***DRAFT Implementation Plan DRAFT***

***29 August 2017***

**VALUES**

* Statewide, watershed-based, locally-driven **soil conservation and water quality protection**
* **Best possible service** to their *ultimate clients – the citizens and the resources of Illinois*
* **Mutually-beneficial partnerships** at both the resource and delivery levels
* **Consistent quality of program delivery** throughout Illinois
* **Relevance** through use of cutting-edge **technologies** and **communication** methods

**GOALS**

1. Fully utilize and capitalize on unique asset: local knowledge, presence and influence
2. Enhance relevance and reputation for achieving Illinois’ conservation goals
3. Increase funding for conservation programs and effective implementation
4. Improve partnerships for efficient program delivery, funding opportunities and best results
5. Provide valuable services for partners and stakeholders to help achieve conservation goals

**RECOMMENDATIONS**

1. Strengthen Districts by ensuring best use of limited funds and staff
2. Challenge Districts to rise to state and watershed challenges through District-specific plans and funding requests
3. Strengthen the relationship between Districts and their Association to make work more effective
4. Reignite interest and engagement of District directors
5. Provide continuing education and/or training for District employees
6. Provide Districts with access they need to technologies that will provide valued services and relevant messages to their targeted delivery partners, audiences and stakeholders
7. Sharpen focus on and prioritize water quality protection
8. Build statewide expertise in conservation science, technologies and program delivery
9. Provide local implementation of the Nutrient Loss Reduction Strategy to meet state’s reduction goals; lead efforts where needed
10. Ensure Districts have the tools and resources they need to deploy programs that achieve state’s goals for soil and water conservation and watershed protection
11. Identify emerging needs and create programs and practices to meet those needs
12. Invigorate and use the Districts’ Foundation
13. Prove and illustrate the return on investment that District programs provide Illinois general revenue investment, to gain greater support and increased funding
14. Work with partners to identify options for funding NLRS implementation
15. Aggressively pursue other funding options to diversify funding sources
16. Work with system partners to achieve mutually-supportive partnerships: clarify roles, eliminate duplication, improve conservation program cooperation
17. Lead an annual Conservation Implementation Roundtable to network, monitor programs, build effective working relationships, propose both long-term and short-term water quality goals
18. Form coalitions to develop watershed-based and other multi-District projects and to write grant proposals
19. Prioritize development of products and services that achieve water protection and soil health goals
20. Work with partners to fully understand what they need and what would add value to their work
21. Provide consistent policies and program delivery for those partners who work in multiple Districts

