

Harney SWCD Long Range Business Plan

5-Year Business Plan

2021 – 2026



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Board of Directors

Zone 1—Susan Doverspike

Zone 2—Scott Franklin (Vice Chair)

Zone 3—Carol Dunten (Secretary/Treasurer)

Zone 4—Vacant

Zone 5—Ken Bentz

At-Large 1—Ryan Peila

At-Large 2—Jeff Hussey (Board Chair)

Monthly Meetings

Board Meetings are held on the third Thursday each month, beginning at 3:30 pm. The public is invited.

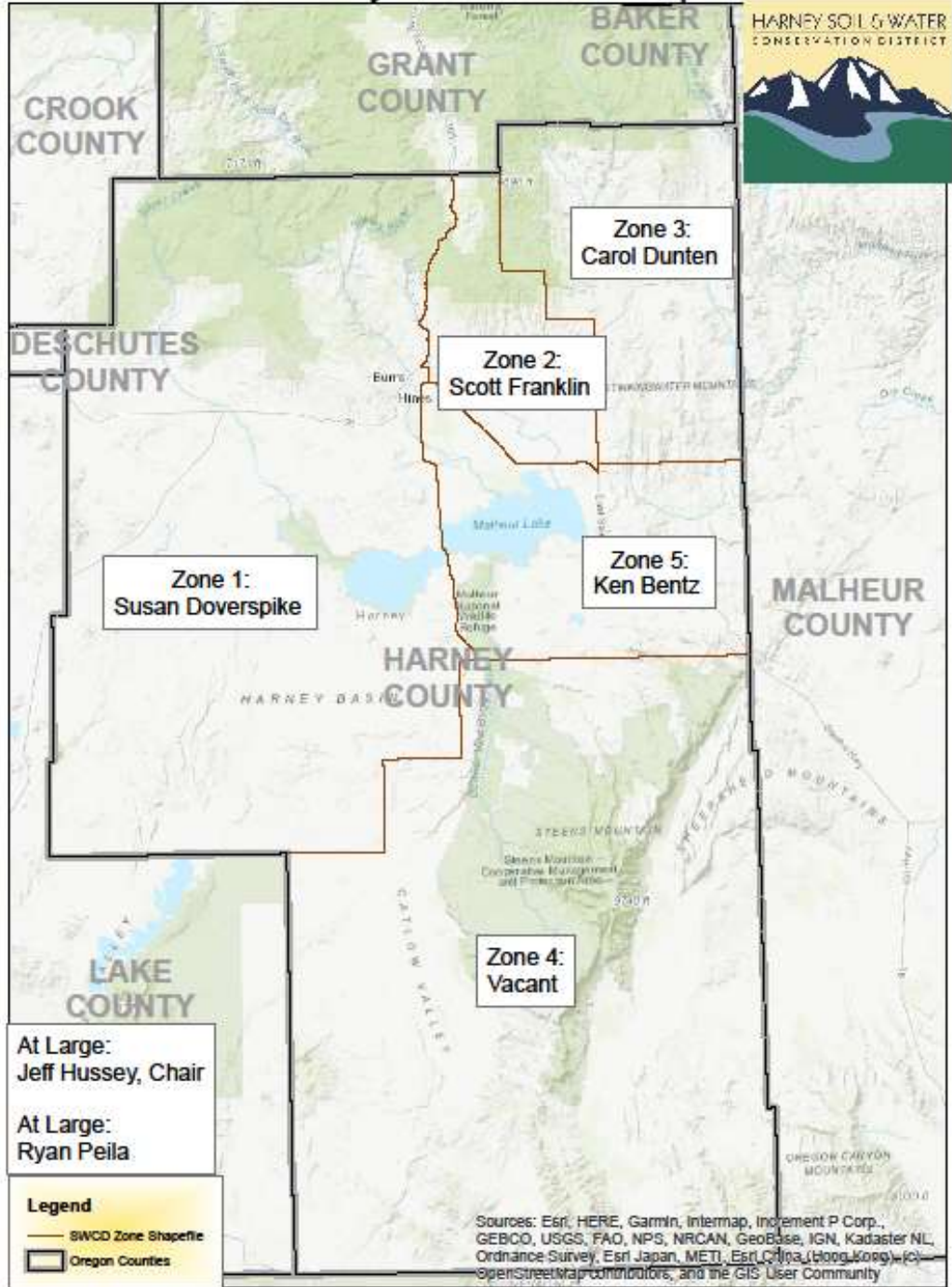
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MAP of District

Harney SWCD Zone Map



Created by: Jason Kesling
Date: 2/8/2021

0 5 10 20 30 40 Miles



EXECUTIVE SUMMARY

This Five-Year Business Plan (2021-2026) details the Harney Soil and Water Conservation District services, activities, resources, staffing, and finances currently available and the strategy to carry out its mission. The Business Plan also contains general information about the District and Harney County and guides the development of the District's annual work plans and budgets. It is to inform the reader as to where we are, who we are, what and why we do what we do—to basically serve as a justification for the District's existence. The District Board and staff will annually review this to ensure we stay on task. Our roadmap will only be adjusted if necessary. This current long range Business Plan will cover July 1, 2021-June 30, 2026.

