

REGULAR BOARD MEETING AGENDA

Wednesday, February 12, 2025, 11:30AM

11769 Waterhill Road, Lakeside CA 92040

Link for remote participants: <https://us02web.zoom.us/j/81397447518>

meeting ID: 813 9744 7518

Land Acknowledgement Statement: Since time immemorial, the San Diego County region has been the home of the Kumeyaay, Luiseño, Cahuilla, and Cupeño Native people. We acknowledge that people have come before us and lived with care and respect on these lands. We recognize that we are now on the lands of these indigenous people who are still here and will always be. We honor the Indigenous people living today as well as their ancestors, and we deeply respect their resilience and connection to the land.

1. CALL TO ORDER, INTRODUCTION

2. ADDITIONS/CHANGES TO THE AGENDA (GOV. CODE 54954.2 (B))

3. PUBLIC COMMENT

Public may comment on agenda items when they are discussed. Speakers are asked to limit comments to three minutes. (Gov. Code 54954.3(a)).

4. CLOSED SESSION

4-1 REAL PROPERTY NEGOTIATIONS – Government Code Section 54956.8

Negotiator for RCD: Ann Baldrige. Real property: 5520 Sunset Ave, San Diego CA 92154.

Negotiator for County of San Diego: Johanna Contreras

4-2 REAL PROPERTY NEGOTIATIONS – Government Code Section 54956.8

Negotiator for RCD: Ann Baldrige. Real property: 2100 Hollister Ave, San Diego CA 92154.

Negotiator for County of San Diego: Johanna Contreras

The above matters described on the agenda may be held in closed session in a conference with counsel under the provisions of Government Code Section stated above. If closed sessions are held, a report of actions subject to disclosure will be made by the District's Counsel upon return to open session respectively.

5. CONSENT CALENDAR

5-1 Approval of Regular Meeting Minutes of January 16, 2025

5-2 Note and file monthly Treasurer's Reports for December 2024

5-3 Approve monthly expenses for January 2025

6. BOARD ACTION AND DISCUSSION ITEMS

6-1 Discuss/Approve: Wild Willow Farm lease

6-2 Discuss/Approve: Review and selection of bids for RCD Strategic Plan update

6-3 Discuss/Approve: Selection of RCD Conservation Scholarship Committee

7. STAFF AND OTHER REPORTS

7-1 Executive Director's Staff Report (attached)

7-2 Grant Status Spreadsheets (attached)

8. OTHER AGENCY, DIRECTOR, ASSOC DIRECTOR, COMMITTEE, AND ASSOCIATION REPORTS

- 8-1 CARCD Report
- 8-2 Director/Assoc. Director and Other Activity or Committee Reports
- 8-3 NRCS Report

9. AGENDA SETTING

10. ADJOURNMENT

Public Notice: In compliance with the Americans with Disabilities Act and Government Code Section 54954.2, if special assistance is needed to participate in a Board meeting, please contact the RCD at (619) 562-0096. Notification of at least 48 hours prior to meeting time will assist staff in assuring that reasonable arrangements can be made to provide accessibility at the meeting.

UPCOMING EVENTS		
RCD Regular Board meeting	March 12, 2025	TBD
FSC Executive & General Board Meetings	March 13, 2025	Lakeside Public Library
Wild Willow Farm Volunteering	2 nd Saturday of the month, 9:30 – 12:00	Wild Willow Farm

<u>RCD Board of Directors – January 2025</u>	
Don Butz, President	
Marilyn Huntamer, Vice President	Neil Meyer, Director
Maggie Sleeper, Director	Odette Gonzalez, Treasurer
Diane Moss, Director	Michael McGrath, Director
<i>Associate Directors</i>	
Jo MacKenzie	

RCD STAFF – January 2025	
Ann Baldrige, Executive Director	Chris Kelley, Financial Director
Heather Marlow, Director of Forestry & Fire Prevention	Joel Kramer, Director of Agricultural Programs
Morgan Dioli, Forestry & Fire Prevention Program Manager	Stan Hill, Forestry & Fire Prevention Projects Manager
Rachel Petitt, SoCal Soil & Water Hub Coordinator (shared position)	Codi Hale, Community Programs Manager
Andy Williamson, Irrigation Technician	Elizabeth Garcia, Ag Programs Coordinator
Daniela Mejia, Community Garden Coordinator	Elizabeth Valdez, Technical Assistant
Areli Perez, Education Manager	Paul Maschka, Regenerative Farming Educator
Kacie Wright, Education Coordinator	Jo Norris, Farmer
Joanne Sauerman, Office Coordinator	John Hendra, Staff Accountant
Alaina Makowski, Forestry Technical Advisor	Kirthana Pisipati, GrizzlyCorps Fellow
Brian Gallagher, GrizzlyCorps Fellow	

RESOURCE CONSERVATION DISTRICT OF GREATER SAN DIEGO COUNTY

11769 Waterhill Road • Lakeside, CA 92040

Phone: 619-562-0096 • Fax: 619-562-4799

www.rcdsandiego.org • www.firesafesdcounty.org

REGULAR BOARD MEETING MINUTES

Thursday, January 16, 2025, 11:00AM

Lakeside Fire Protection District, 12216 Lakeside Ave, Lakeside CA 92040

Link for remote participants: <https://us02web.zoom.us/j/81397447518>

meeting ID: 813 9744 7518

DIRECTORS PRESENT: Don Butz, Mike McGrath, Neil Meyer, Marilyn Huntamer, Dine Moss
DIRECTORS ABSENT: MAGGIE SLEEPER, ODETTE GONZALEZ
VACANCIES: None
ASSOC. DIRECTORS PRESENT: Jo MacKenzie
ASSOC. DIRECTORS ABSENT: None
OTHERS PRESENT: Ann Baldrige, Joel Kramer, Joanne Sauerman, Steve Boehmer (Legal Counsel), Codi Hale, Lani Lutar, Heather Marlow, Kacie Wright, Areli Perez, Elizabeth Garcia, Rachel Petitt, Kirthana Pisipati – online, Brian Gallagher, Alaina Makowski, Angelica,

Land Acknowledgement Statement: Since time immemorial, the San Diego County region has been the home of the Kumeyaay, Luiseño, Cahuilla, and Cupeño Native people. We acknowledge that people have come before us and lived with care and respect on these lands. We recognize that we are now on the lands of these indigenous people who are still here and will always be. We honor the Indigenous people living today as well as their ancestors, and we deeply respect their resilience and connection to the land.

1. CALL TO ORDER, INTRODUCTION

The Board meeting was called to order at 11:10am

2. ADDITIONS/CHANGES TO THE AGENDA (GOV. CODE 54954.2 (B))

No additions or changes to Agenda. Motion (Meyer/McGrath) Accept Agenda as is

3. PUBLIC COMMENT

The public may comment on agenda items when they are discussed. Speakers are asked to limit comments to three minutes. (Gov. Code 54954.3(a)).

Three members of the public attended virtually to make comments: Briana (last name unknown), Goyo Ortiz (Casa Familiar), and Angelica (farm intern and staff at GrowEco). Several more members of the public attended in person, and others submitted comment by email. A list of names and email submissions is attached to these minutes.

4. CONSENT CALENDAR

4-1 Approval of Regular Meeting Minutes of November 13, 2024

4-2 Note and file monthly Treasurer’s Reports for November 2024

4-3 Approve monthly expenses for December 2024

Motion to approve consent calendar (Huntamer/McGrath)

5. BOARD ACTION AND DISCUSSION ITEMS

5-1 Discuss/Approve: Staff Cost of Living Adjustment

Motion /second (Huntamer/McGrath) 3.4% COLA passed unanimously: Butz, Huntamer, Moss, Meyer, McGrath, Absent: González, Sleeper; Absent: Huntamer, Sleeper, Moss

5-2 Discuss/Approve: Lease renewal – Sweetwater Community Garden

Motion/second (McGrath /Huntamer) approved Lease renewal with conditions passed unanimously: Butz, Meyer, McGrath, Huntamer, Moss; Absent: Sleeper, Gonzalez

Resource Conservation District of Greater San Diego County
Regular Board Meeting Agenda

5-3 Discuss/Approve: Recruitment of Associate Directors

Motion/second (McGrath/Moss) Direction to staff to Develop with Counsel an updated description for Associate Director application agreed unanimously: Butz, Meyer, McGrath, Huntamer, Moss; Absent: Sleeper, Gonzalez

5-4 Discuss/Approve: Strategic Planning – Delegation of Board member(s)

Motion/second (McGrath/Butz) accepts a subcommittee of Directors (Huntamer, Meyer, Moss) to assist with planning. Butz, Meyer, McGrath, Moss, Huntamer; Absent: Gonzalez, Sleeper

5-5 Discuss/Approve: RCD Officer Elections

Motion (Meyer/McGrath) approved annual slate officers reinstated: Butz, Meyer, McGrath, Moss, Huntamer; Absent: Sleeper, Sleeper

5-6 Information only: update from Lani Lutar, Public Affairs Consultant.

Lani Lutar reported that negotiations ongoing.

****Director Mike McGrath left the meeting at 12:10pm**

Don Butz opened the floor back to public for comments and written statements-

Meeting adjourned at 12:50 PM

6. STAFF AND OTHER REPORTS

6-1 Executive Director's Staff Report (attached)

6-2 Grant Status Spreadsheets (attached)

7. OTHER AGENCY, DIRECTOR, ASSOC DIRECTOR, COMMITTEE, AND ASSOCIATION REPORTS

7-1 CARCD Report

7-2 Director/Assoc. Director and Other Activity or Committee Reports

7-3 NRCS Report

8. CLOSED SESSION

8-1 PUBLIC EMPLOYEE EVALUATION – Government Code Section 54957

Title: Executive Director Evaluation **Direction given, no reportable action.**

The above matters described on the agenda may be held in closed session in a conference with counsel under the provisions of the Government Code Section stated above. If closed sessions are held, a report of actions subject to disclosure will be made by the District's Counsel upon return to open session respectively.

9. AGENDA SETTING – Per President Butz due to time, requests Meeting Minutes to include all written public comment.

10. ADJOURNMENT

Public Notice: In compliance with the Americans with Disabilities Act and Government Code Section 54954.2, if special assistance is needed to participate in a Board meeting, please contact the RCD at (619) 562-0096. Notification of at least 48 hours prior to meeting time will assist staff in assuring that reasonable arrangements can be made to provide accessibility at the meeting.

Meeting adjourned at 12:50 PM

Respectfully submitted,



Joanne Sauerman, Board Clerk

Board Meeting January 16, 2025

Name	Organization	Email Address
Frank Buncom IV	S&S Friendly Ranch	franklopes@ssfriendlyranch.org
Lucie Cishugi	S&S Friendly Ranch	lusea@ssfriendlyranch.org
Carla Sofia Barjan		carlasofiabarjan@gmail.com
Devon Rosales	UVA Baja	uva_baja@yahoo.com
Colin Richards	Colinrichard.net	colinrichardssc@gmail.com
Hector Arias	So West HS	Hector.arias@sweetwaterschools.org

Letters of support

Hudson & Astrid Hale	Water Wise Landscape	info@waterwiselandscape.net
Cindy Saylor	Everyday Plant Magic	cindy@everydayplantmagic.com
Lizzy Marples		Lizmarples.design@gmail.com
Sierra Reiss		4everccster@gmail.com
Elizabeth Garcia	RCD Staff	elizabeth.garcia@rcdsandiego.org

Joanne Sauerman

From: Joel Kramer
Sent: Tuesday, January 14, 2025 9:50 AM
To: Ann Baldrige; Hudson Hale
Cc: Joanne Sauerman
Subject: Fw: Wild Willow Farm

Thank you for your letter Mr. and Mrs. Hale. We share your sentiments. I am sharing this submission with Executive Director Ann Baldrige.

Keep it growing,

Joel Kramer
Director of Agricultural Programs
Hablo español!

Resource Conservation District of Greater San Diego County
11769 Waterhill Road, Lakeside, CA 92040
mobile: (858) 888 - 5312 | office: (619) 562 - 0096 x103
www.rcdsandiego.org

From: Hudson Hale <info@waterwiselandscape.net>
Sent: Monday, January 13, 2025 21:40
To: ag <ag@rcdsandiego.org>
Subject: Wild Willow Farm

Dear Sirs,

I understand that at your January 16th board meeting you may be deciding the future of Wild Willow Farm. My daughter introduced us to the farm in 2021 following her completion of their "Farm Course" and we became instant fans, volunteers and donors. We attended every open house/farm day/ field day since then and have volunteered to weed, turn compost piles and whatever else they needed. We also participated in a couple of events at the nearby community gardens .

First of all, we were impressed that the RCD offered such a facility where people (from grade school age to adult) can both learn and contribute to such a community friendly operation. The range of classes they offer support the education of future farmers, environmentalists and backyard gardeners.

I am a retired landscape contractor and applaud the efforts they make to educate people in composting, sustainable agriculture, pollinators and water efficient irrigation. These are things the general public needs to understand to keep our landscapes green and our farms productive and even surviving.

We are aware of the challenges the site faces because of the topography and poorly flowing Tijuana River. We contributed to flood relief efforts but are aware of the potential for more events.

My hope is that the farm will still be allowed to function as a valuable educational tool and community hub. Wild Willow Farm has grown and evolved since we first found her and I hope that you decide, despite its challenges, that it is still a valuable community asset and worthy of RCD's continued support.

Respectfully, Hudson and Astrid Hale

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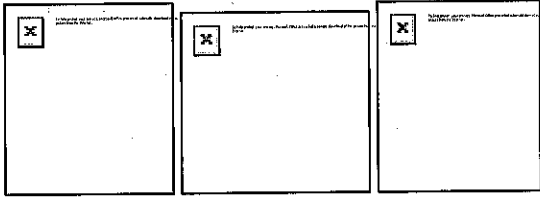
Hudson Hale

President, Water Wise Landscape

O: (760) 345-7301 | C: (760) 275-2520

www.waterwiselandscape.net

Check out what people are saying on Home Advisor!



Joanne Sauerman

From: Cindy Saylor <cindy@everydayplantmagic.com>
Sent: Monday, January 13, 2025 11:26 AM
To: Joel Kramer
Cc: Ann Baldrige; ag; Joanne Sauerman
Subject: Re: Fw: Wild Willow Farm Testimonial

You are so welcome. Good luck with everything. Kindly, Cindy

On Mon, Jan 13, 2025 at 10:51 AM Joel Kramer <joel.kramer@rcdsandiego.org> wrote:
Thanks for sharing your testimonial Cindy. I'll share it with our Executive Director.

Joel Kramer

Director of Agricultural Programs
¡Hablo español!

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From: Cindy Saylor <cindy@everydayplantmagic.com>
Sent: Monday, January 13, 2025 10:41
To: ag <ag@rcdsandiego.org>
Subject: Wild Willow Farm Testimonial

Hi Codi,
Here is my statement about WWF and a few photos - maybe they will come in handy?
I truly hope all goes well and WWF is secured for now and long into the future.
Green Blessings, Cindy

Wild Willow Farm Testimonial

As an herbalist and community educator Wild Willow has been an integral part of my development as a teacher. Wild Willow offers a completely unique space for my students to learn. The opportunity for folks to experience with their own senses a working farm and the natural world is unsurpassed. Having the opportunity for the community to gather in the historic agricultural district of the Tijuana River valley offers the people of San Diego a glimpse into another world. For many folks this is a rare chance to see how a farm works and to spend time in the natural world. Spending time in nature, connecting with the plants and the land has been scientifically proven to reduce stress, calm the nervous system and uplift the mood.

During my classes students learn not only about herbalism but also about how to connect to themselves and to connect with nature for self-care and stress relief.

I am truly grateful to the entire team at Wild Willow and the Resource Conservation District for giving me the opportunity to teach in this very special place.



