

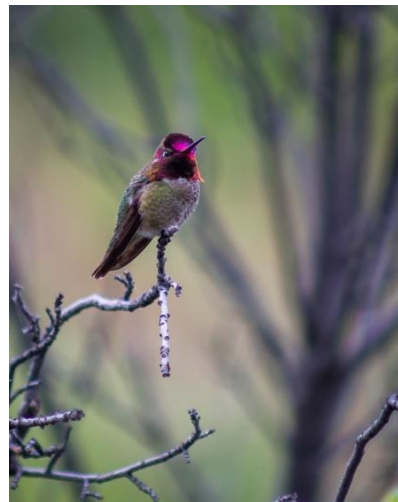
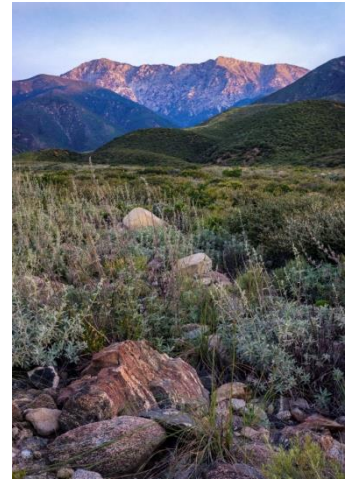


INLAND EMPIRE

RESOURCE CONSERVATION DISTRICT

IERCD STRATEGIC PLAN: 2022-25

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.



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Collin Stratz	Field Ecologist
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NRCS Redlands Field Office Staff Roster	
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Katy Lam	Soil Conservationist
Nancy Sappington	Forester
Rachel Smith	Partner Biologist

GOAL 1: HABITAT RESTORATION: IERCD'S HABITAT RESTORATION WORK CONTRIBUTES MEANINGFULLY TO THE LONG-TERM VIABILITY OF THE INLAND EMPIRE'S ECOLOGICAL COMMUNITIES

Strategy 1.1. Create standards for long-term habitat sustainability of IERCD habitat uplift projects.			
<i>Objectives</i>	2022	2023	2024
<i>Objective 1.1.1</i>	Project sustainability standards identified and drafted by end of 21-22	Sustainability standards/ requirements completed 50% of all new projects fully meet comprehensive standards	100% of new mitigation projects meet sustainability standards Presentation template is completed and facilitated to >5 partners
Strategy 1.2. Include resiliency to fire, drought, climate change, and other predicted environmental changes in all IERCD habitat uplift projects.			
<i>Objective 1.2.1</i>	Resilience strategies finalized and drafted to include (at least) resiliency to fire, drought, climate change, and other predicted environmental changes to be used in IERCD project facilitation docs	Presentation template created outlining updated sections for use in project development discussion 100% of all new IERCD management plans include resilience strategies	100% of IERCD management plans include resilience strategies Strategies annually reviewed/updated in response to changing land management challenges
Strategy 1.3. Increase local agency partners' understanding of sustainable habitat uplift standards and practices.			
<i>Objective 1.3.1</i>	Identify/fully populate IERCD's standing definition of all aspects of sustainable habitat uplift	Sustainable uplift information used in presentations with all new entities seeking new mitigation Information translated into downloadable document stored on IERCD's website and reviewed at least annually for necessary changes Development of navigable map populated with IERCD project consideration layers for use in sustainable planning	IERCD habitat uplift sustainability indicators included in all internal site design and external partner engagement Advancement of planning tool to advance landscape-scale planning for new mitigation projects
Strategy 1.4. In partnership with other local organizations, strategically select habitat uplift projects with a focus on regionally-scaled, high-impact work.			
<i>Objective 1.4.1</i>	Creation of sustainability plan index (existing and in-progress) and corresponding map; annual review for edits in next two years	Active IERCD engagement in consideration/development of one or more internal or external regional habitat plans.	Active IERCD engagement in consideration/development of one or more internal or external regional habitat plans different than those from 2022-23.

