



**Clackamas County
Soil and Water Conservation District
MASTER PLAN**

AUGUST 2008

Clackamas County Soil and Water Conservation District
221 Molalla Avenue, Suite 102, Oregon City, OR 97045

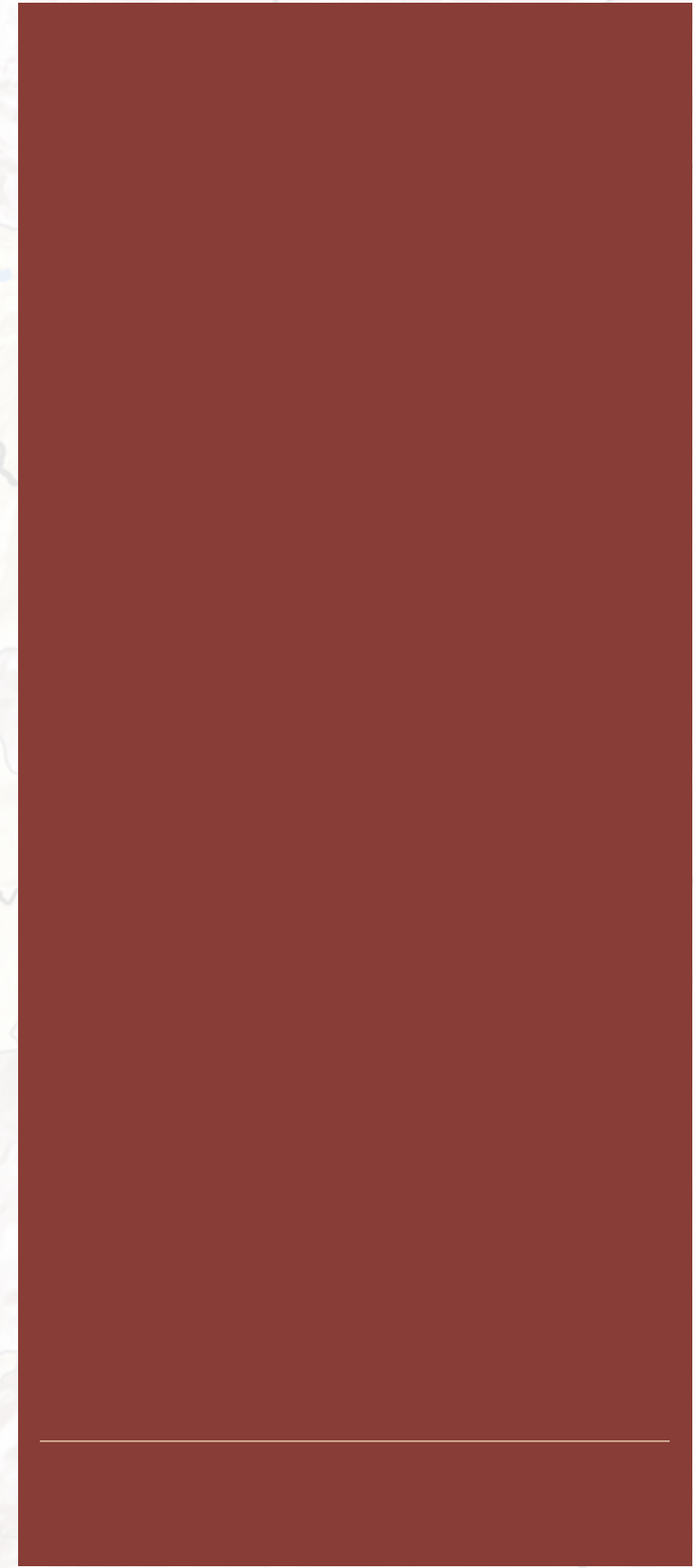


CLACKAMAS COUNTY SOIL AND WATER CONSERVATION DISTRICT MASTER PLAN



TABLE OF CONTENTS

- 1. Preface
- 2. History
- 3. Scale of Services Part 1
- 4. Scale of Services Part 2
- 5. Clackamas County
- 6. District Overview and Conservation Bullseye Part 1
- 7. District Overview and Conservation Bullseye Part 2
- 8. Vision, Mission and Values
- 9. Guiding Principles and 5x5x5 Filter
- 10. Civic Ecology Concept
- 11. Clackamas County Civic Ecology Resource Flows
- 12. Focus Four Components
- 13. Conservation Priorities
- 14. Management System
- 15. District and Program Structure Part 1
- 16. District and Program Structure Part 2
- 17. Stakeholders
- 18. Board of Directors
- 19. Financial/Legal Responsibilities
- 20. District Manager and Team
- 21. Rural Conservation Cluster
- 22. Community Conservation Cluster
- 23. Special Projects Cluster
- 24. WeedWise
- 25. Conservation Investments Program
- 26. Information Services Program
- 27. Conservation Collaboratory
- 28. Key Partners
- 29. Sources



ACKNOWLEDGEMENTS

The District values its board and employees. We emphasize professional growth and development and are committed to recruiting and retaining the best people in the industry.

BOARD OF DIRECTORS

- Mike Dillard, Chair, Zone 1 Director
- Don Guttridge, Vice Chair, Zone 5 Director
- Patti Jarrett, Secretary, Zone 2 Director
- Lowell Hanna, Treasurer, At Large Director
- Janiece Miller, Zone 3 Director
- Joan Zuber, Zone 4 Director
- Jan Lee, At Large Director
- Mike Weinberg, Associate Director
- Jim Johnson, Associate Director

DISTRICT STAFF

- Rick Gruen, District Manager
- Angela Gazzoli, Office Coordinator
- Jeffrey Kee, Senior Resource Conservationist, Urban and Community Conservation Program Manager
- Clair Klock, Senior Resource Conservationist, Rural Program Manager
- Cindy Kolomechuk, Special Projects Program Manager
- Eann Rains, Conservation Investments Program Manager
- Jenne Reische, CREP Coordinator
- Jeremy Baker, Conservation Specialist

CONSULTANTS

- Christine Perala Gardiner, PhD, Water Cycle Inc.
- Tim Smith, SERA Architects
- Mary Stewart, MA, MARStewart Creative Group
- Teak Wall, Cogan Owens Cogan, LLC
- Bob Wise, Cogan Owens Cogan, LLC

PREFACE

The Clackamas County Soil and Water Conservation District (District), following the passage of a permanent rate levy, initiated an innovative approach to “master plan” the District. The Master Plan defines the basic framework of interconnected systems that allows the District to envision, initiate, organize, plan, budget, manage, account and report the work of the District.

The plan draws from the evolution of the Oregon conservation movement over the past fifty years and advanced concepts of sustainable development. In addition, the plan builds on the work of the Clackamas County Green Ribbon Committee (GRC), which was a unique collaboration among a number of public and private entities to strengthen the County’s agriculture, natural resource and sustainable development sectors. Partners included the Clackamas County Board of Commissioners, the Business and Economic Development Department, the Office of Sustainability, the County Planning Department and the Clackamas County Soil and Water Conservation District. For more information on the GRC, see www.clackamas.us/business/grc.htm.

The Master Plan will be of value to the District’s Board, staff, partners, stakeholders, landowners and other organizations who need to understand the who, what, why, when and how of District activities. Each page and image in the Master Plan is related to the entire plan, but also can individually inform and guide staff, board, partners, stakeholders and landowners – just like an architectural blueprint does for a building.

The Master Plan:

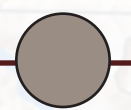
- Provides background on the history and location of the District
- Specifies the vision, mission, values and guiding principles and their use in guiding decision-making and setting priorities
- Defines key concepts that inform and guide the District
- Defines how the District is organized and its program structure
- Defines how the District works with partner organizations and landowners
- Explains the relationship among the various District parts
- Details the process and systems for how work is conceived, developed, implemented, reported, monitored and evaluated

The Master Plan also will stimulate creative ideas and concepts for the future that can help achieve the District’s vision: *Our District is a place where our communities, environments and economy thrive together.*

The Master Plan is powered by the District staff and board. It was developed by the innovative local team comprised of District staff, Cogan Owens Cogan, LLC, SERA Architects, Mary Stewart and Christine Perala Gardiner, PhD.



PREFACE

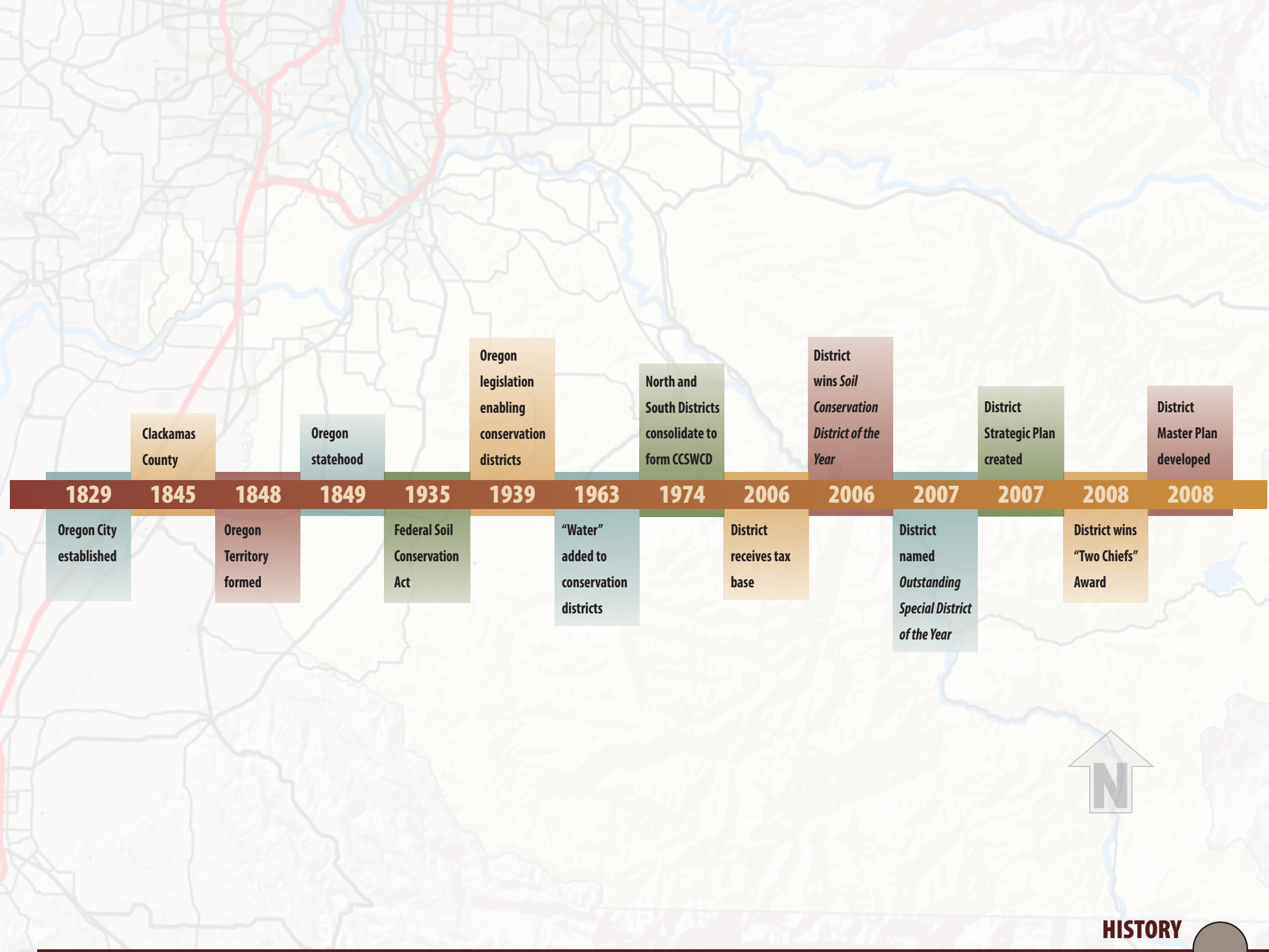




HISTORY

Conservation districts have evolved from key historical milestones at the federal, state, and local level. A detailed description of the events shown on the timeline to the left is shown below:

- 1829 – Oregon City established by Dr. John McLoughlin
- 1845 – Clackamas designated as a county
- 1848 – Oregon Territory formed as a territorial US government
- 1849 – Oregon achieves statehood
- 1935 – Soil Conservation Act (SCA) enacted by federal government
- 1939 – Oregon Legislature passes legislation enabling conservation districts
- 1963 – “Water” added to the titles of Oregon conservation districts
- 1974 – North and South Districts consolidate to form Clackamas County Soil and Water Conservation District (District)
- 2006 – District receives a permanent tax base
- 2006 – District wins Soil Conservation District of the Year, Oregon Association of Conservation Districts
- 2007 – District named Outstanding Special District of the Year, Special Districts Association of Oregon
- 2007 – District Strategic Plan developed
- 2008 – District wins Two Chiefs Award for Clackamas Stewardship Partnership
- 2008 – District Master Plan developed



HISTORY



SCALE OF SERVICES PART 1

The District provides services to landowners, organizations, agencies and local communities within Clackamas County. Services take the form of: technical assistance to individual landowners; projects involving multiple landowners and partners; income generating enterprises; and research and development activities that are replicable by other individuals and organizations at varying geographic scales. Descriptions of each scale and how the District's programs work in that context follow.

Landowner

- Rural – rural acreages, small farm, large farm, nursery, small and commercial forestland owners.
- Community – urban residential, institutions, associations, businesses, schools, local governments and non-profits.

Community

Communities are comprised of the people living within the blocks, neighborhoods, cities, hamlets and villages of Clackamas County. The District seeks to help these communities produce energy, food, wood products and clean water supplies locally as well as improve urban/rural resource flows. District staff also help other organizations build capacity.

County/Region

The Portland Metropolitan Region includes the northern counties in the Willamette Valley: Multnomah, Washington and Clackamas. The District's work focuses in Clackamas County, but is designed to be replicable at larger scales within the region, bioregion and the planet. The District creates larger scale projects with multiple landowners in Clackamas County that focus on the regional watersheds, food/agricultural economy (foodshed), value-added forest products industry (woodshed) and the local production of renewable energy (energished).



SCALE OF SERVICES

SCALE OF SERVICES PART 2

Bioregion

The Cascadia Bioregion is defined as the watersheds of rivers that flow into the Pacific Ocean through North America's temperate rainforest zone. Cascadia, or the Pacific Northwest, extends from northern California to southern Alaska – along a coastline once cloaked in nearly continuous rainforest – and inland as far as the Continental Divide. What the District does to protect local natural resources, soil and watersheds also protects the larger bioregional ecosystem of Cascadia.

