



PLANNING FOR THE FUTURE

A Statewide Pathway to Excellence in Service!



THE CALIFORNIA ASSOCIATION OF RESOURCE
CONSERVATION DISTRICTS



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INTRODUCTION TO PLANNING FOR THE FUTURE: VISION AND STANDARDS

RCDs have the goal to be visible, relevant, and excellent go-to hubs for conservation in their communities. In order for RCDs to meet the needs of their communities today, tomorrow, and into the future it is essential that they have the training, support, and vision that they need to succeed. To provide effective support it is important that RCDs are able to communicate the shared values and goals of all RCDs in serving their communities.

DEVELOPING THE VISION AND STANDARDS

The process of developing these documents was a collaborative effort with discussion, input and feedback on the part of RCDs statewide. Participation of RCDs took place over five years through direct meetings between CARCD and the RCDs, regional meetings, one-on-one conversations with RCDs and partners, and feedback at every step of the way. It has been an inclusive process with the goal to support the RCDs in accomplishing the really important work they do every day. Over 75 people are directly responsible for the drafting of this document with the support of many more beyond that. We want to thank everyone who had a role in the creation of the Vision and Standards. It was truly a statewide effort. Thank you for your efforts. We could not have done it without you.

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OVERVIEW OF THE RCD VISION & STANDARDS

VISION

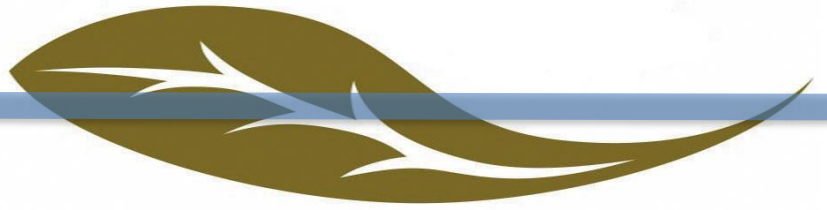
The purpose of the Vision is to summarize key strategies for success, while providing an outline of common goals for all California RCDs. The Vision captures the overall goals and qualities of a successful RCD in the present and future, and gives us a common vision of what a successful RCD looks like across the State.

Through our process, it was determined that to be a go-to hub for natural resource conservation, an RCD must be Relevant, Excellent, and Visible. Organized into these three sections, the Vision outlines the importance of attaining these qualities today and points to the ideal of where RCDs will be five years from now.

STANDARDS

The Standards provide a roadmap of activities that successful RCDs engage in. They give concrete suggestions and provide criteria and examples to help RCDs achieve Relevancy, Excellence and Visibility. The Standards are separated into three Tiers:

- TIER ONE:** Outlines the legal requirements all RCDs must meet under current state law
- TIER TWO:** Provides ways RCDs can serve the needs of their communities for conservation today
- TIER THREE:** Outlines a comprehensive road map RCDs may follow into becoming the go-to hub of conservation in the future



MOVING FORWARD

We would like to congratulate our District managers for setting high standards for their RCDs to reach. We understand that currently no RCD meets all of the Standards, but we are confident that with provision of direction, support, and training statewide, that California RCDs will be able to successfully build their capacity.

SUPPORT Through the work of the Conservation Strategy Group, we are working to bring financial support to RCDs for projects and capacity building.

TRAINING CARCD will provide training beginning this fall in an effort to assist RCDs to reach these Standards. November 12th marks the first annual “Day of Training” at the CARCD conference in Ventura, provided free regardless of conference attendance. Our new training program will be announced and will be a multi-year effort to work with both individual RCDs and RCDs Statewide.

VISION The Vision and Standards provide clear goals. In addition, the CARCD will develop a corresponding Strategic Plan Template. This document will provide a road map on how to meet the standards and be easily customizable for your district.

We look forward to talking and working with you to help build the capacity of California RCDs. Please let us know if you have questions or concerns, or just want more information. We are always happy to talk with you.



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It is the vision of California RCDs to be Relevant, Excellent, and Visible “go-to” hubs for natural resource conservation and agriculture on public and private land – at the local, regional, state, tribal, and federal levels.

GOAL RCDs throughout the state will be Relevant, Excellent, and Visible and provide high-quality service to their communities.

