is partnering, a means for all the stakeholders to work together, educate respective publics, and obtain funds to make sure that an integrated plan works.
4. The identification of data and information needs for regulatory decisions must occur early in the process.
5. Federal, state, and tribal agency coordination must be improved.
6. Monitoring and evaluation is an essential component of the project review process.
7. A project team will work with the project from formation to the conclusion of either build or end. A project team consists of appropriate stakeholders (see Step 1B), including at least one designated contact person from each agency.
8. This process is designed to provide increasing likelihood of project approval as each step is completed.
9. The Corps of Engineers will participate in the early coordination conference by presenting information on Corps programs, presenting Corps studies on-going in the basin, and participating in discussion of potential solutions to basin problems and of potential partnering arrangements. The Corps' regulatory process will run concurrently with the Project Review and Permitting Process. A Corps representative, as authorized by the District Engineer, will serve as liaison to the project team to ensure that the Corps regulatory process and that of the State run cooperatively and concurrent to the extent possible. The Corps in cooperation with its local sponsor will put forward its studies and projects located within the Red River Watershed Management Board geographic area to those portions of this process that are associated with project planning.

PROCESS STEPS

STEP 1: EARLY COORDINATION

- A. The Red River Watershed Management Board has agreed to modify the focus of its annual conference to serve as the workshop for the purpose of hearing presentations from watershed districts, resource management agencies, and non-governmental organizations regarding their top priority problem areas with flood damage or resource management needs that will be addressed by projects in the coming year. The focus is a holistic one concerning all aspects of watershed management and will be an opportunity to build partnerships among all participants.
- B. The participants will include the watershed districts, state, federal and tribal agency personnel, local government officials, affected landowners and interested citizens and interest group representatives. State agency personnel will be assigned participation as part of their position description.
- C. The Red River Watershed Management Board will consult with the Work Group to plan the conference.
- D. At least 30 days prior to the conference the conference sponsor will send to all invitees written material that describes the presentations to be made regarding problem identification and possible alternative solutions considered.
- E. Conference participants will be given the opportunity to discuss the problems or issues and the proposed alternatives for addressing them. In all cases, participants must seek solutions consistent with the broad goals for flood damage reduction and natural resource management as defined in the mediation process and in watershed management plans.
- F. The outcome will be broad agreement on the problems to be addressed and the preliminary identification of feasible alternatives for further investigation. Concept documents, one for each problem area, will identify the problem to be solved, an array of potential alternatives, and a list of project team members.
- G. The conference may also include status reports on specific projects that are further along in the approval/implementation process.

STEP 2: PROJECT PLANNING

- A. The project team meets to evaluate alternatives identified in Step 1, formulate new alternatives as necessary, and identifies their preferred alternative(s), using an evaluation process that is consistent with the flood damage principles identified in Part II. At this stage in the process, the Corps of Engineers will not be able to participate in selection of a preferred alternative.
- B. The project team identifies data and information needs for the environmental review associated with the review and permitting process. The use of "Information Required to Evaluate Most Impoundment Projects" and other sources or checklists will be used where appropriate and available.

- C. The project team collaborates with the Responsible Governmental Unit (RGU) to help prepare an environmental assessment worksheet (EAW) for the preferred alternative.
- D. The RGU publishes an EAW for the proposed project which includes the preferred alternative, other alternatives considered, proposed mitigation for any adverse effects, and operating plans, if the project involves on-going operation.
- E. Permit applications are submitted to regulatory agencies along with information and data needs identified in Step 2B.

STEP 3: PUBLIC REVIEW

- A. The EAW developed in Step 2 is processed through normal public review channels.
- B. Each watershed district with proposed projects will conduct public review meetings for all interested persons to hear and comment on engineers' and resource managers' preferred project alternatives. The watershed district will keep a formal record of the meeting. In some cases, a RGU-Federal-State joint public meeting will be held.
- C. The RGU consults with the project team at the end of the public review period to determine the need for an environmental impact statement (EIS).
- D. The RGU issues a negative declaration (Finding of No Significant Impacts, FONSI) or an EIS preparation notice.

