

**KING CONSERVATION DISTRICT  
BOARD OF SUPERVISORS MEETING  
January 11, 2021  
4:00 PM to 6:00PM– via Teleconference Only**

**Zoom Link:** <https://zoom.us/j/91611812877>

**Call In Number:** (253) 215-8782

**Meeting ID:** 916 1181 2877

**Meeting Agenda**

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Call to Order

- |   |                         |
|---|-------------------------|
| <b>1. Preliminary Matters:</b>            | <b>4:00 PM– 4:02 PM</b> |
| a) Introductions                          |                         |
| b) Additions or Corrections to the Agenda |                         |
| c) Adoption of the Board Agenda           |                         |

- |                           |                          |
|---------------------------|--------------------------|
| <b>2. Consent Agenda:</b> | <b>4:02 PM – 4:05 PM</b> |
|---------------------------|--------------------------|

Items listed below will be enacted by one motion. If separate discussion is desired on an item, that may be removed from the Consent Agenda and placed on the Regular Agenda at the request of a Board Member

- ⇒ Board Minutes –12.14.20 BOS Meeting,
- b) LIP Applications – None
- c) Member Jurisdiction Grant Applications –

- 1. AI 21-001: City of Seattle – 2020 KCD Seattle Community Partnership Grant Program

- |                          |                          |
|--------------------------|--------------------------|
| <b>3. Public Comment</b> | <b>4:05 PM – 4:10 PM</b> |
|--------------------------|--------------------------|

**4. Finance:**

- |  |                          |
|--|--------------------------|
| a) AI 21-002: A motion to approve check number 23078 through 23182 for a total of \$693,012.69; non-payroll EFTs totaling \$2,574.56; Bank Fees of \$63.00; Void Check of \$0.00; and December 2020 Payroll for \$224,553.06 - Souza | <b>4:10 PM – 4:25 PM</b> |
|--|--------------------------|

**5. New Business:**

- |  |                          |
|--|--------------------------|
| a) AI 21-003: Election Candidate Optional Information Policy- Souza  | <b>4:25 PM - 4:35 PM</b> |
| b) AI 21-004: Resolution 21-001: A resolution of the Board of Supervisors of the King Conservation District, King County, Washington, establishing the 2021 Election of the Board of Supervisors - Souza | <b>4:35 PM - 4:45 PM</b> |
| c) AI 21-005: Request for RFP- Embleton  | <b>4:45 PM - 5:00 PM</b> |
| d) AI 21-006: WSCC Submittal- Lavigne/Grace/Reed   | <b>5:00 PM - 5:15 PM</b> |

**6. Unfinished Business:**

- |   |                          |
|---|--------------------------|
| a) Update- 2021 Organizational Assessment-Lavigne     | <b>5:15 PM - 5:45 PM</b> |
| b) Update- Executive Director Search – Lavigne/Martin | <b>5:45 PM - 6:00 PM</b> |

# CONSENT AGENDA

KING CONSERVATION DISTRICT

Board of Supervisors

Meeting Minutes

12/14/2020

**Supervisors Present:** Burr Mosby –Chair; Kirstin Haugen – Vice Chair; Bill Knusten – Auditor;  
Jim Haack – Supervisor

**Associate Supervisors Present:** None

**Guests Present:** Jean Fike – WSCC; Cynthia Krass – Snoqualmie Valley Watershed Improvement  
District; Rebecca Lavigne – Interim Executive Director KCD; Christine Martin – Valtas Group;  
Marc Bolan – Marc Bolan Consulting

**Staff Present:** Ava Souza, Brandy Reed, Deirdre Grace, Lindsey Davidson, Sara Wibmer, Ellen  
Arnstein, Mike Lasecki, Liz Clark, Alex Martinsons, Jessica Saavedra, Laura Redmond, Nikki  
Wolf, Mark Dostal, Carrie King, Krystal Hedrick, Kediya Awole, Debbie Meisinger, Zach Bergen,  
Megan Weldon, Mary Embleton

**Preliminary Matters:**

Chairman Mosby called meeting to order at 4:08 pm. All attendees introduced themselves. Mosby  
asked for additions or corrections to the current agenda.

**Knutsen moved; Haugen seconded passed unanimously a motion to approve the agenda (4  
ayes, 0 nays)**

**Public Comment:** None

**Consent Agenda:**

Mosby read the consent agenda items aloud and all items were voted on.

- a) Board Minutes – 04.30.20 Special BOS Meeting, 08.24.20 Finance Sub-Committee  
Meeting, 09.09.20 Special BOS Meeting, 11.02.20 Finance Sub-Committee Meeting,  
11.09.20 Special BOS Meeting, 11.23.20 BOS Meeting
- b) LIP Applications –
  - 1. AI 20-088: Roy Ballestrasse- Buffer Fence
- c) Member Jurisdiction Grant Applications – None

**Knutsen moved; Haugen seconded passed unanimously a motion to approve the consent  
agenda excluding AI 20-088 for Ballestrasse buffer fence project (4 ayes, 0 nays)**

**Pulled Consent Agenda Items:** AI 20-088: Roy Ballestrasse- Buffer Fence

Knutsen asked if the fence design will be built by NRCS standards. Bergen confirmed yes.

**Knutsen moved; Haack seconded passed unanimously a motion to approve AI 20-088 for Ballestrasse buffer fence project (4 ayes, 0 nays).**

**Finance:**

- a) AI 20-089: A motion to approve check number 23002 through 23077 for a total of \$318,829.15; non-payroll EFTs totaling \$446.45; Bank Fees of \$63.00 Void Check of \$8,052.00; and November 2020 Payroll for \$227,608.69.

Souza overviewed the check register and stated there was nothing out of the ordinary. She noted that there have been more voided checks lately as offices have moved or are not open due to COVID-19 which has caused slightly higher bank fees.

**Knutsen moved; Haugen seconded passed unanimously AI 20-089 a motion to approve check number 23002 through 23077 for a total of \$318,829.15; non-payroll EFTs totaling \$446.45; Bank Fees of \$63.00 Void Check of \$8,052.00; and November 2020 Payroll for \$227,608.69. (4 ayes, 0 nays).**

- b) October and November 2020 Financials

Souza reported the District received their big collection on November 9<sup>th</sup> for \$2.7 million. She explained the budget is higher than rates and charges received so there appears to be a deficit, but expenses are nowhere close to that number. She added that expenses match what was spent in previous years despite COVID-19. Souza continued by reviewing Working Lands Initiatives and Sound Transit expenses as well as projected expenses in 2021 for elections, legal, and union negotiations. She continued that she is tracking dollars to make grant programs complete per Knutsen's motion at the August 2020 Finance-Sub Committee meeting and that if the District were to end the year with money left over, it would be the Board's decision to add the funds to the reserve or release them into the 2021 budget.

The Board asked questions about the contractor list and requested columns be added to note who is managing the contract and the start dates for each contract. Souza stated she will bring a contractor list to the January meeting with the requested additions.

Haugen wanted to clarify if there was a hiring freeze moving into 2021. Knutsen added there needs to be clear identification, prioritization, and management agreement of the needs for each department before authorization to hire is given.

Lavigne explained she is anticipating coming to the February 2021 meeting to bring forth priorities.

**New Business:**

- a) Update- Evaluation Work- Martinsons

Martinsons explained that monitoring and evaluating is used to ensure the District is meeting the benchmarks outlined in the ILA and defined the terms of his work such as outcome and input. He shared examples of stewardship program accomplishments and explained each program is in different stages. Martinsons added that all programs are using piloting tools to indicate their needs and accomplishments. He recommended that a complete database system overhaul would be needed to improve service and delivery and explained new tools create new data that should be stored and tracked.

The Board asked for more details about the database such as implementation timeline and cost.

Martinsons confirmed he is still researching options and price ranges and would have more info early next year.

The Board expressed enthusiasm for a new database and potential new outcomes.

b) 2021 Work Plans – Lavigne

Lavigne shared her work plan analysis and determined staff is rising to the challenge to meet ILA benchmarks with the resources currently available, but there are some programs with limited resiliency that face short term challenges and risks which may have long term impact. She reviewed the four focus areas and noted programs that need more attention and investment. Lavigne revisited the budget amendment timeline that was shared with the Board at the last meeting.

There was a Board discussion about the reserve accounts, how much should be saved, and the possibility of releasing some funds. The Board agreed to revisit the discussion in the new year.

c) AI 20-092: Executive Director Search – Lavigne/Martin

Lavigne introduced Christine Martin from Valtas Group Washington LLC. Martin overviewed the request for proposal given to the Board as well as recommended firms, including Valtas.

There was Board discussion about timeline, job description, and the make-up of the search committee. Lavigne encouraged the committee be put together in early January and the first task would be to review the search firm candidates.

**Knutsen moved; Haugen seconded passed unanimously AI 20-092 a motion to approve the release of the request for proposal to hire a firm for the Executive Director search (4 ayes, 0 nays).**

d) AI 20-090: Forestry Contract - Krystal Hedrick- Arnstein

Arnstein explained there are still urban forest stewardship projects open from previous years as well as a higher than normal volume of projects planned and awarded in 2021 so additional assistance is needed to keep project deliverables on schedule. She noted that the contract will not exceed \$10,000.

**Knutsen moved; Haack seconded passed unanimously AI 20-090 a motion to approve a contract with Krystal Hedrick to furnish services towards closing out two Board-approved urban forestry projects (4 ayes, 0 nays).**

e) AI 20-091: Forestry Contract Amendments – Arnstein

Arnstein requested three current contracts with consultant Restoration Analytics and Design LLC be updated and extended to address project implementation delays that occurred in 2020 due to COVID-19.

**Haugen moved; Knutsen seconded passed unanimously AI 20-091 a motion to approve three urban forest stewardship project contract amendments that will extend contract timelines for projects in SeaTac, Lake Forest Park, and Normandy Park (4 ayes, 0 nays).**

**Unfinished Business:**

a) Update – Advisory Committee Meeting

The board members who attended spoke to their experience at the meeting. There was a consensus that it went very well and that a chair and vice chair were appointed.

b) Update – WACD Meeting – Board

Haugen summarized her experience at the WACD meeting. She noted that the equity resolution is moving forward, and a committee will be formed to better help conservation districts with equity training and resources for inclusivity. Haugen also stated that the election resolution has some movement and a committee will be formed for the 2022 election.

c) Organizational Assessment – Lavigne

Lavigne reviewed what was shared at last meeting and identified six key areas of opportunity: governance, leadership, culture, strategy, equity, and executive search. The Board gave positive feedback on the assessment. Lavigne suggested a Board retreat be scheduled to complete follow-up work on the assessment, especially in the areas of governance and equity work. She added she can circle back to put together an agenda and schedule a meeting.

