



Strategic Plan

Adopted December 7, 2018 by the
Licking County Soil & Water Conservation District
Board of Supervisors

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The Process

Licking County Soil and Water Conservation District (SWCD) is committed to providing responsible leadership and good stewardship of the county's soil, water and natural resources. In 2017, the SWCD Board members engaged Ohio State University (OSU) Extension to facilitate a comprehensive strategic planning process for the SWCD. To inform the goals in this strategic plan, the SWCD Board utilized a variety of methods to tap into the knowledge, experience, and ideas of stakeholders, partners, landowners, and residents of Licking County.

In an effort to collect information from county residents, the Board conducted a web-based community survey. Data gathered in the survey includes the participants' familiarity with SWCD and its services; identification of high priority concerns related to soil, water, and natural resources; and ideas regarding future SWCD program efforts. The survey results are located in the Appendix section of this document.

In an effort to learn more about the issues identified in the community survey, the Board employed OSU Extension to conduct a series of focus group discussions targeted to specific user groups and stakeholders. The participants in these focus groups included farmers, landowners, community and business leaders, and educators. Among the topics discussed, the participants were engaged to share their perceptions and experiences related to the purpose, role, and expectations of SWCD; the land and water issues they deemed most concerning; ideas for education and outreach related to soil, water, natural resources and agriculture; and opportunities for collaboration and partnership with SWCD and other community organizations. A summary of the focus group discussions is located in the Appendix of this document.

The SWCD Board met with SWCD staff, and members of the SWCD Associate Board to begin discussing the strategic plan. This group used the information gathered in the community survey and the focus group discussions to inform the identification of needs and opportunities related to soil, water, and natural resources. The 2018 Licking County Soil and Water Conservation District Strategic Plan was crafted using this information and reflects goals and strategies that are the focus of the organization's work for the coming years.

The People

Licking County SWCD Board Members

Mike Birkmeyer, 2016-2018

Seth Dobbelaer, 2019-2021

Megan Evans, 2016-2018

Bill Goodman, 2018-2020

Mamie Hollenback, 2017-2019

Ron Thompson, 2019-2021

John Wagy, 2018-2020

Associate Board Members

Jeffrey Baker

Jeff Bates

Matt Hazelton

Terry Van Offeren

Licking County SWCD Staff

Denise Natoli Brooks, Program Administrator

Pat Deering, Land Preservation Manager

Dave Grum, Agriculture Technician

Kristy Hawthorne, Administrative Assistant

Michelle Illing, Conservation Educator

Briana Leach, Conservation Crew Leader

Josh Troyer, Urban Technician

Aaron Ambrosio, AmeriCorps Outreach & Education Liaison

Strategic Plan Facilitator

Becky Nesbitt, OSU Extension, Community Development

Licking County Soil & Water Conservation District

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Newark, OH 43055

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Organizational Sustainability

Elevate the value of Licking County SWCD for all community stakeholders.

Goal: Increase interaction with elected officials who control funding decisions for SWCD by December 2021.

- Strategies:
- 1) Incorporate legislative awareness into SWCD culture.
 - Update monthly at Board meetings.
 - Establish Legislative sub-committee for Board.
 - Participate in Legislative Advocacy trainings.

 - 2) Maintain current contact list of Licking County representatives at all levels of government, and monitor the committee(s) they serve on for issues related to SWCD work.
 - Develop list.
 - Update list annually.
 - Monitor General Assembly and Congressional committees' activity, reporting out at SWCD monthly Board meeting.

 - 3) Actively participate in South Licking Conservancy District efforts.
 - Attend a minimum of 20% of monthly meetings.

 - 4) Publish annual report to share with elected officials, partners, general public, and potential funders.
 - Create annual report template.
 - Provide data for annual report.
 - Publish prior year's annual report by the end of the first quarter of current year.

 - 5) Invite elected officials to SWCD Board meetings to give updates regarding their constituency.
 - Three elected officials to meet with Board over the next three years.

 - 6) Monitor Ohio General Assembly and Executive Branch activity as related to SWCD programs and constituents.
 - Contact Licking County legislators at least one time during the year.

