



Washington Association of Conservation Districts

Annual Plan of Work - Calendar Year 2021

Date: 01/16/2021
Approved: UNAPPROVED DRAFT

G	A	T	ASSIGNED TO	WORKS WITH	MEASURES OF SUCCESS
GOAL 1 Provide advocacy and support for member conservation districts, seeking continual improvement					
	1.1 WACD will coordinate continuously and closely with the Washington State Conservation Commission and with the USDA Natural Resources Conservation Service in advising and supporting member's objectives				
	1.1.1	Participate in regular meetings with WSCC staff	Tom	Ryan, WSCC	Visit at least monthly with WSCC staff
	1.1.2	Participate in quarterly meetings with WSCC and NRCS	Tom	Ryan, WSCC, NRCS	Visit quarterly with WSCC and NRCS staff
	1.1.3	Coordinate messaging on shared topics of concern	Tom, Ryan	WSCC, NRCS	Document at least six instances of coordination
	1.1.4	Communicate results of such meetings with members as appropriate	Tom, Ryan	WSCC, NRCS	Document at least six instances of coordination
	1.2 WACD will support budget and legislative requests that maintain or improve funding and capacity for conservation districts				
	1.2.1	Keep Board of Directors informed of important budget and legislative requests	Tom	Ryan, Board	Regularly inform Board of important requests
	1.2.2	Engage WACD lobbyist in supporting important requests	Tom	Ryan, lobbyist	Regularly inform lobbyist of important requests
	1.2.3	Coordinate budget and legislative requests with Board, lobbyist, partners	Tom	Ryan, partners	Coordinate supporting activities for such requests
	1.3 WACD will defend and uphold the principle and practice of locally led, voluntary, incentive-based conservation on private lands, based on proven methodologies, science, and community support				
	1.3.1	Educate key players on the value of local voluntary conservation on private lands	Ryan	Tom, lobbyist	Document at least two instances of such opportunities
	1.3.2	Develop strategy and tactics to protect and uphold this principle	Tom	Ryan, Board, lobbyist	Creation of a messaging plan about this principle
	1.3.3	Testify and work with agencies, partners when needed to support this principle	Tom	Ryan, Board, lobbyist	Document at least two instances of testifying
	1.3.4	Share examples of this principle in the implementation of projects	Ryan	Tom, WSCC, NRCS	Publish resource with examples of locally led principle
	1.4 WACD will facilitate relationships and partnerships to improve the effectiveness of conservation districts in resolving natural resource issues				

	1.4.1 Engage with members as requested	Tom, Ryan	Board, lobbyist	Survey CDs, achieve minimum 4 of 5 rating on engagement
	1.4.2 Engage collaboratively with decision makers to find solutions	Tom, Ryan	Board, lobbyist	Report regularly on such collaboration
	1.5 WACD will improve advocacy for, and support of, members			
	1.5.1 Survey members to determine their training needs and interests	Ryan	Tom, SCC	Perform survey of CDs, report results to ED
	1.5.2 Evaluate contract with lobbyist annually	Tom, Ryan	lobbyist	Document contract review, report to Board
	1.5.3 Provide education and training to CD supervisors and key staff	Tom, Ryan	Board, WSCC, supers, staff	Work with partners to deliver desired/needed training
	1.6 WACD will support resolutions adopted by the membership that direct us to advance initiatives that help to maintain or expand conservation district capacity and effectiveness			
	1.6.1 Support and report on R 2020-01: WACD Revolving Fund to Build CD Capacity	Finance Committee	Tom, Ryan	Survey CDs, Committee recommends, report out
	1.6.2 Support and report on R 2020-02: Support SCC operating and capital budget requests	Tom, Ryan	Board, SCC, lobbyist	Document and report
	1.6.3 Support and report on R 2020-03: Extending Electronic Training Resources	National Director	Tom, Ryan, CTD, NRCS	Document and report
	1.6.4 Support and report on R 2020-04: Rural Broadband Internet Access	National Director	Tom, Ryan	Document and report
	1.6.5 Support and report on R 2020-05: DEI Statement and Work Plan Development	President	Tom, Ryan	Create committee/group, meet, report
	1.6.6 Support and report on R 2020-06: Diversity, Equity & Inclusion Statement	President	Tom, Ryan	Create committee/group, meet, report
	1.6.7 Support and report on R 2020-09: WACD Member Services Review	Area Directors	Tom, Ryan	Survey CDs, report
	1.6.8 Support and report on R 2020-10: Conservation District Election Improvements	President, WSCC	Tom, Ryan	Work with WSCC to create group, report
	1.6.9 Update the 5-year list of resolutions annually and share with members	Ryan	Tom, Board	Publish updated 5-year list for members
	1.7 WACD will facilitate communication and coordination with conservation districts and partners at all levels			
	1.7.1 Regularly communicate with members and partners	Tom, Ryan	Board, lobbyist	Document and report
	1.7.2 Develop, implement a communications plan	Tom, President	Committee, Area Directors	Adoption of communications plan by Board
	1.7.3 Develop, implement a regular networking event for board supervisors/managers	Tom	Board, Ryan, SCC	Hold at least four events in 2021; see 1.8.5
	1.7.4 Develop, implement resolution process that begins in summer, not fall	Tom, Ryan	Board	Begin resolution discussions no later than July
	1.7.5 Support regular meetings of district managers/executives to increase capacity	Tom, Ryan	Area Directors	Work with WSCC/WADE/NRCS to support such meetings
	1.8 WACD will provide timely information, education, training, and leadership to conservation districts and partners			
	1.8.1 Communicate regularly to subscribers through the 5 Things to Know newsletter	Tom, Ryan	Board, WSCC, NRCS, NACD	Minimum is one edition per month
	1.8.2 Broadcast urgent information to all districts as needed	Ryan	Tom, Board	Document and report
	1.8.3 Support WSCC, WADE, and NRCS in making training available to members	Ryan	WADE, WSCC, NRCS, CTD	Key participant/organizer for such trainings
	1.8.4 Coordinate and support area association meetings	Ryan	Tom, WSCC, NRCS	Work with partners to support such meetings

