



Polk Soil and Water Conservation District

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Long Range Business Plan
Sept 2013- Sept 2023
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2019

Table of Contents

I. The District

- A. Enabling Legislation and Responsibilities
- B. District History and Background
- C. Strategic Direction
 - 1. Mission
 - 2. Vision
 - 3. Values and Operating Principles
 - 4. Goals and Objectives
 - 5. Opportunities and Priorities
- D. Internal Management
 - 1. Board of Directors
 - 2. Associate and Directors of Emeritus
 - 3. Staff
 - 4. Volunteers
- E. Funding Sources
- F. Conservation Partners

II. Polk County: Natural Resources and Concerns

- A. Description of Polk County
- B. Climate
- C. Soils
- D. Water
 - 1. Surface
 - 2. Ground
- E. Recreation
- F. Agriculture
- G. Industry

III Implementation

- A. Services and Programs
 - 1. Technical Assistance
 - 2. Watershed Management Support
 - 3. Education and Outreach
 - 4. District Operations
- B. Personnel
- C. Facilities and Equipment
- D. Monitoring and Evaluation
- E. District Operations
- F. Finances
- G. Contracting Board

APPENDICES

- I. Delegation of Responsibilities
- II. District Powers and Authorities
- III. Acronyms

Polk Soil and Water Conservation Directors

Judy Beebe, Chair, At-Large 2
Chad Woods, Vice Chair, At-Large 1
Jock Dalton, Treasurer, Zone 4
Mike Wilson, Secretary, Zone 5
Matt Crawford, Zone 1
David Simmons, Zone 2
Brad Ford, Zone 3

Directors Emeritus

Jim Clawson
Tom Thompson
Lois Loop
Frank Pender

Associate Directors

Staff

Karin Stutzman, District Manager
Patti Gray, Administrative Assistant
Marc Bell, Senior Resource Conservationist
Jackson Morgan, Farm Specialist

SECTION I – THE DISTRICT

A. Enabling Legislation and Responsibilities

The Soil Conservation Service was initiated nationally by the Soil Conservation Act of 1935, in response to the “Dust Bowls” of the 1930’s and the obvious need to conserve natural resources. It soon became apparent that this new federal agency needed local leadership to coordinate efforts in conservation and tie assistance programs to local conditions and priorities. With the urging of President Roosevelt, Oregon passed the Soil Conservation District Law in 1939 enabling the formation of soil and water conservation districts, the local leaders in conservation.

Oregon soil and water conservation districts are a political subdivision of state government. They are not state agencies; rather they are a form of local government known as a special district. The primary statutes relating to the formation and governance of Oregon conservation districts are covered in Oregon Revised Statutes (ORS) 568.210 through 568.890.

The Oregon Department of Agriculture (ODA) Natural Resource Program area provides administrative oversight to the soil and water conservation districts in Oregon (ORS) 561.400. ODA coordinates the board member elections, administers grants, and provides technical assistance. They administer the local management area, review the Districts annual work plan and long-range business plan.

In Polk County, wildlife habitat and native ecosystems are being restored and preserved through private landowners, the District, the Natural Resource Conservation Service, land trusts, the confederated Tribes of Grand Ronde, and National Wildlife Refuges, amongst others. The District is assisting in oak woodland restoration and elk meadow creation by applying for federal funding in five year increments around the county to be disbursed among private landowners, and by holding conservation easements to protect this habitat in perpetuity. We also implement an NRCS incentive program for enhancing soil health in perennial crop systems such as orchards, Christmas tree farms, and vineyards.

The District offers technical assistance to landowners in conjunction with the Agricultural Water Quality Management Area Plan (SB1010). Given the role of local implementation of SB1010, the District receives and addresses concerns relating to the Agricultural Water Quality Management Area (AWQMA) plan. The District has no regulatory authority but can assist landowners in achieving and maintaining compliance. There are two AWQMAs within Polk County, Yamhill Basin to the North and Mid-Willamette Valley to the South. Each area has a unique set of “Prevention and Control Measures”, created and adopted by local producers. These management practices are then used by ODA to guide landowners and operators.

B. District History and Background

The Polk Soil and Water Conservation District (District) was officially established on April 25, 1966 and was among the last counties to have such a district under ORS 568.210-790. The first directors (then called Supervisors) were Louis Hamilton, Chairman; Robert Lorence, Vice Chairman; Harry Martin, Secretary; R.C. Warner, Treasurer; Emil Marx, Hugh Muller, Joe Shepard, and Elmer Wirth.

A permanent tax rate was levied in 2002, allowing the District to expand the services it provides. The District is administered by seven locally elected volunteers who represent five zones and two at-large positions. Each zone represents a watershed in Polk County: Ash Creek, Luckiamute, Rickreall, Yamhill, and Glenn-Gibson. The County lines are the District's boundaries. The District is the local liaison to federal and state agencies, helping landowners accomplish natural resource related goals.

