XXX Soil and Water Conservation District

5-Year Business Plan

20XX – 20XX



One Sentence Tag Line

**XXX SWCD Office**

Address

Phone:

FAX:

EMAIL

WEBSITE

**Board of Directors**

**Associate Directors**

**Monthly Meetings**

Board Meetings are held XX at XX. The public is invited.

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# EXECUTIVE SUMMARY

This five year Business Plan (20XX-20XX) details the XXX Soil and Water Conservation District services, activities, resources, staffing, and finances currently available and planned to carry out its mission. The Business Plan also contains general information about the District and XXX County and guides the development of the District’s annual work plans and budgets.

***This is a bare minimum executive summary. You may want to expand on this with thoughts from the Board, summary of programs and/or district capacity.***

#### Public Participation

This Plan was prepared with input from:

#### Audience

This Plan is intended for XX County residents, XX County government officials, funding sources, legislators, and partner agencies.

**THIS SECTION SHOULD BE FLUSHED OUT. SEE OTHER EXAMPLE LONG RANGE PLANS FOR IDEAS.**

# GEOGRAPHY AND AGRICULTURE

#### Topography

XX County is

#### Land Use

# STRUCTURE AND GOVERNANCE

## Enabling and Governing Legislation

The XXX SWCD is one of 45 conservation districts in Oregon. Conservation districts are defined in Oregon law as political subdivisions of state government. XXX SWCD is not a state agency. Rather it is classified as a municipal corporation, a form of local government, which is required to follow many of the same laws that govern state agencies and special districts. It is specifically governed by ORS 568.210 to 568.890 and ORS 568.900 to 568.933. See Appendix A for the specific powers and authorities granted to districts. Appendix B lists other statutes and administrative rules to which XXX SWCD is subject.

The Oregon Revised Statutes (ORS) that established and govern Oregon’s SWCDs (except the federal tribal Tiicham Conservation District) was significantly revised by the 2009 Legislative Assembly under House Bill 2082. The origin of the House Bill was a collaborative effort among the Oregon Association of Conservation Districts, member Conservation Districts, and the Oregon Department of Agriculture. It was designed to address the evolving challenges and opportunities presented to today’s SWCDs that were not envisioned when the Statute originated, and to eliminate antiquated provisions in the previous editions.

In addition to the general purpose of SWCDs under ORS 568.225 in the previous editions, the following was added: “**promote collaborative conservation efforts to protect and enhance healthy watershed functions, assist in the development of renewable energy and energy efficiency resources”**.

## History

The XXX SWCD was established in 19XX to direct agricultural producers to technical assistance resources, such as our partners the NRCS. Since 19XX, NRCS and the XXX SWCD have partnered to plan and implement conservation practices on private lands in the basin.

**Add more history here.**

## Leadership

#### Directors

A board of five/seven directors governs the District. Directorsare elected by the electorate of XXX County at the November General Election, which is held during even-numbered years. Director positions are elected in staggered terms to provide continuity on the board and maintain consistent operations. The XXX SWCD Board may appoint a person to fill a board vacancy between elections for the duration of that position’s term. Three/Five of the seven positions are classified as zone positions and must meet the zone requirements and terms of office as specified in ORS 568.560 as follows:

“Zone directors must own or manage 10 or more acres of land in the district, be involved in the active management of that property, reside within the boundaries of the district, and be a registered voter.”

An individual may serve as a zone director in lieu of land ownership or management requirements if the individual resides within the zone that is represented, has served at least one year as a XXX SWCD Director or Associate Director and has a conservation plan approved by the XXX SWCD Board. The other two positions are at-large positions. To qualify for an at-large position, a person must reside in XX County and be a registered voter. No land ownership or management requirements are needed for an at-large position, which is also governed by ORS 568.560.

**An individual director** has power only when acting as a part of the XXX SWCD Board. Individual board members may be delegated authority or power to act on behalf of the Board in specific, limited tasks. This authority or power is granted through board action (resolution, motion, policy, etc.) and must be recorded in the meeting minutes.

The XXX SWCD Board works cooperatively as a unit to plan and oversee implementing XXX SWCD programs. As a representative of the XXX SWCD Board, opinions expressed publicly by individual board members should be consistent with established board policy, not the individual’s personal agenda or opinions.

