

# Pennsylvania Association of Conservation Districts

Sensing Interviews by Board Works by Ledgerwood

Wednesday, August 12, 2009

## Frequency of Responses – District Board Members

Question	District Funding	District Operations	District Participation	District Services	Education	Engineering	Events & District Communication	Governance	Legislative & Lobbying	PACD Finances	PACD Staff	Partnering	Planning	Programs	Public Outreach	Training	None Offered
Top 3 Accomplishments	15	4	14	-	2	-	-	-	3	-	-	6	-	24	2	3	2
Top 3 Products &/or Services	6	3	-	-	7	2	12	-	11	-	-	5	-	10	2	5	11
Recommendations	-	-	10	-	-	-	17	2	3	9	2	1	1	3	-	-	9

## Frequency of Responses – District Employees

Question	District Funding	District Operations	District Participation	District Services	Education	Engineering	Events & District Communication	Governance	Legislative & Lobbying	PACD Finances	PACD Staff	Partnering	Planning	Programs	Public Outreach	Training	None Offered
Top 3 Accomplishments	31	2	20	3	-	2	8	2	4	1	-	4	-	-	11	1	-
Top 3 Products &/or Services	13	8	9	-	4	2	16	-	15	-	-	4	-	10	9	11	1
Recommendations	-	-	24	5	-	-	20	10	3	4	4	4	-	3	2	-	-

## Frequency of Responses – PACD Board Members

Question	District Funding	District Operations	District Participation	District Services	Education	Engineering	Events & District Communication	Governance	Legislative & Lobbying	PACD Finances	PACD Staff	Partnering	Planning	Programs	Public Outreach	Training	None Offered
Top 3 Accomplishments	2	-	13	2	-	-	5	-	4	4	-	1	-	1	1	3	-
Top 3 Products &/or Services	5	1	4	-	1	2	4	-	3	-	1	-	-	-	2	3	-
Recommendations	1	-	9	-	-	-	8	1	1	3	-	-	-	-	1	-	-

## Frequency of Responses – PACD Staff

Question	District Funding	District Operations	District Participation	District Services	Education	Engineering	Events & District Communication	Governance	Legislative & Lobbying	PACD Finances	PACD Staff	Partnering	Planning	Programs	Public Outreach	Training	None Offered
Top 3 Accomplishments	10	-	8	-	-	2	3	-	1	1	-	-	-	6	4	-	-
Top 3 Products &/or Services	5	-	4	4	5	6	1	-	3	-	-	1	-	1	2	4	1
Recommendations	-	-	9	1	-	1	2	2	1	4	-	-	-	1	2	-	1

## Frequency of Responses – Partners

Question	District Funding	District Operations	District Participation	District Services	Education	Engineering	Events & District Communication	Governance	Legislative & Lobbying	PACD Finances	PACD Staff	Partnering	Planning	Programs	Public Outreach	Training	None Offered
Top 3 Accomplishments	5	3	1	1	-	-	1	1	3	2	-	4	-	1	1	-	-
Top 3 Products &/or Services	1	1	2	-	-	1	-	-	3	-	-	1	-	5	-	6	-
Recommendations	-	-	3	-	-	1	3	5	-	2	4	1	-	-	-	-	-

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The top three accomplishments PACD will have by 2014?

## District Board Members

### **Programs**

- Economics of forestry programs, sewer programs, development permits costs
- Goes to bat for districts to improve the programs we are involved in
- Soil and water conservation programs
- Oil and gas drilling program issues would be solved and under control
- Progress on Chesapeake Bay program work
- To protect the water system in the state from encroachment from development
- Assistance and advice on soils and forest system in the state needs to be taken care of – working with agencies in Harrisburg
- Assistance to Northern tier counties on oil and gas drilling conservation issues, program delivery, opportunities for districts
- Assistance to districts on “quality of water” program delivery including the diminishing water resource issues
- Recycling and reuse of materials program delivery
- Help with the services to landowners
- Watch DEP regarding program changes
- Stormwater runoff management
- Erosion & Sedimentation technician program needs increased funding with DEP
- Water quality programs – primarily for recreation
- Wastewater management programs – eg parking lot runoff
- Cattle crossings
- Dirt and gravel road program
- Working on acid mine discharges
- Chesapeake Bay – work on nutrients getting into the Bay
- Promote more cover crops & no-till
- Promote more agriculture preservation
- Conserve our water – find better uses that will cover our situation
- Storm water management

### **District Funding**

- Build funding support and possibilities for conservation districts
- State to actually fund the mandated conservation programs and conservation district operations
- Budget is necessary but not all of the program PACD should concentrate on
- Ability to secure adequate, sustainable funding for districts across PA
- Assist districts with funding needs and funding sources
- Funding for districts will be maintained or increased
- More funding for districts
- Make sure districts have funding for operations and programs
- Getting the legislature to free up more funding for conservation

- Continue to lobby for funding for conservation districts
- Sustainable funding for conservation districts
- Funding for conservation districts by working with the state to look more favorably for funding based on what we do – eg what the federal government is requiring in the Chesapeake Bay
- Have to have a dedicated funding stream for conservation districts to go toward administration
- PACD will obtain dedicated funding for the Conservation District Fund Allocation Program (CDFAP) and the Chapter 105 program; PACD will obtain full reimbursement for districts for eligible district administrative assistance costs as identified by the CDFAP
- Assist the districts in getting more funding from state government
- Different way funding for districts – dealing with budget issues in PA

#### **District Participation, Input, & Needs**

- Listen to concerns of the county districts instead of charting course without being concerned about districts
- Try to make the districts more welcome and participating in their association
- PACD will bring districts together for more interaction – would help districts know what is going on in other districts
- Continue more open communicating accomplishments – work done for finances spent
- Outreach to conservation districts
- Will be making decisions based on district needs and caring about what the grassroots needs are
- Retain validity in PACD among the districts
- Have clearer direction and goals including listening to districts and their needs and concerns
- Better cooperation between PACD and each of the districts to meet specific district needs
- PACD will be accountable for what funds being spent – be fiscally responsible
- Remain fiscally solvent and organizationally stable
- The Joint Annual Conference, winter meeting and regional meetings are events Directors and staff want to attend for the timeliness and quality of the information along with productive dialogue and actions to advance the mission of Districts.
- PACD will be an organization focused on and responsive to the needs of its membership.
- Better relations be made to get all districts involved in PACD

#### **Partnering**

- Will influence the environmental community regarding perception of sources of pollution – eg point sources from various sources
- Will influence and support DEP to work with districts on enforcement actions that are needed on complaints and regulatory actions
- Build relations with the cooperating agencies to support conservation districts on the local and regional level – examples of fish commission, extension, and game commission