C. Strategic Direction

The following plan was developed to serve as a strategic guide for planning, reporting and evaluating activities over the next 5 - 10 years. It should be referred to and reviewed on a regular basis. The Opportunities and Priorities should be updated each year to guide development of the annual work plans. The Mission, Vision, Values, Goals and Objectives should be updated when significant changes are needed.

1. Mission – Enhance quantity and quality of soils, water, and wildlife habitat

2. Vision (long range goal) – To deliver natural resource conservation education and technical assistance programs that affect positive, measurable improvements to the environment and instill stewardship ethics in individuals.

3. Values and Operating Principles

- Respect all people and property
- Maintain and provide local leadership
- Private land managers will meet local natural public resource goals and expectations when equipped with information, technical assistance, and incentives
- Utilize sources of educational, technical and financial support in carrying out our mission
- Maintain and build partnerships to leverage efforts and impacts
- Provide effective stewardship of taxpayer dollars

4. Goals and Objectives - The following goals and objectives are interrelated. Individual efforts will typically serve multiple goals and/or objectives as time and money permit, as defined by our annual work plan.

A. Soil Health

- 1) Promote soil conservation and healthy soil biology and fertility throughout all land uses in the watershed.
 - a) Minimize practices that cause compaction and depletion of soil fauna and

flora.

- b) Support agricultural conservation, forestry and urban land use practices, efficient use of fertilizers, proper use of pesticides, proper nutrient management and other proven best management practices.
- 2) Prevent and control soil erosion throughout all land uses in the watershed
 - a) Support proven best management practices to prevent and control erosion (such as cover cropping systems, proper pasture management, filter/buffer strips, no-till/minimum till), minimize bare soils and manage surface water runoff from roads, ditches and the drainage infrastructure.
 - b. Support proven best management practices to prevent and control erosion related to land conversion, land use development/construction and other urban land uses.

B. Water Quality and Quantity

1. Improve streams and other bodies of water listed on state 303d list or known to be of poor water quality. Streams are currently listed for sedimentation, temperature, habitat modification and flow modification (flooding/removal); additional concerns include pH, pathogens, nutrients, pesticides, trace metals, dissolved oxygen and algae.
 - a. Promote use of best management practices related to rural land use to protect and enhance water quality (e.g. streamside buffers, soil erosion prevention, vegetated drainage ditches, riparian enhancement, wetland enhancement, off-stream livestock watering, manure and mud management).
 - b. Promote use of urban best management practices related to protection and enhancement of water quality (e.g. rain gardens and other low-impact development practices, riparian enhancement, flood control, erosion prevention and control, protection of storm water drainage systems).
2. Protect springs, streams, reservoirs and groundwater sources used for drinking, irrigation and recreation.
 - a. Promote land use practices that prevent contamination of these water sources from sedimentation, nutrients, pesticides, pathogens, etc.
 - b. Promote practices that conserve or enhance supply of potable water and water used for irrigation, recreation, rural road maintenance and fire management.
 - c. Promote safe handling and storage of chemicals to prevent contamination of water sources.
 - d. Promote urban best management practices to conserve drinking water and protect surface and groundwater supplies.
3. Identify and resolve critical gaps in data.
 - a. Coordinate with public and private organizations to assess data resources and gaps critical for making management decisions related to water quality and quantity.
 - b. Identify potential funding and other resources to obtain critical data to fill gaps.
 - c. Conduct surveys and monitoring in collaboration with partners to fill critical data gaps.
4. Continue efforts integral to Ag Water Quality Management Area Plans by working on two plans that address riparian buffers, erosion, nutrient management, domestic water resources protection (reservoirs, wells, pollutants, streams and springs) and livestock and pasture management.

C. Native Fisheries and Wildlife, Invasive Plants and Animals

1. Promote practices related to restoring, improving or maintaining habitat quality and quantity for native fish and wildlife species, especially species listed as Threatened or Endangered (T/E).
 - a. Promote practices that improve habitat quality, restore lost habitat, mitigate disease factors, increase habitat connectivity (including fish passages) and decrease over-predation (or ability to compete) for native fish and wildlife species, especially threatened or endangered species.
 - b. Identify and support restoration of lost critical wetland and riparian habitats, oak woodlands and upland habitat.
 - c. Support land use and conservation practices that maintain and enhance insect populations and habitat (aquatic and terrestrial).
2. Increase the knowledge and concern for identifying, preventing, controlling and removing invasive species in all land uses.
 - a. Educate land managers, natural resource workforce and the public on the impacts of invasive plants and animals on native fish and wildlife populations and habitat, costs to land and resource management and economic impacts.
 - b. Educate and promote how to identify invasive plants and animals, prevent them from entering or spreading and eradicate them from rural and urban environments.