Strategy 1.5. Assist counties, cities, and other public agencies to incorporate high quality habitat restoration into public works and infrastructure planning.			
Objective 1.5.1	Creation of priority local government matrix/map identifying municipalities most critical to focus on for technical assistance in habitat planning	Information and technical assistance provided to at least five public agencies working on one or more habitat plans	Information and technical assistance provided to at least five public agencies working on one or more habitat plans, separate from those listed in 2023

SUPPORT ACTIONS FOR MEETING PLAN GOALS AND STRATEGIES:

1. *Strategy:* Create standards for long-term habitat sustainability of IERCD habitat uplift projects. Support actions include:
 - a. Research habitat uplift sustainability definitions and standards from partner organizations and regulatory agencies
 - b. Create definitions and quantitative measurements able to be used in a variety of habitat uplift planning tools
 - c. Create matrix of standards to be used in evaluating approach to projects on or after July 1st, 2022
 - d. Include language triggering annual reviews and inclusion of adaptations as necessary
 - e. Include administrative/financial review as part of sustainability, including but not limited to updated deposit agreement, deposit status review and actions, and analysis of costs versus estimate for short and longer-term projects.

2. *Strategy:* Include resiliency to fire, drought, climate change, and other predicted environmental changes in all IERCD habitat uplift projects; support actions include:
 - a. Soliciting and compiling examples from partners and stakeholders, both in and out of service area, focusing on communities impacted by one or more of the above referenced long-term habitat management challenges
 - b. Create template language to be used in creation of new or edits to existing short and long-term site uplift/long-term management plans on or after July 1st, 2022
 - c. Include language in template habitat management challenge documents triggering annual reviews and inclusion of revisions as necessary

3. *Strategy:* Increase local agency partners' understanding of sustainable habitat uplift standards and practices; support actions include:
 - a. Reviewing and updating existing general guidance document addressing preservation, enhancement, and restoration scopes of work and associated costs
 - b. Creating summaries able to be viewed on IERCD's website by visitors to the mitigation/ILF section
 - c. Soliciting presentation opportunities to key decision-makers at service-area cities and organizations; presenting template PPTs refined with specific habitat/project info/goals for ongoing partnership and action for that partner

- d. Create and maintain mitigation planning tools, both for internal use and use with new and existing mitigation partners that maximize connectivity and highest impact of project work
- 4. *Strategy:* In partnership with other local organizations, strategically select habitat uplift projects with a focus on regionally-scaled, high-impact work; support actions include:
 - a. Assess and establish a matrix and navigable map showing layers of regional habitat actions plans within and overlapping IERCD’s service area
 - b. Create contacts within regional habitat planning organizations to enable key IERCD staff to participate in current and future plan development and adaptation
- 5. *Strategy:* Assist counties, cities, and other public agencies to incorporate high quality habitat restoration into public works and infrastructure planning.
 - a. Development of factors of high-quality habitat uplift within IERCD’s service area
 - b. Identifying a list of key city partners with ongoing/emerging mitigation needs based on IERCD’s knowledge, input from regulatory community, and information shown in regional maps
 - c. Connecting with one or more decision-makers in at least five cities and creation of template for options for technical assistance advancing quality and connectivity of mitigation projects

GOAL 1 DASHBOARD: KEY PERFORMANCE INDICATORS

Category 1: IERCD’s habitat restoration work contributes meaningfully to the long-term viability of the Inland Empire’s ecological communities		
2022 KPI	2023 KPI	2024 KPI
KPI 1.1.1a: Project sustainability identified/defined and fully converted into outreach PPT and supporting documents by end of KPI period	KPI 1.1.1b: Project sustainability checklist fully established and used in assessment process KPI 1.1.1c 10% of new projects assessed/confirmed meeting sustainability criteria	KPI 1.1.1d: Project sustainability checklist/criteria presented to >5 mitigating parties in 2024 KPI 1.1.1e 100% of new projects assessed/confirmed meeting sustainability criteria
KPI 1.2.1a Full completion of resilience language compatible with IERCD project approach and supporting documents	KPI 1.2.1b Resilience section included in 100% of IERCD projects by end of 2023 KPI 1.2.1c PPT for partners outlining approach and criteria completed by end of 2023	KPI 1.2.1d Resilience section included in 100% of IERCD projects by end of 2023 KPI 1.2.1e Content for partners outlining approach and criteria added to PPTs for all partners by end of 2024
KPI 1.3.1a Completion of fully vetted IERCD sustainable standards and practices document	KPI 1.3.1b Creation of outline for mapping tools for IERCD sustainable standards and practices KPI 1.3.1c Publishing of content on website and inclusion in partner PPTs	KPI 1.3.1d Full completion of mapping tools for IERCD sustainable standards and practices
KPI 1.4.1 a Full completion of existing/emerging HCP plan map	KPI 1.4.1 b Establishment of connections with HCP managers; establish IERCD as part of >1 HCP working group	KPI 1.4.1 c Establish IERCD as part of >1 HCP working group different from that in 2023

