



**RMC**  
Rural Maryland Council

## Strategic Plan 2021-2024

# EXECUTIVE SUMMARY

The Rural Maryland Council (RMC) is an independent nonpartisan state agency that addresses challenges facing rural communities in Maryland. Created by the Governor in 1994, the 25-year old organization is run by a small staff, with oversight by an executive board.

We live in times of opportunity and challenge, and RMC has been charged with helping to address many of the opportunities and challenges faced by individuals, businesses and organizations in rural Maryland.

## **The Planning Context**

Having completed the goals laid out in its 2017 to 2020 strategic plan, RMC's leaders set out in early 2019 to develop another three-year plan. The leaders sought input from the membership and received responses that were considered during the strategic planning process.

After three facilitated planning events, RMC's leaders identified one multi-faceted strategic issue, along with six strategic goals that will receive RMC's focus over the next three years.

RMC's executive board and staff expect to leverage partnerships with new stakeholders in an effort to increase visibility and provide even greater support to the organization's stakeholders.

## **The Strategic Plan**

What follows is a narrative three-year plan and an attached Action Plan matrix. Achieving these goals will give Rural Maryland Council the ability to respond to the growing numbers of requests for help, and to address ever-changing social and economic challenges in Maryland's rural communities.

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APPENDIX A: Action Plan Matrix

## **I. INTRODUCTION**

The Rural Maryland Council (RMC), a development agency that addresses challenges facing rural communities in Maryland, has adopted the following strategic plan. RMC's leaders are committed to supporting RMC's stakeholders, being a stronger advocate for rural Maryland, and supporting initiatives that improve social and economic life in the rural areas of the state. The following plan will help RMC achieve these things during the 2021 through 2024 fiscal years.

## **II. ABOUT THE RURAL MARYLAND COUNCIL**

### **A. The Vision**

RMC's vision is a future where all of Rural Maryland is prosperous with thriving resources, vibrant economies, and healthy, connected communities.

### **B. The Mission**

The Rural Maryland Council's (RMC) mission is to bring together citizens; community-based organizations; federal, state, county and municipal government officials; as well as, representatives of the for-profit and nonprofit sectors to collectively address the needs of Rural Maryland communities.

As a collaborative partnership, the RMC operates in a nonpartisan and nondiscriminatory manner. Policy-makers and managers from stakeholder agencies and organizations at all levels of government and the private sector are valued participants.

### **C. The Goals**

RMC's goals are to:

- Encourage healthy, connected communities throughout Rural Maryland through convening of stakeholders, education, public relations, and advocacy.
- Support the development and growth of vibrant economies in Rural Maryland.
- Foster stewardship of Maryland's natural resources, and
- Maximize RMC outreach, resources and mission through financial and organizational development.

### **D. Origin**

In 1994, the Rural Maryland Council was initiated by the Governor as the Maryland Rural Development Council (Executive Order 01.01.1994.14) and then codified by

statute in 1995 as the FORVM for Rural Maryland. In July 2003, the FORVM restructured as the Rural Maryland Council.

## **E. Council Membership**

Council membership is open to any Maryland citizen who subscribes to the goals of the Council and has an interest in rural Maryland.

The Council includes the following types of members:

- Governor (or a designee) as a nonvoting member
- Three State senators
- Three members of the House of Delegates from the three rural regions of the State
- One Senator or Delegate from Harford County
- Representatives from federal agencies that serve rural interests, and
- Representatives from private sector organizations, including rural stakeholder groups, for-profits, and nonprofit organizations.

## **F. The Executive Board**

The Executive Board oversees and directs affairs as they relate to programs and regulatory matters that concern rural communities.

The Executive Board consists of up to forty-five members. Of these, thirty are voting members, seven are nonvoting members, and eight serve ex officio. The chair of the Rural Maryland Council serves as chair of the Board.