D. Wildland Fire Management and Urban Interface Issues

Educate homeowners and land managers on fire safety and management and promote practices to create defensible space near homes, access for emergency vehicles, documentation of water sources and documentation of key infrastructure to protect from fires.

E. Rural Land Use Conversion, Urban Land Development and Management

1. Educate real estate developers, land managers, professionals and decision-makers of the impacts of land use conversion and urban land use and development on storm water management, water quality, flooding and base stream flows, fisheries and wildlife, forest fragmentation and tree cover, soil health and invasive plants and animals.
2. Promote practices that minimize land conversion and urban land use impacts, such as riparian enhancement, increased forest and tree cover, reduced impervious surfaces, other various low-impact development practices (rain gardens, bio-swales, porous pavement, etc.) and prevention and eradication of invasive plants and animals.

F. Natural Resource and Stewardship Education

1. Increase the general public's (adults and youth) understanding of natural resources and stewardship practices.
2. Increase knowledge and skills of landowners, land managers, professionals and homeowners in sustainable agriculture, forest management practices and best management practices to improve and protect natural resources.

3. Increase knowledge of elected officials, stakeholders and other public groups to make informed policy decisions related to natural resource management.

G. Organizational Health

1. Increase knowledge of management policies, rules and regulations as dictated by ODA and other relevant agencies (state, federal, county, etc.). Board, District Manager and staff attend relevant trainings understand how to interpret relevant policies, rules and regulations.
2. Improve communications and working relationships.
 - a. Increase training and efforts to recruit, retain, and develop professional skills of Board, District Manager and staff.
 - b. Increase outcomes and efficiencies by building strong working relationships and leveraging resources with partnering organizations and individuals (i.e. Increase communication, coordination and cooperation).
3. Improve organization efficiency and effectiveness. (Increase benefits/decrease costs).
 - a. Use and update the Long Range Business Plan (LRBP) regularly to be strategic and effective in guiding annual planning, reporting and evaluations of efforts. Ensure the LRBP, annual work plan and annual reports are integrated and effective.
 - b. Develop process for reporting and evaluating outcomes in relation to Long Range Business Plan, Annual Work Plans and specific activities/practices. Assess the return on investment, resources leveraged (financial, time, supplies, etc.), number of people served, how people were impacted (increased knowledge, skills, aspirations, applications, social health, costs lowered, production improved, how environment was improved, fertilizer/pesticide reduced, how economy was improved, etc.).
4. Improve financial stability, funding and other resources for increased investments in activities and outcomes.

5. Opportunities

Each year as part of the annual meeting process, the District will update the prior year's accomplishments, beginning in 2019.

A. Conservation Activities (plans, partnerships, technical assistance)

1. Conservation Management Plans
 - Area Wide Management Plans
 - Coordinated resource management plans
2. Forest Management
 - Work with landowners to create management plans
3. Riparian Enhancement
 - Stream survey
 - Fish passage
 - Culvert replacement/structure placement
4. Wildland Fire Management, Wildland Urban Interface (WUI)
 - Partners with NRCS, program outreach
 - Education for landowners/workshops
 - Publications/ Assistance

- Establish “Fire wise” communities
5. Facilitate Partnerships/Participate in Addressing Water Quantity Issues
 - Polk County Local Working Group
 - Partnering
 - Coordination
 - Cooperation of efforts, leverage
 - Finding commonality/goals
 6. Conservation Easements
 - Creation
 - Advise
 - Clearinghouse for information
 - Qualified staff
 - Research for hire
 7. Invasive Programs – research, mitigation and control
 - Animal – Geese nuisance control
 - Plants – Blackberry, Scotch broom, English Hawthorne, Tansy Ragwort control
 8. Ag Water Quality Management Plans
 - CREP
 - ODA funding
 - Tech assistance
 - Education
 - Leverage efforts to address priority areas
 - Representation at state level
 9. Native Plant Sale
 - Community resource
 - Opportunity to educate on natural resources
 10. Resource Conservation Opportunity Areas
 - Highlights priorities ODF&W, Nature Conservancy
 - Technician Assistance
 - Financial Resources
 - Outreach related to habitat restoration
 11. Road management
 - Drainage
 - Erosion control
 - Water quality

12. Information Clearing House
 - Partnerships
 - Data Collection
 - Research
 - Monitoring
 - Water Quality to supplement (ODA, DEQ; has to be proactive)
 - Data Clearing House
 - Baseline
 - Effects
13. Market analysis of agencies and Conservation roles; Data gap analysis

B. District Operations

- Training, Professional development for staff/board
- Efficient Budget process/documentary
- Staff and Board Certification-OACD, NACD, Director Certification, SDAO
- Statutory (requirements) obligations
- Connection of Annual Work Plan to LRBP
- Staff Retention –Career Ladder

D. Internal Management

1. Board of Directors

The Board of Directors is made of seven elected public officials. Five directors must own or manage 10 or more acres of land in the district. Two directors serve in the At-Large positions and have no land management or land ownership requirements. All must at least reside within the boundaries of the District and be a registered voter. The Board has a Chair, Vice Chair, Secretary, and a Treasurer. Elections are held every four years.