- PACD will be an active and prominent voice in addressing conservation issues important to Districts and increasing appreciation for the work Districts do on behalf of state agencies at the local level.
- Assist the districts in getting help to change some of the recommendations from the state especially mandates without funding to carry out
- Have ongoing a frank, frequent and proactive dialog between PACD Leadership (paid and volunteer) and the Secretaries of DEP, PDA and other Departments that have delegated agreements with Districts. *With and number of employees District have doing programs on behave other agencies PACD should be higher on the Governors food chain. This can only happen if the District Boards and the board members become proactive and relevant to the folks who make thing happen state Gov't.*

### **District Operations**

- Supporting the local districts and supplying them personnel, administration needed on regional basis – eg engineering
- Provide help and suggestions to districts needing assistance as far as how they are set up and how they receive county assistance and other district operations issues
- Need help with getting younger directors
- Information on what is going on across the state in other districts

### **Legislative & Lobbying**

- Lobby for more financing for districts
- Sponsor legislation to work on existing improvement of urban lands, brown fields, sustainability
- Strong legislative relations program

### **Training**

- New directors would have training from PACD on what the director is to do
- More emphasis on district directors education and training – eg regional meetings
- Get some younger board members exposed to PACD and what the association does – especially in the first year

### **Public Outreach**

- Work on sustainable conservation practices promotion
- Recognition and awareness of districts and conservation issues in the state

### **Education**

- Stronger in conservation education
- Need PACD fighting for funding needs of the smaller rural districts

### **None Offered**

- None given
- Not sure of their function is – know that give support

## The top three accomplishments PACD will have by 2014?

### District Staff

#### **District Funding**

- Actively pursue financial stability for PA conservation districts as well as PACD
- Somehow get dedicated funding for conservation districts
- Funding for conservation districts
- Help districts with funding sources
- Secure funding for districts
- Mini grant program
- Sustainable funding for conservation districts through DEP, PDA, and other directed through the state conservation commission
- Better lobbying for funding for districts
- Funding stability – increased funding for CDs
- Assist CDs with funding needs including the need for funding for administration, building maintenance
- PACD needs to secure dedicated long-term full funding for CDFAP, Chapter 105, Watershed Specialist and Education Coordinator programs otherwise; lack of funding could significantly harm districts trying to accomplish their current work
- Get dedicated funding for conservation districts
- Have success at securing funding for district services for the Commonwealth citizens – eg erosion and sediment control programs, watershed work, and other delegation work fully funded
- Dedicated funding for conservation districts
- Get funding for staffing environmental education
- Grant opportunities continued
- Better funding and budgets for districts – will have lobbying and influence on state level, not just the contacts by districts
- Be more effective in trying to secure funding for conservation districts
- Dedicated funding for conservation district work (eg natural gas surcharge, etc)
- Secure increase funding for districts
- To secure dedicated state funding for conservation districts
- Increasing the funding for districts programs
- Secure funding to keep the watershed specialists in districts as a permanent position
- Dedicated funding for all Conservation Districts
- Obtain adequate funding for conservation districts
- Conservation district funding - guaranteed no decrease
- Need to strive to get a budget for districts that works for districts – need to see budget issues the same as districts do
- Do not compete for the same pool of funds as individual districts
- Make sure the water specialist positions are not cut completely from the budget
- PACD being more financially stable
- Secure dedicated funding for fully funding (and enhancing) the Conservation Districts CDFAP allocation (and PACD so that the following accomplishments can be done effectively and impartially.)

### **District Participation, Input, & Needs**

- Responsive to districts – there for their needs
- PACD should become more involved with districts (as a technician not currently involved in PACD)
- The goals of PACD need to be focused on districts and their needs
- Get back in connection with representing the conservation districts and not just themselves
- Engage the district directors – membership of PACD in the activities of the organization
- Build consensus among districts on key programs
- Better access to PACD, including personal visits to districts
- PACD would continue to open up - like the past 6 months
- Work toward unifying the 66 districts in PA on issues and work
- Find a way to get as close as possible to getting a higher support of districts for dues paying – show what the member districts are getting for the PACD funding
- 100% membership
- PACD to be more aggressive in what we are doing
- Diverge from current interests (eg state contracts) and focus on district interests – better representation of districts interests
- Renew the mission statement as far as communication / connection with districts with specific needs - the entire PACD board would be more aware of district needs
- Increase the teamwork of conservation districts across the state – build unity
- 100% membership of all 66 districts without reservation
- Represent the membership as opposed to PACD business side taking the “front burner”– connect with the membership on needs of those districts feeling left behind - PACD goals will not be in competition with districts for funding sources (eg Growing Greener, DEP)
- Work on the same goals they have – not doing anything wrong
- Better communication with the conservation district offices – staff and board members
- Find a good reason to exist and do it – do not have a lot of use for PACD

### **Public Outreach**

- Further conservation districts role in the communities – every district different but would have some consistency from county to county in approaches
- Help districts with public relations activities
- More of an outreach to explain to the public about what a conservation district is
- Step forward as a spokesman for the a unified voice for the districts in PA
- Greater visibility for PACD
- PACD would assist districts with educating public on what effects moving districts from permitting process would mean to public
- Can help promote what CDs are and services we offer to the public
- A greater recognition of conservation districts
- Continue a nice job of communication including the website, list serves and networking opportunity across the state
- Marketing districts to people so they understand the value of district services

- Continue the marketing assistance for conservation districts – increase public awareness of what conservation districts do and have a common recognition point for conservation districts

### **Events & District Communications**

- Remain involved in providing information opportunities for conservation districts
- Greatly improved communication network between PACD and CDs for consensus and decision making
- Board members and directors would know what PACD does and would support PACD – improved communications with board members especially those that do not have email
- Inform district staff about what PACD can offer and what they doing
- To reach out and connect with as many conservation districts as possible in a time frame – eg attend board meetings and when there sit down and visit with staff
- Enhancing the PACD conferences with more education, learning, and training topics such as the past with the standing committees
- To achieve a visitation with at least 50% of the districts in a three year time period – get out of Harrisburg to visit districts to connect with board members and staff
- Get out to visit each district and get to know the member districts

### **Partnering**

- Sustaining delegated programs through DEP, PDA and funding to support
- Elevate the districts profiles and important priorities with key state agencies - DEP, Dept of Agriculture, Commission
- PACD will serve as an effective liaison with our state partners – eg DEP and Dept of Ag including timely topics that need attention
- Continue to meet with the county commissioners – maybe even more that once a year

### **Legislative & Lobbying**

- Well represented with legislature and DEP
- Develop effective lobbying/educational outreach to County/Legislative elected officials (public relations) 1.5 to 2 staff devoted to this continual effort
- Continue to work with legislature including the erosion and sediment control program through DEP
- Successful lobbying for environmental programs in state

### **District Services**

- Provide more support, more education & technical guidance opportunities for district staff
- Services to conservation districts
- Services and products to meet district meetings

### **Engineering**

- TAG engineer funding
- Provide better services for districts (eg engineering grant not limited to just few a districts)

### **Governance**

- Executive board and regional directors will function more effectively
- Reduction in PACD staff to balance the workload districts.. Example-TAG engineers and engineering assistants funding to Conservation Districts

### **District Operations**

- Assisting with district director liability insurance
- Get younger people involved and becoming directors

### **Training**

- Coordinate (special event planning) more and better Statewide and regional training for District Staff in various program areas, esp (perhaps a percent of each districts review fee could go to cover this cost) Erosion control/ NPDES program, 3-5 per year 105 program, 1-2 per year, Nutr Mngt, Cons planning, etc...

