



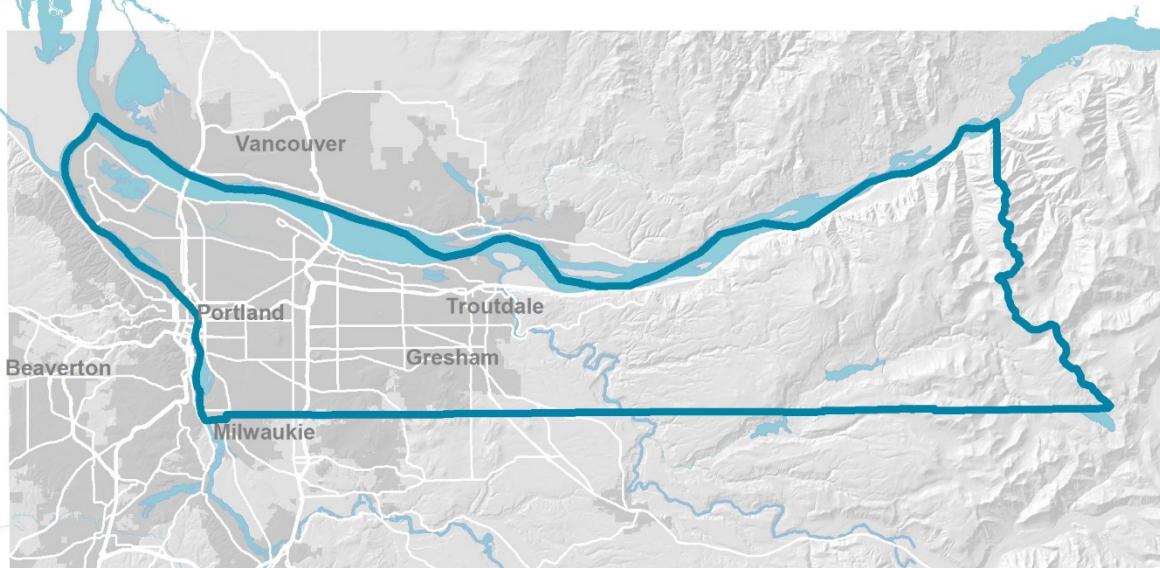
ANNUAL WORK PLAN

2017-2018

East Multnomah

Soil & Water

Conservation District



Helping people care for land and water since 1950.

June 30, 2017



East Multnomah Soil & Water Conservation District
Annual Work Plan for Fiscal Year 2017-2018
June 30, 2017
Version 1.0

This plan was presented to and approved by the
Board of Directors for the East Multnomah Soil and Water Conservation District on: July 10, 2017

This plan will be available for download in PDF format from:
<http://emswcd.org/about/documents/emswcd-organizational/planning-documents/>

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Map sources: Base maps from ESRI ArcGIS Online, other data from Metro RLIS, and EMSWCD.

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1.0 Executive Summary

The East Multnomah Soil and Water Conservation District (EMSWCD), located in northwestern Oregon, is a non-regulatory, government agency (i.e., a Special District), which operates east of the Willamette River centerline within Multnomah County. The EMSWCD's Vision and Mission (below) establish mutually agreed-upon guidance for all that we do.

The EMSWCD Vision: *Our lands and waters are healthy and sustain farms, forests, wildlife, and communities.*

The EMSWCD Mission: *We help people care for land and water.*

The EMSWCD strives to realize its vision and fulfill its mission by providing technical, capacity, and financial assistance to landowners, land managers, partners and other residents in an effort to establish and maintain healthy ecosystems, with a particular focus on soil, water, and habitat conservation. With 22 staff and an annual combined operating and capital budget of \$14.2 million for the fiscal year, the EMSWCD implements its activities through four programmatic units: 1) Finance and Operations; 2) Rural Lands; 3) Urban Lands; and 4) Conservation Legacy.

The Finance and Operations Program focuses on the administrative aspects of the EMSWCD's work, including board and committee management, budgeting and financial management, contracting, human resources, office management, facilities management, and marketing and media. The Rural Lands Program focuses on providing advice to farmers and other land managers on best practices, improving riparian habitats, and eradicating invasive weeds. The Urban Lands Program provides workshops, project consultations, demonstration projects, and public events, such as native landscaping tours and native plant sales. And finally, the Conservation Legacy Program focuses on helping new farmers get established, on protecting and restoring agricultural, natural resource, and access to nature lands as well as providing funding for partners and allies for conservation-related activities. This annual work plan describes the activities EMSWCD will carry out from July 2017 through June 2018 (FY17-18). Narrative descriptions of the planned work can be found throughout the body of the document; composite lists of all activities are given in Appendices 3 – 6. Major deliverables identified for each programmatic unit include:

Finance & Operations:

- 2018-2023 Strategic Plan development; including three-day strategic planning retreat.
- FY17-18 budget development.
- Staff and board equity, diversity and inclusion training; organizational equity plan.
- Comprehensive review and update of the Employee Handbook and Personnel Policies.
- Branding/Style/Identity guide.

Rural Lands:

- 5-year program plans for each program area.
- Outreach efforts on ODA AgWQ focus area.
- At least 20 technical assistance site visits.
- Implementation of Erosion Solutions program.
- Maintenance of 425 acres of StreamCare sites and assessment of new tributaries.
- Maintenance of five current weed species/sites and prevention of new species from establishing.

Urban Lands:

- 5-year program plan.
- Implementation of prioritized stormwater management and habitat creation projects on the MHCC campus.
- At least 80 technical consultations or site visits.
- At least 46 workshops to increase awareness of water quality, water conservation, wildlife habitat, beneficial insects, native plants, and the threat of noxious weeds.

