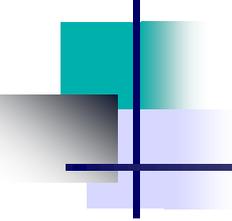


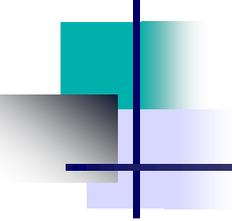
South Dakota Conservation Leadership

Welcome!!!



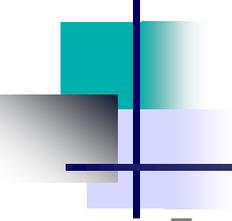
Opening Comments

- Fran Fritz
- Resource Conservation and Forestry
- Denise Gauer



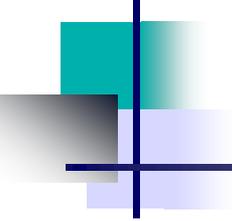
Purpose

- Provide high quality leadership training opportunity for all South Dakota Conservation District Supervisors that leads to more effective district operations, governance, and conservation service and program delivery in each district.



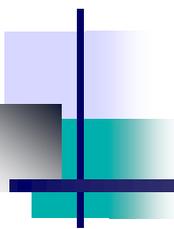
Agenda 2.27.14

- Opening Comments
- Workshop Overview & Purpose
- Soliciting a Broad Base of Representation for Your Board
- Detailed Review of SD Conservation District Law
- Improve Public information and Awareness
- Getting Public Input on Conservation Issues/Concerns
- Compile information & Get Results Back to the Public
- Develop and Implement a 5 Year Strategic Plan and an Annual Plan of Work
- Using Ideas & Tools in Our District
- Adjourn for the Day



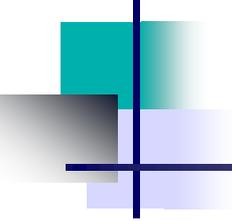
Agenda 2.28.14

- Opening Comments
- Supervisor Candidates Know Their Responsibilities
- It Takes a Full Board to Run a District
- Supervisor Orientation Manual
- Being a Good Conservation Steward and Mentor
- Financial Diversity
- Fiduciary Responsibilities of a Supervisor
- Using Ideas & Tools in Our District
- How Can We Help You Succeed
- Closing Comments & Adjourn



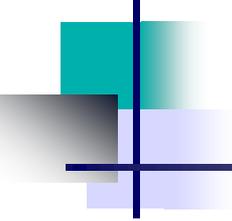
Soliciting a Broad Base of Representation for Your Board

**South Dakota Leadership Training
February 2014**



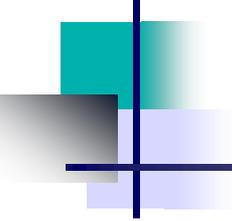
Elements of Effective Recruitment

- Cause
- Need
- Competition
- Recruitment
- Reward
- Examples



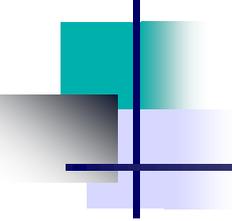
The Cause

- An important question
 - “What would you want to accomplish as a conservation district board member?”
- People are motivated in different ways
 - Political, Economic, Business, Social, Community Service, Accomplishments, Heritage, Other
- Once known – recruitment is matching the personal motivation with opportunities to accomplish



The Cause

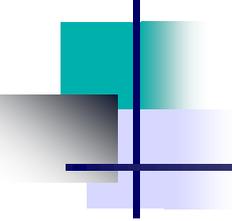
- Potential board members need to know
 - What the district is and does
- The District Prospectus
 - District Function
 - Mission and vision statements
 - Your district's primary goals and objectives
 - Legal authority
 - Major issues
 - Major programs and activities
 - Funding sources
 - Expectations of district board members
 - Benefits of being a district board member



The Need

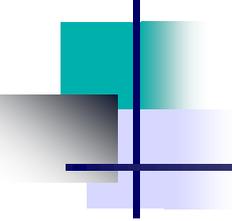
Analyzing the Needs of Your District

- Inventory district programs & activities
- Identify strengths, weaknesses, goals of district
- Identify the current talents of board members
- Recruit for needed talents
- Invite local organizations to recommend candidates with needed talents, experience, knowledge



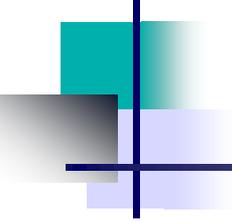
The Competition

- Effective leaders are in high demand
- Competition for talented people's time
 - Family, friends, recreation, hobbies, work, interests, other volunteer activities
- Competition with other organizations for talented people
- Still need to match interests with opportunities – serving as a district board member – district as important as other interests



The Recruitment Process

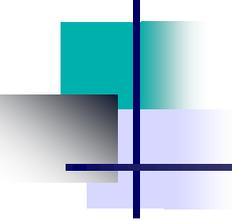
- Identifying Qualities and Qualifications
- Analyzing the Needs of Your District
- Recruitment Prospectus
- Job Description
- Recruitment Considerations
- Maintaining Prospective Board Members
- Recruitment Strategies & Materials



The Recruitment

Identifying Qualities & Qualifications

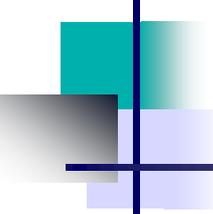
- Recruit nominees with certain qualities & qualifications
- Examples
 - knowledge of conservation
 - management skills
 - leadership abilities
 - fundraising skills
 - progressive, innovative, open minded, likable



The Recruitment

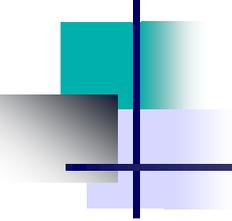
Job Description

- Includes:
 - general function
 - duties & responsibilities
 - term of service
 - qualifications
 - commitment required
 - training requirements
 - function of the conservation district