KPI 1.5.1 a Creation of list of priority City/County partners and contacts by end of 2022	KPI 1.5.1 b Engagement with at least 5 of those partners in 2023	KPI 1.5.1 b Engagement with at least 5 of those partners in 2024
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GOAL 2: THE INLAND EMPIRE’S FORESTS AND TREES PROVIDE LASTING ECOLOGICAL AND COMMUNITY BENEFITS AND ARE RESILIENT TO WILDFIRES, INSECTS, AND OTHER THREATS

Strategy 2.1: Facilitate and continue to seek funding for large-scale regional collaborations leading to healthy forests, wildfire preparedness, and post-fire support.			
<i>Objectives</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
<i>Objective 2.1.1</i>	Meet all 2022 Forest Health grant deliverables	Meet all 2023 Forest Health grant deliverables	Meet all 2024 Forest Health grant deliverables
Strategy 2.2. Expand attention on fuels reduction and wildfire preparedness in wildland-urban interface with a focus on disadvantaged communities			
<i>Objective 2.2.1</i>	Creation of navigable PP/grants overlay map to use in development of target outreach planning 25% of RFFC projects in Priority Population areas	Annual PP map review/updating 50% of RFFC projects and 25% of ISHB projects in priority population areas	Annual PP map review/updating 50% of all forestry/fire projects in or planned to incorporate into Priority Population communities
Strategy 2.3. Reduce the prevalence and impact of tree mortality due to invasive species in the forests of the District			
<i>Objective 2.3.1</i>	Meet all Invasive Pest grant deliverables for 2022	Meet all Invasive Pest grant deliverables for 2023	Meet all Invasive Pest grant deliverables to enable grant close-out by 3-31-24
Strategy 2.4. Working in conjunction with partner RCDs, develop resources to support private landowners with post-fire recovery and assist agency partners in long-term reforestation efforts.			
<i>Objective 2.4.1</i>	Meet all Disaster Recovery grant deliverables planned for 2022 Seek additional funding for ongoing support of impacted areas.	Meet all Disaster Recovery grant deliverables to enable grant close by 12-31-22 Seek additional funding for ongoing support of impacted areas.	Seek additional funding for support of impacted areas

STRATEGIES FOR MEETING STRATEGIC PLAN GOALS:

1. **Strategy:** Facilitate and continue to seek funding for large-scale regional collaborations leading to healthy forests, wildfire preparedness, and post-fire support. Support actions include:
 - a. Maintain RFFC GANTT and budget timelines and targets to use existing funding/plan for receipt of funding in increasing amounts
2. **Strategy:** Expand attention on fuels reduction and wildfire preparedness in wildland-urban interface with a focus on priority population communities. Support actions include:
 - a. Work with community partners to identify priority actions and/or geographies using spatial analysis tools and input from key stakeholders
 - b. Use data gathered from community work to create and update mapping tools designed to increase impact and reach of grant funds
 - c. Coordinate closely with federal, state and local government and with community partners such as FireSafe Councils to continue expanded impact of grant work
3. **Strategy:** Reduce the prevalence and impact of tree mortality due to invasive species in the forests of the District. Support actions include:
 - a. ISHB GANTT and budget timelines and targets maintained to ensure grant close out by end of agreement term
 - b. Continue to create new and strengthen existing partnerships with ISHB stakeholders and partners to advance reach of work
 - c. Maximize contracts and assistance from consulting firms to result in 100% usable map capable of regular updates and ongoing use as a collective planning tool
4. **Strategy:** Working in conjunction with partner RCDs, develop resources to support private landowners with post-fire recovery and assist agency partners in long-term reforestation efforts. Support actions include:
 - a. NRCS Disaster Recovery GANTT and budget timelines and targets maintained
 - b. Complementary grant opportunities regularly reviewed and analyzed for consistency with IERCD program advancement