### **PACD Finances**

- Make dues on a different system than is currently used

The top three accomplishments PACD will have by 2014?

## PACD Board Members

### **District Participation, Input, & Needs**

- Someone from each district would be on a PACD committee so that representation would be attained in the direction of PACD
- Have all the directors knowledgeable about what PACD is and what it can do for them
- All districts would become members
- Develop and implement a strategic plan which will help build the confidence of its conservation districts in their association
- Better or more complete representation of all districts
- Pull the districts together as a strong state organization
- Have to go with the golden rule as square one
- 95% of the districts active and in good standing
- Districts feel that PACD is active, representing their interests, and districts have a positive image of PACD
- Increase the involvement by district directors in PACD
- Pool districts with unified voice
- All districts will be paying dues in PACD because of the confidence they have in PACD, its staff, board members
- Making sure there are people willing to step up and take leadership roles in districts and therefore PACD

### **Events & Communication**

- Consistent communication amongst members
- Communication or the perceived lack of communication with districts will be addressed
- To keep our membership up, including participation in the PACD events
- Able to get districts participating in the regional meetings as well as state meetings – representation by all 66 districts
- Communications, communications, communications

### **Legislative & Lobbying**

- PACD would be successful at lobbying for increased budgets / cost share from state
- Be an effective lobbying organization for districts
- Make sure that the districts have the opportunities to work with the political establishment – talking with our legislators all the time – both PACD and local districts
- Coordinate the conservation needs with legislature and state leaders

### **PACD Finances**

- Work out the dues system / schedule that will meet needs – 16 districts not paying
- Keep our costs down in PACD, especially with the current funding issues in Districts
- Working on getting more efficient
- All districts will be paying dues in PACD because of the confidence they have in PACD, its staff, board members

### **Training**

- New directors would know what their responsibilities are and are up to speed on what is going on and will have people that will put time on this stuff
- Training for districts
- Having a training mechanism by which new directors and associate directors will have access to the information they need to be effective leaders

### **District Funding**

- PACD would be successful at lobbying for increased budgets / cost share from state
- Have funding available – accomplished by having the directors know what they are needing to do – triangle working towards telling the story (districts, PACD, partners)

### **District Services**

- Deliver more services directly to districts – district specific
- Assistance to individual districts who need additional help

### **Public Outreach**

- Marketing program – conservation districts & PACD – new and better image

### **Partnering**

- Statewide through all the organizations, legislators, government agencies with PACD, partners will all look for us as one of the top sources for what needs to be done in the state and how we can partner with them

### **Programs**

- Accomplish the conservation needs statewide

## The top three accomplishments PACD will have by 2014?

### PACD Staff

#### **District Funding**

- Fully funded positions for conservation districts fulfilling their state mandate
- More funding for conservation programs – more dedicated funding
- More secured funding to keep program running and focus on practices
- Get more funding to increase implementation of conservation projects
- Representing districts to get more funding
- Have finances to keep the conservation programs going in PA
- Dedicated and predictable funding for conservation district activities
- Districts with better funding
- Dedicated funding for districts
- Securing dedicated funding

#### **District Participation, Input, & Needs**

- To achieve a higher level of satisfaction by our members
- Achieve better recognition and understanding of what PACD does for districts
- To align our goals to those of our members - accomplishments should be focused by our districts
- Needs of the districts are fulfilled
- Be able to achieve the high priority items the members want to see and have been asking for
- Providing the services conservation districts need and want from their state-wide associations
- Relationship strengthening so districts feel heard and responded to
- PACD is structured and functioning in a way that facilitates responsiveness to districts

#### **Programs**

- Conservation and environmental concerns
- Continue technical support for the districts, working with NRCS and other agencies
- Get more projects on the ground
- Get conservation on the ground – develop the planning and design work within the counties
- Be familiar with new programs and keep abreast of new changes and be able to implement
- Better conservation for the state

#### **Public Outreach**

- All 66 districts participating in marketing and materials – logo, color, templates
- Do everything we can in outreach
- Public more aware of conservation districts
- Districts would be higher priority for the state (not an afterthought)

#### **Events & Communication**

- Better communication with PACD and districts so we are a more united look and in our messages
- Better communication between PACD and its members

- Increase awareness of PACD activity and benefits to members – create a better understanding and show increased participation

### **Engineering**

- Get continuity and stability to the engineering program
- Dedicated funding for engineering program

### **Legislative & Lobbying**

- Better communications with elected leaders on state-wide and federal level

### **PACD Finances**

- Figure out how to make PACD more viable and financially sustainable without going after things that may not seem relevant to members

The top three accomplishments PACD will have by 2014?

Partners
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### **District Funding**

- Be effective in representing District budget needs with State Legislators.
- Would have resolved the funding sustainability issues for districts and PACD to sustain services even when something major happens
- Districts will be utilizing more diversified sources of funding for programs and operations – not just state funding
- Double the appropriation from the general assembly and/or doubled revenue from counties
- Have the ability to connect with funders – both inside PA government and outside government sources

### **Partnering**

- Help create collaborative partnerships among Fed, State and local entities.
- Be an advocate for conservation districts with DEP and other agencies
- Strengthen relationships at all levels of government – local, county, state and federal – delivering programs
- Will reestablish a good working relationship with DEP

### **Legislative & Lobbying**

- Be effective in representing District budget needs with State Legislators.
- Retaining full time lobbying support with state legislature and county elected officials by local districts
- Diversify the legislative priorities beyond just funding (eg natural resource priorities then the funding to accomplish)

### **District Operations**

- Assistance to districts for their effective, efficient, and accountable organization
- Developing the capacity of district boards to do what they need to do in a governance sense
- New and younger leadership involved in PACD

### **PACD Finances**

- Would have resolved the funding sustainability issues for districts and PACD to sustain services even when something major happens
- Be financially sustainable

### **District Participation, Input, & Needs**

- Have support of 100% of the districts in PA – both financially and organization support

### **Public Outreach**

- Greater awareness of PACDs strengths, capabilities, benefits – through a better strategic marketing plan for themselves

### **Governance**

- Be a model organizations for districts to show a transparency in the organization – policies, procedures, budget, structure

### **Programs**

- Help to foster the creation of enviro-markets in PA

### **District Services**

- Be a more service oriented organization

### **Events & Communications**

- Better communications among PACD, districts, the legislature -

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The three highest priority services and/or products PACD must concentrate on in the next 5 years?

