

DRAFT 2009 PACD Strategic Plan

PACD Mission Statement

The PACD is a non-profit organization that supports, enhances, and promotes Pennsylvania’s Conservation Districts and their programs. Conservation Districts lead local conservation efforts to sustain, protect and restore the natural resources of the Commonwealth of Pennsylvania.

The PACD serves as the collective voice for Pennsylvania’s 66 county Conservation Districts. PACD provides advocacy, education, technical assistance, training, program coordination, and facilitation to Conservation Districts and their constituents. The PACD partners with organizations, business, industry, and federal and state agencies to fulfill the needs of conservation districts.

PACD Strategic Planning Goals and Action Plans

I. Influence and District Representation

GOALS – INFLUENCE AND DISTRICT REPRESENTATION	
Measurement of Success	Measurable Goal
<ul style="list-style-type: none"> • Successful budget results • Demonstrated influence and involvement in policy development • Increased number of partnerships/coalitions 	<ul style="list-style-type: none"> • By August 2014 PACD will successfully lobby for incremental increases in dedicated funding for districts and successfully influence policy development related to conservation issues.

ACTION PLAN – INFLUENCE AND DISTRICT REPRESENTATION			
Benchmark	Timeline	Actions	Accomplishments
Encourage more local legislative events and involvement	2009	<ul style="list-style-type: none"> • PACD will provide information and a suggested agenda for local legislative events and encourage managers to give a legislative report at their conservation district board meetings. 	
Facilitate an information sharing session on district legislative activities at PACD region meetings (agenda items)	2009	<ul style="list-style-type: none"> • The PACD region directors will include “legislative activities” as an agenda item at PACD region meetings, allowing each conservation district the opportunity to discuss their legislative activities. 	

ACTION PLAN – INFLUENCE AND DISTRICT REPRESENTATION			
Benchmark	Timeline	Actions	Accomplishments
Create compilation of annual reports (similar to Washington state report)	2010	<ul style="list-style-type: none"> PACD will develop an annual report to showcase conservation district activities. PACD will develop a template for the report, send it to the conservation districts, compile the information, and distribute the completed report to conservation districts, the PA General Assembly, and appropriate agencies. 	
Increase unrestricted funds to increase legislative activity at PACD	2011	<ul style="list-style-type: none"> PACD will represent conservation districts in related legislative activities and promote increased funding for conservation district to encourage 100% active conservation district participation in the association. 	

I. Conservation Awareness and Education Resources

GOALS – CONSERVATION AWARENESS AND EDUCATION RESOURCES	
Measurement of Success	Measurable Goal
<ul style="list-style-type: none"> Educational resources meet district needs The number of people reached through educational programs increases Data collection indicates increase in knowledge and actions taken Increased and more effective partnerships 	<ul style="list-style-type: none"> By August 2014 have a demonstrated increase in conservation awareness and educational resources available, number of people reached, information available on meaningful change resulting from education activities, and effective education conservation partnership relationships.

ACTION PLAN – CONSERVATION AWARENESS AND EDUCATION RESOURCES			
Benchmark	Timeline	Actions	Accomplishments
The educational and grants information available on the PACD website meets district needs.	October 2009	<ul style="list-style-type: none"> The PACD Education Specialist will work with PACD Communication Specialist to incorporate expanded information on the website. 	
The education section of the PACD website facilitates communication from PACD and between district staff.	October 2009	<ul style="list-style-type: none"> The PACD Education Specialist will work with PACD Communication Specialist to incorporate a communication forum. 	