GOAL 2 DASHBOARD: KEY PERFORMANCE INDICATORS

Category 2: Healthy forests: The Inland Empire’s forests and trees provide lasting ecological and community benefits and are resilient to wildfires, insects and other threats.		
KPI 2.1.1a: RFFC projects, partners, and spending remain on track with 21-22 projections KPI 2.1.1b: Regional Priority Plan is 50% complete by end of FY	KPI 2.1.1c: RFFC projects, partners, and spending remain on track with 22-23 projections KPI 2.1.1d: Regional Priority Plan is 100% complete by end of FY and fully vetted by partners/Stakeholders and shared on IERCD and Collaborative Website	KPI 2.1.1e: RFFC projects and spending fully obligated and planned for end of grant by end of FY KPI 2.1.1f: Regional Priority Plan is updated quarterly to ensure most relevant project information
KPI 2.2.1a Navigable map of Priority Populations and all grant area layers created and used in developing target outreach across all projects KPI 2.2.1b: At least 25% of RFFC projects in Priority Population Areas (PPAs) by end of FY	KPI 2.2.1c: Navigable map of Priority Population Areas and all grant area layers reviewed/updated for 2023 KPI 2.2.1d: At least 25% of RFFC projects in PPA's by end of FY; At least 25% of ISHB outreach work in DACs by end of FY	KPI 2.2.1e: Navigable map of Priority Population Areas and all grant area layers reviewed/updated for 2024 KPI 2.2.1f: At least 25% of all fire grant projects in PPAs by end of FY and/or planned to transition into PPAs by end of FY

<p>KPI 2.3.1a: ISHB projects, partners, and spending remain on track with 2022 projections</p> <p>KPI 2.3.1b: Regional Priority Plan is 25% complete by end of FY</p>	<p>KPI 2.3.1c: ISHB projects, partners, and spending remain on track with 2023 projections</p> <p>KPI 2.3.1d: Regional Priority Plan is 75% complete by end of FY</p>	<p>KPI 2.3.1e: ISHB projects and spending fully obligated and expended by 12-31-23 to enable grant wrap-up by 3-31-24</p> <p>KPI 2.3.1f: Regional Priority Plan is 100% complete by 2-1-24</p>
<p>KPI 2.4.1a: NRCS projects, partners, and spending remain on track with 12-31-22 grant termination fate, including maximizing # of RCDs participating</p> <p>KPI 2.4.1b: >1 additional grant conceptualized by end of FY to expand program operations/scope</p>	<p>KPI 2.4.1c NRCS Disaster Recovery Grant fully expended and all deliverables compliant by 12-31-22</p> <p>KPI 2.4.1d: >1 additional grant applied for by end of FY to expand program operations/scope</p>	<p>KPI 2.4.1e: >1 additional grant applied for by end of FY to expand program operations/scope</p>

GOAL 3: AGRICULTURAL PRODUCERS AND LAND MANAGERS HAVE KNOWLEDGE AND CAPACITY TO INTEGRATE PRACTICES THAT CONSERVE NATURAL RESOURCES AND HELP PROPERTIES THRIVE

Strategy 3.1. Explore the development of a comprehensive sustainable agriculture program that includes technical assistance, community education, and sustainable food systems work.			
<i>Objectives</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
<i>Objective 3.1.1</i>	Create database of existing regional agriculturally-focused working groups within and adjacent to IERCD	Create connections with key stakeholders convening or participating in region sustainable agriculture work; begin participating in at least one sustainable ag working group external to IERCD	Identify and participate in regional sustainable agriculture working group outside of 2023 participation
Strategy 3.2. Expand landowner education and technical assistance to improve agricultural conservation practices, with a focus on disadvantaged communities.			
<i>Objective 3.2.1</i>	Advance 2022 NACD TA II grant goals and budget priorities	Complete NACD TA II by deadline; apply for at least one additional source of funding supporting similar work	Manage existing and identify at least one new source of funds supporting technical assistance provision to underserved farmers
Strategy 3.3. Convene partners to develop regional strategies for preserving critical agricultural lands.			
<i>Objective 3.3.1</i>	Review and maintain timelines and targets associated with SALC grant	Fully complete and report on SALC grant	Build on SALC grant deliverables via application for additional ag-land preservation funding
Strategy 3.4. Support partners to develop agriculture programs and projects that focus on disadvantaged and urban communities			
<i>Objective 3.4.1</i>	Review and maintain database of existing and emerging community gardens in IERCD's service area by end of 2022; apply for at least one grant supporting prioritized community garden expansion and community education	Apply for funding support for at least one partner garden	Revise and analyze impact of 2022 and 2023 community garden support applications; complete necessary adaptation and submit at least one application for 2024 funding

