

Master Gardener Foundation of Clark County (MGFCC)
Strategic Plan 2022
(1year/5year/10year)
(quarterly update status report)

- Short-Term-One-year tactical goals
- Mid-term 5-year planning goals
- Long-term 10-year goal accomplishment

Goal #1: Provide program structure to support current and long-term success of MGFCC program

Objective 1: Ensure alignment of MGFCC and MGP goals

A. **Tactic:** Coordinate MGFCC strategic plan with MGP goals as part of the overall strategic plan including a quarterly review

Metric: MGFCC strategic plan and MGP goals are in alignment

Objective 2: Ensure Bylaws meet needs of Foundation

A. **Tactic:** Conduct 2022 review of Bylaws, Articles of Incorporation and policies and procedures to ensure consistency and appropriateness to current environment

a. **Metric:** Review completed

Objective 3: Ensure that key MGFCC positions have a succession plan

A. **Tactic:** Identify key positions and functions in the Organization that require continuity

a. **Metric:** Successful identification of key positions and functions: plant sale chair, executive administrator, etc.

b. **Tactic:** Ensure a succession plan is in place for key positions and functions

a. **Metric:** A succession plan is in place

Objective 4: Develop a communication plan for MGFCC

A. **Tactic:** Develop a proactive public media plan for contacts/publications

a. **Metric:** Number of communications and publications made to, but not limited to, the following groups: Clark County Councilors, WSU Extension (state level), MGFWS, MGP volunteers, general public

B. **Tactic:** Clarify the distinction between the MGFCC and the MGP

a. **Metric:** The distinction is clarified at every opportunity/event (Emphasize, "The Foundation")

Goal #2: Maintain financial sustainability of MGFCC

Objective 1: Maintain 2 years of operating expenses in accounts (Using prior year as baseline)

- A. **Tactic:** Conduct fundraising events such as: Plant sale (scheduled May), Idea Fair, I-5 Welcome sign
 - a. **Metric:** % increase from prior year
- B. **Tactic:** Develop a group of potential donors to MGFCC
 - a. **Metric:** Number of donors and amount donated
- C. **Tactic:** Increase revenue from Membership dues
 - a. **Metric:** % increase over 2021
- D. **Tactic:** Form a group to develop additional income streams
 - a. **Metric:** # of new income streams

Goal #3 Provide Ongoing Strategic and Financial support to WSU Extension Clark County Master Gardener Program (MGP)

Objective 1: Increase MGFCC contribution to MGP in alignment with Program requirements

- A. **Tactic:** Provide funding through direct contribution and matching grants and increase the number of grants for new programs (i.e., small fruit)
 - a. **Metric:** Amount of funds contributed to MGP
- B. **Tactic:** Increase contribution to Endowment
 - a. **Metric:** Amount of increase to MGP

Objective 2: Ensure adequate financial support for salary and benefits for MGP Program Coordinator

- A. **Tactic:** Ensure MGP Program Coordinator has sufficient funding
 - a. **Metric:** MGP Program Coordinator is fully funded
- B. **Tactic:** Review existing MGP Program Coordinator's salary Sponsored Project Agreement (SPA)
 - a. **Metric:** Successful maintenance of SPA

Goal #4: Support MGFCC Horticultural Education Mission-

Objective 1: Maintain level of grant funding to at least the 2021 level for Community Groups-

- A. Tactic:** Implement program for grant solicitation, review and award
 - a. Metric:** Dollar amount of grants awarded:

Objective 2: Ensure the educational effectiveness of MGFCC grant funding

- A. Tactic:** Define measurable outcomes of the educational components of grants
 - a. Metric:** Grant recipients successfully report measurable outcomes
- B. Tactic:** Provide an annual report summarizing the educational benefits of MGFCC grant funding to members and Master Gardeners
 - a. Metric:** An annual report that summarizes the educational benefits achieved through our grant funding

Objective 3: Provide Four presentations at MGFCC General meetings -

- A. Tactic:** Provide four presentations annually at community-wide General meetings
 - a. Metric:** Complete four presentations offered each year

Goal #5: Strongly advocate to maintain Heritage Farm as the primary MGFCC work facility

Objective 1: Develop Advocacy Plan for Support of Heritage Farm

- A. Tactic:** Ensure MGFCC participation with relevant community advocacy groups (i.e., Friends of Heritage Farm & HF Advisory) -
 - a. Metric:** MGFCC Board Members participate as liaison for advocacy groups -
- B. Tactic:** Attend/participate at Clark County Council public hearings as appropriate
 - a. Metric:** Number of meetings/events attended-
- C. Tactic:** Maintain official recognition and inclusion as a Farm Advisory Board Member
 - a. Metric:** Maintain Farm Advisory Board Core Team membership

Objective 2: Demonstrate visible support of programs/activities that are currently in place at Heritage Farm including, such as: MGP, Food Banks/Churches in Partnership, 4H Youth Garden, Partners in Careers

“Roots to Road” program (aka “Veteran’s Garden”) and organic vegetable garden

A. Tactic: Monitor status of existing programs

a. **Metric:** Existing programs are maintained-

Objective 3: Maintain lease for continued MGFCC access to the greenhouse space

A. Tactic: Perform annual review of lease to ensure compliance with lease requirements (next renewal 2026)

a. **Metric:** Successful maintenance of lease

Objective 4: Maintain MOA with WSU Extension for office and administrative support space

A. Tactic: annual review of lease to ensure compliance with lease specifications

a. **Metric:** Successful maintenance of MOA-

Objective 5: Provide capital improvements to greenhouse structures for safety and functionality

A. Tactic: Identify capital improvements needed in addition to greenhouse repairs

a. **Metric:** Capital improvements identified, funded and made-

Objective 6: Explore and develop additional location(s) for MGFCC operations to supplement the 78th Street Heritage Farm

A. Tactic: Explore possible alternate site(s)

a. **Metric:** Site(s) identified and developed

Goal #6: Increase MGFCC ability to advocate for and fund our mission

Objective 1: Increase MGFCC membership incentives

A. Tactic: develop a plan to increase the incentives that would increase membership of MGFCC

a. **Metric:** Membership increase as a result of the incentives

Objective 2: Achieve MGFCC membership reflective of Clark County population demographics

A. Tactic: Collaborate with MGP Program Coordinator to develop Diversity, Equity and Inclusion (DEI) strategy

- a. Metric:** Membership reflective of Clark County Joint diversity, equity and inclusion
- B. Tactic:** Devise a program/process to close any gaps (For example: targeted grants, targeted education, speakers from Mud Bone and Wisdom of the Elders, focused outreach, etc.)
 - a. Metric:** Program developed and implemented, membership percentages reflect Clark County population demographics

Objective 3: Increase the proportion of MG members who are MGFCC members

- A. Tactic:** Plan and conduct a membership drive
 - a. Metric:** Percent increase of Master Gardeners who are MGFCC members
- B. Tactic:** Communicate benefits of MGFCC to all Master Gardeners and MGP trainees (at beginning and end of training)
 - a. Metric:** Percent increase in annual membership
- C. Tactic:** Review and update the fact sheet outlining purpose/benefits of MGFCC membership
 - a. Metric:** Percent increase of Master Gardeners who are members of MGFCC

Adopted by the Board of Directors on:
Tactic assignments added on:
Reviewed on: