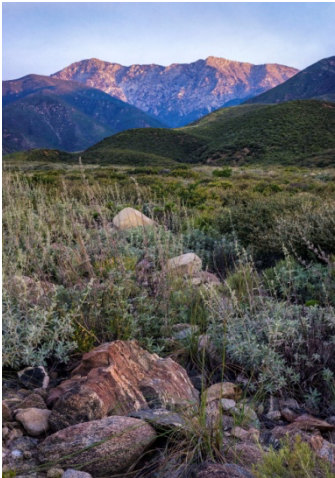




The purpose of the Inland Empire Resource Conservation District is to promote the understanding that the quality of the environment determines the quality of life. In cooperation with landowners, local, state and federal agencies, the agricultural community, environmental and community groups, we will promote good stewardship of our soil, water and other natural resources. We will provide strong education programs that will encourage today's youth to accept the responsibility of conserving our natural resources for tomorrow's generations.



IERCD 2020 BOARD OF DIRECTORS, STAFF AND NRCS PARTNERS

President Jim Earsom

Vice-President Alison Mathisen

Secretary-Treasurer Jim Harrington

Director Terrie Andrews

Director Brad Buller

Director Rick Gomez

Associate Director Rod LeMond

Associate Director Jennifer Alford

Associate Director Paul Williams

IERCD Staff Roster	
Jennifer Castillo	Administrative Assistant
Lucy Ceja	Sustainable Agriculture Project Manager
Jasmine Clark	Education Coordinator
Aaron Echols	Restoration Ecologist
Alma Eichman	Conservation Educator
Kevin Harrington	Small Farms Specialist
Kevin Hernandez	Habitat Site Lead
Taylor Hollman	Projects Assistant
Evelyn Hurtado	NACD Markets Manager
Susie Kirschner	Programs Manager
Mandy Parkes	District Manager
Omar Peña	Habitat Site Lead
Gabriela Preciado	Conservation Educator
Collin Stratz	Natural Resources Admin Manager
Shari Tindall	Conservation Educator
Crystal Valenzuela	Community Engagement Specialist

NRCS Redlands Field Office Staff Roster	
Tomas Aguilar-Campos	District Conservationist
Keir Thomas	Soil Conservationist
Cindy Montepagano	Soil Conservationist
Oscar Perez	Farm Bill Assistant
Nancy Sappington	Forester
Rachel Smith	Partner Biologist

IERCD ANNUAL PLAN INTRODUCTION

Consistent with requirements listed within Division 9 of the California Public Resources Code, the IERCD completes an annual plan each year, serving as a companion to the existing Long-Range Plan and addressing components including (1) identification of natural resources priority work, (2) responsible department and staff member(s) by category of Plan, (3) program priorities consistent with needs of the Natural Resources Conservation Service, and (4) method for evaluation of Annual Plan effectiveness and outreach to residents on behalf of available programs.

2020-21 Annual Workplan							
Department: District Administration							
	<i>SP Cat 1</i>	<i>SP Cat 2</i>	<i>SP Cat 3</i>	<i>SP Cat 4, 5, 6</i>	<i>SP Cat 7</i>	<i>Total Hours</i>	<i>% Uncommitted</i>
District Manager	0	551	335	260	180	1,326	36.25%
Administrative Assistant	31	187	279	260	0	758	63.58%
LRNC Site Manager			0	260	1,560	1,820	12.50%
Department: Community Conservation							
Programs Manager	0	0	1,224	260	40	1,524	26.73%
Community Engagement Specialist	0	0	731	260	260	1,251	39.85%
Sustainable Ag Project Manager	0	0	1,350	260	40	1,650	20.67%
Forestry Project Manager	0	0	1,250	260	0	1,510	27.40%
NACD - TA Position	0	0	1,560	260	0	1,820	12.50%
Grants Project Manager	0	0	1,120	260	0	1,380	33.65%
Markets mgr - NACD		0	1,560	260		1,820	12.50%
RFFC Cultural Resources		0	520	80	0	600	0.00%
Project Assistant	0	265	468	130	0	863	17.00%
Departments: Natural Resources - Habitat Operations Team and Admin Team							
Restoration Ecologist	0	760	100	260	40	1,160	44.23%
Natural Resources Admin Mgr	0	835	260	260	40	1,395	32.93%
Field Ecologist (2)	0	630	0	260	0	890	57.21%
Field Ecologist	0	515	280	260	80	1,135	45.43%
Field Ecologist (3)	0	440	130	260	0	830	60.10%
Habitat Site Lead	0	850	0	260	0	1,110	46.63%
Habitat Site Lead	0	975	0	260	0	1,235	40.63%
Habitat Site Lead	0	1,035	0	260	80	1,375	33.89%
Department: Education							
Education Coordinator	280	0	211	260	160	911	56.20%
Conservation Educator	560	0	360	260	160	1,340	35.58%
Conservation Educator	320	0	920	260	80	1,580	24.04%
Conservation Educator	560	0	360	260	80	1,260	39.42%

