

Tualatin Soil and Water Conservation District

FISCAL YEAR 2024

Budget Message

Kelly Dawes

Budget Officer

May 2, 2023



TABLE OF CONTENTS

SECTION 1 - BUDGETING	2
SECTION 2 – POLICIES AND PERFORMANCE	10
SECTION 3 – SERVICES.....	12
SECTION 4 - ACCOMPLISHMENTS.....	14
SECTION 5 – MANAGEMENT	31
SECTION 6 - BUDGET SCENARIO FOR FY24	33
SECTION 7 – REGIONAL CONSERVATION PARTNERSHIP PROGRAM FUNDING FOR FY24	41
APPENDIX A – ABOUT TUALATIN SWCD	43
APPENDIX B – THE TUALATIN RIVER WATERSHED.....	47
APPENDIX C - LINE-ITEM REVIEW	50
APPENDIX D – ACRONYMS.....	51
APPENDIX E - GLOSSARY	52

Section 1 - Budgeting

The Budget Officer

As a taxing entity subject to Oregon Local Budget Law, Tualatin Soil and Water Conservation District (TSWCD or District) must appoint a budget officer to prepare (or supervise the preparation of) the budget document, as described in Oregon Revised Statute (ORS) 294.331:

“... The budget officer... shall prepare or supervise the preparation of the budget document. The budget officer shall act under the direction of the executive officer of the municipal corporation, or where no executive officer exists, under the direction of the governing body.”

For the development of the Fiscal Year July 1, 2023 – June 30, 2024 (FY24) budget, TSWCD’s Board of Directors appointed TSWCD’s Director of Finance and Operations as the Budget Officer on March 13, 2018, by Resolution 2018-1.

The Budget Message

A cornerstone of the public budgeting process is communicating the annual budget to the Budget Committee and to the public. The budget message identifies changes from the previous budget and identifies new initiatives and changes in TSWCD’s programs and operations.

The budget message also communicates how TSWCD will implement TSWCD’s new [Strategic Plan for 2024 – 2028](#) (Strategic Plan) in the coming fiscal year.

Overview of Budget Process

- Budget Officer appointed.
- Budget Message communicates the proposed budget.
- Budget Committee established.
- Budget Committee approves (or modifies and approves) proposed budget.
- Board of Directors adopts (or modifies and adopts) proposed budget.

According to ORS 294.403,

A budget message shall be prepared by or under the direction of the executive officer of the municipal corporation or, where no executive officer exists, by or under the direction of the presiding officer of the governing body. The budget message shall be delivered at a meeting of the budget committee as provided in ORS 294.426 (1). The budget message shall:

- *Explain the budget document;*
- *Contain a brief description of the proposed financial policies of the municipal corporation for the ensuing year or ensuing budget period;*
- *Describe in connection with the financial policies of the municipal corporation, the important features of the budget document;*
- *Set forth the reason for salient changes from the previous year or budget period in appropriation and revenue items;*
- *Explain the major changes in financial policy; and*
- *Set forth any change contemplated in the municipal corporation's basis of accounting and explain the reasons for the change and the effect of the change on the operations of the municipal corporation.*

The Budget Committee

ORS 294 requires public taxing entities to prepare a budget consistent with Oregon Local Budget Law.

TSWCD is a special district of the State of Oregon and a local unit of government, formed in 1955 under the authority of ORS 568, and with the powers and duties described in that law.

TSWCD must establish a Budget Committee (Committee) and must hold at least one public meeting to review and approve the upcoming year's budget. The Budget Committee consists of TSWCD's Board of Directors, and an equal number of local registered voters appointed by the Board.

Budget Committee Members

The Budget Committee for FY24 consists of 14 members: seven electors and the seven-member Board of Directors. This group provides wide representation on natural resource issues and opportunities throughout the District.

Table 1. Members of the FY24 Budget Committee.

Name	Board or Elector	Status
Thomas Dierickx	Board	Serves while a Board member
Olivia Duren	Board	Serves while a Board member
Eldon Jossi	Board	Serves while a Board member
Dean Moberg	Board	Serves while a Board member
Luke Vanderzanden	Board	Serves while a Board member
Steve VanGrunsven	Board	Serves while a Board Member
Jerry Ward	Board	Serves while a Board Member
Lakshmi Tata	Elector	Appointed in 2023; in first year of term
Rob Drake	Elector	Appointed in 2023; in first year of term
Chuck Meyer	Elector	Appointed in 2021; in final year of term
Barbie Minor	Elector	Appointed in 2021; in final year of term
Lyle Spiesschaert	Elector	Appointed in 2021; in final year of term
Katie McFaddin	Elector	Appointed in 2022; in second year of term
Elaine Stewart	Elector	Appointed in 2022; in second year of term

Terms of Service for Budget Committee Members

Citizen members are appointed by TSWCD's Board of Directors to serve three-year terms. Terms of citizen members are staggered to provide continuity from year to year and to allow new ideas and perspectives to be included in the Committee's deliberations.

Duties of the Budget Committee

The Budget Committee reviews the proposed budget submitted by the Budget Officer and either approves it as proposed or modifies it. The Committee elects a presiding officer to help the Committee reach an affirmative vote to approve the budget proposal.

Specifically, the Budget Committee:

1. Receives the budget document from the Budget Officer.
2. Hears the budget message.
3. Hears and considers public comments.
4. Discusses and revises the budget as needed.
5. Approves the budget.
6. Approves the property taxes to be levied.

All meetings of the Budget Committee are subject to Oregon's Public Meetings Law (ORS 192.610 - 690). A quorum of the Committee is required to conduct business. A majority of the Committee members is required to act.

For this Budget Committee, a quorum and simple majority are the same: eight Committee members.

At any given time, additional information may be received by requesting it from Lacey Townsend, Executive Director, or Kelly Dawes, Budget Officer.

TSWCD anticipates two meetings of the Budget Committee in 2023. The proposed budget and budget message will be emailed to the Budget Committee and posted at <http://www.tualatinswcd.org> by the Budget Officer on May 2, 2023. At the first Budget Committee meeting, the budget message will be read, public testimony on the proposed budget will be accepted, and the proposed budget will be discussed. At the second meeting, if needed, any changes requested by the Committee will be presented. Public testimony will not be taken at the second meeting. The Budget Committee has the discretion to vote on the proposed budget at the first meeting.

Duties of the Board of Directors

Following approval of the budget by the Budget Committee, the Board of Directors holds a budget hearing on the budget approved by the Committee. Any person may comment on the approved budget at the hearing.

After the hearing, the Board of Directors can change the number of estimated expenditures for each fund by no more than \$5,000 or 10% of the estimated expenditures, whichever is greater. The amount or rate of the total ad valorem property taxes to be certified by TSWCD to the assessor may not exceed the amount approved by the Budget Committee. [ORS 294.456]

June 30, 2023, is the deadline for the Board of Directors to enact a resolution that adopts the budget, makes appropriations, imposes tax levies, and categorizes each tax.

Budgeting by Funds

What are “funds”?

The budget is prepared by fund. TSWCD has three kinds of funds: general fund, special revenue fund, and reserve fund.

The Oregon Department of Revenue describes a general fund as shown below.

The purpose of the **general fund** is to record financial transactions relating to all activities for which specific types of funds are not required. It is the general operating fund for the local government. Most local governments have a general fund. Many small districts have only a general fund. *ORS 293-105.*

The Oregon Department of Revenue describes a special revenue fund as shown below.

Special revenue funds should be set up for dedicated local option tax levies, specific purpose grants, and other revenues when required by statute, charter provisions, or the terms of a grant...The general requirement is that dedicated revenues must be used for the specific purpose authorized, and separate funds should be established for them. *ORS 311.350*

The Oregon Department of Revenue describes a reserve fund as shown below.

A local government may set up a **reserve fund** to accumulate money for financing the cost of any service, project, property, or equipment that the district can legally perform or acquire. [ORS 294.346, renumbered from 294.525] Under Local Budget Law, a reserve fund is a way to save money from year to year. Expenditures can be appropriated and made directly from a reserve fund.

The resolution or ordinance creating a reserve fund should state the purpose for which the money in the fund can be spent. At least every 10 years after the establishment of a reserve fund, the governing body must review the fund to decide if it should be continued or abolished. Any unexpended or unobligated balance left in the fund when it is abolished can be transferred to the general fund or any other fund designated by the governing body.

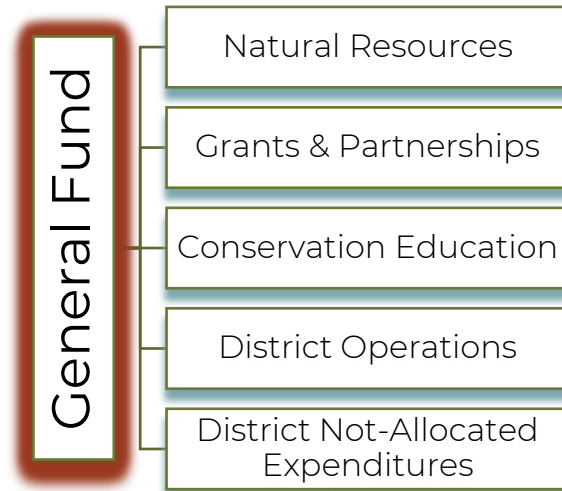
Money in a reserve fund can only be used for the purpose for which the fund was established. Expenditures for the purpose may be budgeted and appropriated directly from the reserve fund. Transfers may not be made from a reserve fund unless the fund that receives the transfer uses the money for a purpose consistent with the purpose of the reserve fund. Interfund loans can be made from a reserve fund under ORS 294.468 (renumbered from 294.460).

Organization of TSWCD's Funds

TSWCD has established three funds: General Fund, Special Revenue Fund, and Reserve Fund.