ACTION PLAN – CONSERVATION AWARENESS AND EDUCATION RESOURCES			
Benchmark	Timeline	Actions	Accomplishments
The Envirothon’s successes are more effectively capitalized upon by PACD for district benefit.	November 2009	<ul style="list-style-type: none"> The Envirothon will gather information for the committee to evaluate and offer feedback and suggestions for improvement. 	
Communication is improved between PACD and each region’s education staff regarding ongoing opportunities.	November 2009	<ul style="list-style-type: none"> The PACD Education Specialist and an Education and Outreach Committee representative will develop a schedule for “educational add-ons” to regional meetings. 	
PACD improves the educational resources it makes available to districts (library, etc.) and implements a system to keep districts apprised of these resources as they are added.	February 2010	<ul style="list-style-type: none"> The PACD Education Specialist will provide information to the committee about available resources and provide an opportunity for the committee to offer feedback and suggestions for improvement. 	
The districts receive information from PACD that communicates statewide activities, programs and outcomes.	July 2010 and annually	<ul style="list-style-type: none"> The PACD Education Specialist will issue an annual report on the educational activities of districts and the educational programs coordinated by PACD (grants). 	
Participation in the Education and Outreach Committee continues to increase.	2010	<ul style="list-style-type: none"> The Education and Outreach Committee as a whole will aim to have one member of each region on the Committee. 	
PACD’s lobbying efforts include and highlight the environmental education successes of districts.	2009 to 2011 and ongoing	<ul style="list-style-type: none"> The PACD Education Specialist will develop an “educational accomplishments of districts” factsheet and make this available to the PACD Government Relations/Policy Specialist. 	
PACD actively works to increase its educational partnerships with MWEE/NOAA, EPA, PDA, DEP, FB, Extension, FFA, Fish & Boat, Game Commission, Forestry, PASA, Dept of Ed, etc.	By 2010 and 2011 gathering	<ul style="list-style-type: none"> The PACD Education Specialist will organize a gathering of these partners in 2011 for a roundtable discussion on the “state of environmental education in the state” 	

II. District Ownership, Information Exchange, and Association Governance and Operations

GOALS – DISTRICT OWNERSHIP, INFORMATION EXCHANGE, AND ASSOCIATION GOVERNANCE AND OPERATIONS	
Measurement of Success	Measurable Goal
<ul style="list-style-type: none"> • Paid membership • Number of active directors and staff participating • Fiscal soundness and audit • Staff retention • Member satisfaction 	<ul style="list-style-type: none"> • By August 2014, PACD will achieve a demonstrated increase in paid membership, membership satisfaction, and the number of active directors and staff participating in PACD. • By August 2014, PACD will have demonstrated fiscal soundness and have successful annual audits with no findings.

ACTION PLAN – DISTRICT OWNERSHIP, INFORMATION EXCHANGE, AND ASSOCIATION GOVERNANCE AND OPERATIONS			
Benchmark	Timeline	Actions	Accomplishments
PACD members will be invited to take part in a stronger, more unified, association, and to be part of implementing the new PACD Strategic Plan.	September 2009	<ul style="list-style-type: none"> • The PACD President will send a letter to each conservation district chairperson. 	
PACD members, PACD Executive Board, and staff will pledge to be responsive to district needs and concerns.	September 2009		
PACD members will have an online forum where districts can ask questions and receive prompt response from PACD.	by November 2009	<ul style="list-style-type: none"> • Research forum method and develop guidelines and purpose statement (Sept-Oct 2009) • Forum goes online (Nov 2009) • Use the forum to evaluate its effectiveness (May 2010) 	
PACD members will continue to receive concise, transparent financial information from PACD.	Ongoing	<ul style="list-style-type: none"> • PACD will continue to provide concise, transparent, financial information to members. 	
PACD members will have an Association that completes successful annual audits with no findings.	2009-2014	<ul style="list-style-type: none"> • PACD will complete successful annual audits with no findings. 	
PACD will have an up-to-date strategic plan that is reviewed on an annual basis.	2009-2014	<ul style="list-style-type: none"> • A smaller group made up of strategic planning participants will review the strategic plan on an annual basis. 	

