

**PRAP Assistance Grant Scope of Work
Buffalo Red River Watershed District
District Analysis and Improvement
Buffalo Red River Watershed District**

In April of 2012, the Buffalo-Red Watershed District (BRRWD) was expanded through the addition of a more than 400 square mile area located in Wilkin and Otter Tail counties. As a result of the expansion in area, the number of Managers on the Watershed District Board increased from five to seven. There has been no corresponding increase in district staff. Over the past several months, through lengthy discussions involving the Board of Managers and the watershed district staff, it has become apparent that the Buffalo-Red River Watershed District is in need of an analysis of current district operations and a strategic plan for future operations.

The BRRWD managers and staff desire to improve their operational effectiveness and overall performance. We believe that the best way to accomplish these goals is to bring in an out-of-agency specialist or a consultant to examine current district operations, identify our strengths and weaknesses, and work with the Board of Managers and District Staff to formulate a strategic plan for the Watershed District.

A part of the consultant's responsibility would be an analysis of current watershed district operations. Such an analysis should identify areas in which the district's performance is currently excelling and bring to light areas in which the district's performance is currently lagging. Improved knowledge of our strengths and weaknesses will allow the staff and managers to adjust district operations to better suit our mission of watershed management.

The formulation of a strategic plan will allow the watershed district to identify operational goals for the future and outline a course of action for attaining those goals. Strategic planning will also help the district identify future staff positions that would enable the district to better serve our constituents and/or to reorganize/restructure the current staff positions to improve performance and efficiency.

The following page enumerates the proposed activity, expected deliverables and desired outcomes.

Proposed Activity:

An Analysis of district operations, to include board members and staff responsibilities (permitting, financial accounting, record keeping, minutes and reports preparation and board meeting structure).

1. Evaluate the adequacy of the present staffing level to carry out the District activities and to meet the goals of the District's Watershed Plan.
2. Evaluate the value and cost of a basin perspective relative to a 'stand-alone' watershed district.
3. Develop a strategic plan for the district that will complement the District's Watershed Management Plan.

Expected Deliverables:

A written report that critically examines the District's operation and that:

1. Identifies the strengths and weaknesses in office and district (field) operations;
2. Identifies possible changes in operation and staffing levels (positions) that would enhance office and field operations, including aligning technology with the District's mission and priorities.
3. Identifies the District's role in relation to its partners.

A strategic plan, in document form, that identifies goals for the future and outlines a course of action for attaining those goals.

Desired Outcomes:

1. To clearly identify the responsibilities of the Board of Managers and the District staff.

2. Identify office procedures that provide the greatest efficiency while maintaining high standards of accountability.
3. To determine current and projected staffing needs required to carry out the actions necessary to realize the District's goals (identified in the BRRWD Revised Watershed Management Plan).
4. Identify partnerships and memberships that are necessary and/or desirable for the District to reach its stated goals.
5. Put in place processes which will enable self-evaluation to lead to greater efficiency and effectiveness in attaining the goals of the district.