

## Project Proposal Summary Sheet

**PROJECT TITLE:** North Dakota Soil Conservation and Watershed Leadership Academy

**NOTH DAKOTA STATE UNIVERSITY CONTACT PERSON:**

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**SOIL CONSERVATION DISRICTS AND WATERSHED:** Red River Basin, James River Basin, Lower Missouri River Basin, Upper Missouri River Basin, Souris River Basin.

**PROJECT TYPES:** Information/Education

**WATERBODY TYPES:** Groundwater, lakes/reservoirs, rivers, streams, wetlands

**NPS CATEGORY:** Agriculture, Urban and Hydro modification

**PROJECT LOCATIONS:** Various North Dakota Soil Conservation Districts, North Dakota Watersheds and other locations to be determined based on request.

**CONTINUATION PROJECT:** Yes, See Section 2.1 for accomplishment

**SUMMARIZATION OF MAJOR GOALS:**

The overall goal of this project is to increase the capacity of Soil Conservation and Watershed leaders in North Dakota to lead community-based Soil Conservation and Watershed projects that will improve and protect all natural resources, including and water quality for future generations.

**PROJECT DESCRIPTION**

This project will continue to develop the leadership skills of Soil Conservation District Supervisors and staff, Watershed coordinators, Soil Conservation and Watershed advisory groups and others working on soil and water-related issues to help them: 1) guide and collaborate with others, 2) apply organizational management skills to engage people in public decisions, and 3) understand how local, state and federal policies impact soil and water resources. In addition, it will help these Soil Conservation and Watershed leaders recognize Soil Conservation and Watershed challenges through proper assessment practices and the development of attainable solutions. These outcomes will be accomplished through a ND Soil Conservation and Watershed Leadership Academy curriculum; a cohort-based training academy to include watershed hydrology, group facilitation, District management planning, an updated Nutrient Management Game demonstrating how to manage nutrients in watersheds all to be delivered locally. Follow-up coaching for Soil Conservation and Watershed groups will be provided as well as a train-the-trainer program for current Soil Conservation Boards and Watershed coordinators to use with local boards in the future.

FY 2019 funds requested: \$48,630

Non-federal match: \$32,420

**TOTAL PROJECT COST: \$81,050**

## 2.0 SITUATION

**2.1** The North Dakota Soil Conservation and Watershed Leadership Academy Level One training in Level Two8 was provided in five sites (each SCD Area) and reached 95 attendees representing 37 of the 54 SCD Districts.

The audience for the ND Soil Conservation and Watershed Leadership Academy Level One included local North Dakota Soil Conservation District Supervisors and staff, Watershed project coordinators, ND Department of Health staff, Natural Resource Conservation Service (NRCS) staff, volunteers, natural resource management students, and other partners that assist in meeting the soil and water resource needs of the state. These groups are all involved in water and natural resource management and in many cases have been given authority for oversight.

**Figure 1.** Academy Level One Sites and Survey Participant Makeup -2018

		<u>Bismarck</u>	<u>Devils Lake</u>	<u>Minot</u>	<u>Dickinson</u>	<u>Valley</u>
<u>City</u>						
Gender:	Female	3	8	5	9	9
	Male	10	8	8	5	4
	Totals	13	16	13	14	13
Age:						
	Less than 20	0	0	0	0	0
	Twenties	2	3	4	3	0
	Thirties	3	1	1	1	3
	Forties	2	2	3	3	3
	Fifties	0	4	1	4	4
	Sixties	5	3	2	2	1
	Seventies and over			1	1	1
	Totals	12	13	12	14	12

**2.2** Individuals serving on local boards, project advisory committees and in professional roles involving soil conservation and water quality management all provide leadership to decisions that are made long-term for NPS pollution management in North Dakota. Some of these individuals may have had some type of leadership training, but more often than not, people in elected or appointed leadership positions are doing so without any type of formal leadership training. The Soil Conservation and Watershed Leadership Academy Level One provided leadership training and results:

