

# OLD BUSINESS



## TEAM RCD

### Organizational Assessment and Direction Setting

#### Tasks and Proposed Work plan

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##### ***Phase One: Gather information***

1. **Define the process.** Meet with TEAM RCD Planning Committee (Rose Corona, Mike Newcomb and Dave McElroy) to develop a work plan that guides the process, clarifies everyone's role, and identifies key issues and questions for the stakeholder engagement process.
2. **Seek input from internal stakeholders.** Engage directors and associate director, and staff in phone interviews.
3. **Seek input from external stakeholders.** Conduct interviews with 10-12 key external partners or organizations.
4. **Prepare assessment report.** Identify themes that emerged from interviews, and background research, and frame the questions that should be the focus of a board retreat.

##### ***Phase Two: Decide strategic direction***

5. **Plan and facilitate a planning retreat.** Develop an agenda and a set of critical questions for the retreat discussion. Work with the planning committee to refine the agenda. Facilitate the discussion.
6. **Summarize the results** of the retreat, with an emphasis on the key decisions made. Provide this summary to the Planning Committee within seven business days after the retreat. Provide a draft strategic direction document.
7. **Support the team.** Up to 3 coaching calls for staff/board support to move in the desired direction or continue deliberations.

1. Please describe the nature of your relationship with TEAM RCD. Why are you involved with TEAM RCD? What are the skills you bring?

## **Need and role**

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2. Tell me a little about what you see as some of the key trends in the TEAM RCD service area, and their impact on the region.
  - ◆ Consider social, economic, environmental, political, and technological trends
  - ◆ These could be trends that either **pose threats** or **present opportunities** to TEAM RCD

## **Impact**

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3. Where is TEAM RCD having the most impact? What programs are most successful?
4. What do you see as the opportunities for project collaboration or strategic partnerships that would increase TEAM RCD's impact/relevancy? Do you see any risks or costs associated with this level of collaboration?
5. How effective is TEAM RCD as a community partner?
6. Are there ways it could improve as a partner?

## **Public perception / Organizational effectiveness**

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7. In your experience, is TEAM RCD valued by the communities it serves? If so, what particular strengths are valued?
8. "What areas TEAM RCD appears weak in and where is improvement needed?"

## **Wrap-up**

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9. Over the next three to five years, what are the most important roles for the TEAM RCD in responding to the conservation and agricultural needs, threats and opportunities here?
10. What advice do you have for the Board of Directors that it should keep at the forefront of its collective thinking during this strategic planning process?

# TEAM RCD

## 2018-2022 Strategic Plan

### Introduction

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TEAM RCD is a public agency organized under Division 9 of the California Public Resources Code and authorized to provide conservation work within its boundaries. TEAM has the legal authority to cooperate with the United States, the State of California, counties, cities, public districts, other resource conservation districts, persons, associations, and corporations. With the consent of the owner, TEAM also has the authority to construct on privately- or publicly-owned lands necessary work for the prevention and control of soil erosion and water conservation. The expenditure of public funds for planning, designing, or implementing resource conservation work constitutes expenditure for the general public benefit.

The RCD was organized to provide a number of services, including soil, water, and related resource conservation and restoration and technical assistance in open space, agricultural areas, urbanized areas, wildlife habitats, and recreational developments. The district is managed by non-paid volunteer directors who are landowners in the district and who have an understanding of local concerns.

The Elsinore Murrieta Anza Resource Conservation District was organized in June 1949, by special election called for by the Riverside County Board of Supervisors, to the State Soil Conservation Commission, by private landowners. The district is currently called Temecula-Anza-Elsinore-Murrieta (TEAM) RCD. The district boundary encompasses a service area of 505,000 acres (789 square miles) in western Riverside County, including the communities of Elsinore, Murrieta, Wildomar, Temecula and Anza, and the Santa Margarita and Santa Ana watersheds.

### 2018-2022 Strategic Plan

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TEAM RCD has adopted a strategic plan to guide the work and the investments of resources of the organization over the next five years. The plan has two elements: the Strategic Direction and the Five-Year-Plan.

The **Strategic Direction** includes the organization's vision of success, its mission statement, the goals it wants to achieve over the next five years, and the strategies it will use to accomplish its goals. TEAM RCD has defined two broad goals:

- Increase the reach and influence of TEAM RCD
- Increase the impact and sustainability of TEAM RCD

The **Five-Year-Plan** identifies the specific activities that staff and board members will undertake each year over the life of the strategic plan, and identifies success measures TEAM RCD will use to assess its progress toward goals.



## Vision and Mission

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It is the vision of TEAM to be Relevant, Excellent, and Visible, a "go-to" hub for natural resource conservation and agriculture on public and private lands in its service area. TEAM RCD serves as an important local infrastructure that will provide high-quality, relevant service to its communities by:

- Providing meaningful, quantifiable conservation benefits to the district's natural resources through high quality, timely, and applied scientific programs on the ground.
- Upholding excellent operational management through having appropriate technical capacity and retaining quality key staff.
- Serving as critical partners in an active agricultural and local natural resource network
- Serving as a reputable education and information source on natural resource conservation.

**Vision:** It is the vision of TEAM RCD to grow into a full-capacity organization that can serve as a strong advocate, technical resource, and partner to public and private landowners in their service area, including strategic partnerships with private and public agencies and organizations

**Mission:** TEAM RCD promotes the conservation of soil, water and other natural resources through cooperation with landowners, local, state and federal agencies, the agricultural community, conservation and community groups. It is our continued mission to provide leadership and education to all residents of the district to insure quality of life, economic benefits and encouragement to conserve our natural resources for tomorrow's generations.

