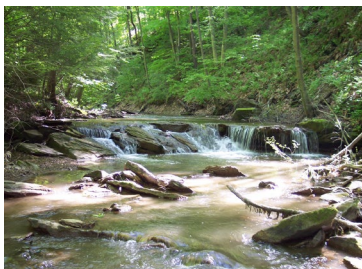




Washington County Conservation District

50 Old Hickory Ridge Road, Suite 1
Washington, PA 15301
Phone: 724-705-7098
Fax: 724-249-2519
e-mail: washcccd@yahoo.com

31 August 2020



Washington County Conservation District 2024 Strategic Plan

This document is the shared vision of the Washington County Conservation District (WCCD) through the year 2024.

The intent of this vision-based strategic plan is to ensure that our efforts are aligned with the State Conservation Commission (SCC), Pennsylvania Department of Environmental Protection (DEP), Pennsylvania Department of Agriculture (PDA), Pennsylvania Association of Conservation Districts (PACD), Natural Resources Conservation Resources (NRCS), Farm Services Agency (FSA), and fellow conservation districts. WCCD will publish annual plans which are yearly updates to this strategic plan based on time, budget, and possible shifts in priorities.

WCCD's vision is "Assisting the community to conserve and improve the natural resources through promotion and innovation." In order to achieve this vision, we must become an integrated, learning organization that optimizes capabilities, resources, and partnerships.

Five Lines of Efforts (LoEs) that contribute to our vision emerged in the process of developing this strategic plan: Human Capital, Protect Natural Resources, Community Outreach, Sustain WCCD Infrastructure, and Organizational Culture. These LoEs are the guide of this strategic plan and will drive the next five years for WCCD.

The delayed release of the strategic plan was due to the unknown environment since the COVID-19 Pandemic began. There are still unknowns moving forward with the strategic plan and changes to this strategic plan will be identified during the annual planning and then a change to this plan will be published.

Todd Thornburg
Executive Director/District Manager
Washington County Conservation District

Purpose of the WCCD Strategic Plan

The WCCD Strategic Plan ensures the organization's continued ability to accomplish its mission and reach for its vision.

Scope and Approach to planning

Starting in 2020 and extending through 2024, all WCCD programs will integrate this strategic framework into their overall program planning. All employees contributed to this plan and will ultimately be the executors of it. This plan is a guide to the way forward for WCCD. As this is a vision-based plan, the missions and objectives identified in this document lead toward the vision of the conservation district. Annual plans will be published at the beginning of each year to update the objectives for the year based on the overall LoEs outlined. These plans will use this strategic plan as the guide and resource for priorities and objectives for that year based on resources planned for and that are already available.

Conserving Natural Resources for our Future!

Washington County Conservation District's Vision and Mission Statement

Vision: Assisting the community to conserve and improve the natural resources through promotion and innovation.

Mission Statement: Washington County Conservation District coordinates and implements state-wide and local programs to conserve soil health and water quality for the community through three (3) key components: outreach, education, and technical assistance.

Outreach: The district conducts outreach through information technology and social media, participation in key events in the county and state, and interactions with legislators.

Education: The district conducts education through Envirothon competition, school visits, municipality training, information briefings, and events such as Field Days.

Technical assistance: The district provides technical assistance based on delegated responsibilities from DEP, PDA, and SCC. These responsibilities include review of permit applications, inspections of best management practices (BMPs), complaint site inspections, and outreach and education for each program.

WCCD Background

WCCD was declared by the board of County Commissioners on March 25, 1947, under Act 217 and began operations on February 19, 1948. The district is a subdivision of state government funded by the combination of state, county, and district funds. The district is a center for environmental information for the citizens of Washington County, Pennsylvania (PA). Programs now include Agricultural Conservation; Dirt, Gravel and Low Volume Roads; Erosion and Sedimentation (E&S) Control; Waterways and Wetlands Protection; Watershed Analysis and Association Support; and Education and Outreach, which includes hosting the County Envirothon Competition.

History of the WCCD

WCCD has a history of over 70 years and during this strategic plan, WCCD will celebrate its 75th Anniversary of being a successful conservation district for the state and Washington County. Below are significant events by year, from newest to oldest, throughout the 73-year history:

2018 - The District moves to its new home at the Washington County Conservation Center at 50 Old Hickory Ridge Road, Suite 1, Washington, PA 15301. Long-time employee and District Manager, Gary Stokum, retires from WCCD.

2014 - We replace our No-Till Seeder with a brand new model.

2013 - Two new employees are added to the District: an Agricultural Technician, and an E&S/Ag Technician.

2012 - Our office moves to 2800 North Main Street, Suite 105, Washington, PA 15301 (the first time all of the staff is in the same office since 2000).

- WCCD awards a grant from the DCNR to create a Rivers Conservation Plan for the 20D Watershed.

- The WCCD surpasses \$1,000,000 in Dirt & Gravel Road Projects.

2011 - Ten Mile Watershed Association and the Upper Wheeling Creek Watershed Association are formed.

- The rebuild of Dutch Fork Lake dam is started; the anchoring of Canonsburg Lake is started.

2010 - 1st ESCGP-1 (Erosion & Sedimentation Control General Permit) for the Oil & Gas industry is issued.

- Canonsburg Lake, U.S. Army Corps of Engineers 206 Plan is completed.

2009 - 40th Anniversary of the District's "Tomorrow" Newsletter.

- Peters Creek Watershed and Cross Creek Watershed Assessments are completed.

Washington County Conservation District 2024 Strategic Plan

2008 - A stream restoration project is completed on Cross Creek at the site of the historic Meadowcroft Rockshelter.

- WCCD website is created.

2007 - The District hosts the statewide Project Grass Conference.

- The Canonsburg Lake Master Site Plan for Recreational Improvements is completed.

2006 - A study and proposed treatment system for the major discharges in the Raccoon Creek watershed is performed by Biomost.

2005 - The Buffalo Creek Watershed Assessment and Restoration Plan is completed by the Western PA Conservancy.

2004 - JB#2 Abandoned Mine Drainage (AMD) treatment system, located in Smith Twp. in the Raccoon Creek watershed, is built.

2003 - The Hamilton AMD treatment system, located in Findley Twp, Allegheny County, in the Raccoon Creek watershed is completed.

- The Cross Creek watershed assessment is completed by Skelly and Loy.

2002 - The Chartiers Creek River Conservation Plan is completed by Skelly and Loy.

2000 - District opens a separate Ag office located with USDA offices in the Meadowlands.