ORS 568.560 requires all SWCDs to select a Chair and Secretary from among its directors. XXX SWCD may elect other officers as desired.

The **Chair** is granted the responsibility to represent XXX SWCD with other districts, agencies, associations, partners, organizations, legislators, and property owners consistent with the policies, plans, and interests of XXX SWCD. The chair will also conduct regular and special meetings of the Board.

A **Vice-Chair** has been given the authority to act as the Chair in case of the absence or unavailability of the Chair.

The **Secretary** is the custodian of all XXX SWCD records, minutes, contracts, and other official documents.

**Committees** are an effective way for XXX SWCD to plan and implement XXX SWCD functions. They can be comprised of board members, associate directors, XXX SWCD advisors, representatives of cooperating agencies and associations, or interested citizens. Currently the XXX SWCD has/does not have any standing committees. These committees are

The XXX SWCD does/not have various **ad hoc committees,** which are charged with specific tasks over a specific time period. Ad hoc committees are then disbanded after the assigned task and/or timeframe is completed.

## Associate Directors

Associate Directors are non-voting members of the District Board. They are appointed by the Directors to serve as advisors and representatives. Associate directorship offers a way to educate potential directors, broaden community input to the District, and expand District programs.

# MISSION, VALUES, AND GUIDING PRINCIPLES

## Mission

## Vision

## Values (and/or Guiding Principles)

# ROLES AND RESPONSIBILITIES

The XXX SWCD works with agencies and individuals as partners in our efforts to achieve our vision. Various memorandums of agreement and/or understanding, working agreements, intergovernmental agreements and informal arrangements, formalize the partnerships. The agreements outline the responsibilities of each partner and identify the types of assistance, resources, and support each will provide to accomplish common conservation goals.

## Local Level

#### Landowners, Producers, General Public

The General Public utilizes the XXX SWCD as its primary point of contact for all District programs as well as those of the Oregon Department of Agriculture and the USDA’s Natural Resource Conservation Service. Landowners and agricultural producers can avail of technical assistance with natural resource concerns and assistance in securing grant or loan funding for an array of natural resource conservation projects.

#### XXX Soil and Water District

The District assists the general public with conservation planning, technical and financial assistance, farm bill program opportunities, and answers to conservation-related questions.

The District provides ….

#### OSU Extension Service

The District maintains a working relationship with the XXX County office of Oregon State University Extension Service to ….

#### County Government

## Regional Level

#### USDA Natural Resource Conservation Service (NRCS)

The District maintains a Cooperative Working Agreement with the NRCS to provide office space and equipment and assistance with conservation planning and conservation practice implementation activities in XXX County. The District also from time to time enters into Contribution Agreements with NRCS to produce complete conservation plans. The NRCS provides technical assistance to the District and directly to county landowners and producers. The District is served through NRCS offices in the city of…

#### Local Advisory Committee

The Local Advisory Committee is made up of landowners, agricultural producers, and an environmental representative whose charge is to develop an Agricultural Water Quality Management Area Plan. The Plan is used ….

## State Level

#### Oregon Department of Agriculture (ODA)

The Oregon Department of Agriculture Natural Resources Division provides administrative oversight and partial administrative and technical support funding.

#### OWEB, DEQ, and other State Agencies

The Oregon Watershed Enhancement Board (OWEB), the Department of Environmental Quality (DEQ), and other state agencies provide financial resources through grants for habitat restoration and water quality improvement projects.

#### Oregon Association of Conservation Districts

The OACD provides technical and administrative support to the District. It is also the main conservation district advocacy organization with the Oregon State administration and legislature.

## National Level

#### USDA NRCS

The national NRCS offices provide the funding of the work agreements with the District.

## Revenue to the County Economy

**Needs to be estimated and added here.**

# GOALS AND OBJECTIVES

**Goals** are destinations—where you want your district to be. **Objectives** are progress markers along the way to goal achievement.

Goal #1: Insert first goal here

**Objectives:**

1. Objective 1
2. Objective 2

Goal #2: Insert second goal here

**Objectives:**

1. Objective 1
2. Objective 2

Goal #3: Insert third goal here

**Objectives:**

1. Objective 1
2. Objective 2

Goal #4: Insert fourth goal here

**Objectives:**

1. Objective 1
2. Objective 2

# NATURAL RESOURCE CONCERNS AND OUTCOMES

A natural resource concern is a condition that does not meet agreed-to or established criteria for a quality, sustainable resource. The resource concerns described below are intended to give a picture of the natural resource problems in XXX County and why they are important.

