



Kansas Association of Conservation Districts

**FIVE-YEAR STRATEGIC PLAN
2009 – 2013**

and 2009 Operational Plan

TABLE OF CONTENTS

Executive Summary	3
Mission Statement	5
SWOT Analysis	6
Goals and Objectives:	
Goal #1. Be an effective advocate for the protection of Kansas soil, water, air, plants, and animals.	9
Goal #2. Strengthen key partnerships among entities committed to wise and efficient conservation practices.	10
Goal #3. Facilitate conservation education and information.	11
Goal #4. Ensure strong, efficient association leadership.	12
2009 Operational Plan	13
2009 Action Steps by Month	23
Strategic Planning Timeline	28

EXECUTIVE SUMMARY

Out of one of the darkest periods in history – when severe drought caused huge clouds of dust to roll across the Great Plains – a commitment to soil conservation was born. In February 1937, President Franklin D. Roosevelt wrote a letter to state governors urging them to set up soil conservation districts to work with the Soil Conservation Service, which had just been established as part of the U.S. Department of Agriculture. A month later, the Kansas Legislature passed legislation establishing conservation districts in Kansas.

The Kansas Association of Conservation Districts (KACD) was formed in 1944, two years before the establishment of the National Association of Conservation Districts (NACD). KACD is voluntary, nonprofit, and nongovernmental; its members are the conservation districts established in the state’s 105 counties. The KACD Board of Directors is composed of five elected members, each of whom represents one of five geographical areas of the state.

For more than six decades, KACD has helped foster an environment of cooperation and support for Kansas conservation. The organization takes seriously its role of facilitating education and information designed to increase knowledge and participation in wise and efficient conservation practices. To do so more effectively and systematically, KACD undertook the current strategic planning process in order to:

- give focus to vision and priorities;
- provide an opportunity for members to give valuable input;
- allow the organization to adapt more efficiently to a changing environment;
- ensure that all are working toward the same goals; and
- maintain continuity of leadership by creating an ongoing plan of work for the executive director and providing a training tool for new board members, supervisors, and district employees.

The *KACD Five-Year Strategic Plan 2009-2013* is designed to continue the organization’s role of fostering cooperation and support – and to expand access to and availability of vital information. The plan focuses on advocacy, partnerships, education, and leadership to maintain Kansas’s longstanding commitment to conservation and to better adapt to future challenges and trends.

The plan begins with a **SWOT** (strengths, weaknesses, opportunities threats) **Analysis** to provide a clear assessment of the environment in which KACD exists today. From

that analysis and using the organization's **mission statement** as a foundation, a set of goals and objectives has been developed to guide KACD through the next five years.

The plan encompasses **four overarching goals**:

- I. Be an effective advocate for the protection of Kansas soil, water, air, plants, and animals.
- II. Strengthen key partnerships among entities committed to wise and efficient conservation practices.
- III. Facilitate conservation education and information.
- IV. Ensure strong, efficient association leadership.

Under each goal, several **specific objectives** have been identified. These objectives are designed to move KACD toward achievement of the overarching goals and ultimately to fulfill the organization's mission.

An **operational plan** for each year of the strategic plan will outline specific **action steps**, including a **timeline** and **budget**, for each objective. Each annual operational plan includes an **evaluation** to ensure the strategic plan is on target and that planned activities have been accomplished. If adjustments are needed, they will be addressed in a deliberate, systematic way, allowing the organization to remain proactive rather than reactive. However, it is important to remember that the strategic plan is intended as a dynamic tool and a guide, not a rigid set of requirements.

The strategic plan, including annual operational plans and evaluations, is permanently available on the KACD website at www.kacdnet.org.

KACD Mission Statement

To promote the establishment of and give support to programs designed to advance the conservation and orderly development of Kansas land, water, and related resources.

SWOT ANALYSIS

(Strengths, Weaknesses, Opportunities, Threats)

I. INTERNAL STRENGTHS

- Geographic representation statewide
- Local commitment – county commission budget support, community volunteers, local cost-share programs
- Legislative support
- Cooperative lobbying efforts that benefit all counties
- Efficient association management
- Easy access to KACD leadership
- Progressive leadership – executive director open to new ideas
- Strong advocacy through member and executive director relationships with lawmakers
- Membership in National Association of Conservation Districts
- KACD website is effective, user-friendly communication tool
- Grassroots structure contributes to constituent responsiveness
- Effective partnerships with other agencies and groups
- Diversity of supervisor knowledge and experience
- Positive image
- Long and credible history of serving Kansas conservation districts
- Continuing education for conservation districts
- Frequent communication between conservation districts, KACD, and NACD
- Annual convention provides valuable learning and participation opportunities
- Effective committee structure
- Dedicated staff and supervisors