- Raccoon Creek AMD survey and restoration plan is completed by Skelly and Loy.
- The District hires its first Watershed Specialist, Steve Carbol.

1999 - Langeloth Borehole, located in Smith Twp. in the Raccoon Creek watershed, is the first AMD system built.

1998 - The Washington County Watershed Alliance is formed.

- The Raccoon Creek Watershed Association is formed.
- WCCD hires a second E&S Technician, John Casagrande.

1997 - The District wins the state Goodyear Award.

- The Dirt and Gravel Road program begins.
- The District celebrates 50 years of service.

1996 - The Farmland Preservation Program moves to the Planning Commission.

- 319 Grant monies are orchestrated by the District to fund a Project Grass Coordinator for the fifteen-county area.

1995 - The first full-time Nutrient Management Specialist is hired.

- The first Children's Groundwater Festival is held at California University of PA. Approximately 1,000 sixth grade students attend.

Washington County Conservation District 2024 Strategic Plan

- McGuffey School District develops a nature trail with assistance from the District.

1994 - The Farmland Preservation Program is adopted by the county.

- Nutrient Management studies are undertaken in the Pigeon Creek watershed, the Raccoon Creek watershed, and the Cross Creek watershed.
- Receives Groundwater Organization of the Year award from PACD.

1993 - The first no-till seeder is purchased and the District begins a rental program.

1991 - The District wins the Take Pride in PA award for Youth Conservation Camp.

- First used oil collection is undertaken as part of Earth Day Celebration.

1990 - The District participates in the Washington County Earth Day Coalition.

- The staff increases to four with the hiring of an Environmental Education/Gypsy Moth Coordinator.

1989 - State Conservationist Richard Duncan tours Washington County and participates in the Cedar Grove groundbreaking ceremony.

- The Environmental Shopper Program is adopted by Foodland Stores, and wins the Take Pride in Pennsylvania award.

1988 - Flood Control project on Enlow Fork is dedicated.

- Ag Days begins.

1987 - Project Learning Tree and the Sportsmen's Show begin.

1986 - The final flood control dam on Wheeling Creek in Pennsylvania gets underway.

- The first County Envir-Olympics (later renamed the Envirothon) is held at Cross Creek Park.
- The Western Pennsylvania Coalition for Abandoned Mine Reclamation (WPCAMR) is created.

1985 - The first Conservation 10K run was held at Mingo Park.

- Cokeburg Community Park is honored as the first Penn's Corner Resource Conservation and Development project.
- The District becomes involved with the Washington County Youth Conservation Camp.

1984 - The first office computer is purchased by the District.

- The first Youth Conservation Camp is held.

1983 - Gary Stokum is hired as the first full-time E&S Technician.

1982 - The Washington County Groundwater Study is undertaken by USGS.

- Cross Creek Lake is constructed.

Washington County Conservation District 2024 Strategic Plan

1980 - The District office changes its location to 602 Courthouse Square.

- Jean Toporcer takes over as Executive Assistant

1977 - The District hosts a ground breaking ceremony on the Cross Creek Watershed.

1976 - The Tomorrow newsletter places third in the National Newsletter Contest with a \$150 prize. In 1977 the Tomorrow moves to second place with a cash prize of \$300.

- John Paxton takes over as Executive Coordinator

1974 - The District is authorized with the duty of inspection under Chapter 102 of the Clean Streams Law.

- The District participates in the Last Acre Ceremony which signified the complete soil mapping of 548,480 acres, the entire county of Washington.

- Construction begins on the first flood control dam to be built in Pennsylvania in the Wheeling Creek Watershed.

1973 - The District office moves from 27 Highland Avenue to 37 Highland Avenue.

1972 - Paul Onopiuk is hired as the first Executive Assistant.

1971 - The District starts to publish a newsletter called "Tomorrow". The newsletter comes out on a bimonthly basis.

1968 - R. L. Adamson becomes President of the State Association of Conservation District Directors.

1963 - Jay Weaver of the Soil Conservation Service comes to Washington County to begin surveying the soils of the entire county.

1958 - The District becomes the sponsor of the first PL - 566 watershed project in Harmon Creek. This is followed by Wheeling Creek and Cross Creek.

1947 - The first board of directors are Edwin F. Carl, Harry Hank, Linsey Gillis, J. Nelan, and Francis Pettit.

Washington County Geography

Washington County's geography is unique, even within Southwestern Pennsylvania. The uniqueness of the geography is that Washington County does not receive any surrounding waters. All the water flows into other counties or states.

Washington County is found in the extreme southwest corner of Pennsylvania. Of the four major geographic regions in the state, Washington County is on the Allegheny

Washington County Conservation District 2024 Strategic Plan

Plateau. The Allegheny Plateau covers roughly half the state, bounded in the east by the ridges of the Allegheny mountains.

Rolling hills delineated by creeks, streams, or tributaries and punctuated by springs comprise the area which was originally hardwood forest. The primeval forest supported black bear, elk, moose, deer, panthers, wildcats, wolves, wild ducks and geese, ruffed grouse, quail, pheasants, turkeys, raccoons, squirrels, rabbits, skunks, and woodchucks.