**GOAL A: Fully utilize and capitalize on unique asset: local knowledge, presence and influence**

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| 1. **Strengthen Districts by ensuring best use of limited funds and staff** | | | | | |
|  | *Actions to take to achieve Goal A, Recommendation 1* | | *Responsible Entity* | *Due Date* | *Priority* |
|  | 1. Create a cohesive, consistent statewide delivery system by clearly defining prioritized statewide goals and sharing best management practices | | **HIGH** | | |
|  |  | * With IDoA and IEPA define statewide soil and water goals that Districts can use to direct their work (also consider incorporating into the discussion/work of the Conservation Implementation Roundtable, Goal D, Recommendation 2) | AISWCD, IDoA, IEPA | March ‘18 |  |
|  |  | * Adopt proposed statewide goals at July ’17 Summer Conference and any changes at subsequent Summer Conferences | Districts | July 18 and ongoing |  |
|  |  | * Continue to communicate clearly, to the Districts, the state’s goals for soil conservation, water quality protection and soil health | AISWCD, IDoA and EPA | Ongoing |  |
|  | * Help Districts define what they can do to work towards those goals | IDoA and AISWCD | Ongoing |  |
|  | * Share best management practices from other Districts and other states | AISWCD and Employees Association (EA) | Annually |  |
|  | * Encourage Districts to develop and manage to a local plan that achieves the goals | AISWCD and IDoA | Ongoing |  |
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|  | 1. Establish minimum District criteria and move toward District certification, tying public funding to certification | | LOW | | |
|  |  | * Explore benefits of District certification (include several Districts, IDoA and partners in discussions) | Implementation Team | Dec ‘18 |  |
|  | * If approved, establish clear criteria for certification | Districts | July ‘19 |
|  | * Certify Districts that qualify | AISWCD | July ‘20 |
|  | * Support use of certification for state funding distribution and SWCD Foundation projects | Districts and IDoA | July ‘20 |
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|  | 1. Source adequate funding for essential programs (i.e. cost share, etc.) | | HIGH | | |
|  |  | * Develop a template for Districts to use for a simple, specific plan that outlines their work and their return on investment | AISWCD and IDoA |  |  |
|  |  | * Encourage Districts to complete the plan so that their representatives can compile and use them in fundraising efforts | AISWCD |  |  |
|  |  | * Work strategically to gain funders’ support (legislators and granting organizations) | AISWCD and partners |  |  |
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|  | 1. Eliminate unnecessary obstacles, such as burdensome reporting or no-longer-relevant activities | | MEDIUM | | |
|  |  | * Work with partners (state and federal agencies) to assure relevance and value of reporting forms and other administrative work | Implementation Team and IDoA, NRCS | Asap |  |
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|  | 1. Continue to work with IDOA to develop and streamline funding requests | | Districts and IDoA ongoing MEDIUM | | |
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| 1. **Challenge Districts to rise to state and watershed challenges through District-specific plans and funding requests** | | | | | |
| *Actions to take to achieve Goal A, Recommendation 2* | *Responsible Entity* | | *Due Date* | | *Priority* |
| 1. Work with state (IDoA and IEPA) to provide achievable state and watersheds plans with clear goals, real numbers and key performance indicators | | IDoA and AISWCD | | asap |  |
| 1. Provide Districts with examples of successful funding requests that are targeted for achieving state and watershed goals | IDoA and AISWCD | | July ‘18 | |  |
| 1. Encourage districts and their LUCs to prioritize and organize work and budgets that achieve watershed and agreed-to state goals through local implementation | IDoA and AISWCD | | ongoing | |  |
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| 1. **Strengthen the relationship between Districts and their Association to make work more effective** | | | | | |
|  | *Actions to take to achieve Goal A, Recommendation 3* | | *Responsible Entity* | *Due Date* | *Priority* |
|  | 1. Continue to clarify roles/responsibilities | | AISWCD and Districts | ongoing |  |
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|  | 1. Communicate frequently, using web-based technology for timeliness and to provide substantive information | | AISWCD | ongoing |  |
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|  | 1. Encourage vigorous resolution process, so that Districts guide and decide policies | | AISWCD and Districts | annually |  |
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|  | 1. Update and streamline Association governance structure to provide timely actions, better policy implementation, better communication with Districts and partners, and more professional executive function | | HIGH | | |
|  |  | * Transition AISWCD Board to smaller AISWCD Board of active, educated, engaged members who can perform executive functions | Districts and AISWCD Board | July ‘18 |  |
|  |  | * Hold monthly board meetings to retain level of engagement adequate to serve Districts | AISWCD Board | asap |  |
|  |  | * Prioritize service and responsiveness to Districts and adding value to the District’ work | AISWCD Board | ongoing |  |
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|  | 1. Better define the Association’s president and/or executive director role(s) for clarity with partners and stakeholders | | **HIGH**  (due to impending staff change) | | |
|  |  | * Fully investigate and explore the best leadership structure for AISWCD; discuss and decide | AISWCD leadership with District input | Mar ‘18 |  |
|  |  | * If changes are decided for leadership roles, implement them as smoothly as possible within the current structure; if District approval needed, seek resolutions for discussion and decision | AISWCD leadership, with District input | July ‘18 |  |
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| 1. **Reignite interest and engagement of District directors** | | | | | |
|  | *Actions to take to achieve Goal A, Recommendation 4* | | *Responsible Entity* | *Due Date* | *Priority* |
|  | 1. Develop District Director support and recognition program(s) | | Task Force | July ‘19 |  |
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|  | 1. Provide orientation and training for District directors | | AISWCD and IDoA, with Task Force | July ‘18 |  |
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|  | 1. Provide a capacity building program for District directors to enhance expertise and abilities to advise at the District level | |  | | |
|  |  | * Work with IDoA and other partners to define capacity building objectives and best methods to achieve them; develop program | Task Force | Mar ‘20 |  |
|  |  | * Assure District directors’ input while developing a capacity building program | Task Force | ongoing |  |
|  |  | * Explore leadership program as part of capacity building program or as separate program; consider participation in or separate from Illinois Ag Leadership Program, IFB A LOT program, etc. | Task Force | Mar ‘19 |  |
|  |  | * Determine system and resources needed to provide a statewide capacity building program | Task Force | Dec ‘19 |  |
|  |  | * Consider the benefits of “train the trainer” programs for both capacity building and leadership programs | Task Force | Dec ‘19 |  |
|  |  | * Adopt capacity building program | Districts | July ‘20 |  |
|  |  | * Administer capacity building program | IDoA | ongoing |  |
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|  | 1. Explore the value of term limits and, if appropriate, encourage adoption | | Task Force | Mar ‘18 |  |
|  | * Ratify recommendation of Task Force regarding term limits | | Districts | July ‘18 |  |
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|  | 1. Encourage use of internet and smartphone communication technology | |  | | HIGH |
|  | * Include this topic in orientation and training | | IDoA and AISWCD | ongoing |  |
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| 1. **Provide continuing education and/or training for District employees** | | | | |
|  | *Actions to take to achieve Goal A, Recommendation 5* | *Responsible Entity* | *Due Date* | *Priority* |
|  | 1. Survey employees regarding training recommendations, training needs and technology utilization, technology needs (reference detailed plan developed by S. Duffey et. al.) | Employee Association (EA) | Dec ‘17 |  |
|  | 1. Compile resulting data and define, prioritize needs | EA | Dec ‘17 |  |
|  | 1. Assure data base includes needs and goals of both experienced and recently hired employees; both administrative and technical employees | EA | ongoing |  |
|  | 1. Evaluate existing training and certification program to find suitable provider, if possible | EA, AISWCD | March ‘18 |  |
|  | 1. If existing program not available, work with university, community college, organization or other entity to develop a program | EA, AISWCD | Dec ‘18 |  |
|  | 1. Source funding to develop (if necessary) and maintain a program or to underwrite participation if existing program used | AISWCD | July ‘18 |  |
|  | 1. Unveil program, encourage District adoption and provide for administration of the program | AISWCD and EA | ongoing after 7/18 |  |
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| 1. **Provide Districts with access they need to technologies that will provide valued services and relevant messages to their targeted delivery partners, audiences and stakeholders** | | | | |
|  | *Actions to take to achieve Goal A, Recommendation 6* | *Responsible Entity* | *Due Date* | *Priority* |
|  | 1. Survey the Districts to determine which technologies they need to improve their work | IDoA and AISWCD | July ‘18 |  |
|  | 1. Also suggest cutting edge technologies that Districts may not know | IDoA and AISWCD | July ‘18 |  |
|  | 1. Determine the best methods to make prioritized technology needs available to the Districts that do not have access | AISWCD, Districts and IDoA | July ‘18 |  |
|  | 1. Seek funding and/or other resources to facilitate the provision of the technologies to Districts; when possible, consider shared technology acquisition | AISWCD, Foundation, Districts and IDoA | July ‘19 |  |
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**GOAL B: Enhance relevance and reputation for achieving Illinois’ conservation goals**