### Board Composition

The Executive Board elects individuals who represent the following interests:

- Nonprofit Organizations
- For-Profit Entities
- District 1 – Garrett, Allegany and Washington Counties
- District 2 – Frederick, Carroll and Harford Counties
- District 3 – Charles, Calvert and St. Mary’s Counties
- District 4 – Cecil, Kent and Queen Anne’s Counties
- District 5 – Caroline, Talbot and Dorchester Counties
- District 6 – Wicomico, Worcester and Somerset Counties
- District 7 – Anne Arundel, Prince Georges, Montgomery, Howard and Baltimore Counties, and
- Statewide At-Large

Board members are appointed as follows:

- The senate president appoints three senators, who are nonvoting members
- The house speaker appoints three delegates, who are nonvoting members
- The senate president and the house speaker appoints one legislator from Harford County
- Maryland Municipal League appoints two members
- The Maryland Association of Counties appoints two board members

The following entities select individuals to represent them on the board:

- Delmarva Poultry Institute
- Maryland Agricultural and Resource-Based Industry Development Corporation
- Maryland Association of Public Library Administrators
- Maryland Community Action Partnership
- Maryland Farm Bureau
- Maryland Forest Association
- Mid-Shore Regional Council
- Tri-County Council for the Lower Eastern Shore of Maryland
- Tri-County Council for Southern Maryland
- Tri-County Council for Western Maryland
- Upper Shore Regional Council
- U.S. Dept. of Agriculture Rural Development
- University of Maryland Eastern Shore
- University of Maryland Extension
- Western Maryland Resource, Conservation & Development Council

Designees of the following serve as ex officio board members

- The Governor
- The Secretary of Agriculture
- The Secretary of Commerce
- The Secretary of Health
- The Secretary of Housing & Community Development, and
- The Secretary of Natural Resources

## **G. The RMC Staff**

The Rural Maryland Council has a small staff that works well together to carry out the Council's important work.

As Executive Director, Charlotte Davis functions as the chief executive officer of an independent unit of Maryland State Government. She has overall responsibility for the Council's successful operation.

Ms. Davis executes the RMC Executive Board's agenda and supports its routine governance activities. She has general office oversight and manages the Council's finances. In addition, she provides editorial direction to Council members in speechwriting and legislative testimony.

The RMC staff also includes the following positions:

- Program Administrator. In addition to supervising the office staff, the Program Administrator provides administrative, policy, and program support to the Executive Director. This staff member oversees meeting planning, researches public policy related to rural interests, and supports RMC's grantmaking efforts.
- Program Coordinator: This staff member's role includes coordinating the Maryland Agricultural Education and Rural Development Assistance Fund and the Rural Broadband Assistance Fund. The Program Coordinator also manages RMC meetings and conferences and coordinates member engagement, outreach and recruitment.
- Administrative Assistant: This staff member's duties include providing administrative support to the Executive Director, responding to requests for information, administering the purchasing process, maintaining files, and coordinating and implementing the statewide conference.

## **H. RMC's Activities**

The Rural Maryland Council brings together citizens; community-based organizations; federal, state, county, and municipal government officials; and representatives of the for-profit and nonprofit sectors to collectively address the special needs of Rural Maryland communities. RMC provides a venue for addressing needs and emerging opportunities in a more holistic way.

As a collaborative partnership, the RMC operates in a nonpartisan and nondiscriminatory manner. Policy-makers and managers from stakeholder agencies and organizations at all levels of government and the private sector are valued participants.

## **Maryland Agricultural Education and Rural Development Assistance Fund - MAERDAF**

Established in 2000, the Maryland Agricultural Education and Rural Development Assistance fund offers important financial support to rural-serving nonprofit organizations that promote statewide and regional planning, economic and community development, and agricultural and forestry education efforts.

The fund also provides targeted financial assistance to the community colleges that support small and agricultural businesses through enhanced training and technical assistance offerings.