STRATEGIES FOR MEETING STRATEGIC PLAN GOALS:

1. *Strategy:* Explore the development of a comprehensive sustainable agriculture program that includes technical assistance, community education, and sustainable food systems work.
 - 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.
 - c. Identify funding sources to advance development of IERCD sustainable agricultural programming

2. *Strategy:* Expand landowner education and technical assistance to improve agricultural conservation practices, with a focus on disadvantaged communities. Support actions include:
 - a. Define the IERCD’s intersection with NACD/NRCS programs to help drive funding research, acquisition, and management.
 - b. Work to build and maintain databases tracking priority populations in terms of work completed and areas of new priorities
 - c. Evaluate the needs and gaps in supporting agricultural producers with conservation information and technical assistance
3. *Strategy:* Convene partners to develop regional strategies for preserving critical agricultural lands; Support actions include:
 - a. Maintain focus on advancement of deliverables and budget for the SALC grant
 - b. Investigate opportunities or needs for agricultural easements, city/county agricultural mitigation policies, and key stakeholders
 - c. Work to identify area emerging farmers in need of production space against a growing list of key agricultural lands prioritized for preservation
 - d. Seek additional funds to support current and ongoing work associated with the SALC grant
4. *Strategy:* Support partners to develop agriculture programs and projects that focus on disadvantaged and urban communities; support actions include:
 - a. Database development, tracking IERCD involvement and priorities relating to existing and emerging community gardens
 - b. Seek companion funding allowing for IERCD hire of key personnel able to build capacity within individual community garden operations

GOAL 3 DASHBOARD: KEY PERFORMANCE INDICATORS

Category 3: Agricultural lands and practices throughout the Inland Empire support ecological, human, and economic health.		
KPI 3.1.1a: Database of regional stakeholders and working groups completed	KPI 3.1.1b: Key IERCD staffer participates in regional ag working group/uses resulting data to drive direction of focus of IERCD	KPI 3.1.1c: At least one additional working group is identified and IERCD begins participating, outside of work done in previous year
KPI 3.2.1a: NACD TA grant on track with 2022 projections. 75% of farmers reached are underserved farmers	KPI 3.2.1b: NACD TA grant fully expended and additional NACD funding requested to continue NRCS support. 75% of farmers reached are underserved farmers	KPI 3.2.1c: Continue seeking funding for staff to support NRCS partner.
KPI 3.3.1a: SALC Planning grant on track with 2022 projections	KPI 3.3.1b: SALC Planning grant fully expended and deliverables accomplished	KPI 3.3.1c: Convene partners around agriculture following completion of SALC grant to retain momentum
KPI 3.4.1a Apply for at least 1 grant in support of community garden/urban farm projects	KPI 3.4.1b: Apply for at least 1 grant in support of community garden/urban farm projects	KPI 3.4.1c Apply for at least 1 grant in support of community garden/urban farm projects

GOAL 4: PEOPLE THROUGHOUT THE IERCD SERVICE AREA UNDERSTAND THE IMPORTANCE OF NATURAL RESOURCES AND ACTIVELY ENGAGE IN STEWARDSHIP