Planet

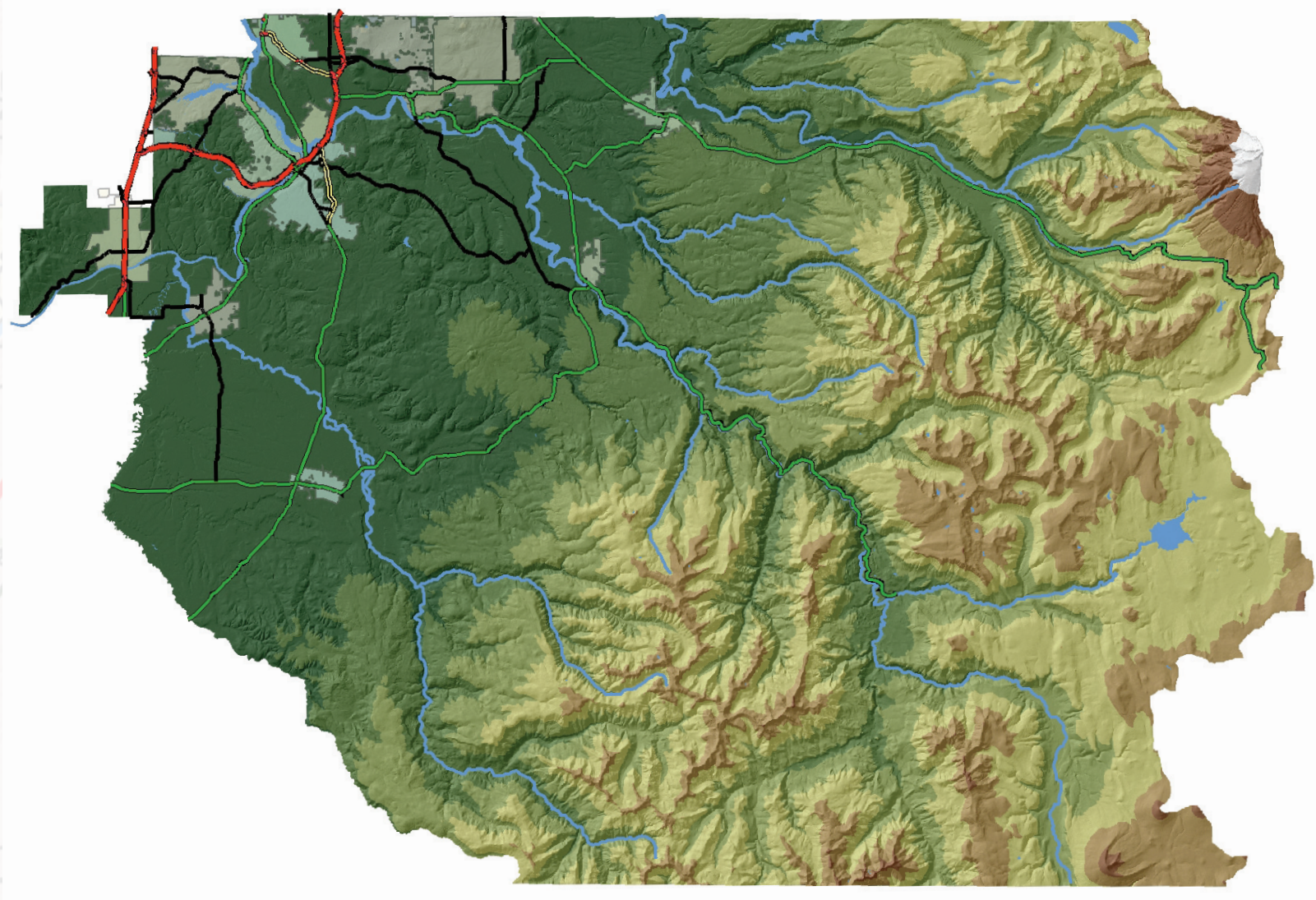
It is evident that what happens globally affects us locally and vice versa. The District recognizes the vast global ecological and economic changes underway and considers its resource conservation mission to be critical to regional and global sustainability. For example, climate change affects water supply and global energy demands can impact local farm viability. Maintaining healthy resources makes it possible to provide wood, water, food and renewable energy to the region and beyond.

We want to inspire all landowners to act locally while thinking globally.



SCALE OF SERVICES

CLACKAMAS COUNTY



Clackamas County, in north central Oregon, is one of the counties that make up the Portland, Oregon, metropolitan area and encompasses 1,879 square miles (4,867 square kilometers).

The population of Clackamas County has steadily increased from 1850. The 2000 population of 338,391 was a 21.35% increase over 1990. The population in 2006 was estimated at 367,040. The County's heavily timbered and beautiful natural features include the 11,235-foot Mt. Hood, the Mt. Hood National Forest, the Bull Run Watershed and rivers. In addition, five major watersheds transect Clackamas County, including the Sandy, Clackamas, Molalla/Pudding, Tualatin and Willamette rivers. These rivers provide drinking water to nearly one million people.

Productive and healthy agriculture and natural resource lands provide the foundation for production of food, fiber and renewable energy. For these and other reasons, the agriculture and sustainable development sectors are a vital part of Clackamas County's industrial mix.

As of 2005, Clackamas County had 215,210 acres in active agricultural production, 250,000 acres of forest land and was ranked first in Oregon for:

- The number of farms and small woodland owners (7,700)
- Private timber harvested totaling 36,186
- The number of organic farms (63)
- Christmas tree sales totaling \$75 million
- Nursery sales totaling \$214 million
- The number of horses: 9,300 (9th in the nation) with an estimated value of \$70 million

The aggregate agricultural sales (for all products) in the County were \$483 million which ranked second in the state. Clackamas County's agriculture, forestry, wood products and green building construction 2005 economic impact was:

Agriculture

- 24,085 jobs
- \$573+ million in annual payroll

Forestry and Wood Products

- 4,368 jobs
- Average annual wage of \$38,751
- \$169.3+ million in annual payroll
- Total impact = 5,242 jobs (2.23 employment multiplier)
- Total impact = \$377.5+ million (2.2 payroll multiplier)

Construction/Deconstruction and Green Building

- 25,352 jobs
- Average annual wage of \$45,102
- \$1.14+ billion in annual payroll

CLACKAMAS COUNTY

DISTRICT OVERVIEW AND CONSERVATION BULLSEYE PART 1

The Diagram at the left – “Conservation Bullseye” – provides a conceptual overview of the District. Each concept in the Bullseye is described below and in greater detail throughout this Master Plan.

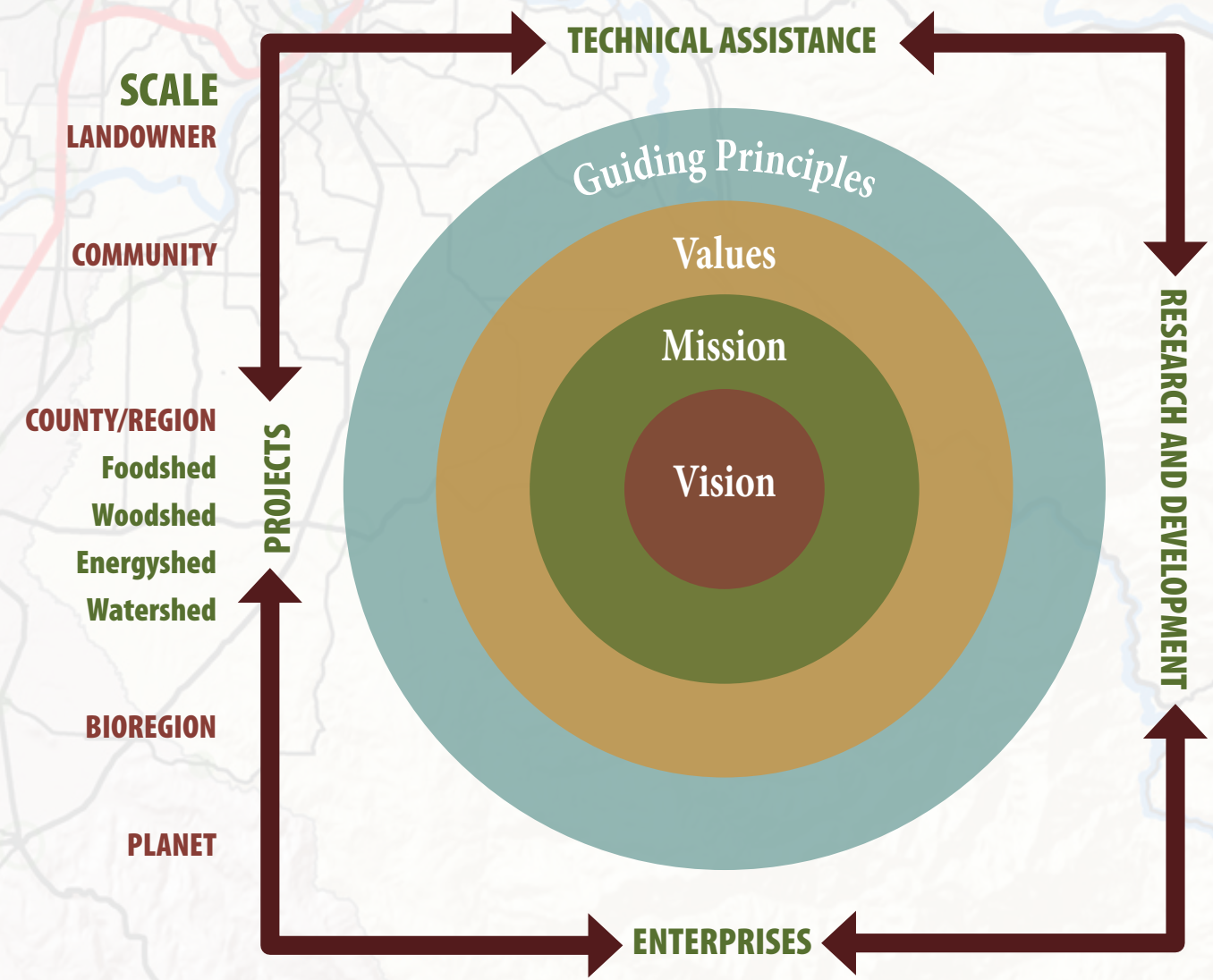
The District is committed to hiring, retaining and providing continual opportunities for professional development to staff members. The staff and Board of Directors are integral to carrying out and enhancing the vision, mission, values and guiding principles of the District.

The District plays an important role in the conservation and utilization of natural resources, working with willing landowners and communities to sustain and improve local communities, economy and resources. This work is conducted within Clackamas County, the Portland Metropolitan Region and the Mt. Hood Territory. At the regional scale, the District partners with landowners and communities to enhance watersheds, production of local food (foodshed), local forest products (woodshed) and local renewable energy (energyshed). All District work is conducted within the context of the Cascadia bioregion with consideration of impacts on planetary resources and markets.

Vision, Mission, Values and Guiding Principles

The District’s internal vision, mission, values and guiding principles are located in the center of the diagram. They collectively help the District screen, set priorities for and add value to activities. The vision, mission, values and guiding principles were developed by building upon the traditions of the soil and water conservation movement and current market-based sustainability concepts of the Natural Step System Conditions, the Triple Bottom Line, Civic Ecology and Ecosystems Services, described below:

- **Natural Step System Conditions:** The Natural Step’s principles of sustainability define the conditions that must be met for a sustainable society. These four System Conditions are the core of the Natural Step’s sustainability framework. The conditions as interpreted by the District include:
 - Rely on sustainable natural resources
 - Support the use of non-toxic chemicals
 - Enhance biodiversity
 - Consider the impact of energy and resource use on future generations



DISTRICT OVERVIEW AND CONSERVATION BULLSEYE

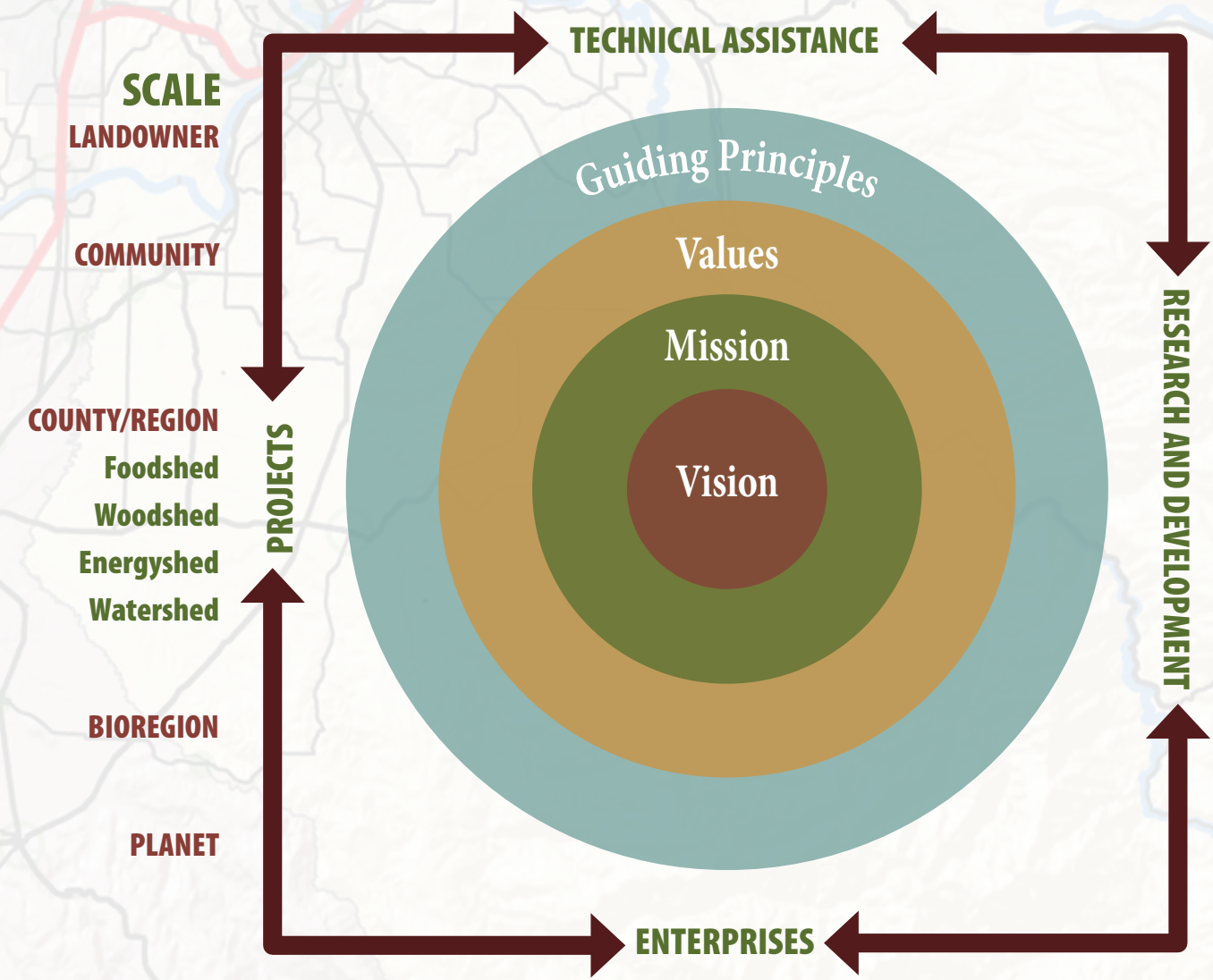
DISTRICT OVERVIEW AND CONSERVATION BULLSEYE PART 2

- **Triple Bottom Line (TBL):** The TBL approach captures an expanded spectrum of values and criteria for measuring the District's success to the extent that our communities, environment and economy thrive together.
- **Civic Ecology:** Civic Ecology is focused on planning, building and managing community systems. Renewable energy, food production, wood products and water/ecosystem service flows with a focus on Clackamas County.
- **Ecosystems Services:** Human life benefits from a multitude of resources and processes that are supplied by natural ecosystems. Collectively, these benefits are known as ecosystem services and include products like clean drinking water, clean air, healthy habitats, flood protection and decomposition of waste and organic matter. Ecosystem services meet human demand for natural resources.

Sources are included in Appendix.

Focus Four Components: Outside of the ring in the diagram are the "Focus Four" components, or framework, of District programs and program clusters. These components include: technical assistance, projects, enterprises and research and development.

The ultimate goal is to provide multiple benefits through these activities to stakeholders at all scales, working primarily with individual landowners and communities within the framework of the region, bioregion and planet.