The Recruitment

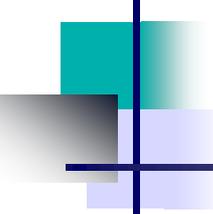
- Phased recruitment
 - test the interests, commitment, and skills of potential members through involvement
- Base evaluations of recruits on:
 - legal & policy considerations
 - mission & program considerations
 - participation & commitment
 - board improvement / district performance



The Reward

Three Things all Board Members Need:

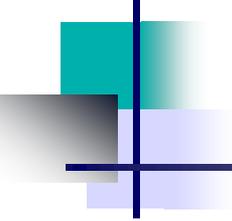
- To know role and responsibilities
- To be kept informed
- To have a meaningful contribution



The Reward

Ideas

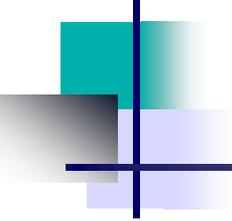
- Full participation in committee(s) and/or task forces
- Responsible for some part of district program
- Match assignments to personal interests
- Instill a feeling of belonging and integral to the district
- Ask for their opinions and input on issues
- Keep informed of programs, activities, issues
- Recognize successful governance



The Reward and Cause

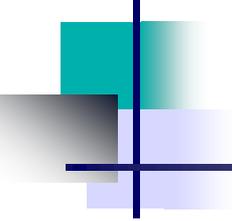
Motivating Factors

- Political
- Pride
- Prestige
- Purpose
- Profit / Economic
- Partners
- Purpose
- Business
- Social
- Community Service
- Accomplishments
- Heritage



The Reward and Cause

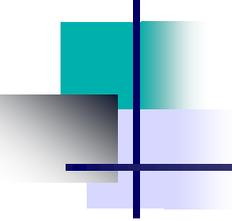
- The important question
 - “What would you want to accomplish as a conservation district board member?”
- Once known – recruitment is matching the personal motivation with opportunities to accomplish



Recruitment Strategies & Materials

Example Strategies

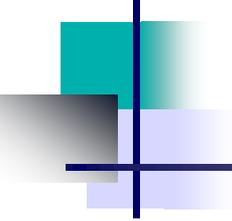
- assemble a board development team
- develop a referral network
- district board members information form
- letter to organizations
- public service announcements
- new releases
- official process for elections or appointments (state specific)



Recruitment Strategies & Materials

Example Strategies

- newspaper advertisements
- district recruitment brochure
- recommendations from staff and others
- recruitment at annual & special meetings
- distributing recruitment prospectus & job description
- personal contacts



Recruitment Strategies & Materials

Orientation (once recruited)

- 3 cards and a question
- District function
- District powers and authorities – state law
- Key partners and programs
- “What do you want to accomplish as a conservation district board member”

REVIEW OF SOUTH DAKOTA STATE CONSERVATION DISTRICT LAW

February 2014

Opening Comments and Objectives for this Session

- ▣ Opening Comments
- ▣ Sections of laws and administrative rules that districts are responsible for.
- ▣ Discussion
- ▣ Summary

Legal Authority 101

- ▣ South Dakota's 69 conservation districts are responsible for local soil and water conservation programs.
- ▣ The South Dakota State Legislature grants certain powers to conservation districts to carryout their responsibilities.
 - These powers are spelled out in South Dakota Codified Law (SDCL) Chapters 38-8 and 38-8A.
 - Administrative Rule Article 12:03 helps further define the legislature's intent for districts. Administrative Rules have the "force and effect of law."

Important Highlights

- ▣ State Law provides that districts are legally defined as governmental subdivisions of the state. [South Dakota Codified Law (SDCL) Chapter 38-8-15 Conservation Districts]
 - Districts are unique from other government agencies in that a conservation district can act as a business.
 - Conservation districts do NOT have the right of eminent domain nor can they generally mandate conservation practices.
 - ▣ Districts can pursue legal action in the event that soil erosion and sediment damage standards are violated.

Laws Versus Ethics

- ▣ Laws and rules are very broad.
- ▣ Laws versus ethics
 - Laws set the parameters of district authority.
 - Ethics are defined as a system of moral principles or conduct expected of a particular group or culture.
 - ▣ Laws are usually clearer than ethics.
 - ▣ Supervisors and conservation districts must operate in a manner that benefits public trust.
 - ▣ Lapses in ethics undermine public trust and will work counter to a district's mission to preserve natural resources.
 - ▣ Some organizations have a defined "Code of Ethics" for their membership to follow.

Legal Resources

- ▣ South Dakota Codified Law:
 - http://legis.sd.gov/Statutes/Codified_Laws/DisplayStatute.aspx?Type=Statute&Statute=38-8
- ▣ South Dakota Administrative Rule:
 - <http://legis.state.sd.us/rules/DisplayRule.aspx?Rule=12:03>
- ▣ Department of Agriculture, Division of Resource Conservation and Forestry
 - Simple questions
- ▣ Local States' Attorney
 - Complex questions or questions involving possible legal action.

Open Discussion

- ▣ What are some of the questions that you have regarding the legal responsibilities of districts?
- ▣ What are some of the ways that you have addressed legal issues in your districts?
- ▣ What are some of the “gray areas” that you have dealt with?

Summary

- ▣ Laws and rules are broad in scope and set the parameters for district responsibility.
- ▣ Laws and ethics are not the same.
- ▣ Resources are available to help district supervisors understand their legal responsibilities.



Improve Public Information & Awareness

“Pumping up your District Image”

PR Power Presentation by Ron
Francis



PR adage:

“90 percent of good public relations is doing the job right; the other 10 percent is telling people about it.”



Definition of Public Relations

- The process by which an organization and its publics adapt mutually to each other.



Guiding Principles for PR

- People support messages that affect them personally. Make it relevant.
- People buy ideas that improve their situation. Ask them to do something.
- People respond to practical, clear ideas. Focus on one idea.
- People form opinions more on events than by words. Hold an event.