The purpose of the Harney Soil and Water Conservation District (SWCD) Business Plan is to serve as a broad outline to inform and guide its Directors, employees, partners, stakeholders, and the general public to respond to natural resource concerns, internal and external practices, and other factors that influence our strategies and actions. This plan outlines our current organization structure, presents key goals and strategies, identifies key natural resource issues facing Harney County and describes the services, programs, and assistance that we provide to customers. This five-year plan discusses resource concerns in our county and describes additional programs, employees, and infrastructure that Harney SWCD might utilize to address these issues. Finally, this plan is used as the basis for developing annual work plans and directing funding requests.

Harney SWCD takes the lead in soil and water conservation through the following priority areas for resource concern investment: Range Health, Forest Health, Ecosystem Health, Ag Water Quality Management, and Ag Energy. These program areas of investment are based on accredited practices and sound science. They rely on voluntary cooperation with landowners (federal and private), public officials, private citizens, businesses, state and federal agencies and private organizations.

Harney SWCD believes in conserving, protecting, and improving soil, water and natural resources through our employees' and directors' abilities to plan, assist, and educate. We believe concerns about water quality and quantity, soil erosion, functioning ecosystems, habitat management, and weed management be addressed by simultaneously respecting property ownership rights.

Public Participation

To better inform this plan we reached out to community members, community leaders, owners of farms and forests, other conservation program participants, organizational partners, staff and the Board. Our intent was to gather a diversity of perspectives to consider when planning for our organization's future, with the aim of embedding equity and inclusion as a founding value in all that we do.

Audience

This plan is intended for Harney County residents, Harney County government officials, funding sources, legislators, and partner agencies. It is intended to be a living document that guides District staff and Board in District operations and helps ensure that policies, programs, services, and decisions are beneficial to people, wildlife, and the environment. It will be a useful document for those interested in our work to track and hold us accountable to our operations and actions.

GEOGRAPHY AND AGRICULTURE

Topography

Harney County is served through the Harney Soil and Water Conservation District (unlike other counties that may have more than one SWCD). The county is part of The Great Basin, a large group of watersheds with no ocean outlet that lies under the states of Nevada, much of Oregon and Utah, and parts of California, Idaho and Wyoming. Harney County has eight of these watersheds-- Upper Malheur, Silvies, Silver Creek, Harney/Malheur Lakes, Donner und Blitzen, Alvord Lake, Guano and Thousand Virgin watersheds.

Harney County is situated in the southeastern corner of Oregon (only Malheur County is further southeast). The county includes the furthestmost northwestern tip of the Great Basin, and is geographically in the Pacific Northwest, although it represents little of what many people imagine the region to be.

Harney County covers vast amounts of land. The county is one of the largest in the United States, covering 10,133 square miles, an area that is larger than some east coast state. The geography of the county is very diverse, but a common theme is that it is arid. The county's vast and rugged landscape includes snow covered summits, green forests, lush valleys and meadows, to sagebrush and juniper dotted plains.

Land Use

Most of the land—75.09%--is owned by Federal, State, or Tribal government entities. Land cover types for the eight watersheds are approximately 64% rangeland, 22% forest, 9% crop or pasture land, with the remaining 5% covered by wetlands or water. Privately owned lands encompass 1.1 million acres of range; 410,500 acres of pasture, crop and hay land; and 130,400 acres of industrial and non-industrial forest.

Agriculture is the big employer in the area. According to the last census, 532 Harney County families are ag based. "Agriculture" includes crop production, farm animals, forestry, fishing, and hunting. Today, as in the past, cattle ranching, timber and wood products, and irrigated hay are the major economic enterprises in the county. Climatic characteristics limit the types of crops that can be produced to mostly irrigated grass hay, pasture, and alfalfa hay.