ACTION PLAN – DISTRICT OWNERSHIP, INFORMATION EXCHANGE, AND ASSOCIATION GOVERNANCE AND OPERATIONS			
Benchmark	Timeline	Actions	Accomplishments
PACD members will receive a written monthly report on PACD activities, which can be included in monthly district board meeting materials.	September-December, 2009 and ongoing	<ul style="list-style-type: none"> • Survey members to determine report format and content. (Sept 2009) • Send letter to district boards asking for time on their board meeting agenda, asking the district manager to include the materials in their board packets, and asking the delegate to provide the report on behalf of PACD. (Sept 2009) • Establish report format, based on survey input (Nov 2009) • Begin submitting monthly reports to districts. (Dec 2009) • Survey/evaluate effectiveness of monthly report. (June 2010) 	
100% paid membership, and everyone is satisfied.	By 2014		

III. PACD Engineering Assistance Program

GOALS – PACD ENGINEERING ASSISTANCE PROGRAM	
Measurement of Success	Measurable Goal
<ul style="list-style-type: none"> • The number of projects completed in each geographic area • The total dollar value of the projects in each geographic area • The number of conservation districts that have utilized the program 	<ul style="list-style-type: none"> • By August 2014, PACD will have demonstrated the effectiveness of its Engineering Assistance Program by documenting the number of projects completed, the dollar value of the completed projects, and the number of conservation districts that have utilized the program.

ACTION PLAN – PACD ENGINEERING ASSISTANCE PROGRAM			
Benchmark	Timeline	Actions	Accomplishments
Ask each Workload Advisory Team to complete an analysis of their current workload.	By end of 2009	<ul style="list-style-type: none"> • Conduct a self analysis of the current workload by the Workload Advisory Team – looking at regional issues specifically. • Contact PACD members with specific problems or issues. 	
Hold a meeting between PACD Executive Director and NRCS to pursue a way of using statewide engineering pool to address engineering needs on a regional basis.	Sept 2009	<ul style="list-style-type: none"> • Work with NRCS to effectively use the statewide engineering pool to address conservation district engineering needs. • Address underserved conservation districts in the North West region. 	
Evaluate the effectiveness of any changes made based on the analysis done in 2009.	2010		
Convene a meeting of the PACD Engineering Task Force to examine alternative structures for the PACD engineering employees	2010		
Look at long term sustainability and funding to address conservation district engineering needs including conservation districts with engineers.	By 2012	<ul style="list-style-type: none"> • Show funders what has been accomplished and what could have been accomplished to show need for regional engineers. 	

IV. Program Administration Work

GOALS – PROGRAM ADMINISTRATION WORK	
Measurement of Success	Measurable Goal
<ul style="list-style-type: none"> • Adequate contracts in place to sustain the goals of the association • The amount of time required to complete program • Time spent in relationship to income provided by programs 	<ul style="list-style-type: none"> • By August 2014 PACD will have a demonstrated efficiency in program administration, work on contracts completed in the allotted time, with the work not presenting a financial burden, and all programs administered should be beneficial to the goals and objectives of PACD.

ACTION PLAN – PROGRAM ADMINISTRATION WORK			
Benchmark	Timeline	Actions	Accomplishments
A subcommittee will be created to set criteria for programs PACD will be willing to administer.	2009 - 2010	<ul style="list-style-type: none"> • A subcommittee of the Ways & Means Committee will be created to establish criteria for selecting programs for PACD to consider applying to administer. 	
PACD will establish criteria for any new programs to administer.	January 2010	<ul style="list-style-type: none"> • The “Program Administration” subcommittee will meet and establish criteria for selecting programs that PACD will apply to administer. 	
PACD membership will be involved in selecting new programs to administer and will actively seek out new programs that meet the established criteria.	February 2010	<ul style="list-style-type: none"> • The “Program Administration” subcommittee will distribute the newly established program criteria to the general membership and will solicit help from members to find programs that meet the criteria. 	
Provide for annual review of programs and how they meet the established criteria.	January 2011	<ul style="list-style-type: none"> • The “Program Administration” subcommittee will review all programs annually and report to the general membership how each program relates to the established criteria. 	

V. Public Outreach

GOALS – PUBLIC OUTREACH	
Measurement of Success	Measurable Goal
<ul style="list-style-type: none"> • Recognition of PACD and districts by targeted audiences increases • Web site hits increase • Number of districts adopting marketing tools increases 	<ul style="list-style-type: none"> • By August 2014 PACD will have a demonstrated increase in the recognition of conservation districts, their programs, and accomplishments, by targeted audiences.

