

# PROGRAM REVIEW GUIDE FOR RESOURCE CONSERVATION & DEVELOPMENT OFFICES

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\_\_\_\_\_  
Print Name Signature

RC&D Area: \_\_\_\_\_  
Print Name Signature

Date: \_\_\_\_\_  
Print Name Signature

Team Member: \_\_\_\_\_  
Print Name Signature

\_\_\_\_\_  
Print Name Signature

\_\_\_\_\_  
Print Name Signature

# Exhibit 513.67

## Program Review Guide

### For

## Resource Conservation & Development Offices

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***Program reviews are an opportunity to share information and understand how operations are being managed. They should be viewed as a learning process for all participants. Conducting reviews with a helpful, positive attitude will produce benefits for all.***

***Reviews assess conformance to legal requirements, rules, regulations, and established policy. They determine if functions, activities, and programs are being carried out in accordance with the NRCS mission, objectives, and program priorities.***

***Reviews conducted in conjunction with other quality reviews, direct supervision, direct assistance, and performance appraisals provide leadership with a means to determine the degree of conformance to policy and procedures. They also provide a means for determining the effectiveness and efficiency of programs and activities.***

This guide suggests activities to be reviewed and evaluated in Resource Conservation & Development (RC&D) offices. It is important to document praiseworthy items and identify weaker areas as part of the review process. A positive and forward direction is the desired outcome of all reviews.

Pertinent findings of both commendable and deficient activities should be documented in sufficient detail, describing why the activity was identified as such. Agreed-to actions will then be identified and should include all of the following:

1. What is to be corrected
2. The person or position responsible for correcting the action
3. A date by which the corrective action should be completed

Recommendations may be made in written or oral form. The person or people responsible should take action with regard to the recommended items.

For those activities requiring a more extensive review, the narrative report should document all of the following:

1. The nature of the activity
2. The reason for recommending a more extensive review
3. The agreed-to or recommended immediate corrective actions that need to be taken pending completion of a more comprehensive review

If there are conduct or personnel issues identified, reviewers will provide information to the immediate supervisor and above. The immediate supervisor will inform the individuals concerned. Such items must be regarded as sensitive and treated accordingly. Discussions of such matters must be considered confidential.

A team approach of two or more should be considered for the review. The team may be composed of the following:

1. RC&D Program manager
2. State association president
3. Administrative officer
4. RC&D administrative assistant
5. One or two coordinators from another RC&D area within the State or an outside State
6. Special Emphasis Program manager or other civil rights specialist.

Special circumstances may merit involvement of others.

Reviews should begin with an entrance conference with all participants present, including the State RC&D Program manager and council representatives. It should be viewed as a question-and-answer session. An exit conference will be conducted to review all items, providing clarification and needed actions with all participants, including the program manager.

The review form has been formatted so that it can be used as the official RC&D area review report.

## Instructions for Use

Each team member will receive a booklet. One final booklet should be submitted with team member names and original signatures, commendable items, recommendations, and recommended action items. Team members should also submit their booklets as supporting data.

Some questions merit a simple yes or no response, with or without minor comments. A space is provided for remarks as need. Please fill in as necessary for each question.

Indicate who was responsible for each section of the review. Add the appropriate number of names.

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The RC&D office should locate the following items prior to the office visit and have them accessible to the review team:

1. RC&D Manual
2. Council handbook (if available)
3. Project folders
4. Council meeting minutes
5. Current POINTS RC&D database
6. Council annual plan, strategic plan, and business plan
7. Council area plan
8. Council annual report
9. Annual assessment checklist
10. Council newsletter or other publications
11. Position descriptions for NRCS employees
12. Performance standards for NRCS employees

The review should be scheduled when the council will be meeting, if possible. This helps make people available for interviews and allows the review team to see the coordinator and council working together.