- Contact appropriate elected official(s) as necessary for specific, timely issues.

7) Monitor Congressional and Executive branch activity as related to SWCD programs and constituents.

- Contact Licking County representatives at least one time during the year.
- Contacting appropriate elected official(s) as necessary for specific, timely issues.

8) Actively observe and report on Ohio Soil & Water Conservation Commission (OSWCC) activity.

- Attend a minimum of 25% of quarterly meetings.

9) Keep Licking County Commissioners apprised of SWCD initiatives.

- Meet with Commissioners six times per year.
- Invite Commissioners to SWCD events.
- Formally invite elected officials to SWCD annual banquet.
- Send District Report to Commissioners monthly.

10) Request letters of support from elected officials related to mutually beneficial proposals.

- As needed.

Organizational Sustainability

Elevate the value of Licking County SWCD for all community stakeholders.

Goal: Develop a specific communication strategy to clearly communicate that SWCD is the leading voice of land and water conservation in Licking County, by January 2021.

Priority 1: Complete rebranding process.

- Strategies:
- 1) Recruit marketing professional to volunteer time with SWCD.
 - 2) Engage a marketing contractor to assist in development of vision statement and tagline.
 - 3) Research vision statements and taglines of similar organizations.
 - Generate a list of up to 10 examples.
 - Develop vision statement and tagline to include on marketing material by 2020.

Priority 2: Grow media relations.

- Strategies:
- 1) Identify and research demographics of local media outlets.
 - 2) Select media outlets that most strategically align with SWCD.
 - Invite media to SWCD events.
 - 3) Launch and maintain new social media accounts as necessary.
 - 4) Write an article on land and water management issues and submit to appropriate media outlets.
 - Each employee will write a least one article per year for a total of at least six SWCD articles submitted to media outlets each year.
 - At least 50% of articles are printed/picked-up by media each year.
 - 5) Focus on reaching new residents regarding awareness of Licking County land and water use decisions.
 - Host at least one program per year in western Licking County.
 - Increase program registration from western Licking County by 10%.

6) Increase radio outreach to promote SWCD services.

- Identify articles that can become radio worthy topics.
- Generate six radio spots per year over the span of three years, with at least 50% of communications focused on reaching western Licking County.
- Select SWCD representative to participate in radio show/interview.

Priority 3: Increase crisis communication skills and planning.

- Complete crisis communication training.
- Address crisis communication in policy/personnel handbook.

Organizational Sustainability

Elevate the value of Licking County SWCD for all community stakeholders.

Goal: Provide professional development for all staff and board members to increase efficiency and credibility in their jobs/roles by March 2020.

- Strategies:
- 1) Create a list of job specific trainings required for each staff position, and include this expectation as a part of orientation.
 - 2) Develop a list of mandated professional development trainings and a list of general opportunities offered to staff.
 - 3) Utilize and integrate training log into employee review process.
 - 4) Provide Board member continuing education at monthly board meetings.
 - 5) Utilize professional development opportunities provided through our memberships in professional organizations.
 - 6) Develop new Board member orientation program in house.
 - 7) Identify and eliminate gaps in expertise for individuals and the SWCD as a whole.
 - 8) Implement 10-minute professional development moments during staff meetings, led by a staff member.

Organizational Sustainability

Elevate the value of Licking County SWCD for all community stakeholders.

Goal: Educate community stakeholders on responsible land and water management by December 2021.

- Strategies:
- 1) In all personal and non-personal media, use interpretive methods to connect with stakeholders.
 - Provide interpretive communication training to all staff and board members.
 - 2) Diversify audience reach through expanded social media and web presence.
 - Post to Facebook four times per month.
 - Increase social media use by 5% each year.
 - Establish a new account on one social media platform per year for three years (i.e. Instagram).
 - 3) Create and maintain a limited collection of relevant print brochures.
 - Evaluate all existing brochures.
 - Eliminate unnecessary brochures.
 - Identify gaps in information provided in brochures.
 - Update relevant brochures.
 - Develop new brochure(s) as needed.
 - 4) Increase community members' awareness of SWCD conservation assistance services throughout the next 3 years.
 - Facilitate at least 3 workshops per year.
 - Hire a conservation educator to facilitate workshops.
 - Recruit an AmeriCorps Service Member annually to increase awareness and expand workshop facilitation capacity.
 - 5) Expand participation by formal and informal educators in workshops.
 - Recruit one new school per year for 3 years.
 - Recruit 1 new informal educator per year.
 - 6) Launch "Conservation Education to Go" for educators with online login system on new website for reservation system.