ACTION PLAN – PUBLIC OUTREACH			
Benchmark	Timeline	Actions	Accomplishments
Stage two of the marketing plan is implemented.	2010 ongoing	<ul style="list-style-type: none"> The Education and Outreach Committee’s Marketing Subcommittee will issue a progress report on stage two of the marketing plan. Stage two of the marketing plan is implemented, including re-running the marketing survey (CD) on name and logo recognition. 	
The legislative toolbox that PACD offers districts is expanded.	2010 - ongoing	<ul style="list-style-type: none"> The PACD Government Relations/Policy Specialist will work with the PACD Legislative Committee and Marketing Subcommittee to expand the toolbox and communicate current resources including strategies for dealing with legislators (local, state, and federal). 	
The legislative activities that are organized by PACD are localized.	2010 ongoing	<ul style="list-style-type: none"> The PACD Government Relations/Policy Specialist will work with districts to develop a strategy for local “Capitol Days”. 	
Representation at statewide events (i.e., Farm Show, Ag Progress Days, etc.) is increased.	2010 - ongoing	<ul style="list-style-type: none"> The Marketing Subcommittee will develop a strategy for increased representation at statewide events. 	
The marketing program is so successful, 100% of districts are eager to “buy in” (logo and all).	by 2014	<ul style="list-style-type: none"> All districts and PACD work together to achieve this. The PACD Communication Specialist will keep the Marketing Subcommittee apprised of progress with district buy-in (use of new materials). 	
The new PACD website continues to experience increased website hits.	By 2014	<ul style="list-style-type: none"> The PACD Communication Specialist will keep the Marketing Subcommittee apprised of website activity (who, how many, which pages). 	
“Us vs. Them” becomes “Our”	By 2014	<ul style="list-style-type: none"> All districts and PACD work together to achieve this. 	

VI. Training Facilitation

GOALS – TRAINING FACILITATION	
Measurement of Success	Measurable Goal
<ul style="list-style-type: none"> • Number of conservation district directors and staff participating in training • Knowledge level achieved • Diversity and types of training 	<ul style="list-style-type: none"> • By August 2014 PACD will demonstrate an increase in the percent of district directors completing core function training. • By August 2014 PACD will demonstrate an increase in the percent of conservation district staff completing training. • By August 2014 PACD will have delivery of effective, diverse training to meet the needs of conservation district directors and staff.

ACTION PLAN – TRAINING FACILITATION			
Benchmark	Timeline	Actions	Accomplishments
Leadership Development Program website and core functions director training will be available.	By Fall 2009	<ul style="list-style-type: none"> • PACD and partners will bring the Leadership Development website online, bring core functions director training online, and present on the new website and training during PACD Fall Region Meetings. 	
25% of district directors will complete the online core functions director training.	By Jan 2010	<ul style="list-style-type: none"> • PACD and partners will promote the Leadership Development website and core functions director training. 	
District directors will be recognized for completing core functions director training.	By Jan 2010	<ul style="list-style-type: none"> • PACD will work with partners to recognize those directors who have completed core functions director training during the PACD Winter Meeting in January 2010. 	
PACD, in cooperation with its partners, will establish a consolidated, coordinated, conservation training matrix.	By Fall 2010	<ul style="list-style-type: none"> • PACD and partners will convene and participate in a forum to establish a consolidated, coordinated, conservation training matrix. 	
PACD will promote training for conservation district support staff.	2010	PACD and partners will: <ul style="list-style-type: none"> • Introduce a plan for quarterly training for conservation district support staff via webinar. (2010) • Initiate quarterly training for conservation district support staff via webinar. (Fall 2011) 	
100% of all new and reappointed directors have completed the core functions director training, and the effectiveness of boards is increased.	By 2014	<ul style="list-style-type: none"> • PACD and partners will promote the Leadership Development website and core functions director training. • PACD will continue to work with partners to recognize directors who complete core functions director training. 	