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| 1. **Sharpen focus on and prioritize water quality protection** | | | | | |
|  | *Actions to take to achieve Goal B, Recommendation 1* | | *Responsible Entity* | *Due Date* | *Priority* |
|  | 1. Reinforce water quality message with Districts at every opportunity | |  | | |
|  |  | * Prioritize soil health and soil conservation as key components of any water quality protection program | Districts | ongoing |  |
|  | * Reinforce the newly adopted Mission Statement whenever possible (Clean Water, Healthy Soil) | AISWCD, EA and Districts | ongoing |  |
| 1. Establish a program, with achievable goals, that will help Districts work toward water quality protection in their District and their watershed(s) *(like T by 2000 did for soil loss)* | | AISWCD and IDoA | July ‘18 |  |
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| 1. **Build statewide expertise in conservation science, technologies and program delivery** | | | | |
|  | *Actions to take to achieve Goal B, Recommendation 2* | *Responsible Entity* | *Due Date* | *Priority* |
|  | 1. Inventory current expertise in order to determine areas that need “building” | AISWCD and IDoA | Mar ‘18 |  |
|  | 1. Provide opportunities for District directors to gain knowledge and expertise and encourage/support with registrations and travel expenses | AISWCD | ongoing |  |
|  | 1. Provide training and education for employees *(see Goal A, Recommendation 5, pg 6)* | AISWCD | ongoing |  |
|  | 1. Seek partners’ assessment of Districts’ expertise to stay current, relevant, especially during Conservation Implementation Roundtable | Districts | ongoing |  |
|  | 1. Share external assessment with Districts | AISWCD | annually |  |