General Fund

Four programs exist within the General Fund: Natural Resources, Grants and Partnerships, Conservation Education, and District Operations. The Not Allocated Expenditures portion of the General Fund is used to show transfers to other funds, contingencies, reserve for future expenditures, and the unappropriated fund balance.



Special Revenue Fund

TSWCD has three Special Revenue Funds:

Conservation Stewardship

The Special Reserve Fund-Conservation Stewardship is a special revenue fund that supports ecological enhancements throughout the watershed from donated funds. Some examples of conservation actions that provide additional uplift include garbage and debris removal in natural areas, design and installation of wildlife habitat structures, instream habitat structure or erosion control projects and scientific studies.

Easements

The Special Reserve Fund-Easements is a special revenue fund focused on the activities of the District regarding easements and funds received by TSWCD from state, federal, and private sources that are restricted to specific easement uses.

Grants

The Special Reserve Fund-Grants is a special revenue fund focused on the activities of the District regarding grant funds received by TSWCD from state, federal, and private sources that are restricted to specific project uses.

Reserve Fund - Opportunity

TSWCD has one Reserve Fund:

Opportunity

This fund is authorized and established by resolution / ordinance number 2017-1 on April 11, 2017, for the following specified purpose: purchase of facilities, land, and for conservation opportunities that echo the District priorities.

Section 2 – Policies and Performance

Basis for Budgeting

TSWCD has always operated on a modified cash basis. Cash basis means revenue is recorded when received, and expenditures are recorded when money is spent. After consultation with both TSWCD’s municipal auditor and the Oregon Department of Revenue, TSWCD has decided to continue operating under a modified cash basis.

Funds Held in Approved Institutions

All TSWCD funds are held in qualified public depositories approved by the Oregon State Treasury. For FY24, those institutions are Heritage Bank, and the Oregon State Treasury’s Local Government Investment Pool (LGIP). In general, long-term savings are held in LGIP accounts, while short-term operating capital is held in a checking account at Heritage Bank. For FY24, TSWCD anticipates utilizing an additional banking institution to maximize the District’s ability to access funds.

Expenditures

Expenditures follow a four-step process.

1. The Board of Directors authorizes the expenditures in the adopted budget.
2. The staff consults with the Director of Finance and Operations to manage expenditures according to the budget.
3. The Executive Director and/or Program Manager reviews and authorizes the expenditures.
4. The Director of Finance and Operations writes the checks and presents the checks for signature by two Directors.

The Executive Director, Director of Finance and Operations, and the Board Treasurer regularly monitor accounts and compare expenditures to limits authorized in the budget. Each month, the Board of Directors reviews and approves expenditures to make certain expenditures are necessary and appropriate. Monthly, the Board of Directors reviews the financial statements that include budget-to-actual report.

Transparency

TSWCD regularly publishes the agenda for public meetings and posts approved meeting minutes online. TSWCD will make financial reports available upon request. To help residents stay informed about the activities of their soil and water conservation district, TSWCD utilizes newspapers, our website, and social media. Find our website at www.tualatinswcd.org or social media.



@tualatinswcd



@tualatinswcd



@tualatinswcd



TualatinSoilandWater
ConservationDistrict

Section 3 – Services

Oregon Revised Statute 568 states two key purposes of conservation districts:

1. Determine problems.
2. Initiate solutions.

In evaluating resource concerns in the County, the District identifies problems we think should be addressed. These district-initiated projects can be in any of our program areas, usually involving one or more partners, vary in duration, size, and cost.

In FY24, TSWCD will continue offering services which include conservation education, technical assistance, and financial assistance.

Conservation Education

Helping Washington County residents understand natural resource problems and implement practices to conserve natural resources is essential. TSWCD holds workshops, attends events, gives presentations, authors articles on conservation topics, and utilizes a website and social media to communicate effectively with the public.

Education is provided to the community about natural resource concerns through:

- Workshops, events, presentations, and displays;
- Publications, including fact sheets, brochures, and newsletters;
- Traditional news media;
- Online media, including social media, website, and video production;
- K-12 education and youth education, including teacher professional development and natural resource conservation curricula.

Technical Assistance

Technical assistance involves working with residents to implement sustainable solutions to conserve and enhance natural resources. It is provided through one-on-one site visits, consultation, and customized conservation or stewardship plans.

Financial Assistance

Funding to implement projects to address natural resource concerns is distributed through direct resident assistance, partner agreements, Tualatin Watershed Improvement Grant (TWIG) Program, Tualatin River Environmental Enhancement (TREE) Grant Program, Farmers Market Grants, Conservation Education Grants, Farmer Training Program, the Forestry Program, Habitat Conservation Program (HCP), Rural Program, and Urban Program.

Section 4 - Accomplishments

TSWCD provides technical assistance, financial assistance, and education to create a sustainable, productive, healthy environment in Washington County. Over the past year, TSWCD expanded our reach through online events and education opportunities, enhanced conservation programs to address natural resource concerns and enrolled more residents in conservation programs.

Conservation Priorities

Our conservation priorities in FY22 were related to water quality and quantity, soil health and erosion, invasive species, fish and wildlife habitat, urban conservation, forest health, and maintaining agriculture viability. We educate the public on local natural resource concerns, teach best management practices to manage these resources, and provide conservation tools to create a healthy and livable community.

Technical Assistance and Conservation Planning

The accomplishments listed in this section reflect work completed in Fiscal Year 2022 (FY22). Accomplishments from the current fiscal year (Fiscal Year 2023) will be reported in the FY23 annual report (*expected in fall 2023*).

Forest Conservation Program

The Forest Conservation Program works with small woodland owners, farmers, and urban forest managers to promote long-term forest health and sustainability. We help residents improve the health of local woodlands, reduce wildfire risk, and manage their forests to benefit both people and wildlife. We prioritize and specialize in providing guidance for new woodland managers, planning for forest resilience in a changing climate, and balancing wildlife habitat enhancement with economic management objectives.

Fiscal Year 2021-2022 Summary

The Forest Conservation Program continued to deliver comprehensive woodland management guidance, forest stewardship plans, project management, and education programs – and assisted more residents than in any prior fiscal year. We expanded outreach to beginner woodland managers by creating and mailing a welcome packet to recently purchased forest tax lots across Washington County. The packet included basic woodland management information and references to local resources for technical and

financial assistance. We also continued to define geographic focus areas for financial assistance to address forest vulnerability to climate change and wildfire.

Major Accomplishments

- Provided technical assistance to over 35 residents. We provided guidance related to forest health concerns, weed management, planting recommendations, and forest stewardship planning.
- Wrote forest stewardship plans for seven residents, covering more than 330 acres of forestland.
- Enrolled four new financial assistance projects, totaling \$148,188 in awarded funds. We continued to manage four projects and completed two projects enrolled in previous years.
- Distributed 169 educational packets to beginner woodland managers in sub watersheds that are considered high priorities for forest health and resilience.

Relationship Building & Partnerships

- We partnered with the [Forest Stewards Guild](#) to offer two *Forestry for the Birds* workshops for local woodland managers in June 2022.
- We continued collaborating closely with the [Build Local Alliance](#) to implement the *Into the Woods* program and offered our first co-led workshop in October 2021.
- We supported a wildfire preparedness planning project led by the Joint Water Commission and Clean Water Services, based on our work on the Tualatin Basin Quantitative Wildfire Risk Assessment.
- We maintained our working relationship with the Oregon Department of Forestry, the Natural Resource Conservation Service, and OSU Extension on defining forest conservation focus areas in Washington County and various outreach efforts, assistance needs, and educational programs.

Habitat Conservation Program

Washington County is home to a variety of important habitat types, including streams, wetlands, oak woodlands, and prairies. We provide financial support, project planning and management to private landowners who are interested

in improving the quality of habitat on their property. These restoration projects result in increased habitat for fish and wildlife, cleaner water, and healthier soil.

Fiscal Year 2021-2022 Summary

The Habitat Conservation Program expanded its services to include project opportunities for more habitat types. While most of our projects continue to focus on streamside restoration, we have been conducting outreach to properties that may be well-suited for Oregon white oak conservation projects. We also continue to identify priority opportunities for aquatic restoration. The increase in intentional outreach has resulted in more requests for site visits with landowners. During site visits, we provided technical assistance and identified opportunities for project enrollment or for connecting landowners with partner programs.

In addition to planning and managing over 100 active restoration projects, we procured native plant material for all Tualatin SWCD's planting projects. This included sourcing over 260,000 plants. We also worked with the Grants & Enrollment Specialist to streamline enrollment and contracting processes to improve client experience and internal data management.

Major Accomplishments

- Enrolled four new streamside planting projects in the Vegetated Buffer Areas for Conservation (VEGBAC) program. These new projects totaled 36 acres of riparian habitat.
- Re-enrolled five older streamside planting projects in conservation programs. These continuing projects total 47 acres of habitat. Two projects had new landowners that chose to expand the boundaries of their project to enroll an additional 7 acres.
- Completed one aquatic construction project targeting instream fish habitat, erosion control, and floodplain enhancement on Gales Creek, in partnership with Clean Water Services.
- Enrolled four new projects in the Habitat Conservation Funding Program, totaling 47 acres of oak, upland, and wetland habitat.
- Completed prioritization of oak habitat and connectivity in collaboration with the Oak Prairie Working Group.

- Developed a wildlife habitat monitoring protocol and collected baseline data at a subset of projects to be monitored regularly.

Relationship Building & Partnerships

- We continue to collaborate closely with [Clean Water Services](#), [Natural Resources Conservation Service](#), and [Farm Service Agency](#) to identify and enroll streamside planting projects in priority areas of the Tualatin River watershed.
- We continue to coordinate with [Tualatin River Watershed Council](#) and [Clean Water Services](#) to share prioritization efforts and identify large scale aquatic enhancement projects.
- In collaboration with the Forest Conservation Program, we began implementing a project to test the introduction of plant genetics and species that may be better suited to the future climate of the Tualatin River watershed.

Invasive Species Program

In collaboration with our partners and the dedicated residents of Washington County, we identify and treat invasive species that pose a threat to our landscapes and communities. Our staff identifies new infestations and works quickly to keep them from expanding. We provide advice and tools to help residents manage invasive species on their property.

Fiscal Year 2021-2022 Summary

The Invasive Species Program has been busy slowing the spread of our watershed's priority invasive species. We continue to coordinate surveys and on-the-ground treatments across Washington County. We conduct weed risk assessments for species designated as *Early Detection and Rapid Response* (EDRR). These assessments influence our program goals and budget. We updated the Weed Watchers Workshops to promote awareness about emerging invasive species. This combination of education and on-the-groundwork helps us identify and control species before they get out of hand.

Major Accomplishments

- Completed 196 property visits to survey and treat invasive weeds.

- Provided technical assistance to 57 people related to weed identification and control.
- Received 260 signed *Permit of Entry* letters allowing treatment of invasive species on private properties.
- Trained 91 community members as Weed Watchers via online workshops.
- Treated 17.59 acres of EDRR weeds, including (but not limited to):
 - 4.52 acres of garlic mustard (*Alliaria petiolata*)
 - 2.65 acres of knotweed (*Polygonum* species)
 - 0.019 acres of oblong spurge (*Euphorbia oblongata*)
 - 1.8 acres of goatsrue (*Galega officinalis*)
 - 2.3 acres of puncturevine (*Tribulus terrestris*)
 - 4.5 acres of Italian thistle (*Carduus pycnocephalus*)
- Achieved an 85% reduction in giant hogweed sites along Fanno Creek since 2012.
- Received 540 users on the website's [Weed and Pest Directory](#), totaling over 660 views.
- Loaned 12 weed wrenches to 11 landowners.

Relationship Building & Partnerships

- We formed a new partnership with Oregon Department of Fish and Wildlife (ODFW) to assist with trapping and removing invasive turtles. ODFW trained staff to trap and measure native and invasive turtles. Traps will be deployed in summer 2022 along Fanno Creek.
- We continued to work with students from the Cascade Education Corps (CEC) to remove garlic mustard from sites on Gales and Abbey Creeks. In the future, we plan on holding a Weed Watcher Workshop with students to teach students how to identify and report other priority weeds.
- We maintained a close working relationship with the [4-County Cooperative Weed Management Area](#) (CWMA) partners to manage priority weeds throughout the Portland Metro Area. We are working with partners to standardize a data collection method to improve the regional database of weed observations.

We partnered with Clackamas SWCD to treat 6.5 acres of milk thistle near our county boundaries.

Rural Conservation Program

The Rural Conservation Program provides services for people living or working on rural lands, including small farms, rural residential areas, and agriculture operations. This includes advice and resources to help residents address soil and water quality concerns. Our rural lands provide important space for natural resources and produce agricultural products that we use and depend on. We support healthy lands and viable agriculture in Washington County by promoting natural resource conservation on farms, providing resources for succession planning, supporting programs aimed at new and beginning farmers, and holding agricultural conservation easements to preserve farmland.

Fiscal Year 2021-2022 Summary

The Rural Conservation team continued to support residents through technical and financial assistance. While we responded to all inquiries, we prioritized financial assistance projects in the Lower Gales and Carpenter Creek watersheds (Oregon Department of Agriculture's Strategic Implementation Area) and the Dairy, McKay, and Middle Tualatin watersheds (focus areas for the USDA-NRCS's Regional Conservation Partnership Program). We prioritized financial assistance to protect water quality, improve soil health, and conserve water use on farms.

Our Conservation Easement program continued to expand, and we are planning for more outreach to residents around this service in FY23.

Major Accomplishments

- Provided technical assistance to over 58 residents and implemented six new financial assistance projects, totaling \$303,410 in distributed funds. Projects included managing mud and manure, improving pasture management, and installing a water catchment system. We also provided residents with guidance on cover cropping, pollinator plants, and erosion control.
- Enrolled one conservation project in a partner-funded conservation program, the Regional Conservation Partnership Program of the Natural Resources Conservation Service.

- Acquired a conservation easement over a 105-acre property adjacent to the Tualatin River. This easement will protect wetland habitat with a large emergent wetland, native shrubs, and riparian forest. It is part of a large berry farm.
- Mailed over 80 outreach letters to residents in the Lower Gales and Carpenter Creek watershed offering assistance with soil health and water quality conservation practices. We also began a multi-year effort monitoring water temperature in several tributaries in these sub watersheds.
- Completed a land use map to better understand residents' resource concerns and further hone our geographic focus areas.
- Purchased a manure compost spreader to add to our equipment and tool loan program. The no-till seed drill was rented out five times.

Relationship Building & Partnerships

- We continue to be active participants in local and regional partnerships focused on oak and prairie habitats, including serving on the steering committee of the [Oak Prairie Working Group](#) and the [Cascadia Prairie-Oak Partnership](#).
- We represent Tualatin SWCD as an associate member of the [Coalition of Oregon Land Trusts](#) and member of the [Oregon Community Food Systems Network](#).
- We collaborated with Washington County Farm Bureau and [Oregon Aglink](#) to create and distribute rural road safety signs.

Urban Conservation Program

The Urban Conservation Program provides technical and financial support for people living and working inside the Urban Growth Boundary. We connect landowners, renters, and members of community sites such as schools, churches and cultural centers with information and resources to improve conditions for soil, water quality, wildlife habitat and water conservation. We serve a growing, vibrant, and diverse community within the boundaries of 13 cities and unincorporated Washington County. Working closely with the Conservation Education Program we provide educational opportunities to help people better steward their private lands as well as our urban greenspaces, parks, and shared waterways.

Fiscal Year 2021-2022 Summary

The Urban Conservation Program saw increased interest in financial assistance programs and enrolled many new sites in the Direct Financial Assistance and Habitat Conservation funding programs. We saw the completion of several conservation projects that were enrolled in the first year of the Direct Financial Assistance program (FY20). Participants were excited to share their completed naturescaping, rainwater harvesting, and pollinator hedgerow installations with others.

Community-led projects took center stage this year, including a Backyard Habitat Certification Program demonstration site at Centro Cultural (Cornelius) and outreach and engagement planning with the Edwards Meadows, Deline, and Cross Creek Homeowners Association communities.

We began implementing recommendations from an urban market research project completed in 2020. This included the development and launch of the *Watershed Navigator* website, an educational resource that provides fresh and accessible information about natural resources within the Tualatin River watershed. Additionally, we continued meeting with community liaisons who had taken part in the initial market research to better understand environmental needs and concerns within our diverse and underserved communities.

Major Accomplishments

- Provided technical assistance to over 130 residents. Completed approximately 60 site visits. We provided guidance related to beaver and nutria management, pollinator habitat creation, invasive plant

control, localized flooding, ponding, and naturescaping, among other topics.

- Completed conservation planning and contracting for thirteen new financial assistance projects, totaling \$109,187 in distributed funds. This represents a noticeable increase from just six Urban Direct Financial Assistance projects enrolled in the year prior. Projects included converting lawns to urban meadows, planting pollinator hedgerows, installing rain gardens, and restoring upland and riparian forest habitat.
- Enrolled one new landowner in the [Glencoe Swale Habitat Conservation Project](#), adding 0.7 acres of urban wetland to the project.
- Enrolled three new landowners in the [Hall Creek Habitat Restoration Project](#), representing 1.1 additional acres. We installed 4,885 native plants at over 35 enrolled sites. Over 50 percent of focal sites along this priority urban waterway are now enrolled.
- Developed and launched the new [Watershed Navigator](#) website, containing local natural resources-related information for people who live, work, and play in the Tualatin River Watershed. This project was a partnership between Tualatin SWCD and Clean Water Services, with support from Stamberger Outreach Consulting.
- Collected channel morphology and vegetation data at 80 streambank locations within the Cedar Mill/North Johnson Creek areas. Data will inform future mapping and community engagement strategies in this high priority sub watershed.
- Completed a soil suitability analysis for the urban areas of the Tualatin River watershed (in coordination with David Evans and Associates Inc.). This will provide the basis for identifying appropriate locations for infiltration projects such as rain gardens, bioswales, and vegetated filter strips.

Relationship Building & Partnerships

- We continue to be active participants in local and regional partnerships focused on delivering educational information and resources to urban residents. We are active members of the Tualatin Basin Public Awareness Committee, the [Tualatin River Watershed Council](#), and the [Tualatin Watershed Enhancement Collaborative](#).

Conservation Education

Community awareness and involvement are essential to conserving our natural resources. The Conservation Education Program engages with and educates the community through informative workshops, engaging digital media and print resources, and direct outreach to increase the community's knowledge of natural resource conservation and to promote awareness of Tualatin SWCD programs. Our goal is to empower residents to pursue conservation projects and actions in their homes, workplaces, and communities.

Fiscal Year 2021-2022 Summary

This was a year of rapid growth for the Conservation Education Program. We nearly doubled the capacity of the program by hiring two additional Education & Outreach Specialists, bringing the team to a total of five employees. This expansion helped meet the growing need to reach our community members and support the outreach and education needs of Tualatin SWCD's various program areas.

We continued to operate in a socially distanced manner, hosting learning opportunities and presentations virtually and distributing outreach materials via mail and partner groups. Our program dedicated substantial time to establishing outreach strategies for a variety of conservation projects and initiatives, including neighborhood-scale stream restoration projects, outreach to new woodland owners, recruitment for riparian planting and oak conservation projects, invasive species management, and water quality initiatives on rural lands. As we move into the next fiscal year, we will be working to implement and expand on all these initiatives.

Major Accomplishments

- Held 37 events, including virtual workshops, group presentations, and tables at community events. These offerings reached over 1,490 people and amounted to over 57 hours of educational content. Highlights included:
 - Provided workshops about naturescaping, pollinators and beneficial insects, soil health, pasture management, mud management, invasive species identification, and rainwater management.
 - Offered two Spanish-language workshops.
 - Celebrated the tenth anniversary of Soil School, a collaboration with West Multnomah SWCD.