Conservation Legacy:

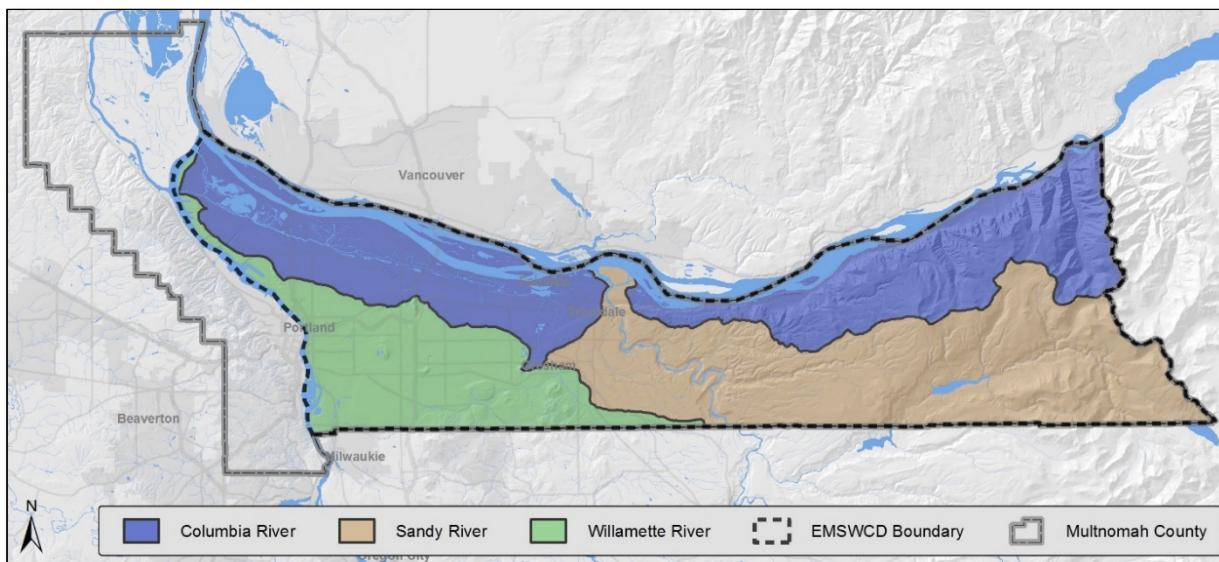
- 5-year program plans for each program area.
- Two to five new farms recruited to participate in HIP, three HIP farms graduate.
- At least four properties considered for protection.
- Grant funding provided for projects addressing habitat restoration, water quality, stormwater runoff, soil erosion, sustainable agriculture, environmental education, community and school gardens, and capacity building.



2.0 Introduction

The EMSWCD serves over 700,000 residents who live and manage land east of the Willamette River centerline in Multnomah County, Oregon. The EMSWCD geographic service area encompasses an area of approximately 230,000 acres and includes portions of three major watersheds – Columbia River, Sandy River, and Willamette River — all of which contribute to the Greater Columbia River Basin (see Map 1).

Map 1: Watersheds of the EMSWCD



The EMSWCD 2012-2017 Strategic Plan identifies six **broad strategic goals**:

1. **Protect and improve water quality and quantity.**
2. **Protect and improve soil quality and quantity.**
3. **Protect and improve natural habitats.**
4. **Protect agricultural lands.**
5. **Increase the sustainability of agriculture.**
6. **Provide equitable access to nature.**

The Strategic Plan also identifies six **organizational values** that underlie all EMSWCD activities:

1. **Provide equitable access to services.**
2. **Focus on under-served communities.**
3. **Provide outstanding public service.**
4. **Operate in transparency.**
5. **Act with integrity.**
6. **Utilize sound operations.**

A Governing Board of five publicly-elected Directors and an appointed Director Emeritus guides the policy and program direction of the EMSWCD through monthly board and committee meetings. The daily operations of the EMSWCD are led by an Executive Director and implemented by 22 staff (an organizational chart is provided in Appendix 1). The EMSWCD is currently organized into four programmatic units: 1) Finance and Operations; 2) Urban Lands; 3) Rural Lands; and 4) Conservation Legacy. The bulk of this work plan is organized according to these programmatic units (Sections 4.0 – 7.0). More detailed lists of activities identified for FY17-18 for each of the program areas are given in



Appendices 3 – 6. The recurring and seasonal events and activities undertaken as parts of EMSWCD's work throughout the year are illustrated in the schedule of annual activities illustrated in Appendix 7.

This FY17-18 annual work plan is the final plan being developed according to the EMSWCD 2012-2017 *Strategic Plan*. EMSWCD will be undertaking a strategic planning process during FY17-18 aimed at producing a strategic plan that will set goals and objectives and guide the organization's work for the next five-year period from 2018 through 2023.

2.1 Plan Purpose

The EMSWCD FY17-18 Annual Work Plan outlines the high-level activities the EMSWCD will undertake from July 1, 2017 through June 30, 2018 to address the goals identified in the EMSWCD 2012-2017 *Strategic Plan*.¹ The EMSWCD FY17-18 Annual Work Plan will help inform the public, partners, the EMSWCD Board of Directors, and EMSWCD staff about how, when, and where planned activities will take place. The annual work plan will be submitted to the Oregon Department of Agriculture (ODA) for review and comment as part of the application process for Soil and Water Conservation District Support Grants.

3.0 Board of Directors, Committees, and Executive Director

The EMSWCD Board of Directors is the governing body of the EMSWCD. As the governing body, it is the board's responsibility to: set policy; adopt the budget; set programs and strategic priorities; hire and supervise the Executive Director; and oversee the management of the EMSWCD's affairs to ensure legal compliance and fiscal responsibility.

Board directors are elected in the November General Election held in even numbered years, and serve four-year terms. Director terms are staggered so that all positions are not typically elected simultaneously. Staggered terms help provide continuity on the board and maintain operational consistency. Conservation districts can expand district capabilities by appointing associate directors and directors emeriti. Associate directors and directors emeriti do not vote on board decisions. However, they can augment the board's knowledge and experience level and assist with conservation district programs and activities.