DISTRICT OVERVIEW AND CONSERVATION BULLSEYE

VISION, MISSION AND VALUES

Through the formation of the Strategic Plan, the District developed the following vision, mission and values for the organization:

Vision

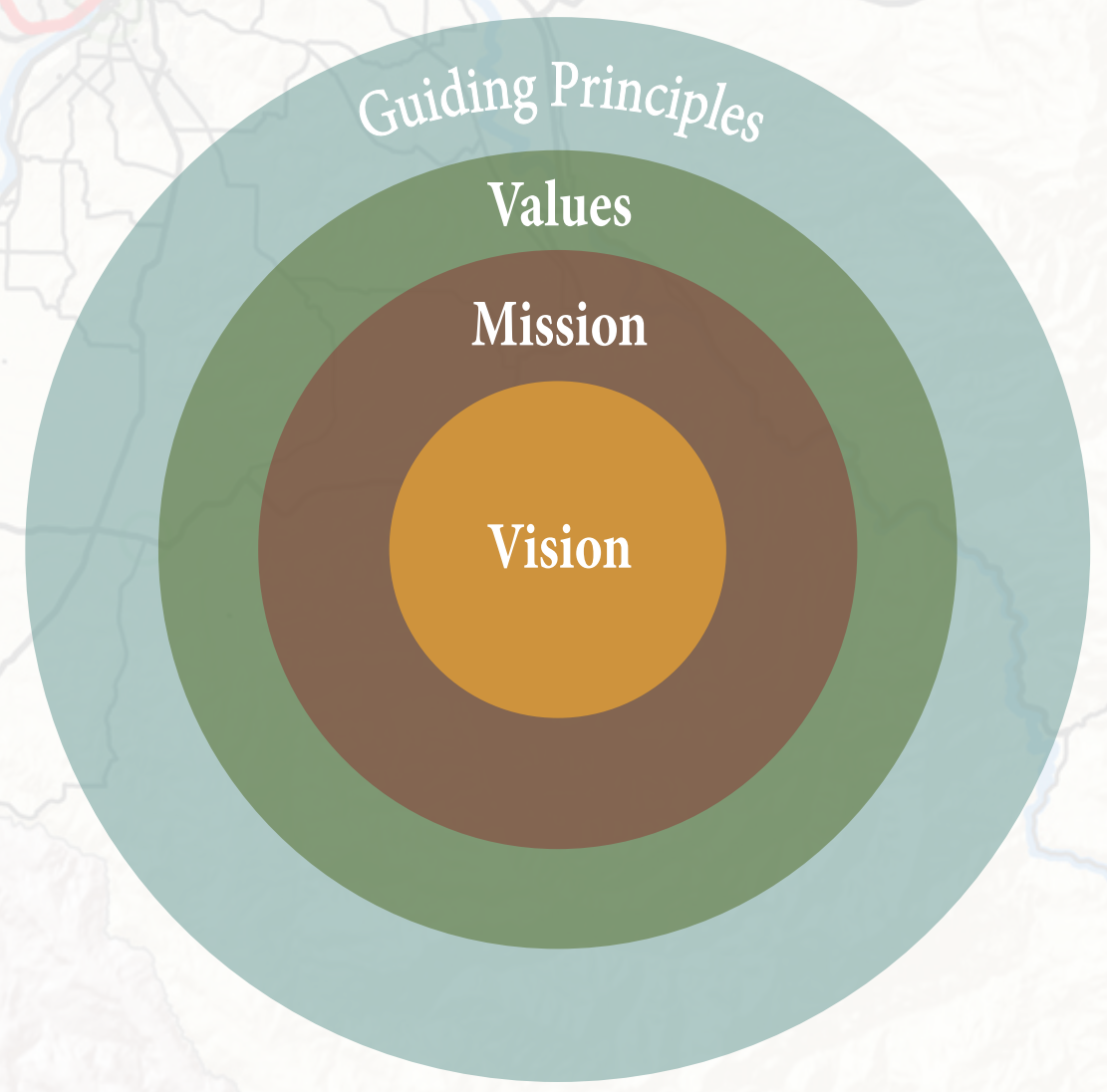
Our District is a place where our communities, environments and economy thrive together.

Mission

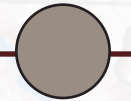
To provide technical and practical services designed to conserve and use resources sustainably today and for future generations.

Values

- We strive to maximize community, environmental and economic benefits simultaneously through our projects and programs.
- We reduce, reuse, recycle and restore our natural resources.
- We are accountable to our voters, taxpayers and residents.
- Our technical assistance to landowners are science-based.
- We form strategic partnerships with others to accomplish our work.
- We measure the impacts of what we do.
- We leverage District resources through outside funding.
- We work as members of a flexible and responsive team.
- We treat everyone with respect.
- We support continuous learning and professional development.



VISION, MISSION AND VALUES



GUIDING PRINCIPLES AND 5X5X5 FILTER

The following principles are based on traditional and emerging roles of soil and water conservation districts and the Triple Bottom Line concept of sustainability – where our communities, environments and economy thrive together. They also are based on The Natural Step System Conditions, the evolving concepts of carbon and ecosystem services markets and the concept of Civic Ecology embodied in this Master Plan. They are designed to guide District programs, technical assistance, projects, enterprises and research and development activities.

Guiding Principles

Natural Resources

- Conserve soil and enhance soil productivity.
- Protect and enhance water quality; conserve and reuse water resources.
- Promote sustainable use of natural resources.
- Enhance biodiversity and wildlife habitat.
- Encourage the use of non-persistent chemicals and chemical-free alternatives.

Economy

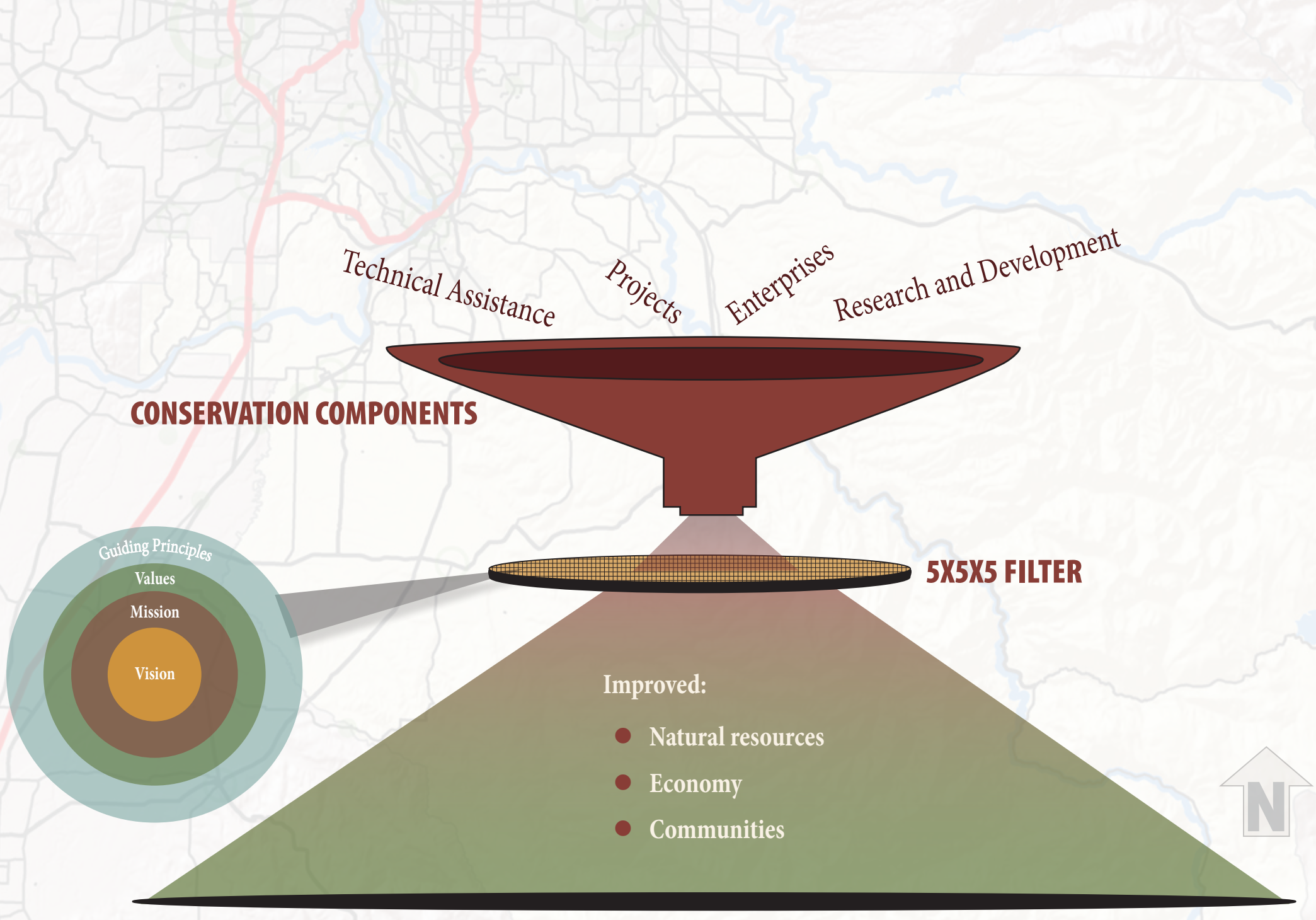
- Encourage local purchases.
- Encourage import substitution and export opportunities.
- Encourage local entrepreneurship and new enterprises.
- Encourage energy conservation and development and use of renewable energy.
- Promote sustainable and ecosystem service markets.

Communities

- Encourage partnerships with local civic infrastructure.
- Encourage participation by neighbors in District activities.
- Encourage replication and leverage to expand successful District activities.
- Encourage protection of working farmland and forestland and scenic landscapes.
- Consider the impact of District activities on future generations.

5x5x5 Filter

The District has developed a 5x5x5 filter to evaluate program and project proposals based on these guiding principles. Project proposals will be rated against the 15 guiding principles on a zero (no value) to two (highest value) scale and then added together to determine the overall benefit.



GUIDING PRINCIPLES AND 5X5X5 FILTER

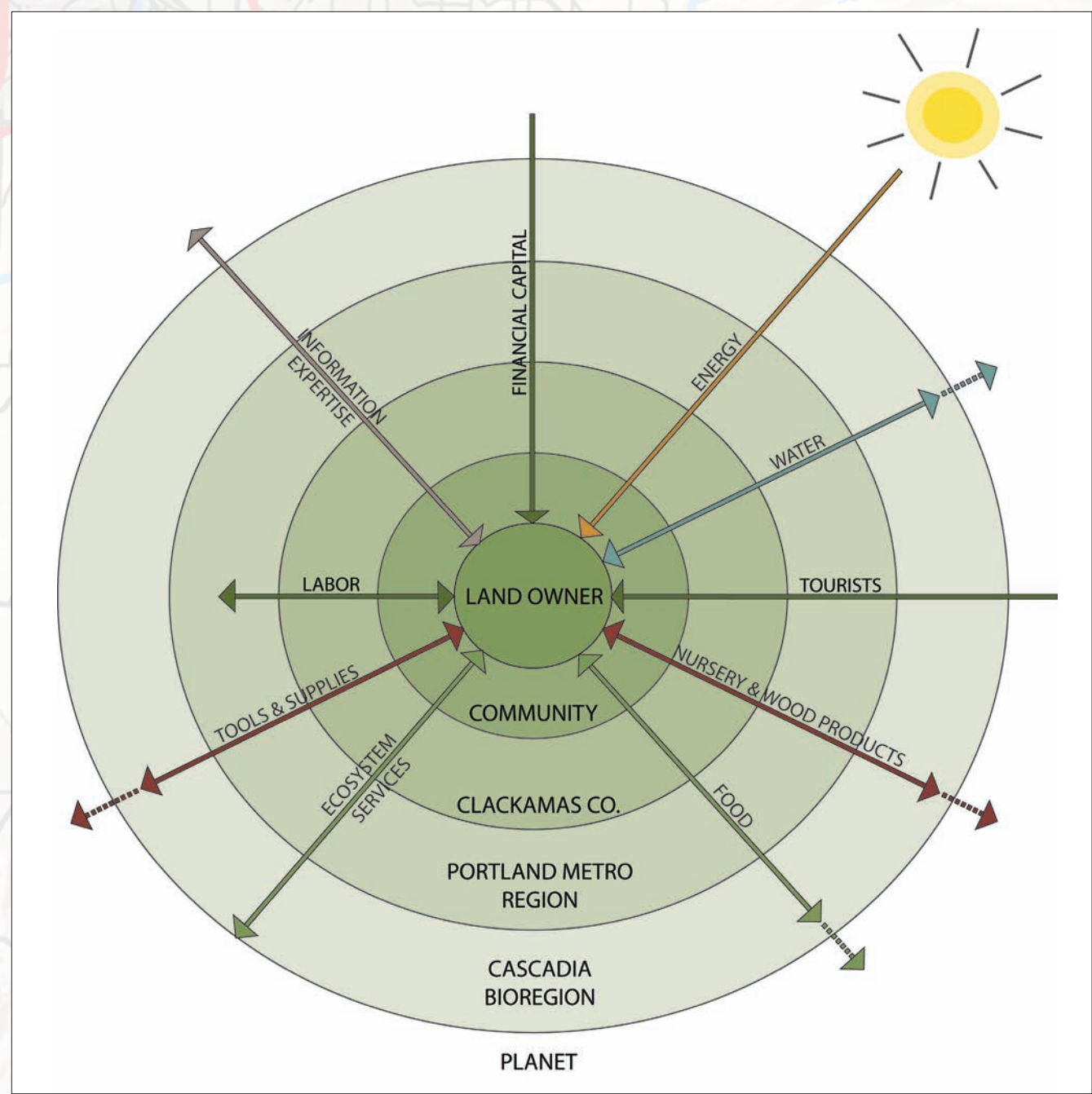
CIVIC ECOLOGY CONCEPT

The District uses the concept of Civic Ecology to develop an understanding of the actual and potential relationships between urban and rural communities in the District and beyond. Civic Ecology is focused on planning, building and managing community systems. Flows of energy, water, nursery and wood products, local food production systems, ecosystem services, tools and supplies, labor, information and expertise and financial capital all contribute to a unique Clackamas County Civic Ecology (see diagram to left). Nurturing and building upon this strong web of relationships and resource flows will help generate local wealth – community, environmental and economic – and resilience in a complex world.

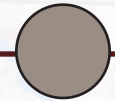
Civic Ecology, or “community software,” together with buildings, streets and parks “community hardware,” constitute a complete and sustainable community. In addition, the District utilizes the Civic Ecology concept to guide its development and implementation of internal sustainability initiatives to improve organizational operations.

The District’s Civic Ecology Approach:

- 1. Employs a whole systems approach.** Civic Ecology is the web of flows that animates community life linking individual landowners to communities, the bioregion and the planet.
- 2. Focuses on landowners and communities.** The systems of flows are recognized and supported within the District area – the landowners and communities in Clackamas County – to provide locally-produced energy, clean water, food, nursery products, wood products, ecosystem services, tools and supplies, labor, information and expertise and financial capital. The resource flows enhance economic performance and community vitality by promoting urban and rural exchange.
- 3. Draws on information, expertise and labor.** Civic Ecology draws upon a community’s human energy (social capital) by creating active partnerships with landowners, community partners and markets.
- 4. Supplies products and services.** The District works to improve the assets of the County, such as productive soils, to meet local and regional needs for healthy food, wood, energy and water supply.
- 5. Is dynamic.** The District is continuously evolving. Because of this, the District draws on knowledge and expertise gained from a wide variety of valued partners throughout the region.