Keys to District PR Success

- Your leadership is essential
- Make it part of your annual plan of work
- Focus and do a few things well
- Make it fun



PR Planning Steps

- Conduct a Situation Analysis
- Establish PR Objectives
- Identify Your Audience
- Shape Your Message
- Select Tools to Reach Your Audience
- Establish a Budget
- Conduct an Evaluation



1. Situation Analysis

- Personal Observation
- Survey
- Advisory Group
- Public Relations Audit
 - Pick variety of community opinion leaders and interview for about 30 minutes.
 - Ask non-directive questions about district.



1. Situation Analysis

- Define your Public Relations Challenge



2. Establish PR Objectives

- List specific desired outcomes
 - Improvement oriented
 - Clearly defined
 - Measurable
 - Attainable



3. Identify Your Audience

- List broad audiences that benefit from district work.
- Divide these larger groups into smaller, reachable target audiences.
 - Prioritize them based on your objectives.



4. Shape Your Messages

- Statement should reflect how you want an audience to feel about your district.
- Paint a true, not fabricated, image.
- Identify no more than 3 main messages.
- Keep them short, sweet and easy to repeat.



5. Select Tools to Reach Audience

- Public event
- Exhibit - Web site
- News media outlets:
 - Television
 - Radio
 - Newspaper
 - Other publications



6. Establish a Budget

- Estimate the cost of each element of the activity.
- Make sure funds are available from your operating budget.
- Get the plan and budget approved by the District Board.
- Remember, media work is less costly.



7. Conduct an Evaluation

- Collect all evidence of results.
- Compare results with stated objectives.
- Make notes on how the activity could be improved in the future.



GROUP EXERCISE

- Take 10 minutes to complete your worksheet “*Public Information & Awareness Strategy.*”
 - Select a real activity you are already planning to complete.
 - Or, make up an activity that you think could be possible.
 - Be prepared to share your ideas with the group.



News Values:

- Proximity
- Pocketbook
- Prominent people
- Human interest
- Unusual, new
- Trend
- Importance
- Conflict
- “Hot topic,” currency
- Event-oriented
- Local angle to national story
- Report on findings
- Children
- Compelling visually
- Anniversary story



TIP:

Sometimes it is easier to piggyback onto current news than to elbow room for something new.



Selecting Media Tools

- Vehicles to reach Print Media:
 - Opinion pieces (op ed vs. letter to ed)
 - News release (hard news vs. feature)
 - Media advisory
 - Talking points/fact sheet memo
 - for beat reporters that cover your issue
 - educates media on your issue



Media Tools

- Vehicles to reach Broadcast Media:
 - News release/advisory
 - Radio actuality
 - Video news release
 - Subject memo/segment idea memo
 - for radio & TV talk show producers
 - promotes a newsworthy topic and spokesperson

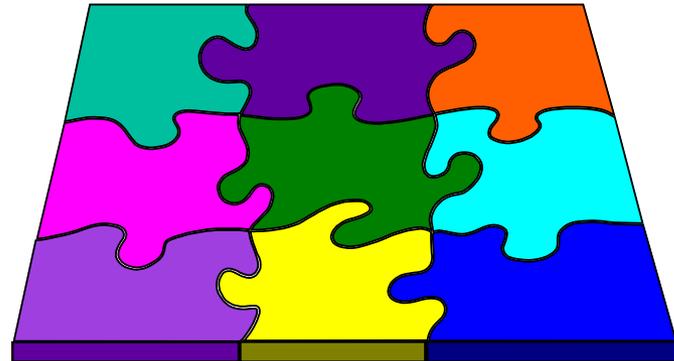


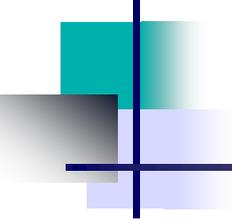
Examples

- Farm Tour
- District Banquet
- Dedication Ceremony
- Information Seminar
- Teacher Workshop

Getting Public Input on Conservation Issues- Concerns

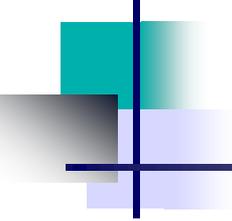
South Dakota Leadership
February 2014





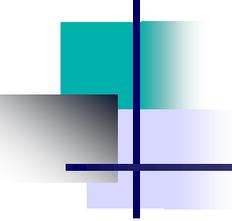
Involving Community in Conservation District's Efforts

- Why should districts involve others?
- Who should districts involve?
- How to involve?



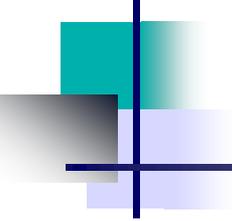
Why Should Districts Involve Others?

- Public entity
- Public authorities & responsibilities
- Residents are constituents
- Individuals want to be involved
- General public demands more accountability



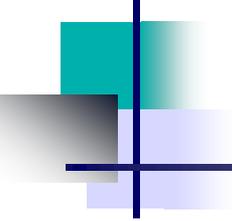
Why Should Districts Involve Others?

- What people know, they value...
- What people value, they support!



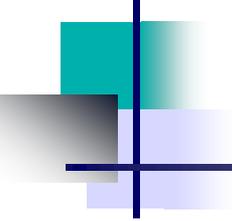
Why Should Districts Involve Others?

- Districts need everyone's
 - Talents
 - Experience
 - Networks
 - Knowledge
 - Passion



Who Should Districts Involve

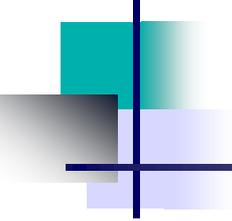
- ag groups
- environmental groups
- community leaders
- industry or corporate leaders
- city government officials
- state and federal government officials
- influencers



Best Examples of Public Input

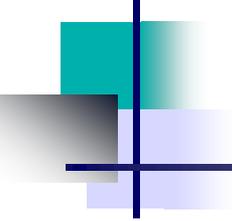
Jot down your individual responses to the questions below

- What is the best example of an effective public input you have seen or been a part of?
- What made it effective?