*The top five resource concerns in XXX County are:*

* XXXX

*These resource concerns are evident in our County as:*

* Areas along stream and river banks that have lost their protective vegetation
* Areas where domestic animal activity has denuded the ground
* Areas where animal waste is left exposed to our high annual rainfall
* Streams, rivers, and water bodies classified as water quality limited because of high water temperature, low dissolved oxygen, high biological oxygen demand, and/or noxious weed invasion.
* The continuing spread of aggressive noxious weeds

*The desired outcomes to address these concerns are:*

* Protection of river and stream banks from livestock entry
* Revegetation of stream and river banks to develop a functioning riparian area
* Provision for quality water delivery to livestock without resorting to rivers and streams.
* Sustainable use of soil and water resources in the pasture and hayland production
* Minimized use of pesticides

## Resource Concern #1

Description

**Trends**

**Strategies**

**Intended outcomes**

## Resource Concern #2

Description

**Trends**

**Strategies**

**Intended outcomes**

## Resource Concern #3

Description

**Trends**

**Strategies**

**Intended outcomes**

## Resource Concern #4

Description

**Trends**

**Strategies**

**Intended outcomes**

## Resource Concern #5

Description

**Trends**

**Strategies**

**Intended outcomes**

# District Programs

## Program #1

**Goal:**

**Program overview:**

## Program #2

**Goal:**

**Program overview:**

## Program #3

**Goal:**

**Program overview:**

# DISTRICT CAPACITY, NEEDS, AND STRATEGIES

## Capacity

#### Staff

The current staff consists of X full time employees and X part time employees.

**Job Title #1** – X FTE

Job description

**Job Title #2** – X FTE

Job description

**Job Title #3** – X FTE

Job description

The District relies to some extent on outside contractors to fulfill some of its objectives.

#### Board of Directors

The Board of Directors consists of five/seven members elected countywide by voters. The Board works on a volunteer basis to set policy, plan goals, and enact a yearly budget for the District. Individual Directors initiate and manage specific resource conservation projects through their involvement in watershed councils and non-profit organizations.

#### Volunteers

Volunteers occasionally work on specific tasks for the District, and (but) are (not) a large resource for accomplishing objectives.

#### Partnerships

The District relies on partnerships with other local agencies and non-profit institutions to further its natural resource conservation goals. They include:

* ABC
* DEF

#### Facilities and Equipment

Describe office space, equipment, vehicles, etc.

#### Funding

The District office receives its funding from the following sources

* + ABC
  + DEF

Specific natural resource conservation projects are funded through grants from

* ABC
* DEF

The current fiscal year’s budget is included in Appendix C.

**INSERT PIE CHARTS SHOWING FUNDING PERCENTAGES**

## Needs

***List what you need/would like to have to improve the capacity and delivery of services for your district.***

#### Staff

1. ?
2. ?
3. ?

#### Board of Directors

1. ?
2. ?
3. ?

#### Volunteers

1. ?
2. ?
3. ?

#### Facilities and Equipment

1. ?
2. ?
3. ?

#### Partnerships

1. ?
2. ?
3. ?

#### Funding

1. ?
2. ?
3. ?

## Strategies

***List strategies to reach your needs.***

#### Staff

1. ?
2. ?
3. ?

#### Board of Directors

1. ?
2. ?
3. ?

#### Volunteers

1. ?
2. ?
3. ?

#### Facilities and Equipment

1. ?
2. ?
3. ?

#### Partnerships

1. ?
2. ?
3. ?

#### Funding

1. ?
2. ?
3. ?

# APPENDIXES

## Appendix A: General Powers of Soil and Water Conservation District Directors

ORS 568.550(1). The board of directors of a soil and water conservation district has the following powers: [*Letters correspond to actual statute format*.]