Joanne Sauerman

From: Joel Kramer
Sent: Monday, January 13, 2025 10:44 AM
To: Lizzy Marples; Ann Baldrige
Cc: ag; Joanne Sauerman
Subject: Re: Public Comment - Wild Willow Farms

Follow Up Flag: FollowUp
Flag Status: Completed

Thanks for sharing your comment Lizzy. I'll pass it on to our Executive Director.

Joel Kramer

Director of Agricultural Programs
¡Hablo español!

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From: Lizzy Marples <lizmarples.design@gmail.com>
Sent: Saturday, January 11, 2025 20:41
To: ag <ag@rcdsandiego.org>
Subject: Public Comment - Wild Willow Farms

ATTENTION There has been an increase in phishing attempts coming from Gmail accounts. Before replying or addressing this email, please verify that it is coming from a trusted @gmail.com account.

If you have any questions, feel free to forward this email the helpdesk: support@gocorpotech.com

Hi there,

I'm sending the comment below for the Thursday meeting on Wild Willows Farm. Hopefully, it's not too long!! Thank you.

Hello, my name is Liz, and I recently attended the Farm School at Wild Willow Farm to deepen my understanding of sustainable agriculture and small-scale farming. Over eight weeks, I gained far more than I expected, and every Saturday became the highlight of my week.

Our instructor, Paul, shared his extensive knowledge in a way that was both engaging and practical, going beyond the curriculum with invaluable resources and real-world insights. The diversity of our group—ranging from beginners to experienced farmers—created a collaborative learning environment that fostered both camaraderie and a sense of community.

I'd also like to acknowledge Areli, the educational manager, whose

passion for farming and connection to the land left a lasting impression. She emphasized the importance of reconnecting with the land and the food we grow—something society has largely lost, but Wild Willow offers the rare chance to restore.

Thank you for your time!!

Dear Resource Conservation District Board Members,

My name is Sierra Reiss - a former employee of the RCDGSDC and I am writing this statement because I care deeply about Wild Willow Farm and the South Bay community it serves. I would have liked to attend in person if I was in town but I hope that this letter can convey the dissatisfaction and sadness I have in terms of this potential decision. I'm really concerned about the proposal to dismantle or move the farm due to flooding and financial challenges. Wild Willow has been a vital part of the South Bay for years - it's not just a farm; it's a refuge where people can step away from the city and reconnect with nature. It has been a place for inspiration, learning, and nourishment for so many.

The South Bay is already a vulnerable area, surrounded by underserved communities. Wild Willow has filled an important gap by offering internships, workshops, farm school programs, childhood field trips, potlucks, and countless community gatherings. This farm has been a lifeline, providing fresh food to schools, restaurants, and local food banks—a beacon of resilience in a food desert.

I've had the privilege of working with Wild Willow for the past five years, and what I've learned there has been life-changing. It's taught me to build a deeper relationship with nature and truly understand the value of nourishing food. Hosting workshops and field trips, I've seen firsthand how impactful this space is. Parents, teachers, and community members have thanked me over and over again for creating a space where kids can connect with the earth—their eyes lighting up with wonder as they play with worms or pull fresh carrots from the soil.

I've also helped organize community events like Soil Shindig and Fall at the Farm, and I've seen hundreds of people come together to celebrate and support this special place. It's clear how much Wild Willow means to this community.

Taking away or relocating Wild Willow would be a huge loss for the South Bay. It would take away a critical resource for education, nutrition, and community connection. From what I've seen, the farm hasn't struggled because the community doesn't care—it's struggled because it hasn't gotten the support it needs from the Resource Conservation District. A farm can't survive without proper financial backing and enough staff. But there are ways to make it work—whether that means adjusting farming practices to handle seasonal flooding or rethinking the business model.

I strongly urge you to explore other solutions before giving up on Wild Willow and, in turn, the South Bay community. There is a way forward that can honor what this farm has built and keep it thriving for future generations.

Thank you for listening and considering this.

Sincerely, Sierra Reiss

RCD of Greater San Diego County
Profit Loss Budget vs. Actual
December 2024

	Dec 2024	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
40000 · Grant Income Restricted				
40041 · CDFA SWEEP TA 23-0684-000	7,512.32	36,383.00	-28,870.68	20.65%
40042 · CDFA CUSP Economic Relief	22,953.32	96,410.00	-73,456.68	23.81%
40043 · CDFA WETA	43,979.80	198,600.00	-154,620.20	22.15%
40044 · CDFA Planning Grant CAPGP-23-07	12,233.60	159,282.00	-147,048.40	7.68%
40045 · CDFA Climate Smart Ag TA	472.40	1,149.00	-676.60	41.11%
40046 · CDFA Farm to School Incubator	38,535.31	84,966.00	-46,430.69	45.35%
40047 · USFS 2024 Girl Scouts Camp Winaka	0.00	96,000.00	-96,000.00	0.0%
40048 · USFS 2024 Palomar DSAP Hazard	308.62	96,000.00	-95,691.38	0.32%
40050 · CARCD WCB	56,411.89	98,366.00	-41,954.11	57.35%
40052 · County of San Diego Regional Cohesive	1,133.25	176,977.73	-175,844.48	0.64%
40053 · DOC RFFC Round IIA	577,315.43	2,509,260.00	-1,931,944.57	23.01%
40054 · CARCD NRCS Equity Block	1,013.37	44,990.00	-43,976.63	2.25%
40055 · CARCD NRCS Equity	0.00	0.00	0.00	0.0%
40056 · CDFA PHP	12,774.91	147,417.00	-134,642.09	8.67%
40057 · Audubon Ranching	2,665.28	6,459.00	-3,793.72	41.27%
40058 · CARCD Carbon Hub Coordinator	60,345.21	120,776.00	-60,430.79	49.97%
40059 · DOC Climate Smart Land Management	48,658.33	533,015.00	-484,356.67	9.13%
40060 · NRCS IERCD	0.00	0.00	0.00	0.0%
40061 · CARCD NRCS Forestry TA	42,046.95	120,612.00	-78,565.05	34.86%
40064 · NRCS Scaling Up Climate Resilience	18,597.61	94,203.00	-75,605.39	19.74%
40066 · SGC Community Resilient Planning	0.00	33,333.00	-33,333.00	0.0%
40085 · Parks NACC	83,917.55	33,653.00	50,264.55	249.36%
40095 · ZFP Zero Food Print Healthy Soils Block	15,282.92	14,432.00	850.92	105.9%
40116 · WCB Wildlife Conservation Board Otay Planning	105,791.48	138,557.00	-32,765.52	76.35%
40120 · Port	13,218.81	16,000.00	-2,781.19	82.62%
40122 · CalFire Forest Health Grant	83,194.25	519,623.00	-436,428.75	16.01%
40123 · CalFire CARCD Increasing Pace & Scale	32,667.29	174,087.00	-141,419.71	18.77%
40124 · CalFire Forest Health Grant Round II	349.80	2,000,000.00	-1,999,650.20	0.02%
40130 · NACD Urban Ag TA	4,185.98	40,400.00	-36,214.02	10.36%
40140 · NRP Neighborhood Reinvestment Program	0.00	30,000.00	-30,000.00	0.0%
40146 · SDG&E Fuels MOU	848,273.51	1,983,779.00	-1,135,505.49	42.76%
40192 · CSA Community Supported Ag	4,836.02	11,065.00	-6,228.98	43.71%
40193 · UP Listos Subaward	3,947.40	75,000.00	-71,052.60	5.26%
40198 · SD Foundation Community Food Grant	54,625.87	44,414.00	10,211.87	122.99%
42005 · BLM Hermes Butterfly/Zoo (account reserved)	2,755.47	213,247.00	-210,491.53	1.29%
42007 · USFWS Pollinators on Working Lands	1,737.86	3,150.00	-1,412.14	55.17%
42020 · CAFSC DSAP	178,041.62	332,809.00	-154,767.38	53.5%
42021 · Wildfire Resilience Education	1,119.12	100,000.00	-98,880.88	1.12%
42022 · CalFire County Coordinator	55,327.79	56,861.00	-1,533.21	97.3%
Total 40000 · Grant Income Restricted	2,436,230.34	10,441,275.73	-8,005,045.39	23.33%
45000 · Income Unrestricted WWF & Gardens				
45001 · Wild Willow Classes & Workshops	16,420.00	50,000.00	-33,580.00	32.84%
45002 · Wild Willow Field Trips & Tours	12,035.00	25,000.00	-12,965.00	48.14%
45004 · Wild Willow Wholesale Food Sales	3,846.20	20,000.00	-16,153.80	19.23%
45005 · Wild Willow Farm Stand Sales	1,941.17	5,000.00	-3,058.83	38.82%
45006 · Wild Willow Venue Rental	350.00	4,500.00	-4,150.00	7.78%
45007 · Wild Willow Donations	300.00	10,000.00	-9,700.00	3.0%
45190 · TRV Community Garden	34,336.52	82,000.00	-47,663.48	41.87%
45191 · Sweetwater Community Garden	28,561.91	69,935.00	-41,373.09	40.84%
	97,790.80	266,435.00	-168,644.20	36.7%
45000 · Income - Unrestricted				
45010 · Rent - San Diego River Conserva	18,222.00	35,150.00	-16,928.00	51.84%
45020 · Donations, Awards & Scholarship	350.82	12,000.00	-11,649.18	2.92%
45030 · Rebates and Refunds	1,160.26	500.00	660.26	232.05%
45040 · CLASS & LAIF Interest Income	39,380.37	89,000.00	-49,619.63	44.25%
45080 · US Bank Interest	159.37	100.00	59.37	159.37%
45090 · Tax Assessments	228,510.00	457,000.00	-228,490.00	50.0%
45095 · Redevelopment Revenue City Tax	0.00	13,000.00	-13,000.00	0.0%
45100 · Miscellaneous Income	210.72	25,000.00	-24,789.28	0.84%
45200 · Fee for Service	22,664.32	5,000.00	17,664.32	453.29%
45505 · Payroll & Benefits Offset	257,164.99	255,000.00	2,164.99	100.85%
45000 · Income - Unrestricted - Other	0.00	0.00	0.00	0.0%
Total 45000 · Income - Unrestricted	567,822.85	891,750.00	-323,927.15	63.68%

**RCD of Greater San Diego County
Profit Loss Budget vs. Actual
December 2024**

	<u>3,101,843.99</u>	<u>11,599,460.73</u>	<u>-8,497,616.74</u>	<u>26.74%</u>
Total Income				
Expense				
50000 · Grant Expenses Restricted				
50041 · CDFA SWEEP TA 23-0684-000	6,267.00	30,312.00	-24,045.00	20.68%
50042 · CDFA CUSP Economic Relief	17,758.41	81,746.00	-63,987.59	21.72%
50043 · CDFA WETA	36,649.85	165,414.00	-128,764.15	22.16%
50044 · CDFA Planning Grant CAPGP-23-07	10,194.68	166,028.00	-155,833.32	6.14%
50045 · CDFA Climate Smart Ag TA	404.95	867.00	-462.05	46.71%
50046 · CDFA Farm to School Incubator	32,112.77	70,805.00	-38,692.23	45.35%
50047 · USFS 2024 Girl Scouts Camp Winaka	0.00	86,000.00	-86,000.00	0.0%
50048 · USFS 2024 Palomar DSAP Hazard	275.55	86,000.00	-85,724.45	0.32%
50050 · CARCD WCB	53,622.31	89,130.00	-35,507.69	60.16%
50052 · County of SD Regional Cohesive	1,011.84	158,015.84	-157,004.00	0.64%
50053 · DOC RFFC Round IIA	510,811.41	2,220,657.00	-1,709,845.59	23.0%
50054 · CARCD NRCS Equity Block	904.81	37,492.00	-36,587.19	2.41%
50055 · CARCD NRCS Equity	0.00	0.00	0.00	0.0%
50056 · CDFA PHP	10,776.34	142,688.00	-131,911.66	7.55%
50057 · Audubon Ranching	2,379.71	5,767.00	-3,387.29	41.26%
50058 · Carbon Hub Coordinator	55,059.76	109,719.00	-54,659.24	50.18%
50059 · DOC Climate Smart Land Management	43,444.93	486,861.00	-443,416.07	8.92%
50060 · NRCS IERCD	0.00	0.00	0.00	0.0%
50061 · CARCD NRCS Forester TA	38,224.50	109,647.00	-71,422.50	34.86%
50064 · NRCS Scaling Up Climate Resilience	16,966.79	85,639.00	-68,672.21	19.81%
50066 · SGC Community Resilient Planning	0.00	29,762.00	-29,762.00	0.0%
50085 · Parks NACC	74,926.38	32,887.00	42,039.38	227.83%
50095 · ZFP Zero Food Print Healthy Soils Block	13,645.36	12,886.00	759.36	105.89%
50116 · WCB Wildlife Conservation Board	94,456.65	111,640.00	-17,183.35	84.61%
50120 · Port	12,017.12	14,546.00	-2,528.88	82.62%
50122 · CalFire Forest Health	74,280.57	487,349.00	-413,068.43	15.24%
50123 · CalFire CARCD Increasing Pace & Scale	27,222.74	135,049.00	-107,826.26	20.16%
50124 · CalFire Forest Health Round II	318.00	1,785,714.00	-1,785,396.00	0.02%
50130 · NACD Urban Agriculture Conservation	3,739.31	36,089.00	-32,349.69	10.36%
50140 · NRP Neighborhood Reinvestment Program	0.00	26,786.00	-26,786.00	0.0%
50145 · SDG&E DSAP	0.00	0.00	0.00	0.0%
50146 · SDG&E Fuels MOU	707,838.07	1,653,149.00	-945,310.93	42.82%
50192 · CSA Community Supported Ag	4,062.56	9,221.00	-5,158.44	44.06%
50193 · UP Listos Subcontract	3,524.46	66,960.00	-63,435.54	5.26%
50198 · SD Foundation Community Food Grant	47,865.49	38,622.00	9,243.49	123.93%
52005 · BLM Hermes Butterfly/Zoo (account reserved)	2,460.24	202,506.00	-200,045.76	1.22%
52007 · USFWS Pollinators on Working Lands	1,448.22	2,759.00	-1,310.78	52.49%
52020 · CAFSC DSAP	160,251.06	297,152.00	-136,900.94	53.93%
52021 · Wildfire Resilience Education	999.21	95,134.00	-94,134.79	1.05%
52022 · CalFire County Coordinator	49,903.39	50,769.00	-865.61	98.3%
Total 50000 · Grant Expenses Restricted	<u>2,115,824.44</u>	<u>9,221,767.84</u>	<u>-7,105,943.40</u>	<u>22.94%</u>
53000 · Expenses Unrestricted				
53005 · Advertising	626.69	1,500.00	-873.31	41.78%
53035 · Processing Fees	1,887.38	5,000.00	-3,112.62	37.75%
53040 · Bank Fees	3,004.90	15,000.00	-11,995.10	20.03%
53050 · Depreciation	13,820.28	27,640.00	-13,819.72	50.0%
53060 · Donations, Awards & Scholarship	0.00	15,000.00	-15,000.00	0.0%
53070 · Dues & Memberships	10,558.00	10,000.00	558.00	105.58%
53075 · Subscriptions	2,764.73	2,500.00	264.73	110.59%
53080 · Equipment Leases	1,370.95	3,500.00	-2,129.05	39.17%
53100 · Automobile				
53110 · Fuel	-4,046.15	2,000.00	-6,046.15	-202.31%
53120 · Repairs & Maintenance	7,869.57	5,000.00	2,869.57	157.39%
Total 53100 · Automobile	<u>3,823.42</u>	<u>7,000.00</u>	<u>-3,176.58</u>	<u>54.62%</u>
53200 · Unrestricted Expenses WWF & Gardens				
53201 · Wild Willow Farm Rent	9,866.40	20,000.00	-10,133.60	49.33%
53202 · Wild Willow Farm Payroll	100,082.45	180,000.00	-79,917.55	55.6%
53203 · Wild Willow Farm Office Supplies	194.31	600.00	-405.69	32.39%
53204 · Wild Willow Farm Utilities	11,920.30	15,000.00	-3,079.70	79.47%
53205 · Wild Willow Farm Telephone	1,365.02	2,300.00	-934.98	59.35%
53206 · Wild Willow Farm Trash	1,387.16	3,000.00	-1,612.84	46.24%
53207 · Wild Willow Farm Propane & Fuel	282.66	1,800.00	-1,517.34	15.7%
53208 · Wild Willow Farm Processing Fees	153.44	2,000.00	-1,846.56	7.67%
53209 · Wild Willow Farm Seeds, Soil & Compost	1,322.53	3,000.00	-1,677.47	44.08%
53210 · Wild Willow Farm Harvest Supplies	0.00	400.00	-400.00	0.0%
53211 · Wild Willow Farm Irrigation & Fencing	774.44	250.00	524.44	309.78%