Haugen asked if Democracy Live contract has been finalized for 2021 election.

**Knutsen moved; Haugen seconded passed unanimously AI 20-093 a motion to execute final contract with Democracy Live. (4 ayes, 0 nays).**

d) Executive Session - Review of a public employee RCW 42.30.110(1)(g)

e) Executive Session – Potential Litigation RCW 42.30.110 Sub (1) i

Mosby indicated that the Board would be moving into an Executive Session for the purpose reviewing the performance of a public employee and potential litigation matters. Mosby stated that

each topic would last approximately 55 minutes, unless extended. The Board moved into an executive session at 5:50 pm using a separate teleconference line.

The Board requested an additional 20 minutes be added to the Executive Session at 6:47 pm. The Board requested an additional 20 minutes be added to the Executive Session at 7:08 pm. Board requested an additional 10 minutes be added to the Executive Session at 7:33 pm. The regular board meeting was reconvened by Mosby at 7:44 pm.

There was no more business before the Board.

The meeting was adjourned by Mosby at 7:47 pm.

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Date

#### Summary of Motions

**Knutsen moved; Haugen seconded passed unanimously a motion to approve the agenda (4 ayes, 0 nays)**

**Knutsen moved; Haugen seconded passed unanimously a motion to approve the consent agenda excluding AI 20-088 for Ballestrasse buffer fence project (4 ayes, 0 nays)**

**Knutsen moved; Haack seconded passed unanimously a motion to approve AI 20-088 for Ballestrasse buffer fence project (4 ayes, 0 nays).**

**Knutsen moved; Haugen seconded passed unanimously AI 20-089 a motion to approve check number 23002 through 23077 for a total of \$318,829.15; non-payroll EFTs totaling \$446.45; Bank Fees of \$63.00 Void Check of \$8,052.00; and November 2020 Payroll for \$227,608.69. (4 ayes, 0 nays).**

**Knutsen moved; Haugen seconded passed unanimously AI 20-092 a motion to approve the release of the request for proposal to hire a firm for the Executive Director search (4 ayes, 0 nays).**

**Knutsen moved; Haack seconded passed unanimously AI 20-090 a motion to approve a contract with Krystal Hedrick to furnish services towards closing out two Board-approved urban forestry projects (4 ayes, 0 nays).**

**Haugen moved; Knutsen seconded passed unanimously AI 20-091 a motion to approve three urban forest stewardship project contract amendments that will extend contract timelines for projects in SeaTac, Lake Forest Park, and Normandy Park (4 ayes, 0 nays).**

167 **Knutsen moved; Haugen seconded passed unanimously AI 20-093 a motion to execute final contract**  
168 **with Democracy Live. (4 ayes, 0 nays).**

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**SUBJECT: AI 21-001**

- Motion to approve the City of Seattle and KCD grant subcommittee recommended grant applications from the 2020 KCD-Seattle Community Partnership Grant Program listed on page 2

**FISCAL IMPACT**

- Twenty-seven grant applications were submitted through KCD's online grant portal requesting over one million dollars, while only \$426,000 is available to award.
- Six applications (see page 2) were recommended for funding after a team of reviewers from various City of Seattle departments conducted a rigorous review and scoring process
- In order to fund the six applications, the recommended funding amount reduces each proposed budget by approximately \$3,000.
- Available funding is comprised of 2020 estimated collections and unused portions of other fund years from Seattle Member Jurisdiction funds

**POLICY CONSIDERATION**

- Eligible projects must address at least one natural resource improvement priority action, one natural resource improvement action and one Equity and Environment Agenda goal (see page two for detailed description of the criteria)

**STAKEHOLDER INTERESTS**

- This grant program connects KCD with groups we wouldn't be connected with otherwise, is an opportunity to spread the word about KCD services and facilitates new partnerships among and with community organization grantees.

**BACKGROUND**

- The grant subcommittee reviewed these applications at their meeting on January 4<sup>th</sup>. They discussed topics of concern such as the need for a more robust equipment policy. Several applications have equipment in their budgets that KCD hasn't traditionally paid for.
  - Board members on the subcommittee stated that they recommend the African Community Housing and Development Organization project excluding the use of the grant funds for the ice machine and generator. Grant staff will discuss with the applicant different methods of acquiring equipment such as renting. The committee stated it is important to know where the equipment would be stored during the off season.
  - The subcommittee is concerned with the temporary nature of the parcel of land the Black Star Farmers project proposes to revitalize. The land could possibly be developed into low income housing. The property owner AfricaTown Community Land Trust granted tentative permission to use the land for a term of 1 year and 3 months. Grant staff talked with Marcus Henderson with Black Star Farmers about the subcommittee's concern and they responded that they can move the equipment installed, they have an active, yet new relationship with the property owner that wants to see how the project is a benefit before committing to a longer period of time. Board

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members agreed that strong agreement language should be written up that requires the equipment to be moved to a designated location should the land be sold or KCD would be reimbursed for the cost of that equipment

- Grant staff will confirm what type of cooking equipment the Hip Hop Is Green project is proposing and will apply the same equipment stipulations applied to other applications
- The subcommittee did not have any concerns about the other 3 projects – iUrban Teen, Na'ah Illahee and Salsa de la Vida

**EFFECTIVE DATE:**

- If approved, this Motion becomes effective on the date of approval.

**OPTIONS**

- Vote in favor or not in favor of approving the consent agenda.
- Request that this item be removed from the consent agenda for discussion.

**RECOMMENDATION**

- The grant subcommittee recommends approval of the grant applications on the attached list.

**MOTION**

- Motion to approve the KCD-Seattle Community Partnership Member Jurisdiction grant applications listed below for \$426,000 from KCD-Seattle Member Jurisdiction estimated 2020 funds, returned funds, and funds unused from 2011-15 and 2018-19

Organization Name	Project Name	Grant Amount
African Community Housing & Development	Farmers Market for the Delridge African Diaspora Immigrant & Refugee Community	\$71,645.00
Black Star Farmers	Walker Street Aquaponics Gardening Lab	\$71,747.00
Hip Hop Is Green	Cherry Street Farm, Lab & Culinary Anthropology Project	\$71,747.00
iUrban Teen	Resilience, Innovation and Sustainability in a Changing World	\$67,367.00
Na'ah Illahee Fund	Daybreak Star Restoration for Sovereign Futures	\$71,747.00
Villa Comunitaria	Salsa De La Vida	\$71,747.00
		\$426,000.00

**Recommendation Letter from City of Seattle dated 12/21/20**

Dear Rebecca,

The Office of Sustainability & Environment (OSE) is pleased to submit the City of Seattle's 2020 recommendation of projects to be funded through the King Conservation District - Seattle Community Development Grant Program.

The City of Seattle review team recommended that 6 of the 27 submitted applications be funded. A brief synopsis of the proposals in the \$426,000 recommendation package is below:

Organization Name & Project Name	Description	Award Amount
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African Community Housing & Development: Farmers Market for African Diaspora	Through this project, ACHD will establish a new farmers market in the Delridge neighborhood that prioritizes BIPOC vendors and features culturally significant foods for the African community. Food will be purchased at full price from farmers and provided for free to food-insecure families in the community.	\$71,645.00
Black Star Farmers: Walker Street Aquaponics ( <i>fiscal sponsor Sustainable Seattle</i> )	Black Star Farmers will revitalize the Walker Street Aquaponics Gardening Lab by incorporating stormwater management and infrastructure, sustainable environmental design elements and renewable energy technologies in an effort to develop a renewable food system for the local First Hill, Rainier Valley and south Beacon Hill community.	\$71,747.00
Hip Hop is Green: Cherry Street Farm and Lab and Culinary Anthropology ( <i>fiscal sponsor Northwest Animal Rights Network</i> )	The Cherry Street Farm, Lab & Culinary Project is a food security, food justice, health equity oriented, urban farm/teaching lab with a greenhouse, onsite kitchen and community gathering space. Through a STEM lens, 30 paid BIPOC youth interns will learn to be environmental stewards while building community through a hands-on, immersive experience in building a garden, taking Culinary Anthropology cooking classes, communing with nature, and growing and sharing food with people in need through food box distribution.	\$71,747.00
iUrban Teen: Resilience, Innovation, and Sustainability in a Changing World	iUrban Teen is an African American-led organization focused on career pathways for low-income youth of color. With this funding, iUrban Teen will build environmental literacy, stewardship, and transferable environmental career skills among 24 youth through a hands-on, afterschool sustainable gardening program in the Yesler Terrace neighborhood. Youth will learn research concepts and GIS mapping skills; maintain the cooperative farm, native plants, and composting and water catchment systems; attend an Environmental Justice and Career Summit, and build broader community interest in the farm, sustainable agriculture, and climate change.	\$67,367.00
Na'ah Illahee Fund: Daybreak Star Restoration for Sovereign Futures	Na'ah Illahee Fund (NIF) will partner with United Indians of All Tribes Foundation, Seattle Parks and Recreation, and community members to restore surrounding land, waters, and gathering areas of Daybreak Star in Discovery Park. By revitalizing land and plant life, preserving sacred foods and medicines, and addressing park maintenance for increased	\$71,747.00

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	accessibility, they will create a space for cultural preservation, learning, and activities for our communities.	
Villa Comunitaria: Salsa De La Vida	Salsa De La Vida is a Latinx-women-led farm focused on food justice and economic development in the South Park area. Through this project, Promotoras will learn about business practices and organic farming practices, soil health and remediation, traditional Mexican medicine, and healthy eating. Funds will be used to remove soil contaminants and install raised beds, improve and expand the CSA produce boxes provided at a sliding scale to local residents, and increase production and distribution of traditional Mexican medicinal products in response to COVID.	\$71,747.00

OSE appreciates the ongoing partnership with KCD in helping make this grant program a valuable resource for our community. In particular, we value your ongoing commitment to strengthening the integration of the goals of the City's Equity & Environment Agenda into this grant program.