2. Associate and Emeritus Directors

Associate Director and Director Emeritus are appointed, non-voting positions. They augment the Board's knowledge and experience level and assist with District programs and activities. Director Emeritus is reserved for a person who has previously served as a Board Director.

3. Staff

Staff is funded through grants and a permanent tax rate. Staff perform the duties and responsibilities of their approved position descriptions.

4. Volunteers

The District recruits individuals and groups of volunteers from school aged to adult to assist with restoration projects, the native plant sale, office work, and monitoring. Volunteers can be a great resource for the District and have helped get many projects accomplished.

E. Funding Sources

- Polk County Tax Rate
- Oregon Department of Agriculture
- Grant Administration and Project Management
- Donations
- Workshop fees, fees for service
- Local, National, Public and Private Granting Institutions
- Oregon Watershed Enhancement Board
- Natural Resource Conservation Service

F. Conservation Partners

District staff work with various conservation partners to implement projects, educate the public, and promote conservation. Partners include:

- Landowners
- Watershed Councils
 - Rickreall
 - Glenn-Gibson
 - Luckiamute
 - Greater Yamhill

- Spring Valley
- USDA Natural Resources Conservation Service (NRCS)
- Farm Service Agency (FSA)
- Oregon Association of Conservation Districts (OACD)
- National Association of Conservation Districts (NACD)
- Soil and Water Conservation Commission (SWCC)
- Benton, Marion, and Yamhill SWCD's
- Oregon Conservation Employees Association Network (OCEAN)
- Oregon State University Extension (OSU Ext.)
- Oregon State University Fish and Wildlife Department
- Polk County
- Bureau of Land Management (BLM)
- Oregon Department of Forestry (ODF)
- National Oceanic and Atmospheric Administration (NOAA)
- Oregon Department of Fish and Wildlife (ODFW)
- United States Fish and Wildlife (USFW)
- Division of State Lands (DSL)
- City of Dallas
- Friends of Delbert Hunter Arboretum
- Schools of Dallas, Central, Perrydale and Falls City School Districts, and the Luckiamute Valley Charter Schools

SECTION II – Polk County, Natural Resources, and Concerns

A. Description of Polk County

Polk County, population ~85,234 (July 2018 US Census), lies on the west side of the lower Willamette Valley. Major population centers are West Salem (~30,000), Dallas (~16,700), Monmouth (~10,500) and Independence (~10,150). The remaining (~17,885) live in rural areas of the county. Polk County covers nearly 472,963 acres from the Willamette River to the crest of the Coast Range. Of these acres, ~206,900 or 43% of the total land area is classified as being in exclusive farm use. “For future planning purposes, the Polk County Community Development Planning Department has allocated that no less than 183,700 acres or 39 percent of its total land area be devoted to agricultural use. This will protect and preserve the County's rural nature and will ensure that this key component of the economy will continue to function.” (Polk County Comprehensive Plan 6.6.2012, p.5)

“Almost half of Polk County's land area is allocated for the production of timber. As virtually all this land is in the western half of the County away from population centers, there has not been a large amount of pressure to convert these lands to urban uses. There are approximately 217,000 acres of land in Polk County allocated for timber production. The bulk of these lands are in private ownership. Corporations own approximately 46 percent of Polk County's timber lands and other private industries own another 36 percent of these lands. The remaining lands which are under public ownership are owned by the federal government and are managed by the Bureau of Land Management. The U.S. Forest Service, the State Department of Forestry and Polk County each administer small portions of the remaining three percent of forest lands within the County.” (Polk County Comprehensive Plan 6.6.2012, p.5)

“Polk County does not face an extreme amount of pressure for high-density land uses. Less than four percent of the total land area is being used in this manner and this amount is not expected to be significantly increased. The limited growth that does occur will be around the cities of Dallas, Independence, Monmouth and Salem. There is, however, considerable pressure for the development of Polk County lands for low-density residential use. Although the amount of land devoted to this use is relatively small, in anticipation of future demands the County has allocated approximately two percent of its land area to this use. While much of this area is currently being used for agriculture, the lands are, in many cases, marginally productive.” (Polk County Comprehensive Plan 6.6.2012, p.5)

B. Climate

The climate is mild though it can vary greatly from the valley floor to the crest of the Coast Range. Precipitation ranges from 40 to 180 inches from valley floor to mountains, respectively. Seventy percent of precipitation occurs November through March, leaving a noticeable drought every summer. The lowest monthly average temperature is 34 F with a highest monthly average of 83 F.