**RCD of Greater San Diego County
Profit Loss Budget vs. Actual
December 2024**

53212 · Wild Willow Farm Teaching & Class Supplies	2,160.44	7,500.00	-5,339.56	28.81%
53213 · Wild Willow Farm Animal Feed & Care	1,790.02	3,500.00	-1,709.98	51.14%
53214 · Wild Willow Farm Tools & Equipment	1,380.54	6,000.00	-4,619.46	23.01%
53215 · Wild Willow Farm Other Misc Expense	2,911.72	1,250.00	1,661.72	232.94%
53216 · Wild Willow Farm Pest Control	0.00	150.00	-150.00	0.0%
53290 · TRV Garden	49,014.05	73,213.00	-24,198.95	66.95%
53291 · Sweetwater Garden	31,169.50	62,442.00	-31,272.50	49.92%
	<u>215,774.98</u>	<u>382,405.00</u>	<u>-166,630.02</u>	<u>56.43%</u>
53900 · Insurance				
53910 · Auto & General Liability	31,218.19	72,377.00	-41,158.81	43.13%
53920 · In Lieu of Health Insurance	115,635.72	231,916.00	-116,280.28	49.86%
53930 · Workers Compensation	12,245.19	19,857.00	-7,611.81	61.67%
Total 53900 · Insurance	<u>159,099.10</u>	<u>324,150.00</u>	<u>-165,050.90</u>	<u>49.08%</u>
54000 · Outside Services				
54010 · Facility Maintenance & Repairs	21,535.31	25,000.00	-3,464.69	86.14%
54020 · Janitorial	2,658.34	7,500.00	-4,841.66	35.45%
54030 · Landscaping	8,438.80	15,000.00	-6,561.20	56.26%
54040 · Payroll Processing Fees	1,990.53	3,500.00	-1,509.47	56.87%
54050 · Pest Control	965.76	20.00	945.76	4,828.8%
54060 · Website & Computer Maintenance	47,217.26	40,000.00	7,217.26	118.04%
Total 54000 · Outside Services	<u>82,806.00</u>	<u>91,020.00</u>	<u>-8,214.00</u>	<u>90.98%</u>
54070 · Permits & Fees	25.00	400.00	-375.00	6.25%
54080 · Postage	159.41	700.00	-540.59	22.77%
54090 · Printing	420.18	1,000.00	-579.82	42.02%
55000 · Professional Services				
55010 · Accounting Fees	13,750.00	20,000.00	-6,250.00	68.75%
55020 · Legal Fees	15,665.00	35,500.00	-19,835.00	44.13%
55030 · Professional Services - Other	34,513.29	15,500.00	19,013.29	222.67%
Total 55000 · Professional Services	<u>63,928.29</u>	<u>71,000.00</u>	<u>-7,071.71</u>	<u>90.04%</u>
57000 · Supplies				
57100 · Conservation Garden & Education	0.00	6,000.00	-6,000.00	0.0%
57150 · Discretionary Projects	16,680.53	50,000.00	-33,319.47	33.36%
57200 · Office Supplies	3,193.32	10,000.00	-6,806.68	31.93%
57250 · Team Building & Incentives	842.75	1,500.00	-657.25	56.18%
57255 · Staff Uniforms & Merchandise	759.55	3,500.00	-2,740.45	21.7%
57300 · Office General	1,534.56	7,500.00	-5,965.44	20.46%
Total 57000 · Supplies	<u>23,010.71</u>	<u>78,500.00</u>	<u>-55,489.29</u>	<u>29.31%</u>
59000 · Utilities				
59100 · Gas & Electric	7,015.60	18,500.00	-11,484.40	37.92%
59200 · Sewer	633.41	2,500.00	-1,866.59	25.34%
59300 · Trash	4,296.83	6,500.00	-2,203.17	66.11%
59400 · Water	908.91	3,000.00	-2,091.09	30.3%
59500 · Telephones	8,128.31	25,000.00	-16,871.69	32.51%
Total 59000 · Utilities	<u>20,983.06</u>	<u>55,500.00</u>	<u>-34,516.94</u>	<u>37.81%</u>
65000 · Travel and Meetings				
65310 · Training	1,000.00	8,000.00	-7,000.00	12.5%
65320 · Travel Transportation Flights & Mileage	9,446.04	12,500.00	-3,053.96	75.57%
65325 · Hotel Lodging	3,671.36	10,000.00	-6,328.64	36.71%
65330 · Travel Meals	1,545.09	5,000.00	-3,454.91	30.9%
Total 65000 · Travel and Meetings	<u>15,662.49</u>	<u>35,500.00</u>	<u>-19,837.51</u>	<u>44.12%</u>
66000 · Payroll Expenses				
66100 · Gross Payroll	230,564.88	434,000.00	-203,435.12	53.13%
66200 · In Lieu of Social Security 10.5%	103,183.75	45,570.00	57,613.75	226.43%
66300 · Medicare 1.45%	3,281.21	6,293.00	-3,011.79	52.14%
66400 · FUTA, SDI, ETT, SUI	0.00	12,500.00	-12,500.00	0.0%
Total 66000 · Payroll Expenses	<u>337,029.84</u>	<u>498,363.00</u>	<u>-161,333.16</u>	<u>67.63%</u>
Total Expenses Unrestricted	<u>956,755.41</u>	<u>1,625,678.00</u>	<u>-668,922.59</u>	<u>58.9%</u>
Total Expense	<u>3,072,579.85</u>	<u>10,847,445.84</u>	<u>-7,774,865.99</u>	<u>28.33%</u>
Net Ordinary Income	<u>29,264.14</u>	<u>752,014.89</u>	<u>-722,750.75</u>	<u>3.89%</u>
Net Income	<u>29,264.14</u>	<u>752,014.89</u>	<u>-722,750.75</u>	<u>3.89%</u>

RCD of Greater San Diego County
Balance Sheet
As of December 31, 2024

	<u>12/31/2024</u>
ASSETS	
Current Assets	
Checking/Savings	
10000 · US Bank Checking	166,593.41
10020 · Petty Cash	400.00
10030 · LAIF	13,138.01
10040 · CLASS	1,353,159.75
Total Checking/Savings	1,533,291.17
Accounts Receivable	
12000 · Accounts Receivable	
12001 · RCD Foundation	0.00
12002 · County of SD Regional Cohesive	1,133.25
12003 · USFWS	783.86
12004 · NRCS IERCD	0.00
12006 · NRCS Scaling Up Climate Resilient	52,683.62
12007 · NACD Urban Ag TA	0.00
12009 · CDFA Farm to School Incubator	22,649.81
12010 · CDFA CUSP Economic Relief Grant	10,150.90
12011 · CARCD	137,800.71
12012 · CalFire County Coordinator	34,525.00
12013 · CDFA SWEEP TA	2,834.17
12014 · CDFA Climate Smart Ag TA	0.00
12015 · CDFA WETA 21-0881-000-SG	24,338.94
12016 · CDFA CAPGP Planning	62,800.00
12017 · Wildfire Resilience Education	10,000.00
12019 · DOC RFFC Round IIA	159,261.12
12020 · Fire Safe Council of San Diego	-187.24
12021 · San Diego River Conservancy	3,037.00
12022 · CalFire Forest Health Grant	74,892.78
12023 · Wild Willow Field Trips and Tours	5,700.00
12024 · Wild Willow Classes and Workshops	3,600.00
12025 · Wild Willow AG & CSA Sales	587.50
12026 · Miscellaneous Receivables	1,104.77
12027 · San Diego Gas & Electric	1,000,000.00
12028 · CalFire CARCD Increasing Pace & Scale	134,965.78
12029 · Audubon Ranching	1,361.41
12030 · Port District	4,000.00
12031 · WCB Wildlife Conservation Board	33,120.79
12032 · Parks NACC	83,917.55
12034 · USFS 2024 Palomar DSAP	308.62
12035 · ZFP Healthy Soils Program	7,041.89
12036 · UP Listos United Policy Holders	8,823.52
12038 · CAFSC DSAP	250,000.00
12040 · SoCal Region of Baja RCDs	315.97
12041 · DOC Climate Smart Land Management	29,017.80
12046 · CDFA PHP	12,774.90
12050 · BLM Hemes Copper Butterfly	1,490.97
12060 · Tijuana River Valley Community	3,340.93
12090 · Sweetwater Community Garden	2,778.91
12550 · Accrued Interest Receivable	195.14
Total 12000 · Accounts Receivable	2,181,150.37
Total Accounts Receivable	2,181,150.37
Other Current Assets	
12005 · Undeposited Funds	529,355.12
12500 · Lease Recievable	139,379.00
12600 · Property Tax Receivable	2,028.04
13000 · Prepaid Expenses	45,989.93
Total Other Current Assets	716,752.09
Total Current Assets	4,431,193.63
Fixed Assets	
14000 · Accumulated Depreciation	

RCD of Greater San Diego County
Balance Sheet
As of December 31, 2024

	<u>12/31/2024</u>
14020 · Building	505,000.00
14040 · Building Improvements	572,981.67
14060 · Furniture & Equipment	53,049.42
14080 · Land	110,000.00
14090 · Vehicles	76,537.22
14000 · Accumulated Depreciation - Other	<u>-559,847.40</u>
Total 14000 · Accumulated Depreciation	757,720.91
Total Fixed Assets	<u>757,720.91</u>
TOTAL ASSETS	<u>5,188,914.54</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
20000 · Accounts Payable	<u>155,976.12</u>
Total Accounts Payable	155,976.12
Other Current Liabilities	
20100 · RCF Foundation Payable	18,738.52
20200 · FSCSDC Payable	0.00
21000 · Deferred Compensation	0.00
21010 · Refundable Deposits on Garden Plots	36,648.67
21020 · Deferred Revenue	1,214,144.15
21045 · Accounts Payable Accrual	-992.46
21060 · Vacation Accrual	45,809.82
25000 · DIR Leases	<u>125,876.00</u>
Total Other Current Liabilities	<u>1,440,224.70</u>
Total Current Liabilities	<u>1,596,200.82</u>
Total Liabilities	1,596,200.82
Equity	
30000 · Administration Operations Reserve	1,300,000.00
30020 · Capital Improvements Facility Reserve	100,000.00
30030 · Economic Stability Reserve	86,345.05
30040 · Technology Reserve	20,000.00
30080 · Discretionary Project Reserve	50,000.00
30091 · Fleet Reserve	50,000.00
30092 · General Fund Balance	207,632.22
30093 · Investment in Fixed Assets	865,461.00
32000 · Retained Earnings	823,023.75
32020 · Unrestricted Net Assets	60,987.56
Net Income	<u>29,264.14</u>
Total Equity	<u>3,592,713.72</u>
TOTAL LIABILITIES & EQUITY	<u>5,188,914.54</u>

RCD of Greater San Diego County

Profit & Loss

December 31, 2024

Dec'24

Ordinary Income/Expense

Income

40000 · Grant Income Restricted

40041 · CDFA SWEEP TA 23-0684-000	811.60
40042 · CDFA CUSP Economic Relief Grant	4,004.38
40043 · CDFA WETA	13,390.21
40044 · CDFA Planning Grant CAPGP	3,077.83
40045 · CDFA Climate Smart Ag TA	0.00
40046 · CDFA Farm to School Incubator	9,747.13
40047 · USFS 2024 Girl Scouts Camp Winaka	0.00
40048 · USFS 2024 Palomar DSAP	308.62
40050 · CARCD WCB	25,776.16
40052 · County of SD Regional Cohesive	453.30
40053 · DOC RFFC Round IIA	100,866.38
40055 · CARCD NRCS Equity Grant	502.26
40056 · CDFA PHP	3,360.31
40057 · Audubon Ranching	698.52
40058 · CARCD Carbon Hub Coordinator	12,759.96
40059 · DOC Climate Smart Land Management	19,965.54
40060 · NRCS IERCD	0.00
40061 · CARCD NRCS Forestry TA	7,629.60
40064 · NRCS Scaling Up Climate Resilience	3,791.81
40085 · Parks NACC	77,060.61
40095 · ZFP Zero Food Print Healthy Soils Block	2,979.68
40116 · WCB Wildlife Conservation Board	6,911.35
40120 · Port	2,483.38
40122 · CalFire Forest Health Grant	73,189.61
40123 · CalFire CARCD Increasing Pace & Scale	2,214.29
40124 · CalFire Southern CA Wildfire Res	349.80
40130 · NACD TA	605.49
40140 · NRP Neighborhood Reinvestment Program	0.00
40146 · SDG&E Fuels MOU	13,989.38
40192 · CSA Community Supported Ag	-5,635.19
40193 · UP Listos Subcontract	2,878.92
40198 · SD Foundation Community Food	11,307.65
42005 · BLM Hermes Copper Butterfly	553.26
42007 · USFWS Pollinators on Working Lands	190.80
42020 · CAFSC DSAP	6,367.13
42021 · Wildfire Resilience Education	1,119.12
42022 · CalFire County Coordinator	3,616.76

Total 40000 · Grant Income Restricted 407,325.65

45000 · Income Unrestricted WWF/Gardens

45001 · Wild Willow Classes & Workshops	2,450.00
45002 · Wild Willow Field Trips & Tours	1,430.00
45003 · Wild Willow Food Sales CSA	0.00
45004 · Wild Willow Wholesale Food Sales	657.50
45005 · Wild Willow Farm Stand Sales	90.00
45006 · Wild Willow Venue Rental	0.00

RCD of Greater San Diego County

Profit & Loss

December 31, 2024

	Dec'24
45007 · Wild Willow Donation	0.00
45190 · TRV Community Garden	4,777.40
45191 · Sweetwater Community Garden	3,781.91
	13,186.81
Total 45000 · Income Unrestricted WWF/Gardens	13,186.81
45000 · Income - Unrestricted	
45010 · Rent	3,037.00
45020 · Donations	75.00
45030 · Rebates & Refunds	0.00
45040 · LAIF & CLASS Interest	5,394.96
45080 · US Bank Interest	19.69
45090 · Tax Assessments	38,085.00
45095 · Redevelopment Revenue	0.00
45100 · Misc Income	100.00
45200 · Fee for Service	10,048.50
45505 · Payroll & Benefits Offset	49,517.26
	106,277.41
Total 45000 · Income - Unrestricted	106,277.41
Total Income	526,789.87
Expense	
50000 · Grant Expenses Restricted	
50041 · CDFA SWEEP TA 23-0684	676.34
50042 · CDFA CUSP Economic Relief Grant	3,080.30
50043 · CDFA WETA	11,158.51
50044 · CDFA Planning Grant CAPGP-23-07	2,564.86
50045 · CDFA Climate Smart Ag TA	0.00
50046 · CDFA Farm to School Incubator	8,122.61
50047 · USFS 2024 Girl Scout Camp Winaka	0.00
50048 · USFS 2024 Palomar DSAP	275.55
50049 · CARCD Monarchs	0.00
50050 · CARCD WCB	25,131.46
50052 · County of San Diego Regional Cohesive	404.73
50053 · DOC RFFC Round IIA	89,259.73
50055 · CARCD NRCS Equity	448.45
50056 · CDFA PHP	3,178.01
50057 · Audubon Ranching	623.68
50058 · CARCD Carbon Hub Coordinator	11,659.68
50059 · DOC Climate Smart Land Management	17,826.11
50060 · NRCS IERCD	0.00
50061 · CARCD NRCS Forestry TA	6,936.00
50064 · NRCS Scaling Up Climate Resilience	3,506.98
50070 · Community Enhancement Grant CEG	0.00
50085 · Parks NACC	69,636.26
50095 · ZFP Zero Food Print Healthy Soils Block	2,660.39
50116 · WCB Wildlife Conservation Board	6,170.82
50120 · Port	2,257.63
50122 · CalFire Forest Health Grant	65,347.86
50123 · CalFire CARCD Increasing Pace & Scale	1,845.24
50124 · CalFire Southern CA Wildfire Res	318.00