- Develop three new Conservation Education to Go programs by year 2019.
- Develop one new Conservation Education to Go each year thereafter.
- Develop online reservation system.
- Write a newsletter article launching program.
- Distribute Conservation Education to Go info at educator workshops.

7) Determine relevant training topics of interest to the general public and key stakeholders.

- Develop Conservation Learning Series schedule by January 31 each year.
- Monitor website analytics monthly.
- Explore partnering with Licking County Farm Bureau (LCFB) on annual Local Work Group meeting.
- Develop a survey for general public and stakeholders to identify training topics.
- Promote participation in survey.

8) Set the next generation of natural resource conservation professionals up for success.

- Establish a paid internship program by year 2021.
 - o Review internship pros and cons.
- Host at least one AmeriCorps service member/year for three years.
 - o Review AmeriCorps experience prior to the annual budget process.
- Participate in at least 1 high school and/or middle school career mentorship program that serves all of Licking County per year for 3 years (i.e. Educational Service Center High School Mentorship Program and Middle School Career Exploration Program)

9) Partner with at least 2 new groups per year for 3 years on educational workshops or conservation campaign to increase audience reach.

- Recruit at least 1 partner that will help us reach the western Licking County community.
- Recruit at least 1 partner that represents the traditional agriculture community.

10) Develop resource/consulting lists for distribution.

- Locate old list and update.
- Update list annually.

11) Offer standing educational programs for adults and youth that engage participants in authentic learning and servant leadership.

- Review established education programs.
- Identify programs without citizen science or community service.
- Rewrite programs as needed to incorporate citizen science or community service.

Community Collaboration

Maximize partnerships with public and private entities to share, promote, and provide SWCD services.

Goal: Implement five strategies to enhance existing partnerships with community organizations by December 2021.

- Strategies:
- 1) Compile a list of all existing partners, regardless of how large or small the partner organization, their mission, and what SWCD's role is with the partner organization.
 - 2) Evaluate and reaffirm SWCD leadership role(s) on major collaborative initiatives.
 - Review the organization's mission and SWCD alignment.
 - Calculate staff time spent on initiative on an annual basis.
 - Calculate reach/impact of initiative on an annual basis.
 - Reaffirm leadership role commitment(s) to major collaborative initiatives as appropriate.
 - Create an understanding to each initiative, laying out commitment and expectations of collaborators going forward.
 - 3) Collaborate with partner organizations on events that align with SWCD mission.
 - Evaluate the alignment of the mission of SWCD for each existing partner organization not considered a major collaborative initiative.
 - o Review the mission of each partner organization.
 - Identify no more than 12 events in one year suitable for partnership.
 - Serve on a minimum of 10% of event committees for other organizations' events.
 - 4) Market conservation education programs "Conservation Education To Go" as explained in Organizational Sustainability for partners to utilize at events when SWCD cannot be present.
 - Market four programs available for loan for community programming.

5) Establish (or reaffirm existing) partnerships with our neighboring SWCDs (Coshocton, Delaware, Fairfield, Franklin, Knox, Muskingum, and Perry).

- Open dialogue on shared resources related to Farmland Preservation.
- Craft a competitive storm water education proposal for grant funding in collaboration with central Ohio SWCDs.
- Co-host a minimum of one ag-based adult education (Conservation Learning Series) event per year, with at least one other SWCD for two years.
- Promote a minimum of one program per year offered by each neighboring SWCD for three years.
- Actively participate in water quality and quantity improvement efforts:
 - a) Collaborate on new initiatives and projects.
 - b) Provide letters of support as appropriate.
 - c) Attend and present at partner meetings.

Community Collaboration

Maximize partnerships with public and private entities to share, promote, and provide SWCD services.

Goal: Implement five strategies to establish new partners and partnerships December 2021.