STEP 4: PRELIMINARY ENGINEERING (EIS PREPARATION)

- A. Regulatory agencies identify additional information needs to supplement that identified and collected as a result of STEP 2B. The same tools are used to assist in this step. The project team meets with the project proponent to reach a mutual understanding on information requirements.
- B. If an EIS is required for the project, the preparation of the EIS by the RGU is conducted during this time and runs parallel to the other elements of this step. The EIS will be consistent with federal environmental review requirements.
- C. Project proponents prepare draft preliminary engineers report with enough information and analysis to determine project feasibility.
- D. The project team reviews and comments on the draft preliminary engineers' report.
- E. Project proponents make necessary revisions to the preliminary engineers' report and resubmit it to the reviewing agencies for formal review and comment.
- F. The product of this step is concurrence of the project team on the adequacy of the preliminary engineers report and the adequacy of the Final EIS, if one is prepared.

STEP 5: PROJECT PERMITTING

- A. **Notice by State Agencies.** For certain classes of public waters projects, a preliminary decision on a permit is published in legal newspaper in the county where the project is proposed. The preliminary decision and a copy of the draft permit is distributed to those listed on an appropriate public mailing list by the regulatory agency. Projects developed through this planning and permitting process which are

subject to this notice requirement include filling of over 200 cubic yards (excluding shore protection), excavation of over 200 cubic yards, new water level controls, and drainage ditch improvements or new public drainage ditches.

- B. ***State of Minnesota Contested Case Hearing.*** A request for a contested case hearing on the draft permit with supporting documentation may be made to the permitting agency. A contested case hearing will be held if:
 - 1) there is a material issue of fact in dispute concerning the matter pending before the agency;
 - 2) the agency has the jurisdiction to make a determination on the disputed material issue of fact; and
 - 3) there is a reasonable basis underlying the disputed material issue of fact such that the holding of a contested case hearing would allow the introduction of information that would aid the agency in resolving the disputed facts in making a final decision on the matter.
- C. ***Final decision.*** Regulatory agencies make final permit decisions. Decisions are based upon applicable statute and rule, and shall be consistent with existing flood damage reduction and resource management policy goals developed through the mediation process and approved watershed management plans to the extent authorized by the controlling law. Any permit requirements or project modifications should be reviewed by the project team before being finalized in the permit.

STEP 6: FINAL PROJECT DESIGN

- A. Project proponent prepares final engineers' report.
- B. For projects initiated by a watershed board, a public review meeting is held.
- C. Project proponent prepares final project design plans.
- D. Project proponent makes a final build/no-build decision.

