

# 2022 Operational Plan: Q1 Update [3/10/2022]



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## 1. BOARD AND GOVERNANCE

**GOAL:** In three-years, MACD will have an active, revitalized board of directors with infrastructure and systems in place to meet government required fiduciary responsibilities.

<i>Operational Objectives / Actions</i>	<i>Who</i>	<i>Status Report</i>
Review and approve MACD’s vision, mission, and values.	Board (+Becca)	Completed at 2021 Convention and approved in Jan. 2022
Develop and use an annual board governance calendar.	Becca	Draft version available, in progress
Develop a committee structure, based on nonprofit best-practices (Executive, Finance, Governance/Board Development) to help the board meet its legal and fiduciary responsibilities.	Board task force, Becca, Terry	A revised committee structure and resolution formats have been created and will be presented to the MACD Board on 3/14.
Create advisory councils to increase member engagement. Ex Consideration of EO Advisory Council.	Board approval (+Becca, Terry)	Not yet started
Develop board onboarding process that includes a “job description” and board orientation	Becca + Board workgroup	Not yet started
Develop an executive director goal-based annual evaluation system	Executive Committee (+Terry)	Not yet started
Review Operation Outreach Policy and determine renewed/refined process for Board engagement of districts	Board, Becca (+Terry)	Planned for Spring Board
Create policy directing district engagement	Board	Not yet started

## **2. ORGANIZATIONAL INFRASTRUCTURE**

**GOAL:** In three years, MACD will have strengthened our operational structure by creating written policies and procedures to provide consistency in board, staff, and organizational operations.

<b><i>Objectives / Actions</i></b>	<b><i>Who</i></b>	<b><i>Status Report</i></b>
Update QuickBooks	Melissa (and contractor)	Completed - two accounts combined and update
Have special meetings regarding committee structure and resolution process. Outline new plan for effectiveness and internal operations.	Board task force, Becca, Terry (with input from all staff)	Four meetings in 2022
Find current manuals and policies and outline what is in place and what policies are still needed	Staff	Not yet started
Start a Google Drive based policy folder for organization and easy access	Staff	Not yet started

## **3. FINANCIAL MANAGEMENT**

**GOAL:** In three-years, MACD will have implemented financial structures and oversight to strengthen our financial recordkeeping, budgeting, transparency, and management reporting systems.

<b><i>Objectives / Actions</i></b>	<b><i>Who</i></b>	<b><i>Status Report</i></b>
Develop an active Finance Committee, populating it with at least three board members	Board, Terry, Becca	Will follow approval of a revised committee structure by the MACD Board and any associated bylaws changes
Board approve policy for regular financial oversight by committee, outlining specific documents and frequency for review	Board, Terry, Staff	Not yet started
Develop and board approve financial policies (including fundraising and fiscal sponsorship policies). Include policy on budget preparation and timeline.	Board, Terry, Staff	Not yet started

Outline an annual financial calendar	Becca	Draft version available as part of annual governance calendar
Review grant management systems. Document processes.	Melissa, Steph	Not yet started
Review Fiscal sponsorship and MOU with Bridger Plant Materials Center	Steph	Steph has been working on this over the past year. Now that the final details of the merger have gone through, this will be a next step. Funds were allocated in the 2022 budget for legal assistance on this, as needed.

### **3. GRANTS, PROGRAMMING & TECHNICAL SERVICES**

**GOAL:** In three-years, MACD will have strengthened and expanded our value and support to conservation districts through grant-making, programming, and operational administrative and technical support.

<b>Grant-making.</b> We do this to streamline funding for conservation districts by providing easy access to state, federal and other monies..		
<b><i>Objectives/Actions</i></b>	<b><i>Who</i></b>	<b><i>Status Report</i></b>
Meeting with programs committee and partners to discuss/determine a name for all funding that MACD receives and distributes (Soil and Water Fund, Conservation District Fund, etc)	Steph	Not yet started
Finance Committee (with help of Programs Committee) create fund acceptance policy for approval by the board	Becca (lead) with other staff	Not yet started
Maintain communications with NRCS agreement	Melissa	In progress
Develop and apply for NRCS RFP	Melissa	In progress
Direct Program Committee to begin investigating other revenue sources for conservation district benefit.	Program Committee, Steph	Not yet started - will follow board decisions on committee structure

**Programming.** We do this to support conservation districts and partners in implementing conservation strategies and programs in their areas.  
*Key strategies for accomplishing this goal include:*

<b>Objectives/Actions</b>	<b>Who</b>	<b>Status Report</b>
Work with EO to determine roles, responsibility, and mutual support as they become a 501(c)3	Becca (and Terry)	Meeting held on January 26th - EO primarily focused on training and onboarding for employees. MACD will support as needed. An email from all three organizations will be sent to all new employees. Becca has provided MACD's contribution for this info packet.
Work with DNRC through their strategic planning process to determine overlap and distinction	Becca (and Terry)	Discussions in progress. Formal meeting planned to follow DNRC strategic planning retreat
Develop a summary of MACD impact through programs, services, advocacy (Annual Report)	All staff	Annual report
Solicit district and partner feedback, host discussion forums, and make final determination on feasibility of Soil Corps program	Shay	District and partner surveys complete. Discussion forums were completed in-person and via zoom in January and February. Partner Advisory Committee in place. Shay has drafted a final report. Further discussion with MCC and other partners needs to take place.
Identify any upcoming program opportunities or district funding related to soil health and/or infrastructure funding	Programs Committee, staff	In progress. This will largely be determined by the outcome of the Soil Health Outreach efforts as well as incoming funds through the infrastructure bill. In March MACD will consider kicking off an infrastructure work group.
Define purpose and scope of the Programs Committee within changing committee structure	Steph, Becca, Board, Terry	This was discussed some during the planning. Some of this will be addressed when changes to committee structure are presented to the board. Further discussion will likely be needed about the potential of a 'Program Development Workgroup' or other body.
Review current programs, services, and partnerships to determine real and perceived value by CDs.	Programs Committee, Staff	Not yet assigned. This should take place following any restructuring.