How to Involve?

- Ask Those Served
- Surveys
- Focus Groups
- Public Meetings
- Workshops
- Other Organizations Meetings

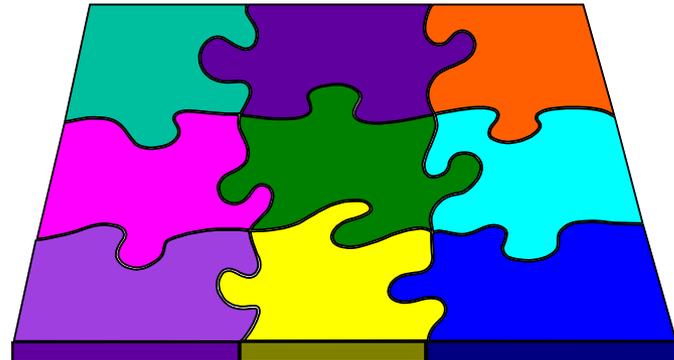


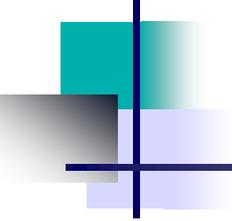
Questions for Input

- Top 3 Natural Resource Conservation Needs *(if the conservation district only has a limited amount of time, money, energy what would be the natural resource conservation need addressed first, then the next, and next)*
- Recommended Project or Program to address Conservation Need
- Most Important Service(s) the district needs to provide
- Most Important Change the District Should Consider

Compile Information & Get Results Back to the Public

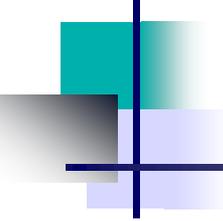
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February 2014





Sources of Natural Resource Data

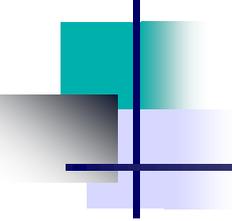
- Local
- State
- Federal
- Non-Governmental Organizations



Local

Sources of Natural Resource Data

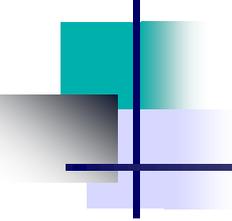
- Personal Conversations & Interviews
- District Board Members Experience
- County
- City
- Organizations



State

Sources of Natural Resource Data

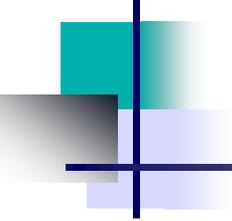
- Natural Resource Agencies
- State Plans
 - Watershed
 - Regional



Federal

Sources of Natural Resource Data

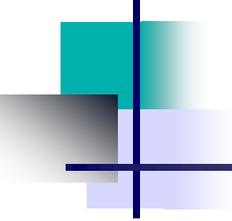
- NRCS
 - Natural Resource Inventory (NRI)
 - State Resource Assessment (several data sets)
- Other Federal Natural Resource Agencies



Non-Government Organizations

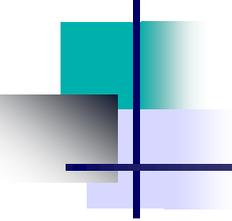
Sources of Natural Resource Data

- **Wildlife Organizations**
- **Fishing Organizations**
- **Farmland Trust Organizations**
- **Agricultural Organizations**
- **Environmental Organizations**



Getting Results Back to the Public

- Share summary of data
 - Website
 - Publication
 - You-tube
 - Other



Getting Results Back to the Public

- Involve the public in a work session (long range planning, watershed, other)
- Host public meeting(s) on natural resource conservation needs
- Coordinated Resource Management Activity
- Invite other data to be presented to the CD board and staff

STRATEGIC PLANNING

February 2014

Opening Comments and Objectives for this Session

- ▣ Opening Comments
- ▣ The Importance of Planning
- ▣ Getting to Know What is Needed
- ▣ Developing a 5 Year Plan
- ▣ Developing an Annual Work Plan
- ▣ Monitoring Progress
- ▣ Discussion
- ▣ Summary

Where to Start

- ▣ Plan your work and work your plan
- ▣ Use the same rules as you would for your own operation:
 - Research new technology and concepts
 - Ensure resources are used efficiently and effectively
 - Monitor the District's health and make adjustments as needed

Resource Concerns

- ▣ Get to know your district's resource concerns
 - Use the “Locally Led” process
 - Use questionnaires to survey landowners/operators
- ▣ Develop strategies to address these natural resource concerns
 - Use the “SMART” system

Five Year Plans

- ▣ Develop a five year Conservation Needs Assessment / Strategic Plan
 - The plan should identify a broad overview of resource concerns
 - The plan should outline program development to address those concerns
 - Plans should be dynamic and reviewed and modified at least annually to address new challenges
 - ▣ Plans should never be treated as a set-it and forget it document

Establishing Annual Work Plans

- ▣ Annual work plans should use a targeted approach to addressing natural resource concerns and program development
 - Address action items for each concern and program
 - Set challenging but achievable goals to accomplish during the year
 - Identify who will do the work and when
 - Identify and establish resources needed to accomplish each action item

Evaluating Progress on a Plan

- ▣ Monitor progress to ensure plan implementation
 - Request updates as needed
 - Identify who will provide the updates
 - Make adjustments as needed

Topics for Group Exercise

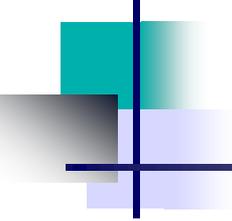
- ▣ Top three resource concerns
- ▣ Top three strategies to address these concerns
- ▣ Top three actions to accomplish during this year

Open Discussion

- ▣ When was the last time your district updated its five year plan?
- ▣ What has changed since your plan?
- ▣ What are some of the challenges you have faced that you have not been able to address in your plans?