STRUCTURE AND GOVERNANCE

Enabling and Governing Legislation

The Harney SWCD was established in 1972 to direct agricultural producers to technical assistance resources, such as our partners the NRCS. Since 1972, the NRCS and the Harney SWCD have partnered to plan and implement conservation practices on private lands in the basin.

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

the specific powers and authorities granted to districts. Appendix B lists other statutes and administrative rules to which Harney SWCD is subject.

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

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

Leadership

A board of seven directors governs the District. Directors are elected by the electorate of Harney County at the November General Election, which is held during even-numbered years. Director positions are elected in staggered terms to provide continuity on the board and maintain consistent operations. The Harney SWCD Board may appoint a person to fill a board vacancy between elections for the duration of that position's term. Five of the seven positions are classified as zone positions and must meet the zone requirements and terms of office as specified in ORS 568.560: "*Zone directors must own or manage 10 or more acres of land in the district, be involved in the active management of that property, reside within the boundaries of the district, and be a registered voter.*" An individual may serve as a zone director in lieu of land ownership or management requirements if the individual resides within the zone that is represented, has served at least one year as a Harney SWCD Director or Associate Director, and has a conservation plan approved by the Harney SWCD Board. The other two positions are at-large positions. To qualify for an at-large position, a person must reside in Harney County and be a registered voter. No land ownership or management requirements are needed for an at-large position, which is also governed by ORS 568.560.

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

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

ORS 568.560 requires all SWCDs to select a Chair and Secretary from among its directors. Harney SWCD may elect other officers as desired. The **Chair** is granted the responsibility to represent Harney SWCD with other districts, agencies, associations, partners, organizations, legislators, and property owners consistent with the policies, plans, and interests of Harney SWCD. The Chair will also conduct regular and special meetings of the Board. A **Vice-Chair** has been given the authority

to act as the Chair in the absence or unavailability of the Chair. The **Secretary** is the custodian of all Harney SWCD records, minutes, contracts, and other official documents.

Committees are an effective way for Harney SWCD to plan and implement Harney SWCD functions. They can be board members, associate directors, Harney SWCD advisors, representatives of cooperating agencies and associations, or interested citizens. Currently, the Harney SWCD has two standing committees. These committees are the Program Committee and the Administrative Committee.

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

Directors

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

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Associate Directors

Associate Directors are nonvoting members of the District Board. They are appointed by the Directors to serve as advisors and representatives. Associate directorship offers a way to educate potential directors, broaden community input to the District, and expand District programs. At present, the HSWCD does not have any Associate Directors.

MISSION, VALUES, AND GUIDING PRINCIPLES

Mission

To conserve, protect and enhance natural resources for the social, economic, and environmental benefit of the people of Harney County.

Vision

The District provides technical assistance, education, and outreach to producers, businesses, schools, and the general public. We are committed to provide a diverse range of programs that serve residents of Harney County while encouraging a vibrant economy by:

- providing technical assistance and on-the-ground site visits
- seeking grants and other financial assistance
- developing workshops and classes
- working with landowners to develop site specific solutions and projects
- implementing on the ground conservation measures

Values (and/or Guiding Principles)

We Value:

- Respect, trust and confidentiality for people, property, and resources.
- Dependable services built on transparent engagements and unbiased solutions.
- Practical science-based approaches to natural resource conservation through collaboration.
- Promoting the economic and traditional importance of rural communities and the stewardship of natural resources.
- A long term vision of excellence and quality in all areas of District responsibility.

ROLES AND RESPONSIBILITIES

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

Local Level

Landowners, Producers, General Public

The General Public utilizes the Harney SWCD as the primary point of contact for all District programs as well as those of the Oregon Department of Agriculture and the USDA's Natural Resource Conservation Service. Landowners and agricultural producers can receive guidance with natural resource concerns, and assistance in securing grant or loan funding for an array of natural resource conservation projects. These projects can include juniper removal, identification of invasive weeds, herbicide application, reseeding native plants, solar pump and livestock watering solutions to maintain water quality.

Harney Soil and Water District

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

The District provides wildlife escape ramps for water troughs and fence markers to aid in sage grouse conservation. The District also has rangeland drills and solar pumps available for rent to landowners and land managers.

Harney SWCD holds the permit for the Harney Greater Sage Grouse Programmatic Candidate Conservation Agreement with Assurances (CCAA 2014). The 30-year agreement provides private landowners with protections and assurances in the case of a listing of the greater sage grouse as threatened or endangered by the U.S. Fish and Wildlife Service, in exchange for applying conservation measures for sage grouse.