R.E.V.'ED UP RCDS:

- Provide meaningful, quantifiable benefits to their district’s natural resources through high-quality, timely, and scientific programs on the ground.
- Uphold excellent operational management through having appropriate technical capacity and retaining quality key staff.
- Are sought after, critical partners in an active and local natural resource network
- Are looked to as a reputable education and information source on natural resource conservation.
- Promote community and legislative awareness of and involvement in local conservation goals.

THE RCD IS RELEVANT

Relevancy is a continuous effort. Relevant RCDs proactively address current natural resource issues and are prepared to meet the changing needs of their communities. They build, train, and retain skilled staff who are current on technology and trends in natural resource conservation. They anticipate issues and apply the results of research toward solutions to problems and to advances beyond the current conventions. RCDs are woven into their communities and thus have a unique local role in conservation. Strong working partnerships with community members, private and public land owners and managers, non-profit organizations, research institutions, and in multiple levels of government allow RCDs to deliver a broad range of on-the-ground solutions others cannot. Beyond solutions to problems, RCDs develop and capitalize on opportunities to move beyond current levels of excellence. This often puts them in the role of serving as an intermediary between communities and government, among other participating stakeholders.

HOW ARE WE RELEVANT TODAY?

The RCD...

- Serves its mission to meaningfully benefit the multiple resource needs of the community.
- Understands the needs of their community, addresses the gaps in natural resource conservation, and strategically prioritizes projects to fill them.
- Recognizes opportunities and builds consensus toward optimal goals.
- Helps build a sense of community through its programs by highlighting community participation and public education.
- Promotes collaborative and diverse partnerships.
- Represents the diversity of its district in its board and associate directors.
- Engages with CARCD.

HOW DO WE BECOME RELEVANT IN THE FUTURE?

The RCD...

- Builds strong working relationships with RCDs in their region, sharing resources and staff, mentoring where appropriate, and understanding each other's role in the larger picture of statewide conservation.
- Proactively serves as a leader in addressing and solving regional resource issues.
- Translates community conservation needs into the regional forum as appropriate.

THE RCD IS EXCELLENT

Excellent RCDs practice internal and external excellence. With transparent, efficient, and effective operational management RCDs are sought after facilitators of local conservation. Their ability to acquire diversified funding and timely services make them reliable partners and service-providers. Board and staff are involved members of their districts, bringing technical expertise, connections in the community, and local knowledge. Excellent RCDs help advance scientific research in relevant areas, incorporate it into their programs, and quantify their impacts. They contribute to the CARCD network; sharing resources, information, and even staff to further statewide conservation.

HOW DO WE REACH EXCELLENCE TODAY?

The RCD...

- Has appropriate technical capacity to meet the needs of their community through in-house or contracted technical staff, aid from other entities, and possession of routinely used equipment.
- Maintains a proper balance of board and staff operations where the board sets policy and the staff implements it.
- Secures diversified funding sources and leverages funding.

HOW DO WE ACHIEVE EXCELLENCE IN THE FUTURE?

The RCD...

- Is integrally engaged in research. The RCD works with a variety of partners to advance cutting edge scientific research and integrate it into program development and implementation.
- Quantifies its impact on the local resources, imputing data into collective statewide RCD metrics, publishing its accomplishments, and maintaining cumulative beneficial impacts on natural resource issues.
- Promotes new leadership opportunities for staff, has engaged directors and associate directors, evaluates performance, and actively recruits and trains new members as part of a succession plan for staff and board members.
- Secures and maintains a sustainable funding base and capital reserve funds.

THE RCD IS VISIBLE

Visibility goes beyond being known in the community. Prioritizing involvement in their districts, visible RCDs reach out to communities, associated organizations, and legislative officials through strong outreach, networking, and education programs. RCDs promote their ability to continuously deliver consistent, meaningful, and excellent conservation services through regular publications, an online presence, and community engagement. Thus private and public landowners, land users, organizations, and lawmakers alike go to RCDs for their conservation needs.

HOW DO WE MAINTAIN VISIBILITY TODAY?

The RCD...

- Prioritizes community outreach.
- Upholds an informational relationship with its local legislators.
- Promotes RCD activities in regular publications, an online presence, and community engagement.