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| 1. **Provide local implementation of the Nutrient Loss Reduction Strategy to meet state’s reduction goals; lead efforts where needed** | | | | |
|  | *Actions to take to achieve Goal B, Recommendation 3* | *Responsible Entity* | *Due Date* | *Priority* |
|  | 1. Meet with state’s NLRS leadership to determine best role for Districts | AISWCD | asap |  |
|  | 1. Communicate NLRS prioritized needs to Districts and establish point person or team to lead efforts | AISWCD | Dec ‘17 |  |
|  | 1. Establish metrics and/or key performance indicators that will provide goals for and validate the work of Districts as they achieve NLRS goals | NLRS leadership and AISWCD | March ‘18 |  |
|  | 1. Emphasize Nutrient Loss Reduction as prioritized action for achieving Clean Water, Healthy Soil mission | AISWCD and Districts | ongoing |  |
|  | 1. Reward District-level work to achieve NLRS goals: recognition, awards, increased funding, etc. | AISWCD | annually |  |
|  | 1. Build a Foundation funding-acquisition effort around local implementation of NLRS | Foundation | July ‘18 |  |
|  | 1. Work with NLRS partners to determine leadership needs and provide leadership where needed | AISWCD and Districts |  |  |
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| 1. **Ensure Districts have the tools and resources they need to deploy programs that achieve state’s goals for soil and water conservation and watershed protection** *(Goals defined through actions taken in Goal A, Recommendation 1)* | | | | |
| *Actions to take to achieve Goal B, Recommendation 4* | | *Responsible Entity* | *Due Date* | *Priority* |
|  | 1. Survey Districts to determine technology and human resource needs (‘tools’) | LUCs | Dec ‘17 |  |
|  | 1. Interview partners to find out what they think Districts need (partners = land improvement contractors, municipal and county managers, farmers, foresters, etc.) | AISWCD | Dec ‘17 |  |
|  | 1. Compile information and build prioritized list of ‘tools’ needed by Districts | AISWCD | March ‘18 |  |
|  | 1. Make sure Districts are sharing ‘tools’ and other resources when appropriate and possible | LUCs, AISWCD | ongoing |  |
|  | 1. Share prioritized list of needs with funding partners (IDoA, NRCS, donors) | AISWCD | April ‘18 |  |
|  | 1. Provide funding to provide tools and resources for current work and evolving challenges | IDoA, NRCS, Foundation | ongoing |  |
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| 1. **Identify emerging needs and create programs and practices to meet those needs** | | | | |
| *Actions to take to achieve Goal B, Recommendation 5* | | *Responsible Entity* | *Due Date* | *Priority* |
|  | 1. Identify District directors and employees who are well-informed and able to identify emerging trends to form a ‘forecasting’ task force that can advise AISWCD and Districts | AISWCD | TBD |  |
|  | 1. Encourage ‘forecasting’ task force to meet at least twice a year and report trends to Districts | AISWCD | TBD |  |
|  | 1. Use advice of ‘forecasting’ task force and partners to decide program, technology and practices needs | AISWCD | ongoing |  |
|  | 1. Use resolution process to adopt programs and practices that will keep Districts on the leading edge of conservation | Districts and AISWCD | annually |  |
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**GOAL C. Increase funding for conservation programs and effective implementation**