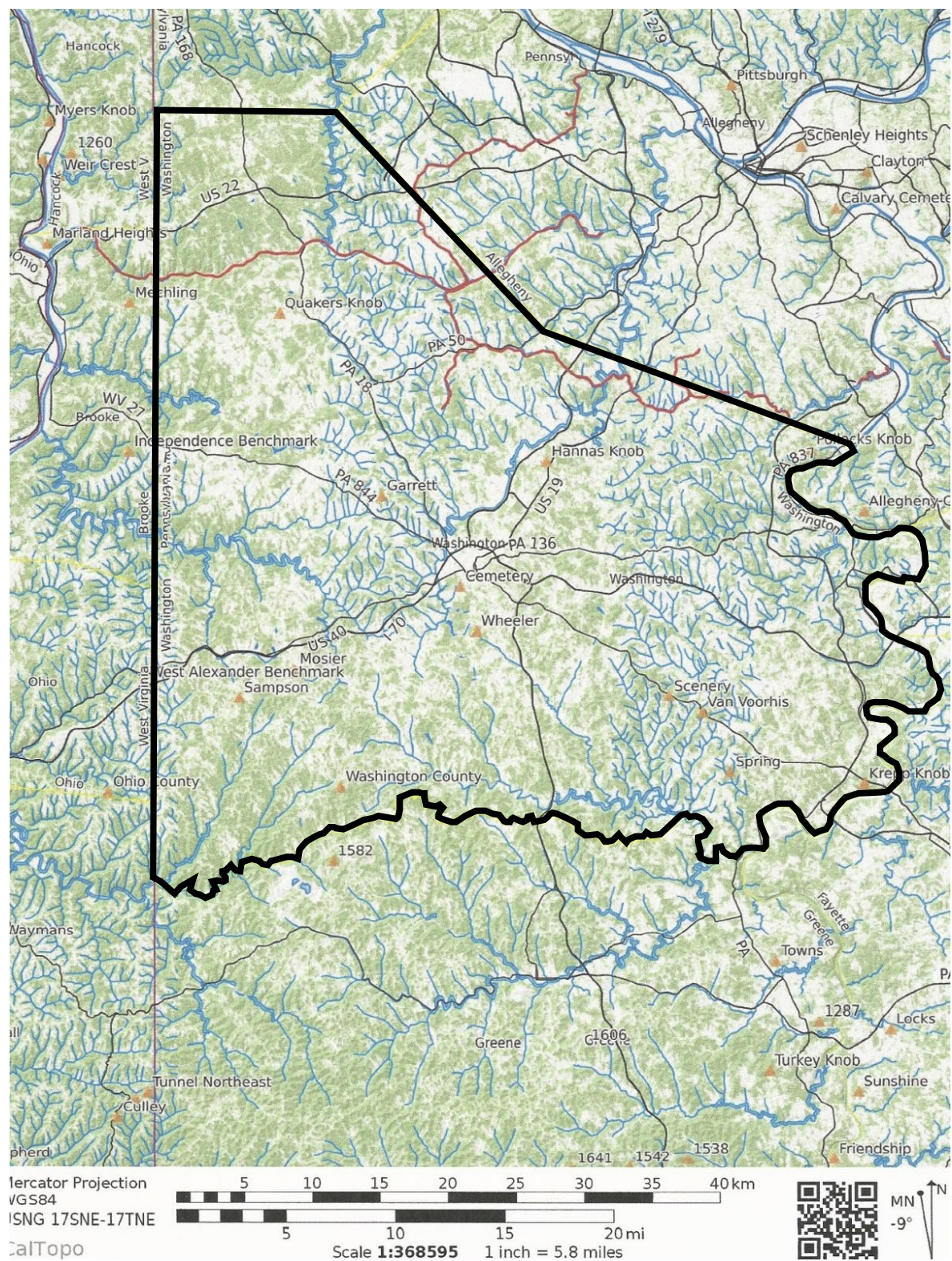
This part of the state drains into the Ohio River Basin Watershed. The Monongahela River, which flows northward to join the Allegheny River in Pittsburgh to form the Ohio River, forms Washington County's eastern boundary.

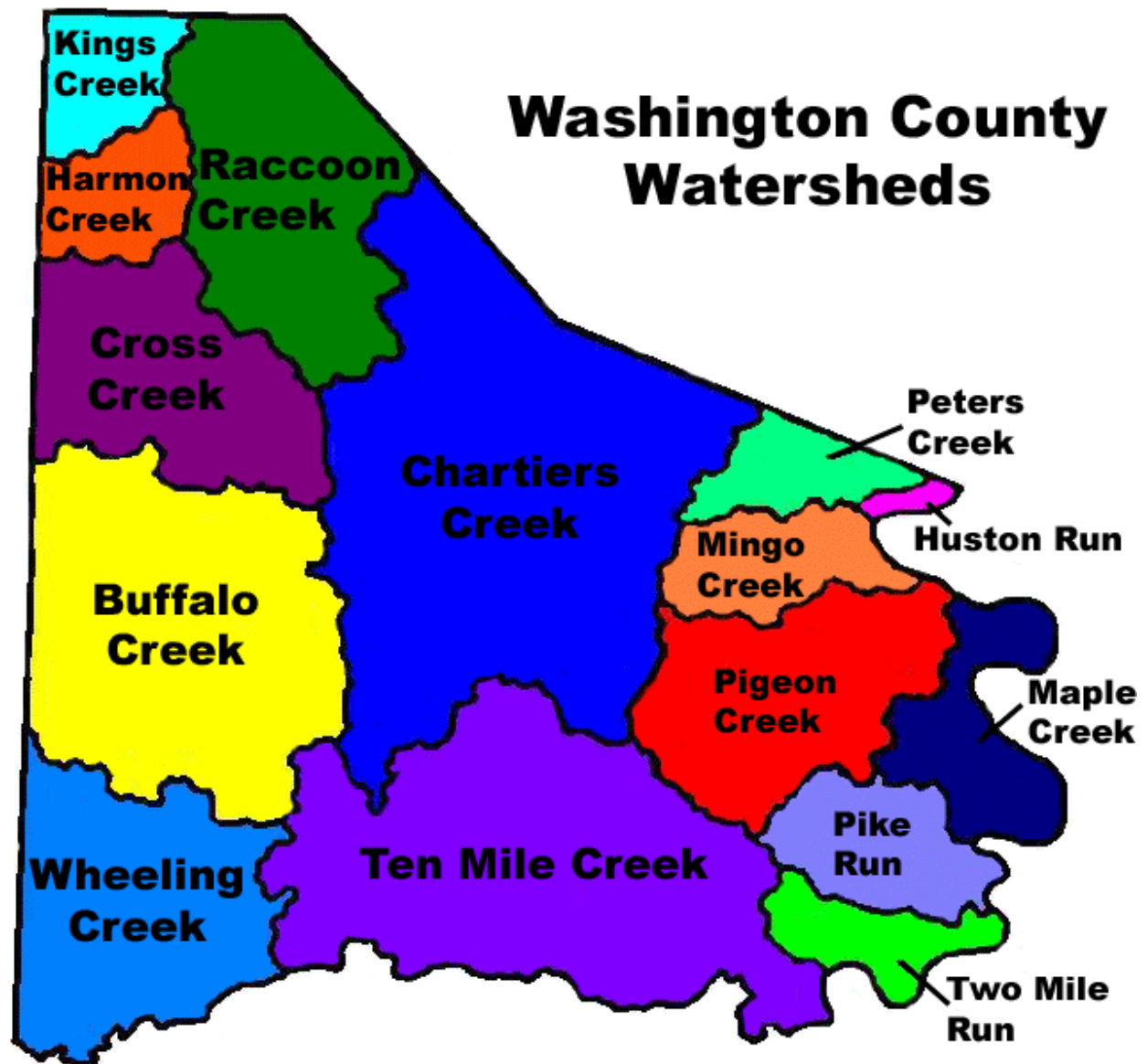
On the western boundary is the neighboring state of West Virginia which Washington County's water flows through to join the Ohio River.