If you have any questions about the 2020 recommendations as KCD's board conducts their review, please don't hesitate to contact Hannah Hill from OSE at (206) 256-5451 or [Hannah.Hill@seattle.gov](mailto:Hannah.Hill@seattle.gov).

Thank you,  
**Jessica Finn Coven** (she/her)  
City of Seattle  
Director, [Office of Sustainability & Environment](#)  
206.310.3268 | [jessica.finncoven@seattle.gov](mailto:jessica.finncoven@seattle.gov)

**Detailed descriptions of the funding criteria for the grant program:**

Equity & Environment Goals: How does your project address one of the Equity and Environment goals?

- Y Healthy Environments for All: Seattle ensures clean, healthy, resilient, and safe environments in the places where communities of color, immigrants, refugees, people with low-incomes, youth, and limited-English proficient individuals live, learn, work, and play. Projects should consider ways to:
- Leverage community assets
  - Address cumulative impacts of multiple environmental hazards and racial burdens
  - Prepare communities to adapt to climate change
  - Utilize environmental solutions to creatively address historic and ongoing inequities in access to and quality of green spaces and fresh, healthy, culturally appropriate food while minimizing displacement

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Y Jobs, Local Economies, & Youth Pathways: Communities of color, immigrants, refugees, people with low-incomes, youth and limited-English proficiency individuals have pathways out of poverty through green careers, including careers related to environmental policy and program development. Project should consider ways to:

- Invest in young workers and create youth education and employment pathways
- Prioritize local hires and small businesses, and create local, living-wage economies
- Develop career skills for youth through engagement activities
- Directly invest in businesses led by the above communities and their employees

Y Environmental Narrative and Community Leadership: The environmental movement is led by and centered on the stories and experiences of communities of color, immigrants, refugees, people with low incomes, youth and limited English-proficiency individuals. Project should consider ways to:

- Invest directly in the community, support community leaders, uplift existing culturally appropriate environmental practices, and leverage the creativity of residents to find solutions
- Support the growth of a stronger ecosystem of environmental justice leadership and collaboration between organizations by investing directly in community leaders
- Partner with communities to create and connect stories and culturally relevant environmental experiences into project or policy creation
- Connect to cultural anchors and culturally-important places in ways that enhance those places and delivers environmental, social, and economic benefits.

Natural Resource Priority Areas: What environmental priority area will your project focus on?

Y Manage Stormwater with Green Infrastructure: Activities that prevent polluted stormwater from entering local waterways. Examples of green stormwater infrastructure include; rain gardens, bioswales, green roofs, cisterns and more.

Y Protect and Restore Creeks, Shorelines, and Wetlands: Activities that protect and restore local waterways include removing invasive weeds, replanting with native trees, shrubs and groundcovers to improve wildlife habitat and water quality.

Y Build Healthy Soil: Activities to build healthy soil include getting a soil test from KCD, using it to amend garden soils for a community garden or plant the right plants in the right place based on site conditions, learning about proper application of fertilizers, applying mulch and building on-site compost bins.

Y Support the Urban Forest: Activities that support a healthy urban forest include planting conifers in a deciduous tree dominated area, planting a diverse array of native plants, restoring native plants to an area and removing invasive weeds.

Y Support a Sustainable Food System: Activities that support a sustainable food system include building, creating or expanding a community garden, growing food that is distributed to local

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community centers including food banks and senior centers and improving access to healthy, local food for communities disproportionately impacted by environmental injustices.

Natural Resource Improvement Actions: How will your project improve natural resources?

- Y Direct Improvement of Natural Resource Conditions: Improve landscape and natural conditions through direct action that enhances water quality, protects and conserves soils, implements ecosystem restoration and preservation projects.
- Y Education and Outreach: Raise awareness, deepen knowledge, and change behaviors to practice exemplary stewardship of natural resources.
- Y Pilot and Demonstration Projects: Test and/or improve concepts and/or approaches in natural resource management that can be replicated by others.

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- Y Capacity Building: Enhance the knowledge, skills, tools, support systems, partnerships, community connections, and technical resources to implement exemplary best management practices and deliver natural resource management actions equitably.

# FINANCE



Check/Voucher Register - Monthly Check, EFTs, Payroll, and Fee Register  
1000 - Cash (Checking Ops / BoA / x0408)  
From 12/1/2020 through 12/31/2020

AI 21-002

Document Number	Vendor	Date	Amount	
23078	A & L Western Agricultural Labs	12/7/2020	1,370.80	
23079	Alayne Bickle	12/7/2020	400.00	
23080	Marinn Carpenter	12/7/2020	1,856.12	
23081	Comcast Business	12/7/2020	235.75	
23082	Comcast Business - PA	12/7/2020	406.65	
23083	Inslee Best Doezie & Ryder P.S.	12/7/2020	8,938.52	
23084	Integrated Computer Systems Support, Inc.	12/7/2020	261.40	
23085	Interim Community Developemnt Association	12/7/2020	16,784.91	
23086	King County	12/7/2020	1,706.10	
23087	Marc Bolan Consulting	12/7/2020	3,750.00	
23088	McCaffrey Consulting LLC	12/7/2020	1,538.00	
23089	Mountain Mist	12/7/2020	65.89	
23090	MRSC Rosters	12/7/2020	135.00	
23091	KUOW Puget Sound Public Radio	12/7/2020	2,975.00	
23092	Restoration Analytics & Design LLC	12/7/2020	1,200.00	
23093	Snohomish Conservation District - V	12/7/2020	1,500.60	
23094	Rani Souza	12/7/2020	150.00	
23095	Summit Law Group, PLLC	12/7/2020	6,534.00	
23096	T-Mobile USA, Inc.	12/7/2020	1,162.98	
23097	Tradewinds Construction	12/7/2020	14,830.42	
23098	US Bank VISA	12/7/2020	6,476.40	
23099	Valtas Group Washington LLC	12/7/2020	9,352.50	
23100	Washington Water Trust	12/7/2020	26,871.08	
23101	Williams, Fedora	12/7/2020	14,812.00	
23102	ACF West Inc.	12/14/2020	490.00	
23103	Ashley Allan	12/14/2020	142.10	
23104	Ellen Arnstein	12/14/2020	358.01	
23105	Caroline Boschetto	12/14/2020	64.12	
23106	Bryant's Tractor & Mower Inc.	12/14/2020	3,691.48	
23107	City of Bellevue	12/14/2020	56,354.33	
23108	Des Moines Farmers Market	12/14/2020	4,075.00	
23109	EarthCorps	12/14/2020	2,014.50	
23110	Elizabeth Marie Fredrickson	12/14/2020	2,677.50	
23111	Goose and Gander LLC	12/14/2020	82,042.81	
23112	Joseph D. Haberzette	12/14/2020	16,991.50	
23113	Health Care Authority	12/14/2020	28,129.59	
23114	Ideaville	12/14/2020	690.75	
23115	McCaffrey Consulting LLC	12/14/2020	1,538.00	
23116	McLendon Hardware	12/14/2020	1,711.09	
23117	Pacific Topsoils Inc.	12/14/2020	21.00	
23118	KUOW Puget Sound Public Radio	12/14/2020	2,550.00	
23119	Seattle Native Plants LLC	12/14/2020	1,738.00	1,298.00
23120	Snohomish Conservation District - V	12/14/2020	8,500.00	
23121	Storm Lake Growers Inc.	12/14/2020	683.45	
23122	Terra Tech	12/14/2020	226.11	
23123	University of Washington	12/14/2020	6,765.61	
23124	Valtas Group Washington LLC	12/14/2020	5,075.00	
23125	WACD Plant Materials Center	12/14/2020	494.00	322.00
23126	ACF West Inc.	12/21/2020	1,020.45	
23127	Thomas Amorose	12/21/2020	845.25	

Check/Voucher Register - Monthly Check, EFTs, Payroll, and Fee Register  
1000 - Cash (Checking Ops / BoA / x0408)  
From 12/1/2020 through 12/31/2020

AI 21-002

Document Number	Vendor	Date	Amount	
23128	Elizabeth Jean Boutin	12/21/2020	1,368.36	
23129	Bryant's Tractor & Mower Inc.	12/21/2020	305.87	
23130	Marinn Carpenter	12/21/2020	3,897.04	
23131	City of Auburn	12/21/2020	6,729.81	
23132	City of Renton Utility Division	12/21/2020	175.19	
23133	Dept of Ecology	12/21/2020	114,546.66	45,698.05
23134	Employment Security Department	12/21/2020	30,400.00	
23135	Christopher Feist	12/21/2020	4,612.50	
23136	Geoffrey H. Fletcher	12/21/2020	1,368.36	
23137	Elizabeth Marie Fredrickson	12/21/2020	2,761.50	
23138	Tyson Goeppinger	12/21/2020	540.33	
23139	H.D. Fowler Company	12/21/2020	569.45	
23140	Inslee Best Doezie & Ryder P.S.	12/21/2020	6,842.50	
23141	Integrated Computer Systems Support, Inc.	12/21/2020	4,181.62	
23142	King County	12/21/2020	10,441.50	
23143	Carrie King	12/21/2020	138.62	
23144	Shawn Lanning	12/21/2020	3,937.50	
23145	Marc Bolan Consulting	12/21/2020	3,600.00	
23146	McLendon Hardware	12/21/2020	403.48	
23147	Deborah A Meisinger	12/21/2020	136.53	
23148	Oxbow Farm	12/21/2020	217.20	
23149	Pacific Topsoils Inc.	12/21/2020	147.00	
23150	Washington Farmland Trust	12/21/2020	9,981.00	
23151	Natalie Quist	12/21/2020	3,249.33	
23152	Laura Redmond	12/21/2020	306.94	
23153	Brandy Reed	12/21/2020	312.97	
23154	Renton Office Park LLC	12/21/2020	32,586.36	
23155	The Renton Printery Inc.	12/21/2020	145.20	
23156	Jacobus Saperstein	12/21/2020	408.32	
23157	Snoqualmie Indian Tribe	12/21/2020	648.70	
23158	Storm Lake Growers Inc.	12/21/2020	407.48	
23159	Sustainable Seattle	12/21/2020	10,189.25	
23160	Terra Tech	12/21/2020	55.00	
23161	Thomasson Dairy	12/21/2020	2,208.60	
23162	U.S. Bank Equipment Finance	12/21/2020	3,117.42	
23163	Henry J. Van Dam	12/21/2020	1,890.00	
23164	WACD	12/21/2020	150.00	
23165	WACD Plant Materials Center	12/21/2020	135.30	
23166	White River Valley Museum	12/21/2020	13,922.50	
23167	WSU - Cashiers SPS	12/21/2020	14,005.50	
23168	Zoom Video Communications, Inc	12/21/2020	193.39	
23169	Caroline Boschetto	12/29/2020	13.92	
23170	WEX Bank	12/29/2020	438.97	
23171	In Place Technology, Inc.	12/29/2020	3,312.57	
23172	McCaffrey Consulting LLC	12/29/2020	1,538.00	
23173	Mountain Mist	12/29/2020	65.89	
23174	National Construction Rentals	12/29/2020	162.80	
23175	Office Team	12/29/2020	8,669.55	
23176	Rani Souza	12/29/2020	53.88	