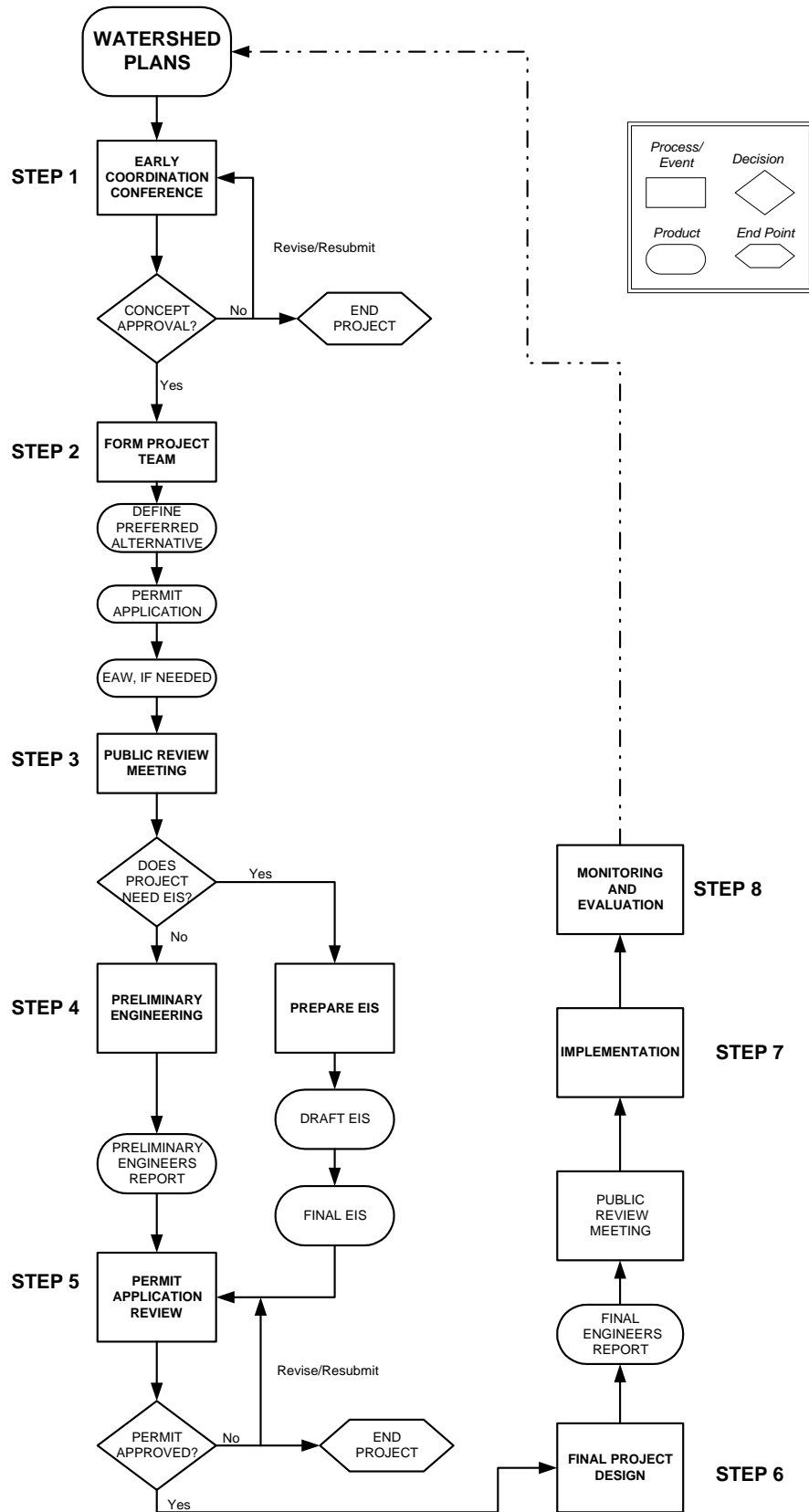
STEP 7: IMPLEMENTATION

- A. Project proponents constructs project.

STEP 8: MONITORING AND EVALUATION

- A. The project team should conduct construction monitoring and post-construction monitoring for the purpose of ensuring compliance with design parameters and measuring the effectiveness of the project in meeting the hydraulic and environmental goals initially identified. It includes responsibilities for maintaining and communicating the data developed during the monitoring process. All these activities will be defined during the permit process and incorporated in project permits.
- B. Project team recommends adjustments in any operating plans as necessary.

PROJECT REVIEW AND PERMITTING PROCESS



PART VI. IMPLEMENTATION AND CONFLICT RESOLUTION

Implementation

The Work Group recognizes the importance of establishing a mechanism to ensure implementation of this agreement. With this goal in mind, the Work Group agrees to continue the current stakeholder group beyond the scheduled end of the mediation.

The continuing Work Group will be composed of current mediation Work Group members in order to promote continuity, build on the relationships established during the mediation, and benefit from the shared knowledge base of stakeholders. Leadership of the Work Group will be vested in co-chairs from the Minnesota Department of Natural Resources and the Red River Watershed Management Board, who will rotate responsibilities on a schedule to be determined

Meetings will be held, at a minimum, quarterly for the first year, beginning after the scheduled March 1999 Red River Watershed Management Board conference, and at the discretion of the Work Group thereafter.