C. Soils

The county includes four general geographic areas from the valley bottom to the crest of the Coast Range: 1) alluvial bottomlands, 2) valley terrace, 3) foothills and 4) mountainous timberlands. Alluvial bottomlands are the riparian area of the Willamette River and include the 100-year flood plain. This area is used for annual crops and gravel mining. The terrace includes wet prairie, conifer, and oak habitats. This area is used for crops including grass seed production. The foothills contain conifer and oak habitats. Vineyards, Christmas trees, grazing, and commercial timber production all occur in the foothills. Mountainous areas also have multiple uses including timber, recreation, water storage, and wildlife habitat.

D. Water

1. Surface water

The City of Dallas is supplied with water from Rickreall Creek and Mercer Reservoir. Salem, including West Salem (located in Polk County), obtains water from the Santiam River in Marion County. Monmouth and Falls City are supplied by Teal Creek. Rivers in Polk County are the Willamette, Yamhill, Luckiamute, Siletz, and Salmon. Rickreall, Ash, Spring Valley, Teal, and King are major creeks in the county. Creeks and rivers are used by municipalities as well as rural needs including irrigation. There are also numerous man-made ponds in the county serving functions such as livestock watering, irrigation, recreation, and wildlife habitat.

2. Groundwater

Independence and Monmouth obtain water from wells near the Willamette River. Rural Water Associations in the county include Rickreall, Perrydale, Buell Red Prairie, Grand Ronde, Ellendale, Luckiamute, Ash Creek, Pioneer Park, and Orchard Heights. Groundwater is also used for irrigation purposes.

E. Recreation

Polk County offers a variety of recreation including day use parks (city, county, state, and federal), camping, hiking, fishing, swimming, wildlife viewing, hunting, boating, ball fields, and museums. Baskett Slough National Wildlife Refuge is home to many native plant species as well as wildlife and offers horseback riding and walking trails.

F. Agriculture

Agriculture in Polk County has undergone significant changes since the mid 1800's when grains, cattle, and sheep were the most important commodities. In the 1890's hops and prunes replaced wheat production. These crops declined sharply in the early and mid-1900's. Grains became the leading commodity again, providing 30% of all agricultural production in for Polk County in 1973, followed by cattle (21%) and grass seed (17%). Today, field/grass seed crops (51%), forage (hay/haylage) (16%), hazelnuts (14%), wheat for grain (11%), and cultivated Christmas trees (8%) make up the top crops in acres. Top income in sales are fruits, tree nuts and berries; hay; and milk from cows. Other specialty crops including nursery stock and vineyards continue to increase in acreage production. (2017 USDA Census of Agriculture)

2017 USDA Census of Agriculture

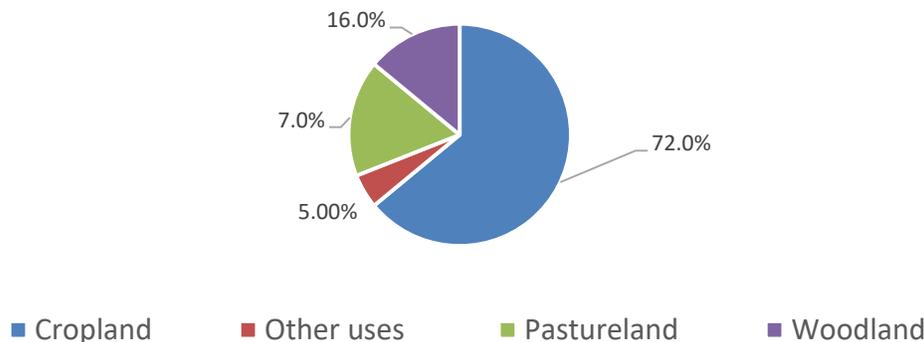
The Number of farms and acreage for Polk County has gone up since 2012:

Farms (number).....	(2012 was 1,143)	(2017 was 1,243)
Land in farms (acres).....	(2012 was 144,748)	(2017 was 148,905)
Average size of Farm (acres)	(2012 was 127)	(2017 was 120)

2017 USDA Census of Ag Market Value of Products Sold

Total Crop sales.....	\$104,000,000
Total Livestock Sales.....	\$30,751,000
Average Net Income Per Farm	\$19,000.00

Land in Farms, Polk County (2017 USDA Census of Ag)



G. Industry

The major industries of the county are agriculture, forest products, manufacturing, and education. Polk County has the second-largest area devoted to viticulture in Oregon, at more than 5,000 acres, which is one quarter of the North Willamette Valley plantings. (Everyvine.com/Polk County and <https://industry.oregonwine.org/resources/reports-studies/2018-oregon-vineyard-and-winery-report/> . Websites accessed November 1, 2019). Western Oregon University in Monmouth is a major employer.

SECTION III - Implementation

A. Services and Programs

District goals include providing technical services and outreach programs to the citizens of Polk County. Services include support for technical and financial assistance where applicable and connecting people and projects to these services. Funding opportunities may be in the form of federal cost share programs or grants from various agencies and groups. The District assists with the application process and may act as fiscal agent for the applicant. Our outreach programming ranges from workshops to tours to participating in county fairs and parades.