Check/Voucher Register - Monthly Check, EFTs, Payroll, and Fee Register  
1000 - Cash (Checking Ops / BoA / x0408)  
From 12/1/2020 through 12/31/2020

AI 21-002

Document Number	Vendor	Date	Amount
23177	Summit Law Group, PLLC	12/29/2020	7,029.00
23178	T-Mobile USA, Inc.	12/29/2020	1,180.46
23179	Tukwila Self-Storage	12/29/2020	466.00
23180	US Bank VISA	12/29/2020	12,356.31
23181	Valtas Group Washington LLC	12/29/2020	13,920.00
23182	Washington Alarm, Inc	12/29/2020	<u>367.29</u>
<b>Total Checks</b>			<b>693,012.69</b>
00004097E5470	UPS	12/14/2020	88.05
00004097E5480b	UPS	12/9/2020	28.28
00004097E5490	UPS	12/16/2020	19.52
120120-Navia	Navia Benefit Solutions	12/1/2020	421.94
121120-Navia	Navia Benefit Solutions	12/11/2020	319.04
121620-Navia	Navia Benefit Solutions	12/16/2020	1,473.93
122920-Navia	Navia Benefit Solutions	12/29/2020	<u>223.80</u>
<b>Total EFT</b>			<b>2,574.56</b>
120820-WireFee	Bank of America	12/7/2020	15.00
121120-WireFee	Bank of America	12/11/2020	15.00
122820-WireFee	Bank of America	12/28/2020	15.00
123020-WireFee	Bank of America	12/30/2020	15.00
123120-CkImFee	Bank of America	12/31/2020	<u>3.00</u>
<b>Total Bank Fees</b>			<b>63.00</b>
2012 01	December 2020 Payroll	12/31/2020	136,769.33
123120-DRS	Dept of Retirement Systems	12/31/2020	40,202.42
123120-PRTaxes	QuickBooks Payroll Service	12/31/2020	47,413.86
123120-QBFees	QuickBooks Payroll Service	12/31/2020	<u>167.45</u>
<b>Total Payroll</b>			<b>224,553.06</b>
<b>Report Total</b>			<b>920,203.31</b>

# NEW BUSINESS

**King Conservation District Board of Supervisors Meeting**  
**Agenda Action Briefing/Report**  
**Meeting Date: January 11, 2021**

AI 21-005

**ACTION ITEM: AI 21-005**

**SUBJECT: Regional Food System Program: Farm Business Support and Technical Assistance Strategic Initiative Project**

This initiative is one of four identified in KCD's current ILA as a core part of the Regional Food System Program. This brief provides a short overview of the Regional Food System program and lays out how KCD has invested in this work in the past, and developed the proposed scope of work and budget as described in the attached Draft RFP.

With Board support, KCD seeks to identify a qualified consultant or team of consultants to lead and manage a comprehensive farm business support and technical assistance program in King County. This program will coordinate current service providers to assist farmers in accessing business planning and management opportunities and connecting to technical assistance to create viable farming operations. Local food businesses would be eligible to participate in this comprehensive programming if they could demonstrate they are sourcing products substantially from King County farms.

**FISCAL IMPACT**

This project is one of four Strategic Initiative projects planned and budgeted in the KCD-King County ILA within the Regional Food System Program. Total funding for the four Strategic Initiative grants is budgeted at \$600,000 per year for the term of the ILA. This project is budgeted up to \$150,000 in the first year, with the option for renewal each year for an additional four years.

**STAKEHOLDER INTERESTS**

- Staff and board members of King Conservation District
- Regional Food System Stakeholders
- King County Local Food Initiative (LFI) and Kitchen Cabinet
- Grant Applicants
- Community of reviewers (Working Group, technical reviewers)

**BACKGROUND**

In 2015, KCD established the Regional Food System Program based on work of the King County Kitchen Cabinet and engagement with a wide range of local food system advisors. The program offers annual competitive grants, and longer term, sustained strategic investments, to support the Executive's Local Food Initiative (LFI).

**King Conservation District Board of Supervisors Meeting**  
**Agenda Action Briefing/Report**  
**Meeting Date: January 11, 2021**

Regional Food System Program Overview

Major gaps in our region's food system were identified by the King County Kitchen Cabinet in 2014 and detailed in the LFI. More support is needed in the production, distribution, processing, and storage of locally raised farm products. Significant barriers to land, capital, equipment, and markets prevent new farmers from starting farms and existing farmers from scaling up to a sustainable level.

KCD's Regional Food System Program supports efforts across King County to develop a food system that is sustainable, resilient, and equitable. Through a combination of grants and strategic initiatives, KCD focuses on improving production, consumer demand, and equitable access to healthy, local food.

Looking Forward

Since 2015, KCD has funded successful start-up farm cooperatives, community-based site redevelopments, expanded organizational capacity, increased food access, and other grass-roots tools for improving the regional food system.

In 2019, KCD sought extensive input from regional food system stakeholders, the King County LFI team, and farmers across the region. This input was distilled, vetted, and ultimately incorporated in KCD's current five year ILA. Through that process, KCD and its food system working group of external partners have identified four primary areas for Strategic Initiative investments over 2020-2024:

- *Launched fall 2020:* Working Farmland Access – connecting future farmers to land and current farmers to expanded land opportunities.
- *Ready for launch early 2021:* **Farm Business Support and Technical Assistance Coordination** – Address barriers facing farm businesses, including business and capital access support, marketing opportunities and readiness, accounting and recordkeeping, farm transition planning, etc.
- *To be developed/launched 2021:* Institutional Purchasing – working with schools, hospitals, corporate campuses, etc. to source locally, and with farmers to prepare for these markets.
- *To be developed/launched 2021:* Infrastructure Support - including shared processing, packing, storage, refrigeration, distribution, as well as access to loans for farm structures and equipment, and associated assessments for regional infrastructure needs.

Project Focus

This Project Scope and Budget is focused on the Farm Business Support and Technical Assistance Strategic Initiative area.



**King Conservation District Board of Supervisors Meeting**  
**Agenda Action Briefing/Report**  
**Meeting Date: January 11, 2021**

Since 2015, KCD has been investing in coordinated efforts to help farmers address the economic success of their farm businesses. Work includes maintaining formal coordination between agencies and non-profits, helping landowners ready underutilized farmland for production, supporting new and beginning farmers in their unique journeys to establish/expand successful farm businesses, and facilitating lasting land matches. This work requires partners to work closely with participants to understand unique barriers to advancing goals of the LFI, and assembling project teams offering tailored technical assistance, training, and access to cost-sharing resources to support participants.

The ultimate goal of this work is to facilitate education and the diversity of technical assistance to farm businesses across King County and thereby bring more land into production, increase the number of farmers farming in King County, increase farm sales, and ultimately, increase the economic viability of the county's farm businesses and farming communities.

In 2020, District staff partnered with King County and, incorporating stakeholder outreach, developed a multi-year strategic farm business support and technical assistance plan to get more targeted and measurable results towards the goals of assisting farmers decrease start-up and expansion costs; enhancing recruiting, training, and technical assistance programs for new farmers, with consideration of diverse cultural and language needs; and increasing sales of King County farm products (Goals identified in the King County Local Food Initiative).

The draft RFP and Application Package are attached; expect to see the final package at the next Board of Supervisors meeting on February 9, 2021.



# King Conservation District

Local Food | Healthy Forests | Clean Water | Better Ground

800 SW 39th St, Suite 150 | Renton, WA, 98057

[www.kingcd.org](http://www.kingcd.org)

## REQUEST FOR PROPOSALS

### Regional Food System Program: Farm Business Support and Technical Assistance Strategic Initiative Project

Released: **January xx, 2020**

Written questions deadline: **January xx, 2020**

Response Deadline: **February xx, 2021**

Submit Electronically to: [mary.embleton@kingcd.org](mailto:mary.embleton@kingcd.org)

#### Senior Program Manager

Mary Embleton

425-282-1958 (O)

425-529-4801 (C)

[mary.embleton@kingcd.org](mailto:mary.embleton@kingcd.org)

#### Purpose of RFP

King Conservation District (KCD) seeks to identify a qualified consultant or team of consultants to lead and manage a comprehensive farm business support and technical assistance program in King County. This program will coordinate current service providers to assist farmers in accessing business planning and management opportunities and connecting to technical assistance to create viable farming operations. Local food businesses would be eligible to participate in this comprehensive programming if they could demonstrate they are sourcing products substantially from King County farms.

**Proposals are requested from a consultant qualified to lead and manage a farm business support and technical assistance program** that assists farmers decrease start-up and expansion costs; enhance recruiting, training, and technical assistance programs for new farmers, with consideration of diverse cultural and language needs; and increase sales of King County farm products (Goals identified in the King County Local Food Initiative).

## SECTION 1: INSTRUCTION TO BIDDERS

### 1.1 Proposal Submission

To be considered for this RFP, Proposers must follow the directions presented in this RFP, and must submit a proposal packet no later than 4:00 p.m. on **XYZ**.