OSU Extension Service

The District maintains a working relationship with the Harney County office of Oregon State University Extension Service. OSU researchers provide technical advice and information to assist in restoration of sagebrush ecosystems, and also serve on the CCAA steering committee and advisory team

County Government

The District has assumed ownership of the Harney County Weed Management Agency and its equipment. There is also funding for the position of a combined weed management and irrigation adviser. However, the county also has a Weed Board, and we assist where needed.

Regional Level

USDA Natural Resource Conservation Service (NRCS)

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

Local Advisory Committee

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

State Level

Oregon Department of Agriculture (ODA)

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

OWEB, DEQ, and other State Agencies

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

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

National Level

USDA NRCS

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

GOALS AND OBJECTIVES

Goal #1: Maintain current levels of service of existing programs and adapt them to current needs.

Objectives:

1. Greater Harney Basin Ag Water Quality Management Program
2. Harney County Cooperative Weed Management Program (HCCWMA)
3. Harney County Candidate Conservation Agreement with Assurances (CCAA) for great sage grouse
4. Ag Energy Rebate program in Partnership with Harney Electric Cooperative (HEC)
5. Education and Outreach Activities
6. Expand current existing program capacity as opportunities become available.

Goal #2: Develop and maintain the political and organizational capacity to fully exercise HSWCD statutory and organizational responsibilities, while identifying areas of diversity funding opportunities.

Objectives:

1. Identify how to accommodate growth within the footprint of the USDA Service Center
2. Acquire the needed equipment to run programs efficiently and successfully
3. Provide HSWCD vehicles for applicable staff
4. Secure additional financial stability through grants, contracts, fundraisers, donations, bequests, endowments, trust funds, gifts/tax rate

Goal #3: Continue to administer HSWCD operations to be legally and fiscally responsible.

Objectives:

1. Implement the Board-approved HSWCD planning process
2. Produce and maintain the annual work plan
3. Develop and approve the HSWCD annual operating budget
4. Complete financial audit per ORS 568, Section 297.425
5. Review the Business Plan and update as necessary
6. Conduct monthly staff, committee, and board meetings
7. Provide orientation, development and training for staff
8. Develop needed administrative policies and process
9. Recruit Board members as needed
10. Hold an Annual Meeting
11. Maintain a working relationship with agricultural organizations, watershed councils, cities, county, state and federal entities
12. Perform personnel, fiscal, and contract management, according to the Local Contract Review Board (LCRB) approved rules

Goal #4: Lead and support landowners, land users, local community and government agencies efforts to collectively identify natural resource issues of concern, review alternative solutions to address these issues, and undertake local efforts to resolve priority issues using voluntary mechanisms (as workload and funding allows).

Objectives:

1. Promote voluntary conservation efforts vs. regulatory approaches to conservation
2. Participate in Harney County Restoration Collaborative (Forest Health)
3. Participate in Harney Basin Wetlands Initiative (Ag Water Quality Management & Ecosystem Health)
4. Participate in local, state, and regional groundwater discussions to develop an understanding of the necessary resources to ensure water availability to meet program goals (Ag Energy)
5. Coordinate with USDA-ARS on landscape level data collection to ensure monitoring and inventory efficiencies (Range Health & Ecosystem Health)

Goal #5: Promote efforts to enhance local community understanding of ecological systems, the social systems directly dependent upon these natural systems, and the political and organization systems developed for management of natural resources within Harney County.

Objectives:

1. Provide producer technical trainings and outreach meeting throughout the county that incorporates components of Goal #5

Goal #6: Promote individual, local, regional, state, tribal and national planning efforts that recognize, and manage for, the interconnected elements of natural systems and seek management approaches for the natural resources within the HSWCD service area. These efforts are critical to the long term sustainability of family ranch operations.

Objectives:

1. Participate as a Cooperating Agency, as necessary to ensure landscape planning efforts including private landowners' interests
2. Acquire the needed equipment to run programs efficiently and successfully
3. Provide HSWCD vehicles for applicable staff
4. Secure additional financial stability through grants, contracts, fundraisers, donations, bequests, endowments, trust funds, gifts/tax rate

Goal #7: Lead the voluntary implementation of conservation efforts that seek to simultaneously protect and enhance the long term productivity of the HSWCD's natural resource base while providing for the long term natural resource conservation objectives of landowners and land users, protecting the established rights of individual landowners and land users, strengthening the long term health of local economies, and protecting the long term public interest of our county.