**Figure 2.** Survey results of Soil Conservation and Watershed Leadership Academy Level One – 2018

Key Concept	Before This Session					BEFORE Total	After This Session					AFTER Total	Overall Change
	Strongly Disagree	Disagree	Somewhat Disagree	Agree	Strongly Agree		Strongly Disagree	Disagree	Somewhat Disagree	Agree	Good		
	1	2	3	4	5		1	2	3	4	5		
<b>Note:</b> put total number of responses in each box. Understand my responsibilities as a SCD or Water Resource Board member.	1	6	81	68	20	<b>59.7%</b>	1	0	15	120	80	<b>73.2%</b>	<b>13.6%</b>
I recognize my individual strengths and weaknesses.	0	8	81	88	30	<b>70.2%</b>	0	0	6	184	50	<b>81.4%</b>	<b>11.2%</b>
I understand basic water hydrology	0	14	66	88	40	<b>70.5%</b>	0	0	12	152	80	<b>82.7%</b>	<b>12.2%</b>
I can utilize online resources to understand watersheds.	2	20	63	60	40	<b>62.7%</b>	0	0	12	112	135	<b>87.8%</b>	<b>25.1%</b>
I am aware of ND open meeting laws.	3	10	75	44	65	<b>66.8%</b>	0	0	12	112	120	<b>82.7%</b>	<b>15.9%</b>
The Nutrient Reduction Game was a useful learning tool.	2	6	27	96	60	<b>64.7%</b>							
I use ethical values to lead consistently.	0	2	45	128	55	<b>78.0%</b>	0	0	6	164	90	<b>88.1%</b>	<b>10.2%</b>
I understand the impacts of human actions on watershed planning.	0	6	48	106	65	<b>76.3%</b>	0	0	18	136	115	<b>91.2%</b>	<b>14.9%</b>
I understand how to involve citizens in watershed planning	1	20	93	68	0	<b>61.7%</b>	0	0	24	144	70	<b>80.7%</b>	<b>19.0%</b>
I understand current state and water conservation issues.	1	10	96	64	20	<b>64.7%</b>	0	0	36	120	80	<b>80.0%</b>	<b>15.3%</b>
I can lead with a clear plan and a set of defined goals.	2	18	72	80	15	<b>63.4%</b>	0	2	42	116	60	<b>74.6%</b>	<b>11.2%</b>
I feel prepared to serve in a watershed leadership role.	8	16	54	76	15	<b>57.3%</b>	0	6	63	100	35	<b>69.2%</b>	<b>11.9%</b>

Please rank your level of understanding by circling one of the following using a scale of 1-5 with 1 being poor and 5 being good.

Key Concept	Before This Session					BEFORE Total	After This Session					AFTER Total	Overall Change
	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Agree 4	Strongly Agree 5		Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Agree 4	Good 5		
<b>Note:</b> put total number of responses in each box.													
I understand the value of a District watershed conservation business plan.	6	26	84	52	30	<b>60.9%</b>	0	2	9	120	165	<b>91.1%</b>	<b>30.2%</b>
I understand how to identify resource concerns.	1	14	78	108	25	<b>69.5%</b>	0	0	0	152	135	<b>88.3%</b>	<b>18.8%</b>
I can identify partners to help with a watershed conservation project.	7	22	78	72	15	<b>59.7%</b>		4	15	136	125	<b>86.2%</b>	<b>26.5%</b>
I understand how to implement a successful watershed project.	10	40	57	56	20	<b>56.3%</b>	1	2	33	125	100	<b>80.3%</b>	<b>24.0%</b>
I can develop a meeting agenda using the components of an effective meeting.	1	14	66	136	20	<b>72.9%</b>	0	0	6	132	155	<b>90.2%</b>	<b>17.2%</b>
I can run a meeting using parliamentary procedure.	4	26	51	116	20	<b>66.8%</b>	0	0	18	124	140	<b>86.8%</b>	<b>20.0%</b>
I am comfortable making a motion in a meeting.	2	6	51	100	90	<b>76.6%</b>	0	0	24	88	180	<b>89.8%</b>	<b>13.2%</b>
I can model effective ways to deal with group conflict.	0	24	108	72	10	<b>65.8%</b>	0	0	18	176	70	<b>81.2%</b>	<b>15.4%</b>
I understand how to work well with others.	0	4	81	112	35	<b>71.4%</b>	0	0	12	144	125	<b>86.5%</b>	<b>15.1%</b>
I understand how to manage staff.	0	0	117	80	25	<b>68.3%</b>	0	0	42	144	95	<b>86.5%</b>	<b>18.2%</b>
I feel prepared to serve in watershed leadership role.	9	22	69	76	15	<b>58.8%</b>	0	6	45	116	90	<b>79.1%</b>	<b>20.3%</b>