HOW DO WE MAINTAIN VISIBILITY INTO THE FUTURE?

The RCD...

- Upholds a strong working relationship with the decision makers at all levels; including legislators, County Supervisors, City Council Members, and the business community.
- Is viewed as important informants on natural resource conservation issues.
- Is a leader in CARCD.

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STANDARDS

TIER 1: MEETING LEGAL REQUIREMENTS

RCDs are governed by the Public Resources Code Division 9 (Section 9001-9978) and must meet all of the following:

Basic Reporting/Training Requirements:

- Annual report to State Controller with Government Compensation Report (*Government Code 53065.5*)
- Ethics Training (*Government Code 53235*) every 2 years
- Form 700 - Statement of Economic Interests (All Directors and designated staff) – complete annually including assuming and leaving office. (*Government Code 87200*)
- Independent audit yearly with rare exceptions (*Public Resources Code 9528* and *Government Code 26909 (5)*) Audit or a statement must be filed with State Controller. (http://www.sco.ca.gov/aud_single_audit_requirement.html)
- Provide employees with Sexual Harassment Literature. (*Government Code 12950*) [Training for District manager is suggested as well as adopting District policy.]
- Directors must take an Oath of Office (*Public Resources Code 9302*, *Government Code 1360*)
- File reports and/or provide info to the Local Agency Formation Commission

Quarterly and/or Monthly Requirements:

- Maintain written records/minutes/agendas for meetings
- Follow the Brown Act (*Government Code Section 54950 et. al*)
-Properly post all agendas 72 hours in advance and on the RCD website.
- File and pay appropriate payroll taxes (RCDs are NOT exempt from paying payroll taxes) Employers in California must submit the following payroll taxes:
 - Federal- Federal Withholding (Income tax), Social Security, Medicare
 - State- State Income tax, State Disability Insurance
- File reports with State Board of Equalization

Policies/Plans/Requirements:

- Annual and Long Range Plans
- Annual Budget
- Associate Director Policy
- Bidding Policy
- Conflict of Interest Code (REQUIRED OF ALL SPECIAL DISTRICTS)
(Government Code 87300)
- Fee for Services Policy
- Investment Policy, including Reserve Policy
- Nondiscrimination Policy (REQUIRED OF ALL SPECIAL DISTRICTS)
- Personnel Policy (REQUIRED FOR THOSE WITH EMPLOYEES)
- Public Records Request Policy
- Reimbursement Policy (REQUIRED OF ALL SPECIAL DISTRICTS)
(Government Code 53232.2.)
- Vehicle Use Policy
- Volunteer Policy

Suggested/Required Insurance

Liability Insurance including special riders for projects
Vehicle/Premises Insurance
Errors and Omissions Insurance

The text of all relevant State Codes is available at:

<http://leginfo.legislature.ca.gov/faces/codes.xhtml>

Tier One Document Developed by:

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Please contact Jenny Di Stefano, Nadine Scott or Karen Buhr if you wish to have a training session performed for your RCD or region.

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STANDARDS

TIER 2: THE RCD OF TODAY

The following standards represent the guiding principles for RCDs to sustainably meet the needs of their communities. These are best practices for developing programs, maintaining a stable infrastructure, setting strategic goals and plans, and making sure those plans are appropriate to the community resource needs. A few RCDs may currently meet these standards of performance, however, even many strong, well-performing RCDs do not meet all of them.

The goal is to create an RCD network that is stable, able to meet community needs, and able to implement the best practices of RCD performance. CARCD will offer the appropriate training and support to help RCDs reach these goals.

The RCD is the “go to hub” for conservation by meeting the needs of its community as demonstrated by the following:

A RELEVANT RCD:

1. Serves its mission to meaningfully meet the resource needs of the community as demonstrated by the following:
 - Executes at least three projects towards the RCD's strategic plan goals within the last three years. List projects: _____
 - Addresses multiple resource issues in the community. List at least three resource issues the RCD currently addresses through active programs: _____
 - Remains informed and consistent with local and regional management plans as appropriate.