- Strategies:
- 1) Provide leadership for Ohio Department of Natural Resources Scenic River designation and/or Ohio Water Trail designation efforts for the Licking River.
 - Research the application process.
 - Host Central Ohio Scenic Rivers Manager for river float, in conjunction with Licking Park District and Explore Licking County.
 - Apply for designation (pending results of research).
 - 2) Support local food initiatives.
 - Starting in 2020, have quarterly coffee meetings with Farmer's Market and community garden representatives, to stay abreast of each other's efforts, and to identify, collaborate, and cross promote opportunities.
 - Open dialogue with key leaders to revive the Local Food Council.
 - 3) Develop a relationship with the Licking County Board of Realtors (BOR).
 - Join the Board of Realtors as an Affiliate member.
 - Complete certification process to offer CEUs through the Department of Commerce.
 - Host workshop for organization's members.
 - Develop information to include with new landowner packets.
 - Attend a minimum of one BOR event per year.
 - 4) Build relationships with economic development groups.
 - Attend quarterly coffee meeting with GROW Licking County Director to stay abreast of each other's efforts and identify opportunities to collaborate/cross promote.
 - Participate in Mid-Ohio Regional Planning Commission through at least four meetings and two professional development opportunities annually.
 - 5) Offer consulting for land and watershed management, including storm water services and Low Impact Design (LID) options to municipalities.
 - Consult on three projects with at least one consultation per year.

- Speak to a minimum of three fast-growing communities and or municipal departments with at least one conversation per year, and to include a minimum of one city, one village, one township, and one park department.
- Distribute SWCD services packet at Township Trustee Meeting starting in January 2020.
- Develop an annual information packet for cities and villages, informing them about SWCD services.
- Identify future Municipal Separate Storm Sewer System (MS4) communities and all current MS4 communities.
- Develop land and watershed consulting services webpage.
- Contract for services with 75% of MS4 communities within three years.
- Update storm water webpage according to MS4 expectations at least biannually.
- Organize fieldtrips and training workshops for MS4 communities.
 - o Incorporate into existing quarterly meetings.

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Organizational Sustainability

Elevate the value of Licking County SWCD for all community stakeholders.

SMART Goal:

Increase interaction with elected officials who control funding decisions for LCSWCD by December 2021.

Strategies (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Incorporate legislative awareness into LCSWCD culture	DPA, AA Board Chair, DPA Board, Chair, DPA Board, staff	Monthly updates provided at board meetings Legislative sub-committee on board established 2-3 legislative sub-committee members recruited Participated in legislative advocacy training through OANO Legislative Advocacy 101 webinar	12/31/2021 ongoing	
Maintain current contact list of LC representatives at all levels of government and monitor committee members who work on LCSWCD related issues	AA	Develop list, then update annually; monitor members' activity monthly	December 2021	
Actively participate in South Licking Conservancy District efforts	DPA	Attend at least 25% of monthly meetings		
Publish annual report to share with elected officials, partners, general public, and potential funders	Program Committee Chair All employees Program Committee Chair	Create annual report template Provide data for annual report Publish prior year's annual report by end of first quarter of current year	December 2020 Publish annual report to share with elected	

			officials, partners, general public, and potential funders	
Invite elected officials to Board meetings to give updates regarding their constituency	Board, DPA	3 elected officials to meet with Board in 2019	December 2019	
Establish a legislative sub-committee with a Board member as chair	Board, DPA	Formal action at Board meeting to create	6/1/20	
Monitor state legislative activity through OFSWCD, MORPC, and Ohio Farm Bureau Federation, contacting legislators as necessary	Legislative sub-committee chair	Contacting legislators at least one time in the year	12/31/20	
Monitor Federal Legislative activity through NACD, American Farm Bureau, National Wildlife Federation, American Rivers	Legislative sub-committee chair	Contact Representatives and Senators offices at least once per year	12/31/20	
Actively observe and report on OSWCC activity	Board Rep.	Attend at least 25% of quarterly meetings		
Keep county commissioners apprised on LCSWCD initiatives	DPA DPA Board Chair Board Chair	Meet with Commissioners six times/year Invite Commissioners to LCSWCD events Formally invite elected officials to annual banquet Send quarterly update to Commissioners		
Publish annual report to share with elected officials, partners, general public, and potential funders	Program Committee Chair All employees	Create annual report template Provide data for annual		

	Program Committee Chair	report Publish prior year's annual report by end of first quarter of current year		
Request letters of support from elected officials related to mutually beneficial proposals	DPA	As needed		

Organizational Sustainability

Elevate the value of Licking County SWCD for all community stakeholders.