### 3.0 PROJECT DESCRIPTION

#### 3.1 – Goals

The overall goal of this project is to increase the capacity of Soil Conservation and Watershed leaders in North Dakota to lead community-based Soil Conservation and Watershed projects that will improve and protect all natural resources, including water quality, for future generations. By building capacity, these Soil Conservation and Watershed leaders will be better equipped to address the three primary goals in the NPS Management Plan of 1) coordinating with the TMDL Program and local partners to assess 15 priority Watersheds, 2) developing and implementing Watershed restoration or protection plans for 15 priority sub-watersheds and 3) increasing public awareness and understanding of water quality and beneficial use impairments associated with NPS pollution as well as the sources and causes of NPS pollution in the state.

### 3.2 Objectives and Tasks

**Objective 1:** Continue the cohort based leadership academy training program Level One for Soil Conservation Supervisors and Watershed coordinators, staff members, board members and volunteers to help them guide and collaborate with others, apply organizational management skills to engage people in public decisions, and understand how local, state and federal policies impact water resources. In addition, it will help these Soil Conservation and Watershed leaders recognize Soil Conservation and Watershed challenges through proper assessment practices and the development of attainable solutions. Cohort training program will be two separate face-to-face sessions with materials also available online for follow-up work.

**Task 1:** ND Soil Conservation and Watershed Leadership Academy program Level One will be continued to include 12-15 hours of face-to-face educational programming provided in two separate sessions for 12-25 cohort members over a two month time period. NDSU Extension specialists will provide training to include the following modules:

- Understanding of personality styles and how they can work together effectively
- Recognizing the components of an effective meeting
- Navigating conflict successfully
- Building partnerships and developing a vision
- Group facilitation skills
- Project planning, management and monitoring
- Understanding local and regulatory policy
- Sustainability – mentoring your successor
- Communicating to stakeholders and working with the media effectively
- Enhancing ethical leadership

**Product:** Soil Conservation and Watershed Leadership Academy Level One program continued in the five SCD Areas total estimated participants 120 with target of 95% of the SCD represented. Focus will be on the adult learner to include experiential learning opportunities and activities related to Soil Conservation Districts and Watershed projects.

**Task 2:** Update Nutrient Management Game used by Academy Level One participants to better reflect North Dakota specific situation. Game will include activities involving livestock production, tiling, and range land issues.

**Product:** Updated nutrient management game complete.

**Objective 2:** ND Soil Conservation and Watershed Leadership Academy program Level Two will be developed to include 12-15 hours of face-to-face educational programming provided in two separate sessions for 12-25 cohort members over a two month time period. NDSU Extension specialists will provide training to include the following modules:

- In-depth soil health training
- Wildlife habitat management
- Watershed project planning and implementation
- Advanced district management plan development
- In-depth human resource management

- Guidelines and processes for policy change.
- Advanced group facilitation training for developing conservation and watershed projects
- Coaching and mentoring of successors in leadership roles
- Value of soil conservation
- Understanding the relationship between natural resources

**Task 3:** Re-convene advisory committee via Zoom or Skype to set priorities for implementation of a ND Soil Conservation and Watershed Leadership Academy Level Two. Advisory committee members will assist Extension staff in defining the details of the program, recruiting and selecting participants, coordinating publicity and assessing the final outcomes of the program.

**Product:** Two advisory committee meetings held before Sept. 1, 2019 consisting of NDSU Extension staff working with the ND Leadership Academy, SCD local board members and Department of Health representative.