RCD of Greater San Diego County

Profit & Loss

December 31, 2024

	Dec'24
50130 · NACD Urban Ag TA	540.88
50140 · NRP Neighborhood Reinvestment Program	0.00
50146 · SDG&E Fuels MOU	11,657.82
50192 · CSA Community Supported Ag	32.54
50193 · UP Listos Subcontract	2,570.46
50198 · SD Foundation Community Food	5,501.39
52005 · BLM Hermes Copper Butterfly	493.98
52007 · USFWS Pollinators on Working Lands	159.00
52020 · CAFSC DSAP	6,970.25
52021 · Wildfire Resilience Education	999.21
52022 · CalFire County Coordinator	3,542.71
Total 50000 · Grant Expenses Restricted	365,557.44
53000 · Expenses Unrestricted	
53005 · Advertising	199.00
53035 · Processing Fees	136.09
53040 · Bank Fees	630.63
53050 · Depreciation	2,303.38
53060 · Donations, Awards & Scholarships	0.00
53070 · Dues & Memberships	0.00
53075 · Subscriptions	385.68
53080 · Equipment Leases	0.00
53100 · Automobile	
53110 · Fuel	-456.91
53120 · Repairs & Maintenance	0.00
Total 53100 · Automobile	-456.91
53200 · Unrestricted Expense WWF & Gardens	
53201 · Wild Willow Farm Rent	1,644.40
53202 · Wild Willow Farm Payroll	18,788.49
53203 · Wild Willow Farm Office Supplies	6.90
53204 · Wild Willow Farm Utilities	1,531.93
53205 · Wild Willow Farm Telephone	158.50
53206 · Wild Willow Farm Trash	235.00
53207 · Wild Willow Farm Propane & Fuel	-51.71
53208 · Wild Willow Farm Processing Fees	0.00
53208 · Wild Willow Farm Seeds, Soil & Compost	71.05
53210 · Wild Willow Farm Harvest Supplies	0.00
53211 · Wild Willow Farm Irrigation & Fencing	411.22
53212 · Wild Willow Farm Teaching & Class Supplies	35.56
53213 · Wild Willow Farm Animal Feed & Care	420.71
53214 · Wild Willow Farm Tools & Equipment	0.00
53215 · Wild Willow Farm Other Misc Expense	301.10
53216 · Wild Willow Farm Pest Control	0.00
53290 · TRV Garden	12,128.42
53291 · Sweetwater Garden	2,577.12
	38,258.69
53900 · Insurance	
53910 · Auto & General Liability	6,023.13
53920 · In Leiu of Health Insurance	24,785.29
53930 · Workers Compensation	1,618.66
	38,258.69

RCD of Greater San Diego County

Profit & Loss

December 31, 2024

	Dec'24
Total 53900 · Insurance	32,427.08
54000 · Outside Services	
54010 · Facility Maintenance & Repairs	0.00
54020 · Janitorial	0.00
54030 · Landscaping	1,399.00
54040 · Payroll Processing Fees	214.82
54050 · Pest Control	10.76
54060 · Website & Computer Maintenance	5,360.41
Total 54000 · Outside Services	6,984.99
54070 · Permit	25.00
54080 · Postage	15.18
54090 · Printing	250.27
55000 · Professional Services	
55010 · Accounting Fees	2,250.00
55020 · Legal Fees	2,895.00
55030 · Professional Services - Other	10,525.00
Total 55000 · Professional Services	15,670.00
57000 · Supplies	
57100 · Conservation Garden & Education	0.00
57150 · Discretionary Projects	3,295.26
57200 · Office Supplies	267.22
57250 · Team Building & Incentives	199.31
57255 · Staff Uniforms & Merchandising	0.00
57300 · Office General	47.91
Total 57000 · Supplies	3,809.70
59000 · Utilities	
59100 · Gas & Electric	821.45
59200 · Sewer	0.00
59300 · Trash	1,270.29
59400 · Water	193.93
59500 · Telephones	1,954.28
Total 59000 · Utilities	4,239.95
65000 · Travel and Meetings	
65310 · Training	0.00
65320 · Travel Transportation, Flights & Mileage	1,108.38
65325 · Hotel Lodging	0.00
65330 · Travel Meals	377.25
Total 65000 · Travel and Meetings	1,485.63
66000 · Payroll Expenses	
66100 · Gross Payroll	56,939.55
66200 · In Lieu of Social Security 10.5%	22,175.26
66300 · Medicare 1.45%	713.52
66400 · FUTA, SDI, ETT, SUI	0.00
Total 66000 · Payroll Expenses	79,828.33
Total Expense	551,750.13
Net Ordinary Income	-24,960.26
Net Income	-24,960.26

RCD of Greater San Diego County
Reconciliation Summary
US Bank-General Checking, Period Ending 12/31/2024

	<u>Dec 31, 24</u>
Beginning Balance	162,017.52
Cleared Transactions	
Checks and Payments - 74 items	-262,923.04
Deposits and Credits - 20 items	400,722.80
Total Cleared Transactions	<u>137,799.76</u>
Cleared Balance	<u>299,817.28</u>
Uncleared Transactions	
Checks and Payments - 43 items	-137,011.65
Deposits and Credits - 8 items	3,639.87
Total Uncleared Transactions	<u>-133,371.78</u>

RCD of Greater San Diego County
Reconciliation Detail
US Bank-General Checking, Period Ending 12/31/2024

	Type	Date	Num	Name	Clr	Amount	Balance	
Beginning Balance							162,017.52	
Cleared Transactions								
Checks and Payments - 74 items								
	Bill Pmt -Check	11/19/2024	14978	Responsible Solutions LLC	Ö	-10,000.00	-10,000.00	
	Bill Pmt -Check	11/19/2024	14975	Joanne Norris	Ö	-800.00	-10,800.00	
	Bill Pmt -Check	11/25/2024	14992	U.S. Bancorp Service Center, Inc	Ö	-830.37	-11,630.37	
	Bill Pmt -Check	11/25/2024	14987	Cindy L Saylor	Ö	-484.50	-12,114.87	
	Bill Pmt -Check	11/25/2024	14990	Teri Lee Hedman	Ö	-441.00	-12,555.87	
	Bill Pmt -Check	11/25/2024	14991	U.S. Bancorp Service Center, Inc	Ö	-186.50	-12,742.37	
	Bill Pmt -Check	12/02/2024	15004	Carolina Guia	Ö	-6,359.13	-19,101.50	
	Bill Pmt -Check	12/02/2024	14986	U.S. Bancorp Service Center, Inc	Ö	-5,498.57	-24,600.07	
	Bill Pmt -Check	12/02/2024	14999	Nigro & Nigro	Ö	-4,500.00	-29,100.07	
	Bill Pmt -Check	12/02/2024	14993	Al Delalat	Ö	-1,490.12	-30,590.19	
	Bill Pmt -Check	12/02/2024	14995	Classic Landscape & Horticulture	Ö	-1,025.00	-31,615.19	
	Bill Pmt -Check	12/02/2024	14997	Joanne Norris	Ö	-760.00	-32,375.19	
	Bill Pmt -Check	12/02/2024	14996	Diamond Environmental Services	Ö	-286.49	-32,661.68	
	Bill Pmt -Check	12/02/2024	15001	SoCo Group Inc.	Ö	-263.99	-32,925.67	
	Bill Pmt -Check	12/02/2024	14998	Kirthana Pispipati	Ö	-50.00	-32,975.67	
	Bill Pmt -Check	12/02/2024	14994	Brian Gallagher	Ö	-50.00	-33,025.67	
	Bill Pmt -Check	12/02/2024	15000	Quench USA Inc	Ö	-47.91	-33,073.58	
	Bill Pmt -Check	12/02/2024	15002	Streamline	Ö	-45.00	-33,118.58	
	Bill Pmt -Check	12/03/2024	PD 12.04.2	Codi Hale	Ö	-211.45	-33,330.03	
	Bill Pmt -Check	12/03/2024	PD 12.04.2	Elizabeth Garcia	Ö	-209.64	-33,539.67	
	General Journal	12/03/2024		Merchant Fees	Ö	-96.93	-33,636.60	
	Bill Pmt -Check	12/03/2024	PD 12.04.2	Daniela Mejia	Ö	-45.26	-33,681.86	
	Bill Pmt -Check	12/03/2024	PD 12.04.2	Joanne Sauerman	Ö	-36.42	-33,718.28	
	General Journal	12/03/2024		Authorize.net fees	Ö	-20.75	-33,739.03	
	General Journal	12/04/2024		Gross Payroll	Ö	-45,444.11	-79,183.14	
	General Journal	12/04/2024		Payroll Taxes	Ö	-13,875.37	-93,058.51	
	Bill Pmt -Check	12/05/2024	15005	Albert D. Quihuis	Ö	-1,960.00	-95,018.51	
	Bill Pmt -Check	12/05/2024	15008	County of San Diego	Ö	-1,644.40	-96,662.91	
	Bill Pmt -Check	12/05/2024	15006	California American Water	Ö	-1,306.06	-97,968.97	
	Bill Pmt -Check	12/05/2024	15016	Waste Management	Ö	-625.12	-98,594.09	
	Bill Pmt -Check	12/05/2024	15009	EDCO Disposal Corporation	Ö	-420.02	-99,014.11	
	Bill Pmt -Check	12/05/2024	15013	Jovian Fonseca AP	Ö	-340.00	-99,354.11	
	Bill Pmt -Check	12/05/2024	15007	Corporate Technologies LLC	Ö	-330.00	-99,684.11	
	Bill Pmt -Check	12/05/2024	15010	Erik Rodriguez	Ö	-250.00	-99,934.11	
	Bill Pmt -Check	12/05/2024	15011	Gary Connor McVey	Ö	-240.00	-100,174.11	
	Bill Pmt -Check	12/05/2024	15018	EDCO Disposal Corporation	Ö	-235.00	-100,409.11	
	Bill Pmt -Check	12/05/2024	15019	EDCO Disposal Corporation	Ö	-118.01	-100,527.12	
	Bill Pmt -Check	12/05/2024	15014	Kirthana Pispipati	Ö	-101.17	-100,628.29	
	Bill Pmt -Check	12/06/2024	ACH12.09.	Thomas J. Smith	Ö	-3,700.00	-104,328.29	
	Bill Pmt -Check	12/06/2024	ACH12.09.	Jennifer MacDonald	Ö	-3,626.00	-107,954.29	
	Bill Pmt -Check	12/06/2024	ACH12.09.	Warren Paipa	Ö	-1,960.00	-109,914.29	
	Bill Pmt -Check	12/06/2024	ACH12.09.	Cullen Riley Smith	Ö	-1,860.00	-111,774.29	
	Bill Pmt -Check	12/06/2024	ACH12.09.	Henry D. Najera	Ö	-1,760.00	-113,534.29	
	Bill Pmt -Check	12/06/2024	ACH12.09.	Eric Trotter	Ö	-1,680.00	-115,214.29	
	Bill Pmt -Check	12/06/2024	ACH12.09.	Jesse Jones	Ö	-1,680.00	-116,894.29	
	General Journal	12/09/2024		ADP Payroll Processing Fees	Ö	-107.41	-117,001.70	
	General Journal	12/10/2024		Venmo Fees	Ö	-14.70	-117,016.40	
	General Journal	12/10/2024		PayPal Fees	Ö	-3.71	-117,020.11	
	Check	12/15/2024		Analysis Fees	Ö	-630.63	-117,650.74	
	Bill Pmt -Check	12/17/2024	15024	Estrada Plumbing	Ö	-4,536.00	-122,186.74	
	Bill Pmt -Check	12/17/2024	15021	Corporate Technologies LLC	Ö	-3,040.00	-125,226.74	
	Bill Pmt -Check	12/17/2024	15020	California American Water	Ö	-1,941.98	-127,168.72	
	Bill Pmt -Check	12/17/2024	15029	SDG&E	Ö	-821.45	-127,990.17	
	Bill Pmt -Check	12/17/2024	15023	Cox Communications	Ö	-365.53	-128,355.70	
	Bill Pmt -Check	12/17/2024	15033	SDG&E	Ö	-225.87	-128,581.57	
	Bill Pmt -Check	12/17/2024	15027	Office Depot	Ö	-156.77	-128,738.34	
	General Journal	12/17/2024		ADP Payroll Processing Fees	Ö	-107.41	-128,845.75	
	General Journal	12/18/2024		Gross Payroll	Ö	-46,767.36	-175,613.11	
	General Journal	12/18/2024		Payroll Taxes	Ö	-11,402.94	-187,016.05	
	Bill Pmt -Check	12/18/2024	15035	Studio Nectary	Ö	-2,280.00	-189,296.05	
	Bill Pmt -Check	12/18/2024	15036	SoCo Group Inc.	Ö	-709.05	-190,005.10	
	Bill Pmt -Check	12/18/2024	15034	Joanne Norris	Ö	-660.00	-190,665.10	
	Bill Pmt -Check	12/20/2024	ACH Pymt	Thomas J. Smith	Ö	-3,182.00	-193,847.10	
	Bill Pmt -Check	12/20/2024	ACH Pymt	Jennifer MacDonald	Ö	-2,960.00	-196,807.10	
	Bill Pmt -Check	12/20/2024	ACH Pymt	Albert D. Quihuis	Ö	-1,600.00	-198,407.10	
	Bill Pmt -Check	12/20/2024	ACH Pymt	Eric Trotter	Ö	-1,600.00	-200,007.10	
	Bill Pmt -Check	12/20/2024	ACH Pymt	Jesse Jones	Ö	-1,600.00	-201,607.10	
	Bill Pmt -Check	12/20/2024	ACH Pymt	Warren Paipa	Ö	-1,400.00	-203,007.10	
	Bill Pmt -Check	12/20/2024	ACH Pymt	Cullen Riley Smith	Ö	-1,400.00	-204,407.10	
	Bill Pmt -Check	12/20/2024	ACH Pymt	Henry D. Najera	Ö	-200.00	-204,607.10	
	Bill Pmt -Check	12/20/2024	ACH Pymt	Jennifer MacDonald	Ö	-75.31	-204,682.41	
	General Journal	12/31/2024		Gross Payroll	Ö	-46,510.38	-251,192.79	
	General Journal	12/31/2024		Payroll Taxes	Ö	-11,205.25	-262,398.04	
	General Journal	12/31/2024		BizHaven	Ö	-525.00	-262,923.04	
						-262,923.04	-262,923.04	
	Total Checks and Payments							
	Deposits and Credits - 20 items							
	General Journal	12/02/2024		Deposit	Ö	20.00	20.00	
	Deposit	12/02/2024		Deposit	Ö	14,452.42	14,472.42	