SMART Goal:

Develop a specific communication strategy to clearly communicate that LCSWCD is the leading voice of land and water conservation in Licking County, by January 2021

Strategies (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Priority 1: Complete rebranding process	DPA, AA, Staff	Old logo no longer distributed (Complete A-H)		
A. Recruit marketing professionals to volunteer time with LCSWCD	A. All Board and Staff	Each team member contacts one marketing professionals from existing contacts or a cold call.		
B. Engage a marketing contractor to assist in development of vision statement and tagline	B. AA	Contact/Contract w/Marketing contractor	6/21	
C. Research vision statements and taglines of similar organizations	C. Marketing contractor	List of 10 or less examples		
D. Schedule a date for marketing sub-committee to work on vision statement and tagline	D. Marketing Subcommittee Chair	By end of work session have the top 5 vision statements and top 5 taglines established for committee to mull over.		
E. Marketing sub-committee meets to finalize vision statement and tagline	E. Marketing subcommittee	Finalize vision statement and tagline by end of meeting	10/21	

<p>F. Marketing sub-committee presents vision statement and tagline to board</p> <p>G. Board adopts vision statement & tagline</p> <p>H. Board and staff start using tagline and vision statement (launch)</p>	<p>F. Marketing sub-committee chair</p> <p>G. Board</p> <p>H. All Board and Staff</p>	<p>Provide proposed vision statement and tagline in Board meeting packet. Board votes at Board meeting to adopt vision statement and tagline.</p> <p>Share vision statement and tagline at meetings, in print, etc.</p>	<p>11/21</p> <p>12/21</p> <p>12/21</p>	
<p>Priority 2: Grow media relations</p> <p>A. Identify & research demographics of media outlets including radio, print and social media</p> <p>B. Select media outlets that most strategically align with LCSWCD</p> <p>C. Set up media accounts as necessary (i.e. Twitter)</p> <p>D. Write an article on land and water management issues and submit to appropriate media outlets</p>	<p>All Staff</p> <p>A. Communication Consultant, DPA, AA</p> <p>B. Comm. Consultant, DPA, AA</p> <p>C. Comm. Consultant, DPA, AA</p> <p>D. UCT (2), ACT (2), CEEd (1), FLP (1)</p>	<p>-List of media outlets identifying what outlets LCSWCD currently uses and does not use including contact information</p> <p>- List reviewed and media outlets to add chosen, update monthly</p> <p>-Invite media to LCSWCD events</p> <p>- New accounts set up</p> <p>-Each employee writes a least one article/year for a total of at least 6 LCSWCD</p>	<p>1/1/21</p>	

<p>E. Intentionally focus on reaching new residents regarding awareness of Licking County land and water use decisions and increase new/western Licking County residents participation in decision making</p> <p>F. Increase radio outreach to inform community members about LCSWCD services</p>	<p>CEd</p> <p>E. CEd</p> <p>F. Program Com. Chair</p> <p>various staff and Board</p>	<p>articles/year</p> <p>-Articles are edited and approved</p> <p>-At least 6 articles are submitted to the media/year</p> <p>-At least 50% of articles are printed/picked up by media/year</p> <p>Increase in program registration from western Licking County by 10%</p> <p>Host at least 1 program/year in western Licking County</p> <p>Identify articles that can be turned into radio spot topics</p> <p>6 radio spots/year over 3 years with at least 50% of communications focused on reaching western Licking County;</p>		
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		Select LCSWCD rep. to do radio show/interview		
Priority 3: Increase crisis communication skills and planning	DPA, AA Policy Committee	-Crisis communication training accomplished -Address crisis communication in policy/personnel handbook -New policy is approved by the Board -Designate a crisis communication point person	7/30/20	

Organizational Sustainability

Elevate the value of Licking County SWCD for all community stakeholders.