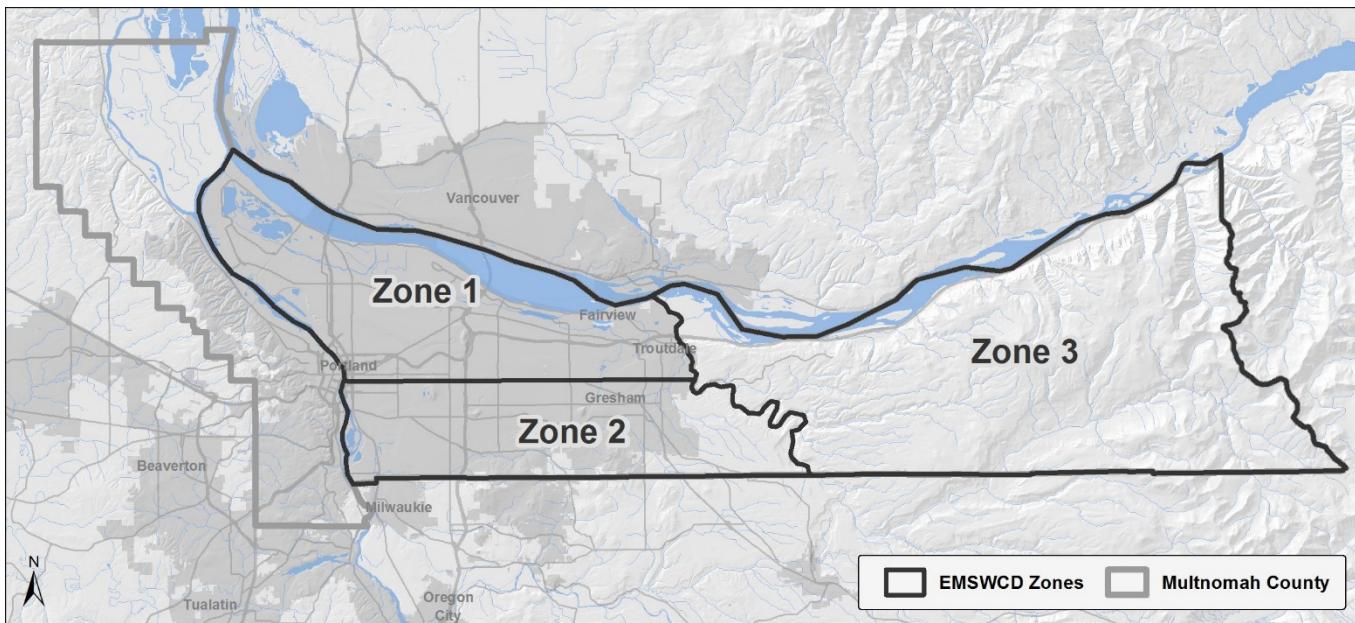
In FY17-18, the EMSWCD Board members will be composed of three zone Directors, two at-large Directors, and a Director Emeritus (see Appendix 2). The EMSWCD zones associated with the zone Directors are shown in Map 2. A recruitment process for new associate directors was started in FY16-17, and it is anticipated that at least two to five new associate directors will be appointed by the Board in FY17-18.

The Board normally meets once per month during the fiscal year. Board members may serve on at least one of the five standing committees during this period: 1) Budget Committee; 2) Land Legacy Committee; 2) Personnel Committee; 3) Grants Committee; 4) PIC Review Committee; and 5) SPACE Review Committee. In addition to standing committees, the Board has the option of establishing ad-hoc committees for special circumstances or projects. In FY16-17, the Board established an ad-hoc committee to focus on the recruitment of new associated directors. This ad-hoc committee will likely continue to meet in FY17-18. Board member assignments to the committees, as well as the months each committee is expected to meet, are shown in Appendix 2. All Board and committee meetings are open to the public. Details of each meeting are made available on the EMSWCD website.

¹ More detailed descriptions of these same activities and finer level activities are described in the annual work plans for each individual EMSWCD staff.



Map 2: District Zones



The Board of Directors collectively serve as the supervisor for the Executive Director. The Executive Director in turn is responsible for all EMSWCD operations, including supervising staff, managing budgets, developing long range plans, representing the EMSWCD to the public and partner organizations, and providing information, advice, and support to the Board of Directors and staff.

During FY17-18, the Executive Director will focus on:

- Forwarding EMSWCD's mission through strategic partnerships while representing EMSWCD's interests at public meetings and events.
- Improving EMSWCD Board functions through the recruitment and orientation of new board members and the identification of training opportunities for existing board members.
- Improving EMSWCD goals, strategies, and effectiveness through the development and implementation of a new strategic plan.
- Improving EMSWCD operations and staff job satisfaction by reviewing and updating EMSWCD directives.



4.0 Finance and Operations

The Finance and Operations Program oversees administrative functions that cut across all EMSWCD programs and activities, including budgeting and finance, board and committee administration, contracting, human resources, office and facilities management, and marketing (see Appendix 3 for a composite list of major deliverables for FY17-18). The Finance and Operations Program FY17-18 budget is \$740,890, which includes funding for the following 4.5 FTEs (full-time-equivalents):

- Executive Director;
- Chief of Finance and Operations;
- Office Manager;
- Facilities Manager (0.5 FTE); and
- Marketing and Media Manager.

Major functional areas of the Finance and Operations Program are:

- Budget and Finance;
- Office Management;
- Facilities Management; and
- Marketing, Media, and Information Technology (IT).

Sections 4.1 – 4.4 provide a summary of planned activities for FY17-18 while Appendix 3 provides a more detailed listing of FY17-18 activities.

4.1 Budget and Finance

The total EMSWCD FY17-18 budget is \$14.2 million (see Table 1 and Figure 1), which matches funding sources of \$14.2 million (see Table 2 and Figure 2). Of this, the total amount allocated for program expenditures in FY17-18 is \$13 million, of which \$3,376,392 is allocated for direct operational expenditures. The Conservation Legacy Program has the largest program budget at \$10,474,119 as this includes the capital funds for land purchases and grants to external agencies.