**RCD of Greater San Diego County
Reconciliation Detail
US Bank-General Checking, Period Ending 12/31/2024**

Type	Date	Num	Name	Clr	Amount	Balance
Deposit	12/03/2024		Deposit	0	180.00	14,652.42
Deposit	12/03/2024		Deposit	0	4,411.76	19,064.18
Deposit	12/04/2024		Deposit	0	0.00	19,064.18
General Journal	12/04/2024		Deposit	0	25.00	19,089.18
General Journal	12/04/2024		Deposit	0	25.00	19,114.18
General Journal	12/04/2024		Deposit	0	100.00	19,214.18
General Journal	12/04/2024		Deposit	0	502.77	19,716.95
Deposit	12/06/2024		Deposit	0	100.00	19,816.95
General Journal	12/09/2024		Deposit	0	150,000.00	169,816.95
Deposit	12/10/2024		Deposit	0	137.00	169,953.95
Deposit	12/10/2024		Deposit	0	1,710.50	171,664.45
Deposit	12/10/2024		Deposit	0	39,035.43	210,699.88
General Journal	12/17/2024		Deposit	0	1,050.00	211,749.88
Deposit	12/17/2024		Deposit	0	1,300.00	213,049.88
General Journal	12/17/2024		Deposit	0	140,840.28	353,890.16
Deposit	12/26/2024		Deposit	0	46,112.95	400,003.11
Deposit	12/30/2024		Deposit	0	700.00	400,703.11
Deposit	12/31/2024		Deposit	0	19.69	400,722.80
Total Deposits and Credits					400,722.80	400,722.80
Total Cleared Transactions					137,799.76	137,799.76
Cleared Balance					137,799.76	299,817.28
Uncleared Transactions						
Checks and Payments - 43 items						
Bill Pmt -Check	05/01/2024	14477	Erik Rodriguez		-50.00	-50.00
Bill Pmt -Check	06/03/2024	14588	Erik Rodriguez		-50.00	-100.00
Bill Pmt -Check	09/09/2024	14828	Tammy Jo Rymoff		-20.00	-120.00
Bill Pmt -Check	10/22/2024	14922	Jamul Indian Village of California		-21,480.12	-21,600.12
Bill Pmt -Check	11/13/2024	14971	Gordon Lu		-200.00	-21,800.12
Bill Pmt -Check	12/05/2024	15012	Javier Flores AP		-350.00	-22,150.12
Bill Pmt -Check	12/05/2024	15017	William S. Burns Jr.		-330.00	-22,480.12
Bill Pmt -Check	12/05/2024	15015	Maria Del Socorro Urrea		-250.00	-22,730.12
Bill Pmt -Check	12/17/2024	15025	Jamul Indian Village of California		-24,227.80	-46,957.92
Bill Pmt -Check	12/17/2024	15028	Responsible Solutions LLC		-10,000.00	-56,957.92
Bill Pmt -Check	12/17/2024	15031	Summit Fleet Mgmt.		-5,425.20	-62,383.12
Bill Pmt -Check	12/17/2024	15026	McDougal Boehmer Foley Lyon Mitchell		-2,895.00	-65,278.12
Bill Pmt -Check	12/17/2024	15032	Wilkinson Hadley King & Co LLP		-2,250.00	-67,528.12
Bill Pmt -Check	12/17/2024	15030	Sharp Business Systems		-250.27	-67,778.39
Bill Pmt -Check	12/17/2024	15022	County of San Diego Vector Control		-10.76	-67,789.15
Bill Pmt -Check	12/20/2024	15038	Frank Padilla Jr.		-427.16	-68,216.31
Bill Pmt -Check	12/30/2024	15053	U.S. Bancorp Service Center, Inc		-20,217.36	-88,433.67
Bill Pmt -Check	12/30/2024	15048	UC Regents Berkeley Law University of C		-7,000.00	-95,433.67
Bill Pmt -Check	12/30/2024	15040	Al Delalat		-1,980.00	-97,413.67
Bill Pmt -Check	12/30/2024	15041	Corporate Technologies LLC		-1,328.42	-98,742.09
Bill Pmt -Check	12/30/2024	15047	Regents University of California		-1,175.00	-99,917.09
Bill Pmt -Check	12/30/2024	15050	Classic Landscape & Horticulture		-1,025.00	-100,942.09
Bill Pmt -Check	12/30/2024	15052	U.S. Bancorp Service Center, Inc		-1,012.64	-101,954.73
Bill Pmt -Check	12/30/2024	PD 12.18.2	Stan Hill		-959.31	-102,914.04
Bill Pmt -Check	12/30/2024	15044	Green Tree Forest Service		-800.00	-103,714.04
Bill Pmt -Check	12/30/2024	PD 12.31.2	Rachel Petitt		-656.85	-104,370.89
Bill Pmt -Check	12/30/2024	15049	United Site Services		-576.00	-104,946.89
Bill Pmt -Check	12/30/2024	PD 12.31.2	Daniela Mejia		-521.63	-105,468.52
Bill Pmt -Check	12/30/2024	PD 12.31.2	Eli Valdez		-317.64	-105,786.16
Bill Pmt -Check	12/30/2024	15042	Diamond Environmental Services		-286.44	-106,072.60
Bill Pmt -Check	12/30/2024	15045	JMB Sanitation		-279.55	-106,352.15
Bill Pmt -Check	12/30/2024	PD 12.18.2	Heather Marlow		-264.90	-106,617.05
Bill Pmt -Check	12/30/2024	15043	DMV Renewal		-227.00	-106,844.05
Bill Pmt -Check	12/30/2024	PD 12.31.2	Stan Hill		-193.24	-107,037.29
Bill Pmt -Check	12/30/2024	15051	U.S. Bancorp Service Center, Inc		-183.50	-107,220.79
Bill Pmt -Check	12/30/2024	PD 12.18.2	Joanne Sauerman		-157.10	-107,377.89
Bill Pmt -Check	12/30/2024	PD 12.31.2	Joanne Sauerman		-122.76	-107,500.65
Bill Pmt -Check	12/30/2024	PD 12.18.2	Codi Hale		-88.71	-107,589.36
Bill Pmt -Check	12/30/2024	15046	Quench USA Inc		-47.91	-107,637.27
Bill Pmt -Check	12/30/2024	PD 12.18.2	Andy Williamson		-47.48	-107,684.75
Bill Pmt -Check	12/30/2024	PD 12.31.2	Elizabeth Garcia		-26.75	-107,711.50
Bill Pmt -Check	12/31/2024	15055	Lincoln Financial		-29,106.22	-136,817.72
Bill Pmt -Check	12/31/2024	15054	Lakeside Water District		-193.93	-137,011.65
Total Checks and Payments					-137,011.65	-137,011.65
Deposits and Credits - 8 items						
General Journal	11/23/2024				20.00	20.00
General Journal	12/14/2024	JE 1019			20.00	40.00
General Journal	12/18/2024				1,517.50	1,557.50
General Journal	12/23/2024	JE 1018			20.00	1,577.50
General Journal	12/26/2024				75.00	1,652.50
General Journal	12/30/2024	JE 1017			48.50	1,701.00
General Journal	12/31/2024				100.00	1,801.00
General Journal	12/31/2024				1,838.87	3,639.87
Total Deposits and Credits					3,639.87	3,639.87
Total Uncleared Transactions					-133,371.78	-133,371.78
Register Balance as of 12/31/2024					4,427.98	166,445.50



Resource Conservation District of Greater San Diego County
11769 Waterhill Rd., Lakeside, CA 92040

Phone: (619) 562-0096 ✨ Fax: (619) 562-4799

Website: www.rcdsandiego.org

Date: February 13, 2025

Agenda Item 6-1: Wild Willow Farm Lease

Discussion / History:

In April and May 2024, the Board gave staff direction to prepare information to assist the Board in decision making about the future of Wild Willow Farm, including considering alternative sites and lease options. The RCD hired a consultant in September of 2024 to assist with this project. Regular updates have been provided to the Board on progress made.

Included in this packet is a background of Wild Willow Farm over the past five years under RCD management and a timeline outlining the acquisition and operation of the farm as well as the ongoing issues impacting the farm. This historical timeline is also presented to assist the Board in making its decisions about the future of Wild Willow Farm.

Financial Impact:

Staff Recommendation to the Board: n/a

Dear Board Members,

The following historical timeline is presented to you for your review and consideration in connection with Wild Willow Farm. The purpose of the timeline is to provide the Board with a factual background outlining the acquisition and operation of the farm and the ongoing issues impacting the farm. This historical timeline is also presented to assist the Board in making its decisions about the future of Wild Willow Farm.

RCDGSDC & Wild Willow Farm history

2019:

- Between May and September, RCD worked with SD Roots to formalize a partnerships agreement, transfer lease of Wild Willow Farm to RCD, and share organizational information, including accounts and donor list.
- Staff transferred from SD Roots to RCD in September and were onboarded.
- Lease due for renewal in November, RCD staff and legal counsel discussed updating lease terms ahead of renewal and a lengthy negotiation process ensued regarding a number of concerns.
- Staff presented to the Board about farm programs to better acquaint Board members with the nature of the work.
- December: **Flooding** occurred in the Tijuana River Valley, temporarily pausing production and programming. Due to contaminants in the flood water, production isn't resumed until soil tests come back showing it is safe to do so.
- The farm was not fiscally solvent upon transfer from SD Roots to RCD. RCD accounting staff had to rebuild the accounting system; sponsor contacts were not shared as originally promised.

2020:

- RCD and County continued to discuss concerns around property improvements; County made some repairs to barn structure, but negotiations ongoing about other needed improvements.
- March 2020: start of **global Corona Virus pandemic** – put a stop to most farm education programming for much of the rest of the year, though production was able to continue.
- April and May: updates provided to Board on progress with negotiations
- April: **flooding** occurred again in the Tijuana River Valley, once again setting back production and programs.

- Staff prepared and presented an Investment Plan to the Board, outlining investments needed (staff and infrastructure) for the first three fiscal years to work towards breaking even in the long term.
- Board and County continued lease negotiations.

2021:

- January: Board approved a resolution to adopt the final project plan and budget for Wild Willow Farm, which included the initial investments outlined above (*WWF Project Plan Final FY20-21*).
- May: given lack of a resolution on the lease, and growing concerns about flooding, the Board discussed the possibility of terminating the farm lease with three options: take time to build out the farm at another site then terminate the lease; a shorter-term termination and move applicable programs to the community gardens; and terminate in 90 days and stop all programming. Ultimately, the Board decided to table this discussion and continue operating the farm, while working on lease negotiations. The Board also revisited the approved resolution and budget from the January meeting.

2022:

- In 2021, the County agreed to make some additional site improvements, including installing a new water line which had been one of our asks from the outset. This work commenced in 2022 and led to some additional discussions with the County.
- During this year, staff began asking District 1 staff about other potential farm sites on County-owned land, but the discussion did not yield results.
- Continued conversations with the County about site improvements.
- Farm continues to struggle financially.

2023:

- January: TRV area, including farm, **flooded**. All production and programming put on pause. Resumed production in late spring, with harvests in early summer.
- Communicated with D1 staff about flooding resources and best practices for public access.
- Held meetings with County Parks staff to discuss other land options, including the upcoming RFP for developing the former Suzie's site which is out of the floodplain; TRV Community Garden lease renewal; and opportunities to collaborate through programming. County asked RCD to identify areas where we plan to invest in the farm and come back to them.

- Farm to School grant allowed for purchase of a tractor and the start of a good relationship with Sweetwater Union High School District and Southwest High School. Staff planned workshops for high school students, including a training at the farm on using a walk-behind tractor. Discussions about additional collaboration, including supporting food growing on campus at Southwest High School began.
- Worked with Farm staff to develop options and scenarios for the future. These included staying on site and enhancing space and diversify crops; splitting operations between two sites: one for education, one for production; and moving to a new site in TRV. Staff started working on a list of potential sites.
- Finances continue to be significantly in the red. Flooding contributed, but also there was a large gap between the field trip coordinator leaving in late summer and having consistent staff for leading trips. The hiring process for field trip coordinator was very difficult (position offered three times with hired person leaving within first few weeks for various reasons). The Education Manager ended up having to take on trips with support from other staff.

2024:

- Continued to work on future scenarios and compile information about grants and donations staff had secured to date.
- January 22: TRV, including farm, experienced the most severe flood in over a decade. Once again paused production and programming. Decided to discontinue CSA and focus on wholesale, e.g. through Food Shed. Discussions about investments/lease stalled due to repeat flooding and concerns about future sustainability and safety of operating at that site.
- Continued to discuss with staff how to be a viable farm and education center in a flood plain.
- Finances continue to be difficult due to flooding, as well as being short staffed due to Education and Farm Manager, and two part-time field staff, leaving in March.
- April Board meeting: staff presented options for future of Wild Willow Farm production and programming, in light of more frequent flooding. Given the ongoing financial concerns and increased flooding, Board requested that staff prepare a proposal for purchase/lease and development of new parcel of land to continue some WWF programs out of the flood zone and in our service area. Target was to vacate by December 2024.
- Refined some options for making site and programs viable / resilient to flooding and prepared additional information about program demographics to share with Board.
- A new Education Manager was hired and started in April.

- Staff started to strategize based on Board direction, including looking at potential alternative sites.
- May Board meeting: staff presented an update to inform Board about successes of the farm, address concerns about operating out of our service area, and to share ideas from staff about how to be more resilient to flooding. Board reiterated direction given at April meeting.
- ED provided an update to Board on progress made, including discussions with a realtor to identify potential land. Their search did not yield any results that meet our specifications. Discussed ideas around collaboration and entering into a different type of agreement with the County within the spaces we manage.
- Staff and Board discussed concerns over pollution in the TRV and concerns about potential health impacts. Staff began to look into environmental health and pollution concerns, especially for any best practices within these spaces that may exist. Board suggested bringing on a consultant to support with the work of identifying options for the TRV projects and the associated leases, as well as the process of annexing islands and sphere of influence. ED started discussions with a consultant, who was also able to help us look into the environmental health concerns.
- September: Board approved bringing on public affairs consultant, Lani Lutar. Lani started right away, building on conversations she had already had with Ann. Explored options for relocating to a new site, but determined moving would not solve Wild Willow Farm program finances because even if rent was zero, the program would still experience six figure losses without additional sources of consistent and reliable revenue. A new site would also require significant up-front capital which had not been budgeted.
- Received information, resulting from scientific research, the pollution is not a direct threat to people visiting or working at the site (though may be different for people living in the area).
- October: a successful Fall Festival held at WWF and TRVCG, including an ag tour through both sites and two neighboring ag sites. Attracted a lot of visitors and was a great celebration of community and agriculture in the TRV.
- Throughout the fall and winter, staff continued to work with consultant to discuss WWF and TRV with partners, D1 staff, and County staff. Identified a potential funding source via the Neighborhood Reinvestment Program, applied and was awarded \$30,000 for infrastructure improvements. Also continued discussions about collaboration with Sweetwater Union High School District through farm production and training, including a larger purchase order (\$80-\$100k) and

developing an MOU to build on partnership with RCD staff to support on school site farms, starting with Southwest High school. Staff started informing some partners about potential changes at Wild Willow Farm and met to discuss ideas and options for education programming.

- November: long-awaited purchase order opened with Sweetwater Union High School District and farm began selling produce to the district on a weekly basis.
- \$50,000 grant received to support farm operating costs.
- Held several meetings with TRV area partners / neighbors to discuss ongoing collaboration.
- Property negotiations with County continued through the end of the year.
- Finances continue to struggle.

Throughout all the ups and downs, staff have worked incredibly hard to keep the farm a productive and welcoming space for the community, despite often feeling spread thin. During the past five years, we have developed many new partnerships, hosted several community events, have been successful in engaging more residents from the local community, hosted around 3 sessions of our well-respected farm school each year as well as a huge variety of workshops, and welcomed the public through volunteering and field trips.