- Provided education and outreach materials to over 3,800 residents via mailings and resource giveaways. Materials included:
 - Nearly 2,000 mailings to raise awareness about invasive species management initiatives.
 - Over 1,000 mailings to educate residents about restoring riparian plantings, conserving oak habitat, improving water quality, and creating backyard habitat.
 - Over 25 pounds of native plant seed for 600 residents to boost pollinator habitat, and more than 130 boot brushes to encourage best practices for minimizing the spread of invasive species.

- Increased our digital presence by developing website content, maintaining engaging social media channels, and increasing reach through our email contact list. Communications highlights from the past year include:
 - Received over 68,000 page views from over 25,000 viewers on the [Tualatin SWCD](#) website. Added new website content, including 12 blog posts, 7 weed species profiles, and 3 new webpages ([Growing Your Own Food](#), [Youth Education](#), and [Agricultural Conservation Easements](#))
 - Increased our following and engagement across all social media platforms. In one year, our YouTube following grew by 71%, and our Instagram and Facebook followings increased by about 20%.
 - Increased the number of people subscribing to our e-newsletter, now reaching over 3,000 recipients.

- Developed new outreach materials to educate the community about Tualatin SWCD programs, priorities, and projects. New materials included:
 - Branded infographics focused on two of Tualatin SWCD's priorities: local agriculture and water quality.
 - Two informational packets detailing land management rules, including the Oregon Forest Practices Act and the Agricultural Water Quality Management Area Rules.
 - Several graphic publications describing Tualatin SWCD offerings and educating about our natural resource priorities, including conserving Oregon white oak habitat and restoring stream sides.
 - An independent website, the [Watershed Navigator](#), to provide access to a variety of local conservation resources.

Relationship Building & Partnerships

- We continued facilitating the Regional Soil and Water Conservation District Educators Group to continue building relationships, collaborating, and sharing information with educators from neighboring SWCDs.
- As a part of the [4-County Cooperative Weed Management Area](#) (CWMA), we helped host the 2022 Pull Together event which brought together over 150 participants to discuss regional invasive species management and education.
- We continued providing education and outreach expertise to a variety of partner groups and projects, including the [Tualatin Watershed Enhancement Collaborative](#), Tualatin Basin Public Awareness Committee, and [Clean Rivers Coalition](#).

Operations

The Operations Program manages human resources and finances, maintains an office and associated infrastructure, and manages our work as a public entity. The Operations team ensures compliance with fiduciary responsibilities in using public monies and complies with all applicable state and federal laws. The Operations team ensures the Tualatin SWCD's employees and board members have the knowledge, tools, and support needed to do their jobs.

Major Accomplishments

- Continued to provide staff with relevant information and training related to COVID-19 rules.
- Updated the Tualatin SWCD Safety Plan to include new Heat Illness and Wildfire Smoke policies. All staff completed training regarding these new Oregon OSHA rules.
- Established a leadership team that holds regular meetings and engaged a business coach to provide leadership team training.
- Hired three new staff positions: Grants & Enrollment Specialist; (2) Education & Outreach Specialist.
- Implemented comprehensive data management systems to manage our customer relations, project planning and management, grant

management, and Geographic Information Systems (GIS) data.

Accomplishments in this fiscal year include:

- Began using the beta-version of a custom-built project management software program, ACORN. Continued to customize and refine the program based on feedback from users.
- Continued customizing and refining processes within a Customer Relationship Management software program, Insightly, and integrated the software with ACORN.
- Began developing custom reports from the new databases to support budgeting and reporting needs.
- Planned update of our GIS server to accommodate needs.

Relationship Building & Partnerships

- We continued to support the operations of the [Tualatin River Watershed Council](#) by providing direct funding and administrative assistance. Our staff participate on a variety of the council's committees, including the Executive Committee, Restoration Committee, and Diversity, Equity, Inclusion & Justice Committee.
- We continued to participate in the [Oregon Conservation Education & Assistance Network](#), alongside representatives from other conservation districts. We provided planning support for the annual CONNECT conference. Kelly Dawes (Director of Finance & Operations) served as Treasurer for the organization.
- We continued to provide assistance to the non-profit organization, [Jackson Bottom Wetlands Preserve](#). Lacey Townsend served as Chair of the organization.
- We participated on the Lower Willamette West regional team of the [Oregon Watershed Enhancement Board's Small Grant Program](#).
- We participated on OSU Extension's Regional Extension Community Advisory Network.

Relationship Building and Partnerships

Building upon existing programs and further identifying the needs and expectations of Washington County residents were major efforts in FY22. We strive to fill gaps in each program area and not overlap where programs already exist. Resource concerns for each program and its activities were chosen based on criteria such as:

- Prioritization in strategic planning;
- Filling a gap in Washington County;
- Partner collaboration;
- Cost-effectiveness;
- Reasonable expectation of project success; and
- Ease of implementation.

Partners were an important piece of the program development process. TSWCD invested more energy in building working relationships with existing and new partners. TSWCD's long-term conservation goals often align with the conservation goals of our partners. Board Directors, Associate Directors, Directors Emeritus, and TSWCD staff participate at various levels in a wide variety of natural resource organizations.

District Funded Grants

Grants and Partnerships Program

We provide a variety of funding options to support conservation projects, research, and events in Washington County. Through grants and funded partnerships, we support the important work of other organizations and groups focused on natural resource conservation. Our grants and partnerships allow us to leverage funding and expand our impact through the capacity and expertise of other entities.

We administer four grant programs: Tualatin River Environmental Enhancement Grant (TREE), Tualatin Watershed Improvement Grant (TWIG), Conservation Education Grant, and Farmers Market Grant.

Fiscal Year 2021-2022 Summary

We had our biggest year of grantmaking yet, awarding over \$896,700 in funding through our four grant programs. We saw a return to pre-COVID application levels as organizations found their footing and decided to embark on new projects. We continue to work with all our grantees as they adapt to challenges that arose from the pandemic.

Internally, the Grants & Partnerships Program experienced growth in capacity with the hiring of a Grants & Enrollment Specialist. This expanded capacity allowed for more proactive grantee support and several major initiatives to organize and streamline internal documentation and processes.

Major Accomplishments

- Awarded \$75,000 to ten Washington County farmers markets through the Farmers Market Grant Program. Funds support activities that increase market participation and improve access to fresh, local food. Projects included providing matching funds for nutrition assistance programs, increasing signage and marketing, providing children's programming and food demonstrations, providing support to emerging vendors, and ensuring high standards of health and safety.
- Awarded \$638,642 to eight applicants through the TREE Grant Program. Awardees included six non-profit organizations, one educational institution, and one local business. Projects included two habitat restoration projects (Hillsboro), three sustainable landscaping and rainwater management projects (Portland, Beaverton, Hillsboro), a community tree planting initiative (Hillsboro), and two watershed-wide research projects.
- Awarded \$109,650 to six applicants through the Conservation Education Grant Program. Grantees included three non-profit organizations, two educational institutions, and one local government agency. The funding will support two farmer training programs, three field-based education initiatives, and a community science project.
- Awarded \$73,425 to seventeen applicants through the TWIG Grant Program. Awards were provided to nine school groups, four homeowners or neighborhood associations, and four non-profit organizations. Projects included creating or improving gardens at elementary schools and community spaces, installing native landscaping in neighborhood common areas, and conducting small environmental research projects.
- Provided over \$190,000 to support four continuing partnership efforts and a variety of partner events. Funded partnerships are detailed below.
- Closed out eight grants that had been awarded in previous fiscal years.

Relationship Building & Partnerships

- We provided a fifth year of financial support for [Oregon Agriculture in the Classroom](#) to continue expanding programming in Washington County. In Fiscal Year 2022, this program supported 552 educators and reached 10,203 students.
- We continued our partnership with [Oregon State University Extension's Master Naturalist Program](#). Our funding allowed this program to return to Washington County and expand its reach.
- We continued our partnership with the [Tualatin River Watershed Council](#). Funding to the Council assisted with organizational capacity.
- We continued to provide funding to the [Backyard Habitat Certification Program](#) to support program growth and expansion into Washington County. In Fiscal Year 2022, the program completed 286 site visits to Washington County backyards and certified 79 yards.

Oregon Agriculture in the Classroom

TSWCD has a formal partnership with Oregon Agriculture in the Classroom Foundation (AITC) to expand AITC programs in Washington County schools. This partnership has allowed AITC to hire a full-time Washington County Education Programs Coordinator, housed in the TSWCD office. The primary goal of the position is to assist educators to integrate agricultural, environmental, and natural resource education into their existing curricula.

Continued progress was made on several key objectives by:

- The lending library had 43 educators check out 171 items reaching 2,398 students;
- Another record number of classrooms participated in the Agricultural Literacy Project – 76 classrooms and 1,750 students were directly impacted;
- The monthly subscription box program had 15 Washington County classrooms featuring a different Oregon grown crop each month with a corresponding lesson;
- Washington County classrooms participating in virtual field trips reach 1,767 students.

- There were 403 student entries in the annual Calendar Art Contest from Washington County. This represented 30% of all contest entries and the #1 ranking county.

Employees and Consultants

Since we are a service organization, the success of our mission depends heavily on the work of our employees. The District follows three critical tenets to aid our employees. One, we use sophisticated processes to ensure we hire the best qualified candidates for job openings. Two, this proposed budget contains generous amounts designated to ongoing training for each employee. Investing in our employees is directly related to the quality of our programs and services. Three, each program requests contracting and consulting funds to augment and extend the work of the employees.

A major goal of TSWCD technical and financial assistance programs is to address a variety of resource concerns dealing with water quality, quantity, soil health, erosion and fish and wildlife habitat throughout the watershed. Effectively addressing these resource concerns involves the ability to identify and implement complex solutions that require a considerable level of pre-project planning. The planning process makes the most important impact on overall project success. TSWCD planners have the skills and tools to plan a variety of treatments. However, some solutions are at the level of complexity, risk, and cost that require other specialized professionals to ensure a project has a high probability of success.

Consultants either contribute highly specialized training and skills not available at the staff level, or their support adds capacity to the staff's ability to complete more projects. Often consultants can be hired to complete time-consuming and complex tasks, such as permitting, that allow TSWCD planners to develop and implement other projects.

Section 5 – Management

Growth in Property Values

TSWCD assumes the value of assessed real property will continue to increase. The Oregon State Constitution limits the annual increase in assessed property value for a property to three percent (3%).

Manage Costs while Increasing Services

TSWCD carefully manages expenditures and continually seeks more efficient delivery methods to improve service, improve safety, and reduce cost. The challenge is to improve services while managing cost, so the costs remain less than the expected growth in revenues.

Staffing is TSWCD's greatest single cost center, but it is also the primary way conservation assistance is provided to residents. TSWCD's services are being designed to:

- Protect clean water for drinking and for fish and wildlife;
- Encourage good stewardship practices that keep pesticides and fertilizers out of our water supply;
- Educate landowners about efficient irrigation and how to minimize the use of water;
- Improve soil health by controlling erosion, fighting invasive weeds, and protecting against damaging rainstorms and drought;
- Partner with urban landowners, neighborhood organizations, and public agencies to plant trees in urban areas and promote urban farms/gardens;
- Help small woodland and private forest owners improve forest health, protect water quality, reduce fire risks, and improve fish and wildlife habitat;
- Educate county residents, particularly children and youth, educators, and underserved communities about conservation, nature, and gardening;
- Support local farmers who provide fresh, healthy, affordable food and beverages;
- Work with partners to fill mutually identified gaps while avoiding duplication.

Provide Services to Residents

The FY24 budget will fund our technical, educational, and financial assistance to residents in the following areas:

- Natural Resources Program
 - Urban Conservation Program
 - Rural Conservation Program
 - Forest Conservation Program
 - Habitat Conservation Program
 - Invasive Species Program
- Conservation Education Program
- Grants and Partnerships

Staffing Level in FY24

The staffing level will increase from 22.75 full-time equivalents to 25 full-time equivalents to accommodate our current programs. The Forest Conservation Program will be adding a technician and the Habitat Conservation Program will be adding a fifth position.

Build Sustainable Financial Assistance Mechanisms

Seek more outside funding. TSWCD has access to funds from the Oregon Watershed Enhancement Board, Oregon Department of Agriculture, USDA-Natural Resources Conservation Service, USDA-Farm Service Agency (USDA-FSA), Clean Water Services (CWS), other state and federal agency funding, and private contributors. As TSWCD's engagement in the region increases and as our reputation for effective, efficient work continues to grow, our grant-seeking efforts will become more successful. TSWCD will be positioned to be more competitive in seeking grant funding for conservation projects.

Financial assistance. With the tax levy funding, TSWCD now offers financial assistance for both on-the-ground conservation and education efforts for both partner and community requests, and TSWCD-initiated projects.

Section 6 - Budget Scenario for FY24

TSWCD's budget for FY24 reflects the continued commitment to implement core components of the *Strategic Plan* and pursue the conservation priorities adopted by the Board of Directors. The [Strategic Plan](#) is available on the TSWCD website: www.tualatinswcd.org.

Priorities Addressed by Three Funds

The proposed budget is structured around three funds:

- General Fund
- Special Revenue Fund:
 - Easements
 - Conservation Stewardship
 - Grants
- Reserve Fund – Opportunity

TSWCD's top priority is to assure consistent, timely, professional service to Washington County residents. Working with residents, we help our community implement sustainable solutions to conserve and enhance natural resources. We do this by providing technical assistance, education to residents, and District-generated financial assistance. Our work helps to create healthy, livable communities that are good places to work and to play. We continue to learn and grow to serve our community's needs. All employees are funded by the General Fund.

TSWCD's second highest priority is saving for any opportunity that will advance the mission and vision of TSWCD on a large scale. Examples of opportunities include land purchase for use as a demonstration site, purchase or construction of an education facility, purchase of a TSWCD office, conservation easements to protect farms and forests, and conservation projects that address multiple resource concerns on a large scale. The Reserve Fund- Opportunity is the savings account for these types of priorities.

Our third highest priority is to collaborate with partners to further support our mission and expand conservation throughout the County. Partnerships are an important part of our work and allow us to increase our reach to residents. We will maintain and build upon existing partnerships, as well as build

relationships with new partners. Partnerships allow us to get more conservation on the ground; expand education efforts throughout the County; and leverage state, federal, and private dollars to improve natural resources for all residents.

General Fund

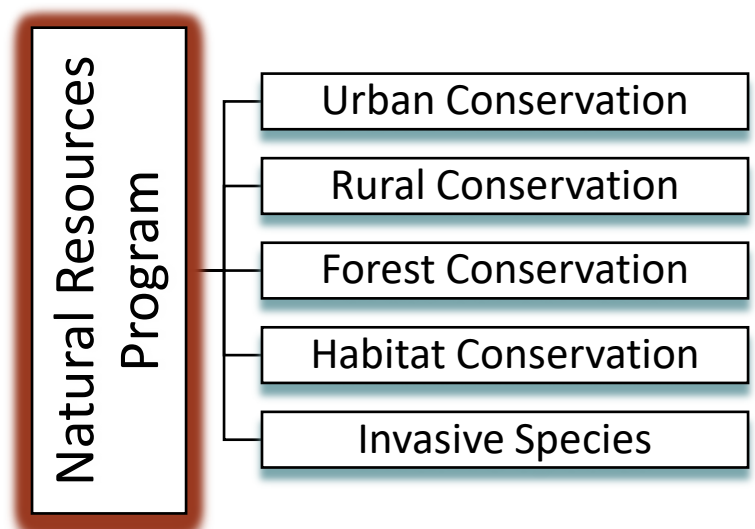
TSWCD is a service organization. The budget reflects this commitment to service delivery.

Within the General Fund are four programs: Natural Resources Program, Grants and Partnerships Program, Conservation Education Program, and District Operations. A fifth detail sheet in the budget shows expenditures not allocated to any program.

According to the Oregon Department of Revenue ORS 293.105, “A general fund contains the estimates of the revenues and expenditures needed to run the daily operations of the local government such as wages, supplies, rent, and utilities.”

The **Natural Resources Program** includes the costs associated with providing services to customers and partners. Urban conservation, rural conservation, forest conservation, habitat conservation, and invasive species activities are included in this program.

The **Grants and Partnerships Program** was a new program for FY22. In previous years, these activities were split between the Conservation Education Program and District Operations. To create a more transparent reporting of the grants and partnership awards, this fund was created. It includes the Farmers Market Grant, TREE Grant, TWIG Grant, Conservation Education Grant, and partnership funding.



The **Conservation Education Program** includes the costs to provide education services to residents and partners. Events targeting both adults and children, development of education materials, and delivery of education are activities included in this program.

District Operations includes the costs associated with our work as a public entity. Holding meetings of the Board of Directors, maintaining an office and associated infrastructure, financial management, fleet vehicles, and other administrative costs are activities included in this program.

Special Revenue Fund-Grants

The Special Revenue Fund-Grants is a special revenue fund focused on the grants and funds received by TSWCD from state, federal, and private sources that are restricted to specific projects and uses.

According to ORS 294.311(39), a special revenue fund is “...a fund properly authorized and used to finance particular activities from the receipts of specific taxes or other revenues.”

Special Revenue Fund-Easements

The Special Revenue Fund-Easements is a special revenue fund focused on the activities to manage the conservation easements of TSWCD that are restricted to specific projects and uses.

According to ORS 294.311(39), a special revenue fund is “...a fund properly authorized and used to finance particular activities from the receipts of specific taxes or other revenues.”

Special Revenue Fund-Conservation Stewardship

The Special Reserve Fund-Conservation Stewardship is a special revenue fund that supports ecological enhancements throughout the watershed from donated funds that are restricted to specific projects and uses.

According to ORS 294.311(39), a special revenue fund is “...a fund properly authorized and used to finance particular activities from the receipts of specific taxes or other revenues.”

Reserve Fund - Opportunity

The Reserve Fund - Opportunity reserves funds for later purchase or lease of land and facilities for conservation opportunities such as a demonstration site, education facility, or office building and for conservation efforts consistent with the *Strategic Plan* priorities.

ORS 294.346 says, in part, “Any municipal corporation, by ordinance or resolution of its governing body, may establish one or more reserve funds to hold moneys to be accumulated and expended for the purposes specified in ORS 280.050.”

Tax Rate Determination and Amount to Levy

Current law allows taxing districts to establish their property tax revenue for a given budget period by either (a) requesting a special dollar amount or by (b) certifying a rate to be levied. If a specific dollar amount is requested, the maximum TSWCD can receive for that budget period is that dollar amount, even if new growth exceeds expectations and the assessed value of real property rises. If TSWCD certifies a rate, then it can receive the total amount generated by that rate.

Maximum Tax Rate Approved by Voters

TSWCD’s permanent rate limit was established by voters in 2016 at nine cents per thousand (\$0.09/\$1,000) of assessed value of property in Washington County.

Dollar Amount Proposed in Budget

For FY24, the proposed budget uses a specific dollar amount of \$5,866,103 to be levied.

Budget Detail Sheets

Budget documents are provided to the Budget Committee and to the public for their review. TSWCD is obligated to submit the final budget on standardized budget forms prescribed by the Oregon Department of Revenue.

The proposed budget for FY24 is categorized by a General Fund containing four programs plus a sheet for not allocated expenditures, three special revenue fund components (the Special Revenue Fund-Grants, the Special Revenue Fund-Easements, Special Revenue Fund – Conservation Stewardship) to hold resources for restricted purposes, and a reserve fund (the Reserve Fund - Opportunity) established to help TSWCD save for future opportunities that address TSWCD’s conservation priorities.

All funds have a budget that includes a resources (revenue) section and a requirements section (expenditures). The totals for both sections must balance for each fund. Budgets include a variety of categories and line items specific to the needs of each fund.

Programs Shown

We are obligated to show programs and funds from the past few budget years, even when those programs or funds have been eliminated or superseded. This helps show enough history to identify changes between budget cycles.

All prior year municipal audits of TSWCD are available at the TSWCD office for public review.

General Fund

The primary source of revenue for the General Fund is TSWCD’s permanent taxing authority. Other anticipated revenue sources include grants and contracts from federal, state, local, and private entities, as well as interest earned from funds in TSWCD accounts.

Within the General Fund are four programs and a page for not allocated expenditures. In general, the General Fund has programs and activities for financial assistance, technical assistance, conservation education, all employees, and district operations that support the *Strategic Plan*. Expenditures not allocated to a program are shown on a fifth sheet described “Not Allocated to Any Program.”

Resources

The OR-LB-20 Resources page of the General Fund begins with the projected available cash on hand (cash basis) from FY23. This available cash will be the ending balance of the programs on projects that have begun in FY23 and will continue into FY24.

This value is particularly challenging to estimate because of so many unknown factors in spring seasonal project work and grant funds that may be awarded to TSWCD.

Other Resources

Other revenue comes from a variety of grants, contracts, and interest generated from investment accounts. We also anticipate receiving donations. From time to time, TSWCD may apply for grants to leverage its tax revenue by bringing in supplemental funds to support our work.

Requirements

The program expenditures pages on form OR-LB-30 (Natural Resources Program, Grants and Partnerships Program, Conservation Education Program, and District Operations) and the Not Allocated Expenditures page are all summarized and balance to the requirements of these programs on form OR-LB-20 Resources: General Fund.

Page 2 – Conservation Education

Page 3 – District Operations

Page 4 – Grants and Partnerships

Page 5 – Natural Resources

Page 6 – Not Allocated to Any Program

Required Categories in the General Fund

Categories that are required in the General Fund include:

- Personnel services;
- Materials and services;
- Capital outlay;
- Operating contingency;
- Unappropriated ending fund balance.

Personnel Services

The proposed budget for salaries and wages reflects 25 full-time equivalent employees.

In FY19, TSWCD added short-term/long-term disability and life insurance. This added benefit will be paid 100% by TSWCD.

TSWCD's health insurance plan is through Regence Blue Cross Blue Shield. The TSWCD dental insurance is through Dental Select. In recent years, medical and dental insurance plan costs have increased annually. TSWCD pays 100% of the employee and additional family members.

For each of the past two fiscal years, medical and dental insurance premiums increased about 7% on average. TSWCD is anticipating the same percentage increase at the July 1, 2024, renewal.

TSWCD will continue to contribute 5% of the employee's annual gross wage to the 457(b)-retirement plan. Employees will have the option to contribute any amount they choose to the plan pre-taxed up to the maximum amount allowed.

Merit Raises

To provide recognition of exemplary service and assure uninterrupted service to TSWCD customers, a nominal amount for merit raises is included in the proposed budget. The Executive Director reviews recommendations with the Personnel Committee.

Materials and Services

Materials and Services is the broad expense category that supports TSWCD operations and program requirements. The proposed budget increases the amount available for materials and services. This is due to increases in contracted services, dues and subscriptions, financial assistance, conservation education grants, TWIG and TREE grants, farmers markets grants, habitat conservation, and staff training. The cost for dues and subscriptions includes software licenses.

Capital Outlay

Capital Outlay describes larger purchases of \$500 or more with a useful life past one year. Purchases generally become listed as fixed assets of TSWCD.

Transferred to Other Funds

To allocate resources from the General Fund needed by another fund (such as a special revenue fund or a reserve fund), a transfer of money is budgeted from the General Fund to the receiving fund. The transfer is shown as a

requirement of the General Fund. We detail these transfers on the “Not Allocated to Any Program” sheet.

Contingency

The contingency category is supported by Oregon Local Budget Law to manage unforeseen or unexpected operation situations. Contingency funds can be used to cover shortfalls in any of the General Fund budget categories described above.

Special Revenue Fund

The Special Revenue Fund is the primary vehicle for TSWCD to manage all restricted funds awarded to TSWCD.

Reserve Fund - Opportunity

The Reserve Fund – Opportunity is a fund in which TSWCD reserves funds for later purchase or lease of land and facilities for conservation opportunities such as a demonstration site, education facility, or office building and for conservation efforts consistent with the *Strategic Plan* priorities.

Section 7 – Regional Conservation Partnership Program Funding for FY24

Natural Resources Conservation Service (NRCS)

The NRCS Regional Conservation Partnership Program, or RCPP, is a program associated with the 2018 USDA Farm Bill that provides financial resources to support conservation projects and partnerships nationwide. The Tualatin SWCD, in conjunction with project partners that include the Tualatin River Watershed Council, Clean Water Services, Oregon Department of Fish and Wildlife and Oregon Department of Forestry, will receive 1.5 million dollars over five years (2023 – 2027) to address fish and wildlife habitat improvements, specifically fish passage projects identified in the Tualatin River Watershed Council’s 2015 Gales Creek Action Plan.

The action plan identifies up to seven undersized or impassible barriers that obstruct migration access for native fish species attempting to access summer refuge from high water temperatures, as well as spawning and rearing habitat. Replacement of these barriers with passable structures will be possible with this funding source and match funds provided by project partners. Barriers are located on the Gales Creek tributaries, including Coffee Creek, Finger Creek, White Creek, Iler Creek, Prickett Creek and Roderick Creek. The project will attempt to complete five projects over the five years of funding available through this RCPP project, which will expand spawning and rearing accessibility for anadromous species across approximately 17.4 acres of instream habitat.

In order to participate in the program, TSWCD has agreed to perform the project work on a reimbursement basis. For FY24, there will be a transfer from the Reserve Fund – Opportunity to the Special Revenue Fund – Grants to fund the project so work can begin. Once the project is concluded and all reimbursements have been made, there will be a transfer from the Special Revenue Fund – Grants back to the Reserve Fund – Opportunity.

You can follow this transfer between Form LB-11 (Reserve Fund) and LB-10 (Grants). On Form LB-11 (page 10) line 11, Proposed budget column, there is a transfer recorded in the amount of \$365,000 labeled, “Transfer Out to Special Revenue Fund Grants”.

On the Form LB-10 for the Special Revenue Fund – Grants (page 9) line 3, Proposed budget column, there is a Transferred IN, from other funds amount of \$365,000.

Appendix A – About Tualatin SWCD

Mission

The Tualatin Soil and Water Conservation District provides technical assistance, financial assistance, and education to create a sustainable, productive, healthy environment for the Washington County community. We identify natural resource challenges and use both time-tested methods and cutting-edge research to determine solutions. Working with residents, we help our community implement sustainable solutions to conserve and enhance natural resources.

Our Three Principles

TSWCD has three principles which represent the core aspects of our organization: livable community, wise conservation, and practical innovation.

Livable Community. Our work helps to create healthy, livable communities that are good places to work and to play. We form partnerships to achieve stewardship, provide conservation education, and bring communities together in shared responsibility. We believe in being inclusive and sharing resources. We see economic health, human health, and environmental health as interconnected and necessary for livable communities.

Wise Conservation. We believe conservation is based on knowledge and practice. Our organization guides the Washington County community to conserve and enhance all-natural resources. We create educational opportunities and help community members better understand and connect to conservation resources. Wise Conservation makes sustainability attainable for individuals and communities.

Practical Innovation. Our practices are based on science and practical experience. We implement new knowledge and technology as well as reliable, established practices. We continue to learn and grow to serve our community's needs.

Values

TSWCD has brand values that influence how we treat each other, our work, and our residents. Our values are:

- Excellent Customer Service
- Collaborative Partnerships
- Honesty, Integrity, and Fairness
- Diversity, Equity, and Inclusion
- Professional and Technical Competence
- Trustworthiness
- Openness and Transparency

Key Characteristics of TSWCD

TSWCD has identified four key characteristics that define our organization.

We serve everyone. We serve all residents of Washington County. From farmers to apartment dwellers, we provide education, connect people to resources, and work together to make our community a good place to live.

We are local. While we must follow certain federal and state laws, our focus is always local – to those who largely fund us and those who need our services to benefit all of Washington County.

We are connectors. We partner with many organizations and can help residents connect with the resources they need to achieve community conservation goals.

We are non-regulatory. We do not enforce any laws, though we can assist residents in understanding and complying with them.

History of the Tualatin SWCD

On June 20, 1955, the Washington Soil Conservation District was legally organized “to work out, on a cooperative basis, problems having to do with erosion control, irrigation improvement and development, drainage improvement, and farm planning.”

Through the years, TSWCD has expanded its boundary to be the same as the Washington County boundary and has changed its name several times to accurately reflect its changing service areas and responsibilities.

In March 2003, TSWCD officially changed its name from Washington County Soil and Water Conservation District to the Tualatin Soil and Water Conservation District.

TSWCD strives to make natural resources as economically viable and environmentally healthy as possible by equipping residents with knowledge, financial resources, and motivation to make the Tualatin Basin a great place to live and work.

In 2016, Washington County voters passed Measure 34-269, granting a permanent property tax rate limit to TSWCD, making TSWCD a public taxing entity subject to Oregon Local Budget Law.

Governed by Seven-Member Board of Directors

TSWCD is governed by a seven-member, unpaid Board of Directors. Individual directors are publicly elected in the November General Election held on even-numbered years. Directors serve four-year terms. Five directors are elected to represent specific zones in the District. Two directors are elected “at large,” meaning they do not represent a designated zone.

The TSWCD boundary is identical to that of Washington County. The District office is in Hillsboro to balance easy access by most Washington County residents and to be near active farming areas.

Assistance Provided by Technical and Professional Employees

TSWCD has 25 full-time equivalent (FTE) positions. These employees work to ensure the proper management and administration of TSWCD, to educate and inform our constituents, and to provide conservation services to our customers.

The majority of TSWCD’s employees are engaged in providing conservation services to the residents, with specialized skills addressing large and small farms, streams and the health of streamside vegetation, conservation in the urban environment, wildlife needs, outreach and education services, invasive species, and forest health.

Management and administration are provided by 5 employees: Executive Director, Director of Finance and Operations, Director of Natural Resources, Information Systems Coordinator, and Operations Assistant. All work is supervised by the Executive Director who reports to the Board of Directors.

Contracted Work

TSWCD also utilizes specialized contractors to provide additional service. For example, vegetation management contractors are used to treat invasive species and plant streamside buffers.

Appendix B – The Tualatin River Watershed

The boundaries of Washington County approximate the boundaries of the Tualatin River Watershed (Figure 1). The 84-mile-long Tualatin River drains over 900 miles of tributary streams and a land area of 712 square miles. The Tualatin River Watershed is bordered by the Coast Range Mountains to the west, the Tualatin Mountains to the north and east, and the Chehalem-Parrett Mountains to the south.

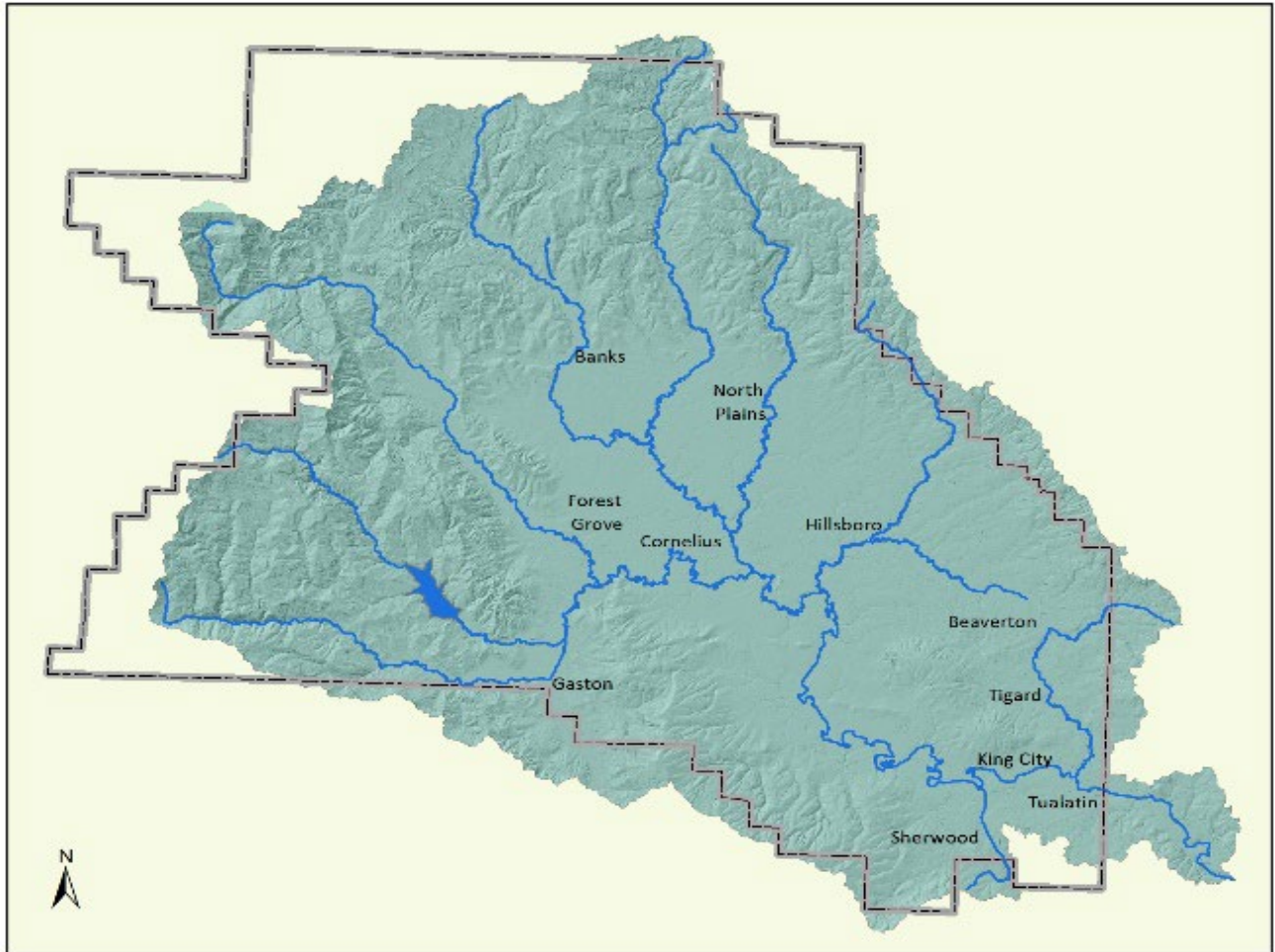


Figure 1. The boundaries of Washington County are indicated by the solid, grey line. The extent of the Tualatin River Watershed is shown in green.

Land Use – Forest, Rural, and Urban

The Tualatin River Watershed includes a wealth of timber resources in the upland forests; some of the most productive agriculture land on earth; and a thriving urban area with industry, commercial districts, and residential areas. Home to over 600,176 people, the watershed is approximately 15% urban, 35% rural (includes agriculture, natural areas and non-farmland uses), and 50% forest (Figure 2).

Land Use in Washington County

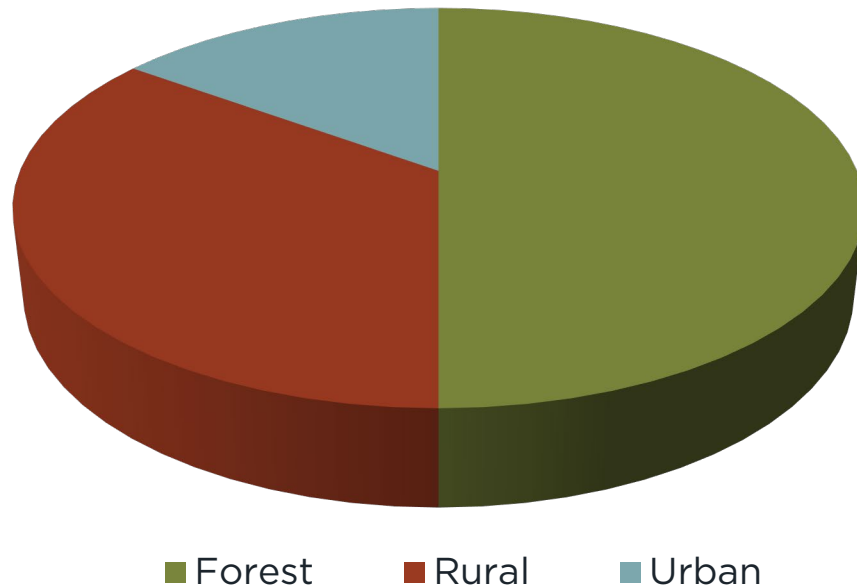


Figure 2. Land Use in Washington County.

Forest

Approximately half of the County (over 230,000 acres) is commercial forestland. Most of the forested land of the watershed lies in the mountains and foothills of the Coast Range, where the Tualatin River headwaters originate. Healthy, functioning forests are dynamic systems that decompose organic matter, cycle nutrients, and provide habitat for diverse wildlife.

Rural

Agriculture is a significant land use in Washington County. The soils of the watershed are very fertile in the flood plains of the Tualatin River and its tributary creeks, leading to rich agriculture diversity. In 2020, Washington

County was ranked eighth in the state for agricultural gross income. As of 2017, 104,715 acres of Washington County are farmland.

Urban

Washington County is the second most populous county in Oregon. The number of residents has doubled in the past 25 years. As of 2021, there were an estimated 602,494 people and 240,499 households residing in the County. As of 2020, there was a population density of 828.9 people per square mile. Urban development poses many challenges for natural resource conservation. With over 60 years of experience in rural conservation, the Tualatin Soil and Water Conservation District is well-positioned to provide the same solutions to resource conservation problems in urban areas that we have historically provided to farms and rural properties.

TSWCD can be a leader in partnership with existing groups to provide technical assistance, conservation planning, and community education in urban areas using evidence-based, field-tested conservation practices already developed that can be scaled to the urban setting, as well as conservation education programs available to all Washington County residents.

Resource Goals

To provide the FY24 – FY28 Tualatin SWCD Strategic Plan’s overarching guidance for the organization over the next five years, we established ten goals based on our conservation priorities and organizational values.

Goals are intended to define desired outcomes for the organization. The first goals address specific natural resource conservation priorities (water quality and conservation, healthy soil, habitat, vegetation, and energy conservation), and goals seven through ten outline Tualatin SWCD’s values and approaches to this conservation work (related to community engagement, inclusion, fostering robust partnerships, and healthy internal operations).

Appendix C - Line-Item Review

Materials and Services Category

Advertising/Announcements – legal notices, announcements, and Washington County voter pamphlet cost.

Bank Fees/Interest – bank service charge and loan interest paid.

Audit/Legal/Insurance – annual municipal audit, State of Oregon fees, bookkeeping charges above the audit contract, District liability insurance, and legal counsel.

Conservation Education – annual meeting, outreach education, displays, educational financial awards, and publications.

Dues/Memberships – membership dues and software subscriptions.

Directors' Expenses – director's training and meeting expenses.

Employee Development Costs – employee training and registration costs, training mileage, lodging, and meals.

Facilities – electricity, gas, sanitation, rent, IT services, interest expense, security, telecommunications, building maintenance, and janitorial.

Conservation Incentives – cost share/matching funds, contracted services for on-the-groundwork, financial assistance, landowner incentive payments, and professional project consulting.

Office Expense – office supplies, postage/shipping, printing/copying, small office equipment with a value less than \$500 (e.g., small printer, computer monitor).

Small Field Equipment – field equipment rental, repairs and maintenance, field flags, small tools, measuring and monitoring devices.

Vehicles – fuel, insurance, maintenance, mileage, and state fees.

Line-Item Review: Capital Outlay

Fixed Assets – office equipment and furniture with a value greater than \$500 and a life expectancy of more than one year, fleet vehicles, and tenant improvements.

Appendix D – Acronyms

AITC. Agriculture in the Classroom

BHCP. Backyard Habitat Certification Program

CWS. Clean Water Services

ECREP. Enhanced Conservation Reserve Enhancement Program

FSA. Farm Service Agency

FY. Fiscal Year

HCP. Habitat Conservation Program

LGIP. Local Government Investment Pool

NRCS. Natural Resources Conservation Service

OAR. Oregon Administrative Rules

ORS. Oregon Revised Statute

RCPP. Regional Conservation Partnership Program

SNAP. Supplemental Nutrition Assistance Program

SWCD. Soil and Water Conservation District

TSWCD. Tualatin Soil and Water Conservation District

USDA. United States Department of Agriculture

VEGBAC. Vegetated Buffer Areas for Conservation

WIC. Supplemental Nutrition Program for Women, Infants, Children

Appendix E - Glossary

Accrual basis. Method of accounting recognizing transactions when they occur without regard to cash flow timing [ORS 294.311(1)]

Activity. That portion of the work of an organizational unit relates to a specific function or class of functions, a project or program, a subproject or subprogram, or any convenient division of these. [ORS 294.311(2)]

Adopted budget. Financial plan that is the basis for appropriations. Adopted by the governing body. [ORS 294.456]

Ad valorem tax. A property tax is computed as a percentage of the value of taxable property. See “Assessed Value”.

Appropriation. Authorization for spending a specific amount of money for a specific purpose during a fiscal year. It is based on the adopted budget, including supplemental budgets, if any. It is presented in a resolution or ordinance adopted by the governing body. [ORS 294.311(3)]

Approved budget. The budget that has been approved by the budget committee. The data from the approved budget is published in the Financial Summary before the budget hearing. [ORS 294.428]

Assessed value. The value is set on real and personal property as a basis for imposing taxes. It is the lesser of the property’s maximum assessed value or real market value. The growth is limited to 3% unless an exception applies (e.g., new or enlarged structure).

Assessment date. The date on which the real market value of property is set – January 1.

Audit. The annual review and appraisal of a municipal corporation’s accounts and fiscal affairs conducted by an accountant under contract or the Secretary of State. [ORS 297.425]

Audit report. A report in a form prescribed by the Secretary of State made by an auditor expressing an opinion about the propriety of a local government’s financial statements, and compliance with requirements, orders and regulations.

Billing rate. A district’s tax rate is used to compute ad valorem taxes for each property. The billing rate is expressed in dollars per \$1,000 of assessed property value.

Budget. Written document showing the local government’s comprehensive financial plan for one fiscal year or biennium. It must include a balanced statement of actual revenues and expenditures during each of the last two years, and estimated revenues and expenditures for the current and upcoming year. [ORS 294.311(5)]

Budget committee. Fiscal planning board of a local government, consisting of the governing body plus an equal number of registered voters appointed from the district. [ORS 294.414]

Budget message. Written explanation of a local government’s budget and financial policies, including any changes from the prior fiscal year. It is prepared and presented under the direction of the executive officer or chairperson of the governing body. [ORS 294.403]

Budget officer. A person appointed by the governing body to assemble budget material and information and to physically prepare the proposed budget. [ORS 294.331]

Budget transfers. Amounts moved from one fund to finance activities in another fund. They are shown as expenditures in the originating fund and revenues in the receiving fund.

Capital outlay. Items which generally have a useful life of one or more years, such as machinery, land, furniture, equipment, or buildings.

Cash basis. System of accounting under which revenues are accounted for only when received in cash, and expenditures are accounted for only when paid. [ORS 294.311(9)]

Contingency. An amount appropriated in anticipation that some operating expenditures will become necessary which cannot be foreseen and planned in the budget. A general operating fund may contain one line for operation contingency. [ORS 294.388]

District. See “Local government.” A local government entity that imposes property taxes (e.g., county, city, K-12 school district).

Expenditures. Total amount incurred if accounts are kept on an accrual basis; total amount paid if accounts are kept on cash basis. Does not include amounts budgeted for interfund transfers, contingency, reserved for future expenditure or unappropriated ending fund balance. [ORS 294.311(16)]

Fiscal year. A 12-month period to which the annual operating budget applies. The fiscal year is July 1 through June 30 for local governments. [ORS 294.311(17)]

Fund. A fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances, and changes, all segregated for specific, regulated activities and objectives.

Fund balance. The excess of the assets of a fund over its liabilities and reserves. [ORS 294.311(18)]

Fund type. One of nine fund types: General, special revenue, debt service, capital projects, special assessment, enterprise, internal service, trust and agency, and reserve. [OAR 150-294.0420]

General fund. A fund used to account for most fiscal activities except for those activities required to be accounted for in another fund. [OAR 150-294.0420(2)(a)]

Governing body. County court or board of commissioners, city council, school board, board of trustees, board of directors, or other managing board of a local government unit. [ORS 294.311(20)]

Grant. A donation or contribution in cash by one governmental unit to another unit may be made to support a specified purchase or function, or general purpose. [ORS 294.311(21)]

Interfund loan. Loan made from one fund to another and authorized by resolution or ordinance. [ORS 294.468]

Interfund transfer. Transfer from one existing appropriation category to another within the same fund. [ORS 294.463]

Intra-fund transfer. Transfer from an existing appropriation category in one fund to another existing appropriation category in another fund. [ORS 294.463]

Levy. Amount of ad valorem tax certified by a local government for the support of governmental activities.

Liability. Debt or other legal obligation arising from transactions in the past which must be liquidated, renewed, or refunded at a future date; does not include encumbrances. [ORS 294.311(24)]

Local government. Any city, county, port, school district, community college, public or quasi-public corporation (including a municipal utility or dock commission) operated by a separate board or commission; a municipal corporation or municipality. [ORS 294.311(26)]

Materials and services. Expenses for operating costs and supplies and contracted services, such as utilities, rent, liability insurance, repair parts, fuel, accountant's fees, etc.

Net working capital. The sum of the cash balance, accounts receivable expected to be realized during the ensuing year, inventories, supplies, prepaid expenses minus current liabilities and, if encumbrance method of accounting is used, reserve for encumbrances. [ORS 294.311(27)]

Object classification. A grouping of expenditures, such as personnel services, materials and services, capital outlay, debt services, and other types of requirements. [ORS 294.311(29)]

Ordinance. A formal enactment by the governing board of a municipality.

Organizational unit. Any administrative subdivision of the local government, especially one charged with carrying on one or more specific functions such as a department, office, or division. [ORS 294.311(3)]

Personnel services. Expenses related to the compensation of salaried employees, such as health and accident insurance premiums, Social Security and retirement contributions, civil service assessments.

Permanent rate limit. The maximum rate of ad valorem property taxes that a local government can impose. Taxes generated from the permanent rate limit can be used for any purpose. No action of the local government or its voters can increase or decrease a permanent rate limit. A district can levy any rate or amount up to their permanent rate authority each year.

Prior year's tax levies. Taxes levied for fiscal years preceding the current one.

Program. A group of related activities to accomplish a major service or function for which the local government is responsible. [ORS 294.311(33)]

Property taxes. An ad valorem tax, another other "tax on property", or fees, charges and assessments that are specifically authorized by statute to be certified to the county assessor by a local government unit.

Proposed budget. Financial and operating plan prepared by the budget officer. It is submitted to the public and the budget committee for review.

Publication. Public notice given by publication in a newspaper of general circulation within the boundaries of the local government; mailing through the U.S. Postal Service by first class mail to each street address, PO Box and Rural Route within the boundaries of the local government; or hand delivery

to each street address, PO Box and Rural Route address within the boundaries of the local government.

Real market value. The amount in cash which could reasonably be expected by an informed seller from an informal buyer in an arm's-length transaction as of the assessment date (Jan 1). [ORS 308.205]

Reserve for future expenditure. An amount budgeted, but not appropriated, that is not anticipated to be spent in the fiscal year, but rather carried forward into future fiscal years. The correct way to "save" money under Local Budget Law.

Reserve fund. Established to accumulate money from year to year for a specific purpose, such as purchase of new equipment. [ORS 294.346; 280.050]

Resolution. A formal order of a governing body; lower legal status than an ordinance.

Resource. Estimated beginning funds on hands plus anticipated receipts. [ORS 294.361]

Special revenue fund. A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specific purposes. [OAR 150-294.0420(2)(b)]

Supplemental budget. A revised financial plan prepared to meet unexpected needs or to spend revenues not anticipated when the regular budget was adopted. It cannot be used to authorize additional taxes. [ORS 294.471]

Tax on property. Any tax, fee, charge, or assessment imposed by any government unit upon property or upon a property owner as a direct consequence of ownership of that property. [ORS 310.140(18)]

Tax rate. The amount of tax stated in terms of a unit of tax for each \$1,000 of assessed value of taxable property.

Tax roll. The official list showing the amount of taxes imposed against each taxable property.

Tax year. The fiscal year from July 1 through June 30.

Unappropriated ending fund balance. Amount set aside in the budget to be used as a cash carryover to next year's budget. It provides the local government with operating cash until tax money is received from the county treasurer in November. This amount cannot be transferred by resolution or

used through a supplemental budget, unless necessitated by a qualifying emergency. [ORS 294.398]