LONG-RANGE PLAN CATEGORY 1: ALL IERCD AREA STUDENTS HAVE THE OPPORTUNITY TO UNDERSTAND/CONNECT TO THE LAND AND NATURAL RESOURCES OF THE INLAND EMPIRE

Responsible Department: Education

1. *Strategy:* Provide excellent in-school and field-trip educational content to help students in the IERCD area develop understanding and commitment to the area’s natural resources. Support actions include:
 - a. Continue to refine presentations
 - b. Add more Spanish-language presentations
 - c. Continue to develop educational programs related to climate change
 - d. Ensure ongoing alignment with Next Generation Science Standards
 - e. Develop/refine offerings related to natural resource careers.

2. *Strategy:* Cultivate advocates at the school and district level throughout the IERCD service area. Support actions include:
 - a. Research gaps and opportunities within the RCD’s service area to identify which schools or districts are underserved by the RCD.
 - b. Recruit teacher-advocates in targeted districts to act as liaisons for the RCD to other teachers and administrators.
 - c. Work with RCD board of directors to cultivate connections with district-level leaders in school districts throughout the IERCD area.

3. *Strategy:* Increase integration of the education program with other IERCD programs. Support actions include:
 - a. Work with other RCD staff to increase cross-program connections.
 - b. Integrate agricultural information into presentations.
 - c. Invite special projects community partners to co-present with the RCD.
 - d. Increase the number of field trips to RCD restoration projects and special projects sites.

Category 1: All IERCD-Area Students Have the Opportunity to Understand/Connect to the Land and Natural Resources of the IE		
KPI 1.1a Completion of baseline over full suite of IERCD education program offerings	KPI 1.2a: 25% completion of identified necessary Program improvements KPI 1.2b: 10% increase in positive Program evaluations	KPI 1.3a: 50% completion of identified necessary Program improvements KPI 1.3b: 20% increase in positive Program evaluations
KPI 1.1b: Completion of baseline for quantitative program performance within IERCD regions	KPI 1.2c: 10% increase in Program performance in priority areas	KPI 1.3c: 20% increase in Program performance in priority areas

LONG RANGE PLAN CATEGORY 2: THE INLAND EMPIRE'S NATIVE HABITATS, AND THE PLANTS AND WILDLIFE THEY SUPPORT, ARE PRESERVED AND RESTORED.

Responsible Department: Natural Resources

1. *Strategy:* Enhance the capacity of the restoration program to provide high-quality, bio-diverse habitat restoration. Support actions include:
 - a. Hire, train, and retain highly-qualified staff including an IERCD field crew.
 - b. Continue to anticipate the impacts of climate change on restoration activities.
2. *Strategy:* Articulate an overarching IERCD conservation strategy to help guide restoration and mitigation efforts. Support actions include:
 - a. Revise the IERCD mitigation policy and ensure it is regularly used in decision making
 - b. Work with community partners to identify priority conservation values and/or geographies using spatial analysis tools and input from key stakeholders
 - c. Consider impacts of climate change in prioritization of habitat
 - d. Coordinate In-Lieu Fee program acquisitions with other conservation values
 - e. Coordinate closely with cities and community partners such as land trusts and federal and state land managers to become more proactive.
3. *Strategy:* Initiate the sale of IERCD's first In-Lieu Fee credits and the development of corresponding restoration projects. Support actions include:
 - a. Train and equip staff to manage the ILF program
 - b. Establish clear pricing and restoration criteria for mitigation projects
 - c. Align ILF goals to other regional and local conservation efforts
 - d. Provide quarterly written update to the Board of Directors on program progress.
4. *Strategy:* Work proactively to become a go-to restoration and mitigation resource for local cities and San Bernardino county. Support actions include:
 - a. Create high-quality presentations and materials on the RCD's goals and capacities.
 - b. Staff and directors connect with elected officials to discuss the RCD's goals and capacities
 - c. Staff connect with individual department heads, commissioners, planning departments, and commissions to highlight the potential for conservation and the work of the RCD.
 - d. Host occasional tours and events at RCD sites to showcase restoration work