The Work Group should arrange for independent technical and scientific consultation similar to that provided by the Technical and Scientific Advisory Committee to the mediation Work Group. While consultants may come from within state and/or federal agencies, such consultation should be independent of agency review and permitting processes and of agency policy constraints.

Funding for the Work Group must be addressed promptly. Reimbursement mechanisms for stakeholders may depend on formalization of the Work Group. Funding for support services and meeting space will be needed, as well as for technical and scientific support.

Conflict Resolution

One aspect of the agreed purpose for the mediation is to develop fair and effective procedures to resolve future conflicts related to flood damage reduction. The mediation Work Group believes the collaborative nature of negotiations leading to this agreement indicates that the continuing Work Group is an appropriate forum for fairly and effectively addressing conflicts over implementation of the agreement. The Work Group commits to using the following general approach for resolution of future conflicts associated with implementation of this agreement.

- Use the new planning and permitting process to prevent and resolve disputes.
- When existing or new procedures are not successful, bring issues to the Work Group for resolution.

PART VII.
PROPOSED FUNDING STRATEGIES

Accomplishing the flood damage reduction and natural resource management goals listed above will require an integrated, long-term funding program. The Work Group's preliminary estimate to achieve significant progress toward accomplishment of the flood damage reduction and natural resource goals within a fifteen-year period is \$250,000,000.

Based on this preliminary estimate, the Work Group believes that an initial biennial appropriation to begin the implementation should be \$9,000,000 for planning, flood damage reduction, natural resource management, and research and assessment. This proposed appropriation is intended to reflect a realistic schedule for project implementation in a two-year period. It is understood that state funds would be used in combination with standard local funding sources to achieve short-term objectives. The Work Group anticipates that future biennial requests will increase to achieve the fifteen-year goal.

The Work Group agrees to pursue a joint strategy in the Legislature in the coming Legislative session. In addition, the Work Group will continue to develop its fifteen-year strategy for implementation.

In light of federal legal requirements and policy considerations, federal agency representatives on the Work Group did not participate in making this recommendation for state funding and will not participate in pursuing state funds for accomplishing the flood damage reduction and natural resources goals.

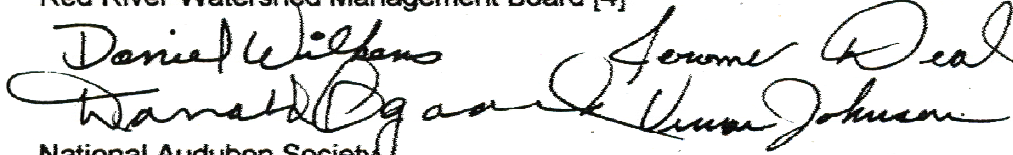
**PART VIII.
SIGNATURES***

By their signatures, representatives of federal and state agencies and entities participating in the Work Group commit their respective agencies and entities to active support for this agreement and its implementation. Representatives of non-governmental organizations make the same commitment, and agree to support the agreement to their members and the broader NGO constituency. Stakeholders signing in an individual capacity also commit to active support for the agreement and its implementation.

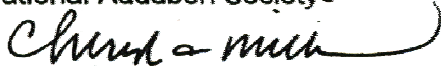
Minnesota Department of Natural Resources



Red River Watershed Management Board [4]




National Audubon Society



Minnesota Center for Environmental Advocacy



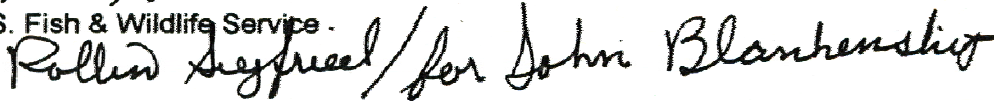
U.S. Army Corps of Engineers




Board of Water and Soil Resources



U.S. Fish & Wildlife Service



Minnesota Pollution Control Agency



Paul Bergen



Gerald Van Amburg



* Three of the original Work Group members were unable to participate through the end of the mediation process.

