



# “Building a Strong & Effective PACD”

Strategic Planning Work Session

Pennsylvania Association of Conservation Districts

August 10 & 11, 2009

## Session Objectives:

- Envisioning a stronger, more effective PACD and the actions needed to build the organization.
- Revise, update, and make a new strategic plan with priorities for staff & funding resources.
- Develop a 12-month action plan with commitments and time schedule for priority initiatives and methods to build support among member districts.

## August 10<sup>th</sup>, 2009 – 9:00 am – 5:00 pm & 7:00 pm -8:30 pm

Time	Duration	Activities	Outcomes & Notes
9:00 am	45 minutes	<b>Opening Comments, Self Introductions, Agenda &amp; Session Objectives</b> <ul style="list-style-type: none"> <li>▪ Opening comments.</li> <li>▪ Self Introductions - name, organization, and response to the question “The Best Thing We Will Accomplish as an Association in the next five years?” -- record responses,</li> <li>▪ Review agenda and session objectives.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Opening comments by PACD President and Executive Director.</li> <li>▪ Ledgerwood reviews agenda and session objectives.</li> </ul>
9:45 am	15 minutes	<b>Effective Organizations</b> <ul style="list-style-type: none"> <li>▪ Short presentation on the four critical elements of effective organizations – goals, working environment, procedures, and tension.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase knowledge of what elements are important to an effective organization.</li> </ul>
10:00 am	30 minutes	<b>Associations &amp; Their Importance</b> <ul style="list-style-type: none"> <li>▪ Presentation on associations, trends, lines of business, function, and importance, Association Board Member’s role and responsibilities.</li> <li>▪ Review &amp; discuss current structure of PACD.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase knowledge of association function, importance and trends.</li> </ul>
10:30 am	10 minutes	<b>Break</b>	

**Board Works by Ledgerwood**

**Wednesday, August 12, 2009**

<b>Time</b>	<b>Duration</b>	<b>Activities</b>	<b>Outcomes &amp; Notes</b>
10:40 am	40 minutes	<b>PACD Living Timeline</b> <ul style="list-style-type: none"> <li>▪ Individuals list the top 3 PACD accomplishments that have been realized since 1990.</li> <li>▪ On a large timeline, individuals make notes of these PACD accomplishments.</li> <li>▪ Review and discuss accomplishments.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Visual of accomplishments along a wall-sized timeline.</li> </ul>
11:20 am	40 minutes	<b>PACD Mission &amp; Vision Statements</b> <ul style="list-style-type: none"> <li>▪ Review existing mission and vision statements, discussion and concert on any suggested revisions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Opportunity for discussion and revision of existing mission &amp; vision statements.</li> </ul>
Noon	60 minutes	<b>Lunch Break</b>	
1:00 pm	45 minutes	<b>Goals Grid</b> <ul style="list-style-type: none"> <li>▪ Introduce the "Goals Grid" for clarifying goals and objectives.</li> <li>▪ Small group exercise to complete the "Goals Grid" utilizing the focus questions: what are you trying to achieve; what are you trying to preserve; what are you trying to avoid, and what are you trying to eliminate through the work of PACD.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Completed goals grid for use as strategic direction for PACD.</li> </ul>
1:45 pm	45 minutes	<b>District Expectations of PACD</b> <ul style="list-style-type: none"> <li>▪ Group discussion of the Pennsylvania Conservation Districts' expectations of their state association.</li> <li>▪ Review phone interview summary of district input on goals, services and products.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Listing of district expectations of PACD.</li> </ul>
2:30 pm	10 minutes	<b>Break</b>	
2:40 pm	35 minutes	<b>Partner Expectations of PACD</b> <ul style="list-style-type: none"> <li>▪ Discussion on PACD partner organizations and relationship to PACD.</li> <li>▪ Short group discussion of partner expectations of PACD.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Listing of partner expectations of PACD.</li> </ul>
3:15 pm	45 minutes	<b>Lines of Business of PACD</b> <ul style="list-style-type: none"> <li>▪ Group discussion, identification, and prioritizing lines of business of PACD (eg legislative &amp; influence, information exchange, public outreach, technical assistance, conservation education, district ownership, etc).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Listing of PACD lines of business in priority order.</li> </ul>

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<b>Time</b>	<b>Duration</b>	<b>Activities</b>	<b>Outcomes &amp; Notes</b>
4:00 pm	60 minutes	<b>Measures of Success</b> <ul style="list-style-type: none"> <li>▪ Small groups identify a measurement of success for each of PACD's Lines of Business.</li> <li>▪ Group discussion and record of agreed-to measures of success.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Listing measures of success for each PACD Line of Business.</li> </ul>
5:00 pm	120 minutes	<b>Dinner Break</b>	
7:00 pm	80 minutes	<b>Measurable Goals</b> <ul style="list-style-type: none"> <li>▪ Group discussion and identification of goals for the next 5 years using the measures of success, interview notes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Listing of measurable goals for each line of business.</li> </ul>
8:20 pm	10 minutes	<b>Review Next Day Agenda</b> <ul style="list-style-type: none"> <li>▪ General discussion</li> </ul>	
8:30 pm		<b>Adjourn for the Day</b>	