Between FY 2001 and 2018, the MAERDAF program awarded more than \$4.4 million in grants to over 115 rural-serving organizations. MAERDAF has enabled many of these organizations to establish or continue programs with significant positive impact on Rural Maryland. Moreover, the Fund has helped many nonprofits develop institutional capacity, improve grantwriting skills, and enhance the internal development of volunteer board and staff.

## **RMPIF - Rural Maryland Prosperity Investment Fund**

On March 29, 2016, the Maryland Legislature passed the Fiscal Year 2017 State Operating Budget which included funds to support the Rural Maryland Prosperity Investment Fund. This was a key step forward in addressing disparities in the State's rural areas.

The primary goal of this Fund is to provide targeted investments to various regional, nonprofit and educational entities to bring Rural Maryland's standards of living up to statewide averages.

The Rural Maryland Prosperity Investment Fund will support the RMC's activities and will also support the states' five regional councils, regional infrastructure projects, rural entrepreneurship development, rural community development, and rural health care organizations.

## **Legislative Work**

In addition to its grants programs, one of the Council's most popular committees revolves around its work with the Maryland General Assembly. During the annual Legislative Session, the Legislative Committee meets bi-weekly to discuss current legislative and policy issues. The Committee hosts a Welcome Breakfast for Legislators and an annual advocacy event, Rural Maryland Day.

Rural Maryland Day brings over one hundred attendees who meet in teams with legislators from all jurisdictions in the State. Teams are given talking points and materials to leave with the elected officials.

In 2020, the Committee hosted three events, conducted six biweekly conference calls, submitted 28 written position statements and monitored 181 individual pieces of legislation.

The staff monitored weekly local delegation meetings, attended budget hearings, drafted and submitted testimony before Legislative Committees and attended stakeholder events.

During the interim, the Legislative Committee meets several times, including at least once in person to discuss current issues of interest and monitor General Assembly activities. This includes various committees, commissions, boards and task forces. The Committee hosts roundtable discussions and issue forums, develops policy priorities, and drafts legislation for introduction.

## **Community Outreach**

In keeping with the Council’s mission, the organization also organizes a biennial Rural Summit, a one-day conference with plenary speakers and breakout sessions. The organization hosted the Rural Summit in 2019. Titled, “**Rural Maryland Rising: Investing in Resiliency, Collaboration, and Innovation**”, the event was held on Thursday, December 12, 2019, at the DoubleTree Hilton Hotel in Annapolis.

The one-day conference covered topics on Agriculture, Forestry, Community Development, Economic Development, and Health Care. Other sessions included hearing from Maryland State Secretaries as well as a panel of State Legislators. Plenary sessions featured a presentation of awards for the 2019 AgShowcase and a keynote address by Dr. Paul Costello, Executive Director with the Vermont Rural Development Council.

## **III. THE STRATEGIC PLANNING PROCESS**

### **A. Preparation**

The RMC’s previous plan was set to expire in 2020. So in February and March, 2019, the Joint Planning and Development Committee laid the foundation for a new plan. They reviewed the 2017-2020 plan and surveyed RMC members. Part of the SWOT analysis (strengths, weaknesses, opportunities, and threats), that survey gave members a chance to

identify what’s working with RMC, what needs improvement, and potential obstacles to RMC’s effectiveness.

### Survey Results

Member survey responses varied, naturally, but a large majority fell into several categories, which can be summarized as follows:

What RMC Does Well	What Needs To Improve	Possible Obstacles
Nonpartisan Advocacy for Rural Communities	Greater Visibility	Funding
Providing Grant Funds	Increase Participation By Local Groups	Unpredictable Political Support
Convening Rural Communities	A Presence In More Parts of the State	Loss of Influencers to Urban & Suburban Communities
Connecting others for mutual benefit	Share Successes With Stakeholders	Legislature Made Up Predominately of Urban & Suburban Members
Educating rural communities	Improve Transparency	Failure of Policymakers to Understand the Different Needs of Rural Areas
Problem Solving	Avoid Politically-Driven Decisions	
	Focus On A Few Key Priorities	

### The Facilitator

In May 2019, RMC engaged consultant LaCharla Figgs to facilitate the planning process and draft the resulting plan.