	1.8.5 Organize and deliver the WACD annual conference and meeting	Tom, Ryan	Board, WSCC, NRCS	Delivered on time with strong content
	1.9 WACD will inspire and educate conservation district supervisors to a full understanding and acceptance of their responsibilities for leadership and governance			
	1.9.1 Work with WSCC staff to maintain support for effective governance practices	Tom, Ryan	WSCC, Area Directors	Liaise with WSCC and CDs in support of both
	1.9.2 Regularly seek opportunities to help educate members	Ryan	WSCC, Area Directors	Reach out to MRSC, WSAC, NRCS, NACD for ideas
	1.9.3 Evaluate the potential for a mentorship program for new board supervisors	Tom	Ryan, WSCC	Treat as a limited project to test effectiveness
	1.9.4 Share success stories with board supervisors	Tom, Ryan	WSCC	Document and report; see 1.3.4
	1.9.5 Develop a leadership forum focused on board supervisors and district managers	Tom, Ryan	WSCC	Seek leaders to help deliver sound information
GOAL 2 Act with fairness, integrity, and transparency, being accountable to members and partners				
	2.1 WACD will provide regular updates to members and partners about WACD business operations, priorities, and strategies			
	2.1.1 Same as Task 1.8.1	Same as 1.8.1		
	2.1.2 Same as Tasks 1.1.1 and 1.1.2	Same as 1.1.1, 1.1.2		
	2.2 WACD will treat others (inside the organization and elsewhere) fairly, graciously, and honestly always			
	2.2.1 Executive Director will help Area Directors with effective interactions, communications	Tom	Ryan, Area Directors	Deliver at least two presentations to ADs on these topics
	2.2.2 WACD Board and staff will self-police appropriate behaviors	President, Tom	Board, WACD staff	Survey Board at least once in 2021
	2.2.3 WACD will request feedback regularly and provide convenient feedback tools	Tom	Board, WACD staff	Include in newsletter; make contact info readily available
	2.3 WACD will seek engagement throughout our conservation community and will respect feedback and suggestions from members and partners			
	2.3.1 Executive Director, Area Directors will regularly attend member board meetings	Tom, Area Directors	Board, WACD staff	ED/ADs to attend at least six CD meetings/month, report
	2.3.2 WACD will request feedback regularly and provide convenient feedback tools	Ryan	Tom	Maintain a feedback link on website, report
	2.4 WACD will act ethically, avoiding conflicts of interest that may impair our effectiveness or impeach our reputation			
	2.4.1 WACD will request input from members, partners regarding these parameters	Ryan, Tom	WADE, WSCC, NRCS	Survey CDs/partners annually, report
	2.4.2 Audits will include review of agreements and actions	Lori	Auditor	Work with auditor to add this review to audit process
GOAL 3: Maintain and strengthen the capacity and effectiveness of WACD				