**August 11<sup>th</sup>, 2009 – 8:00 am to 3:30 pm**

<b>Time</b>	<b>Duration</b>	<b>Activities</b>	<b>Outcomes &amp; Notes</b>
8:00 am	15 minutes	<b>Opening Comments, Review Agenda for the Day, General Discussion</b> <ul style="list-style-type: none"> <li>▪ Opening comments, review agenda &amp; logistics for the day.</li> <li>▪ General group discussion of previous days work.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Group familiar with agenda and logistics for the work session.</li> </ul>
8:15 am	90 minutes	<b>Benchmarks &amp; Timeline</b> <ul style="list-style-type: none"> <li>▪ Small groups formed for each line of business to develop recommended major benchmarks and timeline to reach the goals identified.</li> <li>▪ Benchmarks posted on wall sized timeline for display</li> </ul>	<ul style="list-style-type: none"> <li>▪ Listing of benchmarks along a timeline for each PACD line of business.</li> </ul>
9:45 am	15 minutes	<b>Break</b>	
10:00 am	30 minutes	<b>Benchmarks &amp; Timeline</b> <ul style="list-style-type: none"> <li>▪ Group discussion and concert on benchmarks and timeline for each of the PACD lines of business</li> </ul>	<ul style="list-style-type: none"> <li>▪ Listing of benchmarks along a timeline for each PACD line of business.</li> </ul>
10:30 am	90 minutes	<b>Action Register</b> <ul style="list-style-type: none"> <li>▪ Small groups identify a 3 priority actions in the next 12 months for each line of business.</li> <li>▪ Presentation to large group and discussion.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Listing of priority actions for the next 12 months.</li> </ul>

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<b>Time</b>	<b>Duration</b>	<b>Activities</b>	<b>Outcomes &amp; Notes</b>
Noon	60 minutes	<b>Lunch Break</b>	
1:00 pm	60 minutes	<b>Funding Strategies for PACD</b> <ul style="list-style-type: none"> <li>▪ Group discussion of association funding strategies.</li> <li>▪ Discussion of targeted staffing levels matched to workload, perception of competition with member districts for funding.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Listing of issues getting in the way of PACD success, desired outcomes and suggested actions to address issues</li> </ul>
2:00 pm	10 minutes	<b>Break</b>	
2:10 pm	70 minutes	<b>Organizational Recommendations for PACD</b> <ul style="list-style-type: none"> <li>▪ Review organizational recommendations from phone interviews.</li> <li>▪ Informal group discussion of strategies, concepts and ideas to improving PACD.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Listing of recommendations and related actions for improving PACD generated from the interviews and discussions.</li> </ul>
3:20 pm	10 minutes	<b>Workshop Evaluation &amp; Closing Comments</b> <ul style="list-style-type: none"> <li>▪ Individuals evaluate work session regarding session "things to keep", things to change", "something I learned", and "was it worth my time"</li> <li>▪ Closing comments by PACD President.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evaluation worksheet completed</li> </ul>
3:30 pm		<b>Adjourn</b>	

**Breaks & Meals:**

- Breaks and Meals arranged by PACD

**Room Set-up:**

- Oversized room for xx people – set in u-shape or round tables for 5 people

**Equipment:**

- Large Screen
- Small projector table
- Projector (Ray)
- Laptop computer (Ray)
- Multiple outlet cord (Ray)

**Materials:**

- Flipchart paper (2 pads)
- 11x17 white paper
- Worksheets, Agendas, and Name Tents (Ray)
- Masking Tape (Ray)
- Markers (Ray)

# Agenda



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Facilitator – Ray Ledgerwood

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### **Agenda – August 10<sup>th</sup>, 2009 – 9:00 am to 5:00 pm & 7:00 pm to 8:30 pm**

- Opening Comments, Self Introductions, Agenda, & Session Objectives
- Effective Organizations
- Associations & Their Importance
- PACD Living Timeline
- PACD Mission & Vision Statements
- Goals Grid
- District Expectations of PACD
- Partner Expectations of PACD
- Lines of Business of PACD
- Measures of Success
- Dinner Break
- Measurable Goals
- Review Next Day Agenda

### **Agenda – August 11<sup>th</sup>, 2009 – 8:00 am to 3:30 pm**

- Opening Comments, Review Agenda for the Day, General Discussion
- Benchmarks & Timeline
- Action Register
- Lunch Break
- Action Register
- Funding Strategies for PACD
- Organizational Recommendations for PACD
- Workshop Evaluation & Closing Comments
- Adjourn

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***Wednesday, August 12, 2009***