**Task 4:** ND Soil Conservation and Watershed Leadership Academy program Level Two developed to include 12-15 hours of face-to-face educational programming provided in two separate sessions for 20-30 cohort members over a two month time period

**Product:** Soil Conservation and Watershed Leadership Academy Level Two program manual developed based on sound leadership and civic engagement practices. Focus will be on the adult learner to include experiential learning opportunities and activities related to Soil Conservation and Watershed projects.

**Task 5:** Pilot cohort based leadership academy Level Two training program in two of the SCD Areas during grant period. Formative evaluation done throughout the pilot to determine program changes.

**Product:** Final analysis of Level Two pilot cohort program with suggested changes.

**Objective 3.** Provide follow-up coaching for cohort members on local Soil Conservation and Watershed projects and/or board after completion of the Leadership Academy training.

**Task 6:** Cohort participants will be coached to move from a state of readiness to a state of performance. Site visit coaching will be provided by an NDSU Extension specialist one or two times after leadership training to assist cohort members and individual boards with project visioning, implementation activities and communication strategies for the public.

**Product:** Goal of ten coaching site visits completed.

**Objective 4.** Complete formative evaluation of Soil Conservation and Watershed Leadership Academy following cohort training. A 3-6 month interview will be done with local coordinators to determine behavioral change.

**Task 7:** Retrospective post-then-pre evaluation will be done with cohort participants in Level One and Level Two for future program recommendations, an assessment of knowledge gained, and behavioral changes expected.

**Product:** Final program recommendations and survey results of knowledge gained and potential for behavioral change by participants in both Level One and Level Two academies.

**Task 8:** Interviews will be completed with Soil Conservation Boards and Watershed Coordinators to better understand changes that have been made by cohort participants. Changes expected include increased confidence and engagement by participants in local water issues.

**Product:** Survey results of local knowledge, skills and behavioral changes based from Soil Conservation and Watershed coordinator interview results.

**Objective 5.** Supplement Level One and Level Two leadership academies with national speakers from North Central Water Network on conservation and water related issues. These speakers as an example could present at the ND Association of Soil Conservation Districts annual meeting, the ND Conservation District Employees Association meeting, and / or State held Soil Health Summits.

**Task 9:** National speakers will be vetted and contracted with to bring additional information to two annual meetings that involve the audience for the ND Soil and Water Conservation Leadership Academy.

**Product:** Two national experts provide information to association participants in 2019 and 2020.

### 3.3 Milestone Table – (See Appendix A)

## 4.0 COORDINATION PLAN

**4.1** The NDSU Extension Leadership and Civic Engagement program area will be the lead project sponsor. Responsibilities will include oversight for the Soil Conservation and Watershed Leadership Academy cohort groups each year. Specialists will convene advisory group, develop the program, and provide educational trainings, coaching, and evaluation. Local Extension agents, the State Soil Conservation Committee (SSCC) and North Dakota Association of Soil Conservation Districts (NDASCD) will assist in recruitment of cohort participants through their networks. NDSU Extension will conduct the Academy training and make required changes based on a continual evaluation. Ultimately the program will be “packaged” for others to utilize locally to ensure a long-term sustainable practice for local Soil Conservation and Watershed boards and councils.

**4.2** Local support will be provided by NDSU Extension specialists that work with leadership and civic engagement programs as well as local Extension agents in the counties involved in each Academy cohort. Additional support and online resources will be provided by NDSU Extension specialists that work on Soil Conservation and Watershed management technical issues along with Soil Conservation Districts, Natural Resource Conservation Service offices, SSCC, NDASCD, and local water boards.

**4.3** The NDSU Extension Leadership and Civic Engagement responds to local needs by inspiring, equipping and connecting leaders in order to help them solve community challenges through education, local projects and activities. These 319 funds would assist in expanding the current work more specifically to boards and councils directed to address challenging water related issues.

Current work includes the Rural Leadership North Dakota (RLND) program, an 18 month statewide program designed for men and women who are dedicated to strengthening their community and the state of North Dakota for the future. The program involves multiple activities and personal skill development opportunities culminating in a project designed to solve a community challenge. Over \$4

million has been acquired by RLND participants for local projects since 2003, five businesses have been started by RLND alumni employing 19 people, and nine RLND alumni have run for public office.