## District Board Members

### **Events & District Communications**

- Going to bat for the conservation districts in general
- Need to sell PACD to districts and area groups
- Need to have more personal contact regarding services and products
- Joint conferences, meetings, and events
- Continue newsletter – reading currently
- Continue to hold regional meetings
- Continue to provide information meetings
- Would like to know what the dues structure is and what our districts receives for the dues
- Outreach to conservation districts
- Better communication with each county district
- Literature is helpful – what is going on statewide
- Improve communication between Districts and PACD to support District requests and concerns and keep districts apprised of legislative and conservation issues

### **Legislative & Lobbying**

- Lobbying – but don't be too "nice" when working with coalition – focus on district needs
- Lobbying – making sure things get done in Harrisburg that helps districts not hinders
- Working with legislature to keep up funding
- Lobbying for district needs including funding needed
- Lobbying for bills pertaining to agriculture
- Need to lobbying for the district interests – programs, policies
- Set up PACD to be able to lobby
- Must have more effective political lobbying
- Get the legislators involved in conservation activities and informed
- Comment and support on legislation and funding for all districts
- PACD must be the Eyes and Ears of Districts for legislative and programmatic issues in Harrisburg and communicate the emerging and critical issues, needs and action opportunities to District Directors and Staff in a timely manner.

### **None Offered**

- Not sure what services PACD should provide
- I don't know
- Not seeing products & services
- Not sure if they provide any services to us except being a political arm
- None offered – funding is short

- None offered
- None offered
- None offered
- None offered
- Nothing offered
- Nothing offered

### **Programs**

- Gather and share best practices on district operations and programs – sharing most effective practices – eg IT solutions
- Support for district technical assistance
- Assistance to districts – eg NPDES program, roads, Envirothon, committees
- Assistance to forest land owners
- Chesapeake Bay program and funding support from Harrisburg
- Sponsor of no-till programs
- Water quality program assistance
- Erosion control program assistance
- Keep up on state issues – eg water runoff, forestry,
- Speed up some of the programs that districts are involved in – some projects take too long to implement – PACD should assist with eliminate some of the bureaucracy

### **Education**

- Get message out into public about the work of districts
- Stronger in conservation education
- Conservation education programs for schools – assistance to districts and work on state scale
- Youth education materials and program support building on the required PA education objectives
- Assistance on Envirothon program
- Services and materials related to environmental education
- Environmental education program assistance

### **District Funding**

- Lobbying for district needs including funding needed
- More help with funding
- More supportive in providing financial guidance to districts - need more direct assistance to districts on funding ideas
- Secure grants through government agencies, then expand mini-grants program
- Continue mini-grant program
- Continue to seek and pursue opportunities to facilitate services like the Engineering Technical Assistance Program, and Mini-grants that benefit many Districts across the state and provides some funding for PACD makes PACD relevant to entities other than Districts.

### **Training**

- More emphasis on district directors education and training – eg regional meetings
- Training workshops for conservation districts, township supervisors, members of local government – eg ethics
- Training of district employees

- Grant writing training and assistance
- Coordinate training opportunities for district board and staff

### **Partnering**

- Assistance to districts working with partner agencies and organizations
- Assistance to districts on working with county government – funding, programs, etc
- Be able to relate to county commissioners and helping districts work with their county commissioners more closely
- Support and promote district programs and services with state agencies and legislators
- PACD should be the lead an/or primary collective voice of Districts at critical state and regional tables with Agencies, other NGO's in the environmental /conservation arena and political power brokers . ( in certain arenas it may be better for others to be the primary advocate for Districts and/or District programs the challenge is find that symbiotic relationship)

### **District Operations**

- Assist districts with finding the IT system for lining up costs of environmental protection with developers
- Assistance with human resources information, personnel management, administration, district operations
- Assist each district with becoming a better district

### **Public Outreach**

- Advertise what districts are and what we do
- Need to do more public outreach – tools & techniques to reach the people that are in control of the land

### **Engineering**

- Engineering services
- Continue to seek and pursue opportunities to facilitate services like the Engineering Technical Assistance Program, and Mini-grants that benefit many Districts across the state and provides some funding for PACD makes PACD relevant to entities other than Districts.

The three highest priority services and/or products PACD must concentrate on in the next 5 years?

## District Staff

### **Events & District Communications**

- Continue strides in communication including agendas for teleconferences, etc
- Coordinate Statewide/regional training for erosion control/NPDES plan preparers on a regular basis
- Clearing house point of contact for the membership – eg website tools, go to place for information / education tools, different media
- Quarterly newsletter is important to keep districts informed
- Continue the PACD news and notes email very useful
- At regional meetings, Executive Director gives a report – find the pie chart a better way to display budget
- Keeping districts up to date on information, issues, needs – be at the hub of things
- Continue regional meetings – directors appreciate
- Continue newsletter
- Educational materials for district staff – updates on issues, programs, changes and legislation
- Communicate more effectively with the members in each county – not just regional board and PACD directors
- Communication and information services – needs to be better
- Continue the newsletter – helpful
- Information services on line – white papers developed on topics needed by districts
- Must continue face-to-face communications, events and activities – having directors that can effectively conduct meetings, communicate well
- Keeping Conservation Districts informed of legislative and program changes and weigh in heavily on program changes proposed by the state.

### **Legislative & Lobbying**

- State legislature needs to be re-educated each year to what districts are and do
- Lobbying our legislators
- Lobbying for districts with state legislators
- Involvement and improvement of work with state legislature
- Encouragement to districts to use their legislative contacts
- Lobbying for conservation district funding (reversal of current priority of PACD first)
- Lobbying the legislature and solving how to fund this activity
- Working more closely with legislators – districts would see more positive feedback and influence with legislators
- Lobbying / Capitol Day
- Representing the districts to the legislature, point out the value we have and work towards a permanent funding sources
- Step up a notch in the eyes of the legislators on the importance of the work we do

- Lobbying connections with and for conservation districts – 2 to 3 PACD staff spending full time with state legislature on key issues needing legislative connection
- Lobbying and educating the state legislature on behalf of conservation districts
- Continue lobbying activities and expanding would be money & time well spent
- Lobbying for Conservation Districts

### **District Funding**

- Pursue district funding sources
- Continue mini-grants program
- Continue mini-grant program and make available for equipment again – ie environmental education equipment and supplies
- Continue mini-grants available to districts – coordinated and housed in PACD
- Need to pursue adequate funding to support conservation districts
- Grant programs
- Continue to provide mini-grants to CDs
- Continue the mini grant program for districts
- Overall district support for funding and staying in touch with representatives
- Needs to be additional lobbying for additional district funding
- Offer additional grant opportunities to the local level especially for staffing
- Financial assistance – serve as a clearing house for contacts on funding sources, grants, resource for funding new ideas and or programs
- More grant opportunities for conservation districts