CIVIC ECOLOGY CONCEPT

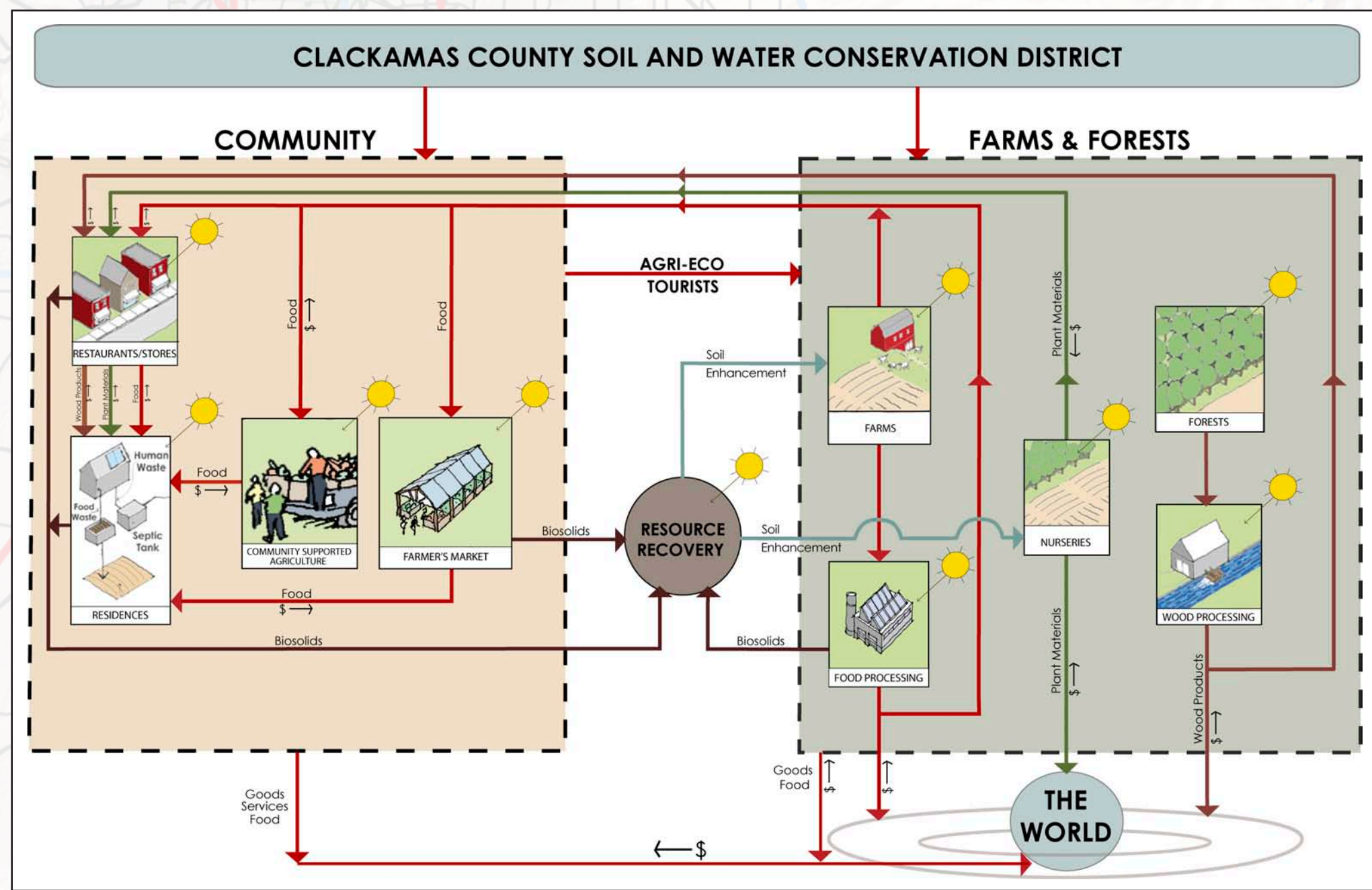


CLACKAMAS COUNTY CIVIC ECOLOGY RESOURCE FLOWS

The adjoining circuit diagram illustrates the Civic Ecology concept for the District. For example, one District project focuses on the local agriculture and forestry system. This system provides local healthy food and other products to our communities and region and exports products to external markets.

Key elements include:

- Local fresh farm production
- Food processing provided to farmers for products
- Food and food products provided to farmers markets, community supported agriculture and grocery stores
- Nursery products for export and regional use in the landscape
- Money flows:
 - from the world to the community, farms and forests;
 - within the community from residences to community supported agriculture operations, stores, restaurants and farmers markets; and
 - from businesses and residences to farms, forests and processing facilities in the form of purchases and agricultural and ecological tourism.
- Resource Recovery: Biosolids and waste are recovered from various community, farm and forest activities, then processed into fertilizer for farm and forest soil enhancement or for power generation, e.g. horse manure
- Forest and nursery products for local consumption and export
- Tourists from communities and the world visit for agricultural and ecological experiences, supporting the local economy
- Workers, services and equipment provided to farms
- Ecosystem services provided to farms and communities from habitat
- Clean water provided to the region



CLACKAMAS COUNTY CIVIC ECOLOGY RESOURCE FLOWS

FOCUS FOUR COMPONENTS

The Focus Four are the basic components of District activities within each Cluster and Program. Descriptions of each component follow, accompanied by the targeted percent of total effort the District plans to devote to each. Each program cluster will have its own targets for percent of effort. For example, the Rural Conservation Program Cluster will devote more effort to landowner technical assistance than the Special Projects Cluster.

Technical Assistance Component

Technical assistance is defined as assisting landowners to improve their conservation practices such as soil erosion prevention and water reuse. These activities are short-term and focused primarily on private landowners, although services also can be provided to public agencies, schools, colleges, institutions and community groups. Our overall Technical Assistance target is 70 percent of total District effort.

Projects Component

Projects are defined as major activities involving multiple landowners or large institutional partners. They take longer to develop and often are more permanent once they are developed. For example, a project would include the District's work to support a large installed water reuse system on a farm or nursery. Our overall Projects target is 10 percent of total District effort.

Enterprise Component

Enterprises are major, long-term activities that are "owned" by the District, will require continued support by the District and have the potential to generate revenue or other support for the District and its partners. For example, the Canby Native Plant Salvage Nursery will manage rescued native plants and make them available for District-related habitat restoration technical assistance and project activities. Our overall Enterprise target is 10 percent of total District effort.

Research and Development Component

Research and development (R&D) is the development or testing of a new conservation practice technique that could lead to improved technical assistance, projects or enterprises. R&D efforts will ideally be game-changers. For example, the District is working with partners to develop an application of low-impact hydro facilities to generate electricity from urban water run-off. Another example is that the District might undertake research to develop new strategies to address invasive weeds using "green" chemistry techniques. Our overall R&D target is 10 percent of total District effort.

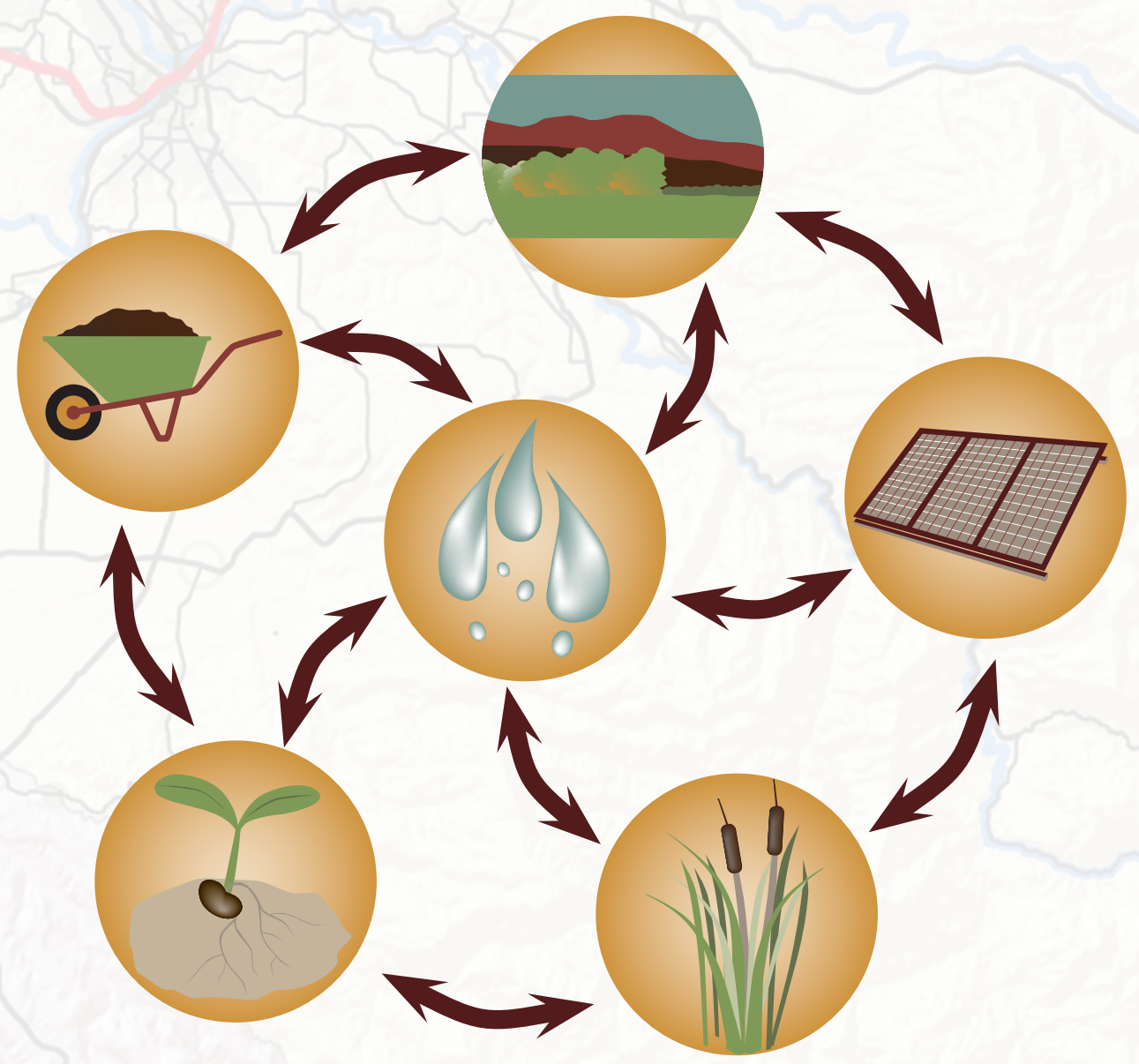


FOCUS FOUR COMPONENTS

CONSERVATION PRIORITIES

The District provides technical assistance to landowners (rural acreages, small and large farms, nurseries, woodlots, forests, private, public, institutional and non-profit) in a variety of conservation priorities identified with key partners, including:

-  **Water**
 - Quality
 - Quantity
 - Reuse
 - Stream
 - Groundwater
 - Stormwater
 - Well and septic
 - Ditches and bioswales
-  **Habitat**
 - Riparian
 - Forest
 - Upland
 - Wildlife
-  **Nutrients**
 - Fertilizers
 - Pesticides
 - Herbicides
 - Manure
 - Composting
 - Cover crops
-  **Soil**
 - Erosion
 - Productivity
 - Mud management
-  **Energy**
 - Conservation
 - Renewable
 - Hydro
 - Wind
 - Geothermal
 - Biomass
 - Cellulosic
 - Solar
-  **Land**
 - Farms/nurseries
 - Rural acreages
 - Forests
 - Pastures
 - Heavy use areas
 - Land use
 - Conservation/easements



CONSERVATION PRIORITIES

MANAGEMENT SYSTEM

The flow chart to the left illustrates the internal process the District undertakes to filter, develop, plan, budget, administer, monitor, evaluate and explain its work.

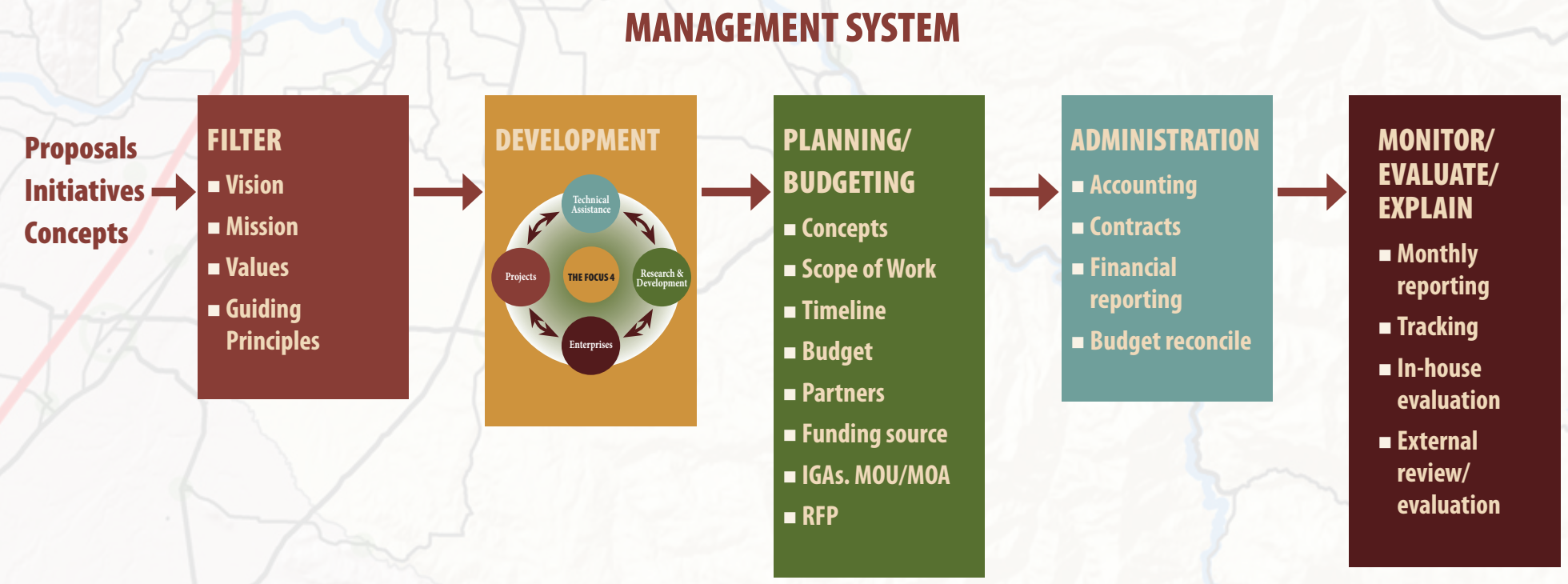
Filter: Project proposals, initiatives and conservation concepts are evaluated against the 5x5x5 filter of the District's vision, mission, values and guiding principles to determine if the District should pursue the activity.

Development: Next, the proposal, initiative, or concept is developed through the framework definitions of the Focus Four components: 1) technical assistance; 2) project work; 3) enterprise; or 4) research and development to become an outcome-based activity.

Planning/Budgeting: The resulting outcome-based activity then goes through a scoping process to develop detailed implementation strategies. This includes developing a timeline and budget, determining the appropriate partners, developing intergovernmental agreements and memorandums of understanding as needed and identifying funding source(s) to support the activity. At that point, the District issues any needed requests for proposals and secures necessary grant and partner commitments.

Administration: The District then administers the activity, including executing any needed contracts, reporting the financial status at regular intervals to the Board and conducting accounting to reconcile expenses with the District's budget.

Monitor/Evaluate/Explain: The progress of current District activities is reported on a monthly basis to the Board. The activity is evaluated and reviewed internally and externally to determine its overall conservation contribution. Particularly successful activities are marketed as examples for replication as best practices by others.



DISTRICT AND PROGRAM STRUCTURE PART 1

The District's programmatic structure is denoted in the diagram to the left by rooms in a house. The white lines between the rooms indicate that all the parts of the house are connected. What makes the District effective is the high level professionalism of its staff – the human factor ties all these pieces together.