2. Addresses the resource issues in the community as demonstrated by the following:
 - Identifies the major resource issues in the community.
 - Proactively chooses which issues to engage in based on funding, importance, relevance, other groups working on the issue, and magnitude of the issue.

(Example: creates a map of issues with strategic decisions included). Explain decision process: _____

- a. Identifies the proper role of the RCD to partner with other organizations working on issues. List areas in which the RCD is partnering: _____
- b. Identifies issues in which the RCD is the appropriate entity to take the lead on an issue. List areas in which the RCD leads: _____
- c. Identifies when it is appropriate for political, scale of problem, or other reasons for the RCD not to address a critical issue. Define issue and decision making process: _____

3. Engages the community in its programs as demonstrated by three of the following:

- Prioritizes community engagement in the strategic plan and/or in funding applications. Cite strategic plan and/or funding application: _____
 - a. RCD programs and projects build a sense of community as demonstrated by public interest. (Examples: ability to recruit volunteers, amount of public input received on projects/plans, attendance at meetings, letters of support, visits to RCD website, facebook likes, etc.) Please list: _____
- Includes a public education component in its programs when appropriate. (Example: If the RCD is implementing a restoration project, one component is a public education workshop.) Name workshops or public education programs held in the last year: _____
- Has a volunteer/internship program that includes the regular recruitment and use of volunteers/interns (more than three volunteers/interns per year). Cite volunteer positions and/or internships used in the last year: _____
- Holds public presentations about RCD programs. (Example: Presents to the Board of Supervisors, legislators, civic groups, non-profits about the RCD's efforts). List presentations in the last year: _____

4. Has collaborative and diverse partnerships as demonstrated by the following:

- a. Has strong relationships with partners as defined by meeting at least three of the following: Check all that apply
 - Coordinates and collaborates on projects, strategic goals, and funding proposals
 - Completes projects with the partner
 - Holds regular meetings (at least quarterly) in which Information is exchanged
 - Holds stakeholder meetings that include the partner
 - Partners attend or consult at monthly RCD meetings
- b. Has a strong relationship with at least three diverse partners: Check all that apply
 - County Supervisors and Departments
 - Local government, including; Parks and Recreation, special districts, etc.
 - Local farm and trade associations (Examples: Farm Bureau, Cattleman's Association)

- Non-profit organizations (Examples: Audubon, Center for Land-Based Learning, watershed groups, RC&Ds, Fire Safe Councils, Farm Bureau, Cattleman's.)
- NRCS
- Other Federal partners (Examples: US Forest Service, US Army Corps)
- State Agencies (Examples: DFW, DWR, RWQCB, Caltrans, CalFire)
- Tribes

5. Represents the diversity of their district:

The RCD recommends, solicits and/or considers a variety of candidates for associate directors and board member positions. (Examples of representation: areas of expertise, geographic and demographic diversity, landowner/land user type, agricultural, conservation, businesses, etc.) State how diversity is included in the RCD's recruitment process: _____

6. Engages with CARCD at a basic level as demonstrated by meeting at least three of the following: Check all that apply

- Attends the CARCD annual meeting.
- Pays full CARCD dues.
- Promotes CARCD legislation and initiatives through educating local legislators on pertinent issues, and/or specific CARCD meetings with local legislators. This can be done through letters of support, emails, phone calls, etc.
- Supports the CARCD strategic plan by serving on committees or providing in-kind time to move CARCD statewide priorities forward.
- Financially contributes to a contract with CARCD's consultant group (currently Conservation Strategy Group).
- At least one board and staff member attends every CARCD Regional Meeting in the RCD's area.
- Board member service as a CARCD regional chair.

AN EXCELLENT RCD:

1. Has diversified funding sources and leverages funding:

The RCD has at least two of the following funding sources. To qualify, each funding source should represent more than 15% of any year's budget during the past three budget cycles:

Check all that apply

- Tax Increment
- Government Grants (Federal, State, Local or Tribal)
- Community Donations (Examples: membership program, scholarship funds)
- Local Government Support (Examples: county, city, tribal, water district)
- Federal Agreements (Examples: NRCS contribution agreements)