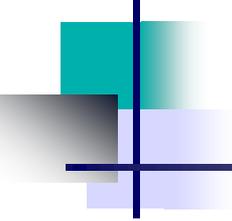
Summary

- ▣ Planning is difficult but critical
- ▣ Use the “SMART” model for developing strategies
- ▣ Even 5 year plans need to be evaluated and modified during the plan implementation
- ▣ Target your strategies to needs identified in the locally led process
- ▣ Monitor plan progress



Using Ideas & Tools in Our District

- Individuals note and voice what ideas and tools from the day's presentations and discussions they plan to use in their conservation districts.
- Focus question: "What I learned today that I will use"



Agenda 2.28.14

- Opening Comments
- Supervisor Candidates Know Their Responsibilities
- It Takes a Full Board to Run a District
- Supervisor Orientation Manual
- Being a Good Conservation Steward and Mentor
- Financial Diversity
- Fiduciary Responsibilities of a Supervisor
- Using Ideas & Tools in Our District
- How Can We Help You Succeed
- Closing Comments & Adjourn

CONSERVATION DISTRICT RESPONSIBILITY

February 2014

Opening Comments and Objectives for this Session

- ▣ Opening Comments
- ▣ Basic conservation district structure
- ▣ Chapters of South Dakota state law that districts deal with regularly
- ▣ You are a role model
- ▣ Discussion
- ▣ Summary

Common Features of All Conservation Districts in South Dakota

- ▣ Conservation districts are a subdivision state government
- ▣ District board composition
- ▣ Districts must be unique to local natural resource needs
 - This makes it extremely difficult to create a one-size-fits all approach which is why state law is flexible



District Supervisor Responsibility

- ▣ State Law provides legal guidance to the scope of responsibilities of the district and its supervisors
 - State laws that the district deal with will regularly include:
 - ▣ SDCL 38-7 (Division of Resource Conservation and Forestry)
 - ▣ SDCL 38-8 (Conservation District Law)
 - ▣ SDCL 38-8A (Soil Erosion and Sediment Damage)
 - ▣ SDCL 1-25 (Open Meeting)
- ▣ Legal boundaries should be viewed as the “outer bounds” of responsibility

You Are a Role Model

- ▣ District supervisors are role models and this is probably the most important hat that you wear
 - People judge others by what they do rather than what they say
 - Actions are louder than words-use them!
- ▣ Engagement keys
 - Early
 - Often
 - Repeat

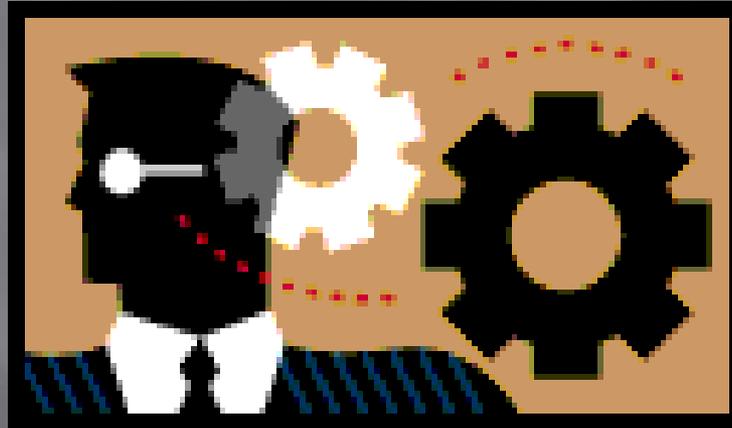
Open Discussion

- ▣ When has someone new attended one of your board meetings?
 - Why were they there?
 - How have you engaged the public outside of your board meetings?



Summary

- ▣ Laws should be treated as the outside bounds to your responsibilities
- ▣ People judge you by actions
 - Use this as a way to positively influence others



***It Takes a Full Board
to Run a District***

**South Dakota Conservation
Leadership Program**

February 2014

Effective Organizations

Goals

**Working
Environment**

Tensions

Procedures

R before I and T

- Relationships before issues and tasks
- Relationship “Bank Account”
 - Deposits
 - Withdrawals
 - Overdrawn?

The “Question”

- **“What do you want to accomplish as a Conservation District Official?”**
- Becomes the basis for building an effective board
- Board becomes successful through a support system
- Individuals accomplish

Board Members Toolkit

from Association Management

- Always show up
- What's your leadership legacy?
- Get an early start on board materials
- Look forward, not back
- Continually review mission, vision, and plan
- Strategic thinking is a special responsibility
- Talk to new members
- Bring in a member – it sets the needed example
- Have your calendar with you
- Understand the plan for crises
- Figure out a filing system
- Board work doesn't take a holiday
- Disagree at the board meeting, but present a united front
- Ask for staff research help early
- Rapid turnover of executives costs time and money

Board Members Toolkit

from Association Management

- Deal with the name game now
- Tune in to leading indicators
- Grow room for members
- Agree on what constitutes success
- Achievement flows from the team at the top
- Resist the temptation to micromanage
- Bottom line: Money really matters
- Be mindful of other people's time as well as your own
- Ask for great volunteers
- Effect a wonderful transition

Your Board Experiences

- The good
- The bad
- The ugly

Mission & Goals

- Purpose of organization is defined
- Who we serve & why
- Goals are developed, agreed to, written, and shared
- Values of the organization discussed and agreed to
- Priorities discussed and agreed to

Organization & Structure

- Type of organization
- Operating rules, procedures, legal
- Structure & requirements
- Committees, task forces
- Accounting
- Meetings

Roles & Responsibilities

- Position description
- Roles
 - Envision a program to meet the natural resource & people needs
 - Hold everyone accountable
- Responsibilities
 - Program, Education, Supervision, Administration
- Working relations between board members & staff
- Prepared for meetings, completing assignments, ethics, responsible

Members Recruitment

- Large pool of candidates
- Candidates recruited on meeting needs
- Recruitment prospectus – goals, qualifications, etc
- Election and appointment
- Associate board members

Development & Training

- Orientation early and over a period of time
- Mentoring
- Board member training needs
- Ongoing training and education

Board Member – Staff Partnership

- Leadership partnership
- Defined differences between policy making and program management
- Constructive interactions promoted
- Regular review of member – staff relationship – role definition
- A board member for personnel to contact?