Strategy 4.1: Evolve IERCD’s education programming to meet the changing needs of schools and communities, with a focus on underserved areas of the district.			
<i>Objectives</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
<i>Objective 4.1.1</i>	Creation of navigable map with layers demonstrating overlap of IERCD service area with Disadvantaged Communities by end of 2022	>25% of IERCD’s active program work benefits schools within DAC communities	>50% of IERCD’s active program work benefits schools within DAC communities
<i>Objective 4.1.2</i>	Establishment of baseline teacher satisfaction with IERCD programming to set up future assessment against year 1	Teacher satisfaction survey sent to 100% of partnering educators with >25% response rate; all surveys seek actionable feedback	Teacher satisfaction survey sent to 100% of partnering educators with >40% response rate; all surveys seek actionable feedback
Strategy 4.2: Include education and community outreach components across all IERCD programs.			
<i>Objective 4.2.1</i>	All IERCD sites considered for advancement of public visibility include RCD signage; creation of IERCD signage standards	>10 sites have signage installed with program information, contact details, and partner logos	>10 sites separate from those impacted in 2023 have signage installed with program information, contact details, and partner logos
<i>Objective 4.2.2</i>	IERCD outreach metrics established for annual evaluation	Outreach metrics evaluated and updated; 100% of outreach metrics met	Outreach metrics evaluated and updated; 100% of outreach metrics met
Strategy 4.3: Develop and operate LRPPG to help community members experience connection to natural resources and services of IERCD and partners.			
<i>Objective 4.3.1</i>	Develop group of trained, vetted volunteers engaged with regular LRPPG work and site needs; all 2022 LRPPG site commitments met	Set 2023 goals for LRPPG volunteer recruitment, support and impact; all 2023 LRPPG site commitments met	Evaluate LRPPG 2022 and 23 performance and make changes to priorities; Set 2023 goals for LRPPG volunteer recruitment, support and impact; all 2023 LRPPG site commitments met
Strategy 4.4: Establish a sustainable volunteer program			
<i>Objective 4.4.1</i>	Volunteer program plan developed and initial activities implemented for 2022	Volunteer program performance evaluated and updated; 2023 goals set	Volunteer program performance evaluated and updated; 2024 goals set

STRATEGIES FOR MEETING STRATEGIC PLAN GOALS:

1. *Strategy:* Evolve IERCD's education programming to meet the changing needs of schools and communities, with a focus on underserved areas of the district; support actions include:
 - a. Identify geographic or other gaps in community education and outreach with a focus on disadvantaged communities
 - b. Develop targeted strategies for outreach to new organizations and/or areas with a focus on disadvantaged communities
 - c. Ensure education team has access to and understands use of mapping tools to drive future program advertisement, presentation, and refinement
 - d. Create and use educator feedback survey including transition to goals/objectives on outreach and program planning
2. *Strategy:* Include education and community outreach across all IERCD programs. Support actions include:
 - a. Involve education staff in meetings focused on programming managed by other departments
 - b. Consider all forms of outreach/education potential for each of IERCD's ongoing programs
 - c. Regularly evaluate and refine outreach strategy based on partner and community feedback and response
 - d. Regularly refine and revise content on IERCD's social media and website pages
3. Develop and operate LRPPG to help community members experience connection to natural resources and services of IERCD and partners; support actions include:
 - a. Complete all 2022 LRPPG site commitments related to volunteers, education and outreach with a focus on diverse use of property
 - b. Facilitate regular engagement with site partners to advance individual and shared work toward site education focused on natural resources stewardship
 - c. Create outreach strategy for area community using a combination of print, e-materials, and in-person workshops to provide regular opportunities to solicit and enable response to feedback; and to integrate feedback into educational design
 - d. Annual completion of assessment of work performed and creation of action plan to guide next FY of work
4. Establish a sustainable volunteer program
 - a. Creation of all administrative components for facilitation of a successful volunteer program focused on safety, engagement, and ongoing connection to LRPPG
 - b. Complete regular outreach using a variety of strategies, focused on attracting a range of volunteers representing diverse interests and abilities
 - c. Development of regular calendar of at least quarterly volunteer events to retain engaged long-term volunteers
 - d. Advancement of roles within program as recruitment advances to consist of volunteer job descriptions with responsibilities and duties assisting with completion of LRPPG scope of services

GOAL 4 DASHBOARD: KEY PERFORMANCE INDICATORS

Category 4: People throughout IERCD’s Service Area Understand Importance of Natural Resources and Actively Engage in Stewardship		
<p>KPI 4.1.1a: Baseline service area map and survey data completed</p> <p>KPI 4.2.1a: outreach strategy and signage templates completed</p> <p>KPI 4.3.1a: 2022 LRPPG action plan completed</p> <p>KPI 4.4.1a: All admin components of volunteer programming developed and vetted</p>	<p>KPI 4.1.1b: DAC map demonstrates >25% of ed programs completed within target areas</p> <p>KPI 4.2.1.b: >10 Outreach signs created and installed on IERCD Projects</p> <p>4.3.1b: 2023 LRPPG action plan completed</p> <p>4.4.1b: volunteer job descriptions completed; regular recruitment and >4 events/year facilitated</p>	<p>KPI 4.1.1c: DAC map demonstrates >50% of ed programs completed within target areas</p> <p>KPI 4.2.1.c: >Outreach signs created and installed on all new IERCD Projects</p> <p>4.3.1c: 2024 LRPPG action plan completed</p> <p>4.4.1c: >6 events/year facilitated; program surveys designed and implemented twice/year</p>