Unfortunately, the CSA model was ultimately deemed not viable for the farm, given the unpredictability of flooding and the long breaks in production after flooding (usually about six months from flood to harvest). However, staff continued to grow amazing produce, and worked to diversify produce sales by selling more wholesale produce (FoodShed) and planting more winter flowers to be more resilient to flooding. We also tried to implement a farm stand on site and U-pick opportunities, with strawberry U-pick being particularly popular.

Additional issues that are a factor in challenges at Wild Willow Farm:

- We have experienced large amount of staff turnover over the 5-year period, including management changes and staff shortages
- Degraded facilities continued to be a concern, with office and gathering spaces in need of improvement to be more comfortable and accommodating. For example, the barn in need of substantial repair and there are leaks in the bathroom roofs.

Over the years, staff have been successful in attracting grants and donations to support farm programming. This includes approximately \$140,000 in donations and over \$425,000 in grants to benefit the farm.

While we have had successes in obtaining grants and donations, it has not been enough to offset the expenditure associated with running the farm resulting in the farm budget ending each fiscal year in a deficit. In addition, produce sales and programming bring in funding, but with setbacks due to weather, Covid, and staffing it has been challenging to create consistency. Thankfully, the RCD has been in a position, and the Board has been willing, to cover the losses. To that end, the RCD has contributed in excess of \$500,000 to cover operating costs. There is great potential in Wild Willow Farm but the site needs investment and careful consideration of which programs are the best fit for a space that is incredibly meaningful and valued, but also precarious due to environmental factors.

Date: February 13, 2025

Agenda Item 6-2: Review and selection of bids for RCD Strategic Plan update

Discussion / History: The RCD last updated its Strategic Plan in 2022 and it is in need of an update. The Board authorized staff to move forward with reviewing the RCD's mission, vision and strategic plan, and at the January 2025 meeting authorized three Board members to participate in a strategic planning subcommittee.

Included within this packet for Board review are scopes of work and bids from two consultants with experience in facilitating the strategic planning process.

Financial Impact: up to \$18,125 in consultant fees

Staff Recommendation to the Board: Staff recommends that the Board select a consultant or provide feedback/direction. Staff would like to begin the review process within the first quarter of 2025.



Proposal to the Resource Conservation District of Greater San Diego County for consultant services to assist in the preparation of a new strategic plan

Approach

The proposed approach for facilitating a strategic planning process is based on providing high value consulting services while relying on RCD staff to perform other tasks that do not rely on strategic planning experience. This provides the facilitator with the ability to guide RCD in the production of a sound plan while spending only the necessary hours to achieve that result, thereby minimizing cost to the client. High value consulting services include:

- facilitation of face-to-face meetings among senior management, staff and board members
- agenda development
- discussion techniques design
- producing summaries of meetings using notes taken by staff and any other materials developed during the course of meetings
- providing a recommended template for a written strategic plan based on RCD's needs and objectives
- review and feedback on draft plan prepared by RCD
- exit interview with RCD executive director

The anticipated steps in the planning process would consist of:

1. Hold initial meeting with executive director, program directors and managers, and three board members to identify objectives for planning process, scope out process timeline, develop draft organizational goals and clarify roles. This group will constitute a steering committee.
2. Meet with all staff and Board to collect input on overarching questions of significance, such as:
 - a. How would we define future success?
 - b. How do our program priorities align with our vision?
 - c. What would sustainable growth look like?
 - d. These questions will be revisited during the initial steering committee meeting to ensure they are the best ones for staff to weigh in on.
3. Prepare summary of staff meeting and distribute to steering committee.

4. Hold meeting of steering committee to evaluate input from staff meeting. This meeting will be used to make preliminary decisions about what belongs in the new strategic plan and assign responsibilities for developing the content for the plan document. The developed content will be compiled into an initial draft of the strategic plan and reviewed by the steering committee. The recommendation is that the draft plan be commented on by steering committee members and facilitator through a Google document or other application that allows for all authors to comment and/or edit.
5. Steering committee meets to resolve any remaining issues, inconsistencies or discrepancies necessary to produce a draft strategic plan. Executive director will finalize draft plan content in preparation for Board review.
6. Prepare Board presentation that summarizes content of draft plan, focusing on new directions and priorities, implications for future resource growth, and rationale for modifications to existing plan. Present to Board for review, with clarity about what type of input would be most useful for finalizing the plan.
7. Steering committee meets to discuss implications of board input and prepares final draft under the direction of the executive director for presentation to the Board.
8. [Option]: Client may decide to have facilitator review final draft as an independent observer, based on his experience developing strategic plans that are actionable.

Consultant Scope of Work

Facilitator will be responsible for:

- Facilitating meetings described in Steps 1, 2, 4, 5, and 7
- Working in collaboration with executive director to develop agendas for meetings
- Assist in the preparation of meeting summaries
- Review and comment on draft products developed by steering committee
- Answer questions and provide advice during development of initial draft plan as requested
- Option: review final document before release

Assumptions

- In-person meetings will be held in RCD Lakeside office. Facilitator will not charge for local travel costs. Ancillary meetings will be held by phone or videoconferencing.
- Meeting notes will be taken by staff to produce a draft summary. Facilitator will review and edit draft summary to ensure the record of the meeting is complete and captures all salient input. Meetings will be recorded in case there are missing elements or discussions that need to be reviewed and incorporated. The

notetaker(s) and facilitator will work together to produce an accurate, coherent summary of the input received and any decisions that were made.

- The schedule for meetings and deliverables will be nominally determined after a contract has been approved. The schedule will be solidified at the initial meeting of the steering committee. A tentative date for the initial meeting may be set when it is anticipated a contract would be approved. All efforts will be made to accommodate everyone's schedule while proceeding at an efficient but realistic pace.

Proposed Fee

The consultant's standard rate is \$300 per hour and the estimated time needed to complete the consultant tasks described in the Scope of Work is 70 hours in total, including optional element. At the standard rate the fee would be a not-to-exceed amount of \$21,000. Based on client's expressed maximum budget of \$20,000, consultant agrees to reduce hourly rate to \$250 per hour for a not-to-exceed amount of \$17,500. Consultant will only bill for actual hours expended. No other direct costs are anticipated.



EXHIBIT A **SOW**

This SOW shall be incorporated herein, by this reference, the Creative Services Agreement executed on 01/21/2025 between the Parties.

SCOPE OF WORK

The overall scope of services is to lead the RCD Team through a strategic planning approach with the focus on developing actionable and measurable goals that support long-term sustainability, mission alignment, and effective resource allocation.

Studio Nectary

Task 1: Meetings

A. Meetings

- a. Kick-Off Call
 - i. Set expectations, review approach, clarify details
- b. Planning Call
 - i. Check-in call between assessment and workshops
- c. Workshop(s) Agenda & Approach Review

Task 2: Reconnaissance & Assessment

A. Research

- a. Review past reports and strategic planning materials
- b. Gain an understanding of operational tools the organization is currently utilizing
- c. Gain an understanding of organizational structure, roles & responsibilities, etc
- d. Gain deeper understanding of achievement of prior goals and actions set in 2022
 - i. 2-2.5 Workshop with Board to assess prior goals
 - ii. Create and facilitate an anonymous survey for staff, *if needed*
- e. Identify additional information needed before hosting workshops

B. Assess & Summarize: *summarize and assess data collected to help inform activities and structure for the workshops*

- a. Develop a summary and organize data into a graphic report to share out to the staff and board prior to workshops
 - i. Assess progress on prior goals and actions
 - ii. Gain an understanding of how staff is organizing and tracking information

Task 3: Workshop Preparation & Facilitation

A. **Planning:** *prepare for the workshops, develop materials and activities*

- a. Develop materials for facilitating workshops
 - i. Agendas
 - ii. Presentations
 - iii. Printed materials
 - iv. Templates
 - v. Activities

B. **Facilitate** 3, 4-hour workshop sessions to develop the 2025 Strategic Plan; *detailed agenda and roster per day will be finalized with RCD; the following is an initial structure based on conversations with RCD*

A. Session 1: Review and Assess

- a. Start off on the **positive:** - Review all the successes from the past couple of years!
- b. Set the stage for the day: **Where are we now?**
 - i. Review Assessment report shared out in advance
 - ii. Review Prior Goals & Actions & summary from Board Workshop
- c. Group Activity: identify gaps; what worked? what didn't work? SWOT analysis
- d. Share Out & Close Out

B. Session 2: Develop Goals, Metrics & Actions

- a. SMARTIE Goal Activity - make sure to identify KPIs (*key performance indicators and/or your metrics for measuring success*)
 - i. *Specific, Measure, Achievable, Relevant, Time, Inclusive, Equity*
- b. Action Plan Activity - with resource allocation - how much money, staffing, etc to achieve your goal
- c. Share Out & Close Out

C. Session 3: KPI's and Financial Strategy

- a. Infrastructure for KPIs- review action plans from prior workshop. Are KPIs something we can track. How will we track them? What tools do we have? What tools do we need? Who will be in charge of tracking?
- b. Outline Financial Plans to support each Action Plan or Goal

Task 4: Report

A. **Strategic Planning Report:** Draft the strategic planning report and organize it to include the assessment from task 2 and outcomes from workshops.

- a. The report will include the following
 - i. Outline of goals, metrics (KPIs) and actions
 - i. Action Plans, including resource allocation, and accompanying templates
 - ii. Infrastructure Outline: recommendations for tools or templates to implement for tracking KPIs

- iii. Funding Outline
- b. Review with CLIENT to validate
- c. Revise and finalize
- d. Share as PDF and as a shareable link for the browser

Task 5: Dashboard and/or Tracking Tools *(not included in fee- more information needed)*

- A. Identify best method for tracking implementation of goals and actions
 - a. Present different applications for a dashboard or tracking tool
 - b. Determine best tool and format for staff use
 - c. Develop SOP and/or guidelines to support staff in using tool

CLIENT

- Lead communications with staff and board members
- Secure location for workshops
- Secure hospitality items for workshops

Task 1: Meetings	\$375	<u>Total</u>
Task 2: Reconnaissance & Assessment	\$6,750	
Task 3: Workshops Preparation & Facilitation	\$7,250	
Task 4: Strategic Planning Report	\$3,750	
Task 5: TBD	TBD	
<i>Retainer (to initiate services)</i>	(\$2,500)	
Total	\$18,125	

Payment:

- *Invoiced monthly based on % completion of task
- * additional meetings will be charged at \$125/hr

CREATIVE SERVICES AGREEMENT

This creative services agreement (the "Agreement") is by and between Studio Nectary ("Studio Nectary"), a California Corporation and __Resource Conservation District __ ("Client"), as of the earlier date listed on the signature page hereto (the "Effective Date"). Studio Nectary and Client are referred to herein individually as a "Party" and collectively as the "Parties".

STUDIO NECTARY AND CLIENT AGREE AS FOLLOWS

1. **RELATIONSHIP:** Studio Nectary and Client agree to the details of Studio Nectary's services as described in the statement of work (the "SOW") attached hereto as **EXHIBIT A** and incorporated herein by this reference. The SOW will be based off the initial discussions between the Parties, and shall accurately reflect the communications and/or desires exchanged between the parties during those discussions.
2. **PAYMENT:** The Parties agree to the fee structure listed in the applicable SOW. Studio Nectary will advise and provide updates to Client throughout the term of this Agreement regarding the services outlined in the SOW.
 - A. **Rush Fees.** In the event that a deliverable is mandated by the Client for completion and delivery in advance of the projected deadline listed in the applicable SOW for that deliverable, and/or Client has modified such deliverable so as to require more of Studio Nectary's time and the target delivery date cannot be changed, a 25% rush fee shall be applied to Studio Nectary's standard hourly rate of \$125 USD for such deliverable.
 - B. **Late Payment.** If the Contracting Company fails to make payment on an invoice within the payment window required by said invoice (the "Payment Period"), the total payment due on said invoice shall accrue interest in the amount of ten percent (10%) per annum on the total outstanding balance, calculated each week that the invoice is overdue.
3. **CLIENT DELIVERY:** Client deliverables, or any requests made of Client by Studio Nectary, are due two (2) weeks from said request by Studio Nectary unless a different delivery period is indicated by Studio Nectary in writing for a specific request. Client's failure to satisfy such Studio Nectary requests may cause delays in delivery with no penalty to Studio Nectary. In the event that Studio Nectary has not received Client deliverables according to this provision or any request made by Studio Nectary to Client otherwise, Studio Nectary may pause all performance under this Agreement until Client satisfies Studio Nectary's request. Schedule for completion of an applicable SOW will be adjusted to reflect a Client's delay at no penalty to Studio Nectary.
4. **ESTIMATED DELIVERY DATES:** Delivery of the services shall mean delivery by Studio Nectary of the final illustrations, media, completion of designs, and/or completion of an event or workshop, as described in the SOW. Client understands and acknowledges that any dates listed in the SOW or this Agreement are estimated delivery dates ("Estimated Delivery Dates") and are not guaranteed. Additionally, Client understands that any changes to the SOW after execution of this Agreement may result in delays to the Estimated Delivery Dates at no penalty to Studio Nectary.

5. **REVISIONS:** Two (2) rounds of revisions to any deliverable that is eligible for revisions, as indicated by the SOW, are included in the payment agreed upon under this Agreement. Any additional revisions will require a change order described in CHANGE ORDERS below. Changes in Client input or direction or extra rounds of revisions will be charged at Studio Nectary's hourly rate of \$125 and may cause subsequent delays in delivery. Client agrees to review completed deliverables within the time requested for review by Studio Nectary and either approve the deliverable in writing or provide written comments and/or corrections sufficient to allow Studio Nectary to identify and cure the Client's concerns, objections or corrections. Studio Nectary shall be entitled to request written clarification for any concern, objection or correction. If no time period for review is requested by Studio Nectary, Client shall be responsible for reviewing completed deliverables with three (3) business days.
6. **ADDITIONAL SERVICES:** Both Parties understand the SOW to be an accurate and mutually agreed upon outline of expectations between the Parties. The SOW may be subject to change, and should the Client want to request additional services by amending the SOW, Client agrees to provide a one (1) week notice of any requested amendment to the SOW shall be subject to CHANGE ORDERS below.
7. **CHANGE ORDERS:** Excluding the two (2) rounds of revisions expressed in REVISIONS above, Client expressly agrees to make a reasonable attempt to notify Studio Nectary as soon as practicable if it wishes to change any details that are described in the SOW by submitting a change order at least one (1) week in advance of such changes. If such changes result in additional costs to Studio Nectary, Studio Nectary agrees to notify Client of the amount before any such additional costs are incurred and Studio Nectary shall proceed only after receiving approval (written or oral) from Client. Approval by Client shall be binding and incorporated into the terms of this Agreement. Reimbursement for such additional costs shall be payable in accordance with the terms of this Agreement.
8. **EXPENSES:** Client agrees to reimburse Studio Nectary for all actual, reasonable, and necessary expenditures, which are directly related to the delivery of the services, so long as such expenses are identified in a SOW or requested from Client and approved by Client in advance. Client understands and acknowledges that expense estimates provided by Studio Nectary are estimated and may differ due to unforeseen circumstances and Client will reimburse Studio Nectary's reasonable expenses actually incurred within ten (10) days of Studio Nectary's written request for reimbursement, which may alternatively be included on invoices delivered to Client.
9. **POINT OF CONTACT:** Client may designate one individual as the point of contact in the SOW and if such a designation is made, Studio Nectary will only accept critiques and changes regarding the services from that person. Client understands and agrees that any requests and/or information from an individual that is not the point of contact will not be included and Studio Nectary shall not be penalized or held in breach of this Agreement due to the failure to include input from a non-point of contact. Studio Nectary will not be held responsible if Client

is not satisfied with the final product due to information disseminated to Studio Nectary by any individual other than the point of contact.

