



# FY23-24 Budget Committee Meeting #1

## East Multnomah Soil & Water Conservation District

Monday March 6<sup>th</sup>, 2023 @ 4:00 PM

To be held EMSWCD's office located at 5211 N. Williams Ave., Portland, OR 97217

or join online: <https://meet.goto.com/EastMultSWCD/budgetcommitteemeeting>

United States (Toll Free): 1 866 899 4679 Access Code: 668-986-709

Item #	Time	Agenda Item	Purpose	Presenter	Packet
1	4:00 3 min	Welcome	Welcome	Zimmer-Stucky	N/A
2	4:03 2 min	Appoint Presiding Officer	Decision	Zimmer-Stucky	N/A
3	4:05 95 min	<ul style="list-style-type: none"> <li>• Present Budget Message</li> <li>• Big Picture: Organizational Restructuring Recommendations</li> <li>• Present &amp; review Draft Budget for FY23-24 <ul style="list-style-type: none"> <li>○ Overview of draft budget – major categories</li> <li>○ Overview of budget narratives</li> <li>○ Detailed review and discussion</li> </ul> </li> </ul>	Information	Mitten / Hamilton / Budget Committee & Hamilton / Mitten / DiLeone / Shearin/ Steele/Shipkey/Kent	a) FY23-24 Budget Message b) Organizational Restructuring Recommendations Memo c) EMSWCD FY23-24 Proposed Draft Budget d) FY23-24 Budget Narratives
<b>Note:</b> The draft budget is solely for the information and use of the individual members. Budget Committee Members are not allowed to deliberate on the budget document as a body before the first meeting. ORS 294.426(6).					
4	5:40 10 min	Review, clarify and reach agreement on requested changes to draft budget that are to be made by staff before next Budget Committee Meeting	Decision	Mitten	N/A
5	5:50 5 min	<b>Announcements and reminders:</b> <ul style="list-style-type: none"> <li>• Additional changes should be made at next Budget Committee meeting (no later) if possible to minimize chance of errors.</li> <li>• Others?</li> </ul>	Information	All	a) FY23-24 Budget Calendar
6	5:55	Adjourn		Presiding Officer	N/A

### Next Budget Committee and Related Meetings

Board and Budget Committee Meeting #2: Monday, April 3<sup>rd</sup>, 2023, 4:00 PM  
EMSWCD Office: 5211 N. Williams Ave.  
Public comment will be taken.

Board and Budget Committee Meeting #3: Monday, May 1<sup>st</sup>, 2023, 5:00 PM  
EMSWCD Office: 5211 N. Williams Ave.  
No public comment will be taken.

TSCC Budget Hearing: Tuesday, May 16<sup>th</sup>, 2023, 4:00 PM  
EMSWCD Office: 5211 N. Williams Ave  
Public Welcome & comments taken

Board Meeting: Monday, June 5<sup>th</sup>, 2023, 6:00 PM  
EMSWCD Office: 5211 N. Williams Ave.



**Budget Message for Fiscal Year 2023-2024**  
**East Multnomah Soil and Water Conservation District**  
**Dan Mitten, Budget Officer**

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### 1.0 Introduction

This Budget Message is presented at the first Budget Committee meeting and is intended to explain the proposed budget, describe important features within the budget document, and outline any significant changes in EMSWCD's financial position. As we gear up for our 23-24 fiscal year, we are excited to offer several recommendations for our work now that we have completed our long-awaited strategic planning process. As always, our mission of helping people care for land and water continues to drive the priorities in our budget. That said, we are also focused on ensuring that other priorities identified as a result of our strategic planning are woven into all we do.

Of note, the Conservation Legacy program, one vacant FTE, and one vacant 0.5 FTE are included in the initial proposed budget. However, we will be recommending the dissolution of the Conservation Legacy program itself, the creation of a new Community Outreach & Engagement (CO&E) program, reorganization of four staff, elimination of one vacant FTE and moving one vacant .5 FTE from Rural Lands to the newly formed CO&E. The newly formed CO&E team would provide a resource for all our outreach efforts districtwide allowing us to serve all our constituents more equitably and thoughtfully across our district. This program idea and changes identified above are not included in the proposed budget. We have prepared a memo describing the program in its entirety and subsequent changes to be made that will be publicly available and presented at the first Budget Committee meeting packet for consideration and review. Additionally, yet included in the proposed budget is the building of a districtwide CRM program to track more strategically who we are reaching out to, so as to design smarter, more efficient cross-team outreach and engagement efforts. Also identified in our strategic plan is a need to ensure more of our constituents know what we do and can access information about the extensive projects and programs we run. Redesigning our website will be at the top of this list for this upcoming fiscal year and will comprise a joint effort among multiple programs. That website redesign is included in the proposed budget.



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Importantly, the proposed budget, as well as the suggestions in the reorganization recommendation memo not yet included in this proposed budget, provide a more strategically focused opportunity to pursue more agricultural land protection, as well as natural habitat protection by merging our land legacy efforts with our rural land initiatives. We also look forward to launching more work in our urban core at scale by expanding our work with impervious landscapes, expanding, and redesigning our grants offerings and developing pilot programs that allow us to leverage significant federal and state dollars available for carbon sequestration, emissions reductions, and urban farming.

Finally, we have two significant capital improvement projects in our proposed budget. First, we seek to make some long overdue upgrades to our office that improve accessibility as well as technology upgrades for our increasingly hybrid meeting schedules. At Headwaters, we hope to remove our current farm office. Significantly, it is also located in a riparian area with fragile natural habitat. Ultimately, our goal is to locate new office space on adjacent property that we also own, which lends itself to this use. We also plan to upgrade our caretaker housing. These are just a few of the many changes we look forward to launching in the next fiscal year.

Thank you in advance for your review of this proposed budget and the comprehensive set of recommendations it represents.

**Nancy J. Hamilton, Executive Director**

The East Multnomah Soil and Water Conservation District (EMSWCD) is a local unit of government managed by an elected Board of five Directors. In November 2004, the voters of the district approved the establishment of a permanent property tax rate limit for the EMSWCD. The rate limit is a maximum of 10 cents per \$1,000 of assessed value. By law this rate cannot increase. This secure funding source has enabled EMSWCD to better pursue our mission, “to help people care for land and water.”

As a taxing district, EMSWCD is required to establish a Budget Committee, hold one or more public meetings for the review of the upcoming year’s budget, publish the budget in a newspaper of general circulation in the district, and hold a public budget hearing through the Multnomah County Tax Supervising and Conservation Commission (TSCC). In keeping with Oregon Local Budget Law for a district with a population of over 200,000, the EMSWCD Board of Directors serves as the Budget Committee. The Budget Committee is required to meet, review the budget, hear public comment, and approve the budget. After the TSCC public hearing in May, the budget is presented for adoption at the June EMSWCD Board meeting.

The Budget Message, the accompanying worksheets, and supporting data are provided to the Budget Committee and public for their review. These documents will be available for review by request or on the District website: <http://emswcd.org/about/organizational-resources/budgets-reports-and-plans/>. Should you not have internet access and would like to request your copy by phone, please call 503-222-7645. As the budget is revised, the older drafts will be replaced with the most recent draft.

The budget includes a General Fund and three special funds. All funds have a Resources and Expenditures and/or Requirements section that must balance and include a variety of categories and line items specific to the needs of each fund. The structure of the budget is designed to meet the requirements of Oregon Local Budget Law.



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Significant changes that are reflected in the proposed FY 2023-2024 budget include:

- Total General Fund personnel services costs are increasing by 3.75% from \$2,944,616 in the adopted FY 2022-2023 budget to \$3,055,240 in the proposed FY 2023-2024 budget mostly due to the inclusion of one vacant FTE and the promotion of a FTE to supervisor level. Budget Committee decisions after the first budget committee meeting could change this from an increase to a decrease in personnel services. Additional increased personnel services costs are associated with benefit cost increases.
- Total General Fund materials and services costs are increasing by 10.0% from \$1,789,769 in the adopted FY 2022-2023 budget to \$1,969,197 in the proposed FY 2023-2024 budget mostly due to an increase in contracted professional services, including website redesign and the development of a communications plan, as well as software subscriptions including a CRM system.
- Total General Fund capital outlay is increasing by 99.4% from \$175,500 in the FY 2022-2023 adopted budget to \$ 350,000 in the proposed FY 2023-2024 budget. This increase is due to planned building modifications at the District headquarters for accessibility and to accommodate a hybrid work environment, office improvements and modifications at the Headwaters Farm office. Additional capital outlay is for the purchase of field equipment at the Headwaters Farm.
- The General Fund Contingency fund shows no change and remains at \$350,000 in the proposed FY 2023-2024 budget. This is due to potential needs that may arise and unforeseen circumstances. This is in line with a continuing strategy to ensure the EMSWCD is prepared to take advantage of unpredictable opportunities, meet unforeseen increases in costs, and adapt to uncertainties related to unforeseen catastrophic events (e.g. storms, floods, drought and fire).

In FY 2019-2020 EMSWCD's Board adopted the CPI-W West-Size A index in its salary & wage schedule adjustments to account for inflation. EMSWCD continues to use the CPI-W West-Size A index.

Please note that this budget is prepared on a modified accrual basis.

## **2.0 Components of the Budget**

### **2.1 Resources**

"New" resources (i.e., funding sources) include a combination of property tax revenues, state/federal/local grants, contract income, fund balance interest, rental income, and income from EMSWCD's annual native plant sale. The aforementioned may also include Oregon Watershed Enhancement Board (OWEB) small grants on behalf of landowners in the district.

Other, "existing" resources are derived from the beginning fund balance, which includes a combination of intentionally unallocated monies ("ending fund balance"), unexpected tax revenues, unspent contingency, and unspent program monies, all from the previous fiscal year.

For most of the above funding sources, the exact amount that will be received is unknown at this time and is estimated based on past experience and the most current information available. During the 2022-2023 fiscal year, EMSWCD had submitted an application to the USDA for a large grant opportunity; however, has not received word about it's status as of this writing. Should EMSWCD receive this grant, it will have an impact as a resource and as an expenditure.



## 2.2 Expenditures/Requirements

Budgeted expenditures (i.e., anticipated costs) are grouped and tracked by fund. Each fund is described below.

## 2.3 General Fund

The purpose of the General Fund is to account for all activities which are not funded by specifically designated and restricted funds such as special funds or reserve funds.

Expenditure categories in the General Fund include personnel, materials and services, capital outlay, contingency, transfers, and unappropriated ending fund balance. The General Fund accounts for many of the normal expenses associated with operating EMSWCD and its programs, as well as those activities not associated with a special grant commitment. The unappropriated ending fund balance includes the allocated carryover of funds from FY 2022-2023 for meeting FY 2023-2024's costs until the tax revenue is available.

The General Fund budget includes a line for contingency. The purpose of this funding line is: a) to take advantage of unpredictable opportunities; b) to cover unforeseen expenses; and c) to cover budgeted expenses if anticipated revenue (such as grant or contract income) is not received.

The General Fund resources and expenditures sheets are accompanied by worksheets detailing the budget expenses for each of the EMSWCD's programs.

## 2.4 Special Funds

### 2.4.1 Land Conservation Fund

EMSWCD is concerned about the future of agriculture in the district as well as the health and continued function of key ecosystem processes and access to nature for residents of the district. EMSWCD is therefore pursuing land conservation through a variety of avenues. Resources budgeted in this fund are primarily for the purchase of easements, development rights, or real property with high agricultural and/or conservation value. The fund can also be used for extraordinary easement enforcement costs. EMSWCD intends to work with partners to accomplish our land conservation goals. By so doing, we can avoid administrative duplication and devote more funds directly to land conservation projects. In keeping with EMSWCD's philosophy of voluntary conservation action, all our land conservation work will be on a voluntary (willing seller, willing buyer) basis. The Land Conservation Fund is made up of dollars transferred from the General Fund.

### 2.4.2 Grants Fund

The Grants Fund contains resources set aside to support conservation and environmental education projects. These projects include on-the-ground installation of conservation practices as well as outreach and educational efforts in support of EMSWCD's mission. With the intention of being flexible and responsive and at the same time ensuring accountability and the strategic investment of public funds, projects are funded through several mechanisms, as identified below.

- Partners in Conservation (PIC): Annual competitive grants for conservation and environmental education projects undertaken by partners.
- Small Project and Community Events (SPACE): Grants for smaller conservation and education projects (under \$2,500). SPACE grants are provided on a monthly basis throughout each fiscal year.



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- Cooperative Landowner Incentive Program (CLIP): A cost-share program that provides financial assistance to landowners who are installing conservation practices such as fencing, manure storage sheds, erosion control measures, bioswales, and stream buffers.
- Strategic Conservation Partnership (SPA): EMSWCD will continue its SPA funding for the Columbia Slough Watershed Council and the Johnson Creek Watershed Council, both of which serve as critical partners for the work we do. Under a continued agreement with the two watershed councils operating within the EMSWCD service area, EMSWCD provides funding per council for work to achieve mutual goals.
- Equity-focused Strategic Opportunity Grants (EFSOG) - Grants to support community organizations and initiatives helping to advance equity, diversity and inclusion related to EMSWCD's mission and programmatic goals. These grants are made as needed when opportunities are identified.
- Strategic Conservation Investments (SCI): Enables EMSWCD to provide grants to partners for priority projects or to help out in urgent or time sensitive situations. These projects are typically not envisioned or planned for during the fiscal year. There are usually no specific regular funds allocated to this grant program. However should an SCI opportunity arise, monies from other grant programs, or from the contingency line item with the adoption of a Board resolution, may be used.
- People's Garden Initiative Grants: Is an agreement between the USDA, NRCS, & EMSWCD. EMSWCD will administer these grants for the purposes of producing vegetables and fruit important to small and large communities and urban neighborhoods lacking access to locally grown produce. EMSWCD will sub-award the funds to grantees meeting the Initiative's requirements.

Additional grant projects are budgeted for in the General Fund under the program responsible for the work. Dollars to support the Grants Fund will be transferred from the General Fund.

### 2.4.3 Partner Grants Management Fund

This Fund is used to hold grants made to the EMSWCD on behalf of partners. This is how OWEB small grants are configured. Funds budgeted here are not a net cost to the EMSWCD. The sum budgeted for this year is an estimate based on past experience intended to cover grants received on behalf of partners in FY23-24.

## 3.0 Budget Committee Approval – Tax Rate Levy or Amount of Total Tax

Oregon law allows taxing districts to approve the budget by an amount (dollar figure) or rate. Prior to FY 2009-2010, EMSWCD levied an amount rather than a rate. Since FY 2009-2010, the Budget Committee has decided to levy at the full rate. The Budget Officer recommends that the EMSWCD again levy at the full rate.

Funds are tracked by program as well as by fund. General Fund appropriations are made by program.

### 3.1 Finance and Operations

The Finance and Operations budget supports and oversees all of EMSWCD's work. Finance and Operations provides administrative support, web services, fleet & facilities management, financial oversight and report preparations, budget development and monitoring, bookkeeping services, and supervision to the other program areas as well as support to the Board of Directors. The Finance and Operations budget contains a



wide range of items such as contracted legal and other professional services that cross all programs, telecommunications, and most costs associated with our Headquarters office.

### 3.2 Rural Lands Program

The Rural Lands Program protects natural resources by providing property owners/managers of working lands with technical, resource, labor, and financial assistance to help them identify opportunities for conservation and install conservation practices on their land. The primary focus is improving water quality, increasing irrigation efficiency, improving soil health, reducing erosion, and restoring native habitat including controlling invasive species.

### 3.3 Urban Lands Program

The Urban Lands Program works primarily on residential, institutional, and business/industrial lands within the Urban Growth Boundary of EMSWCD. Program services include public workshops (e.g., Naturescaping, Rain Gardens, etc.), technical and financial assistance, annual events (Native Plant Sale, etc.) community projects with partners, and large-scale demonstration projects. The primary goals of the program are to reduce soil and water pollution by reducing the volume and rate of stormwater runoff, reduce water consumption by urban residents, and to improve climate resiliency and natural habitat in the urban area.

### 3.4 Conservation Legacy Program

The Conservation Legacy Program supports on-the-ground conservation projects and conservation education by providing financial assistance to landowners, partner organizations, and community groups, through various grants programs. And the Land Legacy program uses conservation easements and land acquisition (to be held by EMSWCD or by partners) to ensure farmland is protected for current and future generations of farmers, to protect priority natural areas, and to provide urban access to nature opportunities for marginalized urban communities. This program is included in the proposed budget, and there will be a recommendation for this program to be eliminated for FY 2023-2024.

### 3.5 Community Outreach & Engagement (not included in proposed budget)

The recommendation will be for this program to be created for FY 2023-2024. This is not included in the proposed budget. We have prepared a memo describing the recommended program in its entirety that will be publicly available and presented at the first Budget Committee meeting packet for consideration and review. Should it be funded and approved, the Community Outreach & Engagement Program works primarily to prioritize EMSWCD's efforts and to direct resources in service of our mission by positioning the District to deliver communications and outreach on a districtwide, increased scale. This program would also be charged with measuring impact, cross-collaborative efforts between programs, and maximizing partnerships, community engagement and service to EMSWCD's constituents.

### 3.6 Headwaters Farm Program

The Headwaters Farm hosts the Headwaters Incubator Program (HIP), which provides land, water, infrastructure, training and other support for qualified individuals wanting to start a sustainable agricultural business who would otherwise not be able to do so. The HIP program started in the 2013 growing season, and after ramping up with new cohorts every year, the program has been operating at or near capacity for the last few years. 2022 concluded the tenth season of the Headwaters Incubator Program and the sixth cohort of graduating farmers. To date, HIP has graduated 21 growers with over 85% of them still actively farming.



## 4.0 Supporting Documents

This Budget Message is accompanied by the following:

- RESOURCES: General Fund: Resource Description (revenues) (Form LB 20)
- EXPENDITURE SUMMARY: By Fund, Organizational Unit, or Program (Form LB 30)
- DETAILED EXPENDITURES: General Fund: Expenditure Description (Form LB 31)
- DETAILED EXPENDITURES: An LB 31 worksheet for each program and for District operations & administration
- SPECIAL FUNDS: Land Conservation Fund: Resources and Requirements (Form LB 10)
- SPECIAL FUNDS: Grants Fund (formerly called Projects and Cost Share Program): Resources and Requirements (Form LB 10)
- SPECIAL FUNDS: Partner Grants Management Fund: Resources and Requirements (Form LB 10)



## Organizational Restructuring Recommendations for Fiscal Year 23-24

I have spent the last two-plus years learning what the many programs are at EMSWCD, as well as what the skills and talents are of our staff. Most recently, I have been steeped in our strategic planning work. This valuable time has allowed me to gain a clear sense of where we can do better in addition to what we do well. I present the recommendations below to EMSWCD's structure to better serve our mission of helping people care for land and water. I have sought counsel from my colleagues on the Leadership Team and impacted staff and believe this plan responds well to their insights and suggestions as well.

- Most significantly, I am recommending the dissolution of the Conservation Legacy program and the creation of the Community Outreach & Engagement (CO&E) program. I have included a memo that outlines in detail what this new program will be charged with doing. Briefly, the newly formed CO&E team will provide a districtwide resource for all of our outreach efforts allowing us to more equitably and thoughtfully serve all of our constituents across our district. This team will also be charged with leveraging what is done at the program level to design smarter, more efficient cross-team outreach and engagement efforts. Importantly, our strategic plan also identified that we need to ensure more of our constituents know what we do and can access information about the extensive projects and programs we run. Redesigning our website will be at the top of this list and will comprise a joint effort across several of our teams. The attached memo has been co-created with Heather Nelson Kent, who I am proposing be promoted to oversee the new CO&E program as well as continue to administer the Grants Program. I am also recommending that Heather join the Leadership Team.
- I am recommending that we move Chelsea White-Brainard, who is currently the Senior Rural Outreach & Education Specialist and Katie Meckes, Senior Urban Lands Outreach Specialist to the Community Outreach & Engagement team. These FTE's have already been steeped in outreach and engagement efforts at EMSWCD at the program level. By having them all work together on one team, they can leverage what each is doing well, share information across teams more effectively, and have colleagues to brainstorm, co-create with and share workloads.
- Finally for this team, I am recommending that we move the currently vacant .5 FTE from Rural Lands to the newly formed CO&E. This position would serve to ensure that we have ongoing and dynamic relationships with the local media and other key communications outlets.
- Because I am recommending that we dissolve the current Conservation Legacy team, I am recommending that we move:
  - Matt Shipkey, our Land Legacy Program Manager and
  - Rowan Steele the Headwaters Manager to the Rural Lands team.
    - Nick Pfiel, Headwaters Assistant, will continue to report to Rowan Steele but will also participate on the Rural Lands team.

**Organizational Restructuring Recommendations Memo; COE Team; COE 3 year workplan**

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Importantly, by merging our land legacy efforts with our rural lands initiatives, we will be able to more efficiently consider the diversity of goals we have for agricultural land in our district, including working land protection, access to more land for starting farmers, and technical assistance for established farmers, as well as natural habitat protection through StreamCare and weed mitigation efforts.

I recognize that Headwaters and Land Legacy are comprehensive programs in and of themselves, and both Matt and Rowan are more senior members of our team. As such, in addition to getting support from the Rural Lands Supervisor, I also see these two FTE's bringing valuable thought partnership to the Rural Lands team.

- Eliminate one vacant FTE (former CL Supervisor), allowing those dollars to be better allocated for the priorities we plan to move forward in the next fiscal year.

Thank you in advance for your consideration of the recommendations I have proposed above. I am happy to answer any questions you may have.

**Nancy J. Hamilton, Executive Director**



## Community Outreach and Engagement Team

### Purpose

**Community Outreach and Engagement** is integral to EMSWCD's ability to build relationships and deepen trust with our partners and constituencies. This new team will develop and implement communication and outreach strategies that increase public awareness of the District and ensure that people in our district connect with our mission, find our programs and resources accessible and relevant, and benefit from our investments. The team will work across all of the District's programs supporting partnerships and engagement with residents, nonprofit organizations, landowners, and land managers to improve soil health and water quality, preserve farmland, reduce climate impacts, support more sustainable agriculture, provide outdoor and garden education programs, and restore fish and wildlife habitat.

### Need

During the District's Strategic Planning process, staff and board members identified a need for greater visibility, transparency and accountability with public audiences and partners. Together, the Board and our staff-led Strategic Planning Team identified key priorities, providing a framework to use to prioritize our efforts and direct our public resources in service of our mission. In that Strategic Plan, several recurring themes emerged which this **Community Outreach and Engagement** Team is positioned to help the district deliver including:

### Communications and Outreach

Despite strong team efforts, our communications and outreach is currently too siloed, not readily accessible, and not reaching many we need to reach. We are fortunate to have staff with the background, skills and experience to advance our **Community Outreach and Engagement** efforts. We are placing them together on a single team and giving them the responsibility and resources to develop a district-wide strategic approach to our communications activities that will benefit all of our program areas. Deep knowledge of our urban and rural communities on this team will inform their strategies and approach.

### Leveraging our Funding

While we are fortunate to enjoy financial security because of the tax base provided to us by voters, we may be falling behind on emerging strategies that are being pursued by our colleagues and others around the state. This is particularly evident as we consider the significant funding that will be generated by the federal Inflation Reduction Act, much of which is targeted toward climate change mitigation efforts as well as state and national interest in local food production and the protection of land for farming.



## Organizational Restructuring Recommendations Memo; COE Team; COE 3 year workplan

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### Accountability

As a local government with a voter-approved tax base, accountability is essential. This team will work with the Leadership Team and Board to communicate to public audiences our key activities and measures of success. Accountability and transparency helps build public trust and will position the District to be a stronger partner and voice for our mission of helping people care for land and water.

### Impact

It will take some time for the impact of the new **Community Outreach and Engagement** Team to be fully realized as the team works to implement the following high-level work program:

#### Year 1 – Inventory and Planning

In Year 1 the team will be taking stock of and compile the community engagement and outreach plans from each individual team and program area; inventory resources and activities already planned and/or underway and assess the district's relevant strengths and weaknesses. With the help of an outside contractor, the team will develop a communications plan and editorial strategy.

In partnership with Finance and Operations, the **Community Outreach and Engagement** Team will also be integral members of the project team responsible for developing and implementing a new website for the district.

#### Year 2 – Implementation

With a new plan and website completed, the team can move into full implementation mode, assured that outreach and communications activities are aligned with an overall strategy for engagement.

Implementation will also take into consideration the District's Equity Action Plan and our goals of developing trust with and working in partnership with and emphasis on people with low incomes, communities of color, and other historically marginalized communities.

#### Year 3 – Refining our engagement plans and measuring impact

In the third full year of having a new, dedicated **Community Outreach and Engagement** Team, the district will begin to be able to measure the impact of our efforts to raise awareness of the district's investments, programs and resources and to build trust within our community. In our initial plan, we will develop performance measures for tracking outputs and outcomes of our activities and collaboration.



## Organizational Restructuring Recommendations Memo; COE Team; COE 3 year workplan

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### Outreach and Engagement Team – Work Plan 2023-2025

#### Year 1 – Inventory Program Needs, Create Strategic Communications Plan and Update Engagement and Outreach Infrastructure

In our first year, the Community Engagement and Outreach Team will inventory efforts across the organization, learning about the resources and activities already planned and/or underway, in an effort to better understand the district's relevant strengths and weaknesses. With the help of an outside contractor, the team will develop a Strategic Communications Plan that can inform our engagement efforts with key performance indicators for tracking outputs and outcomes of our activities and collaboration. We will work in collaboration with key staff and stakeholders to update our engagement and outreach tools across the organization.

Implementation of these activities will take into consideration the District's Equity Action Plan and our goals of developing trust with and working in partnership with our community. We will continue efforts to reduce barriers and invest resources to support people with low incomes, communities of color, and other historically marginalized communities.

#### Key Activities and Initiatives (see details, below)

FY 23-24	Q1 - Summer	Q2 - Fall	Q3 - Winter	Q4 -Spring
Strategic Communications Plan	X	X		
Team Roles, Responsibilities and Systems	X	X		
CRM System	X	X		
Website Update/Redo		X	X	X
Outreach Initiative – Land Legacy Program	X	X	X	
Outreach Initiative – Urban CLIP			X	X

#### EMSWCD Strategic Communications Plan

The new Community Engagement and Outreach Team will develop and implement a Strategic Communications Plan for EMSWCD. This plan will be created in partnership with the Leadership Team and program staff who are responsible for meaningful community engagement and have outreach expertise. The overall purpose of this new Strategic Communications Plan will be to increase public awareness of the District and ensure that residents and stakeholders connect with our mission, find our programs and resources accessible and relevant, and benefit from our investments. This plan will inform other programs and initiatives at the district including the development of a new website and program-specific outreach and engagement plans and activities.

#### Refine Community Engagement and Outreach Team Roles, Responsibilities and Systems

The new Community Engagement and Outreach Team will take some time during the first half of the year to re/define roles and responsibilities, build systems for collaboration and managing workflows, and create a cohesive team environment.

#### CRM (Customer Relationship Management) Software Implementation

Budgeted in the F&O Program, the Community Engagement and Outreach Team will be key partners designing, implementing, and rolling out this new district-wide outreach and engagement tracking tool. A CRM system will enhance district-wide collaboration and engagement with partners and community members. It will also provide



## Organizational Restructuring Recommendations Memo; COE Team; COE 3 year workplan

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consistent support to all programs and can be easily used by any staff for tailored, targeted outreach or initiatives more efficiently and effectively, with a focus on cross program collaboration and information sharing.

### Website Update/Redesign

Budgeted in the F&O Program, the EMSWCD website will be updated to utilize the latest technologies and be more accessible, engaging, and relevant. The Community Engagement and Outreach Team will work in partnership with the F&O Team and all staff to align our new, user-friendly website with our Strategic Communications Plan and ensure that the website is a useful tool and resource for our programs and the public.

### Outreach Initiative – Land Legacy Program

Together with the Land Legacy Program Manager, the Community Engagement and Outreach Team will work to identify the needs of landowners and barriers to accessing EMSWCD conservation programs and services. With additional information in-hand, we will work together to strategically design and implement a robust outreach program to meet the District's goals for protecting and conserving agricultural lands in East Multnomah County.

### Outreach Initiative – Urban CLIP

The Community Engagement and Outreach Team will work together with the Urban Lands Team to design and implement an outreach campaign in support of a new conservation program focused on larger landowners including industrial, commercial and multi-family lands.

## Year 2 – Implementation

In Year Two, our Community Engagement and Outreach Team will build on lessons learned from beginning to implement our Strategic Communications Plan, user feedback and analytics from our updated website, and experience planning and implementing new outreach initiatives. The team will continue to guide and support activities across all program areas, assuring that outreach and communications activities are aligned with an overall strategy for communications and engagement.