Objectives:

1. Conduct assessments and formulate action and conservation planning
2. Form and maintain partnerships with various agencies, tribes, conservation organizations, and foundations
3. Set strategic priority work areas
4. Implement projects and practices
5. Continue monitoring projects

NATURAL RESOURCE CONCERNS AND OUTCOMES

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

The top six resource concerns in Harney County are:

- Rangeland Health
- Forest Health
- Ecosystem and Wildlife Health
- Ag water Quality and Quantity
- Ag Energy
- Food Security

These resource concerns are evident in our County as:

- Areas along stream and river banks have seen degraded streamside conditions
- Areas where domestic animal activity has denuded the ground
- Areas where animal waste is left exposed to annual runoff and groundwater seepage
- Waterways are exceeding water quality thresholds based on total maximum daily load (TMDL) determinations
- The continuing spread of aggressive noxious weeds
- Widespread use of sprinkler irrigation systems that have not been evaluated or optimized for energy efficiency
- Limited sources of locally grown produce

The desired outcomes to address these concerns are:

- Protection of river and stream banks from excessive livestock disturbance
- Revegetation of stream and river banks to develop a functioning riparian buffer
- Provision for off-site watering location to reduce streamside livestock pressure
- Sustainable use of soil and water resources in the pasture and hay land production
- Minimized use of pesticides
- Adequate supply of locally grown produce

Resource Concern #1

Range Health

Trends: Reduced sagebrush communities, desirable grass and forb abundance, and water availability due Juniper and Invasive Species encroachment.

Strategies: Coordinated landscape resource management and complement NRCS Sage grouse Initiative (SGI).

Intended outcomes: Increased sagebrush communities and improve range health for cattle and wildlife.

Resource Concern #2

Forest Health

Trends: Decreased in undesirable plant communities, increased fuel loads and increased conifers densities

Strategies: Precommercial thinning, portable solar watering systems for permittees, fuels reduction, HCRC participation, and landscape resource management.

Intended outcomes: Increased habitat for wildlife, reduced fire potential, reduced conifer density.

Resource Concern #3

Ecosystem and Wildlife Health

Trends: Increase in invasive species and a decline in wildlife populations.

Strategies: Great sage grouse Candidate Conservation Agreement with Assurances (CCAA) outreach and site-specific plan development. Implementation of CWMA lead projects to address invasive weed species.

Intended outcomes: Reduce impacts and density of invasive species and provide adequate wildlife habitat that will in turn improve wildlife populations.

Resource Concern #4

Ag Water Quality and Quantity

Trends: A 2016 five-year groundwater study was conducted and founded significant groundwater declines within the Area of Concern. ODA has identified lands within the Drewsey SIA area as “opportunity for improvement”.

Strategies: Improve both surface and ground irrigation efficiencies. Work with partners to develop and implement solutions to the depleting water sources. Develop outreach strategies within the Silvies River Demonstration Area, maintain or improve stream bank vegetation based on site potential and other factors. Implement an SIA monitoring program to better understand the water quality condition of the Upper Malheur River and improve riparian vegetation condition.

Intended outcomes: Use streamside vegetation as a surrogate to improve dissolved oxygen and water temperature in the Silvies and Malheur River focus areas.

Resource Concern #5

Ag Energy

Trends: Use new technology to reduce energy use for irrigation and livestock water.

Strategies: Reduce energy demand on Harney Electric by improving irrigation efficiency through installing new technology, solar livestock watering systems—portable and fixed. Rent mobile solar trailers for livestock producers.

Intended outcomes: To reduce energy consumption from irrigation and livestock watering systems

Resource Concern #6

Food Security

Trends: Locally grown produce is limited within the County. Areas outside of the Burns-Hines area within the county are reliant on either their own production of produce or on expending significant resource to obtain them.

Strategies: Provide information to help with local production and distribution of locally grown produce.

Intended outcomes: Increase the amount of locally grown produce within the entire county.

District Programs

Program #1

Goal: Engagement and Partnership

Program overview:

Lead and support landowner, land user, local community, and government agency efforts to collectively identify natural resource issues of concern, review alternative solutions to address these issues, and undertake local efforts to resolve priority issues using voluntary mechanisms.

Develop and maintain the political and organizational capacity to fully exercise Harney SWCD statutory and organizational responsibilities, while identifying areas to diversify funding opportunities.

Program #2

Goal: Promotion

Program overview:

Promote efforts to enhance local community understanding of ecological systems, the social systems directly dependent upon these natural systems, and the political and organization systems developed for management of natural resources within Harney County.

Promote individual, local, regional, state, tribal and national planning efforts that recognize, and manage for, the interconnected elements of natural systems and seek management approaches for the natural resources within the Harney SWCD service area. These efforts are critical to the long term sustainability of family ranch operations.