1. **Technical Assistance:** The SWCD provides one-on-one assistance to landowners and operators through site visits, office visits, and phone calls.
2. **Watershed Management Support:** In addition to assisting individual citizens, the District works with watershed councils, land trusts, ODFW, and other conservation groups to complete projects and to provide educational outreach. We are the official keeper of record and lead contact for the Mid-Willamette West Team of the Oregon Watershed Enhancement Board (OWEB) Small Grants program.
3. The District works to implement two ODA Agriculture Water Quality Management Area Plans within Polk County, Yamhill and Mid-Willamette Area plans. The District provides information to the public regarding the plans, processing and handling concerns or complaints, and attending biennial local area committee (LAC) meetings to update the plans along with landowners and ODA.
4. **Education and Outreach:** The District sponsors and participates in workshops and presentations, has a quarterly newsletter titled “Cultivating” that is published by the Itemizer Observer in cooperation with Oregon State University Extension, and maintains a web page at www.polkswcd.com. Staff and Directors participate at local community events, and coordinate tours of projects.
5. **District Operations:** The District Board meets on the second Wednesday of each month. Every year, the District writes an annual report, annual work plan, and holds an annual meeting. The District is also a member of Special Districts Association of Oregon (SDAO) and the Oregon Association of Conservation Districts (OACD). Through SDAO, OACD, and other offerings, District staff and directors attend training that help insure that policies, regulations, and general information regarding employees, contracting, operations, etc. are up to date.

B. Personnel

District employs 4 full-time staff. Positions are: District Manager, Senior Resource Conservationist, Farm Specialist, and Administrative Assistant.

The District shares an office with the Natural Resource Conservation Service (NRCS). NRCS staff include: The District Conservationist, a Soil Conservationist, and a Basin Wetland Specialist.

C. Facilities and Equipment

The District is housed in the USDA Service Center, Dallas Field Office. The District currently owns two vehicles.

D. Monitoring and Evaluation

District effectiveness is monitored and evaluated in multiple ways. Staff submit quarterly reports to ODA, and complete other grant reporting as needed. They also complete monthly reports for the Board. Board members and the District Manager do employee evaluations annually. An annual work plan is developed yearly and updated quarterly for the board. In addition, the District's long-range business plan is reviewed regularly.

E. District Operations

Every year the District produces an annual work plan, annual report and a financial report. The District holds an annual meeting to report to the public. The District is subject to Public Records Law and notifies the public of all meetings in the weekly publication of the Itemizer-Observer Newspaper and on our web page at www.polkswcd.com. District Directors and staff are subject to Oregon Ethics Law and are provided with tort liability coverage through SDAO.

F. Finances

All funds obtained by the District, regardless of source, are public funds. The District Board reviews the budget on a monthly basis to monitor. Resources come from grants, administration fees, technical assistance fees, plant sale revenue, taxes, and donations.

In 2002 the voters of Polk County approved the establishment of a permanent property tax rate of 0.05/\$1000 for the District. As a taxing district, the District is required to operate under public budget law. A budget committee consisting of the 7 Board Directors and 7 appointed members of the public meets annually to hear the budget message, review the budget and receive public comment. They ultimately approve the budget and the property tax rate. The budget is then published in the newspaper and presented for adoption at the District budget hearing prior to June 30th each year.

The District board exercises supervisory responsibilities over the District operations. All significant activities and organizations for which the District is financially accountable are included in the basic financial statements. The District's policy is to prepare its financial statements on the cash basis of accounting. Each year the District has a full independent audit done.

G. Contracting Board

The District Board is also the Contract Review Board. The Board adopted the Attorney General's Model Rules of Public Contracting, with some additions to the model rules incorporated into the Polk SWCD Public Contracting Rules and Procedures Policy in 2006, to assist with the ease of implementation. The District Manager is appointed as the Contract Officer to act on behalf of the Board for contracts \$5,000 or less.

APPENDICES

I. Delegation of Responsibilities

The Board of Directors has the authority to represent the District and vote at district monthly meetings.

The chair is selected by the board to carry out certain leadership function and responsibilities.

- 1) The Board grants authority to the Chair to:
 - a) Preside at meetings
 - b) Appoint committees
 - c) Chair Personnel Committee
 - d) Assign responsibilities
 - e) Request reports
 - f) Orient new directors
 - g) Review and approve agendas
 - h) Review and sign approved resolutions and policies
 - i) Any other functions and responsibilities as determined by the Board
 - j) Sign legal documents including checks, grants, etc.

- 2) The Board grants authority to the Vice-Chair to:
 - a) Act in place of the chair when needed
 - b) Advise the chair on program and policy
 - c) Arrange special programs for regular board meetings
 - d) Administer and prepare agendas
 - e) Any other functions and responsibilities as determined by the Board
 - f) Sign legal documents including checks, grants, etc.