### Key Activities and Initiatives (see details, below)

<b>FY 24-25</b>	<b>Q1 - Summer</b>	<b>Q2 - Fall</b>	<b>Q3 - Winter</b>	<b>Q4 -Spring</b>
Review Strategic Communications Plan			X	X
Team Roles, Responsibilities and Systems (annual review)			X	X
Support Onboarding New Board Members		X	X	
Outreach Initiative – HIP Recruitment	X	X		
Outreach Initiative – Urban CLIP	X	X		
Outreach Initiative – Farm Succession Planning and Land Access			X	X

### Review and Refine Our Strategic Communications Plan

We anticipate reengaging our outside consultants to do a spot check on how well we are implementing our Strategic Communications Plan. With one full year of implementation under way (Calendar Year 2024) we will take time to assess what's working well, what needs more attention and refine our strategy.



## Organizational Restructuring Recommendations Memo; COE Team; COE 3 year workplan

East Multnomah Soil and Water Conservation District

2/24/2023

### Team Roles, Responsibilities and Systems Annual Review

We anticipate conducting an assessment each year to gather feedback about how well our Community Engagement and Outreach Team is doing meeting the needs of internal and external stakeholders. Are we meeting expectations and delivering on time? How happy are folks with the quality and quantity of work products? How well are our systems working for tracking projects and workflow? What changes can we make to do a better job? Do we need additional investments or resources related to our work? This review will be completed as part of developing our annual work plan and budget requests for the upcoming fiscal year.

### Support Onboarding New Board Members

In November 2024 new board members may be elected to represent the district. The Community Engagement and Outreach Team will work with the current Board and Executive Director to update and create onboarding materials and information for new board members sworn in January 2025.

### Outreach Initiatives

As part of developing our work plan, the Community Engagement and Outreach Team will work with Leadership, Staff and the Board to identify priority outreach initiatives for the coming year. These initiatives will support different program areas and Strategic Plan priorities.

### Year 3 – Refining our Strategy and Measuring Impact

In the third full year of having a new, dedicated Community Engagement and Outreach Team, the district will begin to be able to measure the impact of our efforts to raise awareness of the district's investments, programs and resources and to build trust within our community. The Team will report to Board, staff and community partners on key performance indicators and outcomes.

### Key Activities and Initiatives (see details, below)

FY 25-26	Q1 - Summer	Q2 - Fall	Q3 - Winter	Q4 -Spring
Strategic Communications Plan (Assessment)			X	X
Team Roles, Responsibilities and Systems (annual review)			X	X
New Outreach Initiatives - TBD	X	X	X	X

### Strategic Communications Plan Assessment and Update

Working with outside consultants, we'll complete a full assessment of how well we are implementing our Strategic Communications Plan. With two full years of implementation under way (Calendar Year 2024 & 25) we will use the KPI's developed in the initial plan to assess what's working well, what needs more attention and update our strategy. This timeline will give new Board members time to get to know more about the district and meaningfully engage in this assessment and plan update.

**Organizational Restructuring Recommendations Memo; COE Team; COE 3 year workplan**

East Multnomah Soil and Water Conservation District

2/24/2023

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**Team Roles, Responsibilities and Systems Annual Review**

Each year we will gather feedback about how well our Community Engagement and Outreach Team is doing meeting the needs of internal and external stakeholders. Are we meeting expectations and delivering on time? How happy are folks with the quality and quantity of work products? How well are our systems working for tracking projects and workflow? What changes can we make to do a better job? Do we need additional investments or resources related to our work? This review will be completed as part of developing our annual work plan and budget requests for the upcoming fiscal year.

**Outreach Initiatives**

As part of developing our work plan, the Community Engagement and Outreach Team will work with Leadership, Staff and the Board to identify priority outreach initiatives for the coming year. These initiatives will support different program areas and Strategic Plan priorities.

FORM  
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**RESOURCES**

**GENERAL FUND**

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

**East Multnomah SWCD**

*Modified Accrual Basis*

Historical Data				RESOURCE DESCRIPTION	Budget for Next Year 2023-2024					
	Actual Second Preceding Year 2020-2021	Actual First Preceding Year 2021-2022	Adopted Budget Year 2022-2023		Proposed Budget as of 3/6/2023	Revisions for Budget Comm Mtg 4/3/2023	Approved by Budget Committee 5/1/2023	Adopted by Board 6/5/2023	Supplemental	
1	2,875,535	3,534,574	3,432,540	1 Beginning Fund Balance	3,822,463					1
2			100,000	2 Previously levied taxes estimated to be received						2
3	-	-		3 Prior period adjustment per audit						3
4				4 <b>OTHER RESOURCES</b>						4
5	24,995	26,372	47,927	5 Op: ODA Administrative Grant	26,372					5
6	24,934	17,936	25,000	6 Op: Interest on Bank/LGIP Accts	75,000					6
7	88,213	9,686	5,000	7 Op: Misc. (Refunds, Rebates, etc)	5,000					7
8				8 Op:						8
9				9 Op:						9
10				10 Op:						10
11				11 Op:						11
12				12 Op:						12
13	60,121	80,117	46,080	13 CL/HIP: Rental Income	28,000					13
14				14 CL:						14
15				15 RL: Reimbursements from Partners						15
16	58,320	61,535	61,535	16 RL: ODA Scope of Work Funds	61,535					16
17	14,000	-	19,500	17 RL: USFS Gorge Grant	15,000					17
18			49,500	18 RL: PDX Water Bureau Habitat Restoration Funding	49,500					18
19				19 RL:						19
20	-	1,264	5,440	20 HIP: Misc (Refunds, Reimbursements, Rebates)	10,000					20
21				21 HIP:						21
22	-	300	50,000	22 UL: Plant Sale Revenue (Gross Sales)	50,000					22
23				23 UL: NCR Workshop Sponsors						23
24				24 UL:						24
25				25 UL:						25
26				26						26
27				27			-	-		27
28				28			-	-		28
29				29						29
30	3,146,118	3,731,784	3,842,522	30 Total resources, except taxes to be levied	4,142,870	-	-	-	-	30
31	5,294,637	5,405,791	5,411,306	31 Taxes necessary to balance	5,720,418	-	-	-	-	31
32				32 Taxes collected in year levied						32
33	8,440,755	9,137,575	9,253,828	33 <b>TOTAL RESOURCES</b>	9,863,288	-	-	-	-	33

FORM  
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**EXPENDITURE SUMMARY  
GENERAL FUND**

**EMSWCD '23-24 Budget Proposed Draft 3/6/2023  
East Multnomah SWCD**

*Modified Accrual Basis*

*Modified Accrual Basis*

	Historical Data				EXPENDITURE DESCRIPTION	Budget for Next Year 2023-2024					
	Actual Second Preceding Year 2020-2021	Actual First Preceding Year 2021-2022	Adopted Budget Year 2022-2023			Proposed Budget as of 3/6/2023	Revisions for Budget Comm Mtg 4/3/2023	Approved by Budget Committee 5/1/2023	Adopted by Board 6/5/2023	Supplemental	
					PERSONNEL SERVICES						
1	514,382	564,000	759,867	1	Finance & Operations	792,240	-	-	-	-	1
2	721,317	732,827	866,600	2	Rural Lands Program	889,000	-	-	-	-	2
3	525,892	493,976	592,649	3	Urban Lands Program	627,500	-	-	-	-	3
4	376,159	378,494	437,800	4	Conservation Legacy Program	432,400	-	-	-	-	4
5	221,186	245,235	287,700	5	Headwaters Farm Program	314,100	-	-	-	-	5
6				6							6
7	<b>2,358,936</b>	<b>2,414,532</b>	<b>2,944,616</b>	7	<b>TOTAL PERSONNEL SERVICES</b>	<b>3,055,240</b>	-	-	-	-	7
8				8	MATERIALS AND SERVICES						8
9	302,229	441,133	537,993	9	Finance & Operations	598,030	-	-	-	-	9
10	435,107	311,753	552,550	10	Rural Lands Program	517,155	-	-	-	-	10
11	184,823	173,032	342,600	11	Urban Lands Program	347,600	-	-	-	-	11
12	147,195	112,741	204,552	12	Conservation Legacy Program	304,494	-	-	-	-	12
13	102,456	144,843	152,074	13	Headwaters Farm Program	201,918	-	-	-	-	13
14				14							14
15	<b>1,171,810</b>	<b>1,183,502</b>	<b>1,789,769</b>	15	<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>1,969,197</b>	-	-	-	-	15
16				16							16
17				17	CAPITAL OUTLAY						17
18	8,971	-	60,500	18	Office/Field Equipment	38,000	-	-	-	-	18
19	-	-	-	19	Vehicles	-	-	-	-	-	19
20	5,000	33,075	115,000	20	Improvements to Real Property/Purchase of Prop.	312,000	-	-	-	-	20
21	<b>13,971</b>	<b>33,075</b>	<b>175,500</b>	21	<b>TOTAL CAPITAL OUTLAY</b>	<b>350,000</b>	-	-	-	-	21
22				22							22
23				23	DEBT SERVICE						23
24	-	-	-	24	Payments to Principle	-	-	-	-	-	24
25	-	-	-	25	Interest and Fees	-	-	-	-	-	25
26	-	-	-	26				-	-	-	26
27				27							27
28				28	TRANSFERRED TO OTHER FUNDS						28
29	500,000	500,000	550,000	29	Transfer to Land Conservation Fund	550,000	-	-	-	-	29
30	924,319	714,085	1,076,815	30	Transfer to Grants Fund	1,114,435	-	-	-	-	30
31				31							31
32		-		32							32
33		-	350,000	33	Contingency	350,000	-	-	-	-	33
34	<b>1,424,319</b>	<b>1,214,085</b>	<b>1,976,815</b>	34	<b>TOTAL TRANSFERS &amp; CONTINGENCIES</b>	<b>2,014,435</b>	-	-	-	-	34
35	<b>4,969,036</b>	<b>4,845,194</b>	<b>6,886,700</b>	35	<b>TOTAL EXPENDITURES</b>	<b>7,388,872</b>	-	-	-	-	35
36	3,471,719	4,292,381	2,367,128	36	Ending Fund Balance	2,474,416	-	-	-	-	36
37	<b>8,440,755</b>	<b>9,137,575</b>	<b>9,253,828</b>	37	<b>TOTAL</b>	<b>9,863,288</b>	-	-	-	-	37

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## DETAILED EXPENDITURES

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

East Multnomah SWCD

### ENTIRE GENERAL FUND

*Modified Accrual Basis*

*Modified Accrual Basis*

Historical Data				EXPENDITURE DESCRIPTION	Budget for Next Year 2023-2024					
	Actual Second Preceding Year 2020-2021	Actual First Preceding Year 2021-2022	Adopted Budget Year 2022-2023		Proposed Budget as of 3/6/2023	Revisions for Budget Comm Mtg 4/3/2023	Approved by Budget Committee 5/1/2023	Adopted by Board 6/5/2023	Supplemental	
				PERSONNEL SERVICES						
1	1,746,058	1,797,221	2,072,992	1 Salaries and Wages (Total of 22.5 FTE)	2,301,500	-	-	-	-	1
2	164,586	178,499	197,963	2 Payroll Taxes	223,700	-	-	-	-	2
3	15,275	15,134	25,050	3 Worker's Comp Insurance Policy	28,870	-	-	-	-	3
4	433,017	423,678	514,030	4 Employee Benefits	501,170	-	-	-	-	4
5	-	-	-	5 Overtime	0	-	-	-	-	5
6	-	-	134,581	6 Temporary Employees (Total of 0.0 FTE)	0	-	-	-	-	6
7		-	-	7 Paid Internships (Total of 0.0 FTE)		-	-	-	-	7
8				8		-				8
9	<b>2,358,936</b>	<b>2,414,532</b>	<b>2,944,616</b>	9 <b>TOTAL PERSONNEL SERVICES</b>	<b>3,055,240</b>	-	-	-	-	9
10				10						10
11				11 MATERIALS AND SERVICES						11
12	21,042	24,026	27,000	12 Contracted Bookkeeper	18,000	-	-	-	-	12
13	5,350	5,650	6,400	13 Contracted Audit Services	6,600	-	-	-	-	13
14	30,620	42,999	29,000	14 Contracted Attorney	40,000	-	-	-	-	14
15	21,106	19,700	33,000	15 Contracted Information Technology Support	33,000	-	-	-	-	15
16	795,206	778,264	1,198,590	16 Contracted Services	1,246,465	-	-	-	-	16
17	-	-	-	17		-	-	-	-	17
18	-	-	-	18		-	-	-	-	18
19	-	-	-	19		-	-	-	-	19
20	-	-	-	20		-	-	-	-	20
21	250	250	250	21 Audit Filing Fee	300	-	-	-	-	21
22	586	882	2,525	22 Bank/LGIP Fees	2,850	-	-	-	-	22
23	-	265	300	23 Bulk Mail Permit Renewal	300	-	-	-	-	23
24	2,571	2,540	3,000	24 Legal Notice (Ann'l Mtg, Budget Mtgs, Hearing)	4,100	-	-	-	-	24
25	7,235	7,510	7,703	25 Licenses and Fees	11,115	-	-	-	-	25
26	6,067	8,610	8,718	26 Taxes	8,363	-	-	-	-	26
27	12,173	19,057	19,672	27 Utilities	23,508	-	-	-	-	27
28	25,619	24,063	26,964	28 Telecommunications	30,422	-	-	-	-	28
29	25,802	23,267	44,050	29 Repairs/Maintenance	52,050	-	-	-	-	29
30	18,404	20,044	22,050	30 Insurance	28,650	-	-	-	-	30
31	1,099	3,253	7,050	31 Office Supplies	11,250	-	-	-	-	31
32	768	279	8,370	32 Postage/Delivery	8,570	-	-	-	-	32
33	3,642	4,380	18,900	33 Printing/Copying	19,100	-	-	-	-	33
34	22,828	12,384	14,050	34 Office Furnishings and Equipment	19,450	-	-	-	-	34

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## DETAILED EXPENDITURES

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

### East Multnomah SWCD

#### ENTIRE GENERAL FUND

#### Modified Accrual Basis

#### Modified Accrual Basis

Historical Data				EXPENDITURE DESCRIPTION	Budget for Next Year 2023-2024					
	Actual Second Preceding Year 2020-2021	Actual First Preceding Year 2021-2022	Adopted Budget Year 2022-2023		Proposed Budget as of 3/6/2023	Revisions for Budget Comm Mtg 4/3/2023	Approved by Budget Committee 5/1/2023	Adopted by Board 6/5/2023	Supplemental	
35	200	7,954	8,650	35 Advertising	9,840	-	-	-	-	35
36	-	554	4,700	36 Signage, Banners, Displays	7,850	-	-	-	-	36
37	464	870	18,700	37 Public Relations Promo	42,750	-	-	-	-	37
38	11,874	19,540	14,575	38 Dues	15,025	-	-	-	-	38
39	33,017	42,557	49,220	39 Subscriptions	78,222	-	-	-	-	39
40	92,138	55,109	57,070	40 Program Supplies	61,775	-	-	-	-	40
41	498	15,419	65,000	41 Plants & Materials	75,000	-	-	-	-	41
42	586	615	3,102	42 Rent Space: Mtg/Wkshop/Storage/Event/Sale	3,142	-	-	-	-	42
43	1,155	115	12,960	43 Equipment Rental/Lease	12,460	-	-	-	-	43
44	6,686	8,985	5,000	44 Vehicles: Rent/Lease	8,500	-	-	-	-	44
45	7,601	11,012	17,050	45 Training/Development: Staff	21,550	-	-	-	-	45
46	638	-	5,000	46 Training/Development: Board	5,000	-	-	-	-	46
47	739	152	8,030	47 Out of Town Travel: Staff	11,280	-	-	-	-	47
48	-	-	1,000	48 Out of Town Travel: Board	5,700	-	-	-	-	48
49	3,601	4,668	9,170	49 Local Mileage, Parking, Bus: Staff	9,900	-	-	-	-	49
50	-	-	1,000	50 Local Mileage, Parking, Bus: Board	1,000	-	-	-	-	50
51	11,222	16,193	21,350	51 Vol/Board/Staff/Cooperator expenses	21,900	-	-	-	-	51
52	11	1,826	9,850	52 Meeting Refreshments, Annual, Budget, Board Mtgs	13,460	-	-	-	-	52
53	500	-	-	53 Misc Expenses	-	-	-	-	-	53
54	512	510	750	54 Payroll Services	750	-	-	-	-	54
55				55						55
56	1,171,810	1,183,502	1,789,769	56 TOTAL MATERIALS AND SERVICES	1,969,197	-	-	-	-	56
57				57						57
58				58 CAPITAL OUTLAY						58
59	8,971	-	60,500	59 Office/Field Equipment	38,000	-	-	-	-	59
60	-	-	-	60 Vehicles	0	-	-	-	-	60
61	-	33,075	115,000	61 Improvements to Real Property	312,000	-	-	-	-	61
62	5,000	-		62 Purchase of Real Property		-	-	-	-	62
63	13,971	33,075	175,500	63 TOTAL CAPITAL OUTLAY	350,000	-	-	-	-	63
64				64						64
65				65 DEBT SERVICE						65
66	-	-	-	66 Payments to Principal		-	-	-	-	66
67	-	-	-	67 Interest and Fees		-	-	-	-	67
68				68						68
69	-	-	-	69 TOTAL DEBT SERVICE		-	-	-	-	69

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**DETAILED EXPENDITURES**

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

**East Multnomah SWCD**

*Modified Accrual Basis*

**ENTIRE GENERAL FUND**

*Modified Accrual Basis*

Historical Data				EXPENDITURE DESCRIPTION	Budget for Next Year 2023-2024					
	Actual Second Preceding Year 2020-2021	Actual First Preceding Year 2021-2022	Adopted Budget Year 2022-2023		Proposed Budget as of 3/6/2023	Revisions for Budget Comm Mtg 4/3/2023	Approved by Budget Committee 5/1/2023	Adopted by Board 6/5/2023	Supplemental	
70	-	-	350,000	70 CONTINGENCIES	350,000	-	-	-	-	70
71	-	-	350,000	71 Contingency	350,000					71
72				72						72
73	1,424,319	1,214,085	1,626,815	73 TRANSFERS TO SPECIAL FUNDS	1,664,435	-	-	-	-	73
74	500,000	500,000	550,000	74 Transfer to Land Conservation Fund	550,000	-	-	-	-	74
75	924,319	714,085	1,076,815	75 Transfer to Grants Fund	1,114,435	-	-	-	-	75
76				76						76
77				77						77
78				78						78
79				79						79
80				80						80
81	1,424,319	1,214,085	1,976,815	81 TOTAL TRANSFERS & CONTINGENCIES	2,014,435	-	-	-	-	81
82				82						82
83	4,969,036	4,845,194	6,886,700	83 Total Expenditures	7,388,872	-	-	-	-	83
84	3,471,719	4,292,381	2,367,128	84 ENDING FUND BALANCE	2,474,416					84
85	8,440,755	9,137,575	9,253,828	85 TOTAL REQUIREMENTS	9,863,288	-	-	-	-	85

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**DETAILED EXPENDITURES**  
**Finance & Operations**

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

**East Multnomah SWCD**

**Modified Accrual Basis**

**Modified Accrual Basis**

**Historical Data**

**Budget for Next Year 2023-2024**

	Historical Data			EXPENDITURE DESCRIPTION	Budget for Next Year 2023-2024				
	Actual Second Preceding Year 2020-2021	Actual First Preceding Year 2021-2022	Adopted Budget Year 2022-2023		Proposed Budget as of 3/6/2023	Revisions for Budget Comm Mtg 4/3/2023	Approved by Budget Committee 5/1/2023	Adopted by Board 6/5/2023	Supplemental
				PERSONNEL SERVICES					
1	388,028	429,158	536,392	1 Salaries and Wages (Total of 5.5 FTE)	618,700				1
2	35,500	42,849	50,463	2 Payroll Taxes	59,600				2
3	1,833	1,665	2,350	3 Worker's Comp Insurance Policy	2,670				3
4	89,021	90,328	108,630	4 Employee Benefits	111,270				4
5				5 Overtime					5
6		-	62,032	6 Temporary Employees (Total of 0.0 FTEs)					6
7		-		7 Paid Internships (Total of 0.0 FTE)					7
8				8	-	-	-	-	8
9	514,382	564,000	759,867	9 TOTAL PERSONNEL SERVICES	792,240		-	-	- 9
10				10					10
11				11 MATERIALS AND SERVICES					11
12	21,042	24,026	27,000	12 Contracted Bookkeeper	18,000				12
13	5,350	5,650	6,400	13 Contracted Audit Services	6,600				13
14	11,472	29,594	10,000	14 Contracted Attorney	20,000				14
15	21,106	19,700	33,000	15 Contracted Information Technology Support	33,000				15
16	153,460	234,382	301,700	16 Contracted Services	266,000				16
17				17					17
18				18					18
19				19					19
20				20					20
21	250	250	250	21 Audit Filing Fee	300				21
22	298	741	450	22 Bank/LGIP Fees	800				22
23	-	265	300	23 Bulk Mail Permit Renewal	300				23
24	2,571	2,540	3,000	24 Legal Notice (Ann'l Mtg, Budget Mtgs, Hearing)	3,100				24
25	6,105	6,832	6,353	25 Licenses and Fees	7,390				25
26				26 Taxes					26
27	4,906	5,313	5,500	27 Utilities	8,000				27
28	12,617	13,322	15,400	28 Telecommunications	17,100				28
29	838	11,417	16,000	29 Repairs/Maintenance	15,500				29
30	18,404	20,044	22,050	30 Insurance	28,650				30
31	1,014	3,133	5,000	31 Office Supplies	9,000				31
32	270	186	800	32 Postage/Delivery	900				32
33	2,200	2,039	5,600	33 Printing/Copying	5,600				33
34	9,579	5,847	7,000	34 Office Furnishings and Equipment	10,000				34

FORM  
LB 31**DETAILED EXPENDITURES**  
**Finance & Operations**

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

**East Multnomah SWCD****Modified Accrual Basis****Modified Accrual Basis**

Historical Data				EXPENDITURE DESCRIPTION	Budget for Next Year 2023-2024					
Actual Second Preceding Year 2020-2021	Actual First Preceding Year 2021-2022	Adopted Budget Year 2022-2023			Proposed Budget as of 3/6/2023	Revisions for Budget Comm Mtg 4/3/2023	Approved by Budget Committee 5/1/2023	Adopted by Board 6/5/2023	Supplemental	
35	-	5,927	1,500	35 Advertising	1,500					35
36	-	55	500	36 Signage, Banners, Displays	3,500					36
37	264	820	6,200	37 Public Relations Promo	30,250					37
38	8,057	15,665	12,300	38 Dues	12,625					38
39	9,394	12,401	18,840	39 Subscriptions	50,365					39
40	167	283	1,000	40 Program Supplies	2,000					40
41				41 Plants & Materials						41
42	266	214	500	42 Rent Space: Mtg/Wkshop/Storage/Event/Sale	500					42
43	-	-	500	43 Equipment Rental/Lease	500					43
44	-	637		44 Vehicles: Rent/Lease	1,500					44
45	1,732	8,690	6,000	45 Training/Development: Staff	6,000					45
46	638	-	5,000	46 Training/Development: Board	5,000					46
47	-	-	1,000	47 Out of Town Travel: Staff	4,750					47
48	-	-	1,000	48 Out of Town Travel: Board	4,500					48
49	334	464	1,000	49 Local Mileage, Parking, Bus: Staff	3,250					49
50	-	-	1,000	50 Local Mileage, Parking, Bus: Board	1,000					50
51	9,372	8,955	10,500	51 Vol/Board/Staff/Cooperator expenses	13,000					51
52	11	1,231	4,600	52 Meeting Refreshments, Annual, Budget, Board Mtgs	6,800					52
53	-	-		53 Misc Expenses						53
54	512	510	750	54 Payroll Expense	750					54
55				55	-	-	-	-	-	55
56	302,229	441,133	537,993	56 TOTAL MATERIALS AND SERVICES	598,030	-	-	-	-	56
57				57						57
58				58 CAPITAL OUTLAY						58
59	-	-	-	59 Office/Field Equipment		-	-	-	-	59
60	-	-	-	60 Vehicles		-	-	-	-	60
61	-	11,020	109,000	61 Improvements to Real Property	202,000					61
62				62 Purchase of Real Property		-	-	-	-	62
63	-	11,020	109,000	63 TOTAL CAPITAL OUTLAY	202,000	-	-	-	-	63
64				64						64
65				65 DEBT SERVICE						65
66	-	-	-	66 Payments to Principal	-				-	66
67			-	67 Interest and Fees	-				-	67
68				68						68
69	-	-	-	69 TOTAL DEBT SERVICE	-	-	-	-	-	69

**FORM  
LB 31**

**DETAILED EXPENDITURES**  
**Finance & Operations**

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

**East Multnomah SWCD**

**Modified Accrual Basis**

**Modified Accrual Basis**

Historical Data				EXPENDITURE DESCRIPTION	Budget for Next Year 2023-2024					
	Actual Second Preceding Year 2020-2021	Actual First Preceding Year 2021-2022	Adopted Budget Year 2022-2023		Proposed Budget as of 3/6/2023	Revisions for Budget Comm Mtg 4/3/2023	Approved by Budget Committee 5/1/2023	Adopted by Board 6/5/2023	Supplemental	
<b>70</b>	-	-	-	<b>70</b>	<b>CONTINGENCIES</b>	-	-	-	-	<b>70</b>
71	-	-	-	71	Contingency					71
72				72						72
<b>73</b>	-	-	-	<b>73</b>	<b>TRANSFERS TO SPECIAL FUNDS</b>	-	-	-	-	<b>73</b>
74	-		-	74	Transfer to Land Conservation Fund					74
75	-		-	75	Transfer to Grants Fund					75
76	-		-	76						76
77				77						77
78	-	-	-	78		-	-	-	-	78
79	-		-	79						79
80				80						80
81	-	-	-	81	<b>TOTAL TRANSFERS &amp; CONTINGENCIES</b>	-	-	-	-	81
82				82						82
<b>83</b>	<b>816,611</b>	<b>1,016,153</b>	<b>1,406,860</b>	<b>83</b>	<b>Total Expenditures</b>	<b>1,592,270</b>	-	-	-	<b>83</b>
<b>84</b>				<b>84</b>	<b>ENDING FUND BALANCE</b>					<b>84</b>
<b>85</b>	<b>816,611</b>	<b>1,016,153</b>	<b>1,406,860</b>	<b>85</b>	<b>TOTAL REQUIREMENTS</b>	<b>1,592,270</b>	-	-	-	<b>85</b>

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**DETAILED EXPENDITURES**  
Rural Lands Program

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

**East Multnomah SWCD**

**Modified Accrual Basis**

**Modified Accrual Basis**

Historical Data				EXPENDITURE DESCRIPTION	Budget for Next Year 2023-2024					
	Actual Second Preceding Year 2020-2021	Actual First Preceding Year 2021-2022	Adopted Budget Year 2022-2023		Proposed Budget as of 3/6/2023	Revisions for Budget Comm Mtg 4/3/2023	Approved by Budget Committee 5/1/2023	Adopted by Board 6/5/2023	Supplemental	
				<b>PERSONNEL SERVICES</b>						
1	522,999	539,177	627,200	1 Salaries and Wages (Total of 6.5 FTE)	657,400					1
2	49,918	53,152	60,500	2 Payroll Taxes	64,700					2
3	8,248	8,324	13,900	3 Worker's Comp Insurance Policy	14,500					3
4	140,152	132,174	165,000	4 Employee Benefits	152,400					4
5				5 Overtime	-					5
6	-	-	-	6 Temporary Employees (Total of 0.0 FTE)		-	-	-	-	6
7		-		7 Paid Internships (Total of 0.0 FTE)		-	-	-	-	7
8				8						8
9	721,317	732,827	866,600	9 <b>TOTAL PERSONNEL SERVICES</b>	889,000	-	-	-	-	9
10				10						10
11				11 <b>MATERIALS AND SERVICES</b>		-	-	-	-	11
12			-	12 Contracted Bookkeeper	-	-	-	-	-	12
13			-	13 Contracted Audit Services	-	-	-	-	-	13
14				14 Contracted Attorney	-	-	-	-	-	14
15				15 Contracted Information Technology Support	-	-	-	-	-	15
16	373,542	270,764	477,350	16 Contracted Services	418,350					16
17				17						17
18				18						18
19				19						19
20				20						20
21				21 Audit Filing Fee						21
22	-	25		22 Bank/LGIP Fees						22
23				23 Bulk Mail Permit Renewal						23
24				24 Legal Notice (Ann'l Mtg, Budget Mtgs, Hearing)						24
25	23	115	250	25 Licenses and Fees	425					25
26				26 Taxes						26
27				27 Utilities						27
28	6,077	3,407	4,000	28 Telecommunications	4,000					28
29				29 Repairs/Maintenance						29
30				30 Insurance						30
31	56	24	500	31 Office Supplies	500					31
32	408	66	500	32 Postage/Delivery	500					32
33	1,070	1,670	4,000	33 Printing/Copying	4,000					33
34	5,271	2,729	3,000	34 Office Furnishings and Equipment	2,000					34

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**DETAILED EXPENDITURES**  
**Rural Lands Program**

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

**East Multnomah SWCD**

**Modified Accrual Basis**

**Modified Accrual Basis**

Historical Data				EXPENDITURE DESCRIPTION	Budget for Next Year 2023-2024					
	Actual Second Preceding Year 2020-2021	Actual First Preceding Year 2021-2022	Adopted Budget Year 2022-2023		Proposed Budget as of 3/6/2023	Revisions for Budget Comm Mtg 4/3/2023	Approved by Budget Committee 5/1/2023	Adopted by Board 6/5/2023	Supplemental	
35	-	-	500	35 Advertising	500					35
36	-	499	250	36 Signage, Banners, Displays	200					36
37	-	50	500	37 Public Relations Promo	500					37
38	242	-	400	38 Dues	525					38
39	5,100	5,113	5,100	39 Subscriptions	9,910					39
40	31,080	3,034	6,300	40 Program Supplies	7,645					40
41		11,011	35,000	41 Plants & Materials	45,000					41
42	-	-	800	42 Rent Space: Mtg/Wkshop/Storage/Event/Sale	800					42
43	1,155	115	1,000	43 Equipment Rental/Lease	1,000					43
44	6,686	8,348	5,000	44 Vehicles: Rent/Lease	7,000					44
45	1,076	948	2,500	45 Training/Development: Staff	7,800					45
46				46 Training/Development: Board						46
47	739	152	1,000	47 Out of Town Travel: Staff	2,000					47
48				48 Out of Town Travel: Board						48
49	2,582	3,183	4,000	49 Local Mileage, Parking, Bus: Staff	4,000					49
50				50 Local Mileage, Parking, Bus: Board						50
51				51 Vol/Board/Staff/Cooperator expenses						51
52	-	500	600	52 Meeting Refreshments, Annual, Budget, Board Mtgs	500					52
53				53 Misc Expenses						53
54			-	54	-	-	-	-	-	54
55				55						55
56	435,107	311,753	552,550	56 TOTAL MATERIALS AND SERVICES	517,155	-	-	-	-	56
57		-		57						57
58				58 CAPITAL OUTLAY						58
59			-	59 Office/Field Equipment		-	-	-	-	59
60			-	60 Vehicles		-	-	-	-	60
61	-	-		61 Improvements to Real Property		-	-	-	-	61
62				62 Purchase of Real Property						62
63	-	-	-	63 TOTAL CAPITAL OUTLAY	-	-	-	-	-	63
64				64						64
65				65 DEBT SERVICE						65
66	-	-	-	66 Payments to Principal	-				-	66
67	-	-	-	67 Interest and Fees	-				-	67
68				68						68
69	-	-	-	69 TOTAL DEBT SERVICE	-	-	-	-	-	69

**FORM  
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**DETAILED EXPENDITURES**

Rural Lands Program

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

**East Multnomah SWCD**

**Modified Accrual Basis**

**Modified Accrual Basis**

Historical Data				EXPENDITURE DESCRIPTION	Budget for Next Year 2023-2024				
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<b>70</b>	-	-	-	<b>70</b>	<b>CONTINGENCIES</b>	-	-	-	-
71	-	-	-	71	Contingency				-
72				72					72
<b>73</b>	-	-	-	<b>73</b>	<b>TRANSFERS TO SPECIAL FUNDS</b>	-	-	-	-
74	-	-	-	74	Transfer to Land Conservation Fund				-
75	-	-	-	75	Transfer to Grants Fund				-
76	-	-	-	76					-
<b>77</b>				<b>77</b>					<b>77</b>
78	-	-	-	78					78
79	-	-	-	79					-
80				80					80
<b>81</b>	-	-	-	<b>81</b>	<b>TOTAL TRANSFERS &amp; CONTINGENCIES</b>	-	-	-	-
82				82					82
<b>83</b>	<b>1,156,424</b>	<b>1,044,580</b>	<b>1,419,150</b>	<b>83</b>	<b>Total Expenditures</b>	<b>1,406,155</b>	-	-	-
<b>84</b>	-			<b>84</b>	<b>ENDING FUND BALANCE</b>				<b>84</b>
<b>85</b>	<b>1,156,424</b>	<b>1,044,580</b>	<b>1,419,150</b>	<b>85</b>	<b>TOTAL REQUIREMENTS</b>	<b>1,406,155</b>	-	-	-

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**DETAILED EXPENDITURES**  
Urban Lands Program

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

**East Multnomah SWCD**

**Modified Accrual Basis**

**Modified Accrual Basis**

Historical Data				EXPENDITURE DESCRIPTION	Budget for Next Year 2023-2024					
	Actual Second Preceding Year 2020-2021	Actual First Preceding Year 2021-2022	Adopted Budget Year 2022-2023		Proposed Budget as of 3/6/2023	Revisions for Budget Comm Mtg 4/3/2023	Approved by Budget Committee 5/1/2023	Adopted by Board 6/5/2023	Supplemental	
				PERSONNEL SERVICES						
1	396,999	373,398	382,300	1 Salaries and Wages (Total of 5.0 FTE)	475,200					1
2	37,956	37,236	36,600	2 Payroll Taxes	46,700					2
3	1,222	756	1,400	3 Worker's Comp Insurance Policy	3,700					3
4	89,715	82,586	99,800	4 Employee Benefits	101,900					4
5				5 Overtime						5
6		-	72,549	6 Temporary Employees (Total of 0.0 FTE)						6
7		-	-	7 Paid Internships (Total of 0.0 FTE)			-	-	-	7
8				8						8
9	525,892	493,976	592,649	9 TOTAL PERSONNEL SERVICES	627,500	-	-	-	-	9
10				10						10
11				MATERIALS AND SERVICES		-	-	-	-	11
12			-	12 Contracted Bookkeeper			-	-	-	12
13			-	13 Contracted Audit Services	-	-	-	-	-	13
14				14 Contracted Attorney						14
15				15 Contracted Information Technology Support						15
16	170,158	155,357	234,000	16 Contracted Services	239,000					16
17				17						17
18				18						18
19				19						19
20				20						20
21				21 Audit Filing Fee						21
22	163	33	2,000	22 Bank/LGIP Fees	2,000					22
23				23 Bulk Mail Permit Renewal						23
24				24 Legal Notice (Ann'l Mtg, Budget Mtgs, Hearing)						24
25	-	-	1,100	25 Licenses and Fees	1,100					25
26				26 Taxes						26
27				27 Utilities						27
28	2,241	2,055	2,500	28 Telecommunications	3,500					28
29				29 Repairs/Maintenance						29
30				30 Insurance						30
31	-	30	1,000	31 Office Supplies	1,000					31
32	48	-	6,500	32 Postage/Delivery	6,500					32
33	-	671	8,000	33 Printing/Copying	8,000					33
34	-	350	3,000	34 Office Furnishings and Equipment	3,000					34

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## DETAILED EXPENDITURES

Urban Lands Program

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

East Multnomah SWCD

Modified Accrual Basis

Modified Accrual Basis

Historical Data				EXPENDITURE DESCRIPTION		Budget for Next Year 2023-2024				
	Actual Second Preceding Year 2020-2021	Actual First Preceding Year 2021-2022	Adopted Budget Year 2022-2023			Proposed Budget as of 3/6/2023	Revisions for Budget Comm Mtg 4/3/2023	Approved by Budget Committee 5/1/2023	Adopted by Board 6/5/2023	Supplemental
35	-	1,501	5,000	35	Advertising	5,000				35
36	-	-	2,500	36	Signage, Banners, Displays	2,500				36
37	200	-	12,000	37	Public Relations Promo	12,000				37
38	2,200	2,000		38	Dues					38
39	5,728	5,952	10,500	39	Subscriptions	8,500				39
40	-	15	2,500	40	Program Supplies	4,000				40
41	498	4,408	30,000	41	Plants & Materials	30,000				41
42	160	192	1,000	42	Rent Space: Mtg/Wkshop/Storage/Event/Sale	1,000				42
43	-	-	8,000	43	Equipment Rental/Lease	7,500				43
44	-	-		44	Vehicles: Rent/Lease					44
45	3,418	274	4,000	45	Training/Development: Staff	4,000				45
46				46	Training/Development: Board					46
47	-	-	2,000	47	Out of Town Travel: Staff	2,000				47
48				48	Out of Town Travel: Board					48
49	9	94	2,000	49	Local Mileage, Parking, Bus: Staff	2,000				49
50				50	Local Mileage, Parking, Bus: Board					50
51	-	100	2,000	51	Vol/Board/Staff/Cooperator expenses	2,000				51
52	-	-	3,000	52	Meeting Refreshments, Annual, Budget, Board Mtgs	3,000				52
53	-	-		53	Misc Expenses					53
54				54						54
55				55						55
56	184,823	173,032	342,600	56	TOTAL MATERIALS AND SERVICES	347,600	-	-	-	- 56
57				57						57
58				58	CAPITAL OUTLAY					58
59	-	-	-	59	Office/Field Equipment		-	-	-	- 59
60	-	-	-	60	Vehicles		-	-	-	- 60
61	-	-	-	61	Improvements to Real Property		-	-	-	- 61
62				62	Purchase of Real Property					62
63	-	-	-	63	TOTAL CAPITAL OUTLAY	-	-	-	-	- 63
64				64						64
65				65	DEBT SERVICE					65
66	-	-	-	66	Payments to Principal					- 66
67	-	-	-	67	Interest and Fees					- 67
68				68						68
69	-	-	-	69	TOTAL DEBT SERVICE	-	-	-	-	- 69

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**DETAILED EXPENDITURES**

Urban Lands Program

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

**East Multnomah SWCD**

*Modified Accrual Basis*

*Modified Accrual Basis*

Historical Data					EXPENDITURE DESCRIPTION	Budget for Next Year 2023-2024				
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70	-	-	-	70	<b>CONTINGENCIES</b>	-	-	-	-	-
71	-	-	-	71	Contingency					-
72				72						72
73	-	-	-	73	<b>TRANSFERS TO SPECIAL FUNDS</b>	-	-	-	-	-
74	-	-	-	74	Transfer to Land Conservation Fund					-
75	-	-	-	75	Transfer to Grants Fund					-
76	-	-	-	76						-
77				77						77
78	-	-	-	78		-	-	-	-	-
79	-	-	-	79						-
80				80						80
81	-	-	-	81	<b>TOTAL TRANSFERS &amp; CONTINGENCIES</b>	-	-	-	-	-
82				82						82
83	<b>710,715</b>	<b>667,008</b>	<b>935,249</b>	83	<b>Total Expenditures</b>	<b>975,100</b>	-	-	-	-
84				84	<b>ENDING FUND BALANCE</b>					84
85	<b>710,715</b>	<b>667,008</b>	<b>935,249</b>	85	<b>TOTAL REQUIREMENTS</b>	<b>975,100</b>	-	-	-	-

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**DETAILED EXPENDITURES**  
**Conservation Legacy Program**

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

**East Multnomah SWCD**

**Modified Accrual Basis**

**Modified Accrual Basis**

Historical Data				EXPENDITURE DESCRIPTION	Budget for Next Year 2023-2024				
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				PERSONNEL SERVICES					
1	284,963	284,627	331,100	1 Salaries and Wages (Total of 3.0 FTE)	328,100				1
2	26,510	28,187	31,200	2 Payroll Taxes	31,700				2
3	611	605	1,000	3 Worker's Comp Insurance Policy	1,100				3
4	64,075	65,075	74,500	4 Employee Benefits	71,500				4
5			-	5 Overtime	-				5
6		-	-	6 Temporary Employees (Total of 0.0 FTE)					6
7		-		7 Paid Internships (Total of 0.0 FTE)					7
8				8		-	-	-	8
9	376,159	378,494	437,800	9 TOTAL PERSONNEL SERVICES	432,400	-	-	-	- 9
10				10					10
11			-	11 MATERIALS AND SERVICES		-	-	-	- 11
12			-	12 Contracted Bookkeeper			-	-	- 12
13			-	13 Contracted Audit Services			-	-	- 13
14	19,148	13,405	19,000	14 Contracted Attorney	20,000				14
15				15 Contracted Information Technology Support					15
16	78,909	56,089	120,075	16 Contracted Services	233,225				16
17				17					17
18				18					18
19				19					19
20				20					20
21	-	-		21 Audit Filing Fee					21
22	40	25	25	22 Bank/LGIP Fees					22
23				23 Bulk Mail Permit Renewal					23
24	-	-		24 Legal Notice (Ann'l Mtg, Budget Mtgs, Hearing)	1,000				24
25	603	-		25 Licenses and Fees	200				25
26	5,481	7,964	8,075	26 Taxes	7,700				26
27	339	100	3,000	27 Utilities	2,182				27
28	1,440	1,335	1,512	28 Telecommunications	1,820				28
29	13,208	1,280	5,500	29 Repairs/Maintenance	3,000				29
30				30 Insurance					30
31	-	-	250	31 Office Supplies	250				31
32	42	27	570	32 Postage/Delivery	670				32
33	372	-	900	33 Printing/Copying	1,100				33
34	6,776	2,879	1,050	34 Office Furnishings and Equipment	3,550				34

FORM

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## DETAILED EXPENDITURES

### Conservation Legacy Program

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

### East Multnomah SWCD

#### Modified Accrual Basis

#### Modified Accrual Basis

Historical Data				EXPENDITURE DESCRIPTION	Budget for Next Year 2023-2024				
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35	-	526	1,250	35 Advertising	750				35
36	-	-	250	36 Signage, Banners, Displays	850				36
37				37 Public Relations Promo					37
38	1,375	1,875	1,875	38 Dues	1,875				38
39	12,262	18,190	13,778	39 Subscriptions	8,050				39
40	4,610	1,120	11,780	40 Program Supplies	6,520				40
41				41 Plants & Materials					41
42	160	209	192	42 Rent Space: Mtg/Wkshop/Storage/Event/Sale	342				42
43	-	-		43 Equipment Rental/Lease					43
44				44 Vehicles: Rent/Lease					44
45	647	790	2,600	45 Training/Development: Staff	1,800				45
46				46 Training/Development: Board					46
47	-	-	2,800	47 Out of Town Travel: Staff	1,300				47
48				48 Out of Town Travel: Board					48
49	233	448	970	49 Local Mileage, Parking, Bus: Staff	650				49
50				50 Local Mileage, Parking, Bus: Board					50
51	1,050	6,438	7,850	51 Vol/Board/Staff/Cooperator expenses	4,900				51
52	-	41	1,250	52 Meeting Refreshments, Annual, Budget, Board Mtgs	2,760				52
53	500	-		53 Misc Expenses					53
54				54					54
55				55					55
56	147,195	112,741	204,552	56 TOTAL MATERIALS AND SERVICES	304,494	-	-	-	- 56
57				57					57
58				58 CAPITAL OUTLAY					58
59			-	59 Office/Field Equipment		-	-	-	59
60			-	60 Vehicles		-	-	-	60
61	-	-	6,000	61 Improvements to Real Property	10,000				61
62	5,000	-		62 Purchase of Real Property					62
63	5,000	-	6,000	63 TOTAL CAPITAL OUTLAY	10,000	-	-	-	- 63
64				64					64
65				65 DEBT SERVICE					65
66	-	-	-	66 Payments to Principal		-			66
67			-	67 Interest and Fees		-			67
68				68					68
69	-	-	-	69 TOTAL DEBT SERVICE	-	-	-	-	- 69