II. INTERNAL WEAKNESSES

- Insufficient communication between managers and supervisors
- Lack of strategic plan
- Supervisor apathy and lack of involvement
- Recruitment of supervisors beneficial to board
- Resistance to change
- Rules and guidance for association expenditures
- Lack of volunteers
- Availability of education opportunities

- Employee representation on committees
- Annual convention offerings
- Proposed resolutions and their implementation
- Education of the public, especially in urban areas
- Disconnect between county board and state levels
- Communication about SCC programs
- Scope of information available on KACD website
- Reduced NRCS attendance at convention
- Board participation
- Lack of board training
- No required supervisors training
- Communication of districts with KACD area representative
- Support systems for new district managers
- Budget constraints
- Lack of uniform structure for district employees (salary, benefits, etc.)
- KACD by-laws need revisions
- Timing of annual convention
- Committee structure of KACD

III. EXTERNAL OPPORTUNITIES

- Strong, experienced voice for local conservation districts
- Credibility with policymakers
- Education of target audiences
- Partnerships with conventional and non-conventional groups and organizations
- Joint efforts with neighboring districts
- District manager training/ employee organization support
- Supervisor education and training
- Board training and increased involvement
- Increased participation in annual convention
- Heightened visibility
- Access to NRCS technical assistance and other programs
- Expanded opportunities for involvement with legislators
- More information on KACD website
- Outreach through education offerings
- Strengthened working relationships with funding sources
- County-wide and statewide tours with partners
- Dedicated revenue stream for conservation

IV. EXTERNAL THREATS

- Reduced funding
- Competition with other agencies for local dollars
- Lack of education and understanding
- Loss of partnerships due to federal mandates
- Consolidation of state-level agencies
- Other agencies' control over districts
- Difficulty of finding active participants to serve as supervisors and volunteers
- Loss of state funds and adverse legislation for conservation programs
- Lack of participation and communication in local programs due to cost-share rates or lack of personal funds
- Communication breakdown with partners and agencies due to personnel changes
- Technical assistance for state and local programs with staff decreases
- Loss of identity
- Possible redistricting
- Lack of adequate focus on education
- Underutilization of technology to share knowledge with public
- Inadequate political interest
- Underutilization of NACD resources
- Diminishing number of farmers, increased urban influences
- Apathy of corporate farms
- Public awareness and understanding of conservation districts' purpose
- Increased regulation of natural resources
- Conflicting goals of partners
- Program elimination
- Economy in general
- Crop support pricing
- Landowner education
- Complexity of programs
- Extremists/special interests
- Reliance on NRCS for technical support
- Media focus on negatives rather than positives
- Lack of educational resource handouts

GOALS AND OBJECTIVES

I. BE AN EFFECTIVE ADVOCATE FOR THE PROTECTION OF KANSAS SOIL, WATER, AIR, PLANTS, AND ANIMALS.

With KACD's member conservation districts located in every one of Kansas's 105 counties, geographic representation is assured statewide. County boards of supervisors governing those conservation districts are comprised of local farmers, ranchers, and others with hands-on experience in effective conservation practices.

With their diverse wealth of knowledge, supervisors provide a critical voice in the protection of Kansas natural resources – individually as well as collectively through the five area directors that make up the KACD Board of Directors. The association's executive director monitors the Kansas Legislature daily throughout the legislative session and maintains effective working relationships with individual lawmakers, particularly those with a strong commitment to the conservation of Kansas natural resources. In addition, board members and the executive director remain active in the National Association of Conservation Districts, staying abreast of federal initiatives and participating in strategies affecting conservation programs nationally.

This advocacy structure means that KACD has important opportunities on the local, state, and federal levels to inform, educate, and learn – and to continue the Kansas tradition of commitment to conservation.

Objectives:

1. Inform and educate local residents and landowners about conservation programs.
2. Educate the state's urban population on conservation issues.
3. Provide lawmakers with information about the role and operations of Kansas conservation districts.
4. Provide detailed updates about legislative issues to conservation districts.
5. Promote KACD as an information and education conduit.
6. Develop training opportunities for supervisors and conservation district staff to effectively speak to the public and policymakers about conservation.

II. STRENGTHEN KEY PARTNERSHIPS AMONG ENTITIES COMMITTED TO WISE AND EFFICIENT CONSERVATION PRACTICES.

Throughout its history, KACD has helped forge key partnerships among federal, state, and local entities all committed to a common goal: wise and efficient conservation practices to protect and preserve the state's natural resources. These partnerships, spanning more than six decades, have been highly effective and mutually beneficial, allowing for shared space, equipment, and knowledge.

Partnerships extend KACD's reach and ability to accomplish its mission of promoting the establishment and support for programs designed to advance conservation. To that end, the association will seek additional collaborations as well as strengthen its existing partnerships.

Objectives:

1. Identify potential partners and unify goals between them and conservation districts.
2. Establish coalitions with other agencies around common issues.
3. Work with local entities to implement educational programs.
4. Encourage participation of conservation districts in local committees and civic organizations.
5. Invite participation of partners, both existing and potential, at KACD annual convention.
6. Inform county commissioners of district conservation efforts and seek cost-share assistance.
7. Strengthen collaboration with NRCS and other entities with regard to management and technology training.
8. Improve communication among partners.

III. FACILITATE CONSERVATION EDUCATION AND INFORMATION.

Education is the very foundation of wise and effective conservation practices in Kansas. KACD plays a key role in ensuring that educational opportunities exist on all levels – for district staff and supervisors, for lawmakers, for youth, for members of the public, for our conservation partners.

Therefore, facilitating conservation education is a primary purpose of KACD’s five-year strategic plan. With a roadmap in place to plan and implement numerous events aimed at education, information gaps are identified and addressed and new trends are explored and discussed.

Objectives:

1. Arrange relevant, informative breakout sessions at KACD annual convention.
2. Provide training for supervisors.
3. Establish conservation booth at meetings of compatible entities.
4. Encourage and support multi-county educational events.
5. Utilize media to disseminate information pertaining to conservation practices.
6. Provide education opportunities for youth through KACD contests and collaboration with school districts.
7. Partner with the Kansas Association for Conservation and Environmental Education (KACEE) and the Kansas Foundation for Agriculture in the Classroom (KFAC) on incorporating conservation education into the Kansas curriculum.
8. Identify sites for placement of brochures and other publications pertaining to conservation practices.
9. Determine roles of committees to avoid duplication of effort.
10. Improve networking and sharing of information to extend education opportunities.

IV. ENSURE STRONG, EFFICIENT ASSOCIATION LEADERSHIP.

In order to increase KACD's effectiveness and efficiency, it is important to create communication avenues and opportunities for information-sharing so that decision-makers are well-prepared and knowledgeable and members are engaged. Budgets must be constructed with current and future considerations in mind, both internal and external, and expenditures designed to support Kansas conservation while simultaneously preserving the organization's ability to remain self-sustaining.

A key component of strong association leadership is training. KACD will expand training opportunities available to supervisors, KACD directors, managers, and others so that Kansas conservationists can speak with a unified voice in advocating for and implementing programs aimed at preservation of the state's natural resources.

Objectives:

1. Review organizational structure to determine effectiveness; propose changes if needed.
2. Analyze committees, including roles and responsibilities of each, and make adjustments as needed.
3. Review and revise the KACD by-laws.
4. Provide program education and advocacy training to supervisors.
5. Plan annual convention with the goal of providing a broad range of education and networking opportunities, thus making it a must-attend event.
6. Maintain current election process at annual meeting.
7. Expand KACD website offerings to increase its use as a vital information resource.
8. Recognize and reward outstanding service to Kansas conservation.

2009 KACD OPERATIONAL PLAN

The operational plan is derived annually from the *KACD Five-Year Strategic Plan 2009-2013* and outlines specific action steps leading to the accomplishment of identified objectives. The operational plan is a useful tool for ensuring that activities are carried out on a timely basis and that they have been included in the current fiscal year budget of the entity or entities responsible for their implementation.

A key feature of the annual operational plan is an evaluation process to determine whether assumptions underpinning the strategic plan are valid and relevant and whether action steps have been completed.

I. BE AN EFFECTIVE ADVOCATE FOR THE PROTECTION OF KANSAS SOIL, WATER, AIR, PLANTS, AND ANIMALS.

Objective 1. Inform and educate local residents and landowners about conservation programs.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
January 2009	Write article(s) for conservation edition of local/regional newspapers.	KACD
Jan - Feb 2009	Capitalize on local awards as media opportunity to raise awareness of conservation programs.	CD's
July 2009	Develop brochure describing role of conservation districts and specific conservation programs; provide to CDs for distribution.	KACD
Ongoing	Initiate one-on-one contact with producers.	CD's
September 2009	Hold a field day for farmers, civic groups, bankers, county commissioners, and other potential partners.	CD's
November 2009	Arrange radio interview of KACD executive director to discuss annual convention and conservation in general.	KACD
March 2010	Create traveling display (one per area) for local library or other public place	Conservation Education & Youth Committee
Ongoing	Advertise in community bulletins and calendars.	CD's