Meetings

- Defined schedule, agenda structure
- Balance participation & discussion with need to make decisions
- Strategic instead of reports review
- High order & policy relevant issues – not micromanagement
- Agendas, reports, background documents distributed in a timely matter
- Location & physical arrangements conducive to good board work
- Facilitation and useful tools & equipment
- Feedback & evaluation

Internal Communication

- Members identify specific information, desired format, deadlines
- Timely, accurate & useful information proved to all members
- Variety of approaches employed
- Identify preferred communication media
 - email, fax, voice, regular mail

External Communication

- Identified target audiences to maintain communications with
- Appropriate information in professional form in a timely fashion'
- Members take active role in developing networks
- Communication planning – message, action desired, media, evaluation
- Policy on who speaks for the board, review and approval of presentations

Policy Development & Planning

- Board's policy setting and planning procedures
- Strategic & Business planning – longer term compass setting
- Short term – annual plans with tasks, timelines, responsibilities & resources identified
- Active monitoring of plans
- Policies developed and adhered to reflecting priorities, values, and desired end states

Accountability & Evaluation

- Board reviews and evaluates their organization & accomplishments
- Evaluation criteria for staff executive
- Evaluation of programs – questions and use of feedback information
- Use evaluation to revise priorities, plans, decisions

Long-Range Board Development

- Needs of the board are identified
- Time set aside periodically to review the board's;
 - goals
 - structure
 - teaming
 - operations
 - issues
 - problems
 - outcomes from program
- Plan developed & identify and secure resources for long-range board development

Most Important 2 Letter Words for Board Development

**“IF IT IS TO BE,
IT IS UP TO ME”**

BEING A GOOD CONSERVATION STEWARD AND MENTOR

February 2014

Opening Comments and Objectives for this Session

- ▣ Opening Comments
- ▣ Lead by example
- ▣ Encouragement of others
- ▣ Speak-out for conservation
- ▣ Working with your neighboring districts
- ▣ Mentorship
- ▣ Discussion
- ▣ Summary

Leadership

- ▣ Lead by example
 - Operate/manage your farm or ranch sustainably
 - Have a current 'whole farm or ranch conservation plan'
 - Be a showcase for others to see the benefits of conservation practices
- ▣ This is the model that districts were envisioned by Dr. Bennett.

Implementation of Conservation Practices

- ▣ Encourage others to implement conservation practices. Possible forms of encouragement include:
 - Showing off practices on your land or another's land
 - Showing how practices can save time or money
 - Bringing speakers who have successfully implemented
- ▣ Find key implementers in an area and work with them to use the “Coffee shop Network”

Venues for Encouragement

- ▣ Talking one on one
 - Less intimidating, more opportunities for questions
 - Hard to reach a large audience
- ▣ Public meetings
 - Good for reaching a large number of people
 - Some opportunities for questions
 - Difficult for providing hands on activities
- ▣ Social media
 - New tool
 - Takes some expertise
 - Cheap way to reach a lot of people
 - Communication is one way
 - May miss some key audiences

Working with Your Neighbor

- ▣ District should work with neighboring districts on joint projects
 - Good opportunity to pool resources and communicate with a wide audience
 - Many natural resource needs are larger than political boundaries
- ▣ Remember to adopt a Joint Powers Agreement with your neighboring district

Mentorship

- ▣ Mentorship of fellow board members
 - Everyone has unique talents and gifts
 - Help each other know and implement their statutory responsibilities
- ▣ Mentor assistant supervisors and perspective new supervisors
 - This can help maintain continuity when there is significant board turnover
- ▣ Mentor staff on their roles and responsibilities

Open Discussion

- ▣ What are some of the questions that you have regarding the legal responsibilities of districts?
- ▣ What are some of the ways that you have addressed legal issues in your districts?
- ▣ What are some of the “gray areas” that you have dealt with?

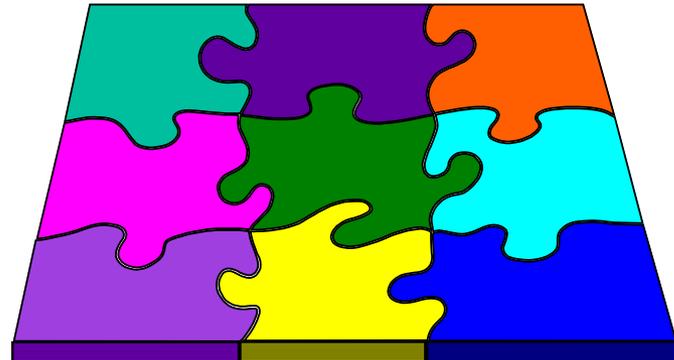
Summary

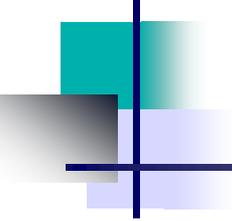
- ▣ Leadership by example is critical
- ▣ Encouragement can be done by self demonstration or highlighting other successful implementers
- ▣ Take advantage of meetings and tools
- ▣ Work with your neighboring Districts
- ▣ Mentorship is an investment in your district

Financial Diversity

Conservation District Fund Raising Formula!