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**COUNCIL OPERATIONS**

**AREA PLAN**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

How old is the area plan?	
If the plan is 5 years old or older, what is the schedule and process for updating?	
Does the area plan contain the required elements?	
How was the area plan developed? Is public involvement documented in the development of the plan?	
Does the area plan contain the basic requirements (see checklist)? Has it been sent to NHQ for concurrence?	
How is it maintained?	
Is it in POINTS?	
Does the council have a vision statement?	
How was the vision statement developed?	
Does the council have a mission statement?	
Does the area plan have a description of problems and opportunities?	
Are the goals and objectives properly documented?	
Does the area plan contain EEO/CR statements?	
Was the plan signed by the council president, council secretary, and State Conservationist?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	



**COUNCIL OPERATIONS**

**ANNUAL PLAN OF WORK**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

Does the council have a current annual plan of work?	
Do the goals and objectives in the annual plan reflect the goals and objectives of the area plan? How were the items in the plan of work obtained or developed?	
What percentage of the projects in the annual plan of work is consistent with the goals and strategies of the area plan?	
How often is the plan of work being reviewed by the council?	
Is the council making progress toward their goals and objectives in the area plan?	
Is the plan of work in a format where progress is easily being tracked? Is the progress being documented?	
Are action items in the plan of work specific?	
Measurable?	
Realistic and attainable?	
Time-bound?	
Does the plan of work contain an approved equal opportunity statement?	
Is the plan of work signed by the council president, council secretary, and the State Conservationist?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	



**COUNCIL OPERATIONS**

**PROJECTS**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

How does the council adopt projects?	
Who presents the project to the board? Does the council have a form for project sponsors to complete? Is it completed ahead of the council meeting?	
Do the adopted projects reflect the council's goals and objectives?	
How does the council prioritize projects?	
Is the project assigned to a committee that helps to keep the project moving forward?	
Does the council use other partners, sponsors, or agencies to assist in their projects?	
Does each project have a project file and is it well organized?	
Are projects implemented in a timely manner? What is the ratio of projects completed to projects adopted? Does it equal or exceed 75 percent over a 3- to 5-year period?	
Is progress made on all active projects?	
What is the ratio of projects cancelled to projects adopted? What action does the council take on projects that are inactive or to keep projects moving forward?	
Is the council actively pursuing outside funding for projects?	
What is their strategy for outside funding?	
Who is the administrative contact for projects requesting funding from grant sources?	

<p>Do all projects produce public benefits as they relate to the RC&amp;D area plan or the NRCS strategic plan?</p> <p>What is the level of detail in the project plans? Is the project planning thorough enough to accomplish project objectives and identify critical resources needed to accomplish objectives, including staff time and money?</p>	
<p>Are projects being implemented in accordance with the project plan regardless of the source of funding? Is there a record of decisions in the file?</p>	
<p>Are O&amp;M obligations being taken care of by the sponsors?</p>	
<p>COMMENDABLE ITEMS:</p>	
<p>RECOMMENDATIONS:</p>	
<p>RECOMMENDED ACTION ITEMS:</p>	

**COUNCIL OPERATIONS**

**GRANT MANAGEMENT**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

How are grants being used to further the council's goals?	
What grant sources have been utilized?	
How have outside funds been used?	
What is the ratio of NRCS RC&D investment to investment by other partners in projects (leverage)?	
How does the RC&D council fund their general operations?	
Is there an agreement between the RC&D council and the project sponsors?	
How is it administered?	
Does the council carry liability insurance or insurance for board members?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

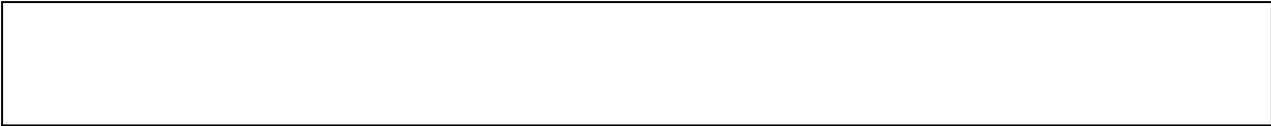
**COUNCIL OPERATIONS**

**COUNCIL MEMBERSHIP**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

Does the council membership reflect and represent the demographics and a balance of interests of the RC&D area?	
Has a membership matrix been developed to use as a tool for identifying membership needs?	
Are there opportunities for Tribal or minority membership on the council?	
Are sponsors represented at council meetings on a regular basis?	
Do members assume an active role in council meetings and other activities of the council?	
Why or why not?	
Are all council positions filled?	
If not, why?	
Are all council members attending meetings?	
If not, why?	
How are vacancies filled? What efforts are made to ensure high-quality local leadership on the council?	
If the bylaws provide the opportunity for outside groups to become members, are outside groups encouraged to become members?	
Does the council have standing committees?	
Are they functional?	
Does the committee have a diverse membership?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	