SMART Goal:

Provide professional development for all staff and board members to increase efficiency and credibility in their job/role by March of 2020

Strategies (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Create list of job specific trainings required for each staff position to be included with orientation	All staff	Each position has minimum job specific trainings listed	2/20	
Develop list of mandated professional development training and a list of general opportunities offered to staff	DPA/AA	Orientation and annual trainings to be updated (ethics, cyber security)	1/20	
Utilize and integrate training log into employee review process	All staff	All staff have completed training logs Update training log monthly	12/31/19	
Institute Board member continuing education at monthly board meetings, ex: highlight a program in 5 minutes like Farmland Preservation or Timber Harvest Review, dig into specific report in place of staff/directors report (report in hard copy form only)	DPA/AA	Each team member leads at least one professional development per year	4/19	
	Program Committee Chair	During staff meeting, schedule topics for monthly board meetings	4/19	
Utilize professional development opportunities provided through our memberships in organizations (like NACD, OANO, Sec Of State) including webinars	AA	Forward information electronically to Board,	6/19	
		Include PD opportunities on calendar at board meetings	6/19	

	DPA	Review PD opportunities at weekly staff meeting	6/19	
Develop Board member orientation program in house	DPA, AA, Board Chair	Orientation checklist developed	11/19	
	Board Chair	Assign mentor to new Board member(s)	11/19	
Identify and eliminate gaps in expertise for individuals and the SWCD as a whole	DPA/PP Committee	Identify gaps in expertise Plan made to eliminate gaps through the use of formal and informal PD		
Implement 10 minute professional development moments during staff meeting led by staff member (i.e. how to find historical aerials)	DPA	Each team member leads at least 2 PDs/year	3/20	

Organizational Sustainability

Elevate the value of Licking County SWCD for all community stakeholders.

SMART Goal:

Educate community stakeholders on responsible land and water management by December 2021

Strategies (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
In all personal and non-personal media, use interpretive methods to connect with stakeholders		<ol style="list-style-type: none"> 1. Stakeholder behavior change 2. Provide interpretive communication training to all staff and Board 3. Staff and Board successfully apply interpretive communication skills to personal and non-personal media 		
Expand social media and web presence to diversify audience reach		<ol style="list-style-type: none"> 1. Post 4x/a month on Facebook. 2. Increase social media use by 5%/year 3. Establish a new account on 1 social media platform/year for 3 years (i.e. Instagram) 		

Create and maintain a limited collection of relevant print brochures		<ol style="list-style-type: none"> 1. Evaluate all existing brochures 2. Eliminate unnecessary brochures 3. Identify gaps in information provided in brochures 4. Update relevant brochures 5. Develop new brochure(s) as needed 		
Increase community member awareness of the services and assistance LCSWCD can provide in the next 3 years	<p>CEd</p> <p>DPA</p> <p>DPA/CEd</p>	<ol style="list-style-type: none"> 1. Facilitate at least 3 workshops/year 2. Hire a conservation educator 3. Recruit an AmeriCorps Service Member annually 	2021	
Expand participation by formal and informal educators in workshops	CEd	<ol style="list-style-type: none"> 1. Recruit 1 new school district per year for 3 years 	9/1/19	
Launch "Conservation Education to Go" for educators with online login system on new website for reservation system	<p>AmeriCorps</p> <p>CEd</p> <p>AmeriCorps</p> <p>CEd</p> <p>CEd/AA</p>	<ol style="list-style-type: none"> 1. Develop 3 new CEG 2. Develop 3 new CEG 3. Develop 1 new each year thereafter 4. Develop 1 new each year 	March/April 2019	

	AmeriCorps CEd	thereafter 5. Develop online reservation system 6. Write a newsletter article launching program 7. Distribute CEG info at educator workshops		
Determine training topics the general public and key stakeholders want and/or need	Comm. Consultant, DPA, EE	1. Develop CLS schedule by January 31 st each year 2. Monitor website analytics monthly 3. Host local work group meeting annually for NRCS 4. Explore partnering with LCFB on LWG mtg 5. Develop a survey 6. Promote participation in survey	6/1/19	
Set the next generation of natural resource conservation professionals up for success	Board DPA	1. Establish a paid internship program by year 3 2. Submit a review of internship pros and cons to the Board	2021	