Neighboring counties of Beaver and Allegheny make up the northern boundary, and Fayette and Greene counties form the southern boundary.

As you can see on the map below (map #1), all the tributaries, streams and creeks flow to either bordering water bodies (Ten Mile Creek border with Greene County and Monongahela River border with Fayette and Westmoreland Counties) or contribute to a larger watershed in another county.

There is a high point in the center of the county (Wheeler Hill, shown on Map 1) that divides two major watersheds: Chartiers Creek and Ten Mile Creek. The county has an additional 13 watersheds: Kings Creek, Harmon Creek, Raccoon Creek, Cross Creek, Buffalo Creek, Wheeling Creek, Peters Creek, Huston Run, Mingo Creek, Pigeon Creek, Maple Creek, Pike Creek, and Two Mile Run (see Map #2)

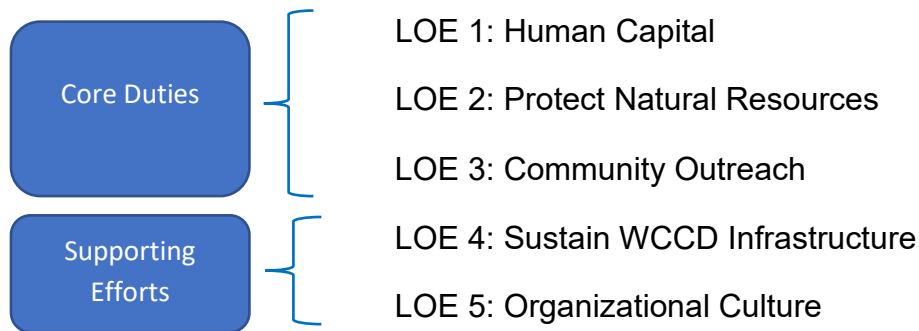




Map #2

Washington County Conservation District's Lines of Effort (LOEs)

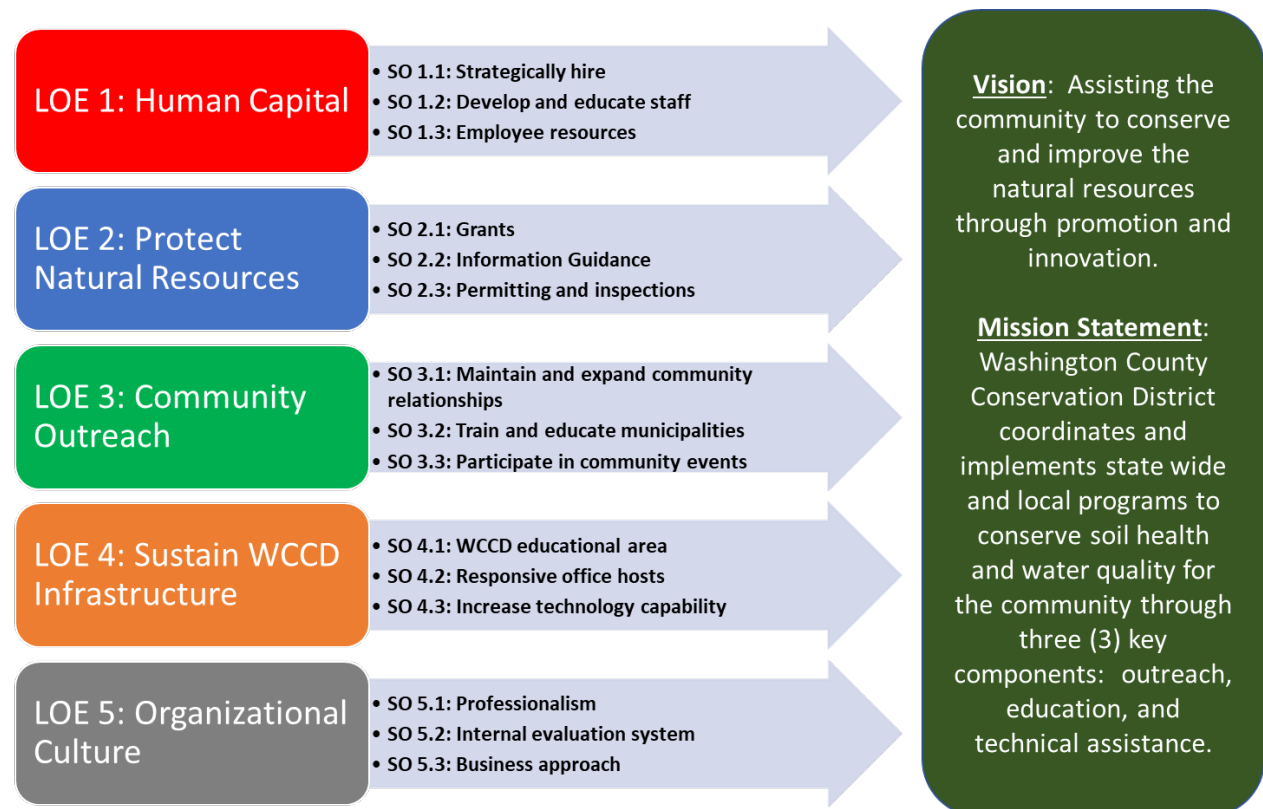
The WCCD Strategic Plan establishes five LOEs which enable the vision. The overall success of the LOEs hinges upon all programs working together and enabling each employee to succeed in accomplishing their program's objectives and WCCD's strategic objectives that support the LOEs. The first three LOEs are WCCD's core duties through multiple delegation agreements from state entities and departments. The last two LOEs are supporting efforts that enable the first three LOEs.



Washington County Conservation District's Strategic Objectives (SO)

The strategic objectives (SO) are the supporting efforts to the LOE which are necessary to achieve the vision of WCCD. Each SO has a set of tasks that WCCD will execute during the implementation of this plan.

Some of the strategic objectives and tasks are part of a larger Integrated Priority List (IPL). This list will help to determine what tasks will be implemented in each annual plan based on priority, funding, and time available, and will be referred to during each annual plan's development. This IPL is attached to this strategic plan for reference and future use (Attachment 1).



LOE 1: Human Capital

The right people with the right skills in the right jobs ensures mission accomplishment. This is true for a conservation district. The requirements to provide technical assistance, interact with citizens of the county, and teach the community are

requirements of each employee. Retaining employees to perform these duties is a must and the reason why the conservation district needs to invest in the employees.