**COUNCIL OPERATIONS**

**COUNCIL MEMBER TRAINING**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

Are council members being trained?	
On what topics?	
How are the topics selected?	
Does the council have leadership training goals?	
How are the council members selected for training?	
How often is training scheduled?	
How is the training being documented?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**COUNCIL OPERATIONS**

**COUNCIL SUPPORT**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

Does the council support State, regional, and national RC&D activities?	
How does the council support these?	
Is the council a member of State, regional, or national organizations?	
How does the council provide support?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**COUNCIL OPERATIONS**

**COUNCIL FISCAL RESPONSIBILITY**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

Is the council a 501(c)(3) nonprofit organization?	
If the council is not a 501(c)(3) organization, do they have plans to become a nonprofit?	
Are the proper IRS reports being completed as required? Who completes the reports?	
Has the council been audited?	
When was the last external audit or financial review completed?	
How often is an audit or review scheduled?	
Does the council have up-to-date articles of incorporation?	
Does the council have current bylaws?	
Are the bylaws helping the council function?	
Are the bylaws updated from policy changes passed by the council as reflected in council minutes?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**COUNCIL OPERATIONS**

**VOLUNTEERS**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

Does the council utilize volunteers?	
How are they used?	
How does the council recruit its volunteers?	
Is there a job description for the volunteers?	
Does the council present awards to their volunteers?	
Do volunteers know what is expected and why?	
Is there a system in place to assure that volunteer assignments are being carried out?	
Are the volunteer hours being tracked in the Earth Team database?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**COUNCIL OPERATIONS**

**MEETINGS**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

Does the council get a quorum at meetings?	
How often does the council hold meetings? Is this consistent with bylaws?	
Are council members provided with enough information to function at meetings?	
Are the council meetings productive?	
Does the agenda provide good direction for council meetings?	
What is the role of the coordinator at the meetings?	
Is there a variety of sponsors, council members, and the public attending council meetings?	
How many days prior to the meeting are notices sent out?	
How are meeting notices sent out?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**COUNCIL OPERATIONS**

**MINUTES**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

Are minutes of council meetings being maintained?	
Who is taking the minutes?	
Do the minutes have enough information to keep them in compliance with audit standards?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**PROGRAM ADMINISTRATION AND MANAGEMENT**

**POINTS RC&D DATABASE**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

Is the POINTS RC&D database up to date?	
Does it reflect progress? (Examine the last 2 years.)	
Are projects and benefits being entered into POINTS as they occur?	
Does the project data in POINTS seem defensible?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**PROGRAM ADMINISTRATION AND MANAGEMENT**

**COORDINATOR**

\_\_\_\_\_  
Name

\_\_\_\_\_  
Review Team Member

Does the RC&D coordinator have an up-to-date position description?	
Has the RC&D coordinator attended RC&D Concepts and RC&D Area Planning training or an equivalent?	
Does the coordinator have a current training plan? Does he or she actively participate in making up the training plan?	
Has the coordinator received or requested training to help perform his or her job responsibilities?	
Is the coordinator performing in accordance with the guidelines in the National RC&D Manual?	
Has the coordinator provided training for others (i.e., council members, sponsors, district conservationist, SWCDs, staff, others)?	
Are deadlines being met by the coordinator?	
What scheduling system is being used?	
Is work organized to provide effective use of time?	
How often are staff meetings held?	
Do NRCS and council employees know what is expected of them?	
Is there a system in place to assure that staff assignments are being carried out?	
Does the coordinator's supervisor support the RC&D effort?	
Does the coordinator promote a team environment with RC&D staff?	
Does the coordinator's activities support and correlate with the council plan of work?	
Does the coordinator work with the council to obtain additional technical assistance (staff,	

contractors, and other agency staff) to complete projects?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**PROGRAM ADMINISTRATION AND MANAGEMENT**