1. To secure surveys and investigations and do research relating to:

* The character of soil erosion
* The character of floodwater and sediment damage
* All phases of the conservation, development, utilization and disposal of water
* The preventive measures, control measures and improvements needed

1. To conduct demonstrational projects on lands within the district upon obtaining the consent of the owner and occupier of such lands.
2. To carry out preventive and control measures on lands within the district upon obtaining the consent of the owner and occupier of such lands.
3. To enter into written agreements (*see specifics in 568.330[(d])[A]&[(B])*
4. To obtain options upon and to acquire by purchase, exchange, lease, gift, grant, bequest or devise any property, real or personal or rights therein, *(see specifics in 568.330[e])*
5. To borrow money and to mortgage personal property of the district as security *(see specifics in ORS 568.330[f])*
6. To issue general obligation bonds of the district as provided in ORS 568.803
7. To make available, on such terms as the directors shall prescribe, to landowners or occupiers within the district, agricultural and engineering machinery and equipment, fertilizer, seeds and seedlings and other material or equipment.
8. To construct, operate and maintain such structures as may be necessary or convenient for performance of any of the operations authorized in ORS 568.210 to 568.880 and 568.900 to ORS 568.933.
9. To develop comprehensive plans and specifications for the conservation of soil resources and for the continued control of soil erosion within the district, and to publish such plans, specifications and information and bring them to the attention of owners and occupiers of the lands within the district.
10. To take over, by purchase, lease or otherwise, and to administer, any soil conservation, erosion control or erosion prevention project, or combination thereof, located within district boundaries undertaken by the United States or any of its agencies, or by this state or any of its agencies.
11. To manage, as agent of the United States or any of its agencies, or of this state or any of its agencies, any soil conservation, erosion control or erosion prevention project, or combination thereof, within district boundaries.
12. To act as agent for the United States or any of its agencies, in connection with the acquisition, construction, operation or administration of any soil conservation, erosion control or erosion control project, or combination thereof, within district boundaries.
13. To accept donations, gifts and contributions in money, services, materials, or otherwise from the United States or any of its agencies, or from this state or any of its agencies, and to use or expend such moneys, services, materials or other contributions in carrying on its operations.
14. To sue and be sued in the name of the district, to have a seal, which shall be judicially noticed, to have perpetual succession unless terminated as provided by law, to make and execute contracts and other instruments necessary or convenient to the exercise of its powers, and to make, and from time to time amend or repeal, rules not consistent with ORS 568.210 to 568.808 and 568.900 to 568.933 to carry into effect its purposes and powers.
15. To purchase liability or indemnity insurance, in such amounts and containing such terms and conditions as the board believes necessary for the protection of directors, officers and employees of the district against claims incurred in the performance of their duties.
16. To place liens on real and personal property.
17. To enter into written agreements with, coordinate activities with and provide assistance to landowners, managers and residents within the districts and federal, state and local governments, relating to natural resource issues, including but not limited to issues of:

* Agriculture and forestry
* Economic development based upon natural resources
* Watershed management and ecosystem health
* Invasive species
* Alternate and renewable energy
* Air Quality
* Animal waste and nutrient management
* Carbon sequestration
* Access to market-based services and certification
* Fuel reduction and wildfire planning and management
* Preservation of agricultural, forestry and other lands

1. To conduct outreach and conservation education activities.
2. To provide financial assistance, including but not limited to loans and grants to implement activities and projects authorized under ORS 271.715 to 271.795, 569.210 to 568.808 or 568.900 to 568.933.
3. Tohold patents, trademarks and copyrights.
4. To hold conservation easements under ORS 271.715 to 271.795.

ORS 568.550(2). As a condition to the extending of any benefits under ORS 568.210 to 568.808 or 568.900 to 568.933 to lands or the performance of work upon lands, the directors may require contributions in money, services, materials or otherwise to any operations conferring such benefits, and may require landowners or occupiers to enter into and perform such agreements or covenants as to the permanent use of such lands as will tend to prevent or control erosion thereon.

ORS 568.550(3). In order to avoid duplication of activities under subsection (1)(a) of this section, the department may call upon other state and federal agencies for assistance and cooperation in their fields in accordance with memoranda of understanding to be signed by all cooperating agencies.