**PART VIII.A
SIGNATURES**

By their signatures, representatives of federal and state agencies and entities participating in the Work Group commit their respective agencies and entities to active support for this agreement and its implementation. Representatives of non-governmental organizations make the same commitment, and agree to support the agreement to their members and the broader NGO constituency.


Minnesota Department of Natural Resources
Paul Swenson

Red River Watershed Management Board
Farrell Erickson



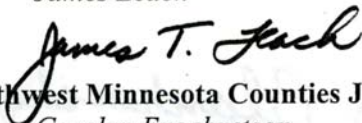
U.S. Dept. of Agriculture-Farm Services Agency
Jerome Carlson



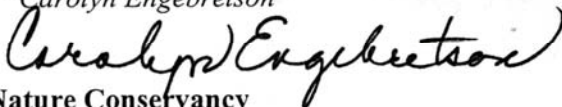
U.S. Dept. of Agriculture-Natural Resources Conservation Service
Glen Kajewski



U.S. Fish and Wildlife Service
James Leach



Northwest Minnesota Counties Joint Powers Board-Becker County
Carolyn Engebretson



The Nature Conservancy
Keith Mykleseth



BWSR
ADMINISTRATIVE GUIDELINES
FOR **RED RIVER BASIN WATERSHED DISTRICT**
REVISED WATERSHED MANAGEMENT PLAN CONTENT
(December 1998)

The guidelines have been modified to reflect the refinements envisioned through the Red River Mediation process. The next generation watershed district plan anticipates active participation of the public and state environmental and natural resources agencies. BWSR will coordinate, facilitate and monitor the process and will ultimately decide on the adequacy of the watershed district plan.

I. INTRODUCTION

This section should include:

A historical summary of the formation of the District, and the original purposes and goals for which the district was established. This section should also describe in general terms the existing goals, policies, rules and programs of the District. The purpose of this section is to very quickly give the reader a sense of place and purpose.

This section incorporates item #6 of M.S. 103D.405 Subd. 1 (B).

II. DISTRICTS MISSION [purpose statement]

State the Districts mission statement (if you don't have one consider adopting one.) The purpose of a mission statement is to put in words what the vision or desired future conditions of the watershed, by the board of managers, is.

Include an evaluation of the effectiveness of the districts past efforts in achieving its purpose and goals.

This section incorporates item #3 & 6 of M.S. 103D.405 Subd. 1 (B).

III. DESCRIPTION OF THE DISTRICT [data inventory and/or description]

This section should paint a detailed picture in the mind of the reader about where the District is located geographically and the physical, social, and economic characteristics that are important to understanding the uniqueness of the district and why the water management issues that are addressed in the plan are real.

This section also presents an inventory and description of the District's water and related land resources, uses of those resources, and a discussion of the existing water management plans and programs of other resource management agencies and organizations.

A. Watershed Setting

1. Location and Size
2. Political Units within the District
3. Population Characteristics
4. The Economy (including agriculture, industry, and transportation)

B. Physical Features

1. Climate
2. Topography
3. Geology
4. Soils
5. Land Use/Public & Private Land Ownership
6. Natural Resources

C. Water Resources

1. Major Sub-watersheds of the District
2. Surface Waters
 - a) Rivers and Natural Streams
 - b) Lakes
 - c) Wetlands, natural, altered and drained
 - d) Artificial Drainage Systems
 - e) Water Management Structures
3. Groundwater
 1. Distribution
 2. Quantity and Yield
 3. Quality
 4. Recharge Areas
 5. Discharge Areas
4. Unique Water and Land Related Resources
 - a) Outstanding Resource Value Waters
 - b) Rare and Endangered Species
 - c) Critical Vegetated Habitats
 - d) Other

D. Water Use

1. Surface Waters
2. Groundwater
3. Inventory of Public Water Supplies
4. Inventory of Municipal Wastewater Treatment Systems

E. Existing Water management Plans and Programs

1. County Water Management Plans
2. Soil & Water Conservation District Plans
3. Other Local Government Water Management Plans
4. State Agency Water & Resources Management Plans

This section incorporates item #1 of M.S. 103D.405 Subd. 1 (B).