Objective 2. Educate the state's urban population on conservation issues.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
Jan - Feb 2009	Capitalize on local awards as media opportunity to raise awareness of conservation programs.	CD's
July 2009	Develop brochure describing role of conservation districts and specific conservation programs.	KACD
Ongoing	Have display booth on rain gardens and backyard conservation at home shows; pass out seeds.	Natural Resources Programs Committee
September 2009	Hold a field day for farmers, civic groups, bankers, county commissioners, and other potential partners.	CD's
March 2010	Create traveling display (one per area) for local library or other public place with information on composting, recycling, etc.	Conservation Education & Youth Committee

Objective 3. Provide lawmakers with information about the role and operations of Kansas conservation districts.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
Jan - May 2009	Meet with individual legislators to explain position on issues of importance to conservation districts.	Executive Director
Summer 2009	Hold appreciation dinner for local elected officials; explain conservation.	CD's
August 2009	Compile list of supervisors who have established relationship with legislators.	KACD, CD's
Ongoing	Provide talking points to CD's with regard to specific issues; request that supervisors and district managers contact legislators.	KACD
November 2009	Develop PowerPoint presentation with information and tips for CD's to use in contacting and educating lawmakers.	KACD
January 2010	Increase participation of supervisors and district managers at Conservation Day in the Capitol.	CD's
January 2010	Distribute brochure describing role of conservation districts, district law, and specific conservation programs to lawmakers.	Conservation Day attendees

Objective 4. Provide detailed updates about legislative issues to conservation districts.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
Jan - May 2009	Add periodic updates to KACD website throughout legislative session.	Executive Director
Jan - May 2009	Email conservation districts with pertinent information to provide to board supervisors when appropriate; request immediate distribution to supervisors.	Executive Director

Jan – May 2009	CD's inform KACD executive director of pertinent information/suggestions.	CD's
Ongoing	Provide talking points to CD's with regard to specific issues; request that supervisors and district managers contact legislators.	KACD
June 2009	Post "How a Bill Becomes Law" pdf on KACD website.	KACD
June 2009	Post "Legislative Advocacy 101" pdf on KACD website.	KACD

Objective 5. Promote KACD as an information and education conduit.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
Ongoing	Capitalize on opportunities to direct people to the KACD website.	KACD, CD's
Ongoing	Maintain and expand working relationships with policymakers.	KACD
August 2009	Add section to KACD website for teachers to incorporate conservation education into the classroom.	KACD, Conservation Education & Youth Committee
August 2009	Add section to KACD website for individuals to obtain conservation tips.	KACD, Community Committee
October 2009	Identify educational program to be funded with affiliate membership dues.	KACD
November 2009	Write news release about KACD annual convention for distribution to media statewide.	KACD
Ongoing	Provide links to SCC and NRCS programs on KACD website.	KACD
Ongoing	Develop PowerPoint presentation on conservation to be used by CD's as needed.	KACD

Objective 6. Develop training opportunities for supervisors and conservation district staff to effectively speak to the public and policymakers about conservation.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
June 2009	Post "How a Bill Becomes Law" pdf on KACD website.	KACD
June 2009	Post "Legislative Advocacy 101" pdf on KACD website.	KACD
August 2009	Provide training modules for supervisors and conservation district staff at fall area meetings.	KACD/SCC
November 2009	Arrange breakout sessions at the KACD Annual Convention aimed at educating supervisors and district staff.	KACD/SCC

II. STRENGTHEN KEY PARTNERSHIPS AMONG ENTITIES COMMITTED TO WISE AND EFFICIENT CONSERVATION PRACTICES.

Objective 1. Identify potential partners and unify goals between them and conservation districts.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
August 2009	Seek recommendations about potential partners from area directors, supervisors, and district staff; develop list.	KACD
September 2009	Hold a field day for farmers, civic groups, bankers, county commissioners, and other potential partners.	CD's
March 2010	Hold workshop with partners/potential partners to develop unifying goals.	CD's
Ongoing	Feature partners in KACD newsletter.	KACD

Objective 2. Establish coalitions with other agencies around common issues.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
Ongoing	Participate in Kansas Ag Alliance.	KACD
June 2009	Plan KACD/NRCS/SCC fair booth.	KACD
July 2009	Develop list of agencies that have common issues.	KACD

Objective 3. Work with local entities to implement educational programs.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
Ongoing	Explore opportunities to present educational conservation information at local group meetings, including county fair.	CD's
Summer 2009	Sponsor photo contest for local students at county fair; award prizes.	CD's, Conservation Education & Youth Committee

Objective 4. Encourage participation of conservation districts in local committees and civic organizations.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
Ongoing	Seek opportunities to serve on local committees and civic organizations (city and county government, schools, libraries, issue-related groups) to increase opportunities for interaction.	Supervisors
Ongoing	Become member of local chamber of commerce.	CD's

Ongoing	Partner with city and other organizations to hold joint activities.	CD's
Ongoing	Offer scholarship at local high school.	CD's

Objective 5. Invite participation of partners, both existing and potential, at KACD annual convention.