ORS 568.550(4). A district may not adopt land use regulations under ORS chapter 197, 215 or 227. A district has the standing of an affected landowner to participate in the public process involving administrative rules, regulations, goals, guidelines, plans or other public body actions that may affect one or more properties within the district**.**

## Appendix B: Statutes and Administrative Rules

The XXX SWCD is specifically governed by Oregon Revised Statues (ORS) 568.210 through 568.890. In addition, the Clatsop SWCD is subject, but not limited to, the conditions of several statutes and administrative rules as follows:

* ORS 568.900 through 568.933 (Agricultural Water Quality Management)
* ORS 561.395 (Soil and Water Conservation Commission)
* ORS 561.400 (Natural Resources Division)
* ORS 44.320 (Oath of Office)
* Oregon Constitution, Article XV, Section 3 (Oath of Office)
* ORS 190.003 through 190.110 (Intergovernmental Cooperation)
* ORS 192.001 (Public Records Policy)
* ORS 192.005 through 192.190 (Custody and Maintenance Records)
* ORS 192.310 (Records and Reports)
* ORS 192.410 (Inspection of Public Records)
* ORS 192.610 through 192.710 (Public Meetings)
* ORS 198.010 through 198.955 (Special Districts)
* ORS 198.330 through 198.365 (Dissolution of Inactive Districts)
* ORS 198.410 through 198.440 (Recall)
* ORS 240.379 through 240.394 (Employment of Persons with Severe Disabilities)
* Title VII, Civil Rights Act of 1964 (Equal Opportunity Employment/Sexual Harrassment/Discriminiation) (Federal)
* Americans with Disabilities Act of 1990 (Hiring Persons with Disabilities) (Federal)
* ORS 244.010 through 244.4000 (Conflict of Interest)
* ORS 247.035 (Residency)
* ORS 294.305 through 294.565 (Local Budget) (required of districts with a tax levy)
* ORS 297.005 through 297.712 (Contracting)
* ORS 297.405 through 297.485 (Municipal Audits)
* ORS 542.750 (watershed Protection and Flood Prevention)
* ORS 659.010 through 659.990 (Employment Practices)
* ORS 659.405 (State Policy/Employment of Disabled Persons)
* OAR 839-07-550 through 839-07-656 (Sexual Harassment Prevention)

## Appendix C: Acronyms used in this Business Plan

**AWQMP** Agriculture Water Quality Management Program

**BLM** Bureau of Land Management

**BMP** Best Management Practices

**CAFO** Confined Animal Feeding Operation

**CREP** Conservation Reserve Enhancement Program

**CRP** Conservation Reserve Program

**CWMA** Cooperative Weed Management Area

**DEQ**  Department of Environmental Quality (Oregon)

**DSL** Department of State Lands (Oregon)

**EQIP** Environmental Quality Incentives Program

**ESA** Endangered Species Act (Federal)

**EWP** Emergency Watershed Protection Program

**FSA** Farm Service Agency (formerly ASCS)

**FTE** Full Time Equivalent Employee (2080 hrs/yr)

**GIS** Geographic Information Systems

**HEL** Highly Erodible Land

**LAC** Local Advisory Committee

**LMA** Local Management Agency (Oregon SB1010)

**MOU** Memorandum of Understanding

**NACD** National Association of Conservation Districts

**NOAA** National Oceanic and Atmospheric Administration

**NMFS** National Marine and Fisheries Service

**NWMP**  Northwest Weed Management Partnership

**NRCS** Natural Resources Conservation Service (formerly SCS)

**OACD** Oregon Association of Conservation Districts

**OAR** Oregon Administrative Rule

**OCEAN** Oregon Conservation Employees Association Network

**ODA** Oregon Department of Agriculture

**OFRI** Oregon Forest Resources Institute

**ORS** Oregon Revised Statute

**OSU** Oregon State University

**OSWB** Oregon State Weed Board (ODA)

**OWEB** Oregon Watershed Enhancement Board

**RC&D** Resource Conservation and Development

**RD** Rural Development (formerly Farmers Home Administration)

**SCS** Soil Conservation Service (currently NRCS)

**SDAO** Special Districts Association of Oregon

**SB1010** Agricultural Water Quality Management Act of 1993 (OR)

**SWCC** Soil and Water Conservation Commission

**SWCD** Soil and Water Conservation District

**USDA** United States Department of Agriculture

**USFS** United States Forest Service

**WHIP** Wildlife Habitat Incentives Program

**WRP** Wetland Reserve Program

## Appendix D: Current Fiscal Year Budget