The District's structure includes the following parts, in order of operational hierarchy:

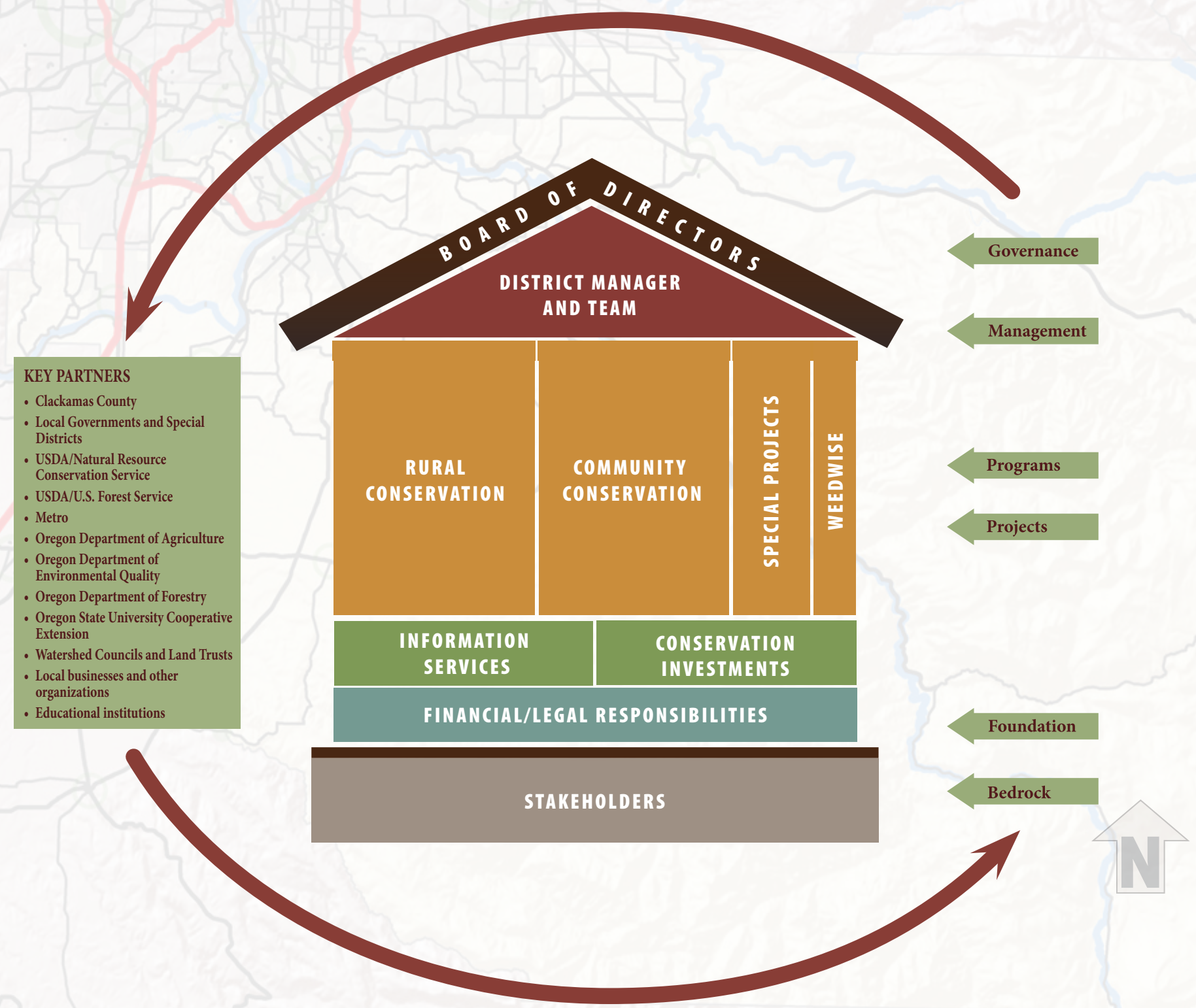
1. Board of Directors
2. District Manager and Team
3. Programs

The directors, manager, team and programs all are beholden to:

4. Financial and legal responsibilities
5. Stakeholders

The Board of Directors governs and the Manager provides leadership and oversees the development and implementation of all District activities. The District has developed program clusters grouped by subject area under which several programs can operate or develop from existing or emerging practices, projects, research and development or enterprise activities. These program clusters include:

- Rural Conservation Cluster
 - Small Farm and Rural Acreages Program
 - Large Farm Program
 - Forestry Program
 - Conservation Reserve Enhancement Program (CREP)
- Community Conservation Cluster
 - Golf Course Quality Lawns Program
 - Low Impact Development Program



DISTRICT AND PROGRAM STRUCTURE

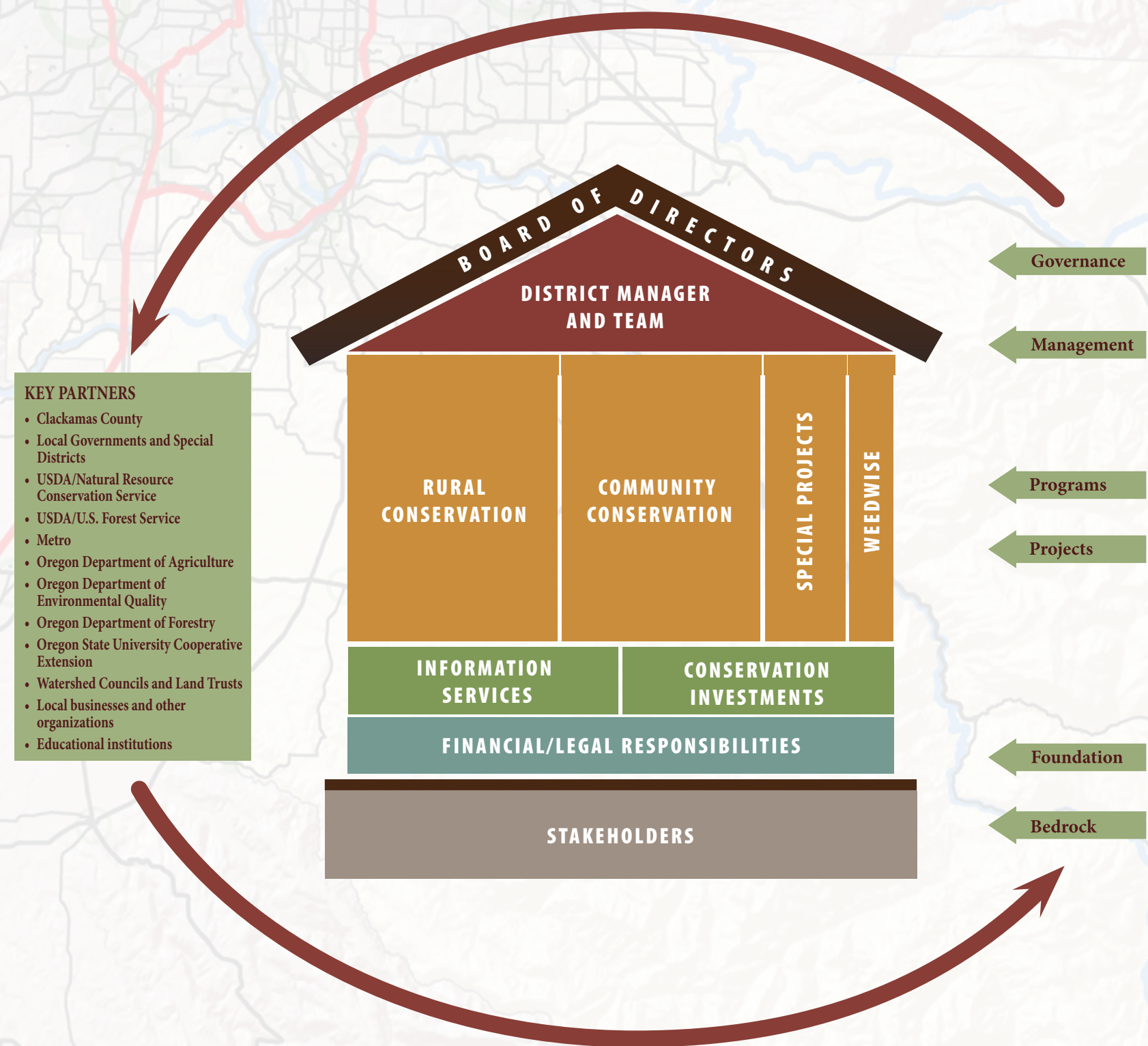
DISTRICT AND PROGRAM STRUCTURE PART 2

- Special Projects Cluster
 - Foodshed Program
 - Woodshed Program
 - Energyshed Program
 - Watershed Program
- WeedWise
- Investment Cluster
 - Landowner Cost Share Program
 - Local Partners Support Program
 - Land Conservation/Easements Program
 - Revolving Loan Fund Program
- Information Services Cluster
 - Branding and Marketing Program
 - Communications Program
 - Outreach, Training and Messaging Program

Key partners are a dynamic consortium of local, state, federal and non-profits that serve the District as strategic planning and/or principal funding partners.

The Focus Four are the basic components of District activities within each program cluster and include:

- Technical Assistance
- Projects
- Enterprises
- Research and Development



- KEY PARTNERS**
- Clackamas County
 - Local Governments and Special Districts
 - USDA/Natural Resource Conservation Service
 - USDA/U.S. Forest Service
 - Metro
 - Oregon Department of Agriculture
 - Oregon Department of Environmental Quality
 - Oregon Department of Forestry
 - Oregon State University Cooperative Extension
 - Watershed Councils and Land Trusts
 - Local businesses and other organizations
 - Educational institutions

DISTRICT AND PROGRAM STRUCTURE

STAKEHOLDERS

The District has multiple valued stakeholders including voters, taxpayers, partner organizations and landowners.

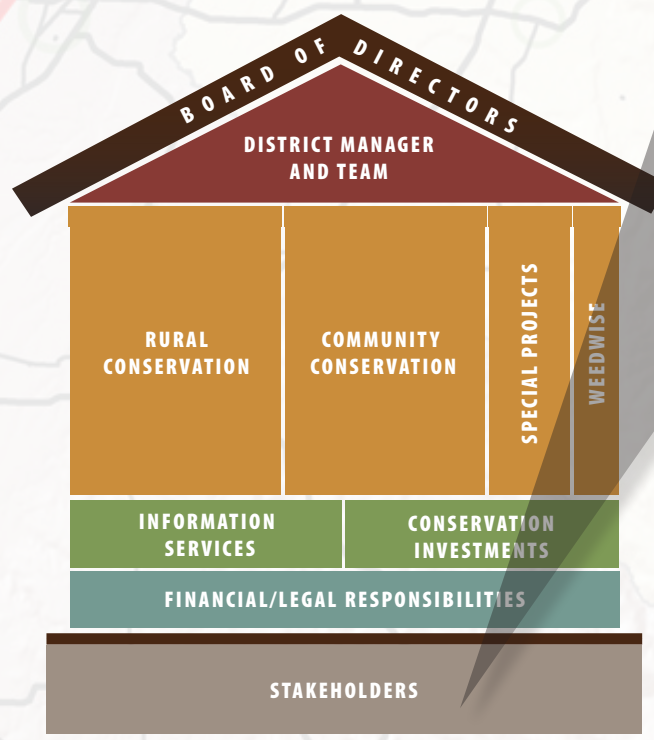
Voters: The District can be established or abolished and its tax rate can be changed only by a vote of the people. In the 2006 Clackamas County General Election, 147,015 of the 212,119 registered voters cast ballots with 55% voting in support of the measure to establish a permanent tax base for the District.

Taxpayers: The District receives funding from a voter-approved tax base and thus is responsible to the taxpayers for the legal, efficient and effective operation of the District and its programs.

Partner Organizations: The District regularly works with several key partners and a large number of other individuals, groups, institutions and organizations on specific conservation technical assistance activities, projects, enterprises and research and development activities.

Landowners: The District works with a variety of landowners – large farms, small farms and forest landowners – as well as local public, private, academic and non-profit organizations.

STAKEHOLDERS



STAKEHOLDERS

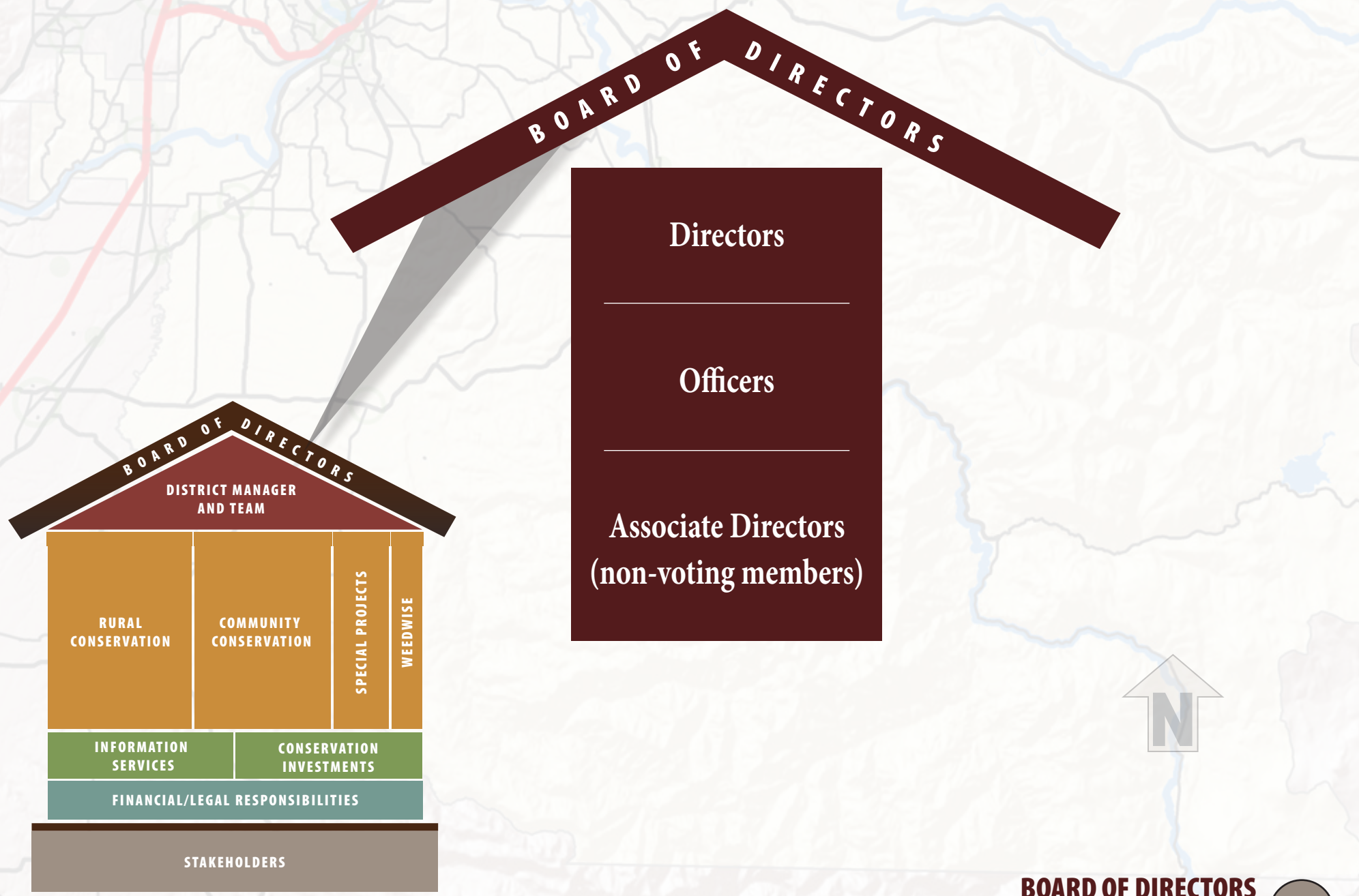
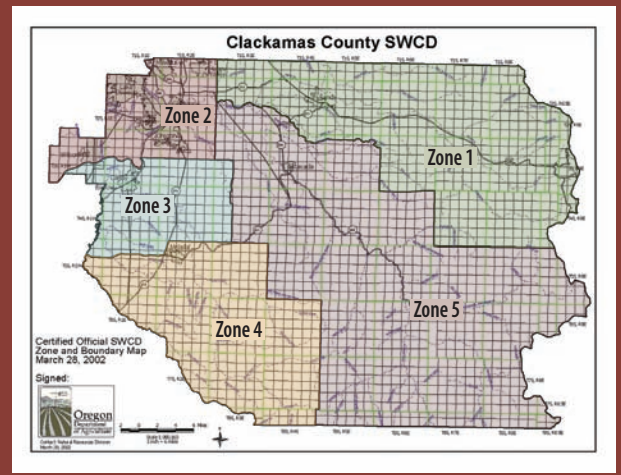


BOARD OF DIRECTORS

The District is a local unit of local government with an elected board of seven directors who govern the District; five from election zones (see map below) and two at-large members. Officers include a chair, vice chair, secretary and treasurer.

The District also encourages participation from associate directors, which are non-voting.

The general powers of District Directors are defined in Oregon Revised Statutes 568.550 and ORS 568.552. Conservation District Directors are legally and ethically responsible to administer their programs and deliver their services effectively, efficiently and economically. In order to do this, the District must formulate and administer policies and management practices that address personnel, financial management, safety and risk management, contracting, meetings and other matters.