LOE 1 Strategic Objectives (SO) and associated tasks

SO 1.1: Strategically Hire

Task 1.1.1: Employee Involvement in hiring

- Assist in pre-screening resumes
- Participate in interviews if in same section or has seniority

T 1.1.2: Try to hire an employee with an advanced degree, already trained on duties, and/or has certifications that can assist in program

T 1.1.3: Be mindful of interviewee's residence location (not a requirement and will not hire based on this)

- Closer to Washington, means closer to work, less travel on vehicle, less likely to go to another CD

SO 1.2: Develop and educate staff

T 1.2.1: Create individual development plan (IDP) for new hires

T 1.2.2: Provide required training based on the program's delegated responsibilities

T 1.2.3: Provide outside training when available (continue to budget for this) (IE: Wetland delineation training)

T 1.2.4: Provide ability for employees to receive certifications that are part of their program or responsibilities

- This could be tied into the Step program that needs to be developed for WCCD

T 1.2.5: Provide the employees an opportunity to be a part of teaching/training other internal staff (team concept)

SO 1.3: Employee Resources

Task 1.3.1: Continue to budget for and provide employees with 100% benefits package (Fringe Benefits)

- Full time employees will receive (provided by WCCD)
 - ✓ Workmen's Compensation; Social Security; Life Insurance; Retirement Plan; Disability Insurance; Health Care including eye and dental coverage
 - ✓ Time off with Sick Leave and Vacation Time

T 1.3.2: Provide employees with personal protective equipment

- Hard hat
- Backpack with protective essentials
- Mud boots/waders as needed
- WCCD shirts/hats

T 1.3.3: Equip staff in order for them to conduct their duties and responsibilities efficiently and effectively (computers, printers, scanners, data management systems, software programs, cameras, etc)

T 1.3.4: Provide staff with reasons to stay (retention tools)

- Personnel Manual Review and Update (COOP Plan, Policies in Manual)
- Policy Updates (includes some personnel manual policies, advancement/promotion, etc)
- Employee Advancement opportunity (Step System/Program)
- Performance Based Bonus opportunities
- Training/certification (personal and organizational)
- Part of team concept

PACD Recognition
for years of service
awards



LOE 2: Protect Natural Resources

Protecting natural resources requires everyone to be mindful of the environment; however, not all people understand how their actions have consequences. Laws are in place to better protect the environment; organizations like the conservation districts regulate and enforce these laws to ensure better water quality and increase soil health. Federal, state, and sometimes local governments provide funding to citizens and organizations through grants to better the environment. Conservation districts provide the technical assistance required to assist the citizens of the counties to receive the funding to include best management practices to increase soil health and better the quality of water in the lakes, rivers, creeks, and streams.

LOE 2 SO and associated tasks

SO 2.1: Grants

Task 2.1.1: Develop funding information program to assist citizens on Natural Resources funding resources

- Assist community members in receiving funding to protect soil and water
- Assist WCCD to execute Vision and Mission

T 2.1.2: Be the experts for community in answering available grant funding opportunities tied to Natural Resources

SO 2.2: Information Guidance

T 2.2.1: Provide informational resources to community

T 2.2.2: Be the experts in our program for community

T 2.2.3: Advertise our expertise on regulations

SO 2.3: Permitting and Inspections

T 2.3.1: Train internally and externally on regulations

T 2.3.2: Be the experts for regulations and policies that WCCD regulates as part of delegated responsibilities

T 2.3.3: Regulate community and assist when required



LOE 3: Community Outreach

While WCCD executes their technical assistance to protect natural resources, it is also mindful to build and maintain a relationship with the community. WCCD must continue educating and assisting the citizens of Washington County with information of how they can help protect these valuable resources for generations to benefit. Without this bond with the community, the environment will not continue to improve.

LOE 3 SO and associated tasks

SO 3.1: Maintain and expand community relationships

Task 3.1.1: Build trust of community

- Provide valuable information relating to protecting Natural Resources
- Respond to complaints in a professional and timely manner

T 3.1.2: Participate in litter pick-up / large site clean-up events

T 3.1.3: Begin and maintain Legislative Breakfast for policy makers

T 3.1.4: Continue to host a successful Envirothon Competition event

SO 3.2: Train and educate municipalities

Task 3.2.1: Schedule municipality training events for:

- Chapter 102 regulations
- Chapter 105 regulations

Washington County Conservation District 2024 Strategic Plan

- Agricultural Best Management Practices
- Dirt, Gravel and Low Volume Road Program
- Riparian Buffers

T 3.2.2: Provide grant funding information

T 3.2.3: Provide information on other training events like Environmentally Sensitive Maintenance (ESM) Training, MS4 for municipalities training

Agricultural Field
Days at the Barn at
Ike's Place,
Washington County



SO 3.3: Participate in community events

Task 3.3.1: Continue to support local events

- Sportsmen's Show
- Agricultural Days
- Washington County Agricultural Fair
- State and federal congressional events
- Trout in the Classroom Programs with schools

T 3.3.2: Participate in local organizations/agencies meetings pertaining to protecting Natural Resources

T 3.3.3: Participate as board members for these local organizations and agencies

T 3.3.4: Participate with local school districts for:

- Teaching and training about environmental topics
- Future Farmers of America organizations
- Vocational Agricultural Programs

T 3.3.5: Purchase local equipment, food, and services from county small businesses and school programs

LOE 4: Sustain WCCD Infrastructure

WCCD resides in a newly renovated building with the ability to provide education on site while hosting partnered organizations. It is important to use the publicly accessible building and surrounding area to educate Washington County citizens on different

techniques for conserving our natural resources. Additionally, with USDA organizations of NRCS and FSA office spaces in the WCCD building, it is a one stop shop for the agricultural community.