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| 1. **Invigorate and use the Districts’ Foundation** | | | | | |
|  | *Actions to take to achieve Goal C, Recommendation 1* | | *Responsible Entity* | *Due Date* | *Priority* |
|  | 1. Ensure that the Foundation purpose and by-laws align with the intent of the resolution passed at 2017 Summer Conference | |  | | |
|  |  | * Review the Mission and Purpose of the Foundation and make any needed changes * (emphasize clean water, healthy soils) | Foundation Task Force | Sept ‘17 |  |
|  | * Review Foundation by-laws and recommend any needed changes | Foundation Task Force | Sept 17 |  |
|  | * Hire an attorney with Foundation experience to review by-laws and recent resolution to ensure legal use of the Foundation | AISWCD | Sept ‘17 |  |
|  | * Ensure transparency by making all changes and further information available to the Districts | AISWCD | Sept ‘17 |  |
|  |  | * Develop parameters and guidelines for donors/gifts | Foundation Task Force, Executive Board, Districts | Dec ‘17 |  |
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|  | 1. Establish the Foundation as a priority operation of and service provided by AISWCD | |  | | |
|  |  | * Hire an executive director/fund raising consultant | AISWCD | Nov ‘17 |  |
|  | * Organize and define Foundation governing board activities | AISWCD | Nov ‘17 |  |
|  | * Define and establish a base amount of funding that shall be retained before grants are made to Districts | AISWCD and Districts | Dec ‘17 |  |
|  | * Encourage regular reporting, active discussion and valuable feedback for the Foundation at every AISWCD board meeting, LUC meeting and every electronic communication opportunity | AISWCD and Foundation Exec Director | ongoing |  |
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|  | 1. Establish a decision-making system for the Foundation | |  | | |
|  |  | * Decide size of Executive Board, meeting frequency and scope of authority | Foundation Task Force and AISWCD Board | Sept ‘17 |  |
|  |  | * Ensure that Executive Board represents all segments (rural/urban, north/south, etc) | AISWCD Board | Sept ‘17 |  |
|  |  | * Clearly define the decision-making process – including Executive Director, Executive Board, and others (if any), and share with Districts | AISWCD | Nov ‘17 |  |
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|  | 1. Define a grant request, or proposal, process for Districts to apply for Foundation funds | |  | | |
|  |  | * Establish parameters for funding eligibility including, but not limited to, District Strategic Plan, engagement level of District’s Directors and staff, NLRS compatibility | Executive Board and Executive Director | Jan ‘18 |  |
|  |  | * Establish a ranking system, based on likelihood the requested funding will help achieve the clean water, healthy soils mission | Executive Board and Executive Director | Jan ‘18 |  |
|  |  | * Vest authority for receiving grant requests and determining eligibility with the Executive Director | Executive Board | Jan ‘18 |  |
|  |  | * Make ranking system and decision-making process efficient and transparent to Districts | Executive Director and Executive Board | Jan ‘18 |  |
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| 1. **To gain greater support and increased funding, prove and illustrate the return on investment that District programs provide Illinois general revenue investment** | | | | |
| *Actions to take to achieve Goal C, Recommendation 2* | | *Responsible Entity* | *Due Date* |  |
|  | 1. Using the state and watershed goals defined by the state (see Goal A, Recommendation 1, Action i), define metrics and key performance indicators that Districts can use to measure their progress and the conservation value that the Districts provide | IDoA staff and Districts leadership | Jan ‘18 |  |
|  | 1. Use the measurements to show annual progress toward the defined goals | AISWCD | annually |  |
|  | 1. Use the measurements and generally accepted costs to define the state’s return on investment for state dollars invested in Districts’ work | AISWCD | annually |  |
|  | 1. Share the information through clearly articulated and concise messages that are developed as part of a messaging/lobbying campaign | AISWCD | annually |  |
|  | 1. Share the information with conservation and agriculture partners and other supporters for use in building support for state dollars, statewide conservation efforts and watershed projects | AISWCD | ongoing |  |
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| **3. Work with partners to identify options for funding NLRS implementation** | | | | |
| *Actions to take to achieve Goal C, Recommendation 3* | | *Responsible Entity* | *Due Date* |  |
|  | 1. Define the funding Districts need to provide adequate local implementation of NLRS goals | IDoA staff and Districts leadership | Jan ‘18 |  |
|  | 1. With NLR partners, develop a comprehensive funding plan for all aspects of NLRS implementation | IDoA staff and AISWCD | Jan ‘18 |  |
|  | 1. “Work the plan” to attain adequate funding, from all available sources, to implement the NLRS | IDoA staff and AISWCD | Jan ‘18 |  |
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| 1. **Aggressively pursue other funding options to diversify funding sources (services for fees, etc.)** | | | | | |
|  | *Actions to take to achieve Goal C, Recommendation 4* | | *Responsible Entity* | *Due Date* | *Priority* |
|  | 1. As other forms of funding are secured (state, federal, Foundation grants and NLRS funds), devote resources to developing other revenue streams | | AISWCD | Jan ‘19 |  |
|  |  | * Form a committee or task force to investigate ideas that have been proposed during strategic planning Forums and other SWCD meetings | AISWCD leadership | July ‘18 |  |
|  | * Prioritize and pursue the best idea(s) and assign responsible party to engage experts and develop the idea into viable funds-generating project | AISWCD leadership | March ‘19 |  |
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|  | 1. Prioritize funding streams that are derived from or tied to services and programs that also achieve state’s and Districts’ mission of clean water, healthy coil | | AISWCD | ongoing |  |
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|  | 1. Work with partners to prevent duplication of effort or inadvertent diversion of partner funding | | AISWCD | ongoing |  |
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**GOAL D: Improve partnerships for efficient program delivery, best conservation results and further funding opportunities**