Category 2: The Inland Empire's Native Habitats, and Plants and Wildlife they Support, are Preserved and Restored		
<i>KPI 2.1a: Three-person field crew hired and operational</i> <i>KPI 2.1b: ID of best Big Bear Valley satellite field station</i>	KPI 2.2a: Execution of at least two agreements with partners for equipment and/or space-sharing	KPI2.3a: Mountain-area satellite HQ fully functional
<i>KPI 2.1c: Development of strategic acquisition map and staffing protocols</i>	KPI 2.2b: Completion of approved mitigation strategy policy KPI 2.2c: 12 presentations to regulatory/ municipalities	KPI 2.3b: 12 presentations to regulatory/municipalities on mitigation program
<i>KPI 2.1d: completion of 20 total credit sales</i> <i>KPI 2.1e: Completion of one set of development plans for an IERCD ILF Program property</i>	KPI 2.2d: completion of 40 total credit sales KPI 2.2e: Completion of second set of development plans for an IERCD ILF Program property;	KPI 2.3c: completion of 10 credit sales KPI 2.3d:50 additional advanced credits secured for IERCD ILF

LONG RANGE PLAN CATEGORY 3: AGRICULTURAL PRODUCERS AND LAND MANAGERS HAVE KNOWLEDGE AND CAPACITY TO INTEGRATE PRACTICES THAT CONSERVE NATURAL RESOURCES AND HELP THEIR PROPERTIES THRIVE.

Responsible Department: Community Conservation

1. *Strategy:* Create a robust internal team to connect ag-related efforts within the RCD. Support actions include:
 - a. Establish an Agriculture Team. Establish leadership structure and understand individual roles and responsibilities within the team.
 - b. Define the RCD’s role and value in supporting ag partner and IERCD goals, including the RCD’s focus on encouraging conservation practices within local agriculture.
2. *Strategy:* Support the programs of the NRCS. Support actions include:
 - a. Define the IERCD’s intersection with NRCS programs.
 - b. Describe current and planned joint programs here.
3. *Strategy:* Develop complementary efforts to support conservation practices in the Inland Empire’s agricultural community. Support actions include:
 - a. Evaluate the needs and gaps in supporting agricultural producers with conservation information and technical assistance.
 - b. Support the efforts of community partners through the Special Projects Fund.
 - c. Investigate opportunities or needs for agricultural easements.
4. *Strategy:* Integrate agriculture programming with other IERCD programs. Support actions include:
 - a. Evaluate the potential to incorporate hedgerows into mitigation projects.
 - b. Evaluate the potential to allow agricultural use of some lands adjacent to mitigation projects when only part of parcel qualifies for mitigation needs.
 - c. Continue to support ag projects through the Special Projects fund.
5. *Strategy:* Increase public awareness of the importance of sustainable agriculture. Support actions include:
 - a. As part of the IERCD communications and marketing plan, highlight sustainable ag efforts

<p>KPI 3.1a: completion of six IERCD-NRCS and two Inland empire Region Sustainable Ag working group meetings</p> <p>KPI 3.1b: Development of sustainable ag program performance map</p> <p>KPI 3.1c: Completion of fire/forestry projects/actions and staffing plan for 2019-20</p>	<p><i>KPI 3.2a: Goal setting and FY completion of at least two major objectives for Working Group</i></p> <p><i>KPI 3.2b: gap analysis of programming and targeted presentations to at least four WG stakeholders</i></p> <p><i>KPI 3.2c: Completion of IERCD role in two demonstration projects and in establishing two new FSCs/501c3 status for IEFSA</i></p>	<p>KPI 3.3a: Goal setting and FY completion of at least four major objectives for Working Group</p> <p>KPI 3.3b: gap analysis of programming and targeted presentations to at least eight potential WG stakeholders</p> <p>KPI 3.3c: Facilitation of four IEFSA meetings as a 501c3; assistance in securing two grants for IEFSA and/or individual FSCs to continue post-CRNA funding work</p>
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LONG RANGE PLAN CATEGORY 4: IERCD EFFECTIVELY CATALYZES THE DEVELOPMENT OF COMMUNITY-BASED CONSERVATION EFFORTS AND PARTNERSHIPS THAT ADVANCE THE MISSION AND GOALS OF THE RCD.