UP TO THIS POINT YOU HAVE BEEN DESCRIBING THE PHYSICAL AND SOCIAL CONDITION (AS IT RELATES TO WATER) OF THE DISTRICT. THIS SHOULD SUPPORT WHY PROBLEMS EXIST IN YOUR DISTRICT AND WHY IT IS IMPORTANT TO ADDRESS THEM.

IV. EXISTING CONDITIONS, RELATED POTENTIAL PROBLEMS, AND SOLUTION ALTERNATIVES. [assessment & issue identification]

This section should, at a minimum, discuss the existing conditions in the following areas listed below identifying any problems that exist by answering the following questions:

- What is the **nature** of the problem?
- How **severe** is the problem?
- How wide spread or to what **extent** is the problem?
- What are the possible **solutions**?

Defining solution alternatives at this point in the planning process is to begin having participants think about the range of possible solutions that might be use to address a certain resource management problem or opportunity. This section is not meant for identifying a preferred solution, but only to discuss the range of possible solutions without considering existing constraints such as organizational authorities or fiscal resources. Solution or conceptual alternatives should be addressed at a minimum in the following areas:

- Public Information and Education
- Resource Management Programs
- Improvement/Maintenance Projects
- Intergovernmental Coordination and Cooperation
- Regulatory Initiatives
- No Action

Use of existing studies, surveys, inventories, and local knowledge to back up conclusions of existing problems followed by a discussion of all possible solutions in the following resource areas.

- A. Water Quantity
 - 1. Flooding
 - 2. Flood Damage Reduction
 - 3. Drainage
 - 4. Drought
 - 5. Stream Flows (both high and low)
 - 6. Lake Levels (both high and low)
 - 7. Groundwater

- B. Water Quality
 - 1. Point Sources Pollution
 - 2. Non-point Sources of Pollution
 - 3. Groundwater Pollution
 - 4. Watershed Pollution Targets

- C. Erosion and Sedimentation
 - 1. Stream and Lake Bank
 - 2. Agricultural and Urban
 - 3. Sedimentation of Ditches

- D. Fish and Wildlife Habitat

- E. Water Based Recreational Opportunities
 - 1. Water Access
 - 2. Fishing
 - 3. Hunting
 - 4. Recreational Trails

- F. Unique Water and Land Related Resources

UP TO THIS POINT YOU HAVE BEEN BUILDING YOUR CASE FOR YOUR IDENTIFIED GOALS AND OBJECTIVES THROUGH AN HONEST AND OPEN ASSESSMENT OF EXISTING CONDITIONS. YOU WILL HAVE IDENTIFIED EXISTING AND FUTURE CONDITIONS THAT POSE PROBLEMS AND THEY HAVE BEEN BACKED UP WITH FACTS AND FIGURES. YOU SHOULD HAVE ALSO LOOKED AT ALL POSSIBLE SOLUTIONS.

WATERSHED GOALS, OBJECTIVES, AND DESIRED OUTCOMES

In this section the District will identify the long term resource goals for the problems and opportunities identified in Section IV. After long term goals (future desired conditions) have been developed shorter term measurable objectives and the desired outcomes are then developed for each goal.

Goals, objectives and desired outcomes should be grouped under the following natural resource categories:

- A. Water Quantity
- B. Water Quality
- C. Erosion and Sedimentation
- D. Fish and Wildlife Resources
- E. Water Based Recreational Resources
- F. Unique Water Resources
- G. Natural Resources

This section incorporates item #4 of M.S. 103D405 Subd. 1 (B).

V. CONFLICT BETWEEN EXISTING PROGRAMS AND POLICIES OF OTHER ORGANIZATIONS

The purpose of this section is to identify gaps or conflict with other local, state, and federal programs, policies dealing with water and land related resources in the District. Once identified, the District should determine whether it may need to create, expand, reduce, eliminate or coordinate its own authorities and programs to improve or enhance resource protection.