Program #3

Goal: Voluntary Conservation Efforts

Program overview:

Lead the voluntary implementation of conservation efforts that seek to protect and enhance the long-term productivity of the Harney SWCD's natural resource base while providing for the long term natural resource conservation objectives of landowners and land users, protecting the established rights of individual landowners and land users, strengthening the long term health of local economies, and protecting the long term public interest of our county.

DISTRICT CAPACITY, NEEDS, AND STRATEGIES

Capacity

Staff

The current staff consists of 6 full time employees and 1 seasonal employee.

#1 – District Manager (1 FTE)

Job description

Responsible for conducting the business of the District as guided by the Board of Directors. Oversight on all operations of the District's activities, project management and finances. Responsible for human resource management and task delegation. Administration and approval over grant application, funding, bookkeeping and budgeting. Reports District's accomplishments. Oversees all phases of organizational activities.

#2 – Admin Assist (1FTE)

Job description

Provide support primarily to the District Manager and other staff as needed. Assist facilitation of various meetings. Provide a point of contact for general public requests and questions. Assist with SWCD Equipment Rental Program. Report accomplishments to variety of entities. Create fact sheets and press releases, displays, and public outreach.

#3 – Sage grouse Coordinator (1 FTE)

Job description

Develop Site Specific Plans (SSPs) for management of sage grouse habitat located in Preliminary Priority Habitat (PPH) and Preliminary General Habitat (PGH). Promotes and seeks participation in USDA programs. Seeks funding for projects. Provide Outreach for available programs to private landowners. Provide technical assistance to private landowners. Provide project management. Report accomplishments.

#4 – Rangeland Biologist (1 FTE)

Job description

Develop Site Specific Plans (SSPs) for management of sage grouse habitat located in Preliminary Priority Habitat (PPH) and Preliminary General Habitat (PGH). Promotes and seeks participation in USDA programs. Seeks funding for projects. Provide Outreach for available programs to private landowners. Provide technical assistance to private landowners. Provide project management. Report accomplishments.

#5 – Ag/CMWA Coordinator (1 FTE)

Job description

Coordinate CWMA committee. Promotes and seek participation in USDA programs. Seek funding for projects. Provide outreach for available programs to private landowners. Provide technical assistance to private landowners. Provide project management. Report accomplishments.

#6 – *Focus Area Coordinator and SONEC Partner Biologist (1 FTE)

Job description

Responsible for the overseeing and implementation of ODA Ag Water Quality Programs. Specifically, ensuring monitoring efforts and outreach objectives are being met within the Silvies River Focus Area and Malheur-Drewsey SIA boundary. In addition, coordinates the “Working Lands for Waterbird Habitat Conversation” program for the NRCS and other regional partners. These tasks require technical assistance to private landowners and project management.

#7 – Sage Grouse Monitoring Technician, (seasonal)

Job description

Assist Sage Grouse Coordinator and Rangeland Biologist with CCAA monitoring.

*While this position is actually full time, the position is shared and partially funded with NRCS.

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

Board of Directors

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

Volunteers

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

Partnerships

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

- Agricultural Research Service (ARS)
- Bureau of Land Management (BLM)
- Ducks Unlimited (DU)
- Farm Service Agency (FSA)

- Harney County Government
 - Harney County Weed Board
- Harney Electric Co-op
- High Desert Partnership (HDP)
- Intermountain Joint West Venture (IJWV)
- National Association of Conservation Districts (NACD)
- Malheur National Wildlife Refuge (MNWR)
- National Association of Conservation Districts (NACD)
- Natural Resources Conservation Service (NRCS)
- The Nature Conservancy
- Oregon Association of Conservation Districts (OACD)
- Oregon All Counties CCAA
- Oregon Conservation Education and Assistance Network (OCEAN)
- Oregon Department of Agriculture (ODA)
- Oregon Fish and Wildlife (ODFW)
- Oregon Department of Forestry (ODF)
- Oregon Department of State Lands (DSL)
- Oregon State University (OSU) Extension Service
- Oregon Water Enhancement Board (OWEB)
- Other SWCD's
- Harney County Landowners
- Malheur National Forest (Malheur NF)
- Malheur County Soil and Water Conservation District
- Soil and Water Conservation Commission (SWCC)
- Watershed Council

Facilities and Equipment

HSWCD is housed in a rented facility located within the USDA Service Center at 530 Hwy 20 South, Hines, OR 97738. The NRCS field office and the FSA offices are located within the same facility. Currently, this office provides office space for two HSWCD staff and a shared conference room. Many office utilities, such as some printers and copiers, phone, technical software and internet are shared expenses with NRCS.