GOAL 5: ORGANIZATIONAL SUSTAINABILITY: THE IERCD’S PROGRAMS, PROCESSES, AND LEADERSHIP SUPPORT LONG-TERM ORGANIZATIONAL STABILITY AND SUSTAINABILITY.

Strategy 5.1. Systematically evaluate new program opportunities and ongoing progress .			
<i>Objectives</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
<i>Objective 5.1.1</i>	Methodology for sustainability analysis created for use in assessing staff positions and program work	Sustainability analysis part of all staff plan proposals and part of decision-making process for project-program work	Sustainability analysis metrics reviewed/examined based on continued relevance to IERCD and external factors affecting sustainability
Strategy 5.2. Maintain staff size and structure to support organizational stability and sustainability			
<i>Objective 5.2.1</i>	Staffing plan template and requirements updated; goals set for % billable time for each position	2023 staffing plan meets goals including % billable time for employees	2024 staffing plan meets goals including % billable time for employees
Strategy 5.3. Leverage the strengths of the board to support IERCD’s goals and initiatives .			
<i>Objective 5.3.1</i>	Elevate engagement; Increase opportunity for external meeting/event participation for all board	Create template for board self-assessment in preparation for next year analysis of baseline scores	Full succession planning and annual individual action plans for all board positions

STRATEGIES FOR MEETING STRATEGIC PLAN GOALS:

1. Systematically evaluate new program opportunities and ongoing progress
 - a. Research components of budget sustainability with external financial consultants
 - b. Create proposed metrics list with Leadership Staff for assessing all additional staffing and programs
 - c. Board Committee and Regular Meeting review/analysis to result in final set of components for assessment of all future programs and projects and regular dashboarding to BOD
2. Maintain staff size and structure to support organizational stability and sustainability
 - a. Create and assess annual staffing plans focused on metrics including billable time
3. Leverage the strengths of the board to support IERCD’s goals and initiatives
 - a. Create an ongoing calendar of external partner events and meetings for assignment to members of the Board, resulting in quarterly attendance for each director
 - b. Engage in succession planning for all Board positions, especially the executive board
 - c. Create a system of self-evaluation to establish a baseline in the first year of service; facilitate ongoing assessments at least annually to ensure engagement continues to build across board
 - d. Create opportunities for Board to engage with staff, to include but not be limited to project tours, attendance at smaller staff meetings and site visits, and encouraging individual board-staff connections.

GOAL 5 DASHBOARD: KEY PERFORMANCE INDICATORS

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

<p>KPI 5.1.1a: Full sustainability analysis draft complete and vetted by BOD</p> <p>KPI 5.2.1a: 2022-23 budget fully informed with staffing plan including % billable for each position</p> <p>KPI 5.3.1a: Completion of external events matrix; addition to agenda as ongoing item for BOD engagement</p>	<p>KPI 5.1.1b: 2023 sustainability analysis applied to all new projects, programs, and staffing additions</p> <p>KPI 5.2.1b: 2023-24 budget fully informed with staffing plan including % billable for each position</p> <p>5.3.1b Succession Plan completed</p>	<p>KPI 5.1.1b: 2024 sustainability analysis applied to all new projects, programs, and staffing additions</p> <p>KPI 5.2.1c: 2024-25 budget fully informed with staffing plan including % billable for each position</p> <p>KPI 5.3.1c Succession Plan completed</p>
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GOAL 6: VISIBILITY, TRANSPARENCY, AND ACCESS: COMMUNITY MEMBERS, PARTNERS, AND COMMUNITY LEADERS UNDERSTAND AND CAN ACCESS THE IERCD'S MISSION AND PROGRAMS.