**ADMINISTRATIVE ASSISTANT**

\_\_\_\_\_  
Name

\_\_\_\_\_  
Review Team Member

Is there an NRCS administrative assistant assigned to the council? If not, disregard this section.	
Does the RC&D administrative assistant have an up-to-date position description?	
Does the RC&D administrative assistant have a current training plan?	
Has the administrative assistant been provided or requested training to help perform his or her job responsibilities at the current GS rating?	
Are the council and project sponsors satisfied with the program assistance they are receiving from the administrative assistant?	
Does the administrative assistant know what is expected of him or her?	
Are grade levels of positions appropriate in relation to responsibilities?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**PROGRAM ADMINISTRATION AND MANAGEMENT**

**PERSONNEL MANAGEMENT**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

Is the merit promotion program understood and being utilized?	
Are awards properly submitted?	
Is there proper documentation to substantiate or support giving an award?	
Concerning awards, is proper consideration for all awards given without regard to race, sex, color, series, etc.?	
Is there consistent recognition?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**PROGRAM ADMINISTRATION AND MANAGEMENT**

**EMPLOYEE RESPONSIBILITY AND CONDUCT**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

Is Appendix 1, "Employees Standard of Conduct," available to all?	
Do employees understand the code of conduct and penalties for violations?	
Are employees aware of ways to report fraud, waste, and abuse?	
Are employees aware of what constitutes bribery and how to report such?	
Are supervisors aware of how to deal with employee misconduct and employee rights to due process?	
Is the supervisor aware of administrative grievance systems and exclusions?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**PROGRAM ADMINISTRATION AND MANAGEMENT**

**STANDARD OF PERFORMANCE**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

Each of the questions in this section should be asked of the NRCS employees and the supervisor.

Do employees have properly prepared and communicated performance plans?	
Do employees participate in the development of their performance plans?	
Are performance plans in place a minimum of 90 days prior to rating employees?	
Is there a clear understanding of the performance plan elements between the supervisor and employee?	
Are employees performing duties described in the position description?	
Are standard operating procedures being reviewed periodically with employees?	
Have employees completed their annual ethics training requirement? For required filers, are all OGE-450s up to date and on file at the appropriate level?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**PROGRAM ADMINISTRATION AND MANAGEMENT**

**PROCUREMENT**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

Following questions pertain to NRCS procurement that happens in the RC&D office

Is there an imprest fund, a purchase credit card, or BPA available to meet their need?	
Does the staff know their authority to buy?	
Does the staff follow approved procurement policies?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**PROGRAM ADMINISTRATION AND MANAGEMENT**

**EQUIPMENT**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

Are the vehicles adequate?	
Are other equipment and property adequate?	
Is equipment being maintained properly?	
Are proper security measures being followed for computer equipment and software?	
Has the annual computer security training been completed and documented by all employees with access to ITS equipment, CCE, or both?	
Is any unauthorized software used or loaded on NRCS computers?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**PROGRAM ADMINISTRATION AND MANAGEMENT**

**FISCAL MANAGEMENT**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

Is the timekeeping being done according to correct procedures?	
Are travel vouchers properly prepared for processing?	
Do NRCS RC&D employees manage or handle any RC&D council funds?	
Are NRCS records maintained separately from RC&D council records?	
Are appropriate precautions taken to secure any personally identifiable information in the office?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**PROGRAM ADMINISTRATION AND MANAGEMENT**

**RC&D OFFICE**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

Is the RC&D clearly identified as an RC&D office bearing the name of the authorized area?	
Is the office easily accessible to the public?	
Is the office identified separately from the NRCS office?	
Does the telephone answering system distinguish the RC&D office from NRCS and other USDA branch offices?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**PROGRAM ADMINISTRATION AND MANAGEMENT**

**SAFETY AND PHYSICAL**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

Does the office have a physical protection plan?	
Does the office have a safety, fire protection, and emergency evacuation plan?	
Are accidents and injuries promptly and properly reported?	
Is the access to agency resources and records (including computer files) limited to authorized individuals?	
Are there any safety hazards in the office or work environment?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**PROGRAM ADMINISTRATION AND MANAGEMENT**

**SUPPORTING DATA FILE**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

Are project plans being kept for <u>all</u> projects adopted by the council?	
Are the files being maintained for a minimum of 5 years following implementation? If applicable, as long as the funding sources require the documentation for audit purposes?	
Are the files complete?	
Are the NRCS files in the order specified by the NRCS Records Guide?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**PROGRAM ADMINISTRATION AND MANAGEMENT**