- Sales/ Fee for Service Programs (Examples: plant sales, bird house sales, permit coordination programs, chipper programs)
- Demonstration projects that add value to the community or district property. (Examples: gardens, green building/energy efficiency items, greenhouses, aquaculture, etc.)
- Foundation Funding
- For Profit Business Support
- Non-profit Support

2. Has appropriate technical capacity to meet the needs of their community as demonstrated by the following:

- Has technical staff, contracts, or has established relationships with other entities to provide technical assistance. List staff technical capacity: _____
- Owns (rather than rents or leases) equipment that is regularly utilized for routine work. (Examples: computers, specialized printers, chippers, no till drills, port-o-potties, vehicles, etc.) List equipment: _____

3. Provides timely and efficient services as demonstrated by the following:

- Give an example where this was key to accomplishing a project (Examples: The RCD has policies or procedures in place to allow for timely action in between regularly scheduled board meetings.): _____

4. Has a proper balance of board/ staff operations as demonstrated by the following:

a. The board meets at least five of the following six criteria:

- Has an awareness of and involvement in the RCD's programs by meeting at least two of the following: Check all that apply
 - Board can describe programs without prompting
 - Board participates in programs (Examples: hosts workshops at their property or helps recruit participants)
 - Board attends public events and workshops
 - Board participates in community outreach (Examples: conduct outreach to County Supervisors, legislators, civic groups, presents at RCD workshops, etc.)

- Sets-policy including budget rather than implements policy by meeting all three criteria:

- i. Board leads the budget development every year (in collaboration with the RCD District manager)
- ii. Board leads the creation of the strategic plan (in collaboration with the RCD District manager)
- iii. Board regularly revisits the strategic plan in board meetings or special planning meetings

- Makes thoughtful decisions that are not subject to conflicts of interest.
 - i. Board meeting minutes are open to the public.
- Attends regular training on topics related to board member roles and RCD operations/projects. List trainings the board members have attended in the last two years: _____
- Secures private donations for RCD operations and/or programs
- Donates resources to RCD efforts (Example: significant donation of time towards an RCD product, like a legal review of contracts.) List donations from board members in the last two years: _____
- Creates goodwill with partnering organizations and potential partners (attend meetings, membership in other groups, etc.)

b. Staff (lead by the district manager) meets all of the following criteria:

- Implements policy set by the board (rather than sets policy).
- Supervises employees and guides day-to-day implementation of policy (the board does not supervise employees other than the district manager).
- Board communications go through the district manager.
- Attends regular training. List trainings staff has attended in the last two years: _____

A VISIBLE RCD:

1. Has an informational relationship with its local legislators as demonstrated by the following:
 - Directors and staff meet on a regular basis and/or contact their local, State, and Federal legislators to distribute information about the RCD, its programs, and legislative needs. List dates of the meetings: _____
 - Sends newsletters and press releases to their local legislators.
 - Invites legislators to RCD events, trainings, and workshops.

2. Regularly publishes and distributes information regarding RCD activities as demonstrated by the following:
 - At least 4 press releases each year. List press releases in the past year: _____
 - Quarterly newsletters and/or annual report. Include a copy of your last newsletter/annual report.
 - Distributes information to partners, diverse stakeholders, and funders.
 - Agendas and minutes are published for each special district meeting.

3. RCD has an Internet presence as demonstrated by a website. It is current and updated at least once monthly. Cite link and who is responsible for keeping it up-to-date: _____

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STANDARDS

TIER 3: THE RCD OF TOMORROW

Providing Leadership Statewide, to the Region, and to Local and RCD Communities.

The follow standards define, document, and represent a long-term vision of a superlative RCD. These are goals for RCDs to strive for in the next five to eight years with the assistance of training and support from the CARCD. As a result, the RCD will be a leader in its local community, its region, and throughout the statewide network of RCDs.