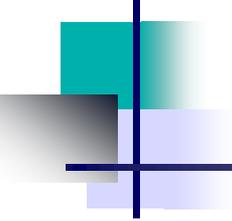
South Dakota Leadership
February 2014





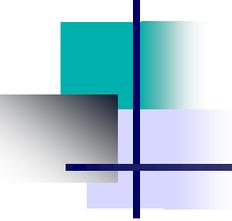
Funding Formula

Value
+ Results
+ Accountability
+ Publicity
= \$\$\$\$\$\$\$\$



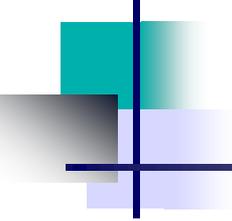
Value

- Providing something the funder can “buy” –and-
- Know that they got a “great” deal!!



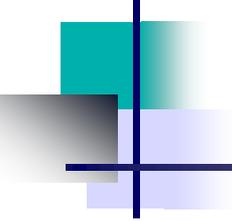
Results

- Activities that result in accomplishments on the landscape, in the water, and in the air
- Not just numbers of practices and people – but – what the numbers meant in real natural resource improvement
- Be the best at converting money, time and energy into completed conservation work



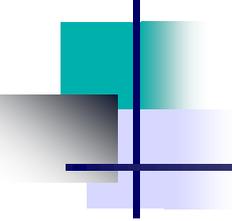
Accountability

- Organizations know that your district will not only get results - but –
- They are dealing with a solid “business”
 - Accounting
 - Management
 - Policies
 - Legal
 - Procedures & Processes



Publicity

- Decision makers & influencers will know about the good work of the district
- and –
- Who provided the funding support



Best Examples – District Funding

- *Small groups share best examples of district funding and recommendations for funding success*
- *Each group selects one example of district funding and a recommendation to share with the large group – short reports to large group.*
- *Share your table's "best example" and recommendation for district funding.*

Current Conservation District Funding Strategies

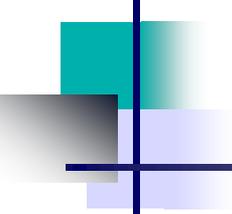


- Study identified districts “developing a comprehensive funding strategy”
- Examined their resources and methods

Findings

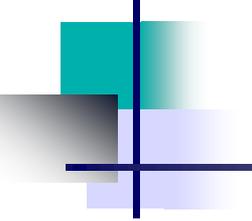


- Successful conservation districts are very innovative, resourceful, and ambitious in their resource development methods.
- They constantly look ahead for potential future funding.



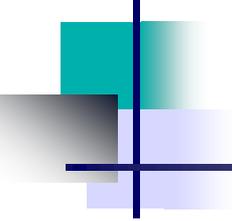
Factors Contributing to a Comprehensive Funding System

- Recognized and explained the need to potential funding sources: 36%
- Establishing relationships with other agencies, counties, and districts: 30%
- An active board of supervisors: 23%
- Develop a plan: 19%
- Get out in community: 17%
- Quality work and reputation: 15%
- Ability to deliver a service: 11%
- Excellent staff: 9%
- Up to date technology, equipment, and trained personnel: 8%
- Brought attention to our projects: 8%
- Research: 6%
- Follow grant deadlines and requirements: 6%
- Went to meetings: 6%



How to Find Funding

- Relationships with other agencies, districts, and counties: 36%
- The state brought to our attention : 28%
- Approached the source: 23%
- Internet: 13%
- Other districts doing it: 11%
- Quality Work and Reputation: 11%
- Word of Mouth: 11%
- Mail (on mailing lists): 7%
- The need for funding: 7%
- Flyers and Newsletters: 7%
- Research: 6%
- Attend Meetings: 6%
- Contract someone to write grants or take a workshop: 4%



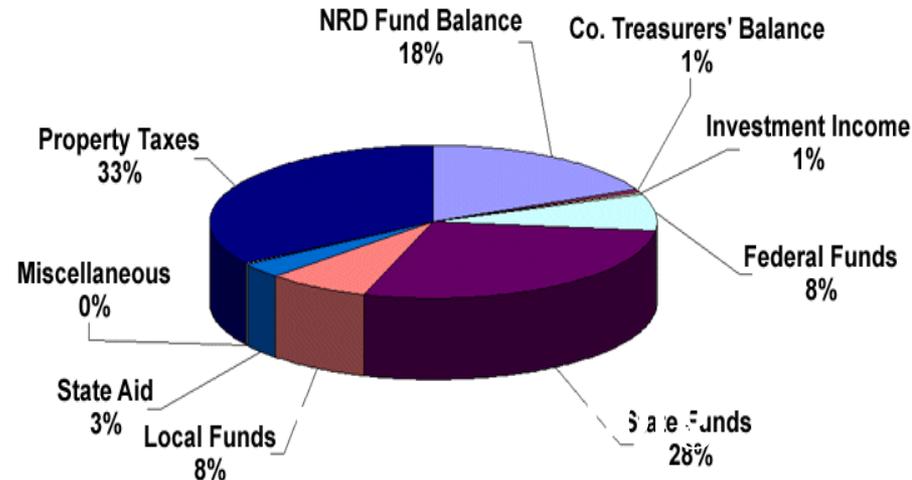
Success Stories

- Lower Platte South NRD, Nebraska
- Cayuga County, New York
- Park Conservation District, Montana
- Cortland County SWCD, New York
- Haywood SWCD, North Carolina

Lower Platte South NRD, Nebraska

- Property Taxes: \$5,200,000
- Federal: \$1,327,950
- State: \$2,666,700
- Local and Private: \$1,552,302
- “The basic framework is our planning process”
- “We do a five-year plan, and a one-year budget. We update this each year, as a combined planning and budgeting process.”
- “The key is combining long range planning and budgeting.”

FY 2002 Revenues



Cayuga County SWCD, New York

- County, NRCS, EPA, State of New York, AmeriCorps, Fee for Service, Great Lakes Basin Program, Great Lakes Coastal Watershed Restoration Program, The Environmental Protection Fund
- “It is important to justify that you are spending the money wisely and properly. Organizations will buy into your program if they believe in what you are doing; they will provide support if you demonstrate good projects that are successful. Soon the grants started to come in, and success builds on success.”