FINANCIAL/LEGAL RESPONSIBILITIES

Definitions and procedures for Oregon soil and water conservation districts are contained within ORS 568.210 to 568.808 and 568.900 to 568.933. The following is an overview of the CCSWCD's financial and legal responsibilities:

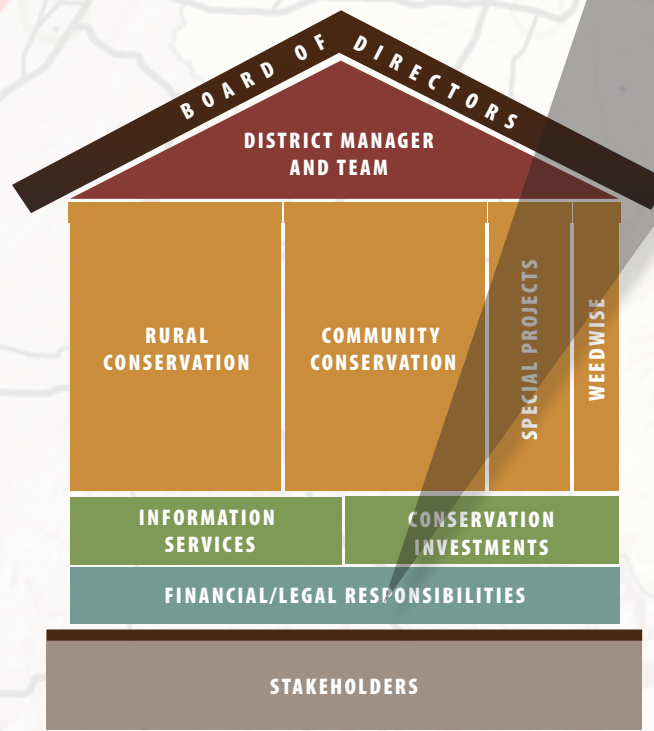
Financial – The District's Board of Directors is charged with monitoring the financial status of the organization and thus has the following financial responsibilities:

- Adopt a budget each fiscal year.
- Develop and implement fiscal management.
- Review and approve Treasurer's Report at monthly board meetings.
- Develop and implement investment policy.
- Engage auditor and ensure audit is submitted to the Secretary of State annually.
- Assist staff in seeking additional funding to expand the capacities and services of the District.
- Regularly review and provide oversight for District financial status and activities.

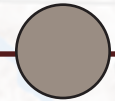
Legal – Oregon statute requires the District to comply with four basic legal requirements:

- Annual Work Plan
- Annual Meeting and Notice
- Annual Report
- Annual Audit

FINANCIAL/LEGAL RESPONSIBILITIES



FINANCIAL/LEGAL RESPONSIBILITIES



DISTRICT MANAGER AND TEAM

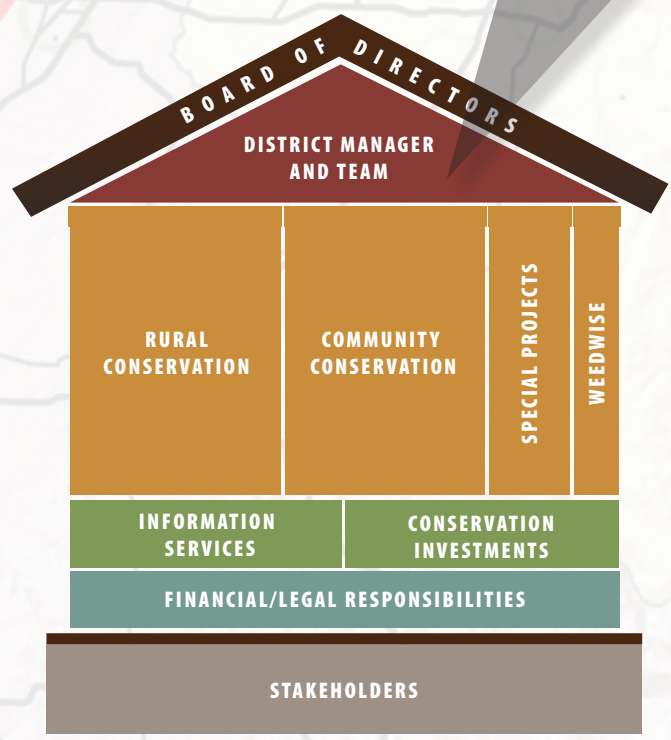
The Board of Directors has delegated responsibility for managing the District to the District Manager. The District Manager works with the staff to develop and implement the District's vision, strategic plan, master plan, annual work plan and annual budget. The Manager helps provide a positive work environment based on best practices and a culture of professionalism and continuous improvement. Specific duties of the District Manager include:

- Providing leadership to develop and implement the District vision, strategic plan, master plan, annual work plan and annual budget.
- Participating in recruitment and selection of new employees.
- Conducting job performance evaluations, keeping related records for all other employees and making salary recommendations.
- Providing advice on the preparation of each board meeting agenda.
- Assisting the Chairperson of the Board in being the spokesperson for the District.

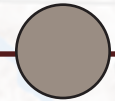
In addition, the District Manager is responsible for supervising, providing counsel, mentoring and discipline for District employees, which include:

- Office Coordinator
- Administrative Assistant
- Rural Conservation Manager
 - Conservation Specialist
 - Conservation Technician
- CREP Coordinator
- Urban and Community Conservation Manager
 - Conservation Technician
- Special Projects Manager
- Conservation Investments Manager
- WeedWise Manager
- Information Services Coordinator
- Interns and Volunteers

DISTRICT MANAGER AND TEAM



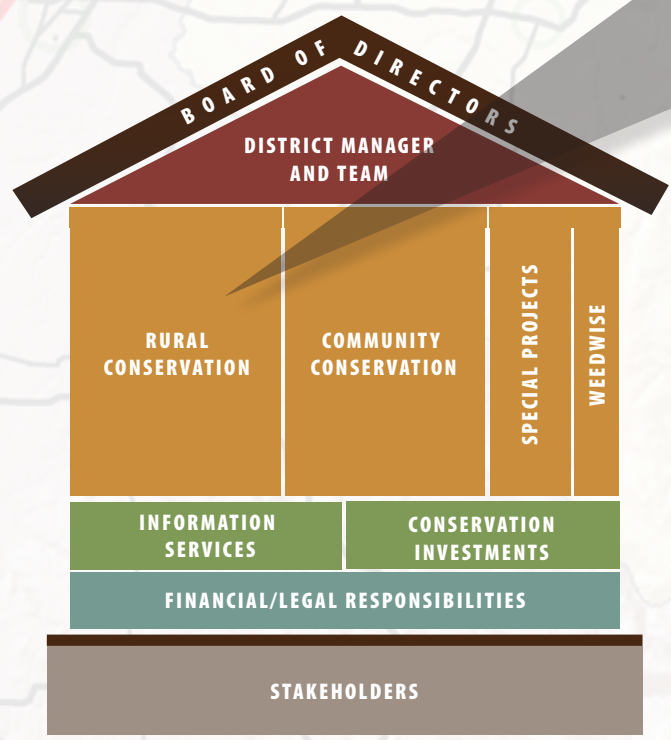
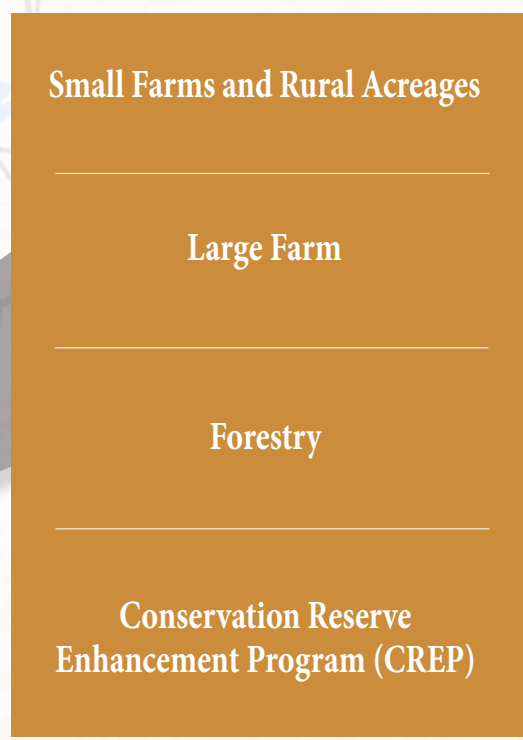
DISTRICT MANAGER AND TEAM



RURAL CONSERVATION CLUSTER

The Rural Conservation Cluster is composed of the Small Farm and Rural Acreages, Large Farm, Forestry and Conservation Reserve Enhancement Program (CREP) programs. Each assists landowners to carry out the District vision, mission, values and guiding principles. Rural Conservation program components include technical assistance to individual landowners, projects involving multiple landowners, partners and funders, income-generating enterprises and research and development activities. The Rural Conservation Cluster includes:

- **Small Farm and Rural Acreages:** This program provides technical assistance to individual landowners to achieve resource goals and support the long-term viability of small farms and nurseries. Small farms and rural acreages are not normally eligible for United States Department of Agriculture (USDA) Farm Bill program assistance, or if eligible, would likely not be selected due to the small acreage or scope of the operation. Small farm landowners may be eligible for a variety of local or state small grants to implement conservation practice improvements.
- **Large Farm:** This program provides technical assistance to farms and nurseries that are eligible and likely to receive USDA Farm Bill funding for conservation practice improvements, such as soil, water, air, nutrient and energy programs as well as to support farm economic viability.
- **Forestry:** This program provides technical assistance to improve the economic, environmental and social value of small woodlot and mixed farm/forest properties. Through the program, the District helps landowners meet sustainable forest criteria and participate in emerging carbon sequestration and ecosystem service markets.
- **Conservation Reserve Enhancement Program (CREP):** The District collaborates with the USDA/ Natural Resources Conservation Service (NRCS) and Farm Service Agency (FSA), as well as Oregon Department of Agriculture (ODA) and Oregon Watershed Enhancement Board (OWEB) to carry out implementation of CREP goals in Clackamas County. CREP is a local, state and federal cooperative program that encourages agricultural producers to voluntarily retire streamside agricultural lands by paying to establish riparian buffers that will protect water quality and restore fish and wildlife habitat.



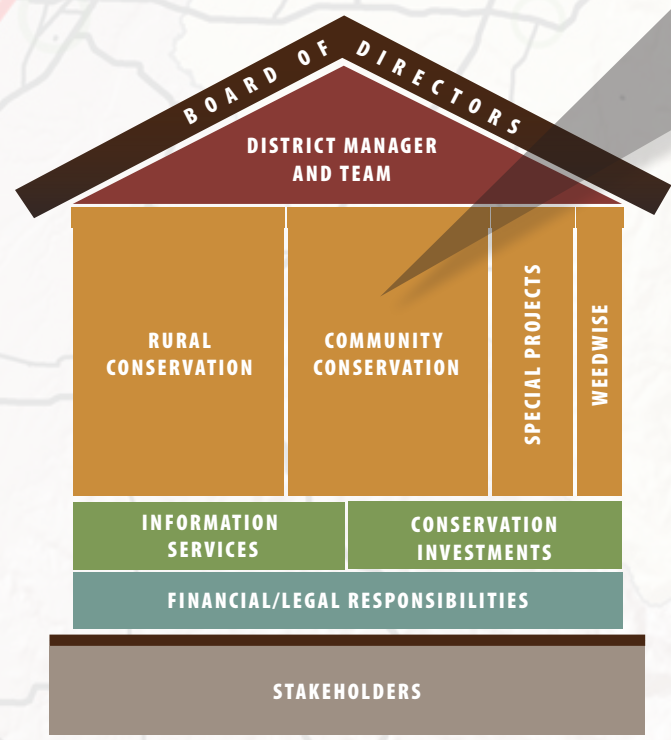
RURAL CONSERVATION CLUSTER



COMMUNITY CONSERVATION CLUSTER

The Community Conservation Cluster focuses on the cities, towns, villages and hamlets of Clackamas County. The Cluster helps landowners in the private, public, educational, institutional and non-profit sectors carry out the vision, mission, values and guiding principles of the District. Community Conservation program components include technical assistance to individual landowners, projects involving multiple landowners, income generating enterprises and research and development activities. Current initiatives in the Community Conservation Cluster include:

- Low-Impact Development Program:** The purpose of this technical assistance is to support landowner and community efforts to encourage the science and practice of low-impact development. These conservation practices take the form of stormwater mitigation, water conservation and native plant utilization.
- Golf Course Quality Lawns™ Program:** Community Conservation has launched the Golf Course Quality Lawns™ program. This program will utilize marketing and education to attract multiple landowners to demonstrate how to reduce landscape inputs while still supporting high-quality lawns. The District will develop curriculum to meet state licensed landscape contractor continuing education requirements. The District is cooperating with the Oregon Golf Course Superintendents Association in this effort.
- Native Plant Salvage Nursery:** The Cluster is developing a District enterprise in the form of a Native Plant Salvage Nursery in cooperation with the Canby Youth Conservation Corps and Canby High School. The nursery will: 1) develop and implement a plant salvage, nursery and distribution program; and 2) install a rainwater catchment and irrigation system on the Canby High School property to meet water needs. When these improvements are installed, the site will host demonstrations and tours and provide native plant material for restoration projects throughout the county.
- Renewable Energy:** One example of a research and development activity is in renewable energy. The District will work with Portland General Electric and the Oregon Institute of Technology's Renewable Energy Engineering program to study the feasibility and cost/benefit of capturing urban stormwater and running it through a turbine to create electricity to benefit a local municipality.



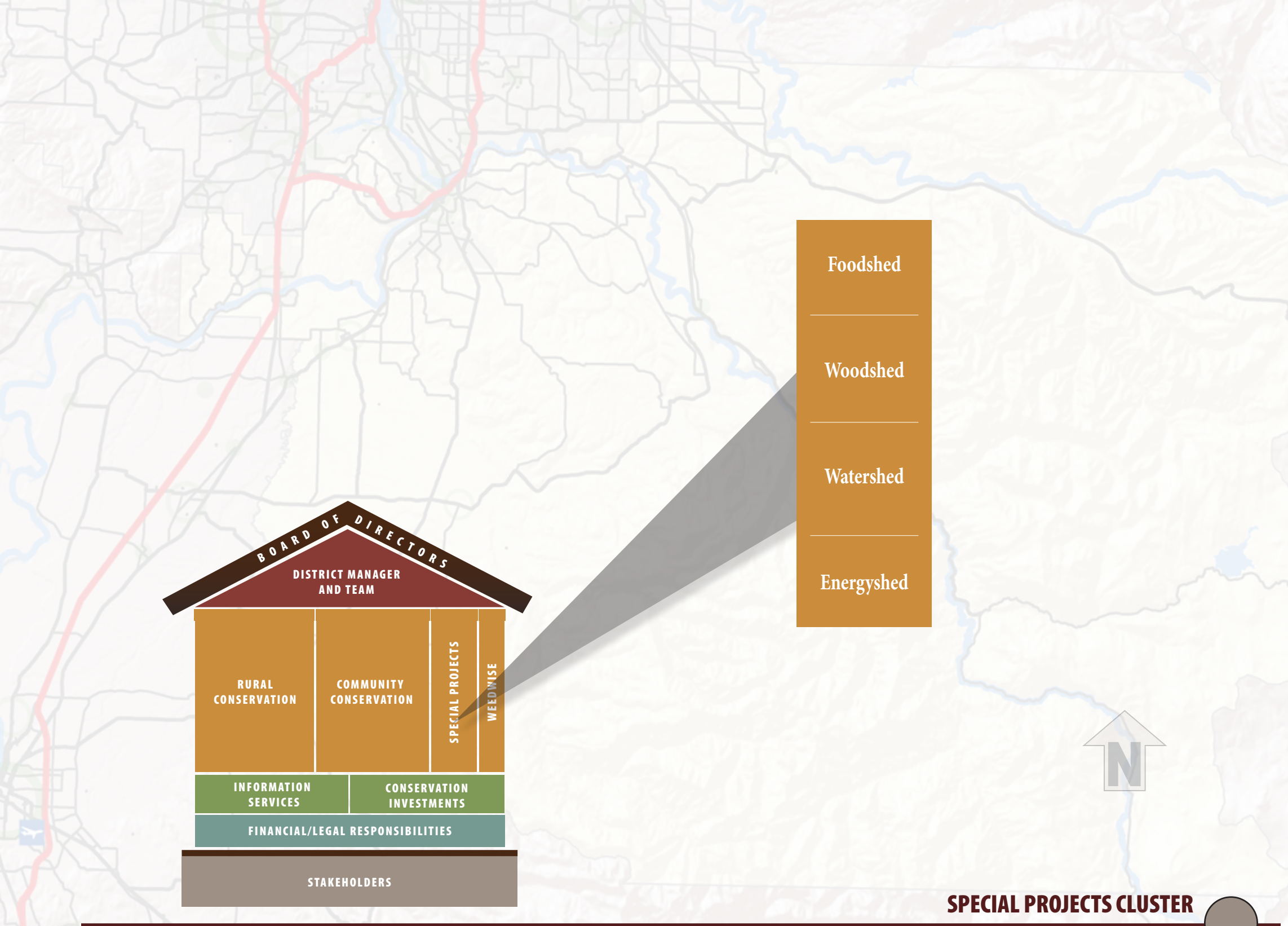
COMMUNITY CONSERVATION CLUSTER



SPECIAL PROJECTS CLUSTER

The Special Projects Cluster is composed of the Foodshed, Woodshed, Energysshed and Watershed programs focused on carrying out the vision, mission, values and guiding principles of the District. The Special Projects Cluster program components include technical assistance to individual landowners, projects involving multiple landowners, income generating enterprises and research and development activities. Special Projects are typically complex in nature and involve development of strategic partnerships. Special Projects are focused on implementation of the Clackamas County Green Ribbon Committee recommendations. Brief descriptions of four Special Project Cluster programs follow:

- **Foodshed:** This program is intended to “grow the grower” by creating institutional capacity and enhancing demand for locally and sustainably grown and processed food products. Local and sustainable food products can support economic development, environmental stewardship and human and cultural health.
- **Woodshed:** Value-Added Forestry: This program will enhance the viability and marketability of forest products utilizing sustainable forestry practices and certification systems. The program will increase awareness and utilization of market-based incentives for local producers and wood product manufacturers and encourage productive use of wood waste.
- **Watershed:** This program will build on and enhance the natural resource legacy of Clackamas County’s watersheds. The overall purpose is to ensure that the river ecosystems, communities, infrastructure, recreation and economic opportunities thrive for generations to come.
- **Energysshed:** This program is designed to promote energy conservation and the development and use of renewable energy sources in an effort to decrease reliance on petroleum-based products, reduce costs and enhance efficiency. This program also will work toward the reduction of carbon in our atmosphere.



SPECIAL PROJECTS CLUSTER

WeedWise

WeedWise provides county-wide leadership to address the natural resource, economic and community problems of weeds and the loss of ecosystem services associated with weed infestations. WeedWise develops a range of creative landscape-scale approaches that aim to “outsmart weeds” and shift the dynamics that favor weed growth toward soil productivity, wildlife habitats and high water quality. These approaches focus on landscape health improvement, green chemistry, low impact and low toxics strategies.

WeedWise meets external and internal requirements for the District and provides technical assistance to individual landowners, local governments and non-profits, projects involving multiple landowners, income generating enterprises and research and development activities.

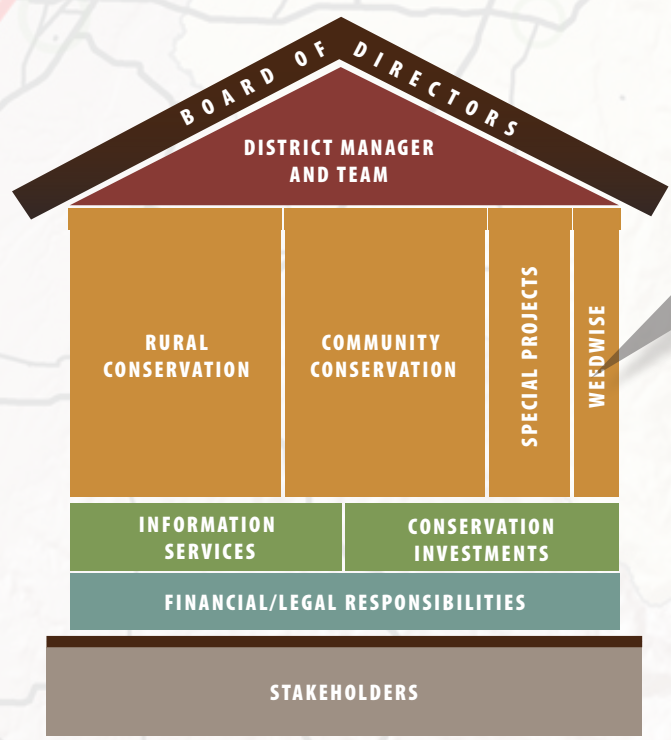
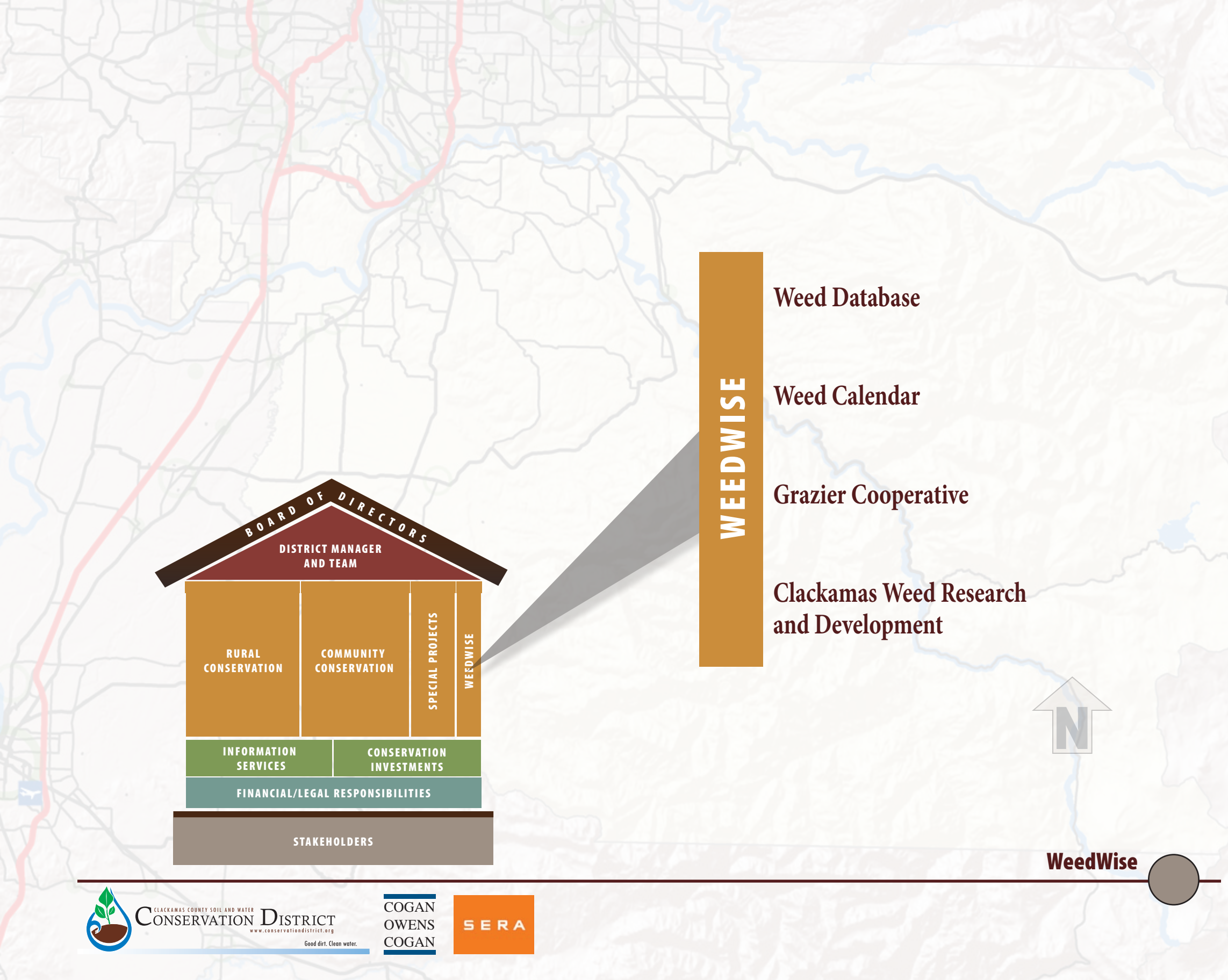
Currently, WeedWise initiatives include:

Weed Database: WeedWise maps weed species distributions and manages the Clackamas Weed GIS system. This GIS database provides the foundation for technical assistance to District programs and landowners. The prioritized Clackamas Weed List is maintained and updated annually through the database.

Weed Calendar: The Clackamas Weed Calendar is a project that will develop a month-by-month description of the priority weed species for identification and management activities to be used by landowners and potential volunteers.

Grazier Cooperative: An example of a District enterprise would be a “Graziers Cooperative” designed to implement non-toxic weed control techniques using livestock such as goats, sheep, alpacas and llamas. There currently is a need to train County livestock producers (graziers) in correct methods of using livestock for weed control. The WeedWise manager could develop the framework for certification of graziers, as well as a database to identify certified graziers. Such an enterprise could provide local jobs, help landowners control weeds, increase incomes to local livestock producers and potentially increase local food security by using weeds as food for meat livestock production.

Clackamas Weed Research and Development: Research and development (R&D) activities will focus on weed species prioritized in the Clackamas Weed List and will examine and improve on best available knowledge about weeds. Weed R&D will develop innovative approaches to landscape protection from weeds, including controlled use of herbivores such as goats, management techniques to prevent seed set and “green chemistry” for effective, less toxic chemical controls.



WEEDWISE

Weed Database

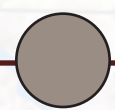
Weed Calendar

Grazier Cooperative

Clackamas Weed Research and Development



WeedWise



CONSERVATION INVESTMENTS PROGRAM

The Conservation Investments Program develops and implements innovative, multi-faceted funding programs to support and enhance District program clusters. To accomplish this, the District has identified four investment program areas to increase internal and external funding capacities.

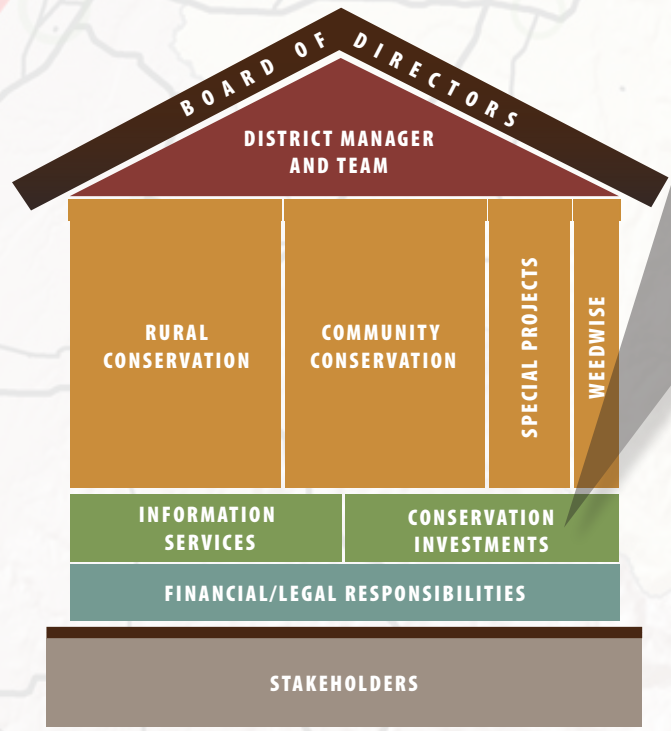
Conservation Investments Cluster programs include:

Landowner Cost-Share: Dollars on the Ground (the DOG program) provides financial assistance for landowners and land managers who are receiving technical assistance from the District to plan and implement on-the-ground practices to strengthen the Triple Bottom Line. DOG programs address rural and urban/community landowner needs.

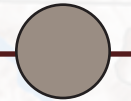
Local Partners Support Program: The local partnership program will provide financial support to watershed councils, non-profit organizations, schools and other organizations that are undertaking conservation project work.

Land Conservation/Easements Program: The land conservation program will work with landowners, land trusts and easement holders to protect working lands from development. Tools may include conservation planning and other technical assistance and financial contributions toward transaction and stewardship costs.

Revolving Loan Fund Program: The revolving loan fund program will provide low-interest loans to landowners and land managers for the implementation of targeted natural resource conservation practices to address soil and water quality and quantity concerns.



CONSERVATION INVESTMENTS PROGRAM



INFORMATION SERVICES PROGRAM

Information Services provides the internal and external marketing, training and outreach needs to improve the effectiveness of the District to communicate with many stakeholders. This cluster can increase the numbers, impact and visibility of technical assistance, projects, enterprises and research and development activities within the District. Current Information Services initiatives include:

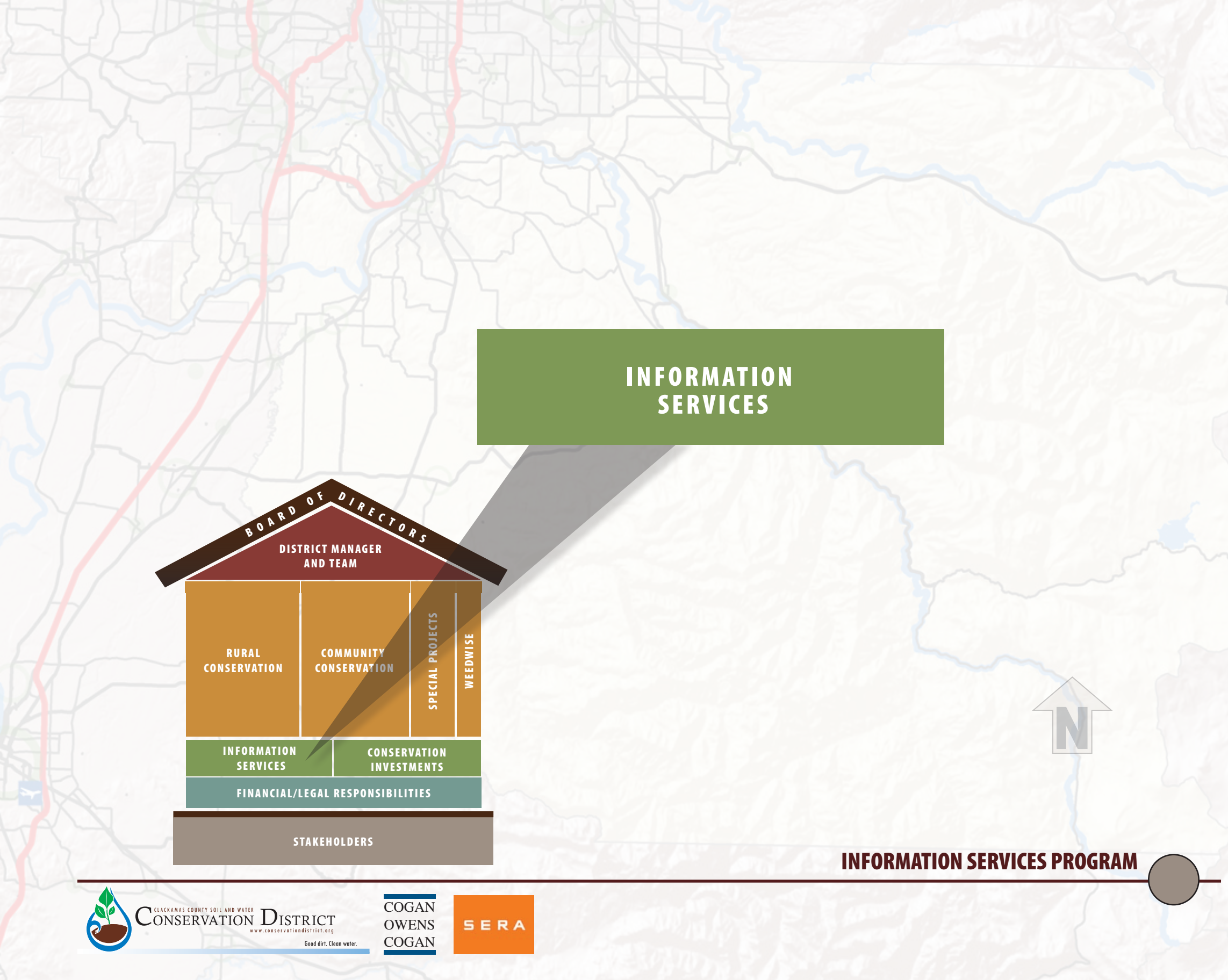
Branding: Information Services is creating an image and tangible feel for all District communications, including the Web site, reports, Rural Living Handbook, displays, brochures, videos, television programs, fact sheets and other communications as detailed in the Communications Strategy & Action Plan.