VI. POLICIES AND PROPOSED ACTIONS OF THE DISTRICT [implementation plan]

This section should identify, based on the priorities of the district, the required actions and changes in rules, law and policies necessary in the next five to ten years to achieve the goals and objectives state earlier. Clearly delineating the intergovernmental roles and relationships for effective implementation of the plan. It is recommended that district's categorize the proposed actions and administrative changes into the following manner.

Under each of the following implementation categories the District should identify and list the required actions necessary that are determined necessary to achieve the desired outcomes identified in Section IV.

- 1. Project Identification and Investigations
 - a) Potential and/or Proposed Projects
 - b) Miscellaneous Studies, Investigations, and Inventories
- 2. Regulation of Activities by Watershed or LGU
 - a) Rules and Regulations
 - b) Permits & Licenses

3. Resource Management Programs
 - a) Data Collection
 - b) Watershed and Hydrologic Studies
 - c) Monitoring Programs
 - d) Intergovernmental Coordination and Cooperation
4. Public Information and Education Programs
5. Intergovernmental Coordination and Cooperation

SUMMARY STATEMENT OF DISTRICT POLICY AND COMMITMENT

APPENDICES [or reference to data repository]

- A. RESOURCE DATA
- B. HYDROLOGIC DATA
- C. PROJECT DATA (including planned and implemented projects and their associated costs)
- D. RULES AND REGULATIONS

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TSAC Technical Papers

These reports can be found in the Project Team Handbook Appendix (*separate 3-ring binder*) available in the watershed district office.

Number	Title	Principal Author(s)	Date
Technical Paper No. 1:	An Overview of the Impacts of Water Level Dynamics (“Bounce”) on Wetlands	Apfelbaum, Steven and Larry Lewis	December 8, 1998
Technical Paper No. 2:	Small Wetlands Use for Stormwater Runoff Management in the Red River of the North Basin	Eppich, Doug, Steven Apfelbaum and Larry Lewis	December 8, 1998
Technical Paper No. 3:	The Effectiveness of Agricultural Best Management Practices for Runoff Management in the Red River Basin of Minnesota	Larson, Greg	December 8, 1998
Technical Paper No. 4:	Siting and Design of Impoundments for Flood Control in the Red River Basin	Anderson, Charlie and Larry Lewis	December 8, 1998
Technical Paper No. 5:	Stream Restoration for Flood Damage Reduction in the Red River	Aadland, Luther, Scott Jutila and Charlie Anderson	December 8, 1998
Technical Paper No. 6:	Watershed Modeling of Various Flood Damage Reduction Strategies	Solstad, Jim	December 8, 1998
Technical Paper No. 7:	Flood Frequency Based Design	Woodbury, Lawrence H.; and Rick R. St. Germain	December 8, 1998
Technical Paper No. 8:	Implementation of a Flood Damage Reduction Strategy in the Red River Basin	Technical and Scientific Advisory Group	December 8, 1998
Technical Paper No. 9:	Red River Basin Flood Damage Reduction Project Monitoring Program	Eppich, Doug, Molly MacGregor and Al Kean	April 2003
Technical Paper No. 10:	Basin Strategy: Hydrologic Analysis	Johnson, Brent	March 2003
Technical Paper No. 11:	Red River Basin Flood Damage Reduction Framework	Anderson, Charlie and Al Kean	May 2004
Technical Paper No. 12:	Wetland Hydrology & Biodiversity in the Red River Basin, Minnesota	Apfelbaum, Steve, Doug Eppich and Jim Solstad	August 2004
Technical Paper No. 13:	On-Channel Storage in the Red River Basin: Guidelines for Site Selection, Design and Operation	Van Offelen, Henry	April 2005

User's Guide to Natural Resource Efforts in the Red River Basin

One copy of this publication is in the Project Team Handbook Appendix (*separate 3-ring binder*) available in the watershed district office...additional copies are available upon request.