While beginning balances (i.e., carry-over funds) from previous fiscal years represent the largest source of funding at \$8.5 million, anticipated revenues from property taxes represent the largest source of new funding for FY17-18, accounting for 33% of total funding sources. The EMSWCD's permanent property tax rate limit of \$0.1000 per \$1,000, which was approved by voters in 2005, is estimated to generate nearly \$4.7 million in FY17-18.

While the budgeting timetable for the next fiscal year (FY18-19) has yet to be confirmed, budget discussions will likely begin in January 2018 by evaluating program success during the first six months of the performance period. A draft budget is usually prepared by staff in February and Budget Committee meetings generally take place in March and April. The full EMSWCD Board of Directors serves as the Budget Committee. The Tax Supervising and Conservation Commission (TSCC) serves as a budget oversight body for many local government agencies in Multnomah County, including EMSWCD. With oversight and guidance provided by TSCC, EMSWCD staff will work with the EMSWCD Budget Committee to prepare the budget for approval in May 2018, adoption in June 2018, and implementation beginning in July 2018.



Table 1: FY17-18 Budget

Category		Purpose	Budgeted Amount
Operations	Finance & Operations	Staffing, facilities, and operations	\$740,890
	Rural Lands	Staffing, contracting, and operations	\$1,087,457
	Urban Lands	Staffing, contracting and operations	\$717,922
	Conservation Legacy	Staffing, contracting and operations	\$464,175
	• Headwaters Farm	Farm-specific staff and operations	\$365,948
Sub-total Operations			\$3,376,392
Capital, Grants, and Contingency/ Unappropriated	Land Conservation Fund	Acquisitions	\$7,683,426
	Grants Fund	External grants	\$1,960,570
	Partner Grants	Pass through funds	\$25,000
	Contingency Funds	Unanticipated costs	\$298,218
	Unappropriated Funds	Funds held in reserve	\$850,000
Sub-total Grants, Funds and Reserves			\$10,817,214
Total EMSWCD Budget			\$14,193,606

Figure 1: FY17-18 Budget

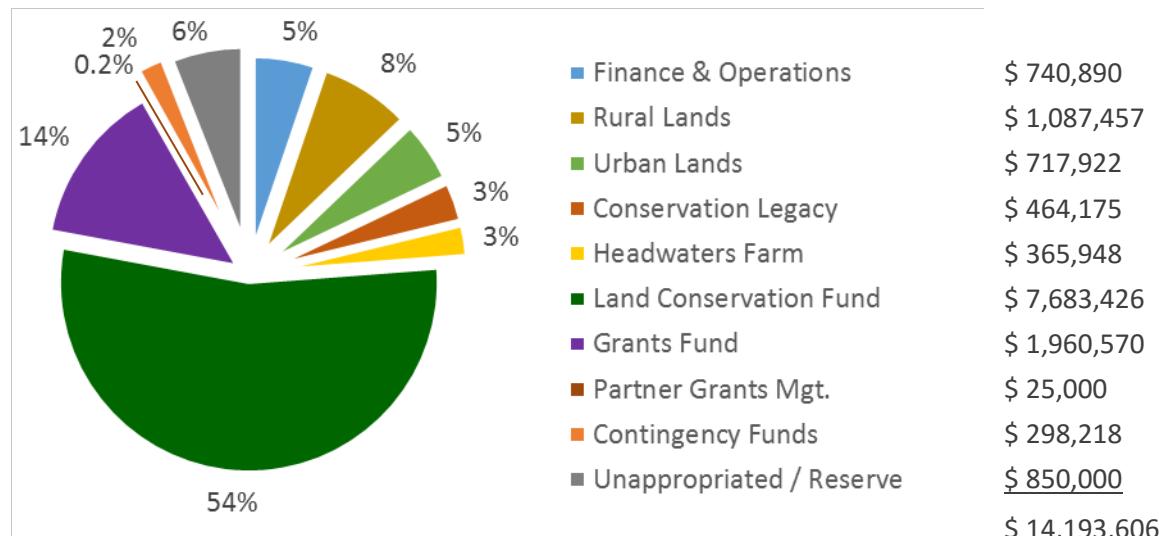
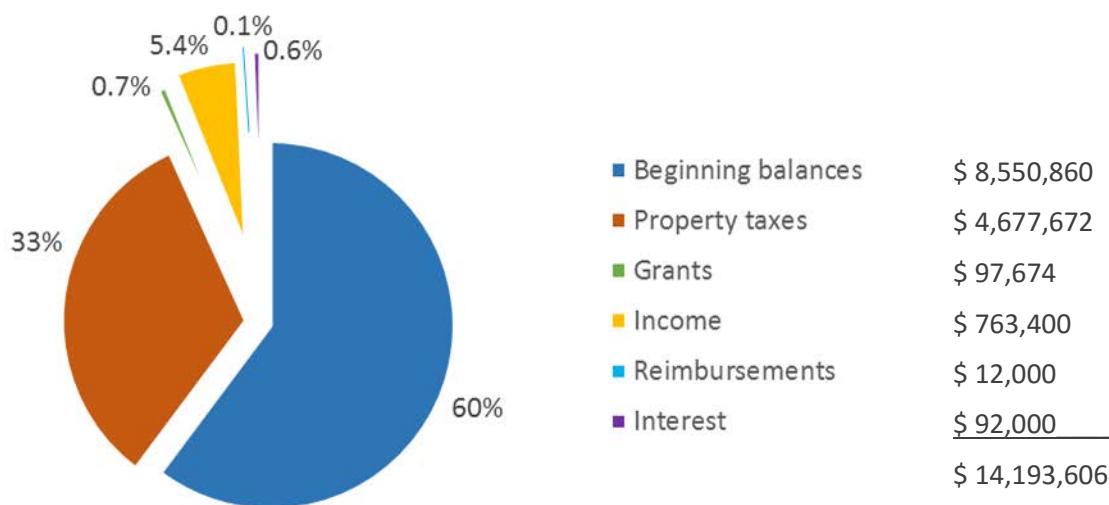




Table 2: FY16-17 Funding Sources

Source	Purpose	Sub-totals	Funding Totals
Beginning balances	General Fund carry-over from FY16-17	\$1,880,245	
	Conservation Fund carry-over from FY16-17	\$5,925,425	
	Projects & Cost Share Fund carry-over from FY16-17	\$745,190	\$8,550,860
Property taxes	FY16-17 levied taxes estimated to be received	\$99,732	
	FY17-18 levied taxes estimated to be received	\$4,577,940	\$4,677,672
Grants	ODA Administrative Grant	\$21,774	
	ODA Focus Area Funding	\$50,900	
	Partner grants pass-through (anticipated)	\$25,000	\$97,674
Income	Native plant sales	\$35,000	
	Oxbow Farm lease payments	\$28,400	
	Anticipated revenue from sale of property	\$700,000	\$763,400
Reimbursements	From partners	\$7,000	
	From Headwaters Farm-related activities	\$5,000	\$12,000
Interest	General Fund interest on bank/investment accounts	\$23,000	
	Conservation Fund interest	\$58,000	
	Projects & Cost Share Fund interest	\$11,000	\$92,000
		Total	\$14,193,606

Figure 2: FY16-17 Funding Sources





4.2 Office Management

Office operations of the EMSWCD are generally overseen by a single office manager who serves multiple roles. Other team members within the Finance and Operations Program assist as necessary. Below are the major office-related deliverables for FY17-18.

- Administration and records: Research IT support providers and make a recommendation to management; research options to replace the dated telephone system and make recommendations to management.
- Customer service: Work with the Equity Team, the Center for Equity and Inclusion, staff, and board members to create a strategic organizational equity plan for incorporating equity/diversity/inclusion into organizational policy and program work; work with outreach and education staff to assess and evaluate the potential for greater use of volunteers in EMSWCD programs and activities.
- Human resources: A comprehensive review and update of the Employee Handbook and Personnel Policies was begun in FY16-17 and will be completed this year; continued research into options for additional employee “well-being” benefits will be undertaken and recommendations made to management; compile and provide an overview of EMSWCD’s HR policies and benefits a comparison to other comparable agencies.
- Boards and committees: 12 board meetings and 16 committee meetings will be prepared for, coordinated, and hosted; onboarding of 3-5 new associate directors will be undertaken.

4.3 Facilities Management

The major facilities owned and managed by EMSWCD include: 1) the headquarters office located N. Williams Avenue in Portland, Oregon; 2) the Headwaters Farm located on Orient Drive in Gresham, Oregon; and 3) the Oxbow Farm located in east Gresham, Oregon. Most of the staff are based at the headquarters office, which consists of a large restored house situated on half of a city block. The office yard is naturescaped and the office environs include several ‘green’ features (i.e., pervious pavement, rain gardens, and eco-roof) that attract tours throughout the year. The Headwaters Farm is the site used for the Headwaters Incubator Program (HIP), the management of which is addressed in Section 7.1 of this plan. The Oxbow farm is leased to private individuals for farm-related activities; this property is primarily managed under the Land Legacy Program, which is addressed in Section 7.2 of this plan.

While there are numerous daily, weekly, and monthly routine activities related to facilities management, the major projects involving the headquarters office planned for FY17-18 are listed below. These efforts aim to increase the effective use of the building space and grounds, allowing the EMSWCD to serve more people at the same time.

- Building and Grounds: Undertake a comprehensive assessment of the Williams Avenue grounds and building space use, and create a long-term plan for implementing modifications and upgrades.

4.4 Marketing and Media

Throughout FY17-18, marketing and media will meet the day-to-day needs of EMSWCD programs through efforts such as: web site development and maintenance; newspaper and other print advertisements; brochures and other EMSWCD publications; direct mailers; and one-on-one contacts and interviews. Marketing and media efforts help to further the organization’s strategic and program-specific goals by increasing public awareness and perception of EMSWCD and the natural resources within its boundaries.



In January 2015, the EMSWCD Board of Directors approved five-year organizational-wide goals for marketing and media efforts, these include:

1. Increase the percentage of residents who **know about EMSWCD**.
2. Increase the percentage residents who **understand what EMSWCD does**.
3. Ensure that residents know how to **access EMSWCD services**.
4. Ensure that residents have a **positive perception of EMSWCD**.

Given the above, major focus areas for marketing efforts during the coming year include:

- Marketing Plan: Restructuring the five-year Marketing Plan to reflect current strategic planning efforts and adding appendices for each program area.
- Style Guide: Refining the Branding/Style/Identity Guide companion to the Marketing Plan to ensure a consistent “look and feel” in all EMSWCD messaging and outreach materials.
- Media Attention: Continuing to increase media attention to be featured more prominently and regularly in local, regional and possibly state or national media.
- Utilization of Data: Organize and analyze the data collected from the district-wide survey begun in FY16-17 and begin using the results to inform future marketing and outreach efforts.

5.0 Rural Lands

The Rural Lands Program focuses on the portions of Multnomah County that are east of the urban growth boundary near Gresham, Oregon. The program provides technical information and financial assistance to help landowners protect natural resources on their land (see Appendix 4 for a composite list of major deliverables for FY17-18). This work is divided into three areas: 1) rural water quality improvement; 2) riparian re-vegetation (aka StreamCare); and 3) invasive weed control.

The Rural Lands Program FY17-18 budget is \$1,087,457, which includes funding for the following seven FTEs:

- Rural Lands Program Supervisor;
- Five technical conservation staff²; and
- One outreach and education position.

Sections 5.1 – 5.3 provide a summary of FY17-18 activities while Appendix 4 provides a detailed listing of FY17-18 activities.