Lead Local is a new one-day boardsmanship training for emerging, elected and appointed leaders serving on boards, councils and committees. The goal is to help individuals become more civically engaged due to an increase in leadership skills and confidence. Over 130 have participated in a Lead Local training in the past nine months and 91.7% have indicated they feel prepared to serve on a local board, council or committee. A youth Lead Local is being developed for 2016.

The Community Impressions program inspires, equips and connects leaders from two similar sized North Dakota communities to help them learn about their community strengths and challenges through the eyes of a first time visitor. This program has helped build community leaders and solve local problems. CCV staff facilitate the visits and coach communities through this community exchange.

Leadership programs developed and presented by staff at the NDSU Extension Leadership and Civic Engagement have strong ripple effects in the state. These program offer the opportunity to transform others through appropriate leadership and followership activities so they can in turn make a difference in their communities and organizations.

**4.4** The North Dakota Association of Soil Conservation Districts will assist in recruitment of cohort participants through their networks. Additional technical support and training opportunities will be provided by North Dakota Association of Soil Conservation Districts.

**4.4** The North Dakota Conservation District Employees Association could ultimately be the “packaging place” for others to utilize locally to ensure a long-term sustainable practice.

## **5.0 EVALUATION AND MONITORING PLAN**

**5.1** A retrospective post- then pre- survey will be completed after each face-to-face learning session with the Soil Conservation and Watershed leadership cohort. This survey will measure knowledge gained and intended behavioral change by participants. These changes may include new patterns of behavior or procedures at local board meetings, decisions made, local recommendations adopted, practices implemented, actions taken, mentees determined, and policies enacted.

A six month post evaluation will include Individual interviews with Soil Conservation and Watershed coordinators to determine behavioral changes they see in their respective local boards after completing the Soil Conservation and Watershed Leadership Academy. Observation will also be done by an NDSU Extension coach to determine if behavioral changes have been made by participants.

**5.5** All data gathered during the Soil Conservation and Watershed Leadership Academy project will be housed on the Leadership and Civic Engagement Director’s password-protected computer with back-up files created. Any paper copies of participant’s surveys will be kept in a locked file cabinet.

**5.7** After the initial grant dollars have been expended, cost recovery through user fees will be considered to sustain the program indefinitely.

## **6.0 BUDGET**

**6.1** (See Appendix B)



**APPENDIX A.** Milestone Table for North Dakota Soil Conservation and Watershed Leadership Academy

<b>Tasks/Responsible Organizations</b>	<b>Output</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Objective 1</b> Continue Soil Conservation and Watershed Level One and the related information online – NDSU Extension linked to NRCS, SCD and other partners.	Soil Conservation and Watershed Leadership Academies website with links to appropriate North Dakota technical information. Final Level One Leadership Binder completed.	X	X	X
Task 1 – Soil Conservation and Watershed Leadership Academy Level One cohort training – NDSU Extension.	Conduct Leadership Academies in each of the five SCD Areas Level One. Goal 120 attendees.	X	X	
Task 2 – Nutrient Management Game update to better reflect ND specific situation – NDSU Extension.	Updated Nutrient Management game completed.	X	X	
<b>Objective 2</b> Develop Soil Conservation and Watershed Leadership Academy program Level Two – NDSU Extension	Learning opportunities and activities building on the Soil Conservation and Watershed Level One Leadership Academy experience.		X	X
Task 3 –Re-convene advisory committee – NDSU Extension staff, Watershed coordinators, SCD and NRCS partners	Advisory committee convened twice before Sept 1, 2019.	X		
Task 4 - Soil Conservation and Watershed Level Two Leadership manual developed. – NDSU Extension	Soil Conservation and Watershed Level Two Leadership manual completed.	X		
Task 5 – Pilot first cohort of Soil Conservation and Watershed Leadership Academy Level Two – NDSU Extension	Conduct two - Level Two Leadership Academies curriculum binder completed. Brochures promoting		X	X
<b>Objective 3</b> – Coaching of cohort participants – NDSU Extension Task 6 – Ten Coaching site visits scheduled.	100% of coaching site visits completed.	X	X	X
<b>Objective 4</b> - Program evaluation following all cohort training – NDSU Extension	Retrospective post then pre-survey.	X	X	X
Task 7 – Completion of program evaluation following all cohort training – NDSU Extension	Final program recommendations and survey results of knowledge gained and behavioral change	X	X	X
Task 8 –Interviews with Soil Conservation Supervisors and Watershed coordinators – NDSU Extension.	Survey results of local knowledge, skills and behavioral changes. Ripple Effect Mapping.	X	X	X
<b>Objective 5</b> Supplement Leadership Academies with National North Central Water Network speakers.	Speakers vetted and contracted.		X	X
Task 9 – Two national experts provided information to Academy Participants – NDSU Extension	Speakers for State wide meetings. Examples NDASCD/ NDCDEA/Soil Health Summits		X	X