- 3) The Board grants authority to the Secretary to:
 - a) Record minutes when staff minute writer is not in attendance
 - b) Record meetings during executive session
 - c) Review prepared information
 - d) Review reports
 - e) Review public meeting notices
 - f) Any other functions and responsibilities as determined by the board

- 4) The Board grants authority to the Treasurer to:
 - a) Oversee the Conservation District's finances
 - b) Serve as chair of the finance committee
 - c) Obtain/provide fidelity of security bonds for persons handling funds (to protect from theft and misuse of district funds)
 - d) Lead budget development
 - e) Receive, deposit, and disburse funds
 - f) Keep complete financial records
 - g) Present financial statements at board meetings
 - h) Sign legal documents including checks, grants, etc.
 - i) Any other functions and responsibilities as determined by the board

- 5) The Board grants general authority to the Directors to:
 - a) Be District spokesperson for public presentations
 - b) Vote on behalf of the Board when appointed to represent the District
 - c) Express opinions publicly that are consistent with the established board policies
 - d) Sign documents and conservation plans as assigned by the Board
 - e) Any other functions and responsibilities as determined by the board

- 6) The Board grants general authority to Directors Emeritus and Associates to:
 - a) Vote on behalf of the Board when appointed to represent the District
 - b) Any other functions and responsibilities as determined by the board

- 7) The Board grants general authority to the Personnel Committee to:
 - a) Research, investigate, report and recommend to the Board in the areas of personnel, salary & benefits, budget, financial & accounting practices, purchasing and other administrative activities, policies and processes, as they pertain to personnel
 - b) Determine the frequency, location, timing and other logistics of its meetings
 - c) Recommend a Chair, recommend guidelines of operation and involve District staff as it requires
 - d) Make recommendations on the District Manager to the Board

- 8) The Board grants authority to the District Manager to:
- a) Administer, manage, conduct, and coordinate day-to-day operations of the District within the approved levels and types of resources and consistent with the policies, plans, and interests of the District
 - b) Supervise, direct and instruct District staff to the most efficient and effective use of their time, activities, skill and priorities in furtherance of the District's purpose and business
 - c) Represent the District with other districts, agencies, associations, partners, organizations, legislators and landowners consistent with the policies, plans and interests of the District
 - d) Further delegate, in writing or through position descriptions or verbally as necessary, appropriate portions of this authority to individual staff members to ensure the District's successful, continuous operations and service
 - e) Serve as "Appointing Authority" in personnel matters, including hiring for authorized or established staff positions (except as may be limited or conditioned from time-to-time by Board directive and Salary Administration Plan), developing and modifying position descriptions for approval by the Board, signing Board-approved position descriptions on behalf of the District, periodic performance appraisal of employees, discipline and discharge of employees according to the District's adopted personnel policies, and administering the District's approved Salary Administration Plan
 - f) Serve as "Budget Officer" for purposes of developing the District's annual budget, subject to other authority which may be delegated in that regard by the Board
 - g) With the assistance of staff, develop the Annual Work Plan for recommendation to the Board
 - h) Request the Board to authorize positions not currently established or to make changes to the approved budget at the category level
 - i) Authorize expenditures or make purchases on behalf of the District for personnel, materials, supplies, services or capital items specifically authorized in the currently-approved budget; and for the same type of expenses that are consistent with the budget, but not specifically authorized, in amounts up to \$1,000
 - j) Commit or authorize, without advance Board authority, expenditures up to \$500 and/or negligible staff time in support of activities or projects of other organizations that are consistent with the policies, plans and interests of the District provided that such action be reported to the Board at its next regularly-scheduled meeting
 - k) Establish purchase agreements, a debit card agreement, or account for purchases of routine materials, supplies, equipment or services for District purposes. Establish authorized materials, supplies, services or capital items with authorized users to be approved in advance by the Board
 - l) Sign for purposes of billing and project reports
 - m) Vote on behalf of the Board when appointed to represent the District
 - n) Any other functions and responsibilities as determined by the Board
- 9) The Board grants specific authority to all District employees to:
- a) Perform the duties and responsibilities of their approved position description
 - b) Make purchases of authorized materials, supplies, services and similar items in

- amounts up to \$50 when directed or approved by the District Manager
- c) Perform such other duties and responsibilities as may be from time-to-time delegated to them by their supervisor, District Manager or Board of Directors
 - d) Vote on behalf of the Board when appointed to represent the District (i.e. at watershed council meetings)
 - e) Any other functions and responsibilities as determined by the board

II. Soil and Water Conservation District & Director Powers.

568.550 General Powers of Directors.

The directors of a district have the following powers subject to the written approval of the State Department of Agriculture:

- (1) To secure surveys and investigations and do research relating to:
 - (a) The character of soil erosion.
 - (b) The character of floodwater and sediment damage.
 - (c) All phases of the conservation, development, utilization and disposal of water.
 - (d) The preventive measures, control measures and improvements needed.