3.1 WACD will provide regular learning opportunities to board members to improve their governance capacity and effectiveness				
	3.1.1 Coordinate with WSCC, NACD on leadership training for WACD Board members	Ryan	Tom, WSCC, NACD	Work with WSCC/NACD to support leadership training
	3.1.2 Deliver a "10-minute training" at regular WACD Board meetings	Tom	Ryan, WSCC	Training provided at least four times in 2021
	3.1.3 Work with WSCC staff to maintain support for effective governance practices	Tom, Ryan	WSCC	See 1.9.1
3.2 WACD will value employees and help them meet or exceed expectations				
	3.2.1 Direct supervisor will perform regular performance evaluations	Tom, Jim	WACD staff	Document completion of evaluations by July 1, 2021
	3.2.2 Direct supervisor to update job descriptions and reasonable performance expectations	Tom, Jim	WACD staff	Review and propose updates to ED by July 1, 2021
	3.2.3 Honor and respect feedback and ideas from WACD employees	Tom, Jim	WACD staff	Seek feedback, report out
3.3 WACD will increase the capacity of employees				
	3.3.1 Develop, implement a recognition program for WACD employees	Tom, Jim	Lori, President	Create program by December 31, 2021
	3.3.2 Evaluate the performance of the Executive Director	President	Others	Complete by April 30, 2021
	3.3.3 Revise/update job description for Administrative Assistant position	Tom	Ryan, Lori	Complete by May 1, 2021
	3.3.4 Hire to fill vacancy in Administrative Assistant position	Tom	President	Complete by June 1, 2021
3.4 WACD will operate the Plant Materials Center to provide conservation-grade native plants for conservation districts				
	3.4.1 Maintain sound operations at the PMC	Jim	Tom, Lori	Audit is issued without adverse opinions
	3.4.2 Produce native plants for use in conservation/restoration projects	Jim	PMC staff	Production of native plants is maintained
	3.4.3 Increase sales to members and non-members, year over year	Jess	Jim, Lori	Document and report
	3.4.4 Price plants fairly to provide value to customers and revenue to WACD	Jess	Jim, Lori	Survey customers to seek feedback, explain benefits
	3.4.5 Control expenses as needed, seeking to maintain profit in variable market	Jim	Tom, Lori	Work with ED to control expenses
	3.4.6 Invest in necessary infrastructure to support long-term viability of the PMC	Jim	Tom, Lori	Repair/replace infrastructure components strategically
	3.4.7 Seek specialized advice from the PMC Subcommittee	Jim	Tom, PMC Subcommittee	Meet at least twice in 2021
3.5 WACD will operate in ways that respect and conserve natural resources				
	3.5.1 Develop a recycling policy	Tom, Jim	WACD staff	Create recycling policy for Olympia and Bow operations
	3.5.2 Evaluate opportunities to buy used equipment instead of new	Tom, Jim		Identify critical equipment, evaluate possible purchases
	3.5.3 Investigate opportunities to incorporate solar power into the PMC operation	Jim	Finance Committee	Look for possibility of solar power and report

	3.5.4 Evaluate opportunities to reduce water use	Jim	PMC staff	Seek consultation on irrigation water management
	3.5.5 Investigate ways to improve soil health on land managed by the PMC	Jim	PMC staff	Evaluate soil and identify cost of improvement
	3.6 WACD will work to become more resilient and seek diversified funding from multiple sources to reduce financial impacts to members and to improve stability in services and operations			
	3.6.1 Evaluate opportunities to generate revenue from sources other than members	Tom, Jim	Finance Committee	Look at grants, products, value adds, bequests
	3.6.2 Seek grants with the Washington Conservation Society for WACD initiatives	Tom, Ryan	Finance Committee	Work with WCS to assist WACD in generating funding
	3.6.3 Develop a continuity of operations plan (COOP)	Tom	Executive Committee, Jim	Board adopts COOP by December 31, 2021
	3.6.4 Develop a business plan for WACD (PMC and Executive)	Tom	Executive Committee, Jim	Draft presented to board by December 31, 2021
	3.7 WACD will maintain and revitalize committees to increase engagement, strengthen decision making, and develop new leadership			
	3.7.1 Create regular schedule for WACD committees, work with chairs to implement	Tom, President	Committee chairs	Schedule created for calendar year 2021
	3.7.2 Appoint committee on DEI to report by September 2021	President	Tom	Committee formed and reports by September 1, 2021
	3.7.3 Appoint representatives to joint committee on district elections	President, WSCC ED	Board, Commission	Committee formed, reports by September 1, 2021
	3.7.4 Review committees, add/remove committees and members as needed	President	Tom, Board	New plan for committees by May 1, 2021
	GOAL 4 Form and support strategic partnerships to maximize effectiveness and reduce duplication of effort			
	4.1 WACD will lead efforts to expand understanding by governmental, non-governmental, and tribal partners of the locally led, voluntary conservation ideal and the critical role of conservation districts in addressing important natural resource issues on private lands by regularly hosting informational meetings between districts and partners			
	4.1.1 Perform outreach to partners with messaging focused on these principles	Tom, Ryan	Area Directors	Publish messaging at least four times in 2021
	4.1.2 Regularly share success stories with partners that feature these principles	Tom, Ryan	WSCC, NRCS, Area Directors	Seek and feature success stories at least twice in 2021
	4.1.3 Engage collaboratively with decision makers to find solutions	Tom, Ryan	Board, lobbyist	See 1.4.2
	4.2 WACD will maintain existing partnerships while seeking new partners who can expand and strengthen our capacity and effectiveness			
	4.2.1 Perform outreach and information sharing with partners	Tom, Ryan	Area Directors	Communicate with partners at least quarterly
	4.2.2 Seek partners who can complement and expand our work	Tom, Jim	Board	Ask existing partners who else we should partner with
	4.3 WACD will support partner associations, including the Washington Association of District Employees, the National Association of Conservation Districts, and the National Conservation District Employees Association			

	4.3.1 Support budget requests that positively impact WADE, NACD, and NCDEA	Tom	Finance Committee	Discuss and report recommendations on partner funding
	4.3.2 Share information with these partners	Tom, Ryan	Area Directors	Include partners in regular outreach/information
	4.3.3 Seek additional ways to strengthen capacity, effectiveness of partners	Tom, Ryan	Board	Ask partners what WACD can do to help them succeed