### **Training**

- Director CD for orientation
- Continue to provide training on “how to stay legal” on issues such as records, employment law etc.
- Technical staff assistance for districts that do that not have their own staff – not to be competitive with other districts
- Staff development for local conservation districts – technical, leadership, administrative
- More specific training opportunities – ie non-point source pollution BMP work
- Expand the opportunities for leadership development – capacity building training for staff and directors
- More training available regionally – cut down on travel
- Facilitate training for district staffs
- More extensive training for new CD directors. We have several new directors-less than 5 years on the board. They express having a hard time following all the acronyms that are expressed in the meetings.
- Be able to offer more training for all conservation district employees
- Training, especially for watershed specialists in the field beyond what is currently offered

### **Programs**

- Figure out the cap and trade program activities – district role
- Promote CD role in solving environmental problems
- Need to update practices we are trying to promote
- Program delegation agreements, grants, and funding for programs and activities

- Keep districts better informed about government programs, policies, and activities (sometimes behind the scenes) – eg oil & gas program activities and permitting
- Coordination on the watershed programs through PACD (eg white paper on watershed coordinators)
- Look for new avenues for conservation involvement – eg carbon trading, energy, etc
- Helping create specs or standards on retrofitting urban development – provide homeowners with ways to address storm water
- Keeping conservation districts informed about state programs and legislation we are involved in or effected by
- Keep the districts better informed especially email updates on important issues and activities – eg lawsuit against DEP – needs to be statewide in nature

### **District Participation, Input, & Needs**

- Work more closely with districts –look at the individual district needs
- Listening to districts and coming up with common perspectives to DEP
- Be a unifying force – a place for conservation districts to meet together – provide coordination and facilitation to get districts to work together
- Connect services and products back to the local districts
- Work more closely with boards where managers are not participating in PACD activities, meetings, trainings
- Address membership needs & be responsive to the needs
- Survey to each district on what the bulk of their time is spent on and cater to each district on district needs more effectively
- Standing up for the individual conservation districts – representing at state level
- Increased transparency and communication very open with members – eg dues increase needs to have early communication and feedback loop on decisions, etc

### **Public Outreach**

- Help districts with public relations – eg fact sheets, keeping up to date
- “Branding” and buy-in for the corporate logo and marketing activities
- Outreach to public on conservation district activities
- Marketing tools
- Assistance with public relations needs of districts on resource conservation needs
- Distribute materials, templates, signs, with the new logo – products more readily available to conservation districts
- Materials for education / outreach to the community
- Promotional items that promote conservation districts need to be provided to individual districts
- Leadership program in advertising districts

### **District Operations**

- Fact sheets on district employee positions
- Provide ideas and input on how districts can become better
- Work with counties to recruit new district directors
- Going to bat for conservation districts – eg legal services, information
- More strongly pursue employer services for conservation districts (county employees and independent)
- Retirement plans and health care in a small, independent offices

- Group insurance program for County CD's that would be more affordable than they can obtain as individual districts.
- White papers on district operations subjects including human resources, legal for "independents", etc

### **Education**

- Develop practical educational and outreach materials – youth and adult
- Expand education programs to include Envirothon support and involvement by PACD – mend “fences” and partner more effectively between Envirothon Board and PACD
- Environmental education – PACD should play an increasing larger role in support of the PA Envirothon especially with products that will keep the Envirothon strong – eg better state support for Envirothon
- Educational publications have been good

### **Partnering**

- Assistance with partnerships – be the voice of districts to the state, federal agencies and partner organizations
- Promote districts value to commonwealth
- Have to focus on better communications and lobbying for districts with DEP and PA department of agriculture – be the mouthpiece for districts
- DEP asking districts to do their job – delegation started with some compensation to districts but needs to be increased

### **Engineering**

- Engineering services need to be expanded and available to more districts – balance engineering support where this support is not available from other sources
- Engineering assistance

### **None Offered**

- Not sure we need a product from PACD

The three highest priority services and/or products PACD must concentrate on in the next 5 years?

PACD Board Members
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### **District Funding**

- Finding more funding sources
- Continue to work with PA government to provide adequate funding for conservation operations
- Assistance to districts in securing funding and financing projects (eg grants) for districts and between districts
- Use of grants for districts that become available – eg engineering services
- Grants information to districts

### **District Participation, Input, & Needs**

- Identifying and prioritizing the needs of all districts
- Delivery of services directly to districts in need

- PACD staff would be working on the critical issues identified by districts in a timely, proactive manner
- Making sure PACD knows what districts need, and works on what districts need

### **Events & Communication**

- PACD would share information between districts including the financing of projects, new ideas, etc
- Need to establish a good network for communicating – expanding our communication system and reduce travel time and expense of face-to-face meeting - eg teleconferencing
- Get the word out to districts and be effective at being in the middle with drawing ideas, priorities, and recommendations
- Reaching out to districts especially those that feel PACD is not doing anything for them

### **Legislative & Lobbying**

- More lobbying
- Lobbying
- Continue to fund a legislative person in Harrisburg to work with legislators on behalf of districts – legislative relations

### **Training**

- Employee management orientation, personnel management, type of employees
- New director training
- Revise and distribute a new director orientation materials and provide orientation for directors

### **Public Outreach**

- Marketing products & services
- Marketing tools for use by districts including a statewide logo

### **Engineering**

- Continue to provide engineering services for conservation districts
- Engineering services and expansion where counties need it

### **Education**

- Need to find a better way to coordinate and provide our conservation education programs with schools and teachers, that would address the teachers unwillingness to have districts work with them

### **PACD Staff**

- Professional liaison of our Executive Director to work with districts, areas, legislators – maintain the professionalism and position for PACD

### **District Operations**

- Coordinating insurance needs with districts – health, liability, etc

The three highest priority services and/or products PACD must concentrate on in the next 5 years?

## PACD Staff

### **Engineering**

- Engineering services – making it more well known – advertizing more
- Engineering services
- More engineering services seen through to completion with follow-up – increase numbers of engineering positions
- Continued engineering services
- Continue the engineering services – increase funding and employees
- Engineering services

### **District Funding**

- Help districts find funding including additional grant sources
- Mini grant program continued and expanded – look for other sources to continue and expand
- Working to increase funding for our members
- Financial assistance programs available to get the conservation practices implemented
- Having moneys available for districts so they can spend their time doing conservation work so districts have to spend less time looking for funding

### **Education**

- Education information on website – new content and a solid resource for conservation districts
- Educational outreach programs
- Environmental awareness programs
- Continued sponsorship of outreach, education and smaller projects
- Expanding the educational resources offered to districts – materials, website, building PACD capacity in the educational services and materials we can offer

### **District Participation, Input, & Needs**

- Provide a network for all 66 conservation districts
- Taking care of the needs of conservation districts
- Help be more proactive with conservation measures not reactive
- Supporting the districts to take advantage of state connections and networking between districts

### **District Services**

- Better strategies for networking, sharing expertise and ideas
- Updating lending library with information that districts need
- Products are what are anticipated from PACD
- Focus on more quality of what we do

### **Training**

- Leadership development training and assistance
- Help coordinate technical training with partners
- Providing educational seminars / information so that districts can accomplish natural resource tasks

- Training for districts – evaluate and develop training to meet the needs of the districts

**Legislative & Lobbying**

- Lobbying activities
- Legislative activities
- Continue the government relations activity at an increased level – both policy and funding

**Public Outreach**

- Information program / public outreach – continuing to make the public aware of what we are doing and what we have to offer
- Public relations aspect – help public be more aware of conservation districts

**Events & Communication**

- Continuous improvement of communication with our members

**Partnering**

- Strengthen our partnerships and helping districts strengthen partnerships with other organizations

**Programs**

- Have a good technical staff to deliver the conservation programs – PACD employees knowledgeable to implement programs

**None Offered**

- None offered

The three highest priority services and/or products PACD must concentrate on in the next 5 years?