A RELEVANT RCD:

1. Serves its mission to meet the resource needs of the community as demonstrated by the following:
 - Executes at least six projects towards the RCD's strategic plan goals within the last three years. List projects: _____
2. The RCD has good working relationships with the RCDs in their region (within legal LAFCO regulations) as demonstrated by meeting three of the following: Check all that apply
 - Holds regular meetings with at least one neighboring RCD to exchange ideas and information (without violating Brown Act). State when regular meetings occur: _____
 - Communicates at least once a month by phone, in person or email with another RCD to exchange ideas or resources and to create programs.
 - Understands other RCDs viewpoints and projects well enough to represent them at a public meeting.
 - Submits funding proposals with neighboring RCDs for common programs. List funding proposals submitted in the last year: _____
 - Shares staff. List staff and state defined role (Example: 40% time/ 60% time. Watershed Coordinator at one RCD, Irrigation specialist at the other): _____
 - Shares programs with other RCDs. List programs: _____

3. Mentors emerging RCDs or trains other RCDs as demonstrated by the following:
- Trains and/or assists other RCDs on basic district operations (budgeting, accounting, etc.) List training or assistance provided: _____
 - Trains other RCDs how to implement current RCD programs
 - Shares resources with the other RCDs. (Example: Pays for grant writer's time for a joint fundraising proposal, "loans" accountant for several hours of work) List resources shared: _____
 - If mentoring other RCDs is not applicable please state why: _____
4. Engages regional RCDs or other partners in resource issues that cross boundaries or are similar in the neighboring RCD boundaries as demonstrated by meeting three of the following: Check all that apply
- Engages in watershed planning across district boundaries with other RCDs and partners. List issues and structure: _____
 - Engages in resource issues with other RCDs and partners other than watersheds. List issues and structure: _____
 - Participates in researching emerging regional issues (i.e. ecosystem markets, bio char, no till agriculture). List issues: _____
 - Works with non-traditional partners while staying within the RCD mission. (Examples: youth development organizations, schools, homeless shelters, nutrition advocates, county or city roads departments, universities, junior colleges, community, civic and philanthropic groups, and private companies -including foundations, tribes, etc.) List partners: _____
5. Serves as a leader in solving regional resource issues as demonstrated by the following:
- Proactively engages partners as new issues emerge and is able to mobilize partners
 - Recognizes areas in which the RCD excels and takes leadership in addressing appropriate issues. List area in which RCDs lead the partnership: _____
 - Recognizes areas in which other entities excel, supports other entities in meeting resource goals (Example: Assisting Audubon CA in meeting bird conservation goals). List areas in which RCDs support the partnership: _____
 - Is usually contacted when new projects, issues, or other items of regional resource interest emerge.

AN EXCELLENT RCD:

1. Works with a variety of partners to integrate cutting edge research and science into program development and implementation as demonstrated by meeting one of the following: Check all that apply that apply
 - Is connected with academic professionals and able to assist in advancing scientific research on emerging issues. List academic professional and the emerging topic the RCD is addressing: _____
 - Aware of new research in a topic area and incorporates new research into project design. Explain which topics and how: _____
 - Is conducting research on a topic area that has not yet received academic attention. List topic area and project: _____
 - Has resource library, access to research, and access to scientific implementation of practices.

2. Quantifies its impact on the local resources as demonstrated by meeting all of the following:
 - Maintains quantifiable data on the RCD's impact on local resource issues using standardized statewide RCD criteria. Include a copy.
 - Maintains quantifiable cumulative impacts of RCD programs/ work. Include a copy.
 - Reports cumulative impacts to funders and other partners. List who receives the report: _____

3. Has a sustainable funding base and capital reserve funds enabling the RCD to provide long term, consistent conservation programs and leadership to their community and its constituents as demonstrated by meeting three of the following: Check all that apply
 - At least two of the RCD's funding sources have been reliable for 10 years. List sources: _____
 - Has at least four funding sources: _____
 - Has a marketable skill that they utilize as a fee for service project. List skill(s): _____
 - Has built a six-month operational reserve. (If the RCD did not receive funding it could operate for 6 months).
 - Shows a commitment to future funding by utilizing any of the following, which collectively contribute to at least 20% of an FTE over one year:
 - i. Professional grant writer
 - ii. Development director
 - iii. Other fundraising professional(s)

4. Has a succession plan for board members to promote new leadership as demonstrated by meeting all of the following:
 - Actively recruits and trains new board members based on skills and areas of expertise.
 - Has associate directors who are actively engaged in projects.