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| 1. **Work with system partners to achieve mutually supportive partnerships: clarify roles, eliminate duplication and improve conservation program cooperation** | | | | | |
|  | *Actions to take to achieve Goal D, Recommendation 1* | | *Responsible Entity* | *Due Date* | *Priority* |
|  | 1. Work to improve conservation program delivery cooperation | |  | | |
|  |  | * Define partners\*, share definition throughout system and reinforce whenever possible | AISWCD and Districts | asap |  |
|  | * Prioritize partner engagement(s) to expend most time and effort with most important partners | AISWCD and Districts | asap |  |
|  | | | | | |
|  | 1. Provide regular, consistent, two-way, transparent communication with partners | |  | | |
|  |  | * Invest time in defining mutually(partner)-agreed goals for watershed management, water quality protection, soil health and soil conservation | AISWCD | annually |  |
|  | * Make sure Districts have access to mutually-agreed goals to guide their work with partners at the local level | AISWCD | ongoing |
|  | * Encourage Districts to pursue cooperation and transparent communication with local partners that are not part of the statewide system | AISWCD | ongoing |
|  |  | * Guide agreed-to goals through the resolution process to become policy | DIstricts |  |  |
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\* According to the Strategic Plan adopted during Summer Conference 2017, Partners are organized into three categories:

1. Key partners: Illinois Department of Agriculture and USDA’s NRCS

2. Resource partners: University of Illinois and other higher education providers, Illinois Environmental Protection Agency, Illinois Department of Natural Resources and various conservation organizations

3. Delivery partners: farmers, foresters, landowners, municipal water supply managers, land improvement contractors, *conservation product and service providers,* local and county governments, and the many organizations who represent them

*Note: while Districts have long considered farmers to be ‘clients’ or ‘customers’, a more accurate definition, currently, is partner, as Districts partner with farmers to apply conservation practices and achieve goals in their District and watersheds*