The District currently has two pickups and two ATVs. The pickups are equipped with emergency first aid kits. We have one trailer for an ATV.

The District manages three rangeland drills on behalf of the Oregon Department of State Lands. The District owns four solar pumps. The rangeland drills and solar pumps are available to landowners and land users for rent.

*Due to limited office capacity, the majority of staff work remotely. District employees utilize five laptop computers, four printers, and three tablets equipped with geographic software.

Funding

The District office receives its funding from the following sources

- OWEB
- NRCS
- ODA

- USFWS
- BLM
- USFS
- Harney County
- NACD
- IMWJ
- Ducks Unlimited
- BPA
- OACD
- Oregon DSL
- Private Landowners

Needs

Board of Directors

1. Zone 4 is currently vacated

Volunteers

1. Oregon High Desert Partnership weed removal projects
2. Highschool Groups

Facilities and Equipment

1. Low Mileage, reliable, 4 door, pick up
2. Additional Office Space

Funding

1. Stable funding sources for the 30-year sage grouse CCAA Program

Strategies

Board of Directors

1. Better outreach for Zone 4

Volunteers

1. SWCD staff preform outreach
2. SWCD staff do more outreach to the schools

Facilities and Equipment

1. Continue searching for grant opportunities that will cover vehicle purchase. Consider loans or leases.
2. Explore options for more office space. Work with NRCS to renegotiated office space or office building owner about installing more office space.

Funding

1. Working directly with State and Federal agencies to identify sources of long term funding.

The **Harney Soil and Water Conservation District 2021-2026 Long Range Business Plan** was **Approved and Adopted** by the Harney SWCD Board of Directors at the regular board meeting on July 22, 2021

Chairman of the Board, Jeff Hussey

Date

APPENDIXES

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

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

- a. To secure surveys and investigations and do research relating to:
 - The character of soil erosion
 - The character of floodwater and sediment damage
 - All phases of the conservation, development, utilization and disposal of water
 - The preventive measures, control measures and improvements needed
- b. To conduct demonstrational projects on lands within the district upon obtaining the consent of the owner and occupier of such lands.
- c. To carry out preventive and control measures on lands within the district upon obtaining the consent of the owner and occupier of such lands.
- d. To enter into written agreements (*see specifics in 568.330[(d)] [A]&[B]*)
- e. To obtain options upon and to acquire by purchase, exchange, lease, gift, grant, bequest or devise any property, real or personal or rights therein, (*see specifics in 568.330[e]*).
- f. To borrow money and to mortgage personal property of the district as security (*see specifics in ORS 568.330[f]*).
- g. To issue general obligation bonds of the district as provided in ORS 568.803.
- h. To make available, on such terms as the directors shall prescribe, to landowners or occupiers within the district, agricultural and engineering machinery and equipment, fertilizer, seeds and seedlings and other material or equipment.
- i. To construct, operate and maintain such structures as may be necessary or convenient for performance of any of the operations authorized in ORS 568.210 to 568.880 and 568.900 to ORS 568.933.
- j. To develop comprehensive plans and specifications for the conservation of soil resources and for the continued control of soil erosion within the district, and to publish such plans, specifications and information and bring them to the attention of owners and occupiers of the lands within the district.
- k. To take over, by purchase, lease or otherwise, and to administer, any soil conservation, erosion control or erosion prevention project, or combination thereof, located within district boundaries undertaken by the United States or any of its agencies, or by this state or any of its agencies.
- l. To manage, as agent of the United States or any of its agencies, or of this state or any of its agencies, any soil conservation, erosion control or erosion prevention project, or combination thereof, within district boundaries.
- m. To act as agent for the United States or any of its agencies, in connection with the acquisition, construction, operation or administration of any soil conservation, erosion control or erosion control project, or combination thereof, within district boundaries.
- n. To accept donations, gifts and contributions in money, services, materials, or otherwise from the United States or any of its agencies, or from this state or any of its agencies, and to use or expend such moneys, services, materials or other contributions in carrying on its operations.
- o. To sue and be sued in the name of the district, to have a seal, which shall be judicially noticed, to have perpetual succession unless terminated as provided by law, to make and execute contracts and other instruments necessary or convenient to the exercise of its powers, and to