LOE 4 SO and associated tasks

SO 4.1: WCCD Educational Area

Task 4.1.1: Create an educational walking trail with education stations

T 4.1.2: Create an outside area to conduct instructional presentations for groups

T 4.1.3: Maintain and update all educational displays for WCCD

SO 4.2: Responsive office hosts

T 4.2.1: Respond to building maintenance issues from tenants

T 4.2.2: Provide clean and professional workspaces

T 4.2.3: Create a separate conference room for smaller, private meetings

T 4.2.4: When able, open conference rooms to public or private organizations to host meetings

T 4.2.5: Provide noise reducing capabilities in main conference room

T 4.2.6: Provide Washington County residents with valuable/working loan or rent items

SO 4.3: Increase technological capability for WCCD

T 4.3.1: Create computer and Information Technology Life Cycle Management Program

- Computers (switch all computers to laptops to support COOP Plan)
- Printers: switch to laser printers
- Scanners: purchase portable scanners to share throughout the office
- Cameras: continue to update cameras to meet the demands of inspections

T 4.3.2: Provide software to increase efficiency, effectiveness, and better shared understanding

- Data management systems: PracticeKeeper, Microsoft Office 365, Replicon
- Ability to analyze data (ArcGIS)



LOE 5: Organizational Culture

As the culture continues to change throughout the country, WCCD must continue to change and adapt to these changes to maintain its relevance. The employees must be flexible and willing to change, as long as it is for the good of the organization. This LOE integrates with LOE 1. Taking care of the employees will improve the culture of the organization.

LOE 5 SO and associated tasks

SO 5.1: Professionalism

Task 5.1.1: Create WCCD Policies (Leadership Philosophy, Equal Opportunity, Discrimination, Electronic Devices)

T 5.1.2: Provide professional development training and presentations (Security Awareness, Leadership Development, Policies)

T 5.1.3: Treat all interactions with public or other agencies with dignity and respect

SO 5.2: Internal evaluation system

T 5.2.1: Create and implement Performance Evaluation Report (PER)

T 5.2.2: Provide counseling on “sustains” and “improves” from PER

T 5.2.3: Create Bonus structure based on PER (connected with T 1.3.4)

Washington County Conservation District 2024 Strategic Plan

T 5.2.4: Create Individual Development Plans for each position (connected with T 1.2.1)

SO 5.3: Business Approach

T 5.3.1: Create a shared Vision and Mission Statement for WCCD

T 5.3.2: Develop and implement a Five (5) Year Strategic Plan

T 5.3.3: Manage budget based on Five Year Strategic Plan

T 5.3.4: Program leads assist in managing budget based program requirements

T 5.3.5: Create organizational structure based on Employment Advancement task (connected with T 1.3.4)

Washington County Conservation District's Programs (Mission Statements and Objectives)

Agricultural Conservation (AC) Program

Mission Statement: The agricultural program coordinates and implements agriculture state-wide and local programs for farmers of Washington County to help conserve soil health and water quality through three key components: Outreach, Education, and Technical Assistance.

Objectives:

Objective 1 (AC O1): Improve the farmer assistance program

Task 1 (AC O1T1): Increase number of No-till Seeders to rent out

AC O1T2: Include other equipment into program

AC O1T3: Look at alternative storage for No-till Seeder

AC O1T4: Review fee schedule to see if adequate

AC O1T5: Improve seeder request form to reduce application questions

AC O2: Develop and manage an educational program

AC O2T1: Develop schedule to rotate field and office instruction every other year

AC O2T2: Develop objectives for Crop Field Days event

AC O3: Reduce development and submittal times for Manure Management Plans (MMP)

AC O3T1: Provide easier to use guide for users

AC O3T2: Set reasonable standard milestones for users to submit

AC O4: Develop / improve ways to provide information and financial resources for implementation of best management practices (BMP) to agricultural producers

AC O4T1: Redesign website to make page more user friendly

AC O4T2: Develop group email to better distribute information

AC O4T3: Improve "take home" lobby informational handouts

AC O4T4: "Lunch and Learn" to district staff to broaden understanding

Washington County Conservation District 2024 Strategic Plan

AC O5: Develop volunteer Nutrient Management Plan (NMP) writing program

AC O5T1: Use ACT funds

AC O5T2: Reduce time for landowners to implement NRCS programs

Dirt, Gravel and Low Volume Roads (DGLVR) Program

Mission Statement: The DGLVR program provides education, outreach, and grant funding to eligible entities within Washington County to implement safe, efficient, and environmentally sound maintenance of eligible roads to prevent sedimentation and pollution in local waterways.

Objectives:

Objective 1 (D O1): Develop Administrative Guidance Documents for the DGLVR Program (*Short Term*)

Task 1 (D O1T1): Develop a DGLVR Program Policy and have it approved by the WCCD Board

D O1T2: Develop a Standard Operating Procedure (SOP) for the DGLVR program

D O1T3: Disseminate updated policies and SOPs to local road-owning entities

D O2: Manage and oversee currently funded DGLVR projects (*Short Term*)

D O2T1: Contact applicants

D O2T2: Ensure applicant understanding of program requirements and notifications to WCCD

D O2T3: Be on site during phase changes in construction

D O2T4: Ensure all funding is spent for FY 19/20 (deadline of August/September 2021) by keeping up to date with projects and being in contact with grant recipients

D O3: Manage and oversee 2020/21 and future application cycles (*Short and Mid Term*)

D O3T1: Attend pre-application meeting requests from potential applicants

D O3T2: Review submitted applications for completeness and assist applicants if requirements not met

D O3T3: Quality Assurance Board (QAB) meeting to assess applications

D O3T4: Take QAB recommendations to Board of Directors (BOD) for funding approval

D O3T5: Assist with project requirements: bid specs, deadlines, etc.

D O3T6: Assess previously funded projects to check for continued maintenance

D O4: Increase program participation (*Mid and Long Term*)

D O4T1: Contact non-Environmentally Sensitive Maintenance (ESM) certified road-owning entities

Washington County Conservation District 2024 Strategic Plan

D O4T2: Contact ESM-certified road-owning entities whose certifications are set to expire within the next 12 months

D O4T3: Contact all other ESM-certified road-owning entities

D O4T4: For PoE1-3, ensure entities understand the intent and requirements of the Program, discuss potential project sites, and set meetings to assess sites.

D O5: Assess roads within the County to determine Program eligibility (*Mid and Long Term*)

D O5T1: Using Objective 4 PoE's, do initial assessments on "problem roads" throughout the County.

D O5T2: Compile road assessments onto one comprehensive map of eligible roads and update the GIS system as roads are assessed.

Education Program

Mission Statement: The education program coordinates conservation related education within Washington County Conservation District programs through a variety of media and outreach events.

Objectives:

Objective 1 (ED O1): WCCD develop plan to "Sell our story" through education and outreach

ED O2: Develop outreach plan for WCCD

ED O2T1: Plan for community of Washington County

ED O2T2: Plan for state legislators representing all of Washington County

ED O2T3: Plan for Washington County School Districts

ED O3: Develop education plan for WCCD

ED O3T1: Plan for municipalities of Washington County

ED O3T2: Plan for consultants and engineers that submit permits/plans/projects to WCCD

ED O3T3: Plan for Washington County School Districts and special learning programs

ED O4: Develop social media policy and plan

ED O5: WCCD implement best management practices around the WCCD Center/building area

ED O6: WCCD develop new displays/handouts for outreach and education

Erosion and Sedimentation (E&S) Control Program

Mission Statement: The Erosion and Sedimentation program conducts education, technical assistance, plan reviews and inspections to ensure the conservation of soil and water resources of Washington County.