In order to avoid duplication of activities, 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.

(2) To conduct demonstrational projects on lands within the district upon obtaining the consent of the owner and occupier of such lands.

(3) To carry out preventive and control measures on lands within the district upon obtaining the consent of the owner and occupier of such lands.

(4) To enter into written agreements with, and within the limits of appropriations duly made available to it by law, to furnish financial or other aid to any agency, governmental or otherwise, or any owner or occupier, or both of them, of lands within the district, for the purpose of carrying on soil erosion control and prevention operations within the district.

(5) To obtain options upon and to acquire by purchase, exchange, lease, gift, grant, bequest or devise any property, real or personal or rights or interests therein; to maintain, administer and improve any properties acquired; to receive income from such properties and to expend such income in carrying out the purposes and provisions of ORS 568.210 to 568.808 and 568.900 to 568.933; and to sell, lease or otherwise dispose of any of its property or interests therein in furtherance of the purposes and the provisions of ORS 568.210 to 568.808 and 568.900 to 568.933.

(6) To borrow money and to mortgage personal property of the district as security therefore; provided, landowners are given opportunity to be heard at a public hearing in the district, notice of which shall be given according to rules prescribed by the department.

(7) To make available, on such terms as it 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 568.808 and 568.900 to 568.933.

(9) To develop comprehensive plans and specifications for the conservation of soil resources and for the continued control and prevention 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 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 its

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 its 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 prevention project, or combination thereof, within its 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 to 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; to make, and from time to time amend or repeal, rules not inconsistent with ORS 568.210 to 568.808 and 568.900 to 568.933 to carry into effect its purposes and powers.

(15) As a condition to the extending of any benefits under ORS 568.210 to 568.808 and 568.900 to 568.933 to, or the performance of work upon, any lands not owned or controlled by this state or any of its agencies, 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.

(16) To purchase liability or indemnity insurance, in such amounts and containing such terms and conditions as they may deem necessary, for the protection of directors, officers and employees of the district against claims against them incurred by such directors, officers and employees in the performance of their official duties. The premiums for such insurance shall be paid out of moneys available for expenditure by the district. [Amended by 1955 c.142 §16; 1957 c.603 §4; 1961 c.640 §3; 1973 c.656 §13; 1981 c.92 §29]

III. Acronyms

AWQMP	Agricultural Water Quality Management Area Plan
BLM	Bureau of Land Management
BMP	Best Management Practice
BOR	Bureau Of Reclamation
CREP	Conservation Reserve Enhancement Program
CRP	Conservation Reserve Program
DEQ	Department of Environmental Quality
DSL	Division of State Lands
EPA	Environmental Protection Agency
FSA	Farm Service Agency
FTE	Full Time Employee
GGWC	Glenn-Gibson Watershed Council
GIS	Geographic Information System
GPS	Geographic Positioning System
IPM	Integrated Pest Management
IWRM	Integrated Water Resource Management
LWC	Luckiamute Watershed Council
Metro	Metropolitan Service District

NACD	National Association of Conservation Districts
NOAA	National Oceanic and Atmospheric Administration (NOAA Fisheries)
NRCS	Natural Resources Conservation Service
OCEAN	Oregon Conservation Employees Association Network
OAR	Oregon Administrative Rules
OACD	Oregon Association of Conservation Districts
ODA	Oregon Department of Agriculture
ODF	Oregon Department of Forestry
ODF&W	Oregon Department of Fish and Wildlife
ODS	Outdoor School
ODSL	Oregon Division of State Lands
OGI	Oregon Graduate Institute
ODOT	Oregon Department of Transportation
ODF	Oregon Department of Forestry
ORS	Oregon Revised Statute
OSU	Oregon State University
OSU Ext	Oregon State University Extension
OWEB	Oregon Watershed Enhancement Board
OWRD	Oregon Water Resources Department
NACD	National Association of Conservation Districts
RARE	Resource Assistance for Rural Environments
RC&D	Resource Conservation & Development (Cascade Pacific)
RWC	Rickreall Watershed Council
SB1010	Senate Bill 1010 Agricultural Water Quality Management Area Plan
SDAO	Special District Association of Oregon
STEP	Salmon and Trout Enhancement Program (ODF&W)
SWCC	Soil and Water Conservation Commission
SWCD	Soil and Water Conservation District
SWRP	Student Watershed Research Project
TAC	Technical Assistance Committee
TMDL	Total Maximum Daily Load
UGB	Urban Growth Boundary
USDA	United States Department of Agriculture
USGS	United States Geological Survey
USFW	United States Fish and Wildlife Service
WRP	Wetland Reserve Program
WIA	Workforce Investment Act (Work Crew)