## **B. Planning Activities**

RMC's executive board and executive director led the strategic planning effort, and gathered for a facilitated planning retreat on May 24, 2019. The planners discussed the results of the member survey, and current strengths, weaknesses, opportunities and threats.

### **Opportunities and Threats**

Executive Director Charlotte Davis summarized the external opportunities and threats to RMC's mission as follows:

- RMC needs stable, committed, long-term funding.
- RMC is receiving an increasing number of requests from legislators and others for research and analysis related to rural issues, and the organization needs protocols, and in some cases, resources for addressing these requests.
- RMC needs to address organizational development, particularly with respect to the Executive Board and the Joint Planning and Development Committee. The intent is to increase meaningful engagement, ensure long-term financial sustainability, ensure leadership development and smooth successions, and address long-term staffing needs.
- RMC needs to increase its outreach to potential members by becoming more visible and by sharing its message more broadly throughout the state.

From the retreat discussions, the planners then identified a single strategic issue that RMC must focus on in the next three years, along with eight goals to address that issue.

Executive board members met for two additional facilitated planning sessions and several more non-facilitated sessions. All of this resulted in the reworking of the eight draft goals into six final goals, the objectives needed to accomplish them, ownership of each goal, and timeframes for completion.

The RMC Executive Committee met on March 27, 2020 to review the draft action items and timelines.

## **IV. THE STRATEGIC ISSUE**

RMC's strategic issue for the next three years is simple and clear: RMC will increase its reach, visibility, impact and capacity.

## **V. STRATEGIC GOALS & RELATED OBJECTIVES, FY 2021 - 2024**

## **GOAL 1: Develop a plan for long-term financial sustainability.**

- Strengths and Opportunities to exploit:
  - The Rural Maryland Foundation has the authority to raise funds to support RMC programs and operations.
  - RMC can leverage revenue enhancement legislation to get votes for RMC funding
  - RMC can leverage the results of RMC’s “transfer of wealth” study, which tracks the movement of wealth out of rural areas as older populations retire in rural areas while younger residents relocate to urban areas.
  - RMC is the only state agency charged with representing rural issues.
  - RMC has a diverse membership base that can be mobilized.
  - The state’s current administration supports RMC. One result is that the budget allocation for RMC is set for the next year.
  - RMC can leverage the good will of its current supporters in the legislature—including those who represent rural, urban, and suburban interests.
  
- Weaknesses and Threats to overcome:
  - Each year RMC must wait to learn how much has been appropriated by the state legislature.
  - Legislators have competing financial interests as they represent their constituents, and those representing rural interests are outnumbered by those with urban and suburban interests.
  - Investment in education may draw funds away from rural interests.
  - The 2020 census will show population shifts into rural areas of Maryland, increasing the demand on RMC constituents.
  - The Rural Maryland Foundation has not been a strong fundraising organization.
  - RMC needs new champions in the Legislature now and after the next election.

- Partnerships to develop include the following:
  - Appalachian Regional Commission
  - The Maryland Farm Bureau and its local chapters
  - University of Maryland Extension
  - Maryland Watermen’s Association
  - USDA Rural Development
  - A Coalition of RMC, Community Development Network and the Farm Bureaus

**Goal 1 Objectives**

1. Draft a 3-year pro forma budget (proposed sources and uses).
2. Target and cultivate new champions in the General Assembly .
3. Analyze alignment with potential partners, and identify 5 to contact, and begin developing a connection.
4. Investigate USDA, NIFA, and US Department of Commerce funding in partnership with the Rural Maryland Foundation.
5. Enhance RMC’s relationship with Maryland Department of Agriculture.
6. Explore the possibility of engaging a grant writer for the foundation.
7. Cultivate a relationship with the Governor. Possible actions: organize photo opportunities and invite the Governor to participate in RMC activities.
8. Cultivate and develop relationships with the Secretaries and staff of the Departments of Housing and Community Development, Commerce, Natural Resources, Health, Environment and others.