MONTH	ACTION STEP	ENTITY RESPONSIBLE
July 2009	Develop list of existing partners; invite them to attend and have booth at KACD annual convention.	KACD
September 2009	Brainstorm potential partners and invite them to attend KACD annual convention.	KACD Board, CD's

Objective 6. Inform county commissioners of district conservation efforts and seek county funds.

MONTH	ACTION STEP	ENTITY RESPONSIBLE
Annually	Meet with county commission and update them on conservation district efforts; thank them for their support.	CD's
September 2009	Hold a field day for farmers, civic groups, bankers, county commissioners, and other potential partners.	CD's

Objective 7. Strengthen collaboration with NRCS and other entities with regard to management and technology training.

MONTH	ACTION STEP	ENTITY RESPONSIBLE
June 2009	Arrange for NRCS to present pertinent breakout sessions at KACD annual convention.	KACD
Ongoing	Provide toolkit training to district employees, including information on what to present to landowners.	NRCS

Objective 8. Improve communication among partners.

MONTH	ACTION STEP	ENTITY RESPONSIBLE
Ongoing	Increase linkages on KACD website.	KACD
Ongoing	Include partners in information and education programs.	KACD, CD's
Ongoing	Encourage partners' participation in RC & D's.	KACD, CD's

III. FACILITATE CONSERVATION EDUCATION.

Objective 1. Arrange relevant, informative breakout sessions at KACD annual convention.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
May 2009	Confer with CD's, SCC and NRCS about breakout session suggestions.	Executive Director
November 2009	Provide opportunity at annual convention for CD's to share their counties' awards and achievements.	KACD, CD's

Objective 2. Provide training for supervisors.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
Ongoing	Provide training sessions for supervisors and conservation district staff at spring and fall area meetings.	KACD/SCC
Ongoing	Develop PowerPoint presentations designed to train supervisors.	KACD/SCC
Ongoing	Attend neighboring county board meeting.	Supervisors
Ongoing	Have district managers/secretaries provide detailed explanation of conservation programs to supervisors.	District Managers/Secretaries

Objective 3. Establish conservation booth at meetings of compatible entities.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
Ongoing	Identify potential meetings where conservation booths could be established (i.e., 3-I Show, Wichita Farm & Ranch Show, Farm Bureau Annual Meeting, Kansas Livestock Association Annual Meeting, etc.)	CD's
September 2009	Support KACD/SCC/NRCS booth at State Fair in Hutchinson.	CD's
January 2010	Support and attend Conservation Day in the Capitol.	CD's

Objective 4. Encourage and support multi-county educational events.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
Ongoing	Support WRAPS-related activities.	CD's, SCC
Ongoing	Promote and support special events and festivals - i.e., exhibit at Kansas State Fair, field tours, water festivals, Farm Bureau Ag Day, Envirothon, Range Youth Camp, area farm shows, safety days, contractors' meetings (i.e., burn workshops), etc..	CD's

Ongoing	Add multi-county, regional, and state events to calendar on KACD website.	KACD, SCC
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Objective 5. Utilize media to disseminate information pertaining to conservation practices.

MONTH	ACTION STEP	ENTITY RESPONSIBLE
Ongoing	Seek opportunities for news releases that include conservation information and events.	CD's
Ongoing	Develop a district website with conservation information and events.	CD's
Ongoing	Provide updates to partners for inclusion in their newsletters.	KACD
Ongoing	Ask RC&D's to share any information sent to them.	RC&D's
Ongoing	Do periodic reports on conservation on local radio programs.	CD's
Ongoing	Publish and distribute monthly or quarterly district newsletter.	CD's

Objective 6. Provide education opportunities for youth through KACD contests and collaboration with school districts.

MONTH	ACTION STEP	ENTITY RESPONSIBLE
Ongoing	Maintain and expand youth education activities such as poster contest, limerick contest, speech contest, etc.	Conservation Education & Youth Committee
Ongoing	Develop Earth Day activities for youth.	Conservation Education & Youth Committee
Ongoing	Visit each school in the county and give 15-minute presentation on conservation; announce annual poster contest.	CD's
Annually	Recognize contest winners (poster, limerick, and speech) in local newspaper.	CD's

Objective 7. Partner with the Kansas Association for Conservation and Environmental Education (KACEE) and the Kansas Foundation for Agriculture in the Classroom (KFAC) on incorporating conservation education into the Kansas curriculum.