5.1 Rural Water Quality Improvement

As a non-regulatory government agency working to improve water quality, EMSWCD has developed targeted efforts to address several specific water quality concerns and opportunities in the rural areas of the district. Rural Lands staff work to improve water quality by providing agricultural and other rural landowners technical assistance to help them identify and pursue opportunities for conservation on their land. EMSWCD monitors water quality in some streams and collaborates with multiple entities to establish baseline conditions and monitor progress over time. The rural water quality efforts help fulfill four of EMSWCD’s six broad strategic goals (see Table 3).

² See Appendix 2 for details of these positions and their roles within the Rural Lands Program.



Table 3: Rural Water Quality Program Relationship to Broad Strategic Goals

Broad Strategic Goals	Rural Water Quality Program Applicability
Protect and improve water quality and quantity	✓
Protect and improve soil quality and quantity	✓
Protect and improve natural habitats	✓
Protect agricultural lands	
Increase the sustainability of agriculture	✓
Provide equitable access to nature	

Five specific goals were established for the Rural Water Quality Program in the revised 2012-2017 EMSWCD Strategic Plan:

1. Ensure that no additional rural waters become impaired in rural areas of the district during the next five years.
2. Achieve a 25% improvement in water quality in upper Johnson Creek and upper Beaver Creek.
3. Document and improve water temperature in Big and Smith Creeks.
4. Increase the percentage of landowners implementing 45 of the 90 applicable NRCS conservation practices.
5. Develop and implement a plan to overcome the barriers to addressing water quality issues and implementing conservation practices among rural residents.

On a programmatic level, the major activity related to rural water quality for FY17-18 will be to complete the Rural Water Quality Five-Year Plan. This plan will both inform and be informed by the EMSWCD 2018-2023 Strategic Plan. This plan will identify achievable and measurable goals as well as determine what existing and additional actions are needed to achieve those goals. Additional FY17-18 activities related to the above goals are provided below.

5.1.1 Ensure no additional rural waters become impaired

The EMSWCD has committed to ensuring that no additional rural waters become impaired in rural areas of the district (see Map 3). A major component of this goal is increasing the understanding of the impact, both positive and negative, private property owners can have on water quality. Outreach is the best tool to increase awareness; it is also a component of all of the work of the Rural Lands Program.

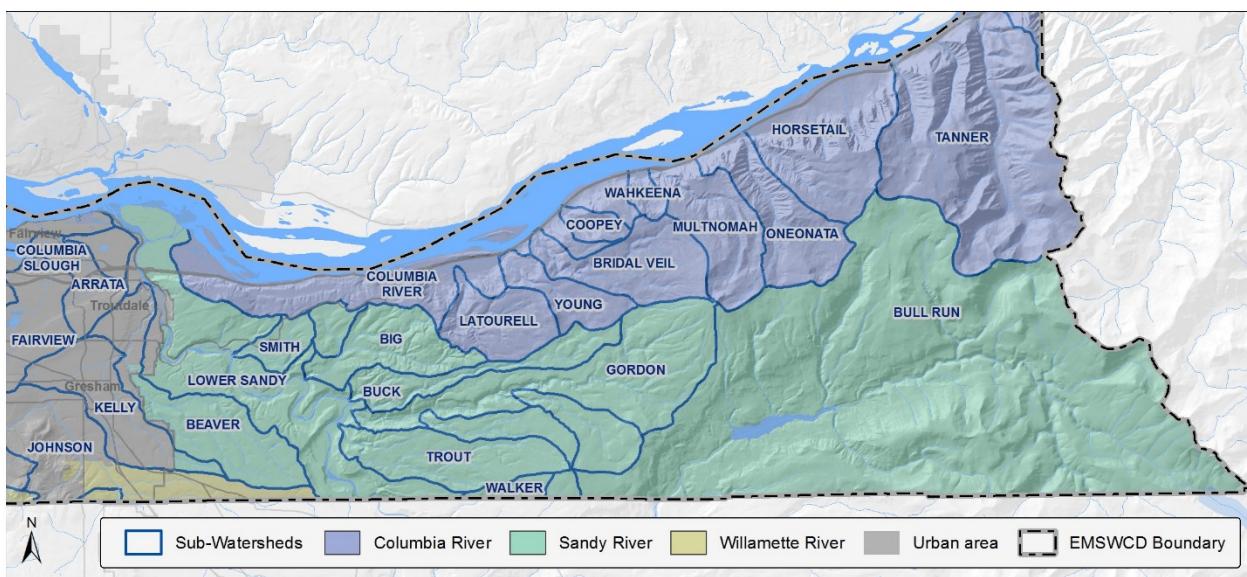
Outreach activities for FY 17-18 are as follows:

- Develop or refine outreach strategies for each component of the Rural Lands Program including messaging and timing.
- Use mailings, advertisements, displays, presentations, workshops, demonstrations, social media, and tours to reach rural landowners.
- Hold a workshop each quarter focusing on topics of interest to rural and agricultural landowners and managers.
- Prioritize outreach for the Agricultural Water Quality Focus Area (Beaver Creek HUC) and the Erosion Solutions program area.
- Partner with other SWCDs to fund, develop, and staff booths at the NW Ag Show and the Far West Show.

The work described under goals 5.1.2-5.1.5 below will also help prevent new water quality issues.



Map 3. Watersheds in rural EMSWCD



5.1.2 Improve water quality in two creeks

In the 2012-2017 Strategic plan, a goal of achieving a 25% improvement in water quality in upper Johnson Creek and upper Beaver Creek was set. According to the Oregon Department of Environmental Quality (DEQ), both Johnson and Beaver Creeks have water quality impairments for temperature and fecal bacteria. In addition, Johnson Creek is listed for legacy pesticides. DEQ uses total suspended solids as a surrogate measure for legacy pesticides. Water quality monitoring will continue to determine the baseline and trends in both creeks. All water quality monitoring will be coordinated with partners to prevent duplication and allow for combined data analysis.