**INFORMATION AND PUBLIC AFFAIRS**

Name & Position of Interviewee	Review Team Member
Do information activities support priority programs?	
Does the council have a newsletter or another way of publicizing the RC&D program?	
How is the newsletter or other media being utilized?	
How often is the newsletter distributed, printed, discussed, and updated?	
Are all available information tools being used?	
Are news articles being written and published?	
How are success stories of the council being publicized?	
Does the council have a display or an information brochure, video, or handout for public distribution?	
Is it current?	
Does the council publish an annual report?	
Who receives the annual report and how is it distributed?	
What are the main sections of the report (e.g., financial, project activities, public benefits, etc.)?	
Are contacts initiated and maintained with specific groups?	
Is information coordinated with other responsible agencies?	
Does the staff have knowledge of or have adequate training for camera and audiovisual equipment usage?	
After information is developed and distributed, does the staff make follow-up contacts to insure that sponsors and council members understand the materials and that these materials meet the informational needs of the RC&D and project activity?	

Are audiences targeted and specific informational materials prepared?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**SPONSORS**

\_\_\_\_\_  
Name

\_\_\_\_\_  
Review Team Member

What is or was your project and what did RC&D actually do on your project? What type of assistance did you receive?	
Were you satisfied with the assistance provided by the RC&D coordinator?	
Are services and assistance timely?	
How effective is the council in your view?	
What kinds of changes are needed, if any?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**COUNCIL MEMBERS**

\_\_\_\_\_  
Name

\_\_\_\_\_  
Review Team Member

How is the area plan developed?	
How is the annual work plan developed?	
How does the coordinator keep you informed?	
Do you receive information (agendas, minutes, etc.)?	
Is the information timely and provided well ahead of meetings?	
How would you evaluate your working relationship with the coordinator?	
Is the council satisfied with program assistance received from the RC&D coordinator?	
Does the council member report any RC&D activities back to the organization they represent?	
Does the council member sponsor projects for RC&D council adoption?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**DISTRICT CONSERVATIONIST**

\_\_\_\_\_  
Name

\_\_\_\_\_  
Review Team Member

As the district conservationist, what is your role with the RC&D?	
What projects have you brought to the RC&D and what is your involvement?	
What type of assistance have you received from the council?	
What type of assistance have you received from the coordinator?	
Are services and assistance from the coordinator timely?	
Do you have any concerns?	
Do you feel the council is effective?	
What kinds of changes are needed, if any?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**RC&D COORINATOR’S WORK WITH DISTRICT CONSERVATIONISTS**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

<p>Do district conservationists attend RC&amp;D council meetings and participate in discussions?</p>	
<p>Do district conservationists bring projects to the RC&amp;D council or provide technical support for projects sponsored by the conservation districts?</p>	
<p>What type of assistance have you received from the district conservationists?</p>	
<p>Do the district conservationists and their staff have a good understanding of the assistance and partnership between NRCS, RC&amp;D councils, conservation districts, and other conservation partners?</p>	
<p>In what ways do you feel the relationship could be improved if necessary?</p>	
<p>COMMENDABLE ITEMS:</p>	
<p>RECOMMENDATIONS:</p>	
<p>RECOMMENDED ACTION ITEMS:</p>	

**STATE CONSERVATIONIST/RC&D PROGRAM MANAGER**

\_\_\_\_\_  
Name & Position of Interviewee

\_\_\_\_\_  
Review Team Member

Has the State Conservationist had formal RC&D training?	
Has the program manager had formal RC&D training?	
Does the RC&D program manager have regular communications with the coordinators?	
Is the RC&D coordinator's supervisor providing appropriate support and leadership?	
Is there regular communication with the RC&D association officers?	
COMMENDABLE ITEMS:	
RECOMMENDATIONS:	
RECOMMENDED ACTION ITEMS:	

**APPENDIX**

**CIVIL RIGHTS/EEO**

***NOTE:***

Use Appendix I – Civil Rights Compliance Review from the NRCS “Guide for Appraisal of Area and Field Office Operations.”