### **1.2 Questions and Interpretation of the RFP**

No oral interpretations of this RFP will be made to any Proposer. All questions regarding this RFP must be submitted in writing, and are due via email to [mary.embleton@kingcd.org](mailto:mary.embleton@kingcd.org) no later than **XYZ**.

### **1.3 Proposal Content Requirements**

The proposal shall be submitted electronically and contain the following items:

- A. A complete RFP package in pdf format.
- B. A Word file for the narrative and scope portions of the RFP.
- C. An Excel file including the budget pages in the RFP packet.

## **SECTION 2: PROPOSAL EVALUATION AND CONTRACT AWARD**

### **2.1 General Approach**

KCD will select a consultant based on the terms, conditions, and attachments set forth in this RFP. Proposers may be individual firms or teams as appropriate to meet the specific needs of the project. Proposers are solely responsible for all costs incurred in the development and submission of the response to this RFP or for any subsequent requirements of the consultant selection or contract negotiation process. All materials submitted in response to this RFP become the property of KCD.

### **2.2 Selection Panel**

The selection panel will consist of KCD staff members and representatives from partner agencies and organizations, and other regional food system stakeholders. The panel will rank the applicants and recommend selection for KCD's board approval based on ratings from written proposals and interviews, if conducted.

### **2.3 Selection Process**

Proposals are due no later than 4:00 p.m. on **XYZ**.

#### Step 1

Evaluation of written statements of qualifications (SOQ) submitted by each Proposer resulting in a short-list of proposals which will be ranked and may be invited to an interview if deemed necessary.

#### Step 2

If interviews are conducted, Proposers will be evaluated and ranked on the interview.

#### Step 3

KCD's evaluation team will recommend the top ranked candidate to the Board of Supervisors to obtain approval to begin negotiations and, if successful, enter into an agreement with the selected Proposer. If the selected Proposer and KCD are unable to agree on the final scope and fee for deliverables for the contract, KCD reserves the right to terminate negotiations and initiate contract negotiations with the next highest rated Proposer.

## 2.4 Evaluation Criteria

### A. Written Evaluation of Proposals

Each proposal will be evaluated and given a score based on the quality of response to each of the following topic areas.

<b>Organization and Management Approach</b> <ol style="list-style-type: none"><li>1. Composition of the team, responsibilities and skills of each team member, and appropriateness of the team's experience related to the Scope of Work (SOW).</li><li>2. Team's experience working together and ability to coordinate efficient and effective delivery of work products.</li><li>3. Demonstrated understanding of an effective relationship with a client such as KCD.</li></ol>	<b>15 Points</b>
<b>Qualifications and Related Experience</b> <ol style="list-style-type: none"><li>1. Demonstrated experience leading and managing a collaborative team with technical assistance providers from multiple partners (agencies, non-profits) focused on farm business support, and farmer education and technical assistance.</li><li>2. Demonstrated experience providing business support and capital access services across a range of business types and stages of business lifecycles.</li><li>3. Demonstrated experience providing farm business support and capital access services across a range of business types and stages of business lifecycles.</li><li>4. Demonstrated experience facilitating and delivering farm business support, farmer education, and communication between farmers and service providers (with a wide variety of backgrounds and range of interests, skills, and abilities) towards the goal of increasing the viability of new and existing farm businesses. Local food businesses would be able to participate in training and technical assistance if they could demonstrate they are sourcing products substantially from King County farms.</li><li>5. Experience within the team that reflects community relationships to enable the implementation of farm business support and technical assistance.</li><li>6. Demonstrated experience engaging with multilingual and multicultural farming communities.</li><li>7. Demonstrated experience and ability to conduct outcomes-based program evaluation and adapt services to improve results. Feasible and practical evaluation methodology that matches audience type and program goals should be used to measure program results.</li><li>8. Demonstrated experience coordinating programs of the size and budget similar to those described in this RFP.</li></ol>	<b>35 points</b>
<b>Approach to Scope of Work</b> <ol style="list-style-type: none"><li>1. Demonstrated expertise, creativity, and effectiveness in proposed approach to SOW and in approach to ensuring participation by farmers, farmer cooperatives, and other farm organizations.</li></ol>	<b>40 points</b>

<ol style="list-style-type: none"> <li>Demonstrated understanding of the diverse cultural and language needs of King County farm and food businesses.</li> <li>Demonstrated understanding of program goals and how to work effectively with agencies, non-profits, farmers, and food businesses in King County.</li> <li>Demonstrated understanding of barriers, needs, and opportunities associated with both new and existing farm businesses.</li> <li>Demonstrated understanding of how to provide assistance to farmers on a variety of farm business planning and management needs with a goal of increasing farm business viability and increased farm sales in King County.</li> </ol>	
<b>Cost Estimates</b> <ol style="list-style-type: none"> <li>Appropriate allocation of hours and expenses for each task.</li> <li>Clarity and completeness of pricing structure, fees, overhead, profit, and hourly rates.</li> <li>Value provided to KCD related to other proposals and similar work done in the region.</li> </ol>	<b>20 points</b>
<b>Overall Proposal</b> <ul style="list-style-type: none"> <li>Concise, clearly written and complete or thorough proposal, prepared as instructed.</li> </ul>	<b>10 points</b>

**Maximum Written Proposal Score: 120 points**

#### B. Oral Interviews (Optional)

If an award is not made based on written evaluations alone, oral interviews may be conducted with the top-ranked proposers. Final award would then be made based on the total of the written evaluation and oral interview scores.

<b>Expertise and Technical Capabilities</b> <ol style="list-style-type: none"> <li>Demonstrated knowledge and understanding regarding providing farm business support and technical assistance services described in this RFP.</li> <li>Demonstrated understanding of an appropriate client relationship.</li> <li>Demonstrated capacity and experience to handle all aspects of the SOW described in this RFP.</li> </ol>	<b>20 points</b>
<b>General Presentation</b> <ol style="list-style-type: none"> <li>Demonstrated clarity in approach to scope.</li> <li>Demonstrated ability to present information and suitable technical capabilities.</li> <li>Demonstrated ability to respond to questions, level of knowledge, and appropriateness of response.</li> </ol>	<b>20 points</b>

**Maximum Oral Presentation Score: 40 points**

**MAXIMUM POSSIBLE SCORE (if interviews conducted): 160 points**

## **SECTION 3: PROJECT SPECIFICATIONS AND SCOPE OF WORK**

### **3.1 General Information**

#### **A. Project Background**

KCD is a non-regulatory special purpose district that provides education, technical services, and financial assistance to landowners and homeowners in King County. Our mission is to promote the sustainable use of natural resources through responsible stewardship. Our purpose is to protect water quality, conserve soil, protect and enhance fish and wildlife habitat, and promote the retention and economic viability of working agricultural and forest lands.

In 2015, KCD established the Regional Food System Program based on the King County Local Food Initiative (LFI), and engagement with a wide range of local food system advisors/stakeholders. The program offers annual competitive grants, and longer term sustained strategic investments, to support the Executive's LFI.

#### Regional Food System Program Overview

Major gaps in our region's food system were identified by the King County Kitchen Cabinet in 2014 in their LFI. More support is needed in the production, distribution, processing, and storage of locally raised farm products. Significant barriers to land, capital, equipment, and markets prevent new farmers from starting farms and existing farmers from scaling up to a sustainable level.

KCD's Regional Food System program supports efforts across King County to develop a food system that is sustainable, resilient, and equitable. Through a combination of grants and strategic initiatives, KCD focuses on improving production, consumer demand, and equitable access to healthy, local food.

#### Looking Forward

Since 2015, KCD has funded successful start-up farm cooperatives, community-based site redevelopments, expanded organizational capacity, and other grass-roots tools for improving the regional food system. Through that process, KCD and its food system working group of external partners, have identified four primary areas for Strategic Initiative investments over the next 5 years:

- Working Farmland Access - connecting future farmers to land and current farmers to expanded land opportunities.
- Farm Business Support and Technical Assistance Coordination - such as agronomic, business planning, access to capital, marketing, conservation, education coordination, and food safety.
- Consumer Demand - such as institutional purchasing, direct market support, buy local campaign.
- Infrastructure Support - including shared processing, packing, storage, refrigeration, distribution, as well as access to loans for farm structures and equipment, and associated assessments for regional infrastructure needs.

#### **B. Project Focus**

This RFP is focused on the Farm Business Support and Technical Assistance Strategic Initiative area.

Since 2015, KCD has been investing in coordinated efforts to help farmers address the economic success of their farm businesses. Work includes maintaining formal coordination between agencies and non-profits, helping landowners ready underutilized farmland for production, supporting new and beginning farmers in their unique journeys to establish/expand successful farm businesses, and

facilitating lasting land matches. This work requires partners to work closely with participants to understand unique barriers to advancing goals of the LFI, and assembling project teams offering tailored technical assistance, training, and access to cost-sharing resources to support participants.

The ultimate goal of this work is to facilitate education and the diversity of technical assistance to farm businesses across King County and thereby bring more land into production, increase the number of farmers farming in King County, increase farm sales, and ultimately, increase the economic viability of the county's farm businesses and farming communities.

### 3.2 Scope of Services

#### A. Overview of Services Requested

KCD is soliciting consultant(s) to manage a comprehensive farm business support and technical assistance program in King County to coordinate current service providers to assist farmers in accessing educational opportunities and connecting to technical assistance to get farmland into production, increase farm sales, and increase the economic viability of local farms.

A comprehensive farm business support and technical assistance program that fits the unique needs of King County would consist, at a minimum, of the following tasks:

Activity / Task	Description	Outputs/Outcomes/Data Collection
<b>Task 1: Partner Coordination</b>		
Establish the network of partners	<p>*Identify and create a coordinated network of organizations providing business and capital access support services to the farm and food sector. The network represents the geographic, economic, and racial diversity of organizations and agencies providing farm business support services.</p> <p>*Organization and agencies within the network also reflect the racial, scale, economic, and geographic diversity of the farming community in King County.</p> <p>*Cultivate relationships and manage communications among internal and external network partners. Coordinate logistics for meetings, trainings, and events.</p>	<p>Outcome: e.g. farm business support organizations are working together to provide efficient and effective business education and technical assistance services through a comprehensive farm business support and technical assistance program.</p>
<b>Task 2: Farm business support/Training</b>		
Develop relevant and useful farm business support and curricula/training series	<p>Work with the network of providers and community partners to develop a series of trainings/curricula that address barriers facing farm businesses. Topics could include, but are not limited to:</p> <p>*Business planning (e.g. business formation, setting strategies and goals, and managing production, personnel, legal, financial and marketing risks)</p> <p>*Access to capital (e.g. financial readiness, building credit, traditional farm financing</p>	<p>Output: e.g. # of trainings; # number of farmers trained; increased access to capital for farm businesses; revenue growth for farm businesses; farm jobs created or retained.</p> <p>Outcome: e.g. Increased farmer knowledge about running a successful farm business and specific actions taken resulting from trainings as measured through pre- and post-survey evaluations.</p>

	<p>opportunities, alternative farm financing opportunities, revolving loan funds, social investing, KIVA, etc.)</p> <p>*Marketing (e.g. identifying market opportunities and market readiness, marketing budget, advertising, social media, e-commerce platforms, direct sales, etc.)</p> <p>Logistical (e.g. accounting, record keeping, insurance, exit strategy – farm transition planning)</p>	
<b>Task 3: One-on-One Assistance</b>		
Provide individualized business support and resource navigation services	<p>*Provide one-on-one business development support (e.g. financial readiness and business coaching, technical assistance in marketing, advertising, social media, e-commerce, business planning, financial management, and others as needed.)</p> <p>*Work with network partners to help farm businesses identify resources available to them.</p> <p>*Provide navigation of laws, rules, and regulations.</p> <p>*Track progress and advocate for farm businesses navigating barriers to creating viable farming operations.</p>	<p>Output: e.g. # one-on-one coaching conducted.</p> <p>Outcome: e.g. Demonstrated improvement in farm business support and management as measured by # farm businesses getting new loans, accessing new markets, increasing sales, etc.</p>
<b>Task 4: Develop Data Collection and Evaluation Plan</b>		
Lead partnership planning efforts and conduct regular evaluation	<p>*Design and implement data collection methods.</p> <p>*Evaluate progress and impact at regular intervals.</p>	

### 3.3 Other Consultant Responsibilities

The consultant shall manage the contract so that all tasks are met, and contract terms and conditions are satisfied within the given budget and schedule. The consultant shall ensure that the KCD Program Manager is informed in a timely manner about the status of contract deliverables.

The consultant shall submit invoices not more frequently than monthly. Invoices shall be itemized by tasks with subtotals. Task hours shall be billed in quarter hour increments, and hours itemized by staff and billing rate.

### 3.4 Time of Performance

The anticipated contract term will be from March XYZ, 2021 through March 31, 2022. The contract period may be extended in increments of one (1) year for up to a total of four (4) additional years in accordance with KCD's best interest, and at the sole option of KCD.

### 3.5 Budget

The total budget for the one-year contract shall not exceed \$150,000. The District anticipates a similar yearly funding level in the future, budget permitting.

### 3.6 Consultant Qualifications

KCD desires a consultant or consultant team with experience and expertise in:

1. Leading and managing a collaborative team with technical assistance providers from multiple partners (agencies, non-profits) focused on providing farm business support, farmer education, and technical assistance services.
2. Facilitating communication between farmers and farm service providers (with a wide variety of backgrounds and a range of interests, skills, and abilities) towards the goal of increasing the viability of new and existing farm businesses.
3. Farm business laws and legal instruments.
4. Integrating diversity, equity, and social justice goals in programming and goal setting.
5. Engaging with multilingual and multicultural farming communities.
6. Conducting outcomes-based program evaluation and adapt services to improve results. Feasible and practical evaluation methodology that matches audience type and program goals should be used to measure program results.
7. Coordinating programs of size and budget similar to those described in this RFP.

### 3.7 Format for Responses

Limit the proposal to 10 pages of text, with consecutively numbered pages, and using 11-pt. type or larger. The cover letter, table of contents, budget, and appendices are **not** included in the 10-page limit. All pages shall be numbered, including resumes and appendices, and listed in a table of contents. Proposals shall contain and be organized in the following format:

- A. Cover Letter with Proposers signature: Include the name, phone number, and email of a contact person. The cover letter shall be no longer than one single-sided page.
- B. Table of Contents: Include all appendices
- C. Written Proposal (limit to 10 pages)

#### I. Organization and Management

Description of your proposed project team, including the following:

1. Composition of the team, including principals, staff, and any sub-consultants, with responsibilities, skills, area of expertise and years of experience for each team member; appropriateness of the team's experience related to the Scope of Work; and an organization chart of the team.
2. Team's experience working together and ability to coordinate efficient and effective delivery of work products.
3. Management approach.
4. Demonstrated understanding of an effective relationship with a client such as KCD.

#### II. Qualifications and Related Experience

Describe at least three projects relevant to the Scope of Work which your organization or team members have implemented that demonstrate:

1. Experience leading and managing a collaborative team with technical assistance providers from multiple partners (agencies, non-profits) focused on farm business support, education, and farm technical assistance services.

2. Experience providing business support and capital access services across a range of business types and stages of business lifecycles.
3. Experience facilitating communication between farmers and farm service providers (with a wide variety of backgrounds and a range of interests, skills, and abilities) towards the goal of increasing farm business viability and increased sales of King County farm products.
4. Experience engaging with multilingual and multicultural farming communities.
5. Experience and ability to conduct outcomes-based program evaluation and adapt services to improve results, including use of practical evaluation methodologies that matches audience type and program goals to measure program results.
6. Experience coordinating programs of size and budget similar to those described in this RFP.

For each project, include the following information:

- Name of the client, whether the proposer was the prime or the sub-consultant, the total fee, contract completion date, proposer's project manager, and client contact information.
- A brief description of the project, including goals, objectives, and strategy.
- How results were measured.
- Include work samples of relevant materials proposed to work on this contract. Work samples should be marked "Work Samples" and labeled with the project title, client name, name of consultant or team member who completed the work, and the type of work performed (e.g., "business plan development", "marketing support", etc). Please limit Work Samples to TWO per example project. Attach all work samples in the appendices section. The page limit for related project experience does not apply to work samples.

### **III. Approach to Scope of Work**

In this section, the proposer shall provide a vision and describe a methodology for carrying out the programs described in the Scope of Work of this RFP and demonstrate the following:

1. Expertise, creativity, and effectiveness in proposed approach to Scope of Work and in approach to ensuring participation by farmers (and local food businesses, as appropriate).
2. Understanding of program goals and how to work effectively with all members of the farmland services partnership in King County, including agencies, non-profits, farmers, and local food businesses (as appropriate).
3. Understanding of barriers, needs, and opportunities associated with farm business support for both new and existing farmers.
4. Understanding of how to provide assistance to farmers on farm business support that will result in both increased viability of farms in King County and increased sales of local farm products.

This section of the proposal shall include the following:

- Your vision of the project.
- How you will work with a collaborative partnership of agencies and non-profits to lead, manage, and deliver farm business support services and technical assistance



that will increase the viability of King County farmers and increase sales of local farm products.

- Methods you would use, including partnerships with other agencies, to accomplish the work and meet project goals. Particularly how you would ensure that partnerships and participation in planning, curricula development/training, reflects the racial, scale, economic, and geographic diversity of the farming community in King County.
- Measurements of success or effectiveness for the project.

D. Proposed Budget (2-page maximum)

Proposals shall include the Proposer's budget by task, the names of team members assigned to each task (where known or appropriate), each team member's labor rate (including overhead and profit) or direct payroll costs, and the number of hours to be spent on each task by each team member. Budgets should include:

1. Appropriate allocation of hours and expenses for each task.
2. Clarity and completeness of pricing structure, fees, overhead, hourly rates.
3. Value provided to KCD related to other proposals and similar work done in the region.

E. Appendices

1. Resumes: Submit one-page resume for each proposed team member in a key role, including the prime and sub-consultants. The resumes shall list relevant/related professional experience in chronological order with dates.
2. List of three (3) references who are familiar with your work, as relevant to the scope of work, and include a contact name, phone number, and email address for each.
3. Work Samples: Work samples should be marked "Work Samples" and labeled with the project title, client name, name of team member who completed the work, and the type of work they performed (e.g., "one-on-one technical assistance"). Limit work samples to a maximum of two per project example from the "Qualifications and Related Experience" section.
4. Other, as determined needed or related.

**King Conservation District Board of Supervisors Meeting**  
**Agenda Action Briefing/Report**  
**Meeting Date: January 11, 2021**

**ACTION ITEM: : AI 21-006**

**SUBJECT:**

A motion to approve the submission of a 1-year minor update to KCD's Strategic Plan to WSCC

The approval of this updated Strategic Plan allows KCD to meet its obligation to submit a strategic plan to WSCC by extending its current 5-year plan by 1 year. This enables the Board to hire a permanent Executive Director and set strategic direction and goals in partnership with that leadership.

**FISCAL IMPACT**

There is no fiscal impact to this action.

**POLICY CONSIDERATION**

Every five years, KCD develops a 5-year Strategic Plan, in alignment with but broader than its ILA with King County. Due to the loss of its Executive Director and COVID-19, KCD has not developed a new 5-year plan. A 1-year extension of the current plan would allow the Board and permanent Executive Director the ability to develop a new 5-year plan once the new ED is on board.

**STAKEHOLDER INTERESTS**

*Stakeholders who might engage in the development of a new 5-year Strategic Plan that is considered and inclusive include:*

- *KCD Advisory Committee*
- *KCD project partners*
- *Recipients of KCD grants*
- *Traditional cooperators*
- *Stakeholders party to the development and approval of the King CD 5-Year Implementation Plan (2015 – 2019)*

**BACKGROUND**

**King Conservation District Board of Supervisors Meeting  
Agenda Action Briefing/Report**

**Meeting Date: January 11, 2021**

Strategic plan submittals to the WSCC are an element of evaluation of conservation district performance in the WSCC Conservation Accountability & Performance Program (CAPP). Per WSCC CAPP guidance, KCD submits its strategic plans to the WSCC using the WSCC Strategic Plan Template. KCD's most recent strategic plan covers January 2015 through December 2020, and the WSCC is expecting an updated KCD strategic plan starting January 2021.