**FORM  
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**DETAILED EXPENDITURES  
Conservation Legacy Program**

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

**East Multnomah SWCD**

*Modified Accrual Basis*

*Modified Accrual Basis*

Historical Data				EXPENDITURE DESCRIPTION	Budget for Next Year 2023-2024					
	Actual Second Preceding Year 2020-2021	Actual First Preceding Year 2021-2022	Adopted Budget Year 2022-2023		Proposed Budget as of 3/6/2023	Revisions for Budget Comm Mtg 4/3/2023	Approved by Budget Committee 5/1/2023	Adopted by Board 6/5/2023	Supplemental	
70	-	-	-	70	CONTINGENCIES	-	-	-	-	70
71	-	-	-	71	Contingency		-			71
72				72						72
73	-	-	-	73	TRANSFERS TO SPECIAL FUNDS	-	-	-	-	73
74	-	-	-	74	Transfer to Land Conservation Fund		-			74
75	-	-	-	75	Transfer to Grants Fund		-			75
76	-	-	-	76			-			76
77				77						77
78	-	-	-	78		-	-	-	-	78
79	-		-	79			-			79
80		-		80						80
81	-	-	-	81	TOTAL TRANSFERS & CONTINGENCIES	-	-	-	-	81
82				82						82
83	528,354	491,235	648,352	83	Total Expenditures	746,894	-	-	-	83
84				84	ENDING FUND BALANCE					84
85	528,354	491,235	648,352	85	TOTAL REQUIREMENTS	746,894	-	-	-	85

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## DETAILED EXPENDITURES

EMSWCD '23-24 Budget Proposed Draft 3/6/2023  
East Multnomah SWCD

### Modified Accrual Basis

### Headwaters Farm Program

### Modified Accrual Basis

Historical Data				EXPENDITURE DESCRIPTION	Budget for Next Year 2023-2024					
	Actual Second Preceding Year 2020-2021	Actual First Preceding Year 2021-2022	Adopted Budget Year 2022-2023		Proposed Budget as of 3/6/2023	Revisions for Budget Comm Mtg 4/3/2023	Approved by Budget Committee 5/1/2023	Adopted by Board 6/5/2023	Supplemental	
				PERSONNEL SERVICES						
1	153,069	170,861	196,000	1 Salaries and Wages (Total of 2.5 FTE)	222,100					1
2	14,702	17,075	19,200	2 Payroll Taxes	21,000					2
3	3,361	3,784	6,400	3 Worker's Comp Insurance Policy	6,900					3
4	50,054	53,515	66,100	4 Employee Benefits	64,100					4
5			-	5 Overtime						5
6		-		6 Temporary Employees (Total of 0.0 FTE)						6
7		-		7 Paid Internships (Total of 0.0 FTE)						7
8				8						8
9	221,186	245,235	287,700	9 TOTAL PERSONNEL SERVICES	314,100	-	-	-	-	9
10				10						10
11			-	11 MATERIALS AND SERVICES		-	-	-	-	11
12			-	12 Contracted Bookkeeper			-	-	-	12
13			-	13 Contracted Audit Services			-	-	-	13
14			-	14 Contracted Attorney			-	-	-	14
15			-	15 Contracted Information Technology Support			-	-	-	15
16	19,137	61,672	65,465	16 Contracted Services	89,890					16
17				17						17
18				18						18
19				19						19
20				20						20
21				21 Audit Filing Fee						21
22	85	58	50	22 Bank/LGIP Fees	50					22
23				23 Bulk Mail Permit Renewal						23
24				24 Legal Notice (Ann'l Mtg, Budget Mtgs, Hearing)						24
25	504	563		25 Licenses and Fees	2,000					25
26	586	646	643	26 Taxes	663					26
27	6,928	13,644	11,172	27 Utilities	13,326					27
28	3,244	3,944	3,552	28 Telecommunications	4,002					28
29	11,756	10,570	22,550	29 Repairs/Maintenance	33,550					29
30				30 Insurance						30
31	29	66	300	31 Office Supplies	500					31
32	-	-		32 Postage/Delivery						32
33	-	-	400	33 Printing/Copying	400					33
34	1,202	579		34 Office Furnishings and Equipment	900					34

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## DETAILED EXPENDITURES

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

East Multnomah SWCD

### Headwaters Farm Program

*Modified Accrual Basis*

*Modified Accrual Basis*

Historical Data				EXPENDITURE DESCRIPTION	Budget for Next Year 2023-2024					
	Actual Second Preceding Year 2020-2021	Actual First Preceding Year 2021-2022	Adopted Budget Year 2022-2023		Proposed Budget as of 3/6/2023	Revisions for Budget Comm Mtg 4/3/2023	Approved by Budget Committee 5/1/2023	Adopted by Board 6/5/2023	Supplemental	
35	200	-	400	35 Advertising	2,090					35
36	-	-	1,200	36 Signage, Banners, Displays	800					36
37	-	-		37 Public Relations Promo						37
38				38 Dues						38
39	533	901	1,002	39 Subscriptions	1,397					39
40	56,281	50,657	35,490	40 Program Supplies	41,610					40
41				41 Plants & Materials						41
42	-	-	610	42 Rent Space: Mtg/Wkshop/Storage/Event/Sale	500					42
43	-	-	3,460	43 Equipment Rental/Lease	3,460					43
44				44 Vehicles: Rent/Lease						44
45	728	310	1,950	45 Training/Development: Staff	1,950					45
46				46 Training/Development: Board						46
47	-	-	1,230	47 Out of Town Travel: Staff	1,230					47
48				48 Out of Town Travel: Board	1,200					48
49	443	479	1,200	49 Local Mileage, Parking, Bus: Staff						49
50				50 Local Mileage, Parking, Bus: Board						50
51	800	700	1,000	51 Vol/Board/Staff/Cooperator expenses	2,000					51
52	-	54	400	52 Meeting Refreshments, Annual, Budget, Board Mtgs	400					52
53				53 Misc Expenses						53
54				54		-	-			54
55				55						55
56	102,456	144,843	152,074	56 TOTAL MATERIALS AND SERVICES	201,918	-	-	-	-	56
57				57						57
58				58 CAPITAL OUTLAY						58
59	8,971	-	60,500	59 Office/Field Equipment	38,000					59
60			-	60 Vehicles						60
61	-	22,055	-	61 Improvements to Real Property	100,000					61
62				62 Purchase of Real Property						62
63	8,971	22,055	60,500	63 TOTAL CAPITAL OUTLAY	138,000	-	-	-	-	63
64				64						64
65				65 DEBT SERVICE						65
66				66 Payments to Principal						66
67				67 Interest and Fees						67
68				68						68
69	-	-	-	69 TOTAL DEBT SERVICE	-	-	-	-	-	69

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**DETAILED EXPENDITURES**

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

**East Multnomah SWCD**

**Headwaters Farm Program**

**Modified Accrual Basis**

**Modified Accrual Basis**

Historical Data				EXPENDITURE DESCRIPTION	Budget for Next Year 2023-2024				
	Actual Second Preceding Year 2020-2021	Actual First Preceding Year 2021-2022	Adopted Budget Year 2022-2023		Proposed Budget as of 3/6/2023	Revisions for Budget Comm Mtg 4/3/2023	Approved by Budget Committee 5/1/2023	Adopted by Board 6/5/2023	Supplemental
<b>70</b>	-	-	-	<b>70</b>					
				<b>CONTINGENCIES</b>	-	-	-	-	-
71				71					
				Contingency					
72				72					
<b>73</b>	-	-	-	<b>73</b>	-	-	-	-	-
				<b>TRANSFERS TO SPECIAL FUNDS</b>					
74				74					
				Transfer to Land Conservation Fund					
75				75					
				Transfer to Grants Fund					
76				76					
<b>77</b>				<b>77</b>					
78	-	-	-	78	-	-	-	-	-
79				79					
80				80					
<b>81</b>	-	-	-	<b>81</b>	-	-	-	-	-
				<b>TOTAL TRANSFERS &amp; CONTINGENCIES</b>					
82				82					
<b>83</b>	<b>332,613</b>	<b>412,133</b>	<b>500,274</b>	<b>83</b>	<b>654,018</b>	-	-	-	-
				<b>Total Expenditures</b>					
<b>84</b>				<b>84</b>					
				<b>ENDING FUND BALANCE</b>					
<b>85</b>	<b>332,613</b>	<b>412,133</b>	<b>500,274</b>	<b>85</b>	<b>654,018</b>	-	-	-	-
				<b>TOTAL REQUIREMENTS</b>					

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**SPECIAL FUNDS**

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

**Land Conservation Fund**

**East Multnomah SWCD**

*Modified Accrual Basis*

**RESOURCE AND REQUIREMENTS**

*Modified Accrual Basis*

Historical Data				Budget for Next Year 2023-2024						
Actual Second Preceding Year 2020-2021	Actual First Preceding Year 2021-2022	Adopted Budget Year 2022-2023		DESCRIPTION	Proposed Budget as of 3/6/2023	Revisions for Budget Comm Mtg 4/3/2023	Approved by Budget Committee 5/1/2023	Adopted by Board 6/5/2023	Supplemental	
				RESOURCES						
1	6,659,977	6,367,747	7,137,747	1 Beginning Fund Balance	6,385,154	-	-	-	-	1
2			-	2 Working capital (accrual basis)		-	-	-	-	2
3			-	3 Previously levied taxes estimated to be received		-	-	-	-	3
4			-	4 Earning from temporary investments		-	-	-	-	4
5	500,000	500,000	550,000	5 Transfer from General Fund	550,000	-	-	-	-	5
6	57,740	42,113	50,000	6 Interest	150,000	-	-	-	-	6
7	-	-		7 Anticipated revenue from sale of property						7
8				8						8
9	7,217,717	6,909,860	7,737,747	9 Total resources, except taxes to be levied	7,085,154	-	-	-	-	9
10			-	10 Taxes necessary to balance		-	-	-	-	10
11			-	11 Taxes collected in year levied		-	-	-	-	11
12	7,217,717	6,909,860	7,737,747	12 TOTAL RESOURCES	7,085,154	-	-	-	-	12
13				13						13
14				14 REQUIREMENTS - CAPITAL OUTLAY						14
15	849,970	-	7,587,747	15 Purchase of Easements and Real Property	6,935,154	-	-	-	-	15
16	-	200,000		16 External Grant Award, Stewardship Endowment Fun	-	-	-	-	-	16
17				17						17
18	849,970	200,000	7,587,747	18 TOTAL CAPITAL OUTLAY	6,935,154	-	-	-	-	18
19				19						19
20				20 REQUIREMENTS - MATERIALS & SERVICES						20
21		-	150,000	21 Contracted Attorney	150,000	-	-	-	-	21
22			150,000	22 TOTAL MATERIALS & SERVICES	150,000	-	-	-	-	22
23				23						23
24	849,970	200,000	7,737,747	24 Total Expenses	7,085,154	-	-	-	-	24
25				25						25
26				26						26
27				27						27
28	6,367,747	6,709,860	-	28 Ending Fund Balance	-	-	-	-	-	28
29	7,217,717	6,909,860	7,737,747	29 TOTAL REQUIREMENTS	7,085,154	-	-	-	-	29

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## SPECIAL FUNDS

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

### Grants Fund

### East Multnomah SWCD

**Modified Accrual Basis**

**RESOURCE AND REQUIREMENTS**

**Modified Accrual Basis**

	Historical Data				DESCRIPTION	Budget for Next Year 2023-2024					
	Actual Second Preceding Year 2020-2021	Actual First Preceding Year 2021-2022	Adopted Budget Year 2022-2023			Proposed Budget as of 3/6/2023	Revisions for Budget Comm Mtg 4/3/2023	Approved by Budget Committee 5/1/2023	Adopted by Board 6/5/2023	Supplemental	
					<b>RESOURCES</b>						
1	735,596	811,100	448,185	1	Beginning Fund Balance	507,565					1
2				2	Working capital (accrual basis)						2
3				3	Previously levied taxes estimated to be received						3
4				4	Earning from temporary investments						4
5	924,319	714,085	1,076,815	5	Transfer from General Fund	1,114,435					5
6	8,883	6,479	10,000	6	Interest	25,000					6
7				7	Misc Income (Rebates/Refunds etc.)						7
8				8	People's Garden Initiative (USDA-NRCS Funds)	100,000					8
9				9							9
10	<b>1,668,798</b>	<b>1,531,664</b>	<b>1,535,000</b>	10	<b>Total resources, except taxes to be levied</b>	<b>1,747,000</b>	-	-	-	-	10
11				11	Taxes necessary to balance						11
12				12	Taxes collected in year levied						12
13	<b>1,668,798</b>	<b>1,531,664</b>	<b>1,535,000</b>	13	<b>TOTAL RESOURCES</b>	<b>1,747,000</b>	-	-	-	-	13
14				14							14
15				15	<b>REQUIREMENTS - MATERIALS &amp; SERVICES</b>						15
16	191,324	186,243	700,000	16	PIC (Prtnrs In Conservation) Grants-new awards	900,000					16
17	325,503	606,426	373,000	17	PIC (Prtnrs In Conservation) Grants-prior outstanding	250,000					17
18				18	People's Garden Initiative Grants	100,000					18
19	72,149	139,891	100,000	19	CLIP (Cost Share to Landowners)-new awards	100,000					19
20	-	-	60,000	20	CLIP (Cost Share to Landowners)-prior outstanding	50,000					20
21	42,636	61,056	62,000	21	SPACE (Small Proj & Com Event) Grants - New awards	77,000					21
22				22	SPACE (Small Proj & Com Event) Grants - Prior Outstanding	15,000					22
23	-	-	-	23	Strategic Conservation Investments						23
24	226,086	210,298	170,000	24	Strategic Partnerships-new awards	170,000					24
25			20,000	25	Strategic Partnerships-prior outstanding	35,000					25
26			50,000	26	Equity-focused Strategic Opportunity Grants	50,000					26
27	<b>857,698</b>	<b>1,203,914</b>	<b>1,535,000</b>	27	<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>1,747,000</b>	-	-	-	-	27
28				28							28
29	<b>857,698</b>	<b>1,203,914</b>	<b>1,535,000</b>	29	<b>Total Expenses</b>	<b>1,747,000</b>	-	-	-	-	29
30				30							30
31				31							31
32	811,100	327,750	-	32	Ending Fund Balance	-	-	-	-	-	32
33	<b>1,668,798</b>	<b>1,531,664</b>	<b>1,535,000</b>	33	<b>TOTAL REQUIREMENTS</b>	<b>1,747,000</b>	-	-	-	-	33