Objectives:

Permit and Plan Reviews

Objective 1 (ES O1): Short Term: Meet PDG/PRP Chapter 102 permit submission review timelines

Task 1 (ES O1T1): Conduct administrative processing within 5 calendar days (CD) per the SOP

ES O1T2: Conduct completeness reviews within 15 business days (BDs) per the SOP

ES O1T3: Conduct the initial technical review within 22 BDs

ES O2: Long Term: Reduce PDG/PRP Chapter 102 permit review timelines (*timeline reduced by ~20%*)

ES O2T1: Conduct administrative processing within 4 CDs of receipt

General Permits

ES O2T1.1: Conduct completeness reviews within 12 BDs

ES O2T1.2: Conduct the initial technical review within 18 BDs

ES O2T1.3: Conduct follow-up reviews within 14 BDs

Individual Permits

ES O2T1.4: Conduct the initial technical review within 38 BDs

ES O2T1.5: Conduct follow-up reviews within 18 BDs

Inspection

ES O3: Meet DEP and Chapter 102 delegation inspection timelines

ES O3T1: Conduct initial inspections within 22 BDs for individual permits and 35 BDs for General permits

ES O3T2: Conduct IP inspections every 65 BD

ES O4: Inspect all general permits at least 1 time per year through the life of the permit

ES O5: Update or develop Memorandum of Understanding (MOU) with municipalities

Education and Outreach

ES O6: Develop and present programs/trainings for the regulated community

ES O6T1: Develop a regular schedule for trainings: municipal, contractor, etc.

ES O6T2: Implement schedule and project budget

ES O7: Professionally develop E&S Staff

ES O7T1: Staff must review CWA courses

Washington County Conservation District 2024 Strategic Plan

ES O7T2: Conduct internal training for staff quarterly

Other

ES O8: Develop and implement new permit review and inspection processes to ensure efficient and effective program

ES O8T1: Determine and develop if inspections could be divided by geographic locations

ES O8T2: Determine and develop a rotating review process

Watershed (WS) Program

Mission Statement: The Watershed department facilitates stream health and the improvement of local waterways by providing technical support, education and monitoring for the benefit of Washington County and those downstream.

Objectives:

Objective 1 (WS O1): Improve technical support to landowners and municipalities

Task 1 (WS O1T1): Create a directory for landowner assistance of what WCCD can provide and who to contact if we cannot directly provide the needed assistance (create a brochure or directory for printing as well)

WS O1T2: Create a list of potential project areas for future restoration funding

WS O1T3: Work to obtain grant funding for restoration projects on public and private land to benefit water quality

WS O1T4: Attend Washington County Watershed Association (WCWA) meetings, outreach programs, and provide them with technical assistance as needed

WS O1T5: Serve on the Board of the WCWA (Conservation District Representative)

WS O1T6: Develop regional coordination for improving waterways

WS O2: Improve or increase ways to monitor Washington County waterways

WS O2T1: Use Datalogger data (from WCWA) to develop priority watersheds for restoration

WS O2T2: Complete monitoring for grant-funded projects (as required and any newly added)

WS O2T3: Conduct periodic assessments of waterways throughout Washington County (develop a schedule)

WS O2T4: Track waterways that has consistent reported flooding areas

WS O3: Increase education and outreach strategies

WS O3T1: Increase total school outreach programs per year in grades K-12 and Universities

Washington County Conservation District 2024 Strategic Plan

- WSO3T1.1: Accomplish through direct contact with schools and educators, promoting our available watershed programming
- WS O3T2: Develop new watershed-related programming (for youth and adults)

Water Obstruction and Encroachment (Chapter 105) Program

Mission Statement: The Water Obstruction and Encroachment program reviews Chapter 105 General Permits (1-9) while assisting landowners, municipalities and consultants in Washington County with various aspects of the program through education and technical assistance to protect waterways and wetlands.

Objectives:

Permit and Plan Reviews

Objective 1 (WO O1): Short term: Review and provide initial response to application submissions within Permit Decision Guarantee (PDG) timelines (if applicable) or 30 calendar days

WO O1 Task 1 (WO O1T1): Continue to conduct review of submitted applications and train additional staff on review process

WO O2: Long term: Review and provide initial response to all application submissions within 20 calendar days

WO O2T1: Develop new process to increase efficiency for reviewing submitted applications

Complaints

WO O3: Short term: Respond to complainants within 10 calendar days

WO O4: Long term: Respond to complainants with five (5) business days

WO O4T1: Develop and implement new process for handling complaints

Outreach/Education

WO O6: Short term: Conduct two (2) information and/or education programs for Washington County per calendar year

WO O7: Short term: Issue two (2) news releases per calendar year

WO O8: Long term: Conduct at least three (3) information and/or education programs for Washington County per calendar year

WO O8T1: Develop an education and outreach plan to conduct trainings in accordance with the education program

WO O9: Long term: Issue at least three (3) news releases per year

Washington County Conservation District 2024 Strategic Plan

Calendars (To be published (TBP) due to COVID-19 Pandemic)

Integrated Priority List (IPL) See Attachment 1

Attachment 1 to Strategic Plan 2024

WCCD Integrated Priority List

Integrate Priority List (IPL): The list of the board's highest priority requirements, prioritized across program or functional lines, annually (prioritized in each Annual Plan), defining possible shortfalls or ways to increase efficiency and effectiveness and making improvements in each or all programs.