KCD staff have prepared an minor update to the recently expired KCD Strategic Plan, extending the strategic plan elements one year to meet WSCC CAPP obligations. A one-year update to the KCD Strategic Plan allows KCD to meet its WSCC CAPP obligation while enabling the Board to hire a permanent Executive Director and set strategic direction and goals in partnership with that leadership.

**EFFECTIVE DATE:**

If approved, this Motion becomes effective immediately.

**OPTIONS**

- 1) No Action
- 2) Approve this minor update, 1-year extension to KCD's 2015 Strategic Plan for submission to WSCC

**RECOMMENDATION**

Staff recommends option 2 and approval of the following draft motion

**MOTION**

\_\_\_\_\_ Moved, \_\_\_\_\_ Seconded; Passed unanimously a motion to approve an update to the King Conservation District 2015 - 2020 Strategic Plan, extending the Strategic Plan through 2021 and approving the plan for submittal to the WSCC.



# King Conservation District

## STRATEGIC PLAN: YEARS 2015 - 2021

### Mission

To promote the sustainable use of natural resources through responsible stewardship

### Vision

King Conservation District will continue to be a leader in community based stewardship of natural resources and provides service to support economically viable working lands throughout the District.

### Values

► Accountable    ► Respectful    ► Collaborative    ► Empowering    ► Trusted

### Function

- The KCD facilitates community conservation through voluntary sustainable stewardship within and between the public and private sectors in the District and the region. The District has no regulatory or enforcement authority.
- The KCD supports working lands (eg: farms, marine industrial, forests, shellfish beds, etc.) as they effectively protect open space, optimally steward resources and are self-sustainable. KCD educates or coaches land managers (residential and commercial), schools, scientists, consultants and agencies on how to recognize and steward natural resources. KCD provides technical assistance and funding that supports solutions.
- In addition to funding its core programs, KCD offers grant funding to support stewardship congruent with its mission.
- The KCD works hand-in-hand with the local office of the Natural Resources Conservation Service (NRCS). The NRCS develops and maintains current best management practices and standards, which KCD employs in the implementation of its projects.

# King Conservation District Priorities

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## Urban and Rural Forestry

*Rural Forestry* - King Conservation District will work with small-lot forest landowners across unincorporated King County to increase the resilience of the forested landscape and capture the ecological, recreational and other values of forests by helping landowners actively manage forestlands and open space areas.

*Urban Forestry* - KCD will expand conservation of urban tree canopies and grow green infrastructure where it is deemed most needed through partnerships with our member jurisdictions and their respective neighborhood and community organizations, groups and landowners. It will use convene and use an Initiative Review Team to evaluate and identify projects for funding. The objective is to identify 6 jurisdictions by the end of CY 2015 to receive KCD technical assistance and cost-share and/or grant funding for urban forestry program/project implementation, and up to 3 additional jurisdictions each year thereafter until 15 jurisdictions have been selected and queued for program / project support. The recommendations of the Initiative Review Team/Work Group recommendations will be reported to the full Advisory Committee for concurrence and the KCD Board for approval.

## Food and Farming

*Sustainable, Equitable, and Resilient Regional Food System* - KCD will address these challenges by working with our partners and technical experts to develop a regional grant program designed to build capacity in food production, transportation, storage, distribution, and access. *Urban Agriculture* - KCD will build on existing success, such as Seattle Tilth's Farm Works in Auburn and Rainier Beach Urban Farm and Wetlands in south Seattle as models of success and work together to innovate new pilot programs to learn from and adapt. *Rural Agriculture* - King Conservation District will increase its support of rural farmers through both increasing the number of plans to self-selected clients as well as expand current pilot efforts on sub-basin targeting to improve water, soil, and habitat quality in watersheds that exhibit poor benchmarks.

*Raise literacy of policymakers and stakeholders of the value of and critical need to protect and expand farmland.* Work with farming community to publish white paper articulating the intrinsic value of farmland and challenges facing farmers today and in the future.

*Explore county-wide farm production strategic plan.* Production and preservation can be more effective when partners participate in the planning process. (Needs Board Input)

*Explore potential cluster staffing for: GIS, IT, dairy, etc* - Clustering may benefit by reducing redundancy and improving budgets through cooperation.

## Shorelines and Riparian Habitat



KCD will increase the acres and miles of enhanced freshwater and marine riparian habitat on private property engaging more landowners and residents through increased levels of education and technical services and financial incentives. It will use convene and use an Initiative Review Team to evaluate and identify projects for funding. The objective is to implement urban shoreline and riparian habitat improvement projects consistent with current program procedures during CY 2015, and continue this practice in CY 2016 unless an alternate framework is recommended and adopted. The recommendations of the Initiative Review Team/Work Group will be reported to the full Advisory Committee for concurrence and the KCD Board for approval.

### **Fostering Collaboration to Build Capacity within the Community of the Multiple Partners and Stakeholders of King Conservation District**

*Increase Community Engagement through new media/networking/etc* - To be an effective advocate for farms KCD will broaden its connection with the community.

*Promote the term "farmland" in the primary lexicon* - As a keystone to resource preservation, the term "farmland" needs to become ubiquitous when speaking about economics, the environment, or the creation of government policy.

*Expand and support efforts of PSCD caucus to increase capacity of its members* - Partnerships and collaboration offer greater synergy.

*Advisory Committee Outreach* - Provide communication and organizational understanding between KCD and stakeholders.

*Increase Diversity.* Cultural, geographic, and ethnic diversity enhances KCD's viewpoint and contribution.

*Strengthen tribal relations and foster opportunities with additional tribes* - The tribes present an important component and viewpoint for KCD.

*Landowner Incentive Program (LIP)* - KCD will increase our region's capacity to protect and enhance natural resources by providing financial incentives complementary to our technical programs and services that support private landowners in meeting the region's expectations that common natural resources be protected and enhanced for the public benefit.



Goals	Statement of Intent	2-Year Objectives	6-Year Objectives
<p><b>PRIORITY 1:</b></p> <p><b>RURAL AND URBAN FORESTRY</b></p> <p>Rural Forestry: King Conservation District will work with small-lot forest landowners across unincorporated King County to increase the resilience of the forested landscape and capture the ecological, recreational and other values of forests by helping landowners actively manage forestlands and open space areas.</p>	<p>KCD will expand its efforts by enhancing its partnerships with King County Department of Natural Resources and Parks, Washington State University Cooperative Extension, and rural residential and small private forest landowners to protect and enhance woodlots and smaller stands of forest, reduce forest fragmentation, and capture the ecological benefits and in some cases the economic value of forests.</p>	<p>Develop and deploy new expanded approach.</p>	<ul style="list-style-type: none"> <li>• Increase from current level of 25 - 40 acres to 225 acres of rural forest / woodlot treated and planted annually, a total of 1,125 acres over 5 years</li> <li>• Increase from 2,000 - 3,000 to 18,000 - 36,000 native trees and shrubs planted on forest land annually, a total of 90,000 to 180,000 over 5 years</li> <li>• Increase from \$28,986 to \$144,900 of private sector funding leveraged on forest health management annually, a total of \$724,500 over 5 years</li> <li>• Increase from 2-3 to 18 or more small forest landowners engaged annually in planning and implementing best management practices through KCD technical services, a total of at least 90 landowners engaged over 5 years.</li> <li>• Offer 1 or more WSU Coached Forest Stewardship Workshop held in King County annually or at least 5 workshops in 5 years.</li> <li>• Increase from \$38,750 to \$150,000 in KCD LIP cost-share funding awarded annually for contracts with small private forest landowners to implemented best management practices, for a total of \$750,000 in cost share monies awarded over 5 years.</li> </ul>



Goals	Statement of Intent	2-Year Objectives	6-Year Objectives

Goals	Statement of Intent	2-Year Objectives	6-Year Objectives
Urban Forestry: KCD will expand conservation of urban tree canopies and grow green infrastructure where it is deemed most needed through partnerships with our member jurisdictions and their respective neighborhood and community organizations, groups and landowners	King Conservation District will work with our member jurisdictions and other partners to build a program that increases street trees and urban tree canopy coverage and builds green infrastructure in communities across King County. We will build on existing programs and utilize other available resources when available.	Develop and deploy new expanded approach.	<ul style="list-style-type: none"> <li>• Increase from 6 to 14 acres of urban forest/upland treated and planted annually, a total of 70 urban acres over 5 years.</li> <li>• Increase from 14,500 to 34,400 native trees and shrubs planted on urban forest/upland habitat annually, a total of 172,000 trees and shrubs planted in urban areas over 5 years.</li> <li>• Increase from \$144,000 to \$324,400 private sector funding leveraged on urban forest/upland health annually, a total of \$1,622,000 of private sector funds over 5 years.</li> <li>• 3 jurisdiction roundtables facilitated annually to develop tailored urban forest retention and restoration initiatives, reaching 15 King County cities in 5 years.</li> <li>• Work with 3 new jurisdictions annually in a support and/or coordination role to plan and implement urban forest retention and restoration programs, building urban canopy programs in 15 King County cities within 5 years.</li> <li>• Increase from \$14,000 to \$150,000 (\$50,000 per jurisdiction) KCD LIP cost-share funds awarded annually for contracts with urban residents and neighborhood and community groups to implement management practices consistent with the urban forest initiatives adopted by the respective jurisdictions, for a total of \$750,000 in cost-share monies awarded over 5 years.</li> </ul>

Goals	Statement of Intent	2-Year Objectives	6-Year Objectives
<p><b>PRIORITY 2:</b></p> <p><b>FOOD AND FARMING</b></p> <p><b>Sustainable, Equitable, and Resilient Regional Food System:</b> King Conservation District proposes to help address these challenges by working with our partners and technical experts to develop a regional grant program designed to build capacity in food production, transportation, storage, distribution, and access.</p>	<p>KCD will seek to align with established regional food system recommendations from King County Local Food Initiative's Kitchen Cabinet, the Farms and Food Roundtable, and Puget Sound Regional Council's Food Policy Council. These funds will be used to leverage other resources, such as USDA, EPA, and state sources, whenever possible to ensure significant on-the-ground impact over the next five years.</p>	<p>Develop and deploy new expanded approach.</p>	<ul style="list-style-type: none"> <li>• Improving food access</li> <li>• Investing in local food system as an economic growth sector</li> <li>• Beginning to address storage and processing obstacles</li> <li>• Strengthening direct market connections at farmers markets</li> <li>• Expanding CSAs</li> <li>• KCD will bring over \$5,000,000 to the expansion and stabilization of a sustainable, equitable, and resilient regional food economy over the next 5 years. These funds can be used as match for USDA and other grant sources for even greater impact on the development of our food system economy.</li> </ul>