Partners
----------

**Training**

- Leadership development program services – building strength at director and staff levels
- Providing training, conferences, and events for districts including increased training for technical and administrative district staff – eg personnel / law seminars
- Provide training
- Leadership / capacity development services
- Helping districts vision what they should be – strategic thinking and planning
- Providing tools, training and leadership development for conservation districts much like other similar organizations working at a township level

**Programs**

- Be the primary provider disseminator of information about opportunities, other states, other conservation organizations
- Enviro-markets
- Making sure we have the technical assistance to producers for implementing nutrient management plans

- Find a way to be involved in the nutrient trading arena (to be relevant) – good position with information and data
- Provide state leadership on stormwater management issues and programs

### **Legislative & Lobbying**

- Political support – lobbying
- Improve on being an advocate for local conservation districts through marketing and lobbying
- Legislative services

### **District Participation, Input, & Needs**

- Products and services based on a needs survey with each district
- Be a hub of communication for districts on a statewide basis to work with state agencies – be a place where districts could get information on agency or department programs, policies, etc including getting feedback on a state-wide scale from districts and providing to state agencies

### **District Funding**

- Provide a more steady funding source(s) for districts

### **Partnering**

- Cooperative Partnerships

### **Engineering**

- Engineering services and technical services

### **District Operations**

- Provide assistance with public records law changes

# Pennsylvania Association of Conservation Districts

Sensing Interviews by Board Works by Ledgerwood

Wednesday, August 12, 2009

What organizational recommendation do you have for PACD?  
 What issue or issues does the recommendation address?

District Board Members
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Recommendation	Issue(s) Addressed
<b>Events &amp; Communications</b>	
Improved communication with Districts is essential. PACD should examine additional communication tools - e-mail, webcams, video conferences, etc. - for gathering input from districts and responding to issues of concern in a timely and proactive manner. These options could also be employed to increase participation in meetings for Districts with budgetary and travel constraints	
Members of PACD should attend regular district meetings occasionally to help us improve what we are doing & help build the relationship between districts and PACD	
Quantifiable reporting by district	
PACD has an identity crisis that needs to be addressed – we are one that did not full dues	
District NE corner of state – not heavily involved – need to have PACD representative visit the individual districts	
Need to get to districts not involved presently	
Don't see that much from PACD to directors – need to work on a communication system to directors	
PACD would have someone meet with our district once a year	
Website would be improved – hard to navigate – needs information on mission, goals, objectives	
Take on a greater role of getting information between districts	
Respond to communications / questions submitted by districts	
Find a way to get information to directors – currently not reading written material, and the web would be worse	
Need a better communication with district boards about PACD finances and products and services	
Local Directors should attend state and national association meetings	
Extremely difficult for directors to attend region and statewide meetings – find a way to conference or meet from a distance – video or telephone conferencing – better ways to disseminate information	
Information at meetings needs to be pointed and directed	
Improve the cost of state-wide meetings, especially partial attendance	

<b>District Ownership &amp; Participation</b>	
View Districts as Board and Staff working as a team. Many District Boards across the state have limited time and resources for all Directors to participate in all discussions. These Boards have the option, under PACD bylaws, to appoint staff as PACD representatives and depend on those representatives to track issues of local/regional importance, attend PACD meetings, and speak on the Board's behalf. PACD should not look on the representation from these Districts as being somehow "inferior" to that of districts with more director representation.	
Executive Board and staff are making decisions without input from districts	
Need better representation in PACD by all districts – more director participation in programs	
Cannot afford the dues and have not been very involved in PACD	
Districts need to reach consensus on what services they want PACD to provide and be willing to pay the dues and /or fees to support those services	
Listen to what the districts are saying to PACD - area representative is collecting ideas	
PACD needs active informed participation by all(ok most) the voting delegates. All voting delegates must actively participate in the committee meetings and the executive council meeting.	
Adjust the philosophy of the PACD business plan to view Conservation Districts as its <i>customers</i> , always looking for ways to provide better support and services to Districts PACD should operate on the premise that the organization works for the Districts. The perception is that PACD tends to put the needs of the organization above the needs of Districts	
Needs to be more open and friendly with districts	
Look at where the PACD and districts position is in regard to who we are and where we fit in	
<b>PACD Finances</b>	
Deal with the negativity in some districts regarding dues paying	
Clearer accounting all of the PACD funds including of what dues are used for	
District Very concerned about dues going up each year and the services and products that they are getting	
Keep PACD an operating machine they will need the finances to handle that	
Exploring revenue sources including grants for districts	
Need not to compete with districts for funding sources	
Compensate for director travel to PACD events	
Cost / benefit relationship outlined to PACD board & districts	
Needing a dedicated funding system for both PACD and districts	

<b>None Offered</b>	
Do not know PACD well enough to make a recommendation	
None given	
None offered	
None offered – no major problems	
None offered	
None offered - spoke about the professionalism of local district	
None offered	
None offered – not aware enough of PACD	
None offered – not overly active – impact does not seem to be much	
<b>Legislative &amp; Lobbying</b>	
Be more involved with the local leaders – help build relations including boroughs	
People that are in it are sincere and legislature recognizes the value	
Spending too much time doing lobbying that should better be done at local level	
<b>Programs</b>	
Would focus on entire mission – not just agriculture – scope of conservation districts as described in PA law	
Not spend so much time with Chesapeake Bay districts - give a share of time to all PA districts	
Sustainability needs to be the organizing for PACDs work	
<b>PACD Staff</b>	
PACD staff should become more familiar with the nuts and bolts of District programs and services and make better use of District staff experience in program and services delivery at the local level. Lack of familiarity with how delegated programs are administered, for example, makes it difficult for PACD to full appreciate how changes in policy and funding affect District functions.	
Reevaluate staff time and job descriptions to better define roles and focus on legislative and funding efforts and District needs and requests rather than PACD special projects and grants. Assure that limited PACD staff time is spent on areas that more directly benefit District programs and services.	
<b>Governance</b>	
Need to get a diversity of directors – support the females in leadership positions	
Doing the best that can under the circumstances	
<b>Partnering</b>	
Not be tradition-bound with PACD activities – have a more broad based partnership with other resource based organizations	
<b>Planning</b>	
Revisit the strategic plan on at least an annual basis to measure progress and make updates as needed.	

