



Taking Advantage of Covid Downtime



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CPU Strategic Plan

Strategic Plan: road map representing the relationships between:

- Resources
- Activities
- Outputs
- Outcomes
- Impact

Our guide for the next 5 years,
working with Conservation Districts.

It's Awesome.



Strategic Plan – Process

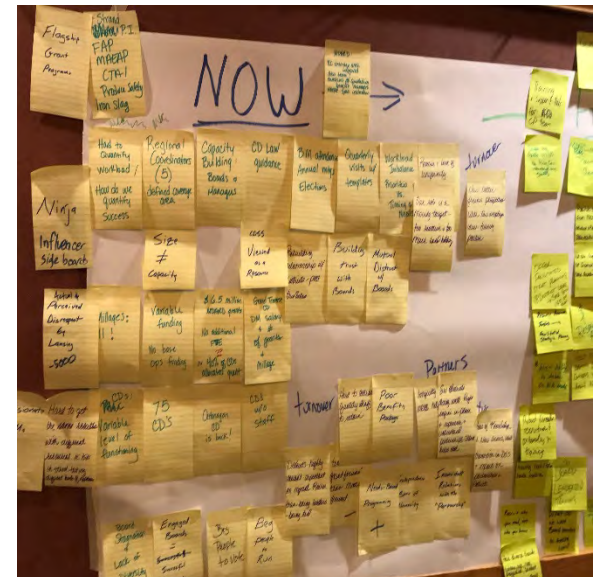
Why?

How we got this Awesome product:

- Team Building - May 28-29, 2019
- Working the Plan, Planning the Work - December 19, 2019
- COVID-19 shutdown – time to build the CPU Strategic Plan

What we got:

- Mission, Vision, and Values
- Prioritization of Needs
- Final Product! – it's Awesome



CPU Strategic Plan – Planned Work

Intended Results – Increase the CPU staff's capacity to: Empower Conservation Districts to sustain, protect, and enhance Michigan's natural resources.

Planned Work – to address the intended result:

1. Make the CPU mission a reality by developing the capacity of the CPU staff to fulfill its mission.

Activity Objectives (6) – to be completed to meet or address the planned work:

1. CPU staff learn about the [Appreciative Inquiry Model](#) and shift work practices to an Appreciative Leadership style.
2. Continue being Awesome (just kidding. sort of)

CPU Strategic Plan – Planned Work

Intended Results – Efficient, effective government while meeting the agricultural, environmental, and economic interest of the SOM through service and collaboration.

Planned Work – to address the intended result:

1. Strengthen the MDARD grant programs by increasing ESD staff's internal collaboration while building an understanding of each other's work.

Activity Objectives (4) – to be completed to meet or address the planned work:

1. Build relationships w/ other MDARD grant programs staff & partners.

Operations Manual

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Plannned Work Goal 1:

Make the CPU mission a reality by developing the capacity of the CPU staff to fulfill its mission.



Employee Skill	Competency Experience	Level of Importance	I want to learn more	I'm interested in being a Mentor
Accounting				
Advocacy				
Board development				
Coaching				
Communication				
Conflict resolution				
Decision making				
Empathy				
Employee development				
Empowerment				
Evaluation design				
Facilitating training				
Grant management				
Grant proposal writing				
Human Resources				
Leadership				
Policy writing				
QuickBooks				
Strategic planning				
Teamwork				
Technical writing				
Time management				
Training development				

Planned Work Goal 2:

Strengthen MDARD grant programs by increasing ESD staff's internal collaboration while building an understanding of each other's work.



New Review Process for all Grants



Michigan Conservation District Michigan Agriculture Environmental Assurance Progress Review Fiscal Year 2021

Conservation District: _____

MAEAP Technician: _____

The district manager and Michigan Agriculture Environmental Assurance Program (MAEAP) technician shall be available to meet with the Michigan Department of Agriculture and Rural Development (MDARD) Regional Coordinator, as requested, for program review meetings. This will occur twice yearly with additional meetings at the request of the Conservation District (CD) or if a new manager or technician is hired during the year. The purpose of these meetings is to inform MDARD staff of the program's status and progress. The MAEAP technician or district manager shall bring an updated list of program accomplishments, Employee Development Plan (EDP), and recent board report to these meetings.

Program Review 1		Date:	
1. <u>Employment Requirements:</u> Maintain a full-time staffed MAEAP throughout the year. Special Terms and Conditions: 1-6			
a. Is there a full-time technician dedicated specifically to MAEAP?	Yes	No	
b. If a vacancy were to occur, is the CD manager aware of the procedure to notify MDARD and hire a new employee?	Yes	No	
2. <u>Work Agreement:</u> Develop a position description, conditions of employment, a work agreement, and general personnel policies for the technician. Special Terms and Conditions: 4			
a. Is a position description and a work agreement, with conditions of employment, in place for the technician hired under this grant?	Yes	No	
3. <u>Employee Development Plan:</u> The MAEAP technician is required to create or update an EDP annually which outlines trainings, conferences, or meetings which staff will attend to increase their individual knowledge and skill base for the year. Special Terms and Conditions: 20-22			
a. Has an EDP been created or updated, with input from NRCS, MDARD, and the CD manager, and submitted to MDARD?	Yes	No	
b. Are there any barriers that will prevent the MAEAP technician from completing the items identified in the EDP this year? If so, what are the barriers (List in action plan)?	Yes	No	
c. Will/did the MAEAP technician participate in the MACD fall conference and other trainings as required by MDARD?	Yes	No	