Goals	Statement of Intent	2-Year Objectives	6-Year Objectives



Goals	Statement of Intent	2-Year Objectives	6-Year Objectives
<p><b>Urban Agriculture:</b> KCD will build on existing success, such as Seattle Tilth's Farm Works in Auburn and Rainier Beach Urban Farm and Wetlands in south Seattle as models of success and work together to innovate new pilot programs to learn from and adapt.</p>	<p>KCD will work with our member jurisdictions, King County, Seattle Tilth, Cascade Harvest Coalition, Pike Place Market, the Puget Sound Regional Food Council, and others across the food system spectrum to identify strategies to develop urban agricultural opportunities.</p>	<p>Develop and deploy new expanded approach.</p>	<ul style="list-style-type: none"> <li>• Assess regional need for urban farming-related natural resource planning support through coordination with member jurisdictions and the KCD Advisory Committee.</li> <li>• Continue to market and expand soil fertility services to promote responsible fertilizer practices (Increase gardener involvement by at least 100 more new gardeners annually, engaging at least 500 new gardeners over 5 years). In 2014, the goal is to serve 200 gardeners/ farmers with the soil testing service.</li> <li>• Grow current soil testing program and customers into a more comprehensive urban conservation program focused on growing healthy local food and protecting and enhancing urban water quality.</li> <li>• Assist up to 15 jurisdictions with Comprehensive Code and Regulatory Code audits over 5 years.</li> <li>• Increase from under 5 to 20 Urban Farm Planning Technical Assists per year. Our goal is to assist urban farming planning across the District that by year 5, a total of 100 urban farms have received planning technical assistance across King County.</li> </ul>

Goals	Statement of Intent	2-Year Objectives	6-Year Objectives
Rural Agriculture: King Conservation District will increase its support of rural farmers through both increasing the number of plans to self-selected clients as well as expand current pilot efforts on sub-basin targeting to improve water, soil, and habitat quality in watersheds that exhibit poor benchmarks.	KCD will Develop a multi-year plan to deploy targeted farm planning services approach county wide to key targeted natural resource concern areas, for example PIC approach-targeting water quality impaired sub-basins with significant commercial farming land use (5 - 10 watersheds prioritized; may result in 10+ year plan).	Develop and deploy new expanded approach.	<ul style="list-style-type: none"> <li>• Maintain 2014 level of county-wide farm natural resource planning support. This program currently addresses water quality, salmon habitat, and farm productivity goals.</li> <li>• 150 farming service customers/70 farm conservation plans, including 2 dairy nutrient management plans/ Follow up on 150 farm plans /Loan Manure Spreader to 30 landowners/Loan hay probe to 20 farmers for feed nutrient management/Loan lime spreader to 25 landowners for soil fertility management</li> <li>• Develop a multi-year plan to deploy targeted farm planning services county-wide. Establish a regionally coordinated outreach/service delivery program. Target 1 natural resource concern area for outreach each 2 years. (This program was in BETA in 2014, funded by outside grants)</li> <li>• Serve 50 farming customers in targeted natural resource areas annually, reaching 250 farmers over 5 years. (in addition to 2014 levels above)</li> <li>• Delivering 20 farm plans in targeted natural resource areas (25% regulatory nexus; 10% Current/PBRS nexus: 65% stewardship nexus only) annually, totaling 100 over a 5 year period. (in addition to 2014 levels above)</li> <li>• Connect land managers and farmers with financial assistance to make identified improvements.</li> </ul>

Goals	Statement of Intent	2-Year Objectives	6-Year Objectives
Explore county-wide farm production strategic plan.	Production and preservation can be more effective when partners participate in the planning process.	1. Scope out the funding, partnership and timing for a county-wide strategic plan.	Maintain and update list of partners and opportunities for collaboration in planning.
Raise literacy of policymakers and stakeholders of the value of and critical need to protect and expand farmland	Work with farming community to publish white paper articulating the intrinsic value of farmland and challenges facing farmers today and in the future.	1. Convene a policy subcommittee with the Board/staff/FFF/Ag. 2. Commission Subcommittee will develop policy for Board adoption.	Foster greater communication between partners.  Review adopted policy annually.



Goals	Statement of Intent	2-Year Objectives	6-Year Objectives
<p><b>PRIORITY 3:</b></p> <p><b>SHORELINES AND RIPARIAN HABITAT</b></p> <p>KCD will increase the acres and miles of enhanced freshwater and marine riparian habitat on private property engaging more landowners and residents through increased levels of education and technical services and financial incentives.</p>	<p>KCD will work with our member jurisdictions and other local and regional to build a program that increases the acres and miles of enhanced freshwater and marine shoreline on private lands through workshops, one-on-one education, and technical and financial assistance for implementing best management practices.</p>	<p>Develop and deploy new expanded approach.</p>	<ul style="list-style-type: none"> <li>• Increase to 3.6 miles of shoreline replanted and enhanced annually, totaling 18 miles of shoreline over 5 years</li> <li>• Increase to 47 acres of riparian corridor replanted and enhanced annually, for a total of 235 acres of riparian corridor over 5 years</li> <li>• Increase to 115,100 native trees and shrubs planted annually, totaling 575,500 over 5 years</li> <li>• Increase to a minimum of 220 freshwater aquatic area landowners engaged annually in learning about, planning and implementing practices, engaging 1,100 freshwater landowners over 5 years</li> <li>• Increase to a minimum of 120 marine shoreline aquatic area landowners engaged annually in learning about, planning and implementing practices, engaging 600 marine landowners over 5 years</li> <li>• Increase to 20 freshwater aquatic area planting and enhancement projects by KCD, restoring a minimum of 5 acres and 1.8 miles per year on a combination of neighborhood and rural residential lands, a total of at least 25 acres and 9 miles planted and enhanced over 5 years</li> <li>• Increase to 8 CREP projects per year, restoring a minimum of 6 acres and 1.5 miles per year on agricultural lands, for a total of 30 acres and 7.5 miles of agricultural lands restored over 5 years</li> <li>• Increase to \$112,500 KCD LIP cost-share funds awarded annually for contracts with freshwater and marine aquatic area landowners to implement freshwater and marine shoreline planting and enhancement practices in neighborhoods and rural areas, for a total of \$562,500 of cost-share monies awarded over 5 years</li> </ul>



Goals	Statement of Intent	2-Year Objectives	6-Year Objectives

Goals	Statement of Intent	2-Year Objectives	6-Year Objectives
<p><b>Landowner Incentive Program (LIP):</b> The LIP program supports KCD's other programs.</p>	<p>KCD will increase our region's capacity to protect and enhance natural resources by providing financial incentive complementary to our technical programs and services that support private landowners in meeting the region's expectations that common resources, such as water quality and fish and wildlife habitat be protected and enhanced for the public benefit.</p>	<p>Develop and deploy new expanded approach.</p>	<p>Refer to the performance measures for Rural Forestry, Urban Forestry, Rural Agriculture, Urban Agriculture, Shoreline and Riparian Habitat</p> <p>KCD will award \$656,000 in cost-share funding annually for a total of 3,280,000 in cost-share funding to support Best Management Practices on private property.</p>
<p><b>PRIORITY 4:</b></p> <p><b>FOSTERING COLLABORATION TO BUILD CAPACITY WITHIN THE COMMUNITY OF THE MULTIPLE PARTNERS AND STAKEHOLDERS OF KCD</b></p>	<p>To be an effective advocate for farms KCD will need to broaden its connection with the community.</p>	<ol style="list-style-type: none"> <li>1. Identify/prioritize which community to engage.</li> <li>2. Associate targeted communities with appropriate means of engagement.</li> <li>3. Execute engagement plan.</li> </ol>	<p>Create and execute an engagement plan.</p> <p>Continue to add communities and identify a means of engagement</p> <p>Continue and refine engagement plan.</p>

Goals	Statement of Intent	2-Year Objectives	6-Year Objectives
As farmland protects core natural resources, we need to promote it in the primary lexicon.	As a keystone to resource preservation, the term "farmland" needs to become ubiquitous when speaking about economics, the environment, or the creation of government policy.	1. Create a "White Paper."	Success will look like the acceptance of the term, "farmland" as a primary resource.
Expand and support the efforts of PSCD caucus to increase the capacity of its members and its profile in the region.	Partnerships and collaboration create greater synergy.	<ol style="list-style-type: none"> <li>1. Articulate KCD contributions to date</li> <li>2. Coordinate regional programs and services portfolio project</li> <li>3. Participate in the development of an outreach and marketing plan</li> </ol>	Within an expanded timeline the PSCD will run as a more cohesive unit, better able to assist caucus members with resource management priorities and capacity issues.
Engage in state-wide professional development.	Educational opportunities and certificates better enable staff to function and provide for clients.	1. Participate in riparian/dairy professional certification.	Ongoing professional programs will be explored

Goals	Statement of Intent	2-Year Objectives	6-Year Objectives
Explore potential cluster staffing for: GIS, IT, Dairy etc.	Clustering may benefit by reducing redundancy and improving budgets through cooperation.	1. Pilot dairy cluster discussion	Should discussion move toward clustering we can expect a broader sharing of resources and improved effectiveness.
Advisory Committee Outreach	Provide better communication and organizational understanding between KCD and stakeholders.	1. Develop AC job descriptions for the next 24 months	Advisory Committee should be a valued member stakeholder; seats are sought after by high-quality stakeholders and provide meaningful guidance to Board.
Diversity	Culturally, geographically, and ethnically enhances KCD viewpoint and contribution.	1. Assess/audit who is missing.	Increase in the diversity of the Board/staff and stakeholders.
Strengthen existing tribal relations and foster opportunities with additional tribes.	The tribes present an important component and viewpoint for KCD.	Partner with Muckleshoot Tribe for targeted farm services on Enumclaw plateau.	Greater participation from various tribes in King County.