MONTH	ACTION STEP	ENTITY RESPONSIBLE
Ongoing	Correlate KACD youth contests to the core state curriculum standards.	Conservation Education & Youth Committee

Ongoing	Invite teachers to attend KACEE workshops/trainings.	CD's, Conservation Education & Youth Committee
Ongoing	Promote water festivals – team with local businesses.	CD's
Ongoing	Expand O.W.L.S. project.	CD's, Conservation Education & Youth Committee
November 2009	Encourage expansion of the Kansas Foundation for Agriculture in the Classroom (KFAC) and provide scholarship(s) to attend summer classes.	KACD
February 2010	Promote Envirothon.	CD's, Conservation Education and Youth Committee
Ongoing	Volunteer time at activities such as Envirothon, O.W.L.S., Earth Day, 4-H, Scouts, etc.	CD's

Objective 8. Identify sites for placement of brochures and other publications pertaining to conservation practices.

MONTH	ACTION STEP	ENTITY RESPONSIBLE
April 2009	Identify sites for placement of brochures.	KACD, CD's
July 2009	Develop brochure describing role of conservation districts and specific conservation programs; provide to CDs for distribution.	KACD

Objective 9. Determine roles of committees to avoid duplication of effort.

MONTH	ACTION STEP	ENTITY RESPONSIBLE
November 2009	Develop Program of Work for each committee to determine roles, responsibilities, and relevance.	All KACD Committees
November 2009	Present and defend committee budget needs.	All KACD Committees

Objective 10. Improve networking and sharing of information to extend education opportunities.

MONTH	ACTION STEP	ENTITY RESPONSIBLE
Ongoing	Seek opportunities for networking and sharing information with other groups (Farm Bureau, KLA, etc.) to expand education opportunities.	CD's/Relevant Committees
November 2009	Develop list of what counties have to offer with regard to educational tools.	CD's

IV. ENSURE STRONG, EFFICIENT ASSOCIATION LEADERSHIP.

Objective 1. Review organizational structure to determine effectiveness; propose changes if needed.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
November 2008	Review committees to determine if any should be combined or eliminated.	KACD
Ongoing	Ensure that KACD website outlines all aspects of the organization's structure.	KACD

Objective 2. Analyze committees, including roles and responsibilities of each, and make adjustments as needed.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
November 2009	Identify roles and responsibilities of each KACD committee; establish web page for each committee on KACD website.	KACD, Committees
November 2009	Send out survey form for committee membership.	KACD
Ongoing	Provide training for committee members to increase committee productivity.	Committee Chairs
Ongoing	Promote more supervisor participation on committees.	KACD
November 2009	Develop individual committee's annual goals at meeting during KACD annual convention.	All Committees
November 2009	Increase role of Community Committee to provide outreach and raise level of awareness of conservation; brainstorm ideas at meeting during KACD annual convention.	Community Committee
Annually	Conduct internal review of each committee to determine effectiveness and achievement of goals.	KACD

Objective 3. Review and revise the KACD by-laws.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
By August 2009	Review and make recommendations for revisions to KACD by-laws.	Board-Appointed Task Force

Objective 4. Provide program education and advocacy training to supervisors.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
June 2009	Arrange breakout sessions aimed at program education and advocacy for the benefit of supervisors.	Executive Director
August 2009	Structure KACD fall area meetings to include supervisor training.	KACD, SCC

Objective 5. Plan annual convention with the goal of providing a broad range of education and networking opportunities, thus making it a must-attend event.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
January 2009	Explore new locations/dates for annual convention.	KACD
June 2009	Plan breakout sessions, invite keynote speakers, and increase vendor participation in an effort to provide valuable education and networking opportunities.	KACD
June 2009	Explore more spouse activities/breakouts at annual convention.	KACD

Objective 6. Maintain current election process at annual meeting.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
November 2009	Hold elections for KACD directors and SCC commissioners at annual convention.	KACD
November 2009	Develop and print bios for all nominees and have nominees explain why they would like to be elected to serve.	KACD

Objective 7. Expand KACD website offerings to increase its use as a vital information resource.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
Ongoing	Seek opportunities to post information of interest to conservation districts and other conservationists on KACD website.	Executive Director

Objective 8. Recognize and reward outstanding service to Kansas conservation.		
MONTH	ACTION STEP	ENTITY RESPONSIBLE
September 2009	Provide nominations to appropriate area director for Outstanding Supervisor of the Year award.	CD's
September 2009	Makes suggestions to executive director for additional awards/recognitions.	CD's