**GOAL 2: Encourage and facilitate active participation by RMC members to (1) extend RMC’s reach and influence and (2) groom potential new board members.**

- Strengths and Opportunities to exploit:

- Leadership programs in the area provide a potential pool from which to draw active members/potential leaders.
- RMC regularly receives inquiries from those interested in serving on the board.
- o Weaknesses and Threats to overcome: None
- o Partnerships or other connections needed: None

### **Goal 2 Objectives**

1. Identify rural and urban leadership programs from which to recruit potential new members and leaders.
2. Create a system for recruiting board members from area leadership programs and other sources.
3. Boost RMC’s existing member participation by issuing a specific call to action at the end of each legislative call.
4. Develop a list, description, and intended outcomes for all potential subcommittees, issues, and sub-issues.

### **GOAL 3: Make RMC more valuable to legislators and other key stakeholders.**

- o Strengths and Opportunities to “exploit”:
  - Capture and publish data that will help constituents and others replicate activities that work.
  - Report on its grantees’ deliverables.
  - Share updates on successes in their districts with state legislators.
  - Increase conversations with constituents to learn what benefits constituents are looking for.
- o Weaknesses and Threats to overcome:
  - Rural Maryland Council should be careful about others’ perception that RMC “owns” projects simply because RMC funds them.
  - Inadequate commitment to outreach.

- RMC must work continually to ensure that rural interests are adequately represented in the Maryland Legislature.
  - In some counties with large rural areas, governance happens in the smaller urban centers. Some large metropolitan counties also have rural areas within them.
  - RMC’s messaging has not been consistent.
  - RMC must be careful to live up to expectations that created by its programs.
- o Partnerships or other connections needed: None

### **Goal 3 Objectives**

1. RMC grants should focus on problems identified by legislators and stakeholders; grantees must propose solutions to those problems.
2. Clarify ways that RMC can demonstrate impact through the grant programs it administers.
3. Prepare and share reports with legislators on funds spent in their districts each year and the results.
4. Develop a system for educating and marketing to legislators and constituents that delivers compelling and consistent messaging across all communications and marketing channels.

### **GOAL 4: Develop protocols for responding to new opportunities that arise.**

- o Strengths and Opportunities to “exploit”:
  - RMC can use the Comprehensive Economic Development Strategy (CEDS) process as a model to save time and effort.
  - RMC’s diverse membership gives us access to the needed expertise.
- o Weaknesses and Threats to overcome: None
- o Partnerships or other connections needed: None

### **Goal 4 Objectives**

1. Conduct a membership survey each year so that the results can be evaluated for possible inclusion in the organization's priorities.
2. Establish RMC's priorities for each fiscal year with input from RMC members.
3. Formalize the criteria and process for evaluating new requests that come in to RMC.
4. Create a calendar of activities to help RMC's leaders see how new requests might affect the operation.

**GOAL 5: Gather and analyze data on rural issues to identify trends and needs.**

- o Strengths and Opportunities to exploit:
  - RMC is already amending its data collection protocols to improve the information RMC collects.
  - The RMC has access to several agencies that can support this goal, including the Center for Rural Pennsylvania, the University of Maryland School of Sociology, Johns Hopkins University, and the Radcliffe Foundation.
  - RMC can publish a comparative analysis of rural research in Maryland and the research conducted in other states.
- o Weaknesses and Threats to overcome:
  - This will likely cost \$100K or more, and those funds are not readily available.
- o Partnerships or other connections needed: None

**Goal 5 Objectives**

1. Define the data RMC needs to collect from grantees, along with the best format for reporting the data.
2. Analyze all the data collected from grantees in a timely manner.
3. Review the analyses to identify the top 1 or 2 issues that need deeper research.
4. Create a formal repository for the collected data and analyses.
5. Identify the experts needed to analyze the data and write the resulting reports.