Responsible Department: Community Conservation

1. *Strategy:* Refine the goals and processes of the Special Projects Fund to ensure transparency and accountability. Support actions include:
 - a. Identify geographic or other gaps in applications.
 - b. Develop targeted strategies for outreach to new organizations and/or areas.
2. *Strategy:* Strengthen adult and community educational programming. Support actions include:
 - a. Connect parents to school-based education.
 - b. Engage community partners (libraries, etc.) to host public presentations.
 - c. Seek additional partnerships with water providers and other partners.
 - d. Develop templates and other collateral to provide natural resource information to program attendees in person and via email.

Category 4: IERCD Effectively Catalyzes the Development of Community-Based Conservation Efforts and Partnerships that Advance the Mission and Goals of the RCD – SPF		
KPI 4.1a: Completion of revised SPF Program documents and protocols KPI 4.1b: Mission statement for SPF program completed and used in outreach KPI 4.1c: Goal setting for projects for 2019-20	<i>KPI 4.2a: 100% of SPF revised protocols carried out</i> <i>KPI 4.2.b: Gap analysis on SPF projects and targeted presentations to at least four inactive but potential participants</i>	KPI 4.3.a: SPF protocols reviewed and revised KPI 4.3.b: Targeted outreach to stakeholders based on gap analysis; at least six presentations to potential awardees

LONG RANGE PLAN CATEGORY 5: THE RCD IS RECOGNIZED AS A LEADER IN CONSERVATION IN THE INLAND EMPIRE REGION.

Responsible Department: District Administration

1. *Strategy:* Maintain excellent relationships with local, regional, and state leaders to ensure the services of the RCD are known and valued. Support actions include:
 - a. Identify roles and responsibilities for board (public education and outreach committee) and staff.
 - b. Plan and put on an annual Conservation Day in the District or similar event targeted to elected officials and community leaders.
 - c. Schedule meetings, presentations, and field trips / events with key community leaders.
 - d. Engage members of the board to connect with leaders.
2. *Strategy:* Develop and implement a marketing and communications plan for the IERCD. Support actions include:
 - a. Seek professional marketing expertise to assist in developing the plan.
 - b. Identify target audiences and develop key messages and communications and marketing strategies.
 - c. Develop signage and collateral to increase brand recognition.
 - d. Develop interpretive signage to increase educational opportunities and brand recognition at IERCD restoration sites.
 - e. Train all staff and board members to communicate consistently and succinctly about the RCD.

Category 5: The RCD is Recognized as a Leader in Conservation in the Inland Empire

<p><i>KPI 5.1a: First annual Day in the District completed by 6/30/19</i></p> <p><i>KPI 5.1b: Distribution of three editions of IERCD's monthly target newsletter to leg/ stakeholder contacts by end of FY</i></p> <p><i>KPI 5.1c: IERCD Communications Plan Development 25% complete</i></p>	<p>KPI 5.2a: Completion of one Day in the District and 12 editions of IERCD's target newsletter to refined, strategic recipient list</p> <p>KPI 5.2b: IERCD's Communications Plan 100% complete</p>	<p>KPI 5.3a: Completion of one Day in the District; review of newsletter effectiveness and revisions where necessary aligned with 12 editions distributed in the FY</p> <p>KPI 5.3b: IERCD's Communications Plan fully implemented in FY</p>
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LONG RANGE PLAN CATEGORY 6: THE RCD HAS THE LEADERSHIP, STAFFING, AND RESOURCES IT NEEDS TO ACHIEVE ITS GOALS