2009 ACTION STEPS BY MONTH

Month	Action Step	Entity Responsible
January	Write article(s) for conservation edition of local/regional newspapers.	KACD
	Capitalize on local awards as media opportunity to raise awareness of conservation programs.	CD's
	Meet with individual legislators to explain position on issues of importance to conservation districts (through May).	Executive Director
	Add periodic updates to KACD website throughout legislative session.	Executive Director
	Email conservation districts with pertinent information to provide to board supervisors when appropriate; request immediate distribution to supervisors (through May).	Executive Director
	CD's inform KACD executive director of pertinent information/suggestions.	CD's
	Explore new locations/dates for annual convention.	KACD
February	Capitalize on local awards as media opportunity to raise awareness of conservation programs.	CD's
April	Identify sites for placement of brochures.	KACD, CD's
May	Confer with CD's, SCC and NRCS about breakout session suggestions.	Executive Director
Summer	Hold appreciation dinner for local elected officials; explain conservation.	CD's
	Sponsor photo contest for local students at county fair; award prizes.	CD's, Conservation Education & Youth Committee
June	Arrange breakout sessions aimed at program education and advocacy for the benefit of supervisors.	Executive Director
	Plan breakout sessions, invite keynote speakers, and increase vendor participation in an effort to provide valuable education and networking opportunities.	KACD
	Explore more spouse activities/breakouts at annual convention.	KACD
	Post "How a Bill Becomes Law" pdf on KACD website.	KACD
	Post "Legislative Advocacy 101" pdf on KACD website.	KACD
	Arrange for NRCS to present pertinent breakout sessions at KACD annual convention.	KACD
	Plan KACD/NRCS/SCC fair booth.	KACD
July	Develop brochure describing role of conservation districts and specific conservation programs; provide to CDs for distribution.	KACD
	Develop list of existing partners; invite them to attend and have booth at KACD annual convention.	KACD
	Develop list of agencies that have common issues.	KACD
August	Seek recommendations about potential partners from area directors, supervisors, and district staff; develop list.	KACD
	Add section to KACD website for teachers to incorporate conservation education into the classroom.	KACD, Conservation Education & Youth Committee

	Add section to KACD website for individuals to obtain conservation tips.	KACD, Community Committee
	Compile list of supervisors who have established relationship with legislators.	KACD, CD's
	Review and make recommendations for revisions to KACD by-laws.	Board-Appointed Task Force
	Provide training modules for supervisors and conservation district staff at fall area meetings.	KACD/SCC
	Structure KACD fall area meetings to include supervisor training.	KACD, SCC
September	Hold a field day for farmers, civic groups, bankers, county commissioners, and other potential partners.	CD's
	Brainstorm potential partners and invite them to attend KACD annual convention.	KACD Board, CD's
	Support KACD/SCC/NRCS booth at State Fair in Hutchinson.	CD's
	Provide nominations to appropriate area director for Outstanding Supervisor of the Year award.	CD's
	Makes suggestions to executive director for additional awards/recognitions.	CD's
October	Identify educational program to be funded with affiliate membership dues.	KACD
November	Arrange radio interview of KACD executive director to discuss annual convention and conservation in general.	KACD
	Develop PowerPoint presentation with information and tips for CD's to use in contacting and educating lawmakers.	KACD
	Write news release about KACD annual convention for distribution to media statewide.	KACD
	Arrange breakout sessions at the KACD Annual Convention aimed at educating supervisors and district staff.	KACD/SCC
	Provide opportunity at annual convention for CD's to share their counties' awards and achievements.	KACD, CD's
	Encourage expansion of the Kansas Foundation for Agriculture in the Classroom (KFAC) and provide scholarship(s) to attend summer classes.	KACD
	Identify roles and responsibilities of each KACD committee; establish web page for each committee on KACD website.	KACD, Committees
	Send out survey form for committee membership.	KACD
	Develop Program of Work for each committee to determine roles, responsibilities, and relevance.	All KACD Committees
	Increase role of Community Committee to provide outreach and raise level of awareness of conservation; brainstorm ideas at meeting during KACD annual convention.	Community Committee
	Present and defend committee budget needs.	All KACD Committees
	Develop list of what counties have to offer with regard to educational tools.	CD's
	Develop individual committees' annual goals at meeting during KACD annual convention.	All Committees
Hold elections for KACD directors and SCC commissioners at annual convention.	KACD	