		<ol style="list-style-type: none"> 3. Host at least 1 AmeriCorps service member/year for 3 years 4. Review AmeriCorps experience prior to the annual budget process 5. Participate in high school mentorship program as requested by the ESC 		
Partner with at least 2 new groups per year for 3 years on educational workshops or conservation campaign to increase audience reach. At least 1 partner must help us reach western Licking County (1 partner should be in the traditional ag community)				
Develop resource/consulting lists for distribution		<ol style="list-style-type: none"> 1. Locate old list and update 2. Update list annually 	11/1/19	
Offer standing educational programs for adults and youth that engage participants in authentic learning and servant leadership (i.e. citizen science, community service)		<ol style="list-style-type: none"> 1. Review established education programs 2. Identify programs without citizen science or community service 3. Rewrite programs as needed to 		

		incorporate citizen science or community service		
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Community Collaboration

Objective: Maximize partnerships with public and private entities to share, promote, and provide Licking SWCD services.

SMART Goal:

Implement five strategies to enhance existing partnerships with community organizations by December 2021

Strategies (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Strategy 1: Compile list of all existing partners regardless of how large or small the partner organization, the partner organizations respective missions, and what LCSWCD's role is within the partner organization (i.e. a specific role on a committee or leadership role)	Administrative Assistant/Operations Manager	(A) Complete list of partners (B) All missions filled in on list (C) LCSWCD's role filled in on list	(A) July 2019 (B) Sept. 2019 (C) August 2019	
Strategy 2A: Reevaluate leadership roles with major collaborative initiatives: TREES Licking County Land Lab, River Round Up, and Hartford Fair Natural Resources Area	DPA or designee as lead staff person with specific organization	(A) Review organization's mission alignment (B) Calculate staff time spent on initiative in 2018 (C) Calculate reach/impact of initiative in 2018	(A) September 2019 (B) April 2019 (C) April 2019	
Strategy 2B: Reaffirm leadership role commitment to major collaborative initiatives as appropriate	DPA or designee as lead staff person with specific organization	Formal letter to each initiative laying out commitment going forward.	TREES Nov. 2019 RRUp Jan. 2020 HFNRA Dec. 2020	
Strategy 3A: Evaluate the alignment of the mission of SWCD for each existing partner	DPA/lead staff member with	Review mission of each partner organization	Nov. 2019	

organization not considered a major collaborative initiative	particular organization			
Strategy 3B: Collaborate with partner organizations on events that tie into SWCD mission. (i.e. Downtown Newark Association's Final Fridays related to the fall harvest)	DPA/lead staff member with particular organization	(A) Identify no more than 12 events in one year to partner on (B) Serve on at last 10% of event committees for other organizations' events	Dec. 2019	
Strategy 4: Market conservation education programs for partners to utilize at events SWCD cannot participate in	Conservation Educator	Market 4 programs available for loan for learning	December 2020	
Strategy 5A: Establish (or reaffirm existing) partnerships with our neighboring central Ohio SWCDs – Franklin, Delaware, Fairfield, Union	Urban Technician	Craft a competitive storm water education proposal (i.e. for OEEF funding) in collaboration with central Ohio SWCDs	January 2019	
Strategy 5B: Establish (or reaffirm existing) partnerships with our neighboring SWCDs – Coshocton, Fairfield, Franklin, Knox, Muskingum, Perry	DPA	Open dialogue on a shared Farmland Preservation staff position to serve multiple counties.	July 2021	
Strategy 5C: Establish (or reaffirm existing) partnerships with our neighboring SWCDs – Coshocton, Fairfield, Franklin, Knox, Muskingum, Perry	Ag Technician and Educator	Co-host at least 1 ag-based Adult Education (Conservation Learning Series) event/year with at least one other SWCD	December 2020, 2021	