What organizational recommendation do you have for PACD?  
 What issue or issues does the recommendation address?

District Staff	
Recommendation	Issue(s) Addressed
<b>District Ownership &amp; Participation</b>	
Listen to the member districts to serve them better	
Listen more to the individual districts needs – managers and districts – open to districts input	
Needing to work for districts - PACD appears to be working to promote PACD instead of Conservation Districts	
Change in priority toward districts first – districts feeling PACD is taking care of itself first – districts are the foundation and purpose – take care of districts and PACD will be taken care of	
Have a change attitude toward districts	
Establishing the rapport, trust, and relationship with each of the conservation districts – get back to a level of trust we used to have when PACD was a smaller, warmer, inclusive organization	
Take a look at dues structure especially from small rural districts and pay attention to each districts needs	
Get in touch with local districts needs and what is important is important to each districts	
PACD needs to re focus on a primary purpose of PACD which is to provide support at the Statewide level for District Activities...this support is most needed in educating and securing <b>funding</b> from <b>elected officials</b> ...and in providing coordination for Statewide and regional <b>training</b> in the various District programs. These two activities if accomplished will free the individual Districts to spend more time actually implementing conservation on the ground across the State in a more consistent manner.	
Needs to the advocate for the 66 districts as the primary purpose – not be self serving	
Improve interaction with our board members including sending things directly to the board – letters, phone calls, emails, newsletters	
Be accountable and responsive to members – regional director meetings would be effective at responsiveness to members and accountability	
Reconnect the district membership with the staff of PACD	
Not be self serving – concentrate more on what they can provide for districts than what they do for PACD	
Do not ignore requests to meet with districts	
Trying to find out what complaints from districts – PACD responses need specifics on how to make changes regarding the complaints brought forward by districts	

Include district staff in events and activities - as a district employee I feel removed from PACD	
Get in pace with representing districts instead of being centered on just PACD – make the districts priorities PACD priorities	
Get more involved in getting out to districts to meet individual staff and board members – need to know the staff	
Getting more involved with districts on a local level, regional, and state levels	
Do a better job at polling members to determine needs	
Be available to the districts – always willing to listen and respond to those concerns	
Need to figure out a way to work for the members – not so much for themselves	
Staying in touch with districts regarding program input before PACD actually takes on a program	
<b>Events &amp; Communications</b>	
Continue to be easily accessible – can get someone to talk to	
Continue to take steps to get better communication with CDs	
Get out to see new managers to get acquainted and provide information on PACD services and products	
Need to focus on talking to and getting information to our directors directly with a copy to staff	
Get back in touch with membership	
Make PACD known with member districts and what PACD does	
Increase visits to districts – rallying the “troops”	
Beef up the regional meetings where people can travel and meet in one day	
Need to come up with better speakers that are prepared for the topic and present new ideas not the same type of seminars	
Need to work on communications and events extending beyond the district manager level	
Need to be more open to suggestions – need to listen to districts – concentrate on what districts expect of PACD	
Communications better on the most recent hiring of a marketing consultant – effort not sensitive to timing, needs of districts, non-communicative, insulated	
Have more interaction and contact with local districts – eg regional directors visiting each district – more input from districts on regional level	
Needs to be more open with their internal operations	
Stop the repetitious emailing of items already receiving	
Open up video conference options as a part of the opening up of conference calls, meetings	
Need to improve getting the word out about what PACD do for the conservation districts – communicate this to board members and make the goals and accomplishments more visible	

Open communication and having, and remembering their purpose – things done need to support the members needs	
Increase the visibility of staff with district visits – enroute to other meetings, etc – get to know the members	
Keep the districts well informed and up to date on issues especially legal matter – districts asked questions by media on issues	
<b>Governance</b>	
Structure is very good – include the staff and directors as members – maintain the current structure	
Change voting system to include one vote from each district to PACD on topics between regular meetings. example – options for a topic being considered, input from each district and what conclusion is by vote on option – arrive at consensus of opinion	
Include the PACD board members more in the planning the sessions, talks, question and answer sessions, get them involved, learning something	
PACD board membership needs to set policy but the work needs to be done by staff on the day to day basis – not a day-to-day micromanaging by PACD board members	
The executive board members need to take more of a lead role in the organization	
Need a procedure for implementing committee recommendations	
Examine the wages that are paid to PACD staff in comparison to district staff and the PACD services provided by the staff	
Answers back to districts need to come from the fully informed PACD board	
Create a clear cut definition and understanding of the authorities within PACD executive board, committees, executive director – structure of organization for policy & decision making	
Voting delegates should set policy for PACD, not staff setting policy	
<b>District Services</b>	
Work with districts on attracting SWCD board members that are younger including solving issues on meeting structure, communications, and technology	
Promote value and services district can provide	
Use our numbers to pursue group insurance	
Drop their ancillary programs on technical assistance, grants administration, CREP and other programs	
Understand that the same services and products that serve larger districts do not fit the smaller district needs	
<b>PACD Finances</b>	
Do not make the grant process too complex – right now very beneficial grant program the way it is – keep basic to reporting and applying	
Have an open and accessible level of financial accountability	
Provide district with information on cost savings strategies and services.	

Put a cap on the dues to districts – some smaller districts having difficulty paying	
<b>PACD Staff</b>	
We have a problem with the amount of money that PACD contributes to the employees retirement	
ED needs to get back to understand more the nuts and bolts of CDs	
PACD staff should have a personality work session to deal with image, issues, etc of the staff	
The person running the show needs to realize how to work with people, provide leadership and outreach to board members and present new ideas	
<b>Partnering</b>	
PACD should attend the state meetings of the County Commissioners – eg a booth and information exchange	
Deal with the impression of bureaucrats just trying to justify their jobs – eg NRCS speakers	
Speaking up and behalf of conservation districts with state entities when the need arises	
PACD needs to be leading the defense of districts interests – eg DEP and oil & gas permits and blaming districts for delays and problems (misinformation)	
<b>Legislative &amp; Lobbying</b>	
Hiring legislative position as a full time employee focused on legislative needs and legislative relations	
Continue the capitol day in Harrisburg	
Additional lobbying efforts – not enough staffing on this	
<b>Programs</b>	
Look out for CDs at the state level – funding sources and programs	
Diversification into new areas of conservation to create value of conservation districts	
Be more proactive on major district issues – be at the for front and aggressive – eg the most recent common computing environment issue	
<b>Public Outreach</b>	
Concern of spending time and funding for marketing plan, logo and website, consultants when each district has marketing materials, etc – interest local	
Suggest having an information officer (PR person) in PACD for media contacts	

What organizational recommendation do you have for PACD?  
 What issue or issues does the recommendation address?