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| 1. **Lead an annual Conservation Implementation Roundtable to network, monitor programs, build effective working relationships, propose both long-term and short-term water quality goals** | | | | | | |
| *Actions to take to achieve Goal D, Recommendation 2* | *Responsible Entity* | | *Due Date* | | *Priority* | |
| 1. Informally poll partners to determine need for and advisability of hosting a Roundtable | | AISWCD leadership | | asap | |  |
| 1. Discuss with Board the advantages/disadvantages of taking a conservation leadership approach with the proposed Roundtable | AISWCD leadership | | Dec ‘17 | |  | |
| 1. Communicate partner and Board feedback to Districts, and ask for support (or not) for leadership of a Conservation Implementation Roundtable (resolution) | AISWCD | | Spring ‘18 | |  | |
| 1. If resolved/approved, assume leadership role in convening a sponsored, well-managed Conservation Implementation Roundtable | AISWCD | | Winter ’18-‘19 | |  | |
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| 1. **Form coalitions to develop watershed-based and other multi-District project and to write grant proposals** | | | | |
|  | *Actions to take to achieve Goal D, Recommendation 3* | *Responsible Entity* | *Due Date* | *Priority* |
|  | 1. Identify partners most aligned with Soil and Water Conservation District goals and engage them in coalition-based efforts to achieve watershed, regional and statewide goals | AISWCD and Districts | ongoing |  |
|  | 1. Communicate frequently, accurately and transparently to assure coalition solidarity | AISWCD and Districts | ongoing |  |
|  | 1. Provide positive reinforcement for successful coalition-based efforts through public recognition of the entities involved, priority status for non-traditional funding opportunities, etc. | AISWCD and Districts | annually |  |
|  | 1. When developing grant proposals, use coalition-agreed measurements that provide baselines and achievable goals to illustrate return on investment for grantors | Districts and partners | ongoing |  |
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**GOAL E: Provide valuable services for partners and stakeholders to help them achieve conservation goals**

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| 1. **Prioritize development of products and services that achieve water protection and soil health goals** | | | | |
|  | *Actions to take to achieve Goal E, Recommendation 1* | *Responsible Entity* | *Due Date* | *Priority* |
|  | 1. Form a committee or task force to identify and develop products and/or services that will achieve better conservation and derive income for the Districts | AISWCD leadership | Jan ‘18 |  |
|  | 1. Review list of services and products suggested for development during Strategic Planning process (spring 2017) | Committee | March ‘18 |  |
|  | 1. Either informally or formally, survey delivery partners to find out what products and services would help them achieve water quality and soil protection goals | Committee | Spring ‘18 |  |
|  | 1. Prioritize development of those products and services that will 1) have greatest impact and 2) derive most income | Committee | ongoing |  |
|  | 1. When appropriate, include partner(s) in development of products and services | Committee | ongoing |  |
|  | 1. Consider diverting income derived from products/service to Foundation | AISWCD and Districts | July ‘18 |  |
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| 1. **Work with partners to fully understand what they need and what would add value to their work** | | | | | | |
| *Actions to take to achieve Goal E, Recommendation 2* | *Responsible Entity* | | *Due Date* | | *Priority* | |
| 1. Prioritize partners who impact the greatest number of acres (i.e. farmers, landowners, land improvement contractors, etc.) to identify obstacles to achieving mutually agreed conservation goals | | Districts | | ongoing | |  |
| 1. Use feedback from partners to inform and guide statewide conservation programs, training and education programs and certification programs | AISWCD and IDoA | | ongoing | |  | |
| 1. Make this topic a key discussion session at the proposed annual Conservation Implementation Roundtable | AISWCD | | annually | |  | |
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| 1. **Provide consistent policies and program delivery for those partners who work in multiple Districts** | | | | |
|  | *Actions to take to achieve Goal E, Recommendation 3* | *Responsible Entity* | *Due Date* | *Priority* |
|  | 1. Provide farmers, foresters, land improvement contractors, ag retail managers and municipalities that operate in more than one district a forum to share frustrations and suggestions for improving consistency | AISWCD and Districts | ongoing |  |
|  | 1. Give LUCs the responsibility of working toward consistency with their Districts and within the watersheds that are most fully contained by their LUC | AISWCD and LUCs | ongoing |  |
|  | 1. Document and compile all Districts’ policies and program delivery guidelines and have a committee or task force review for inconsistencies | AISWCD | Jan ‘19 |  |
|  | 1. Use the Districts’ resolution process to improve consistency across the state soil and water conservation delivery program | Districts | annually |  |
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