10. **OWNERSHIP:** Studio Nectary and Client shall each retain ownership of, and all right, title and interest in and to, their respective, pre-existing Intellectual Property ("Intellectual Property" shall mean illustrations, trademarks, works of authorship, trade secrets, techniques, know-how, ideas, concepts, designs, and other content or media utilized or created by either Party), and no license therein, whether express or implied, is granted by this Agreement or as a result of the services performed hereunder, with the exception of the Intellectual Property owner's permission for the receiving Party to use such Intellectual Property for the purposes of this Agreement.

Studio Nectary grants to Client a royalty-free, paid up, worldwide, perpetual, non-exclusive, non-transferable license to use the deliverables, so far as they fall within Intellectual Property as defined above, delivered by Studio Nectary, solely for Client's use of the deliverables as identified in the applicable SOW. Studio Nectary shall retain ownership of and unrestricted right to use any of Studio Nectary's pre-existing Intellectual Property and the deliverables. The Services performed and any deliverable items produced pursuant to this Agreement are not "works for hire."

11. **ORIGINAL WORK PRODUCT & PROMOTIONAL LICENSE:** All rights not expressly granted above are reserved to Studio Nectary, including but not limited to all rights in designs, drafts, sketches, comps, plans, or other preliminary materials created by Studio Nectary. Client understands and expressly agrees to a non-exclusive, irrevocable license, permitting Studio Nectary to use the deliverables and any other proceeds of Studio Nectary's services under this Agreement for Studio Nectary's professional portfolio and website, and in galleries, design periodicals, and other media or exhibits for the purpose of recognition of creative excellence or professional advancement. Wherever the Intellectual Property delivered to Client is displayed by Client, Client shall attribute such Intellectual Property to Studio Nectary by listing the Intellectual Property followed by "designed by Studio Nectary."
12. **LANDSCAPE DESIGN CHANGES:** Should, for any reason, the date of the performance or delivery of services change due to the Client's request and/or location request, best efforts will be made by Studio Nectary to accommodate the new date. Client understands that third party changes and Client changes to the date can impact the quality of landscape design and that Studio Nectary is not responsible for any compromises in quality owing to such changes.
13. **OUTDOOR LOCATIONS:** Client understands that Studio Nectary may be required to utilize certain outdoor locations subject to special permit from the federal government or state agencies if requested by Client. Client agrees that they are responsible for the issuance of such permits and that they will abide by such permit requirements while on state or federal land. Client represents and warrants that it is operated in accordance with the USDA policy prohibiting discrimination on the basis of race, color, sex, age, handicap, familial partners, religion, and national origin.

14. **ON-SITE SAFETY AND LIABILITY:** Studio Nectary assumes no responsibility for damages or losses incurred by Client and/or its employees and agents. Studio Nectary assumes no responsibility for any items, either personal or professional, brought to the location of the landscape design prior to, during, or after the creation of the design by Client. Client agrees to pay for any and all damages arising out of the delivery of the landscape design, except to the extent such damages were caused by the negligence or misconduct by Studio Nectary, its employees, or agents.
15. **NON-SOLICITATION:** For the duration of the service(s) negotiated in this Agreement and for one (1) year following the termination of this agreement for any reason, Client agrees not to directly or indirectly call on, solicit, persuade or attempt to solicit or persuade, or in any way reduce, interfere, or cause to cease any business with any employee, partner, designer, editor, consultant, independent contractor or other client of Studio Nectary that Client has become acquainted with as a result, directly or indirectly, of this Agreement. In the event that a Party does solicit, whether as an employee or independent contractor, an employee or independent contractor of the other Party, during or within one (1) year following the termination of this Agreement, the hiring/retaining Party shall pay to the non-hiring/retaining Party a fee equal to fifty percent (50%) of the employee or independent contractor's annual wage or rate (the "Placement Fee"). The Placement Fee must be paid within fifteen (15) days of the date of such hiring/retention.
16. **SATISFACTION:** The obligation of Client to make payment to Studio Nectary according to the terms of this Agreement is not conditioned on Client's satisfaction with the proceeds of any services under this Agreement. Client understands and expressly agrees that delivery of the services under this Agreement shall obligate Client to make payment and payment shall not be withheld due to aesthetic or subjective dissatisfaction.
17. **NON-EXCLUSIVE:** This Agreement is non-exclusive. Studio Nectary is free to provide services to other parties during the Term of this Agreement, provided that such provision of services to others does not materially interfere with the terms and obligations of this Agreement. Client may not hire another service provider to complete the same or similar natured services as Studio Nectary during the term of this Agreement unless agreed to in writing by Studio Nectary in advance.
18. **EMPLOYMENT OF OTHERS:** Studio Nectary may employ the services of other independent contractors or service providers without the permission of Client in order to complete the services. Studio Nectary shall be responsible for supervision and control of any employees or independent contractors who perform services, including without limitation event management support, pursuant to this Agreement. All such persons shall be employees and/or contractors of Studio Nectary and not of Client. The responsibility for specification of the work to be performed and the specific services hereunder shall be exclusively that of Studio Nectary's.

19. **CONFIDENTIALITY AND SAFEGUARD OF PROPERTY:** Client and Studio Nectary acknowledge that in connection with this Agreement they may have occasion to receive or review certain confidential or proprietary technical and business information and materials of the other Party. Client and Studio Nectary, as well as their agents and employees, respectively agree to keep in confidence, and not to disclose or use for its own respective benefit or for the benefit of any third party (except as may be required for the performance of services under this Agreement or as may be required by law), any information, documents, or materials that are reasonably considered confidential regarding each other's products, business, customers, Clients, suppliers, or methods of operation; provided, however, that such obligation of confidentiality will not extend to anything in the public domain or that was in the possession of either Party prior to disclosure. Studio Nectary and Client will take reasonable precautions to safeguard property of the other entrusted to it, but in the absence of negligence or willful disregard, neither Studio Nectary nor Client will be responsible for any loss or damage.
20. **INDEPENDENT CONTRACTOR:** The relationship of the Parties under this Agreement is one of independent contractors, and no joint venture, partnership, agency, employer-employee, or similar relationship is created by this Agreement or the Parties' related conduct. Studio Nectary has the sole right to control and direct the means, details, manner, and method by which the services will be completed. Accordingly, Studio Nectary shall be responsible for payment of all taxes including Federal, State, and local taxes arising out of Studio Nectary's activities in accordance with this Agreement, including by way of illustration but not limitation, Federal and State income tax, Social Security tax, Unemployment Insurance taxes, and any other taxes or business license fee as required.
21. **WARRANTIES:** Studio Nectary represents and warrants that Studio Nectary has full right to enter into this Agreement and to perform its obligations hereunder and will comply with all applicable federal, state, and local laws, ordinances and regulations. Client represents and warrants that Client has full right to enter into this Agreement and to perform its obligations hereunder and will comply with all applicable federal, state, and local laws, ordinances and regulations. Client additionally represents and warrants that any materials supplied to Studio Nectary for purposes of completion of any services shall not subject Studio Nectary to any liability whatsoever for infringement or otherwise.
22. **INDEMNIFICATION:** Client agrees to indemnify, defend, and hold harmless Studio Nectary and its officers, employees, agents and licensees from and against any and all claims, actions, damages, liabilities and expenses, arising out of the breach of any obligation, warranty, or representation of Client in this Agreement.
23. **ENTIRE AGREEMENT:** This Agreement will constitute the entire agreement of the Parties with respect to the subject matter hereof and supersede all previous communications, representations, understandings, and agreements, either oral or written, between the Parties with respect to the subject matter of this Agreement. The Agreement may be executed in counterparts, each of which will be an original, and all of which together will constitute one and the same document. No modification of these Terms will be binding unless in writing and signed

by both Parties. If any provision herein is held to be unenforceable, the remaining provisions will remain in full force and effect. All rights and remedies hereunder are cumulative.

24. **SEVERABILITY AND NON-WAIVER:** If any provision of this Agreement is held in whole or in part to be unenforceable for any reason, the remainder of that provision and of the entire Agreement will be severable and remain in effect. Any failure by Studio Nectary to require Client's performance of any provision in this Agreement shall not affect Studio Nectary's right to require performance at any time thereafter, nor shall a waiver of any breach or default of this Agreement constitute a waiver of any subsequent breach or default or a waiver of the provision itself.
25. **TERMINATION:** Either Party may terminate this Agreement with or without cause by giving thirty (30) days written notice to the other of such termination.

In the event that the services are postponed or terminated at the request of the Client, Studio Nectary shall have the right to bill pro rata for work completed through the date of that request plus an additional 25% kill fee for the loss of opportunity suffered by Studio Nectary. Upon such termination, Studio Nectary reserves all rights under this Agreement. If additional payment is due, it shall be payable within thirty (30) days of Client's written notice of termination. Client shall also pay any expenses incurred by Studio Nectary through the request to terminate and Studio Nectary shall own all rights to the services, unless agreed upon otherwise in writing. Client shall assume responsibility for all legal fees necessitated by default in payment. If any legal action is necessary to enforce this Agreement, the prevailing Party shall be entitled to reasonable attorney fees, costs, and expenses.

26. **FORCE MAJEURE:** Studio Nectary shall not be deemed in breach of this Agreement if Studio Nectary is unable to complete the services or any portion thereof by reason of fire, earthquake, labor dispute, act of a public enemy, death, illness, or incapacity of Studio Nectary or any local, state, federal, national or international law, governmental order or regulation, or any other event beyond Studio Nectary's control (collectively "Force Majeure Events"). Upon occurrence of any Force Majeure Event, Studio Nectary shall give notice to Client of its inability to perform or of delay in completing services and shall propose revisions to the schedule for completion of the services.
27. **GOVERNING LAW:** This Agreement will be governed by the laws of the State of California. Client and Studio Nectary agree that any claims, legal proceedings, or litigation arising in connection with this Agreement will be brought solely in the courts of the County of San Diego, and the Parties consent to the jurisdiction of such courts. If any claim of dispute arising out of, or relating to, this Agreement is not settled promptly in the ordinary course of business, the Parties shall seek to resolve such dispute between them, first, by negotiating promptly in good faith. If a legal action is necessary to enforce this Agreement, the prevailing Party shall be entitled to reasonable attorney fees, costs, and expenses.

[SIGNATURE PAGE IMMEDIATELY FOLLOWS]

IN WITNESS WHEREOF, Studio Nectary and Client have executed this Agreement:

Studio Nectary

Name: Kasi Schnell Signature: _____ Date: 01/05/2024

Client

Name: _____ Signature: _____ Date: _____



Resource Conservation District of Greater San Diego County
11769 Waterhill Rd., Lakeside, CA 92040

Phone: (619) 562-0096 ✨ Fax: (619) 562-4799

Website: www.rcdsandiego.org

Date: February 13, 2025

Agenda Item 6-3: Selection of Scholarship committee

Discussion / History: Each year, the Board appoints a subcommittee to work with staff to review applicants to the Jim Thompson Conservation Scholarship and select recipients. The Scholarship application window opens in February, with applications due in April.

Financial Impact: none

Staff Recommendation to the Board: Staff recommends that the Board selects up to three members to participate in this subcommittee.

Activity Highlights for January 2025
Prepared for Board Meeting on 2/13/2025

ACTIVITIES

Executive Director:

- Continued to hold regular check-ins with staff and bi-weekly office staff meetings.
- Continued visiting the farm regularly to attend meetings and support staff.
- Providing support to Rachel Petitt, coordinator of SoCal Soil & Water Hub, and attended a Hub meeting.
- Participated in the January CARCD Board meeting as the SoCal District Manager representative.
- Working to create / update internal procedures and policies, including an accountability procedure.
- Serving as point of contact on the WCB funded Otay Valley Regional Park Restoration Planning project: attended monthly check-ins with lead partner and funder, coordinated quarterly partner meeting, and prepared and submitted the Oct-Dec quarterly report.
- Met with project partners on the BLM Hermes grant to discuss specific project plans.
- Continued to support RCD managers with grants and programs.
- Continued to work with Lani Lutar, public affairs consultant, to prepare information requested by the Board. This includes several meetings with County departments, district staff, LAFCO, and other partners.
- Continued communication with two consultants to discuss updating the RCD's strategic plan.
- Participated in the interview process for the Farm Conservation Advisor position.
- Attended the January Fire Safe Council meetings.
- Attended a partner meeting for the Sentinel Landscape project and have been invited to sit on the Leadership Team for the proposal that is currently being developed.
- Attended a meeting with representatives from County Parks, Watershed Protection Program, and Ag Weights and Measures to explore collaboration.
- Working to stay up to date with the impacts of the executive orders issued at the end of January and working with staff to plan.
- Prepared a presentation for the Regional Advisory Committee for San Diego's Integrated Regional Water Management Program on our Prop 84 project, San Diego Healthy Headwaters Restoration Project.

PROGRAM REPORTS

Pollinators:

Pollinators:

SDPA

- 1/23 - Attended stakeholder meeting to vote on a new native San Diego City Flower, led by San Diego Bird Alliance

- 1/30 - Hosted webinar on creating custom seed mixes for restoration projects, led by US Fish & Wildlife biologist
- 1/7 - Planning meeting with CA Dept Fish & Wildlife for grant proposal to support Harbison Dunn Skipper butterfly
- 1/22 - Partner meeting for BLM funded Hermes Copper grant

AG TA:

Site Visits

- 1/9 - Restoration site monitoring with Joel
- 1/17 - Nopalito Farm, working lands for pollinators implementation site walk
- 1/23 - Ranchito Milkyway, working lands for pollinators implementation planning

Outreach

- Working Lands for Pollinators program information went out in a mailer 60 farmers/landowners in Vista as part of SDSU partner project to create more habitat connectivity in riparian areas

Planning:

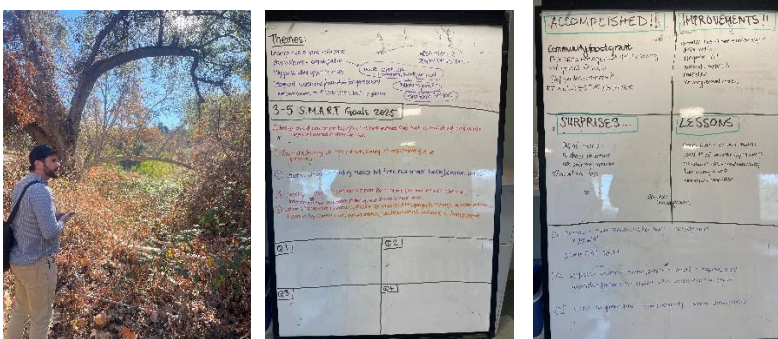
- Nopalito Farm implementation planning meeting
- 1/8 - Annual strategic planning meeting with garden team

Implementation:

Next working lands implementation set for 2/22 at S&S Friendly Ranch

Sweetwater & TRV Community Garden

- 4 new gardener orientations
- Held a strategic planning meeting with the garden team



- Monthly Garden Committee meeting, led by Daniela
- 1/16 - Incubator Farmer Meeting; intro to Daniela as new contact, open discussion about farmer needs and RCD programs to support them
- 1/30 - TRV Farmers Collective Meeting, hosted by South Bay Community Farm
- 1/30 - Submitted grant to the Hervey Foundation to support with water costs at Sweetwater garden

Agriculture Department Statistics

- Farms Provided Technical Assistance: 29 (26 GSD; 2 USLR – Huerta de Sandoval, Nava Farms; 1 Mission RCD – Nopalito Farm) 60% Underserved
 - Soil Tests: 11
 - Irrigation Evaluations: 4
 - Other Technical Assistance: application assistance, implementation guidance, site design, farm planning, practice verification, bulk purchase, direct service
- Acres of Practices Implemented: 2
- Educational Workshops Hosted: 3 (Erosion Training, Incubator Meeting, Native Seed Mixes)
- Number of Participants in Events Hosted: 35
- Number of Farmers and Ranchers in Events Hosted: 11

Agriculture Program Updates

- Hired Ellie Honan as Farm Conservation Advisor and prepared onboarding materials.
- **CARCD NRCS Equity** – On hold pending federal review of equity grant funding
- **DOC County Climate Smart Land Management** – prepare mailers to Vista producers for Conserved Lands Mapping and to Santa Ysabel for prescribed grazing demonstration; proposed training program to habitat restoration organizations; scheduled experimental design for CropSWAP demonstration; gathered contacts for Farmlink Portal, including requests from farmers, easement holders and County lands.
- **CDFA Conservation Planning** – edited partner carbon farm plans for submission to CDFA; met with partner Foodshed to define carbon farm planning standards; guided staff to write carbon plan for Mesa Grande Band; hired new planner to begin in February.
- **CDFA Economic Relief** – began relief application for Grow EcoFarm and Applai Tribe, instructed farmers at risk of flooding how to track business impacts for future funding; drafted beginning farmer's resource guide for aspiring ag producers in San Diego.
- **CDFA SWEEP Tech Assistance** – Met with CDFA to confirm producer training requirements.
- **CDFA Water Efficiency** – attended CA Irrigation Institute Conference; contractor made contact with more than 100 farmers, 10% of which requested an irrigation evaluation.
- **NACD Technical Assistance** – Purchased materials for field specimen collection; prepared follow-up to workshop attendees; board succession match removed following federal review of equity grant funding.
- **NRCS Contribution Agreement** – Hosted NRCS-RCD joint erosion workshop at Orfila Vineyards; attended Ecofarm Conference; met with Farm Service Agency ED Infante to coordinate program enrollment, funds on hold pending federal review of climate grant funding.
- **WCB Audubon** – Planned for April field day, coordinated planning with CRM Kellogg.
- Final reporting submitted for SD Foundation Community Food grant.
- Distributed cover crop seed to farmers and organizations in Tijuana River Valley to prepare for flood season.
- Held All Farmers Meeting with Tijuana River Valley Incubator Farmers; passed garden management to Garden Coordinator and introduced Ag Programs Coordinator as contact for support programs.