		for 2 years		
Strategy 5D: Establish (or reaffirm existing) partnerships with our neighboring SWCDs – Coshocton, Fairfield, Franklin, Knox, Muskingum, Perry	(Whoever has communications responsibilities) Educator	Promote at least 1 program/year offered by each neighboring SWCD for 3 years	3 by 12/18, 3 by 12/19, and 6 by 12/20	
Strategy 5E: Establish (or reaffirm existing) partnerships with our neighboring SWCDs – Coshocton, Fairfield, Franklin, Knox, Muskingum, Perry	DPA	Actively participate in Buckeye Lake water quality and quantity improvement efforts, especially related to the Feeder Canal restoration through (A) Special EQIP proposal and implementation, (B) Ohio Statehouse Capital Improvement Request letter of support, (C) Buckeye Lake 2030 meeting attendance, etc. (D) Watershed Coordinator for Buckeye Lake Watershed	(A) March 2019 (B) January 2019 (C) Ongoing, but attend at least 50% of meetings over 3 years (D) April 2019	

Community Collaboration

Maximize partnerships with public and private entities to share, promote, and provide Licking SWCD services.

SMART Goal:

Implement 5 strategies to establish new partners and partnerships by December 2021.

Strategies (Steps to Accomplish)	Responsibility (Who is taking responsibility for completing step?)	Measure(s) of Success	Goal Date (Anticipated completion date)	Completion Date (fill in when completed)
Provide leadership to ODNR Scenic Rivers designation efforts for Licking River	AA/DPA/Board w/ELC rep.	(A) Research application process (B) Host Heather Doherty, Central Ohio Scenic Rivers Manager for river float in conjunction with Licking Park District and Explore Licking County (C) Apply for designation (pending results of research)	(A) June 2020 (B) August 2020 (C) July 2021	
Support Local Food initiatives	Board member, Conservation Educator	(A) Starting in 2020, have quarterly coffee meeting with Farmer's Market and community garden reps. to stay abreast of each other's efforts and identify	Quarterly (4x) in 2020 and 2021	

		opportunities to collaborate/cross-promote (B) Open dialogue with key leaders to revive the Local Food Council	March 2021	
Develop a relationship with the Board of Realtors (BOR)	AA AA CEd CEd DPA/CEd	(A) Join Board of Realtors as an Affiliate Member (B) Get certified for CEUs through the Department of Commerce (C) Host workshop for LC Board of Realtors (D) Develop new landowner packets (E) Attend at least 1 BOR event/year	January 2019 July 2020 September 2020 July 2020 December 2019	
Build relationship with economic development groups	DPA/UT	(A) Attend quarterly coffee meeting with Grow Licking County Director to stay abreast of each other's efforts and identify opportunities to collaborate/cross-promote	November 2019	

		(B) Participate in MORPC through at least 4 meetings and 2 professional development opportunities annually	December 2021	
Offer consulting for land and watershed management, including storm water services and Low Impact Design (LID) to municipalities	UT DPA/UT DPA UT UT	(A) Consult on 3 projects with at least 1/year (B) Speak to at least 3 fast-growing communities with at least 1/year and to include at least 1 city, 1 village, 1 township and 1 park department (C) Hand out SWCD Services packet at Township Trustee Meeting (January 19) (D) Develop an annual mailing/packet to cities and villages informing them about LCSWCD services (E) Identify future MS4 communities (the	December 2019, 2020, 2021 December 2019, 2020, 2021 January 2020 October 2019 September 2019	

	<p>UT/ Communications Consultant</p> <p>DPA</p> <p>UT/Communications Consultant</p> <p>UT</p>	<p>fastest growing, developing communities) and all current MS4 communities</p> <p>(F) Develop land and watershed consulting services webpage</p> <p>(G) Contract for services with 75% of MS4 communities within 3 years</p> <p>(H) Update storm water webpage according to MS4 expectations at least biannually</p> <p>(I) Organize field trip/workshop for MS4 communities</p>	<p>February 2021</p> <p>December 2021</p> <p>April/October 2019,20,21</p> <p>September 2021</p>	
(Next 5 year plan -Ag related 4-H (YAP, FFA)				

Appendix

SWCD 2017 Community Survey

SWCD Focus Group Discussions