PACD Board Members

Recommendation	Issue(s) Addressed
<b>District Ownership &amp; Participation</b>	
Find ways to increase the director participation in PACD events, meetings, & activities	
Understanding each districts programs	
Need for respect within districts, staff, board – goes both ways (PACD & Districts)	
A clear contact listing for issues, needs, programs for people's requests	
People in districts will know PACD and staff well and appreciate what they are doing	
Needs to be a balance of participation and representation across areas of conservation need including agriculture and other	
All districts would know what PACD does for member districts including our legislative relations work	
For the executive board to listen more carefully to the needs of the members and react based on those needs	
Be more inclusive of districts and personal agendas left at the door	
<b>Events &amp; Communications</b>	
Have PACD staff and board members attend district events and meetings on a “rolling” schedule – using the entire compliment of staff and board	
Encouraging and having more directors and associate directors participate and involved more in PACD events and activities	
Increase attendance at statewide and regional meetings by district directors and staff	
Increase dialog between districts and PACD	
Better educate the membership on what PACD does for them	
Increase emphasis for outreach during regional meetings – more work done at the regional level to improve communications, getting business done, and the interaction between PACD and member districts	
Improve our communication with districts and when something does not suit somebody we need to deal with them – complaints do not go away	
Improving communication with and between districts	
<b>PACD Finances</b>	
Do a better job of grant writing	
Improve the method of preparing our budgeting and auditing - including building our budget from the districts up	
Get our finances straighten out – dues & state appropriations – eg state budget	

<b>Public Outreach</b>	
Have everyone utilizing the marketing material and program	
<b>Legislative &amp; Lobbying</b>	
All districts would know what PACD does for member districts including our legislative relations work	
<b>Governance</b>	
Know when the time is for people to step aside and get new people involved and be bold enough to make the change	
More professionalism	
<b>District Funding</b>	
Funding for districts and PACD and everybody would have a full understanding of the conservation work that is being done	

What organizational recommendation do you have for PACD?  
 What issue or issues does the recommendation address?

PACD Staff
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Recommendation	Issue(s) Addressed
<b>District Ownership &amp; Participation</b>	
Methods to have more people involved from our districts – more varied thoughts	
Participate in a 360 degree feedback program	
Better communication between members and state-wide executive board	
Reconcile expectation of what members want done with available resources & responsibilities for achieving goals	
Focus on needs of individual districts – make sure they are being met	
Try as much as we can to live our mission including conserving in our office and working with and for districts	
Always keep districts interest in mind	
Members need to take ownership in their organization	
Take a look at mission statement and make sure we are living up to that	
<b>PACD Finances</b>	
Look at reducing the physical office space for cost savings	
Find a steady source of funding so there can be increased job security – would also help with job pool	
Increase funding and employees	
More funding from grant sources	
<b>PACD Staff</b>	
Examine the structure for opportunities to better use staff skills	

Retain great employees	
Continue staff meetings	
Look at our process, the way we do things for reducing duplication, balance of workload between staff members and better ways to get the work done	
<b>Events &amp; Communications</b>	
Better communication between PACD board members and districts (have bad blood go away)	
Greater transparency – eg finances	
<b>Public Outreach</b>	
Greater recognition of PACD by outside world viewed at a higher level than a small organization	
Improve on outreach to public	
<b>Governance</b>	
Working to streamline our internal processes	
A better policy development process	
<b>District Services</b>	
Making assurance that PACD can continue to provide services – keep services and capacity into the future	
<b>Legislative &amp; Lobbying</b>	
Consistent messages coming from all 66 districts on legislative activity	
<b>Programs</b>	
Keep an maintain healthy outlook to environmental changes	
<b>Engineering</b>	
Continue engineering program with more secure funding	
<b>None Offered</b>	
None offered	

What organizational recommendation do you have for PACD?  
 What issue or issues does the recommendation address?

Partners	
<b>Recommendation</b>	<b>Issue(s) Addressed</b>
<b>Governance</b>	
Policy structure and process needs to be clarified – how to move a policy recommendation from districts through committee and to a state level	
Clarify PACD structure, association function, basics and benefits, background information throughout the conservation districts	

Current structure is OK	
Have the PACD building be accessible including parking, handicap accessible, etc	
Be more willing to accept people other than those that have spent a lifetime in the conservation districts	
<b>PACD Staff</b>	
Needs to be more district buy-in for education position	
Need to revamp the staffing structure of PACD including the capacity to work with the legislature and provide leadership on state issues	
Professional staff can improve listening and communication skills including methods to diffuse issues – listening well, responses to concern	
PACD board has to exhibit leadership in standing behind their state staff	
<b>District Ownership &amp; Participation</b>	
PACD would shadow and/or build time with district staff / directors to build credibility	
Improve on being the voice of districts	
Work to compliment the staff structure, interests and needs or the Districts themselves	
<b>Events &amp; Communications</b>	
Profession communications need to be worked on – eg need to deal with negative email communications occurring	
Develop a communications plan for PACD – local messaging among PACD, districts, legislature	
Increase the communication with districts about PACD activities	
<b>PACD Finances</b>	
Need to identify better funding support system including the members seeing the worth of the organization	
Streamline and get lean like others are doing to survive budget recession.	
<b>Engineering</b>	
If engineering program is continued there needs to be more “buy-in” by districts	
<b>Partnering</b>	
Should build partnerships beyond just agricultural interests – eg county elected officials, developers, etc	

# Pennsylvania Association of Conservation Districts

Sensing Interviews by Board Works by Ledgerwood

Wednesday, August 12, 2009

## PACD Overall Effectiveness Rating (1 to 10 with 10 highest)

### District Board Members

5, 8, 7.5, 7, 2, 2, 5, 2, 8, 6.5, 5, 8, 7, 3, 5, 9, 7, 2, 5, 7.5, 4,

Overall Rating	?	1	2	3	4	5	6	7	8	9	10
<b>Frequency</b>	<b>3</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>-</b>

### District Staff

5, 6, 5, 6.5, 2, 5, 6, 3, 3, 5, 6, 6

Overall Rating	?	1	2	3	4	5	6	7	8	9	10
<b>Frequency</b>	<b>-</b>		<b>1</b>	<b>2</b>	<b>-</b>	<b>4</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### PACD Board Members

8, 7.5, 4, 6, 7, 7, 7.5, 4

Overall Rating	?	1	2	3	4	5	6	7	8	9	10
<b>Frequency</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>-</b>	<b>-</b>

### PACD Staff

7.5, 7, 9, 8, 7, 8, 8, 8, 8.5, 7, 8, 5

Overall Rating	?	1	2	3	4	5	6	7	8	9	10
<b>Frequency</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>4</b>	<b>6</b>	<b>1</b>	<b>-</b>

### Partners

8, 6, 5.5, 6, 8,

Overall Rating	?	1	2	3	4	5	6	7	8	9	10
<b>Frequency</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>2</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>-</b>