6. Determine the funds needed to hire a staff member or engage a consultant to implement this goal.
7. Develop protocols for communicating, storing, and distributing this data.
8. Explore options for recovering the cost of analyzing, storing, and distributing these reports.

**GOAL 6: Create transition and emergency plans for the board and the staff.**

- o Strengths and Opportunities to “exploit”:
  - RMC has a capable executive director who has experience writing succession plans
  - RMC has active board members who will assist as needed
- o Weaknesses and Threats to overcome: None

**Goal 6 Objectives**

1. Obtain model transition plans and emergency plans that cover various types of emergencies and customize them for RMC.
2. Adopt a succession plan for the potential transition of the Executive Director.
3. With respect to engaging a new assistant executive director, identify the intended duties and responsibilities and determine the compensation package required to attract qualified candidates.

## **VI. MANAGING THE PLAN**

RMC’s executive committee and executive director will manage this plan by monitoring progress against the accompanying **Attachment A: Action Plan**. Presented as a matrix, the Action Plan outlines the goals and related objectives, provides timelines for completing the objectives, and identifies board and staff members who are responsible for implementation.

The plan’s objectives will be incorporated into the work plans that guide the executive board and the staff throughout the year. In addition, the executive board will review progress against the goals at its regular meetings and will update the plan as needed.

## **VII. CONCLUSION**

The Rural Maryland Council remains committed to supporting a high quality of life in rural Maryland. This strategic plan is an important tool in that effort—one that provides structure, direction, and accountability as RMC tackles the challenges of our day.

Along with stakeholders and others who are committed this mission, the RMC will make a difference for Maryland’s rural communities.

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## GOAL ONE: Develop a plan for long-term financial sustainability.

OBJECTIVES		OWNER	TIMEFRAMES
1.1	Draft a 3-year pro forma budget (proposed sources and uses). The Council should expect to experience escalating demand for RMPIF funding as well as increased staffing costs. Possible actions: drafting legislation changing the formula (e.g. from 6 million to 9 million to accommodate a new agribusiness development program; diversifying funding with other revenues sources; or finding a direct existing revenue source (e.g. unclaimed property, transfer tax).	Executive Board	2021
1.2	Target & cultivate two new champions in the General Assembly; one Delegate and one Senator at the start of every Session. The Council should continue its recognition of elected officials with the Rural Champion/Rural Legacy Awards at the Annual Meeting. During election years, inviting candidates for office to RMC meetings/organizing forums. Schedule meetings during the interim to educate legislators using membership input.		Dec. 2021 to 2023
1.3	Analyze alignment with potential partners, and identify 5 to contact, and begin developing a connection. The Council should develop strategic partnerships with private partners to form funding coalitions.		2024
1.4	Investigate USDA, NIFA, and US Department of Commerce funding in partnership with the Rural Maryland Foundation. Possible actions: pre-Development/planning for grant application for Rural Business Development Grant and drafting/adopting a development plan for the Foundation.		Sep. 2020
1.5	Further develop RMC's relationship with Maryland Department of Agriculture. Possible actions: Assist with implementation of the Agriculture strategic plan.		2023

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1.6	Explore the possibility of engaging a grant writer for the foundation. Possible actions: re-search potential funding sources or programs, develop scope of work, determine how much time is necessary and define performance standards.		2023
1.7	Cultivate a relationship with the Governor. Possible actions: organize photo opportunities and invite the Governor to participate in RMC activities.		2023
1.8	Cultivate and develop relationships with the Secretaries and staff of the Departments of Housing and Community Development, Commerce, Natural Resources, Health, Environment and others.		2023

**GOAL TWO: Encourage and facilitate active participation by RMC members to (1) extend RMC's reach and influence and (2) groom potential new board members.**

OBJECTIVES		OWNER	TIMEFRAMES
2.1	Identify rural and urban leadership programs from which to recruit potential new members and leaders to include organizations such as Leadership Maryland/LEAD Maryland/Shore Leadership/Leadership Southern MD/Statewide.	Nominating Committee	
2.2	Create a system for recruiting board members from area leadership programs and other sources. Possible action: create a Board seat for FFA state officers or 4H officers.		
2.3	Boost RMC's existing member participation by issuing a specific call to action at the end of each legislative call or each Board meeting.		