- Board members evaluate the needs of the board annual to accurately represent the diversity and changing needs of their district. Last evaluation date: _____
- Board members conduct annual self-assessments of their performance on the board and the board evaluates its overall effectiveness. State date of review: _____
- The board's roles and responsibilities change and evolve as the district changes and evolves.
- Board members hold each other accountable to be active and engaged board members. Explain how: _____
- Has a board policy manual

5. Has a succession plan for staff (particularly district manager) as demonstrated by meeting all of the following:

- Has appropriate staff. (Administrative, multiple project coordinators, and finance staff)
- Documents, policies, procedures, and projects are captured in written format to be readily transferred to a new staff member.
- Multiple staff members attend board meetings and other planning meetings.
- General RCD operational needs (rather than just project specific topics) are covered in staff meetings so that multiple staff members are aware of the operational needs of the RCD.
- Staff members are given the opportunity to assume leadership roles in RCD operations not just projects.
- Staff members are given the opportunity for training in new interest areas.

A VISIBLE RCD:

1. Works closely with the decision makers in their community as demonstrated by meeting three of the following: Check all that apply

- Has a strong relationship with legislators as demonstrated by meeting all of the following:
 - a. RCD develops projects with legislative offices or involves them in projects.
 - b. Legislator writes letters of support or provides other types of support, for projects. (Examples: financial, staff time, and advocacy)
 - c. Legislator calls the RCD as a source of information in decision-making.
 - d. RCD is able to contribute to legislation being created in the legislator's office.
- Has a strong relationship with the County Supervisors as demonstrated by meeting all of the following:
 - a. RCD meets regularly with County Supervisor(s). State how often: _____
 - b. RCD presents at Board of Supervisor meetings at least annually.
 - c. RCD invites County Supervisor(s) to workshops, tours, and other relevant events.
 - d. County supervisor(s) are aware of RCD projects.

- Has a strong relationship with the City Council (if appropriate) as demonstrated by meeting all of the following:
 - a. RCD meets regularly with City Council Member(s). State how often: _____
 - b. RCD presents at City Council meetings at least annually.
 - c. RCD invites City Council Member(s) to workshops, tours, and other relevant events.
 - d. City Council Member(s) are aware of RCD projects.
- Has a strong relationship with leaders in the business community (Examples: belongs to the Key Club or Chamber of Commerce, receives donations from business leaders for events and projects). Demonstrate business community relationships: _____

2. Is a leader in CARCD and district issues statewide as demonstrated by the following:

- Participates in statewide committees or task forces.
- Engages with CSDA and other statewide partners.
- Writes statewide goals and objectives into funding proposals. (Example: Writes a section for disbursement of information gained statewide).
- Participates in setting direction for CARCD legislation and initiatives.
- Provides resources including staff support to CARCD.
- Participates and/or supports Day in the Capitol, legislative hearings, partner meetings at the statewide level, and other opportunities to represent RCDs at the statewide level.
- Engages regional RCDs within the CARCD structure on pertinent issues. Shares documents and/or templates for other RCDs.
- Is recognized by state and/or federal agencies as a leader in local conservation efforts.
- Is frequently approached by state/federal agencies to implement projects.
- Actively works with state/federal groups to address issues of statewide significance.
- State/Federal agencies solicit RCD opinions on new initiatives.
- Receives awards from state or federal agencies for RCD projects.

3. RCD has a social media presence as demonstrated by a facebook page, twitter account, blog, or other social media tool. It is current and updated at least twice a week. Cite link and who is responsible for keeping it up-to-date: _____

A SPECIAL THANK YOU
TO ALL WHO MADE THIS DOCUMENT POSSIBLE:



CARCD BOARD OF DIRECTORS
CARCD STAFF

THE 48 DISTRICT MANAGERS WHO PARTICIPATED
AND THE LOCAL BOARDS WHO SUPPORTED THEM

THE BOARDS THAT “TEST DROVE” THE STANDARDS

ALL OF OUR PARTNERS
Including:

AUDUBON CALIFORNIA
CENTER FOR COLLABORATIVE POLICY
CONSERVATION STRATEGY GROUP
DEPARTMENT OF CONSERVATION
NATURAL RESOURCES CONSERVATION SERVICE
SIERRA NEVADA CONSERVANCY
SUSTAINABLE CONSERVATION