- Served as Board Member on CA Board of Forestry Range Management Advisory Committee and on SDSU USDA Educational Advisory Board.
- Welcomed new Resource Navigator at Foodshed Coop.
- Prepared 2025 event schedule.
- Attended Informational Meeting on UCSD Urban Agriculture Grant.
- Attended UCANR Urban Ag Equity Workshop.
- Served at Martin Luther King Day of Service at Mount Hope Community Garden.

Forestry + Fire Prevention Department:

- Continued to serve on the planning group for the 2025 Kumeyaay Forest Gathering.
- Worked on an RFFC program audit and amendment.
- Currently supporting 10+ communities with creating new community Fire Safe Councils.
- Supported the completion of 3 CWPPs: San Marcos, Warner Springs, and Chula Vista.
- Working towards closing out the CAL FIRE Forest Health grant- Saving San Diego's Last Mixed Conifer Forest (March 31, 2025 end).
- Organizing roadside brushing vegetation management for two communities: Cuyamaca Woods and Williams Ranch Road.
- Currently collecting entry permits for Palomar Dead and Dying Tree removal; have ~115 parcels to date.
- Working with Cleveland NF on environmental compliance review for two USFS grants.

Fire Safe Council: Meetings & Workshops

- FSC General Meeting on January 9, Jessica Martinez from San Diego County Fire presented on their new Regional Resilience Grant Program Award and asked for FSCs' feedback on locations for chipping and outreach events.
- Starting a Fire Safe Council Community Meeting on January 8, cohosted by the FSCSDC, Kensington FSC, and Alvarado Estates FSC, we presented to neighboring communities in the greater College Area about how to form a FSC and how a FSC can help their neighborhoods be better prepared for wildfire.

FSC Homeowner Program

- Developed a system and agreement to support Mission RCD to offer wildfire resilience home assessments in their service area. Completed training with Mission RCD staff.
- Completed 6 Home Assessments. assistance and chipping programs for the year.

Education

Port – Watershed Education

- Two presentations were given at Silver Strand Elementary.
- Recruited a new environmental education intern to support this program and received 21 applications. A candidate was selected and started on 2/4/25.

Plant Giveaway

- March 13, 2025 has been confirmed for the annual plant giveaway for school gardens sponsored by Altman Plants. Plant pick-up locations are being confirmed.

Wild Willow Farm

Workshops

- Two workshops were held reaching 27 participants.

Production

- Continued selling produce to Sweetwater Union High School District on a weekly basis.

• SUPPORT •

January 29 Executive Orders and federal funding freeze is impacting us in the following ways:

- USFS Funding agreements for Palomar dead tree removal project (\$289,000) and Girl Scouts Camp Winakca forest health project (\$289,000) are paused.
- NRCS Technical Assistance grant (\$239,000 remaining) is paused. This grant currently funds 80% of our Forestry TA staff time for the shared position with NRCS.
- CARCD NRCS Equity Block Grant, paused and likely to be defunded due to the project's DEI focus (\$20,000).
- NRCS Contribution Agreement: on hold while the funding source is confirmed.
- BLM Good Neighbor Authority – Hermes Copper Butterfly: grant activity paused and partners have been notified (\$600,000).
- USFWS Support for Pollinator programs: paused until more information is available (\$4,500 remaining).

Staff plan to prepare outreach to elected officials encouraging them to support our work at the federal level and advocate for the funds to remain available. Board contact, input, guidance would be appreciated.

• NEWSLETTERS •

Community Gardens

- [TRV Winter Newsletter](#)
- [Sweetwater Composting Class Announcement](#)

FSC Newsletter:

<https://mailchi.mp/rcdsandiego/fsc-jan-2025-news>

Updates posted regularly to the FSC Instagram account: @firesafesdcounty

Wild Willow Farm Newsletter

<https://wix.to/2i77I6X>

School Garden newsletter:

<https://mailchi.mp/rcdsandiego/2025-winter-garden-newsletter>

<p>• UPCOMING EVENTS •</p>

- February 11 and 18: CWPP Workshops
- February 13: FSC Coffee Chat
- February 20: Open Source Technology Workshop (Escondido)
- February 22: Warner Springs Last Chance Survival Simulation Workshop
- February 22: S&S Friendly Ranch pollinator habitat planting day
- February 27: CAFF Local Meeting
- February 27: SD Pollinator Alliance meeting

Grant Applications Submitted	Program	Amount \$	Notes / Updates
Hervey Family Fund	Sweetwater Community Garden	\$30,931.42	Technical assistance for irrigation efficiency with garden members
Grants Currently Working On	Program	Amount \$	Notes
Wildlife Conservation Board – Harbison Dunskipper	Pollinator Health	TBD	RCD will serve as lead agency if awarded.
Wildlife Conservation Board – agroforestry practices on working lands	Ag Department	Approx \$100k	Funds to establish agroforestry practices on two farms to serve as demonstration sites
Port of San Diego	Education	TBD	Environmental Education Program grant opportunity – renewal of Watershed Education Program funds
National Association of Conservation Districts	Tijuana River Valley Community Garden	TBD	Irrigation efficiencies at TRVCG and other improvement projects
Recent Grants Awarded	Program	Amount \$	Notes
CAL FIRE Pilot Community Block Grant	Forestry & Fire Prevention	\$10m	Regional Investment Strategy for RFFC SoCal Block Grantees. We will manage the grant for the region. 10/2024 – 10/2029
County of San Diego – Neighborhood Reinvestment Program	TRV – garden or farm	\$30,000	Funding for infrastructure improvements awarded December 2024.
NACC Parks	Forestry & Fire Prevention	\$362K	This is a continuation into year 4 of the Native American Conservation Corps. 11/2024 – 7/2025
CalOES	Flood Relief – January 22 flooding	Approx \$65,000	Funds to repair / replace damaged infrastructure and equipment at the TRVCG and Wild Willow Farm – funds being disbursed on a project basis
CFSC- SFC	Forestry & Fire Prevention	\$100K	Home Assessments and DSAP Program
SDG&E	Forestry & Fire Prevention	\$25K	Support for the Forestry Department’s NACC Program.
United Policyholders Listos	Forestry & Fire Prevention	\$75K	Fire Safe Council outreach
Good Neighbor Authority (Bureau of Land Management)	Pollinator Health	\$640,870	Hermes Copper Butterfly restoration; submitted 9/1/23; partnership with USFS, SD Zoo & Wildlife Alliance, SDMMMP, USFWS and others. RCD as lead agency. Awarded April 2024 – through April 2029.
USFS Fuels Reduction	Forestry & Fire Prevention	\$500,000	Two community projects at \$250k each were selected for funding: Home Assessments and Fuels Reduction with a focus on dead tree removal at Palomar; continued CalVTP treatments at Girl Scouts

Strategic Growth Council Community Resilience Center	Ag Department and Wild Willow Farm	\$99,681.44 of \$10m request	These funds are part of an award to Casa Familiar in San Ysidro. We will support them in developing a communal growing space and curriculum for residents. Awarded April 2024 - 2029.
SDG&E	Forestry & Fire Prevention	\$1M	New budget amount for 2024; renewable annually for 5 years.
Office of Planning and Research, Regional Resilience Planning and Implementation Grant Program	Forestry & Fire Prevention	\$200,000	Partner on SD County Fire Protection District's grant, along with City of San Diego. \$1,588,838 awarded to SD County. Announced Dec 2023
Wildlife Conservation Board	Habitat restoration planning grant	\$409,000	Project in collaboration with the Green Infrastructure Consortium and Otay River valley Regional Park, RCD as lead partner. Nov 2023 – Feb 2027
Dept of Conservation – Climate Smart Working Lands	Agriculture Dept	\$1,074,448	Grant in partnership with SD County (they are lead agency), implementation of SALC-related projects. \$1,800,000 awarded Nov 2023.
NACD Outreach and Technical Assistance	Agriculture Department	\$62,000	To provide TA on integrated pest management
CDFA Healthy Soils TA	Ag Department	\$56,000	Partner on Zero Food Print block grant. We will provide TA to farmers in our district.
CARCD USDA Equity in Conservation Outreach Block Grant	Wild Willow Farm	\$22,500	Agriculture education for South Bay youth.
CDFA SWEEP TA	Ag Department	\$50,000	Technical assistance for grant applications and implementation for Healthy Soils and SWEEP.
CDFA WETA	Ag Department	\$408,932	Irrigation assessments for producers. 6/30/22 – 6/30/25
NRCS-CARCD	Forestry & Fire Prevention	\$303,016.77	Three-year grant to fund a full-time forester or similar position to support forest management plans and other planning work.
CA Fire Safe Council	Forestry & Fire Prevention	\$500,000	Working with community FSCs, Urban Corps, and Go Patriot to implement defensible space support in targeted communities.
CARCD / Carbon Cycle Institute / Patterson Farming Hub	Agriculture	\$350,000	Funds Hub Coordinator for SoCal region for three years (Oct 2023 – 2026)
Audubon California Conservation Ranching	Ag Department	\$10,000	Funds environmental monitoring activities at two ranches to supplement carbon farm plans, habitat management plans and grazing management plans
NRCS CA – Contribution Agreement	Agriculture Dept	\$150,000	Funding to support technical assistance to farmers & ranchers and to refer to NRCS programs.
Community Food Fund, San Diego Foundation	Community Gardens	\$100,000	Original request for \$187k, part funded to support TRV Community Garden.
CDFA Underserved Producers Economic Relief (CUSP)	Agriculture dept	\$87,000	Grant to build on 2021 funding by capitalizing on existing relationships and reputation to support underserved farmers to access funds and resources post-disaster.

DOC - RFFC Program Round III and Opportunity Fund - Wildfire Resiliency	Forestry & Fire Prevention	\$3.15M	Recent amendment approved to combine Round III and Opportunity Fund with Round our II grant.
CARCD – WCB block grant	Pollinator Health	\$356,515	Five-year grant to CARCD and sub-awarded to RCDs. Awarded 1/13/23
CDFA Pollinator Habitat Program	Pollinator Health	\$339k	Funds to support implementation of pollinator habitat on working lands, Awarded March 2023; 7/1/23 – 6/30/26
CDFA Planning Grant (CAPGP)	Funding to support conservation planning with farmers and ranchers, including carbon farm planning	\$249,700	Joint proposal with Regional Carbon Farming Hub partners (Mission and Inland Empire RCDs). 6/30/23 – 6/14/25
Subcontract from Food Shed	Agriculture - carbon farm plans	\$40,000	Subcontract is part of Food Shed’s recently awarded USDA Climate Smart Commodities grant (Dec 2022) – awaiting subcontractor agreement. Total award is approx. \$5m.
Unsuccessful Applications	Program	Amount \$	Notes
CDFA – Farm to School	Agriculture	\$22,000	Declined due to state budget shortfalls: This request is for an extension of our current Farm to School grant to cover additional supplies and a small amount of staff time.
USDA Local Meat Processing	Agriculture	\$87,000	Supporting a \$1.1m application from KCW Custom Processing to develop a mobile slaughter and processing facility. RCD will provide outreach and TA.
Community Wildfire Defense Grant	Forestry & Fire Prevention	\$552,216	Palomar Mountain FSC CWPP projects, especially defensible space and ingress/egress
Community Wildfire Defense Grant	Forestry & Fire Prevention	\$3,219,425	Funds to expand our Home Assessment Program and provide defensible space assistance.
EPA Environmental Education Grant	Education	\$5,000	Collaborating with Cal State San Marcos and Mission RCD to develop a Native Pollinators, Native Foods program for local schools. CSUSM would lead, we would receive a \$5k subaward from a \$100k grant. Application declined March 2024
Regional Resilience Planning and Implementation Grant Program	Agriculture Department	\$272,925 (to RCD)	Denied December 2023; Collaboration with UCSD Center for Community Health and Project New Village (UCSD as lead), focus on urban ag
CDFA Urban Agriculture Program	Ag Department and Wild Willow Farm	\$175,709	Denied March 2024

RC FOUNDATION GRANT STATUS

CURRENT GRANT ACTIVITY – JANUARY 2025

ITEM 7-2b

Grant Applications Submitted	Program	Amount \$	Notes / Updates
Grants Currently Working On	Program	Amount \$	Notes
Grants/ Donations Awarded	Program	Amount \$	Notes
Prebys Foundation – Healing Through Nature	Wild Willow Farm	\$50,000	Operating funds
Hervey Family Fund	Wild Willow Farm	\$12,500	Donation via SD Foundation, December 2024
Private donation	Wild Willow Farm	\$5,000	Donation received December 2024
Private donation	Wild Willow Farm	\$5,000	Donation received May 2024
San Diego Self Storage	Wild Willow Farm	\$1,000	Donation received February 2024
CDFA – Farm to School, Track 4	Wild Willow Farm	\$150,000	Funding to develop a Farm to School field to supply produce to Sweetwater Union High School District for school consumption and nutrition education programs.
Hervey Family Fund	Wild Willow Farm	\$20,592	Funding to review the CSA model and promote to / engage the local community
Grants Denied / Cancelled	Program	Amount \$	Notes
Prebys Foundation – Healing Through Nature	Wild Willow Farm	Approx \$150,000	Funding to support education programs and increase access to nature from surrounding communities
CDFA Farm to School	Wild Willow Farm	Approx. \$200,000	A grant to build on our current F2S grant: continue produce sales to district, increase educational component at the farm and at Southwest Highschool
SDGE Environmental Champions	TRV Community Garden	Approx. \$30,000	Develop a pollinator habitat and seat area – beautification project
CDFA Urban Agriculture	Wild Willow Farm	\$175,000	Staff capacity and business planning

Updated: 1/08/2025