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2.4	Develop a list, description, and intended outcomes for all potential subcommittees, issues, and sub-issues. This list should be submitted to the RMC Executive Board for review during the third quarterly board meeting. Each year, the RMC Executive Board will review the strategic plan at the Third Quarterly Board Meeting and make recommendations on strategies.		
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**GOAL THREE: Make RMC more valuable to legislators and other key stakeholders**

	<b>OBJECTIVES</b>	<b>OWNER</b>	<b>TIMEFRAMES</b>
3.1	RMC grants should focus on problems identified by legislators and stakeholders; grantees must propose solutions to those problems. Possible actions: the creation of a Challenge grant program or coronavirus response program.	Executive Committee	Dec. 1, 2021
3.2	Clarify ways that RMC can demonstrate impact through the grant programs it administers.		
3.3	Prepare and share reports with legislators on funds spent in their districts each year and the results.		
3.4	Develop a system for educating & marketing to legislators & constituents that delivers compelling and consistent messaging across all communications & marketing channels.		

**GOAL FOUR: Develop protocols for responding to new opportunities and address issues as they arise to ensure relevancy.**

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OBJECTIVES		OWNER	TIMEFRAMES
4.1	Conduct a membership survey each year so that the results can be evaluated for inclusion in the organization’s priorities. Possible actions: include annual membership survey in annual Work Plan.	Executive Committee	Dec. 1, 2020
4.2	Establish RMC’s priorities for each fiscal year with input from RMC members.		
4.3	Formalize the criteria and process for evaluating new requests that come in to RMC. New requests should be submitted to the Joint Planning and Development Committee which will make recommendations to the Executive Committee,		
4.4	Create a calendar of activities to help RMC’s leaders see how new requests might affect the operation.		
<p><b>GOAL FIVE: Gather and analyze data on rural issues to identify trends and needs.</b></p>			
OBJECTIVES		OWNER	TIMEFRAMES
5.1	Define the data RMC needs to collect from grantees, along with the best format for reporting the data. Possible action: develop a Fellowship program with an institute of higher education.		

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5.2	Analyze all the data collected from grantees in a timely manner.	Executive Committee and Executive Director	Jun. 30, 2022
5.3	Review the analyses to identify the top 1 or 2 issues that need deeper research.		
5.4	Create a formal repository for the collected data and analyses.		
5.5	Identify the experts needed to analyze the data and write the resulting reports.		
5.6	Determine the funds needed to hire a staff member or engage a consultant to implement this goal.		
5.7	Develop protocols for communicating, storing, and distributing this data.		
5.8	Explore options for recovering the cost of analyzing, storing, and distributing these reports.		
<p><b>GOAL SIX: Create transition and emergency plans for the board and the staff.</b></p>			
<b>OBJECTIVES</b>		<b>OWNER</b>	<b>TIMEFRAMES</b>

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6.1	Obtain model transition plans and emergency plans that cover various types of emergencies and customize them for RMC. Possible actions: Executive Director will draft a continuing operations plan for the September 2020 Executive Board meeting	Executive Committee and Executive Director	Dec. 2020
6.2	A succession plan should be adopted for the potential transition of the Executive Director. The Executive Director will draft a succession plan for the September 2020 Executive Board meeting.		
6.3	Identify the intended duties and responsibilities of a new assistant executive director and determine the compensation package required to attract qualified candidates.		