FORM  
LB 10**SPECIAL FUNDS**

EMSWCD '23-24 Budget Proposed Draft 3/6/2023

**Partner Grants Management Fund**  
**RESOURCE AND REQUIREMENTS****East Multnomah SWCD****Modified Accrual Basis****Modified Accrual Basis**

	Historical Data				DESCRIPTION	Budget for Next Year 2023-2024					
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					<b>RESOURCES</b>						
1	-	-		1	Beginning Fund Balance						1
2				2	Working capital (accrual basis)						2
3				3	Previously levied taxes estimated to be received						3
4				4	Earning from temporary investments						4
5				5	Transfer from General Fund						5
6	-	-	25,000	6	Anticipated Partner Grant Total	25,000	-	-	-	-	6
7				7							7
8				8							8
9	-	-	25,000	9	Total resources, except taxes to be levied	25,000	-	-	-	-	9
10			-	10	Taxes necessary to balance					-	10
11			-	11	Taxes collected in year levied					-	11
12	-	-	25,000	12	<b>TOTAL RESOURCES</b>	25,000	-	-	-	-	12
13				13							13
14				14	<b>REQUIREMENTS - MATERIALS &amp; SERVICES</b>						14
15	-	-	25,000	15	OWEB Small Grants	25,000	-	-	-	-	15
16			-	16	Other Grants - Local Emergency Planning Committee (LEPC)					-	16
17	-	-	25,000	17	<b>TOTAL MATERIALS &amp; SERVICES</b>	25,000	-	-	-	-	17
18				18							18
19				19							19
20				20							20
21				21							21
22	-	-	25,000	22	<b>Total Expenses</b>	25,000	-	-	-	-	22
23				23							23
24				24							24
25				25							25
26				26							26
27	-	-	-	27	Ending Fund Balance	-	-	-	-	-	27
28	-	-	25,000	28	<b>TOTAL REQUIREMENTS</b>	25,000	-	-	-	-	28

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## FY23-24 Budget Narratives

East Multnomah Soil and Water Conservation District

2/24/2023

### Budget Narratives

Below please find brief narratives about significant programs that are represented in the proposed budget for Fiscal Year 23-24. We have noted anything new or different from this fiscal year. If there is no budget amount noted below the narrative, there is no change in the fiscal impact. Finally, we have identified what priorities each program directly seeks to address or respond to from the Strategic Plan.

### GENERAL FUND

#### Resources (*Proposed Budget Document Page 1*)

- Estimated Beginning Fund Balance: \$3,822,463
- Estimated Other Resources (ODA, Interest, Grants, etc): \$320,407
- Estimated Property Tax Revenue: \$5,720,418
- Total Resources: \$9,863,288

#### Expenditures (*Proposed Budget Document Page 2*)

- Personnel Services: \$3,055,240
- Materials & Services: \$1,969,197
- Capital Outlay: \$350,000
- Transfers: \$1,664,435
- Contingency: \$350,000
- Unappropriated Ending Fund Balance: \$2,474,416
- Total Expenditures: \$9,863,288

### Finance & Operations – FY23-24 Budget: \$1,592,270 (*Proposed Budget Document Page 6*)

The Finance & Operations program oversees administrative functions that cut across all EMSWCD activities and areas of operation. These include budgeting; fiscal monitoring; accounting; contracting; procurements; facility, fleet, and equipment management; board and committee management; office administration; personnel & benefits; payroll & payables; information technology & analytics; and Districtwide strategic initiatives.

#### 1. Policy Development & Management

**Continue** reviewing and modifying current employee, board, and fiscal related policies and procedures. Update as necessary.

**Expand:** Create new policies, protocols, and procedures for outward facing engagements and opportunities.

- a. No additional impact on budget
- b. **EMSWCD Priorities addressed:** Equity and Inclusion, potentially others if EMSWCD's policy development is outward facing (legislative).

#### 2. Contracting

**Continue** reviewing all contracting for District needs and to ensure compliance within procurement and contracting rules and regulations.

**Expand:** Create new contracts for strategic and equity-focused initiatives and action items. Create new templates and guidelines to be more accessible and equitable. Create new processes and procedures to support Equity Action Plan goals and objectives for contracting with Minority-owned, and Women-owned businesses.

- a. No additional impact on budget
- b. **EMSWCD Priorities addressed:** Equity and Inclusion



## FY23-24 Budget Narratives

East Multnomah Soil and Water Conservation District

2/24/2023

### 3. Equity Team: Action Plan & Items

**Continue** committing resources and activities to districtwide diversity, equity, and inclusion initiatives; utilize an equity lens on activities, as well as prioritize, pursue and complete Equity Action Plan items prioritized for action. Action items may be internal practices, policies and ways of doing business with partners that apply to all program areas. Some action items are outward facing, in support of implementing Strategic Plan priorities, as well as current and future initiatives.

**Expand:** Increase and operationalize our equity commitment through the implementation of Equity Action Plan items and initiatives. Focus efforts on building stronger relationships and intentional partnerships with Minority- and Women-owned businesses, and Black, Indigenous and other communities of color and underserved communities with connections to our district. With the Board's adoption of the Strategic Plan, additional actions can begin, continue, and/or be completed.

- a. No additional impact on budget
- b. **EMSWCD Priorities addressed:** Equity and Inclusion

### 4. CRM (Customer Relationship Management) software

**New:** CRM is a system that will allow us to enhance our districtwide collaboration and engagement with partners and community members in a more efficient and effective manner. CRMs can be SaaS cloud-based (Software as a Service) or server-based models. This system will work within all our programs consistently and can be easily resourced by any staff for tailored, targeted outreach or initiatives. Together with all the programs, the Finance and Operations Team will help plan for, design and implement the acquisition, adoption and use of a customized CRM platform.

- a. **Budget impact:** \$25,000 (One-time setup: \$15,000; Software Licenses: \$10,000)
- b. **EMSWCD Priorities addressed:** Equity and Inclusion

### 5. Website Update/Redesign

**New:** Update or redo the EMSWCD website completely to utilize the latest technologies, be mobile-responsive, more accessible, user-friendly, easily navigable, informative, and useful to the public. Create a site that constituents know and trust as a source of information and a useful tool and resource.

- a. **Budget impact:** \$80,000 (Contracted Services; possible platform and hosting license)
- b. **EMSWCD Priorities addressed:** Equity and Inclusion

### 6. Building Modifications & Technology upgrades to Board room

**New:** Create a more accessible and useable space for staff and meetings. Currently the kitchen is on the second floor and not accessible to those with mobility issues. Modifications to move the kitchen area downstairs and reconfigure the current board and meeting space will resolve this issue and create a more conducive and effective work environment. Where the current kitchen is located will become a needed small group meeting space and additional minor modifications to a side stairwell will create more easily accessible storage space. With the reconfiguration of the conference room, newer technologies will need to be upgraded, including ceiling mounted, wireless projection systems, updated sound and visual abilities to current technologies will also create a more accessible space for those with visual or hearing difficulties.

- a. **Budget impact:** \$202,000 (Capital Improvements on Real Property)
- b. **EMSWCD Priorities addressed:** Climate Change Impacts, Equity and Inclusion



## FY23-24 Budget Narratives

East Multnomah Soil and Water Conservation District

2/24/2023

### Rural Lands – FY23-24 Budget: \$1,406,155 (Proposed Budget Document Page 9)

#### 1. Outreach to Farmers

**Continue** outreach to farmers about water quality, soil quality, water conservation, erosion prevention, and other conservation practices.

**Expand:** reach more farmers and landowners, connect with people interested in farming. Use surveys to better understand needs and barriers. Create farmer-to-farmer learning opportunities.

- a. **Budget impact:** \$10,000 in Contracted Services for surveys, translations, and partnering with extension.
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Climate Change Impacts, Equity and Inclusion, Water Conservation, Fish & Wildlife Habitat, Local Food Production

#### 2. Technical and Financial Assistance For Farmers

**Continue:** site visits, conservation planning, technical guidance with conservation practices, assisting with cost share applications, and implementation of cost share projects.

- a. No additional impact on budget
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Climate Change Impacts, Water Conservation, Fish & Wildlife Habitat, Local Food Production

#### 3. Water Quality Monitoring and Implementation of ODA's Agricultural Water Quality Plans

**Continue** monthly and seasonal water quality monitoring in ag areas assist ODA with biennial reviews of Ag Water Quality Plans and Rules for the Sandy and Lower Willamette, report quarterly to ODA.

**Expand:** If ODA identifies additional needs and Board approves.

- a. No additional impact on budget
- b. **EMSWCD Priorities addressed:** Water Quality, Soil Quality, Climate Change Impacts, Water Conservation, Fish & Wildlife Habitat

#### 4. Revegetate Waterways – StreamCare

**Continue** offering StreamCare in current areas. This includes providing free site preparation, planting, replanting as needed, maintenance until plants are free to grow.

**Expand:** to new streams when warranted. Consider long term protection of StreamCare areas.

- a. No additional impact on budget
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Climate Change Impacts, Water Conservation, Fish & Wildlife Habitat

#### 5. Control Invasive Weeds

**Continue** reducing the impacts of ecosystem altering weeds species on natural habitats in the rural part of the district, focusing on protecting high value native forest and riparian areas.

**Expand:** using an early detection/rapid response approach to emerging invasive weeds, as needed.

- a. No additional impact on budget
- b. **EMSWCD Priorities addressed:** Water Quality, Climate Change Impacts, Fish & Wildlife Habitat

#### 6. Carbon Sequestration

**Continue** planting riparian areas, promote the portable biochar kiln, and recommend conservation practices that increase carbon sequestration.

**Expand:** consider long term protection of riparian areas planted via StreamCare, explore federal funding opportunities for other climate work, track new opportunities at the state level relating to carbon markets.



## FY23-24 Budget Narratives

East Multnomah Soil and Water Conservation District

2/24/2023

- a. **Budget impact:** No increase in proposed budget; add \$10,000 in the next budget draft in contracted services for grant writing.
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Climate Change Impacts, Water Conservation, Fish & Wildlife Habitat

### Urban Lands – FY23-24 Budget: \$975,100 (Proposed Budget Document Page 12)

#### 1. Adult Education

**Continue** providing high-quality education on topics that improve soil and water quality, conserve water, address climate change, and enhance wildlife habitat. The team works to be responsive to both natural resource concerns as well as identifying the most relevant topics and methods to engage new and diverse audiences.

**New:** Urban Lands is shifting away from longer (3-4 hour), weekend workshops to shorter (1-2 hour), evening workshops as well as short educational videos on a broader and shifting range of topics.

- a. No additional impact on budget
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Water Conservation, Enhance Wildlife Habitat, Equity and Inclusion, and Climate Change Impacts

#### 2. Technical and Financial Assistance

**New:** Urban Lands plans to explore new ways to assist the community with its technical and financial assistance by shifting focus from single-family residential to larger properties. We will also be considering whether CLIP (cost-share grants) continue to be the best mechanism in the urban area, or whether another form of grant or a shift towards large-scale partnership/demonstration funding mechanism would be more appropriate.

- a. No additional impact on budget
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Water Conservation, Enhance Wildlife Habitat, and Climate Change Impacts

#### 3. Large-scale Partnership/Demonstration Projects

**New:** In addition to ongoing Partnership/Demo projects, Urban Lands plans to continue to scope out new opportunities for multi-partner, large-scale projects. This could include commercial, industrial, and new development, as well as other large (and/or clusters of) properties.

- a. No additional impact on budget
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Water Conservation, Enhance Wildlife Habitat, Equity and Inclusion, and Climate Change Impacts

#### 4. Plant Sale and “Planting with Partners”

**Continue** the annual Plant Sale, which continues to be one of the primary ways that our urban constituents know about and engage with the District. It is also the most efficient way we have found, within the urban area, to get native plants into the ground.

**Continue** the *Planting with Partners* endeavor. This new approach, developed in response to challenges during the COVID-19 pandemic, also get native plants into the ground while developing and deepening community partnerships, especially with those constituents we have not significantly interacted with in the past.

**New:** Urban Lands would like to do some additional scoping to identify our role in enhancing the urban tree canopy.

- a. No additional impact on budget



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- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Water Conservation, Enhance Wildlife Habitat, Equity and Inclusion, and Climate Change Impacts

### 5. Automobile Pollution

**New:** Automobile pollution is one of the leading sources of soil and water pollution within the urban area, yet few are addressing it. Urban Lands would like to scope out potential ways that EMSWCD could help educate our constituents about this pollution as well as help mitigate it (through prevention and with green infrastructure). This could include education through workshops, videos, and printed material, or even demonstration projects and other partnerships. This work would likely and ideally include regional education and outreach partnerships.

- a. No additional impact on budget
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Enhance Wildlife Habitat, Equity and Inclusion, and Climate Change Impacts

## Land Legacy Program – FY23-24 Budget: \$746,894 (CL Budget; LLP comprises \$271,424; less Salary & Benefits; Proposed Budget Document Page 15)

### 1. Working Farmland Projects

**Continue** working to secure farmland for current and future farmers via the acquisition of working farmland easements and properties at risk of conversion.

**Expand:** the impact of outreach efforts via new and increased communications, such as a video series with past program participants that builds on the potential participant preference survey that is expected to be completed this fiscal year. Increase the desirability of the working farmland protection program for potential participants through development of an alternative easement methodology. Explore potential carbon sequestration strategies that could be incorporated into working farmland projects. Consider deploying contracted specialists to help with outreach and recruitment.

**Budget Impact:** \$85,000 (Contracted Services)

- a. **EMSWCD Priorities addressed:** Soil and Water Quality, Climate Change Impacts, Fish and Wildlife Habitat, and Local Food Production

### 2. Natural Area and Access to Nature Projects

**Continue** responding to compelling natural area / access to nature projects that enjoy high levels of community support where staffing and funding capacity exists. Also continue to work to ensure that commitments made for prior grants are being met; the main focus for FY 23-24 will be on Shaul and Nestwood (restoration and access).