MICHIGAN AGRICULTURE ENVIRONMENTAL ASSURANCE PROGRAM ACTION PLAN

Topic / Action Proposed	Person Responsible	Due Date	Monitoring and Evaluation	Progress / Completion

Planned Goal 3:

Advocate for Conservation Districts by promoting their successes to stakeholders.



Michigan Conservation Partnership



Department of
AGRICULTURE
& Rural Development



Advocacy Tools Video



2020 MACD
Virtual
Summer
Conference

Advocacy Tools:
Building Relationships
with Legislators

Planned Work Goal 4:

Build strong boards by developing Conservation District directors through the creation of recruitment, onboarding, and leadership programs.



Directors Training Matrix

- Conservation Partnership: History and Future of Conservation
- Business Management, Planning, and Implementation
- Board Governance

MACD Conferences FALL SUMMER			
Year 1 - 2021	Year 2 - 2022	Year 3 - 2023	Year 4 - 2024
NRCS partnership management: Co-located vs. non-co-located best practices for engagement The power and importance of the CD/NRCS relationship - no matter where your sit	Michigan Conservation Partnership National Conservation Partnership Program	NRCS partnership management: Co-located vs. non-co-located best practices for engagement Roles & Responsibilities of local, state and national associations & partners	Understanding your partner's programs

**Conservation District
Board Director
Orientation and Training Guide**

Name:
Conservation District:
Start Date:

Resources to be provided by the Regional Coordinator: A copy of or links to, all applicable Laws (CD law, FOIA, OMA and Uniform Budget and Accounting), Conservation District Operations Manual, the Michigan Conservation District Uniform Accounting Procedure Manual, CWA, and MDARD grant agreements.	
Timeline & Tasks	
First month:	
Governance laws	Date
CD Law - Natural Resources & Environmental Protection Act (NREPA) Public Act 451 of 1994 Part 93 <ul style="list-style-type: none"> • Annual Meeting & elections • Board functions & duties • Grant eligibility <ul style="list-style-type: none"> ◦ Resource Assessment every five years ◦ Annual Plan Business Plan ◦ Appropriation Act ◦ Post and adhere to a regular schedule of meetings ◦ Hold annual meetings and elections 	
Freedom of information Act (FOIA) <ul style="list-style-type: none"> • Response times & policies 	
Open Meetings Act (OMA) <ul style="list-style-type: none"> • Scheduling and posting meetings • Closed sessions • Minutes 	
Uniform Budgeting and Accounting Act: <ul style="list-style-type: none"> • Uniform Accounting Manual • Appropriations Act & budgeting • Safeguard district funds Use of public funds • Financial Statements and accounting methods • Internal Controls & GAAS Audit • Financial Responsibilities of the position 	
Ethics	Date
State and Federal Ethics Acts <ul style="list-style-type: none"> • Abuse of position • Confidentiality • Conflict of interest • Nepotism 	
Human Resources	Date
Chain of Command & identify how to find the CD's current policy	
District Managers Role: <ul style="list-style-type: none"> • Develops position descriptions and work agreements for approval • Implement district policies & practices • Create training & staff development plans • Communicate clear roles, expectations & delegation of duties to the staff 	Board Directors Role: <ul style="list-style-type: none"> • Ensure applicable employment laws are followed • Provide guidance in hiring, firing & discipline of employees • Establish clear roles and expectations • Set a baseline for performance expectations
Laws: <ul style="list-style-type: none"> • American's with Disabilities Act • Fair Labor Standard Act • Family Medical Leave Act 	

New Directors Guidebook



MICHIGAN
ASSOCIATION of
CONSERVATION
DISTRICTS

Planned Work Goal 5:

Support Conservation District managers in addressing their district needs, meeting their goals, and building operational capacity.



Redefined the Annual Meeting and Election Process

Michigan Conservation District Annual Meeting and Election Overview

Conservation District (CD) Law specifies that a CD board shall consist of five directors elected during the CD's annual meeting. The annual meeting shall be held at a date determined by the board. The election shall be nonpartisan with directors elected by residents of the CD at large. Below is a summary of the requirements for conducting an annual meeting and election. Additional information can be found in CD Law and in the operations handbook.

At least 90 days prior to the annual meeting/election (recommended):

- District manager reviews board term expirations and vacancies with the current CD board to:
 - Determine a strategy to recruit candidates for the board.
 - Select an annual meeting and election location, date and time.
- District manager prepares a petition which **MUST** include (example can be found in the operations handbook):
 - Date of the election.
 - Length of the term clearly stated.
 - The term of office of each director is 4-years as noted in CD Law.
 - A director shall hold office until 1) a successor has been elected, 2) they resign and the resignation is accepted by the board, or 3) they pass away.
 - Vacancies shall be filled by appointment by the board until the next annual meeting. New directors who are elected to fill vacancies shall serve for the remainder of the vacated term.
 - A certificate of the circulator.