Line of Effort 1: Human Capital			Program	Year
IPL 1.1	Team involvement mentality		WCCD	2021
IPL 1.2	Performance Based Bonus Package (tied to PER)		WCCD	2022
IPL 1.3	Update Policies: Personnel Manual		All	2021
IPL 1.3.1	Remote Work Policy		All	2020
IPL 1.3.2	Social Media Policy		All	2021
IPL 1.3.3	COOP Policy		All	2020
IPL 1.3.4	Maternity/Paternity Leave		All	2021
IPL 1.4	External Training (Wetlands delineation, certifications, etc)		All	2021
IPL 1.5	Training for certified positions (CPESC and/or CESSWI)		ES	2023
IPL 1.6	COOP IT Preparation		WCCD	2020
IPL 1.7	Program related required and requested training		All	Annual
IPL 1.8	Work group development for special planning (similar to committees)		All	Annual
IPL 1.9	Develop "Lunch and Learn" of internal programs		All	Annual
LoE 2: Protect Natural Resources			Program	Year
IPL 2.1	Removed			
IPL 2.2	Develop a database on possible funding (grants) that our constituents can use		All	2022
IPL 2.3	Transfer all plans and permits (Ch 102) to electronic files		ES	2024
IPL 2.4	Digitize all program information and hang on website and social media		All	2021
IPL 2.5	Reduce review times for permitted projects		ES/WO	2022
IPL 2.6	Finish data logger project		WS	2020
IPL 2.7	Complete GGG monitoring		WS	2021
IPL 2.8	Research training for stream restoration projects		WS	2021
IPL 2.9	Develop priority list of watersheds based on datalogger analysis		WS	2020
IPL 2.10	Develop schedule for periodic assessment of watersheds		WS	2020
IPL 2.11	Obtain further grants for restoration and waterway improvements		WS	2021
IPL 2.12	Research similar datalogger grant project for water quality		WS	2022
IPL 2.13	Develop GIS mapping projects		WS	2022
IPL 2.14	Finalize project processes		All	2020
IPL 2.15	Develop internal processes that increase efficiency and effectiveness in each program		All	2021
IPL 2.16	Develop a user guide for technical assistance for MMP		AC	2022
IPL 2.17	Review and plan for possible funding sources to assist in NMP development		AC	2023
IPL 2.18	Reduce review and technical assistance requests for Agriculture Program		AC	2021
IPL 2.19	Finalize program SOPs (Hard copies for all staff)		All	2020
LoE 3: Community Outreach			Program	Year
IPL 3.1	Update WCCD Storyboard and VIP brief		All	2020
IPL 3.2	Develop schedule of training/education and outreach for each program		All, ED	Annual
IPL 3.2.1	Develop municipal education and outreach plan for each program		All, ED	Annual
IPL 3.2.1.1	Stormwater/MS4: Districts role in stormwater (NPDES)		ED	Annual
IPL 3.2.1.2	Chapter 102 requirements		ES	Annual
IPL 3.2.1.3	Municipal requirements under Chapter 102		ES	Annual
IPL 3.2.1.4	Chapter 105 requirements		WO	Annual
IPL 3.2.1.5	Agriculture Education		AC	Annual
IPL 3.2.1.6	DGLVR Program		DG	Annual
IPL 3.2.2	Develop contractor/developer education and outreach plan for each program		All, ED	Annual
IPL 3.2.3	Develop engineer/consultant education and outreach plan for each program		All, ED	Annual
IPL 3.2.4	Develop general public education and outreach plan for each program (if app.)		All, ED	Annual
IPL 3.2.5	Develop Agricultural Education Program		AC	Annual
IPL 3.3	Improve Farmer Assistance Program		AC	2021
IPL 3.4	Develop or update MOUs with municipalities		ES	2022

Attachment 1 to Strategic Plan 2024

IPL 3.5	Create social media accounts for WCCD	All	2021
IPL 3.6	Develop a directory for landowner assistance (handout and reference in office)	WS	2020
IPL 3.7	Continue building partnerships with county schools to promote conservation educational opportunities	All	Annual
IPL 3.7.1	Importance of conservation and benefits for why there is conservation	All	Annual
IPL 3.8	Identify restoration site(s) for CD to lead project management	WS	2022
IPL 3.9	Develop educational video on watershed topic	WS	2021
IPL 3.10	Develop regional coordination for improvement to outflowing watersheds	WS	2024
IPL 3.11	Update program "hand-outs" for community to take from office	All	2021
IPL 3.12	Create program distribution lists to easily disseminate information	All	2021
IPL 3.13	Develop Outreach Policy	All	2021
IPL 3.14	Celebrate 75th Anniversary of WCCD	All	2020

LoE 4: Sustain WCCD Infrastructure		Program	Year
IPL 4.1	PDF Editable software	WCCD	2020
IPL 4.2	Plotter Printer/Copier/Scanner	WCCD	2020
IPL 4.3	WCCD Firewall	WCCD	2021
IPL 4.4	Room number signs	WCCD	2021
IPL 4.5	Stair Access to Space above NRCS (Room 201)	WCCD	2022
IPL 4.6	WCCD Network Printing	WCCD	2021
IPL 4.7	Permanent Projector	WCCD	2020
IPL 4.8	Landscape/Pollinator Planting	WCCD	2022
IPL 4.9	Rain Barrel Installation	All	2021
IPL 4.10	Education trail with stations	All	2023
IPL 4.11	Re-blacktop or concrete in front of dumpster area	WCCD	2020
IPL 4.12	Garage / Educational area / outside break area	WCCD	2023
IPL 4.13	Noise reduction panels	WCCD	2024
IPL 4.14	Convert Stone Rain Garden to useful rain garden	WCCD	2023
IPL 4.15	Possibly convert channels to vegetated channels	WCCD	2023
IPL 4.16	Lights for stairs in main Conference Room	WCCD	2024
IPL 4.17	Update WCCD educational displays/loaner items	All	2022
IPL 4.17.1	Display boards for all programs	All	2022
IPL 4.17.2	Stream Flow Model improvements and script	All	2021
IPL 4.17.3	Maintain urban wildlife kits	WS	Annual
IPL 4.18	Develop plan for No-till Seeder replacement	AC	2022
IPL 4.19	Develop Director appreciation showcase	WCCD	2022
IPL 4.20	Turn space above NRCS into small conf room	WCCD	2022

LoE 5: Organizational Culture		Program	Year
IPL 5.1	Develop and publish annual plans based on strategic plan	All	Annual
IPL 5.2	Performance Evaluation Report (PER)	WCCD	2020
IPL 5.3	Internal Training (professional development, EO, Sex Har, etc)	WCCD	Annual
IPL 5.4	Promotional Step Program	WCCD	2021
IPL 5.5	Develop Budget briefing that is easily understandable and able to make decision	WCCD	Annual
IPL 5.6	WCCD Promotional items: clothing, apparel, supplies with logo	All	Annual
IPL 5.7	Create specific WCCD Logo	All	2021

Legend for Programs	
WCCD	District Manager
AC	Agricultural Conservation
D	DGLVR
ED	Education
ES	E&S Control
WS	Watershed
WO	Waterway Obstruction and Encroachment
All	All programs involved