- James Hotaling

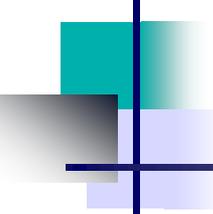


**AmeriCorps
members
working at the
historical
Harriet Tubman
home in Auburn**

Park CD, Montana

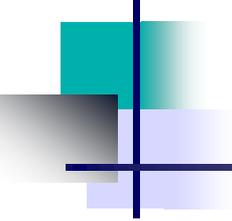
- Future Fisheries Grant, DNRC, Montana Noxious Weed Grant, NRCS, DEQ, EPA, BLM, GLCI, Trout Unlimited, County Property Tax.
- “Through cooperation with other agencies”
- “The need, we have no budget, if we want to stay in existence we need these funds .” - Amy Miller





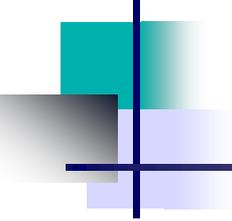
Cortland County SWCD, New York

- County, Services to Municipalities, Tree Program, Fish Program, Nutrient Management Program, State, Agriculture and Non Agriculture Non Point Source Grants, Department of Environmental Conservation Grant, EPA, NRCS, Chesapeake Bay Program
- “The first step is to earn a reputation, we started out small with very little money. When we did projects we delivered and promoted what we delivered. We have built a reputation to the point that people come to us without us approaching them” - Amanda Barber



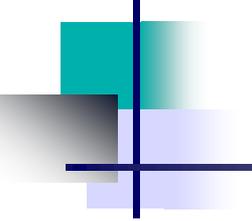
Haywood SWCD, North Carolina

- County, EPA 319, Sell Products, Clean Water Management Trust Fund, State Cost Share Program, A Hydroelectric Power Company, Lowes Grant
- “We really just utilize the network we have built.”- Leslie Smathers



Opportunities

- Cooperative Agreements
- Contributor Agreements
- Fee Based Services
- Cause Related Marketing
- Program Evaluation



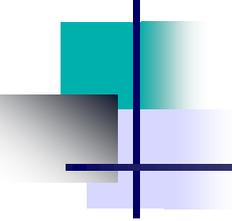
Constituent Outreach

Funders of all types must understand:
“What’s in it for me?”

Your District's Income Planning



- Develop a Financial Strategy Team
- Develop and articulate a case for support
- Develop funding goals
- Determine appropriate funding strategies
- Identify and categorize prospects
- Tailor approach to each potential funder



Summary

- Before raising funds, your district must have a business plan in place.
- No more than 1/3 of your funding should come from one source.
- Establish a team of resourceful people; set goals.
- Research potential sources.
- Prepare your team.
- Evaluate progress, failure, and success.

FIDUCIARY RESPONSIBILITY OF A SUPERVISOR

February 2014

Opening Comments and Objectives for this Session

- ▣ Opening Comments
- ▣ The Use of Financial Reports and Statements
- ▣ Budgets
- ▣ Monitoring
- ▣ Maintain a reserve fund
- ▣ Discussion
- ▣ Summary

Where to Start-What if this was your Farm or Ranch

- ▣ Use the same rules as you would for your own operation:
 - Research new technology and concepts
 - Ensure resources are used efficiently and effectively
 - Monitor the District's health and make adjustments as needed
 - Be good stewards of your District's finances
- ▣ This helps your district develop a well thought out business model.

The Use of Reports

- ▣ Establish and analyze a year end 'Profit and Loss Statement' report
 - Compare it with the previous one or two year's report/s
 - Identify trends and make program adjustments
 - Provide to the Division and publish report in local newspaper
- ▣ Reports are not just another piece of paperwork that you need to do.
 - They are valuable tools to help road map where you have been
 - And they are help you get to you to where you want to go in the future

Annual Operating Budgets

- ▣ Establish an Annual Budget
 - Use previous three years actual income and expense reports
 - Look for ways to diversify income stream
 - Provide to County Auditor and meet with County Commissioners to discuss
- ▣ Looking at three years budgets can help you understand longer term trends that you cannot get from looking at single year budgets

Monitoring Financing

- ▣ Review and approve income and expense report at monthly board meeting
 - This can help identify issues before they become big problems
 - This can also help items from falling through the cracks
- ▣ Hold staff accountable for management of the budget
 - Don't be afraid to ask questions

Maintain a Reserve/Contingency Fund

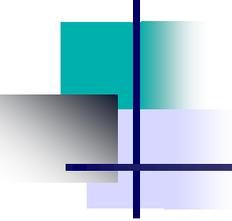
- ▣ Unanticipated needs come up
 - The drill needs new parts
 - The tree cooler breaks down
- ▣ Establish a reserve for emergencies
- ▣ Establish a reserve for discretionary needs

Open Discussion

- ▣ What are some of the financial issues that your district has faced? How did you resolve these?

Summary

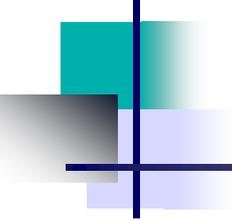
- ▣ Treat your district finances as you would if running a business
- ▣ Use reports to analyze district performance
- ▣ Create and stick to your budget
- ▣ Monitor
- ▣ Prepare for emergency needs



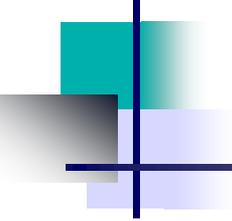
Using Ideas & Tools in Our District

- Individuals note and voice what ideas and tools from the day's presentations and discussions they plan to use in their conservation districts.
- Focus question: "What I learned today that I will use"

How Can We Help You Succeed



- Group discussion of recommendations for how the SD Conservation Leaders can help with conservation district success.



Closing Comments

- Fran Fritz