To realize this goal, monitoring activities for FY17-18 include:

- Collect monthly samples in upper Beaver and Johnson Creeks. This will include on-site measurement of pH, conductivity, and turbidity as well as laboratory analysis for fecal bacteria, total suspended solids, total phosphorous, and nitrate.
- Install continuous temperature loggers in upper Beaver Creek, upper Johnson Creek, Big Creek and Smith Creek each spring through fall.

In addition, the work described under sections 5.1.4 and 5.2 is designed to improve water quality in both Beaver and Johnson Creeks.

5.1.3 Improve water temperature in two creeks

The Rural Lands Program will document and improve water temperature in Big and Smith Creeks. The Sandy River watershed does not meet the State of Oregon's standard for temperature, and DEQ pointed to the need for increased shading of the tributaries in the TMDL (total maximum daily load). Big and Smith Creeks are both tributaries to the Sandy River, but temperature data was not collected as part of the development of the TMDL. Continuous temperature loggers were installed for the first time during summer 2016. This monitoring will continue in Big and Smith Creeks in 2017 to identify trends.

Because EMSWCD identified a lack of riparian vegetation along portions of both creeks, landowners in these two tributaries are eligible for the StreamCare program. The planned work to address water temperature is described in Section 5.2.



5.1.4 Increase landowners implementing conservation practices

The 2012-2017 strategic plan set a goal of increasing the number of landowners implementing 45 of the 90 applicable NRCS conservation practices. Rural landowners are eligible for free site visits where EMSWCD technical staff help them identify issues, prioritize, plan and develop solutions with a focus on protecting water quality. If the landowner is interested, staff can work with them to apply for financial assistance.

Technical assistance activities for FY17-18 will include:

- 20 site visits, including first-time site visits with at least five landowners.
- At least five conservation practice recommendations and/or conservation plans.
- Assist at least four landowners with cost share applications.
- Track practice installations that resulted from technical and financial assistance.
- Partner with NRCS to promote and deliver cost share assistance.
- Prioritize technical assistance and implementation in the ODA Agricultural Water Quality Focus Area (Beaver Creek HUC).

5.1.5 Overcome barriers to addressing water quality issues and implementing conservation practices

EMSWCD has found that erosion prevention is not as appealing as other conservation practices among land managers, and program staff are working to overcome the barriers to implementation. Because harvest takes place during the rainy season, tree nurseries are particularly susceptible to erosion.

Traditional outreach and technical assistance methods were tried over the last several years, but these efforts were unsuccessful at engaging the nurseries within EMSWCD's service area. In 2016, a survey of nurseries was conducted to learn more about their approach to addressing erosion. Results indicated that the majority of nursery growers do not believe that erosion is a problem. This does not match up with field observations and water quality listings, indicating that some outreach is needed on the topic of erosion and the importance of retaining soil. A majority of nursery growers responded that they had taken measures to address erosion, with cover crops being the most common practice. Respondents indicated that cost, time constraints, and the lack of need are the biggest barriers to addressing erosion issues.

A new program area, Erosion Solutions, is under development and will include new approaches and incentives with the goal of getting more engagement and on the ground projects. The focus for the coming fiscal year will be on meetings with nursery owners and managers to identify what it will take to increase interest in preventing erosion.

Major Erosion Solutions activities for FY17-18 include:

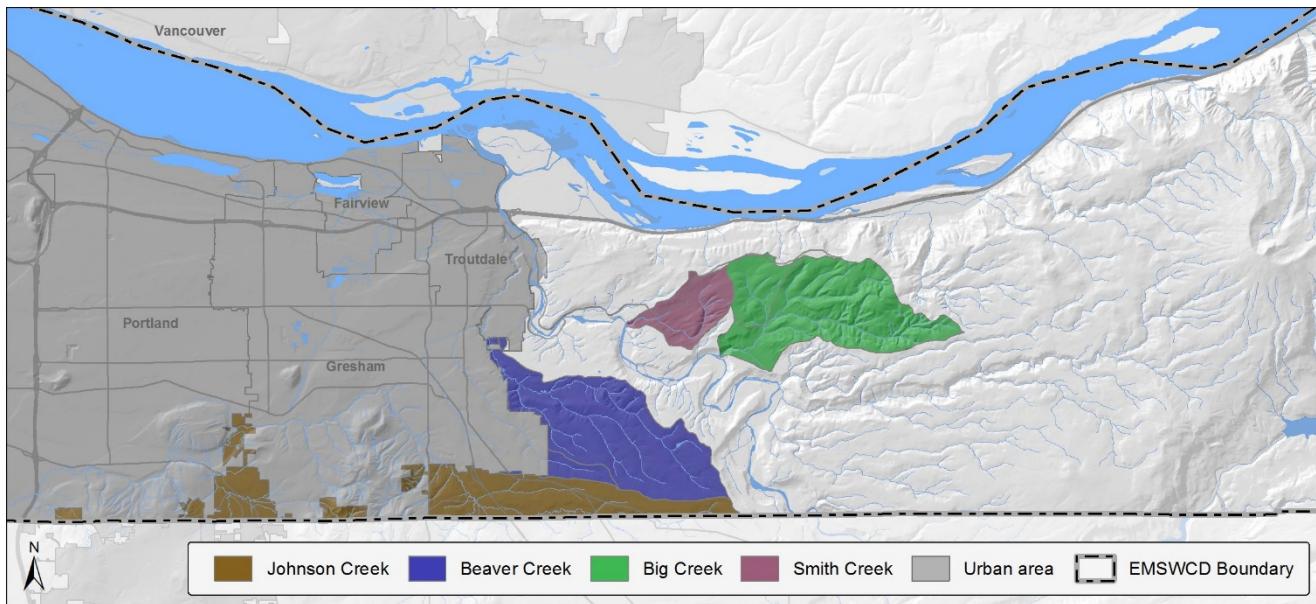
- Identify ways to overcome the barriers to implementation of erosion prevention practices.
- Identify potential demonstration projects.
- Work with the U.S. Geological Survey to identify methods to measure the impact of erosion prevention project implementation.