Responsible Department: District Administration

1. *Strategy:* Maintain the RCD's exceptional organizational culture. Support actions include:
 - a. Maintain regular meeting schedules.
 - b. Establish systems and technology to support clear communications.
 - c. Design collaborative cross-departmental programming.
 - d. Create regular opportunities for staff to learn and celebrate together.
 - e. Maintain an orderly office and work equipment.
 - f. Maintain strong relationships and connection between board and staff.
2. *Strategy:* Hire and support an exemplary staff. Support actions include:
 - a. Examine HR expertise or consulting needed.
 - b. Engage staff to refine job descriptions and define areas of responsibility.
 - c. Design recruitment practices to ensure candidates are identified who embody the RCD's values and performance goals.
 - d. Refine staff orientation and training approaches, possibly including internal mentorship for new staff. Refine performance planning system to provide meaningful feedback and goal-setting.
 - e. Encourage professional development through ongoing learning, membership in professional societies, and sharing of expertise between staff.
 - f. Document work processes and relationships.
 - g. Cross-train staff to help prepare for turnover and help transfer institutional knowledge.
3. *Strategy:* Recruit and support an exemplary board. Support actions include:
 - a. Establish a board development committee.
 - b. Develop a strategic recruitment plan for new associate directors and directors.
 - c. Develop an orientation plan for new associate directors, potentially including mentorship from an experienced board member
 - d. Conduct an annual self-evaluation (each member and the board as a whole).
 - e. Check in annually about intentions and length of service.
 - f. Participate in available trainings through CARCD and SDA.
4. *Strategy:* Maintain a high level of legal and fiscal accountability. Support actions include:
 - a. Continue to diversify the RCD's funding sources with emphasis on increasing fee-for-service revenue.
 - b. Monitor fiscal and program progress at least quarterly. Incorporate annual treasurer's report including key items and actions.
 - c. Produce a budget dashboard to track progress.
 - d. Examine possibility to outsource some RCD administrative needs to ensure continued compliance with all federal, state, and special district regulations.
 - e. Seek additional staff training as needed.

Category 6: The RCD has the Leadership, Staffing, and Resources it Needs to Achieve its Goals

<p>KPI 6.1a: 100% of IERCD job descriptions revised; Department mission statements completed</p> <p>KPI 6.1b: Monthly Financial Dashboard for BOD beginning February 2019</p>	<p><i>KPI 6.2a: Department retreats to goal set on a three-year basis with budget and staffing implications considered</i></p> <p><i>KPI 6.2b: Performance of comprehensive quarterly budget analysis memo for Budget and Finance Committee (Oct, Jan, April, July)</i></p>	<p>KPI 6.3a: FY Department Goals revised; 75% of annual goals met by end of 2020-21</p> <p>KPI 6.3b: Full performance of Department Budget tracking independently by managers, reviewed by DM</p>
<p>KPI 6.1c: Strengthsfinder process completed</p> <p>KPI 6.1d: Board Development Committee created with at least four goals for 2019-20 set</p>	<p><i>KPI 6.2c: Completion and use of three-year Board Calendar</i></p>	<p>KPI 6.3c: July review of prior FY calendar and revisions to current calendar; 75% of goals for Board Development completed in FY</p>

LONG RANGE PLAN CATEGORY 7: THE RCD HAS THE FACILITIES IT NEEDS TO SUPPORT ITS WORK.

Responsible Department: District Administration

STRATEGIES FOR MEETING STRATEGIC PLAN GOALS:

1. *Strategy:* Establish an RCD field office in the western part of the IERCD service area. Support activities include:
 - a. Develop Scope of Work and contracting required for multi-year management of the Louis Robidoux Nature Center alongside partner entities
 - b. Facilitate annual Board workshops to assess annual workplans and deliverables relative to available budget and IERCD priorities
2. Solidify future location of RCD headquarters. Support actions include:
 - a. Continue negotiations with the City of Yucaipa through an updated Memorandum of Understanding
 - b. Continue to see alternate locations for off-site Field Stations and satellite offices
 - c. Engage in program and budget planning to anticipate changes that will come with the new facility.

Category 7: The RCD has the Facilities it Needs to Support its Work

<p><i>KPI 7.1a: Completion of IERCD and partner workplans, contracting and major hiring for site manager/overnight host at LRNC</i></p> <p><i>KPI 7.1b: Research and narrowing of three workable options for new IERCD Office HQ</i></p> <p><i>KPI 7.1c: Cooperation with City of Yucaipa in EEC vetting at Wilson III Basins</i></p>	<p>KPI 7.2a: 100% of workplan deliverables completed for LRNC for 2019-20</p> <p>KPI 7.2b: Movement into new IERCD admin HQ</p> <p>KPI 7.2c: cooperation with Yucaipa on EEC development at Wilson III Basins</p>	<p>KPI 7.3a: 100% of workplan deliverables completed for LRNC in 2020-21</p> <p>KPI 7.3b: Cooperation with Yucaipa on EEC development at Wilson III Basins</p>
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