**APPENDIX B. BUDGET TABLE FOR North Dakota SOIL CONSERVATION AND WATERSHED LEADERSHIP ACADEMY**

**July 1, 2019 – June 30, 2021**

**FUNDING SOURCES**

	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>TOTAL</b>
EPA Section 319 FY 2017 Funds	3,384	25,877	19,369	48,630
State/Local Match 1)NDSU* (TA, FA)	4,034	16,151	12,235	32,420
<b>Total Budget</b>	<b>7,418</b>	<b>42,028</b>	<b>31,604</b>	<b>81,050</b>

TA: Technical Assistance

NDSU: North Dakota State University

**BUDGET and NARRATIVE FOR North Dakota SOIL CONSERVATION AND WATERSHED LEADERSHIP ACADEMY**

Budget Item	Budget Narrative	7/1/19 to 9/30/19	10/1/19 to 9/30/20	10/1/20 to 6/30/21	Total Requested
<b>Salaries &amp; Wages</b>					
Salaries	<b>.05 for Project Coordinator</b> - B. Schmidt – assist in program oversight and follow-up coaching of leadership cohort program.	687	2,750	2,062	5,499
	<b>.05 for Community/Leadership Specialist</b> - J. Bruns - assist with project development, provide training, assist with evaluation, update nutrient management game.	859	3,438	2,578	6,875
	<b>.05 Extension Agent</b> - K. Hain re-write nutrient management game to fit North Dakota situation and team teach in eastern ND regions.	536	2,145	1,609	4,290
Fringe Benefits	43% benefit rate used for Project Coordinator, 43% used for Community/Leadership specialist, 56% used for Extension agent.	964	3,862	2,897	7,723
<b>Total</b>	<b>Total salaries and fringe benefits</b>	<b>3,046</b>	<b>12,195</b>	<b>9,146</b>	<b>24,387</b>
<b>Operating Expense</b>					
Travel	Year 2 - staff travel to plan, develop and implement updated nutrient management game, (Apx. 2,400 total in-state miles – 2 trips by 3 staff members) - \$1,308. Years 2 & 3 - Hain travel to 2 North Dakota sites to deliver Level One Academy training – apx. 800 miles each year (\$436/year) plus per diem for 2 sessions/year (\$125/session = \$250) - \$686/year total. Year 3 - travel funds for Project Coordinator to travel to North Central		1,994	3,186	5,180

	Water Network meeting to help vet speakers for ND State Association meetings and connect with national leaders in subject matter - est. \$2,500				
Supplies	Flip chart paper, markers, notepads, post-it notes, various supplies for Level One and Level Two leadership trainings each year.		500	500	1,000
Facility Rental	Year 2 – facility rental for 14 face-to-face educational sessions. Year 3 – facility rental for 8 face-to-face sessions. Rental fees - \$200/session		2,800	1,600	4,400
Professional Fees	Year 2 - Ag Communications fees for the development of updated nutrient management game instructions, information and game pieces (\$40/hour x 40 hours = \$1600). Year 2 & 3 - Speaker fees and speaker travel for 2 ND state meetings - annual Soil Conservation District meeting, annual Employees Association meeting (\$3,000/year)		4,600	3,000	7,600
Printing	Year 2 - Updated nutrient management game printing (print 8 games total at \$150/game)		1,200		1,200
<b>Total</b>	<b>Total Operating Expense</b>		<b>11,094</b>	<b>8,286</b>	<b>19,380</b>
<b>TOTAL DIRECT COSTS</b>		<b>3,046</b>	<b>23,289</b>	<b>17,432</b>	<b>43,767</b>
Indirect Costs	Indirect rate calculated at 10% of direct costs (actual 11.11%)	338	2,588	1,937	4,863
<b>Total EPA 319 FUNDS</b>	<b>TOTAL PROJECT DOLLARS REQUESTED</b>	<b>3,384</b>	<b>25,877</b>	<b>19,369</b>	<b>48,630</b>