At least 60 days prior to the annual meeting/election (required):

- Candidates submit a petition to the CD signed by five residents of the CD. CD staff should indicate date received and verify signatories are residents of the CD.
- Candidates must:
 1. Be a resident of the CD, as defined in CD Law, and be at least 18 years of age.
 2. Declare which open term they are seeking (if more than one seat is open).
- CD staff submits completed petitions to their Regional Coordinator for review and approval to move forward with the election - *NEW*

At least 45 days prior to the annual meeting/election (required):

- Notice of the annual meeting shall be published in the official newspaper of record for the area in which the CD is located. The notice shall include **ALL** of the following:
 1. The date, time, and location of the annual meeting.
 2. An agenda of items to be considered at the meeting.
 3. A list of all candidates for directors of the CD.
- CD staff submits newspaper notification, showing the date of the publication, to their Regional Coordinator for review and approval to move forward with the election - *NEW*
- Prepare ballots and voter registration and qualification forms. Votes can be submitted in person at the annual meeting or by absentee ballot prior to the election. Absentee ballots **MUST** be available when the annual meeting notice is published.
 1. Ballots must include:
 - Length of the candidate's term.
 - List candidates vying for four-year terms together.
 - Place candidates seeking other term lengths, which have been uncompleted due to appointments by the board, according to the number of years left in those terms.

Conservation District Manager
Orientation and Training Guide

Name:
Conservation District:
Start Date:

First Month:

Date:

Core Governance Laws

**CD Law - Natural Resources & Environmental Protection Act (NREPA)
P. A. 451 of 1994 Part 93**

- Annual Meeting & Elections (Operations Manual Ch. 7 Pg. 29)
- To become a candidate for director, at least **60** days prior to the annual meeting, an individual shall file at the district office a petition signed by 5 residents of the district (a candidate must be a resident of the district).
- The annual meeting shall be held at a date determined by the board.
- Notice of the annual meeting shall be published in the official newspaper of record for the area in which the district is located at least **45** days prior to the annual meeting. This notice shall include:
 - The date, time, and location of the annual meeting
 - An agenda of items to be considered at the meeting, and
 - A list of all candidates for directors of the district.

New Operations Review Process

Four Elements:

- Legal Requirements and Policy Standards
- Board Governance
- Business Management
- Planning and Conservation Delivery



Michigan Conservation District

Board Governance Element

Fiscal Year 2021

Please complete the table below identifying the category (A, B, C) you feel matches your district's practices. Please note selecting B or C infers that you are also meeting the expectations of A. Once completed select a goal(s) to work towards based on your responses. The MDARD Regional Coordinator will discuss this element during the operations review. Additional information is available in the CD Operations Manual. Please note the following are suggested best management practices and are in no way meant to be concrete or exclusive. Each district may find and utilize appropriate practices that suit their needs.

Board Recruitment, Vacancy Filling, and Development				
Board Capacity	A. Baseline Expectations	B. Effective Practices	C. Attributes for High Performance	Response
Succession and Recruitment	Board maintains an up-to-date list of board members, with contact information, date elected/appointed and end of term.	Board has an intentional recruitment strategy including an Associate Director program.	Board recruits' new directors based on skills needed to fulfil the districts mission. When possible, associate directors' transition to board directors.	
Onboarding	New directors are given a packet of introductory materials that includes the MACD Conservation District Director's Handbook, Conservation District Operations Handbook and Conservation District Law.	Board uses the MDARD onboarding checklist to prepare new board members for their role with the district.	Board regularly schedules time in meeting agendas to discuss board performance and ways to be more effective.	
Development	Directors have participated in online training provided by MACD.	At least one director has attended one or more MACD/NACD workshop, and or/MACD Summer Conference or Fall Convention annually.	District budget includes a specific line item for board development, and all directors attend some form of conservation-related training each year.	
Board Performance	Directors complete a self-assessment every two years using the Board Governance Element.	Directors prioritize areas of improvement based on five-year long-range plan.	Board demonstrates a culture of learning, engages in positive appreciation, and takes appropriate action for high performance.	
Board Organization	Board designates a board chair, annually.	Board designates a full suite of director positions (vice-chair, treasurer, secretary, etc.)	Board positions are rotated on a regular basis, with intention, and appropriate preparation for incoming replacement	

Board Governance Element

Board Recruitment, Vacancy Filling, and Development

Board Capacity	A. Baseline Expectations	B. Effective Practices	C. Attributes for High Performance	Response
Succession and Recruitment	Board maintains an up-to-date list of board members, with contact information, date elected/appointed and end of term.	Board has an intentional recruitment strategy including an Associate Director program.	Board recruits' new directors based on skills needed to fulfil the districts mission. When possible, associate directors' transition to board directors.	

Thank you!

Request documents

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