	Develop and print bios for all nominees and have nominees explain why they would like to be elected to serve.	KACD
Ongoing	Provide training sessions for supervisors and conservation district staff at spring and fall area meetings.	KACD/SCC
	Initiate one-on-one contact with producers.	CD's
	Advertise in community bulletins and calendars.	CD's
	Have display booth on rain gardens and backyard conservation at home shows; pass out seeds.	Natural Resources Programs Committee
	Provide talking points to CD's with regard to specific issues; request that supervisors and district managers contact legislators.	KACD
	Capitalize on opportunities to direct people to the KACD website.	KACD, CD's
	Maintain and expand working relationships with policymakers.	KACD
	Provide links to SCC and NRCS programs on KACD website.	KACD
	Develop PowerPoint presentation on conservation to be used by CD's as needed.	KACD
	Feature partners in KACD newsletter.	KACD
	Participate in Kansas Ag Alliance.	KACD
	Explore opportunities to present educational conservation information at local group meetings, including county fair.	CD's
	Seek opportunities to serve on local committees and civic organizations (city and county government, schools, libraries, issue-related groups) to increase opportunities for interaction.	Supervisors
	Become member of local chamber of commerce.	CD's
	Partner with city and other organizations to hold joint activities.	CD's
	Offer scholarship at local high school.	CD's
	Provide toolkit training to district employees, including information on what to present to landowners.	NRCS
	Increase linkages on KACD website.	KACD
	Include partners in information and education programs.	KACD, CD's
	Encourage partners' participation in RC & D's.	KACD, CD's
	Develop PowerPoint presentations designed to train supervisors.	KACD/SCC
	Attend neighboring county board meeting.	Supervisors
	Have district managers/secretaries provide detailed explanation of conservation programs to supervisors.	District Managers/Secretaries
	Identify potential meetings where conservation booths could be established (i.e., 3-I Show, Wichita Farm & Ranch Show, Farm Bureau Annual Meeting, Kansas Livestock Association Annual Meeting, etc.)	CD's
	Support WRAPS-related activities.	CD's, SCC
	Promote and support special events and festivals - i.e., exhibit at Kansas State Fair, field tours, water festivals, Farm Bureau Ag Day, Envirothon, Range Youth Camp, area farm shows, safety days, contractors' meetings (i.e., burn workshops), etc..	CD's

Ongoing	Add multi-county, regional, and state events to calendar on KACD website.	KACD, SCC
	Seek opportunities for news releases that include conservation information and events.	CD's
	Develop a district website with conservation information and events.	CD's
	Provide updates to partners for inclusion in their newsletters.	KACD
	Ask RC&D's to share any information sent to them.	RC&D's
	Do periodic reports on conservation on local radio programs.	CD's
	Publish and distribute monthly or quarterly district newsletter.	CD's
	Maintain and expand youth education activities such as poster contest, limerick contest, speech contest, etc.	Conservation Education & Youth Committee
	Develop Earth Day activities for youth.	Conservation Education & Youth Committee
	Visit each school in the county and give 15-minute presentation on conservation; announce annual poster contest.	CD's
	Correlate KACD youth contests to the core state curriculum standards.	Conservation Education & Youth Committee
	Invite teachers to attend KACEE workshops/trainings.	CD's, Conservation Education & Youth Committee
	Promote water festivals - team with local businesses.	CD's
	Expand O.W.L.S. project.	CD's, Conservation Education & Youth Committee
	Volunteer time at activities such as Envirothon, O.W.L.S., Earth Day, 4-H, Scouts, etc.	CD's
	Seek opportunities for networking and sharing information with other groups (Farm Bureau, KLA, etc.) to expand education opportunities.	CD's/Relevant Committees
	Ensure that KACD website outlines all aspects of the organization's structure.	KACD
	Provide training for committee members to increase committee productivity.	Committee Chairs
Promote more supervisor participation on committees.	KACD	
Seek opportunities to post information of interest to conservation districts and other conservationists on KACD website.	Executive Director	
Annually	Meet with county commission and update them on conservation district efforts; thank them for their support.	CD's
	Recognize contest winners (poster, limerick, and speech) in local newspaper.	CD's
	Provide news releases to conservation districts highlighting an aspect of conservation.	KACD
	Conduct internal review of each committee to determine effectiveness and achievement of goals.	KACD

TIMELINE FOR STRATEGIC PLANNING PROCESS

- Initial input at 2008 Fall Area Meetings
- Plan draft developed
- Plan draft discussed at KACD Board Meeting in September 2008
- Plan revised according to board discussion
- Revised plan draft circulated to conservation districts via email in October 2008; opportunity for input
- Revised plan draft discussed at annual convention in November; additional opportunity for input
- Revised plan draft discussed by board at January 2009 meeting
- Revised plan draft circulated to conservation districts via email in February 2009; additional opportunity for input
- Additional input at SCC Spring Workshops
- Final KACD Five-Year Strategic Plan 2009-2013 adopted by Board of Directors in May 2009 and posted on KACD website

Adopted by the KACD Board of Directors on May 13, 2009

Gene Albers, President
Kingman County (Area III)

Ronald Brown, Vice President
Bourbon County (Area V)

Bevin Law, Secretary-Treasurer
Clay County (Area IV)

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