- a. No additional impact on budget
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Climate Change Impacts, Equity and Inclusion, Land Access, and Fish & Wildlife Habitat

### 3. Farm Access / Farm Transition

**Continue** incorporating farm access strategies into working farmland protection projects; the disposition of Gordon Creek Farm is one such opportunity this fiscal year. Continue offering farm succession learning opportunities, potentially via a new contractor.

**The program outline below is NOT included in the proposed budget; however, in the event that we do not receive the \$2.4M USDA grant we are waiting to hear about, we recommend:**

**Expand:** the scope of this work by funding a video / workshop series on the role that working farmland easements can play in farm access / transition (in collaboration with Oregon Agricultural Trust). In collaboration with HIP, offer a workshop series on real estate and financing fundamentals for beginning



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farmers (HIP and District-wide). Design and implement a pilot farm transition support program, funding one retiring farmer/one beginning farmer. Fund the design of a farm purchase grant program (program financing TBD) that would help bridge the gap between the purchase price of farm properties and the resources available to underserved farmers.

- a. **Budget Impact:** \$155,000 (Contracted Services & Reimbursements) *Note above that this amount is NOT in current proposed budget.*
- b. **EMSWCD Priorities addressed:** Equity and Inclusion, Land Access, Local Food Production

### 4. Stewardship

**Continue** stewardship of our working farmland property interests to ensure commitments continue to be met and these assets are used wisely. Includes stormwater management improvements at Big Creek Farm and possible improvements at Sester/322<sup>nd</sup> working farmland easement.

- a. **Budget impact:** \$13,200 (Contracted Services: \$3,000; Improvements on Real Property: \$10,000; Licenses and Fees: \$200)
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Fish and Wildlife Habitat, and Local Food Production

## Headwaters and Headwaters Incubator Program (HIP) – FY23-24 Budget: \$654,018 (Proposed Budget Document Page 18)

### 1. New Farm Business Development

**Continue** providing high-quality one-on-one farmer business development supports on topics including production cost analysis, market channel analysis, cash flow, crop planning with yield and sales alignment, farm taxes, and more. Incubator farmers also have free access to the wide range of Extension and other trainings and workshops offered locally.

**New:** For FY23-24, HIP has set specific expectations for business development benchmarks that incubator farmers must successfully achieve.

- a. No additional impact on budget
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Equity and Inclusion, and Climate Change Impacts

### 2. Farmer Technical Assistance

**New:** In addition to the resources and information staff bring to the Headwaters community, HIP would like to provide incubator farmers access to Jen Aron of Blue Raven Farm—a knowledgeable and experienced grower with a broad background in education—to employ more robust soil health measures. This includes no-till production, soil fertility and biology, irrigation planning, IPM, effective weed management, and more. The soil health trainings are offered in both workshop and one-on-one format.

- a. **Budget impact:** \$13,000 (Contracted Services)
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Water Conservation, Enhance Wildlife Habitat, and Climate Change Impacts

### 3. Relocate Headwaters Farm Office

**New:** While rundown and limited in capacity, the farm office remains an asset to staff and farmers. Unfortunately, this facility also represents increasing maintenance costs and poses a major conservation liability with an aging septic system in close proximity to the creek. To mitigate these concerns and establish a better office resource, staff seek to procure a new double-wide farm office to be sited on the Guerrero parcel near Orient Drive. This would allow for the removal of the existing office in the Dianna



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Pope Natural Area (DPNA) and decommissioning of its septic system. This undertaking would require permitting by Multnomah County before moving forward.

- a. **Budget impact:** \$13,000 (Contracted Services); \$100,000 (Capital Improvements on Real Property)
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Enhance Wildlife Habitat, and Equity and Inclusion

### 4. Headwaters Farm Conservation Demonstration and Implementation

**Continue** plans to purchase the Soletrac e70. EMSWCD has a grant through PGE to cover about 50% of the cost for this cutting-edge electric tractor. Because the release date continues to be pushed back, staff seek to roll the \$30,000 for this purchase over from the current budget into next fiscal year.

**New:** Staff have included funding to procure a three-point roller-crimper to complement the recent addition of a no-till drill.

- a. **Budget impact:** \$8,000 (Capital Office/Field Equipment)
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Water Conservation, Enhance Wildlife Habitat, and Climate Change Impacts

### 5. Maintain Headwaters Farm for Operations, Safety, and Conservation

**Continue** investing in Headwaters Farm assets including infrastructure, equipment, and vehicles. These resources support beginning farmers, good stewardship of natural resources, conservation demonstration and education, and general management of the site. Staff seeks to continue to keep these resources maintained and in safe and good working order. As well, we would like to construct a walk-in herb drier, which is a resource that incubator farmers have been requesting for years.

- a. **Budget impact:** \$11,000 (Repairs and Maintenance); \$9,000 (Program Supplies)
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Equity and Inclusion, and Climate Change Impacts

### 6. Improve Program Visibility and Recruitment

**Continue** to invest in print and social media outreach campaigns to recruit HIP applicants.

**New:** funding for two new recruitment videos targeting experienced growers.

- a. **Budget impact:** \$7,500 (Contracted Services)
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Water Conservation, Equity and Inclusion, and Climate Change Impacts

### 7. Explore Program Opportunities for Farmworkers

**New:** Fostering successful outcomes for skilled, career farmworkers will require a careful touch and should include the voice of farm laborers, organizations that support farmworkers, incubator programs that already offer these services, and other stakeholders. Funds are included in the draft budget to hire a consultant to assess the current state of Headwaters Farm and the Headwaters Incubator Program in reaching these audiences and provide recommendations on how to effectively create more Headwaters Farm and HIP more inclusive and welcoming for this marginalized community.

- a. **Budget impact:** \$15,000 (Contracted Services)
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Water Conservation, Equity and Inclusion, Land Access and Climate Change Impacts



## FY23-24 Budget Narratives

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### SPECIAL FUNDS

- **Estimated Beginning Fund Balance (Grants): \$507,565**
- **Estimated Beginning Fund Balance (LCF): \$6,385,154 (*Proposed Budget Document Page 21*)**

#### Grants – FY23-24 Budget: \$1,747,000 (*Proposed Budget Document Page 22*)

##### 1. Partners In Conservation (PIC) Grants

**Expand:** With this year's group of applications as a case in point, the PIC Grant program continues to see excellent applications that go unfunded each year. Additional funding for EMSWCD's largest grant program will increase the number of grants awarded and expand support for the work of a broad range of partners aligned with the district's strategic priorities and mission.

- a. **Budget impact:** \$200,000 (PIC Grants - reflected in the proposed budget)
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Water Conservation, Enhance Wildlife Habitat, Equity and Inclusion, Climate Change Impacts and Local Food Production

##### 2. People's Garden Initiative

**New:** A new initiative through the USDA's Urban Agriculture program, the People's Garden Initiative is designed to improve existing or establish new community gardens throughout the US. Designated People's Garden(s) will include four components: 1) benefit the community, 2) be collaborative, 3) educate the community, and 4) incorporate sustainable practices. Through partners NRCS, USDA is providing a one-time non-competitive grant award of \$200,000 to EMSWCD for designated People's Gardens within the District. These funds will provide support for community gardens and education in conservation farming practices and sustainable agriculture through grants to community partners (using the Partners in Conservation solicitation and award process). Historically these partners have included nonprofit organizations serving immigrant and refugee communities, farm education and apprentice programs for local youth, food sovereignty and food donation programs and school gardens. We would expect that these types of programs would be awarded these new funds through this partnership. The new funds will be allocated over two fiscal years.

- a. **Budget impact:** *No impact on budget as funds received will equal funds expended.*
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Water Conservation, Enhance Wildlife Habitat, Equity and Inclusion, Climate Change Impacts and Local Food Production

##### 3. Cooperative Landowner Incentive Program (CLIP)

**Continue** providing cost share for implementation of conservation practices on private properties.

**Expand:** Consider a different approach for cost share in the urban area and explore ideas for additional cost share opportunities on farms.

- a) No additional impact on budget
- b. **EMSWCD Priorities addressed:** Water and Soil Quality, Climate Change Impacts, Water Conservation, Fish & Wildlife Habitat, Local Food Production

##### 4. SPACE Grants

**New:** increase the maximum grant award for EMSWCD's SPACE grants. These small grants support local partners and nonprofit organizations that want people to grow healthy food, protect water quality and soil health, learn about and connect to nature. The current \$2,000 maximum award for SPACE Grants was established in FY17-18. Additional funding will increase the maximum award to \$2,500 while allowing the district to continue to support approximately 30 first-come, first-served small, community-led grants. This additional funding recognizes that costs have increased over the past five years.



## FY23-24 Budget Narratives

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- a. **Budget impact:** \$15,000 (SPACE Grants - reflected in the proposed budget)
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Water Conservation, Enhance Wildlife Habitat, Equity and Inclusion, Climate Change Impacts and Local Food Production

### 5. Strategic Partnership Agreements

**Continue** providing direct funding to the active Watershed Councils within the EMSWCD boundaries. These organizations play a key role in delivering on our core conservation priorities and increase the collective impact of individual organizations and efforts. Watershed Councils are uniquely positioned due to their landscape approach and success bringing together stakeholders from government and nonprofit organizations with business and private landowners. For more than five years, the district has provided non-competitive grant awards to these important partners. In FY 22-23 SPA funding was increased for Johnson Creek Watershed Council (JCWC) and the Columbia Slough Watershed Council (CSWC) when the Sandy River Watershed Council folded, and a portion of their allocated funds were disbursed to the two other partners. Importantly, both JCWC and CSWC share the District's commitment to diversity and equity and are leading important efforts with new partners to make the environmental sector in the Greater Portland region more just and inclusive.

- a. No additional impact on budget
- b. **EMSWCD Priorities addressed:** Soil and Water Quality, Enhance Wildlife Habitat, Equity and Inclusion, and Climate Change Impacts.

**Budget Calendar Fiscal Year 2023-2024**

East Multnomah Soil and Water Conservation District

Approved 2/6/2023

Contact: Dan Mitten, Chief of Finance & Operations; Phone: 503-935-5353; Email: [dan@emswcd.org](mailto:dan@emswcd.org)

	<b>Actions:</b> <b>Red = Budget Committee Meeting; Green = Regular Board Meeting</b>	2023						Formal Action Required
		Jan	Feb	Mar	Apr	May	Jun	
1	Draft budget calendar is sent to TSCC	13						There is no requirement for the governing body to formally approve the budget calendar.... Budget Manual for Local Gov'ts. in Multnomah Co., p. 9.
2	Regular District Board meeting, 6:00 PM held at EMSWCD Office (5211 N Williams Ave.)		6					1. Board appoints budget officer. 2. Budget calendar is adopted.
3	Budget officer with staff prepares draft budget and budget message for Budget Committee review.		7->	<-5				
4	Legal notice is published of Budget Committee's first meeting. Notice is also posted on website to meet notification guidelines. Includes notice that public testimony will be taken at the second meeting but not the first one and other required information listed in Budget Manual for Local Gov'ts in Multnomah Co., p. 42-43.		15					
5	<b>First meeting of the Budget Committee at 4:00 PM held at EMSWCD Office (5211 N. Williams Ave.)</b> <b>Immediately prior to Regular District Board Meeting</b> No public comment will be taken at the Budget Committee meeting. Copies of proposed budget will be made available to public online on the District's website, emailed or mailed hard copies by request prior to or at the meeting and thereafter in the District office.			6 4:00-6:00 PM				1. Appoint the presiding officer 2. Receive the budget message and draft budget. 3. Establish procedures for receiving public testimony. 4. Review proposed budget and request changes.
6	Budget officer works with staff to revise the budget.			7->	<-2			
7	Legal notice is published of the Budget Committee's second meeting. Notice is also posted on website to meet notification guidelines.			15				
8	<b>Second meeting of the Budget Committee at 4:00 PM held at EMSWCD Office (5211 N. Williams Ave.)</b> <b>Immediately prior to Regular District Board Meeting</b> Copies of proposed budget will be made available to public online on the District's website, emailed or mailed hard copies by request prior to or at the meeting and thereafter in the District office.				3 4:00-6:00 PM			1. Public questions and comments will be taken at this meeting. 2. Review revised budget and request any additional revisions.
9	Budget officer works with staff to prepare final budget for Budget Committee approval.				4-> <-30			
10	Legal notice is published of the Budget Committee's third meeting. Notice is also posted on website to meet notification guidelines (notice of the TSCC hearing on May 16th will also be published at this time on the website).				12			

**Budget Calendar Fiscal Year 2023-2024**

East Multnomah Soil and Water Conservation District

Approved 2/6/2023

	Actions	2021						Formal Action Required
		Jan	Feb	Mar	Apr	May	Jun	
11	<b>Final meeting of the Budget Committee at 5:00 PM at EMSWCD Office (5211 N. Williams Ave.)</b> <b>Immediately prior to Regular District Board Meeting</b> Public comment will not be taken at the Budget Committee meeting. Copies of proposed budget will be made available to public online on the District's website, emailed or mailed hard copies by request prior to or at the meeting and thereafter in the District office.					<b>1</b>  <b>5:00-6:00 PM</b>		1. Review final changes to budget. 2. Resolution to approve budget. 3. Resolution setting maximum tax levy.
12	Budget officer will submit approved budget to TSCC. Include all documents outlined in Budget Manual for Local Gov'ts. in Multnomah Co., p. 48-50.					2		
13	Publish legal notice <u>one time</u> announcing the TSCC public hearing and including the budget summary in <u>The Oregonian</u> . Must include the required information listed in Budget Manual for Local Gov'ts. in Multnomah Co., p. 51.					3		
14	<b>TSCC budget hearing at 4:00 PM held at EMSWCD Office (5211 N. Williams Ave.)</b>					16		1. The District presents an overview of the budget and responds to questions from the Commissioners and the public. 2. The Commission receives testimony from any persons present.
15	TSCC will send certification letter and any concerns to District Board.					17-31		
16	<b>Regular District Board meeting 6:00 PM held at EMSWCD Office (5211 N. Williams Ave.)</b>						5 *	1. Consider public testimony given at the TSCC hearing. 2. Respond to TSCC certification letter. 3. Adopt the budget. 4. Make appropriations. 5. Declare and categorize taxes. 6. Approve BC#3 meeting minutes.  <i>* Deadline for Board to adopt the budget is June 30.</i>
17	Adopted budget is sent to TSCC within 30 days of adoption. Adopted budget is sent to Shelly Shelton &/or Larry Steele at Multnomah County Tax Assessor's office.						6-30	