**NON-FEDERAL NDSU Matching Funds**

Budget Item	Budget Narrative	Level Two9	2020	2021	NDSU Match
Salaries	<b>Family &amp; Community Wellness Program Leader</b> (Flage) – 3.5% each year	1,320	5,232	3,963	10,515
	<b>Leadership Specialist</b> (Hvidsten) - 5% each year	1,419	5,733	4,343	11,495
Fringe	34% benefit rate used for Leadership Specialist, 31% used for FCW Program Leader	891	3,571	2,706	7,168
<b>TOTAL INDIRECT COSTS</b>		<b>3,630</b>	<b>14,536</b>	<b>11,012</b>	<b>29,178</b>
Indirect rate	Indirect rate calculated at 10% direct costs (actual 11.11%)	<b>404</b>	<b>1,615</b>	<b>1,223</b>	<b>3,242</b>
<b>Total NON-Federal</b>	<b>NDSU Matching Funds</b>	<b>4,034</b>	<b>16,151</b>	<b>12,235</b>	<b>32,420</b>



**NORTH DAKOTA ASSOCIATION OF SOIL CONSERVATION DISTRICTS**  
OWNER AND OPERATOR OF LINCOLN-OAKES NURSERY  
3310 University Drive  
Bismarck, ND 58504  
(701) 223-8518 • 223-8575

Brian Johnston, CEO

Richard Knopp, Jr.,  
President

January 29, 2019

Bruce Schmidt, State Soil Conservation  
NDSU Extension West District Office  
2718 Gateway Ave, Suite 304  
Bismarck ND 58503

Dear Bruce,

This letter is to provide the support of the North Dakota Association of Soil Conservation Districts for the North Dakota Soil and Water Conservation Leadership Academy program delivered by NDSU Extension. I understand this program helps increase the leadership capacity of watershed leaders in North Dakota as they are involved with local projects to protect water quality and quantity for future generations.

A local training such as this, can assist participants from Soil Conservation District (SCD) boards and others working on water related activities for their region. Training information topics such as group facilitation skills, communicating to stakeholders, managing conflict, working with the media and building partnerships to reach a vision will all assist SCD board members and others involved in the program. The NDASCD Association whole heartily puts its support into the North Dakota Soil and Water Conservation Leadership Academy program.

Sincerely,

Brian Johnston  
NDASCS CEO  
3310 University Drive  
Bismarck ND 58504  
701-223-8515

# North Dakota Conservation District Employees Association

January 30, 2019

Bruce Schmidt  
Watershed & Soil Conservation Leadership Development  
NDSU Extension  
2718 Gateway Ave, Suite 304  
Bismarck, ND 58503

Dear Mr. Schmidt,

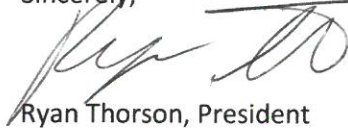
This letter is being written in support of the North Dakota Leadership Academy program. The Academy program's goal of increasing capacity within Soil Conservation District leaders in North Dakota is vital to locally led conservation efforts across the state.

We understand that this program is developing leadership skills, understanding of watersheds, locally led conservation and professional development for a variety of conservation partners. These partners are keys in the delivery of on-the-ground conservation at the local level.

The networking opportunity, along with the skills attained through the program, will assist the partners and help guide them as they collaborate on conservation issues and apply organizational management skills to engage people in public decisions.

The North Dakota Conservation District Employees Association fully supports and encourages the activities of the North Dakota Leadership Academy and pledges to provide support as necessary to continue the programming.

Sincerely,



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