- make, and from time to time amend or repeal, rules not consistent with ORS 568.210 to 568.808 and 568.900 to 568.933 to carry into effect its purposes and powers.
- p. To purchase liability or indemnity insurance, in such amounts and containing such terms and conditions as the board believes necessary for the protection of directors, officers and employees of the district against claims incurred in the performance of their duties.
 - q. To place liens on real and personal property.
 - r. To enter into written agreements with, coordinate activities with and provide assistance to landowners, managers and residents within the districts and federal, state and local governments, relating to natural resource issues, including but not limited to issues of:
 - Agriculture and forestry
 - Economic development based upon natural resources
 - Watershed management and ecosystem health
 - Invasive species
 - Alternate and renewable energy
 - Air Quality
 - Animal waste and nutrient management
 - Carbon sequestration
 - Access to market-based services and certification
 - Fuel reduction and wildfire planning and management
 - Preservation of agricultural, forestry and other lands
 - s. To conduct outreach and conservation education activities.
 - t. To provide financial assistance, including but not limited to loans and grants to implement activities and projects authorized under ORS 271.715 to 271.795, 569.210 to 568.808 or 568.900 to 568.933.
 - u. To hold patents, trademarks and copyrights.
 - v. To hold conservation easements under ORS 271.715 to 271.795.

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

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

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

Appendix B: Statutes and Administrative Rules

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

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

Appendix C: Acronyms used in this Business Plan

AWQMP	Agriculture Water Quality Management Program
BLM	Bureau of Land Management
BMP	Best Management Practices
CAFO	Confined Animal Feeding Operation
CREP	Conservation Reserve Enhancement Program
CRP	Conservation Reserve Program
CWMA	Cooperative Weed Management Area
DEQ	Department of Environmental Quality (Oregon)
DSL	Department of State Lands (Oregon)
EQIP	Environmental Quality Incentives Program
ESA	Endangered Species Act (Federal)
EWP	Emergency Watershed Protection Program
FSA	Farm Service Agency (formerly ASCS)
FTE	Full Time Equivalent Employee (2080 hrs./yr.)
GIS	Geographic Information Systems
HEL	Highly Erodible Land
LAC	Local Advisory Committee
LMA	Local Management Agency (Oregon SB1010)
MOU	Memorandum of Understanding
NACD	National Association of Conservation Districts
NOAA	National Oceanic and Atmospheric Administration
NMFS	National Marine and Fisheries Service
NWMP	Northwest Weed Management Partnership
NRCS	Natural Resources Conservation Service (formerly SCS)
OACD	Oregon Association of Conservation Districts
OAR	Oregon Administrative Rule
OCEAN	Oregon Conservation Employees Association Network
ODA	Oregon Department of Agriculture
OFRI	Oregon Forest Resources Institute
ORS	Oregon Revised Statute
OSU	Oregon State University
OSWB	Oregon State Weed Board (ODA)
OWEB	Oregon Watershed Enhancement Board
RC&D	Resource Conservation and Development
RD	Rural Development (formerly Farmers Home Administration)
SCS	Soil Conservation Service (currently NRCS)
SDAO	Special Districts Association of Oregon
SB1010	Agricultural Water Quality Management Act of 1993 (OR)
SWCC	Soil and Water Conservation Commission
SWCD	Soil and Water Conservation District
USDA	United States Department of Agriculture
USFS	United States Forest Service
WHIP	Wildlife Habitat Incentives Program
WRP	Wetland Reserve Program

Appendix D: Current Fiscal Year Budget

	<u>Budget FY 2020-2021</u>
Ordinary Income/Expense	
Income	
504 · State Funding	609,586.93
500 · Fiscal Yr. Beg Balance	-3,880.00
530 · Federal Funding Income	76,483.03
560 · Other Program Income	68,216.00
Total Income	750,405.96
Cost of Goods Sold	<u>0.00</u>
Gross Profit	750,405.96
Expense	
600 · Payroll Expense	336,623.83
675 · Contracted Services	288,710.43
750 · Project Manager/Coordinator	0.00
760 · Project Production Costs	93,097.33
737 · Operational Expenses	50,334.27
685 · Per Diem - Travel	9,104.93
630 · Advertising	1,894.23
765 · Project Supplies & Materials	0.00
725 · Equipment - Computers & Tablets	0.00
720 · Meals/Mtgs/Workshops Expense	9,300.00
723 · Mileage	0.00
805 · Telephone	0.00
785 · Repairs & Maintenance	0.00
815 · Administration Expense	0.00
816 · Misc. Expense	300.00
650 · Employee Development	5,131.00
708 · Legal	<u>600.00</u>
Total Expense	<u>795,096.02</u>