Communications: The communications strategy is designed to connect the District with all stakeholders, including voters, taxpayers, partners and landowners. The following are major targets for improved communications:

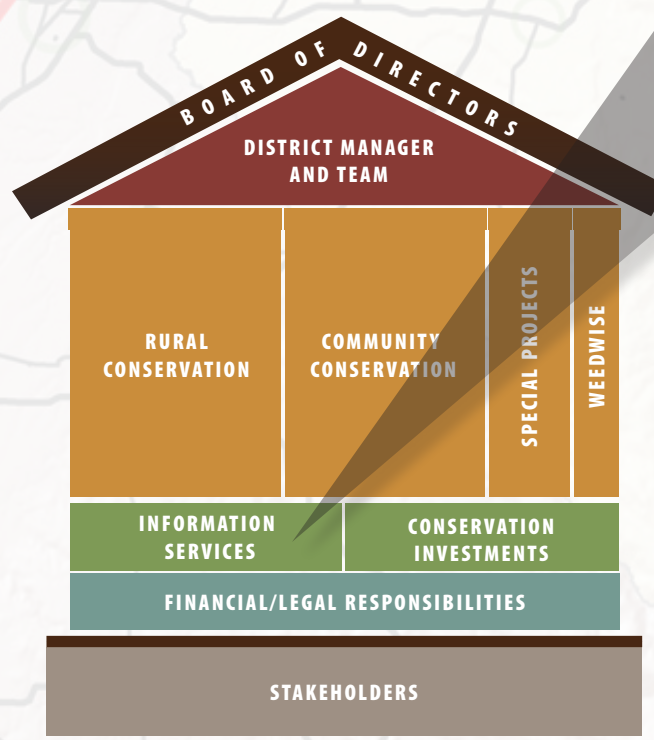
- Rural Landowners – rural acreages, small farm, large farm, nursery, small woodland and forestland owners.
- Community Landowners – urban residential, institutions, associations, businesses, schools, local governments and non-profits.

Messaging: Key messages help audiences understand the role of the District, its culture of innovation and the mission of the District as a place where the communities, environments and economy thrive together. Two examples of key messages follow:

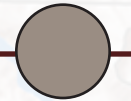
- **Short Message:** The Conservation District uses proven and innovative management strategies to assist landowners in realizing increased resource values.
- **Long Message:** The Soil and Water Conservation District provides resource conservation technical services to landowners and local community partners to sustain our air, water, land, soils and energy resources. The District also works on larger scale projects with multiple landowners to enhance the triple bottom line – making a place where the communities, environments and economy thrive together. These projects focus on the regional watersheds, food/agricultural economy (foodshed), value-added forest products industry (woodshed) and the local production of renewable energy (energyshed).

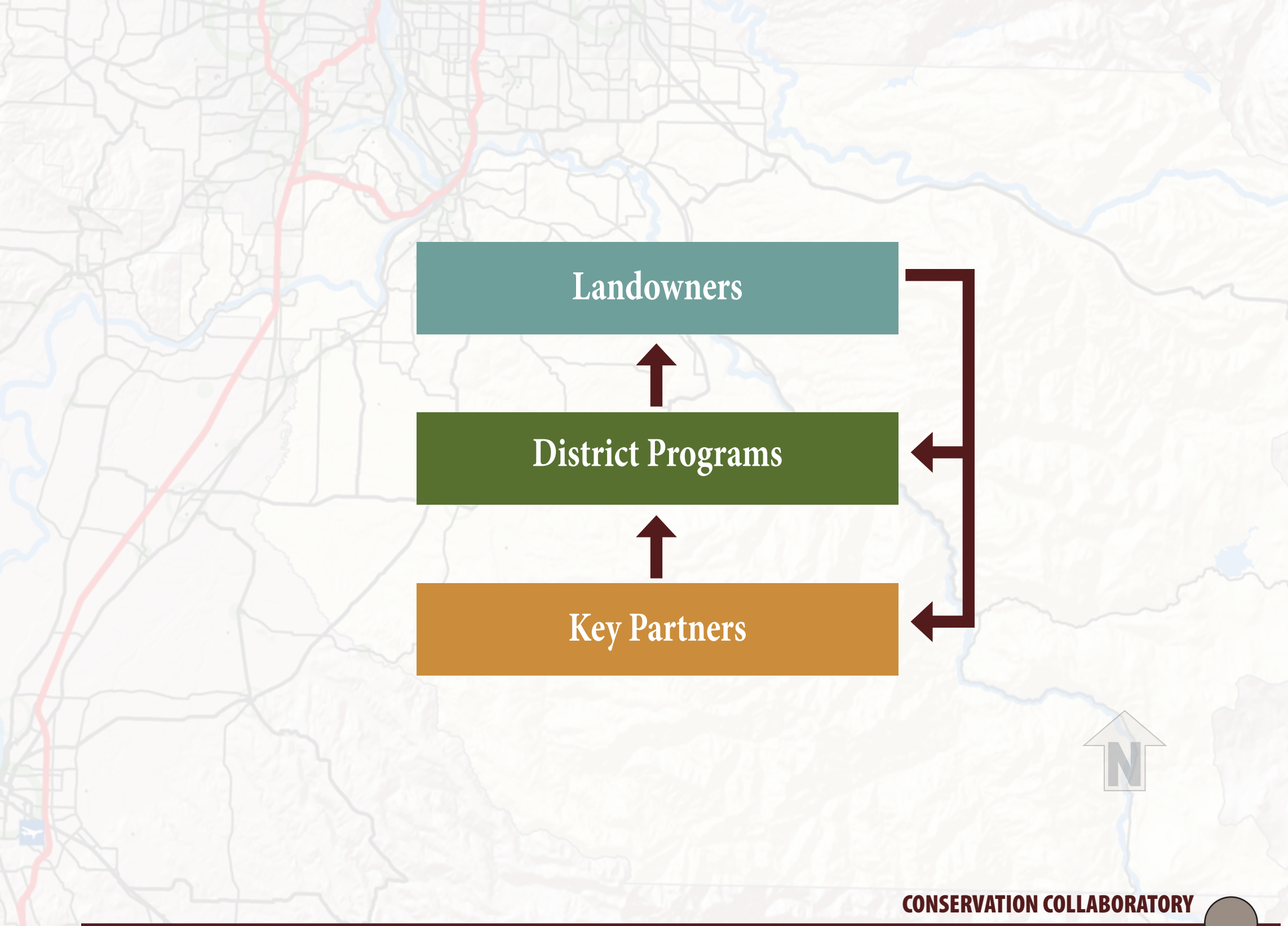


INFORMATION SERVICES



INFORMATION SERVICES PROGRAM





CONSERVATION COLLABORATORY

Through the Focus Four activities, the District carries out programs that draw on the best technical expertise and resources of its partners, to serve willing landowners in the county. The collaboration between partners, the District and landowners is collectively referred to as the “conservation collaboratory.”

Landowners

- Rural Acreages
- Small Farms
- Large Farms
- Forests
- Nurseries
- County
- Cities
- Schools
- Special Districts
- Institutions
- Non-profits

District Programs

- Rural Conservation
- Community Conservation
- Special Projects
- WeedWise
- Conservation Investments
- Information Services

Key Partners

- Clackamas County
- Local governments and special districts
- USDA/Natural Resources Conservation Service
- USDA/United States Forest Service
- Metro
- Oregon Department of Agriculture
- Oregon Department of Environmental Quality
- Oregon Department of Forestry
- Oregon State University Cooperative Extension
- Watershed Councils and Land Trusts
- Local businesses and other organizations
- Educational institutions

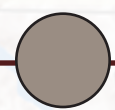
CONSERVATION COLLABORATORY

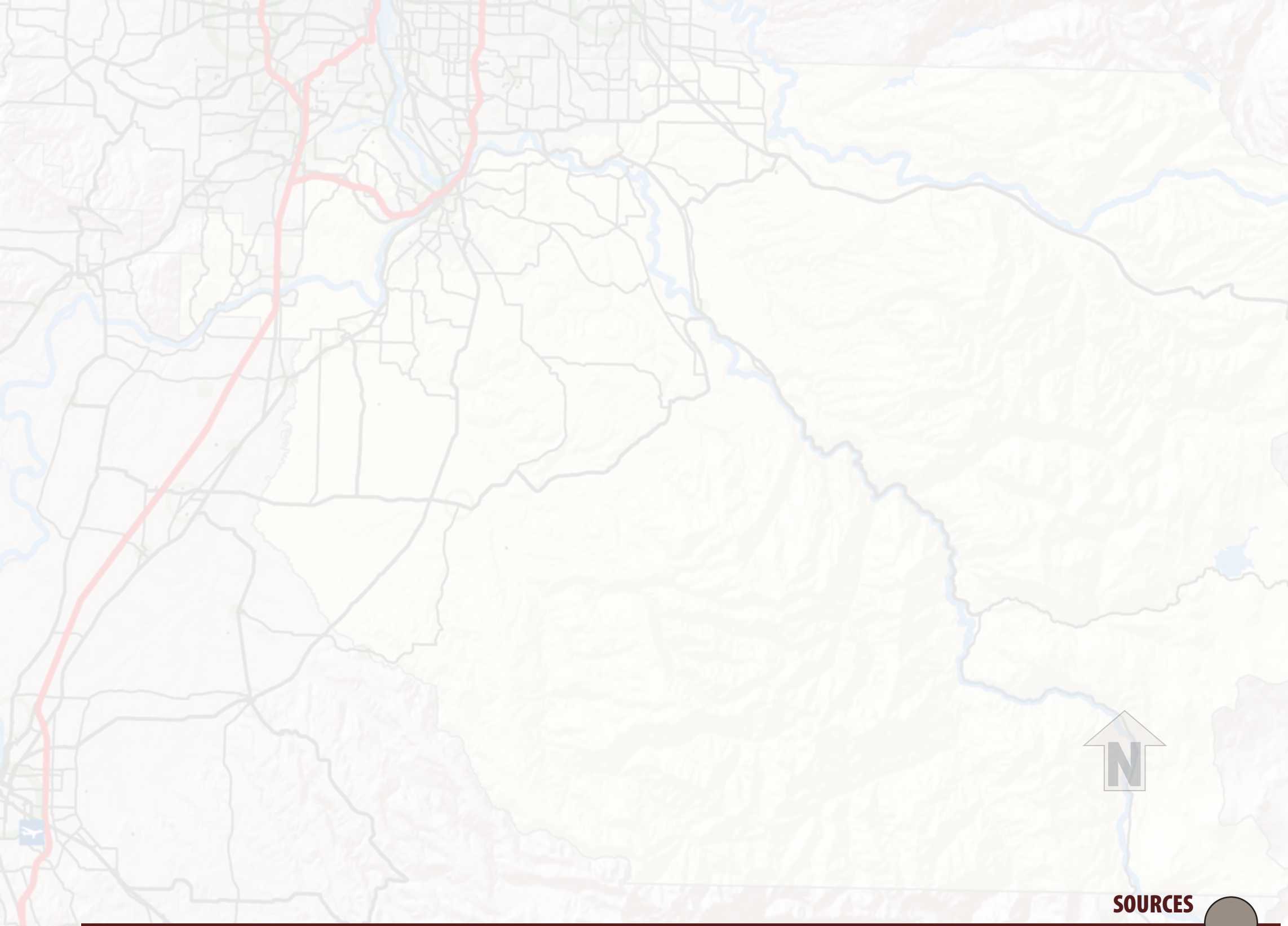
KEY PARTNERS

The District collaborates with multiple partners. Key partners and descriptions of their relationships with the District follow:

- **Clackamas County.** The District works collaboratively with the County on a variety of projects. Most recently, the District has been a primary partner in implementing the recommendations of the Green Ribbon Committee. The District works with a wide variety of County agencies and initiatives.
- **Local Governments and Special Districts.** The District partners with local governments and special districts to strengthen local communities' triple bottom line. For example, District staff work with fire districts to address community wildfire goals and with local water providers to support water conservation efforts.
- **USDA/Natural Resources Conservation Service (NRCS).** The District works with NRCS on a number of initiatives, including sharing training, technical information and conservation tools. Landowner cooperator agreements to provide conservation planning services are jointly developed.
- **USDA/U.S. Forest Service (USFS).** The District works with the USFS primarily through the Clackamas Stewardship Partners to support a collaborative model of forest health and restoration activities.
- **Metro.** The District works with Metro to support Low-Impact Development practices and designs. The District also partnered with the Oregon Department of Agriculture to conduct a major study for Metro identifying the viability of agricultural lands in the region and adjacent areas.
- **Oregon Department of Agriculture (ODA).** The District serves as the local managing agency to support ODA Senate Bill 1010 water quality programs and provides technical assistance to landowners who may not be in compliance.
- **Oregon Department of Environmental Quality (DEQ).** The District has received significant grant funding from DEQ to implement a variety of non-point water quality projects.
- **Oregon Department of Forestry (ODF).** The District works with ODF to promote sustainable forest management, fuels reduction and wildfire prevention.
- **Oregon State University Cooperative Extension.** District staff and Board members have provided leadership to a variety of Extension programs. The District continues to field referrals from the extension office for many small farms conservation practices.
- **Watershed Councils and Land Trusts.** The District provides outreach, technical support, monitoring, inventorying and conservation planning to watershed councils and land trusts in the county.
- **Local businesses and other organizations.** The District continues to work with a diverse set of partners from both the public and private sectors. Partners include Oregon Department of Fish and Wildlife, Oregon Department of State Lands, Molalla River Watch, Wilco Farm Stores, Home Depot and Coastal Farm and Ranch Supply.
- **Educational institutions.** The District works with local educational institutions and students to conduct research, implement projects, develop enterprises and provide educational information. Institutions include Clackamas and Canby high schools, Clackamas Community College, Oregon Institute of Technology and others.

KEY PARTNERS





SOURCES

Civic Ecology, Tim Smith, SERA Architects, Portland, OR

“Using, developing, and protecting resources at a rate and in a manner enabling people to meet current needs and also provides that future generations can meet their own needs. Sustainability requires simultaneously meeting environmental, economic and community needs.” Clackamas County adopted the Policy on Sustainability Practices on April 21, 2005, which was based on the Brundtland Commission’s work (1992).

Green Chemistry can be explored at www.epa.gov/greenchemistry/pubs/whats_gc.html

Green Ribbon Committee documents and recommendations, www.co.clackamas.or.us/business/grc.htm

Northwest Environment Watch, Cascadia Scorecard: Seven Key Trends Shaping the Northwest, Northwest Environment Watch, Seattle, 2004

The Natural Step Framework – System Conditions, www.naturalstep.org/tns-f-system-conditions.asp, accessed May 2008

Consistent with the District’s vision, mission, values and guiding principles, this Master Plan was printed on paper from a Forest Stewardship Council-certified forest, using soy ink and reusable binding materials.



SOURCES