## Values and Beliefs of Team RCD

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TEAM RCD is at the forefront helping landowners, agencies and organizations solve their service areas most pressing conservation and agricultural challenges.

- Conservation and stewardship of agricultural and natural resources have significant environmental, economic and societal value, and TEAM RCD plays a critical role in these efforts.
- Voluntary, locally-led conservation is an effective and efficient strategy.
- Locally led conservation requires good relationships with and among local communities, landowners and partners; TEAM RCD should be the best entities to make these connections.
- TEAM RCD needs resources to realize its core values, create resource conservation benefits, and support agriculture in their service area.
- There is greater impact working collectively than working alone.
- Decision-makers who are educated about natural resources, agriculture, and the important role of TEAM RCD make better decisions.

- Landowners, RCDs, and partners require responsive, innovative, transparent support that meets their needs and addresses today's environmental challenges. TEAM RCD believes in and supports a diversity of participation and ideas that are essential for effective resource conservation and agriculture in their service area.

In order to fulfill our vision, mission and values, TEAM RCD will implement the following goals and strategies:

## Goals and Strategies

### Program Goals

1. Increase the reach and influence of TEAM RCD
  - a. Foster collaborations and information sharing among partners
  - b. Build public and government support and understanding for the work of TEAM RCD
  - c. Build awareness and backing for resource conservation in TEAM RCD service area

### Organizational Goals

2. Increase the impact and sustainability of TEAM RCD
  - a. Develop significant, sustainable revenue streams
  - b. Develop a strong team within the organization
  - c. Develop business plans, systems, and infrastructure to support the organization

## Benchmarks

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Driven by the strategic plan, the following benchmarks will be used to evaluate TEAM RCD performance.

1. INCREASE THE REACH AND INFLUENCE OF TEAM RCD
  - a. Foster collaboration and information sharing among partners

**Long-term Outcome:** TEAM RCD has strategic partnerships with public agencies and private organizations.

#### *One-Year Benchmarks*

- i. Existing, signed MOUs and Working Agreements
  - Mission RCD
  - Antelope Valley RCD
  - Inland Empire RCD
  - Santa Ana Watershed Association (SAWA)
  - Riverside-Corona RCD
  - Riverside Conservation Authority
  - Rivers and Land Conservancy (pending)



ii. Potential new Contract

- Riverside County Flood Control District

*Three-Year Benchmarks*

- i. Signed MOUs and working agreements with ten strategic partners

*Five-Year Benchmarks*

- i. Signed MOUs and working agreements with twelve strategic partners

b. Build public support and understanding for the work of TEAM RCD

**Long-term Outcome:** Residents in the service area know and support TEAM RCD

*One-Year Benchmarks*

- i. Create a consistent process of education on policies, procedures, and general information regarding TEAM RCD and its history for all current directors and associate directors to enable them to speak confidently to potential clients, organizations, governmental agencies, and residents about TEAM RCD, its services and its goals.

*Three-Year Benchmarks*

- i. Program materials from projects for public dissemination

*Five-Year Benchmarks*

- i. Events at successful projects (for friend-raising and fundraising purposes)

c. Build awareness and backing for resource conservation in TEAM RCD service area.

**Long-term Outcome:** Public understand the benefits of resource conservation to the quality of their lives.

*One-Year Benchmarks*

- i. No specific benchmarks for year one, as TEAM concentrates its limited resources in building a sustainable business. It will revisit benchmarks for this Program Goal after year one of this plan.

*Three-Year Benchmarks*

- i. To be determined

*Five-Year Benchmarks*

- i. To be determined

2. GROW THE CAPACITY OF TEAM RCD

a. Develop significant, sustainable revenue streams

**Long-term Outcome:** Revenue for TEAM has met the operations and program requirements of the strategic plan



*One-Year Benchmarks*

- i. Continue existing programs with Rancho California Water District—\$33,000
- ii. Establish a program with Riverside County Flood Control District—\$20,000 (est.)
- iii. Strengthen the purpose and management of Endowment Funds for current and future conservation easements.
- iv. Decide purpose and management of past mitigation funds and owned lands.

*Three-Year Benchmarks*

- i Revenue from projects—\$50,000

*Five-Year Benchmarks*

- i. Revenue from projects—\$75,000
- b. Develop a strong team within the organization

**Long-term Outcome:** TEAM has built and supported a professional staff and Board of Directors that can meet the goals and vision of the board and fulfill its strategic plan.

*One-Year Benchmarks*

- i. Board Development
  - Clarification on the Brown Act
- ii. Add two Associate Board Members
- iii. Part-time administrative support (create job description and hire)

*Three-Year Benchmarks*

- i. Full-time Administrative Assistant

*Five-Year Benchmarks*

- i. Full-time Administrative Assistant
- ii. Full-time District Manager (create job description and hire)
- c. Develop plans, systems, and infrastructure to support the organization

**Long-term Outcome:** TEAM's programs, systems and plans build and maintain its efficiency, effectiveness and accountability

*One-Year Benchmark*

- i. Complete Tier 1 accreditation with CA Department of Conservation (DOC)
- ii. Create and implement cloud infrastructure for TEAM RCD documents
- iii. Set up, improve and re-style website to provide more informative, creative presentation of TEAM RCD goals and work
- iv. Monitor progress against strategic plan goals and benchmarks





*Three-Year Benchmarks*

- i. Complete Tier 2 accreditation with DOC
- ii. Website review/revision
- iii. Monitor/update strategic plan

*Five-Year Benchmark*

- i. Complete Tier 3 accreditation with DOC
- ii. Website review/revision
- iii. Monitor/update strategic plan