**Operational Administration and Technical Support.** We do this to assist conservation districts in expanding and leveraging their ability to do their work effectively and efficiently.

<b>Objectives/Actions</b>	<b>Who</b>	<b>Status Report</b>
Review cooperative resources available to districts and what gaps/needs still exist (and if MACD can help fill them)	With Partners (DNRC, NRCS, EO, etc)	Eric, Becca, and Chris met about creating an online 'Resource Hub'. Eric is creating a spreadsheet to begin gathering resources that can be organized for this webpage. A formal discussion amongst partners is needed.
Identify one or two key areas/services that can be provided to CDs	Staff	Not yet started

#### **4. EDUCATION AND TRAINING**

**GOAL:** In three-years, MACD will have developed educational opportunities for conservation districts that provide for professional growth, increased competencies, and effectiveness.

<b>Objectives/Actions</b>	<b>Who</b>	<b>Status Report</b>
Consider currently available peer-to-peer learning (Roundtables, etc) and opportunities for expansion or improvement (online discussion forum, supervisor peer-to-peer, centralized resource library, etc).	Becca, Eric, Partners	Eric created an online discussion forum on the new MACD members page. (Repeat from above) Eric, Becca, and Chris met about creating an online 'Resource Hub'. Eric is creating a spreadsheet to begin gathering resources that can be organized for this webpage.
Work with DNRC, EO, and NRCS on a training calendar for 2022	Becca or Steph	-Steph Criswell looped Becca in on efforts with EO re: onboarding -Becca is working with Shannon Stober on virtual leadership training (5 part series)
Add all trainings to the online District Calendar	Eric	-Eric created an online training calendar for districts on the MACD website -Further revision and updates are needed

## 5. ADVOCACY

**GOAL:** In three years, MACD will have created relationships, systems, and partnerships, to effectively influence conservation efforts through education and advocacy of policy makers, conservation districts, and the public.

<i>Objectives /Actions</i>	<i>Who</i>	<i>Status Report</i>
Restart LAHC meetings at the beginning of 2022 and set standing meeting times leading up to 2023 session	Becca	Meetings in January and March. Next meeting in the first week of April.
Develop a policy process (prioritization etc) to recommend to the board	Legislative Committee	This will follow foundational changes to the resolution process that will be first considered by the MACD Board on 3/14. The Resolution and Committee Workgroup has already come up with some recommendations
LAHC invites and policy updates will go out to admin and supervisor listservs regularly, as well as in DD and TMC.	Eric, Becca	Ongoing.
Restart use of policy blog	Becca, Eric	The MACD Policy Blog was restarted at the end of 2021 and is regularly posted on. It is a good place for districts to get a clear idea of what is happening with advocacy and policy at MACD.
Develop legislative strategy for 2023 session through work with the LAHC and discussion with legislators and key partners	Becca	In progress. A draft strategy was presented at the last legislative committee and will be presented again to include committee revisions/suggestions.

## 6. COMMUNICATIONS

**GOAL:** In three-years, MACD will have developed communication strategies and structures that support transparency, strong relationships, and engagement with conservation districts, partners, and the public.

<i>Objectives/Actions -</i>	<i>Who</i>	<i>Status Report</i>
Work with DNRC on the communications structure and support to CDs - strategize and identify needs and potential changes to communications specialist focus	Eric, Steph, Becca, DNRC	Ongoing. Several meetings held with DNRC and a new Scope of Work under development for contract renewal.

Develop a one-page summary of MACD Impact for districts, partners, etc.	Eric with support from all staff	Not yet started
Begin development of a statewide public campaign for CDs	Eric, CDOWG, ++	This task has been taken over by DNRC, who will provide funding for a marketing firm to develop a formal, statewide campaign (woo!)

## 7. FUNDING

**GOAL:** In three-years, MACD will have improved current funding streams and developed new sources of revenue through expanded grant opportunities, corporate and private support, and increased capacity of local conservation districts to raise money.

<b>Objectives/Actions</b>	<b>Who</b>	<b>Status Report</b>
Add a donation button to the website	Eric	Not yet started
Review available donor management systems	Becca and Terry	Not yet started
Assist board in raising at least \$5k in sponsorships for Spring Board Meeting	Staff	Needs to be discussed again at 3/14 Board Meeting
Create fundraising plan with marketing materials ( <i>Partially dependent on WMG</i> ) ( <i>Task forces are better than standing committee</i> )	Staff, Terry	Not yet started

## 8. MACD STAFFING

**GOAL:** In three-years, MACD will have maintained a positive and supportive work environment in the MACD office through the creation of job descriptions, infrastructure, and sufficient qualified, trained, and competitively compensated staff to administer programs and manage the organization.

<i>Objectives/Actions</i>	<i>Who</i>	<i>Status Report</i>
Update Job descriptions, include consideration of what titles are appropriate and any necessary reorganization	Executive Committee, Becca	All staff have compiled job descriptions for their positions. This needs discussion within the Exec. Committee.
Hire part-time admin asst	Melissa	Job posted. No hiring yet. This has been put on hold to make sure the contract for Eric's positions goes through, as there may be a short funding gap that will be covered by some of these funds.
Develop a staff annual evaluation process	Becca and Terry	Not yet started
Acquire funds for staff training	All Staff (Becca Lead)	In 2022, this will be pursued through application to the Dept. of Commerce for ARPA training funds
Review and update employee manual	Becca, Melissa, Executive Committee	Not yet started