Strategy 6.1 Evaluate and publicize the effectiveness and reach of IERCD programs			
<i>Objectives</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
<i>Objective 6.1.1</i>	All IERCD departments create program effectiveness review process for 1 major program; RCD service map – all programs template created	Two major program evaluation processes developed/ department; all projects >25K and above are represented on IERCD's service map	All new (unique) programs are created alongside evaluation processes in each department; all projects >10K and above are represented on IERCD's service map in distinct layers
Strategy 6.2 Develop a Diversity, Equity, and Inclusion Plan for the IERCD			
<i>Objective 6.2.1</i>	Draft plan is outlined and major areas conceptualized along with the JEDI Committee	IERCD DEI plan is completed, accepted by BOD and put into full practice in 2023	DEI targets are met or plan for meeting targets are revised in 2024
Strategy 6.3. Develop a strategic communications plan and engage all IERCD staff and board as appropriate to implement the plan			
<i>Objective 6.3.1</i>	Existing draft plan is updated, presented to BOD Committee, accepted by full BOD by end of 2022	2023 Communications Plan targets are met and/or strategy for meeting goals is revised. Full plan reviewed by BOD Committee and necessary revisions made	2023 Communications Plan targets are met and/or strategy for meeting goals is revised. Full plan reviewed by BOD Committee and necessary revisions made
Strategy 6.4. Deepen relationships with municipal partners and community leaders including local and state appointed and elected officials and business leaders.			
<i>Objective 6.3.1</i>	Leadership in each department outlines goals and objectives in an action plan for advancement of connection to strategic community leaders	2023 Department Action Plans finalized; key staff identified; goals and metrics measured in second half of 2023	2024 Department Action Plans finalized; key staff identified; goals and metrics measured in full calendar year

STRATEGIES FOR MEETING STRATEGIC PLAN GOALS:

1. Evaluate and publicize the effectiveness and reach of IERCD programs
 - a. Systematically evaluate new program opportunities and ongoing progress
 - b. RCD programming documented on RCD service map
2. Develop a Diversity, Equity, and Inclusion Plan for the IERCD
 - a. Meet hiring and board diversity targets
 - b. Meet DEI evaluation criteria for programs
 - c. Annual Board Committee comprehensive review and recommendations for DEI plan
3. Develop a strategic communications plan and engage all IERCD staff and board as appropriate to implement the plan

- a. Specific communications objectives developed in communications plan by the end of 2022
 - b. Training provided by communications staff to board and staff on roles/responsibilities for communications plan implementation
 - c. All staff members and board members use their personal IERCD story to spread IERCD messages
4. Deepen relationships with municipal partners and community leaders including local and state appointed and elected officials and business leaders.
- a. Individual department-level action planning in 2022 to create strategy for elevating connections with key municipal partners, community leaders, and elected officials each year

GOAL 6 DASHBOARD: KEY PERFORMANCE INDICATORS

Category 6: Visibility, transparency, and access: Community members, partners, and community leaders understand and can access the IERCD’s mission and programs		
<p>KPI 6.1.1a: Initial program assessment created for one major program in each department; RCD services map template created</p> <p>KPI 6.2.1a: JEDI plan is outlined and major areas conceptualized</p> <p>KPI 6.3.1a: Communications Plan draft completed, presented to, and approved by BOD in 2022</p> <p>KPI 6.4.1a: Action plan for strategic community leadership connections created for each department</p>	<p>KPI 6.1.1b: Two major programs/department undergo evaluation; all IERCD projects >\$25K plotted on services map</p> <p>KPI 6.2.1b: DEI Plan completed, put into full practice by end of 2023</p> <p>6.3.1b 2023 Communications plan implementation; adaptive revisions as necessary</p> <p>6.4.1b: 2023 Department Actions Plan – Strategic Community Connections implemented</p>	<p>KPI 6.1.1b: All new (unique) programs are created alongside evaluation processes in each department; all projects >10K and above are represented on IERCD’s service map in distinct layers</p> <p>KPI 6.2.1c: DEI plan implemented; annual BOD review and revisions</p> <p>KPI 6.3.1c 2023 Communications plan implementation; adaptive revisions as necessary</p> <p>6.4.1c: 2024 Department Actions Plan – Strategic Community Connections implemented</p>