5.2 StreamCare

The EMSWCD established the StreamCare (riparian re-vegetation) program in 2008. The program's purpose is to establish native riparian vegetation along streams to increase shade, thereby preventing solar heating of the stream and reducing stream temperatures. Streamside vegetation also prevents stream bank erosion, provides a source of woody debris for the stream system, and filters surface runoff entering the stream. StreamCare work is ongoing in Johnson Creek, Beaver Creek, Big Creek, and Smith Creek watersheds (see Map 4).



Map 4: StreamCare Watersheds



The StreamCare program helps EMSWCD achieve three of six broad strategic goals (see Table 4).

Table 4: StreamCare Program Relationship to Broad Strategic Goals

Broad Strategic Goals	StreamCare Program Applicability
Protect and improve water quality and quantity	✓
Protect and improve soil quality and quantity	✓
Protect and improve natural habitats	✓
Protect agricultural lands	
Increase the sustainability of agriculture	
Provide equitable access to nature	

Five specific goals have been established for EMSWCD's StreamCare efforts:

1. **Complete and maintain all StreamCare sites in the four watersheds** until weed pressure is low enough that plantings are free to grow.
2. **Conduct outreach and enroll additional acres** in StreamCare.
3. Determine and **implement a long-term management and protection strategy for all StreamCare sites**.
4. **Identify additional streams to be added to the program** for weed control/habitat improvement.
5. **Model and monitor water temperatures** in Beaver, Johnson, Big, and Smith Creeks; combined activities of EMSWCD and partners will bring Beaver and Johnson Creeks 25% closer to the state standard; combined activities of EMSWCD and partners will bring Big and Smith Creeks 10% closer to the state standard.

FY17-18 activities related to these goals are provided below.



5.2.1 Complete and maintain all StreamCare sites; restore additional sites

The EMSWCD is committed to completing and maintaining all StreamCare sites in the four identified watersheds until weed pressure is low enough that plantings are free to grow. To accomplish this, FY17-18 activities will be as follows:

- The existing, planted StreamCare areas on 465 acres along 16 miles of stream will be maintained to ensure good rates of plant survival.
- Another seven acres of new StreamCare area will be prepared and planted.
- Coordinate contracted labor crews to prepare new sites for planting, plant native trees and shrubs and control weeds on previously planted sites.
- Manage wholesale plant orders, delivery, and storage.
- Conduct outreach to eligible landowners to secure enrollment of new sites to be prepared and planted in FY18-19.

5.2.2 Manage and protect all StreamCare sites

EMSWCD is determined to implement a long-term management and protection strategy for all StreamCare sites. This may include acquiring riparian conservation easements on the sites, enrolling the sites in the ODFW Riparian Program, and/or determining alternatives or additional protection measures. To accomplish this, FY17-18 activities will be as follows:

- StreamCare sites that reach the five-year mark will be evaluated to determine if the site is ‘free to grow’ or if the landowner agreement should be extended.
- For landowners that are graduating from StreamCare, offer a site visit to walk through their StreamCare area and provide outreach materials including a list of plants on their site and a native plant identification guide. Approximately 111 acres along 3.6 stream miles are scheduled to graduate during FY17-18.
- Offer assistance with enrolling in the ODFW Riparian Program for qualifying sites (those on properties zoned as forestry or agriculture) that graduate from StreamCare.
- Develop easements options on graduated StreamCare sites for the Land Legacy Committee/Board consideration.

5.2.3 Identify additional streams

An opportunistic approach will be taken to explore new watersheds for possible inclusion in the StreamCare program in future fiscal years. Site visits will be conducted on landowners’ properties who express interest in the StreamCare program but are not in a currently eligible watershed. This will create a list of watersheds to be explored for expansion of the StreamCare program. An analysis of the riparian areas and watersheds in the EMSWCD service area, and consideration of additional watersheds to include in the StreamCare program, will be undertaken as part of strategic planning in FY17-18.

5.2.4 Model and monitor water temperatures

The Rural Lands Program will continue to monitor water temperatures in Beaver, Johnson, Big, and Smith creeks. The combined activities of EMSWCD and partners are expected to bring Beaver and Johnson creeks 25% closer to the state water quality standard and will bring Big and Smith Creeks 10% closer to the standard. This goal will require EMSWCD to determine baseline conditions and track changes over time. Temperature monitoring in past years indicates that Beaver and Johnson creeks are still not meeting the water quality standard for temperature. Data from one year of monitoring in Big and Smith creeks during summer of 2016 did not have any exceedances of the water quality standard for temperature. More data is needed to determine if one or both creeks consistently meet the standard. Modelling work has been delayed due to a lack of access to DEQ’s Heat Source model. Other options will be explored in FY17-18.



To realize this goal, activities in FY17-18 include the following:

- Install continuous temperature loggers in multiple locations in Beaver, Johnson, Big, and Smith creeks each April.
- Remove loggers in late September or early October. Analyze data in collaboration with other partners monitoring efforts.
- Explore other options for modelling the impact of StreamCare on water temperatures in Beaver and Johnson creeks to determine if the amount of planting completed will someday provide enough shade to meet the state water quality standard for temperature.

5.3 Weed Control

The spread of invasive noxious weed species can cause serious and nearly irreparable harm to natural ecosystems. To help address this problem, the EMSWCD has created an invasive species control program. The EMSWCD works with a wide range of partners to create and implement geographically explicit strategies for targeted weed species. The EMSWCD also offers workshops and provides grants to partners that address invasive species. Generally, the EMSWCD's approach to weed control has been to target the most ecologically damaging species in which there is a good probability of successful, localized eradication or regional containment. The Weed Control Program helps EMSWCD achieve two of six broad strategic goals (see Table 5).

Table 5: Weed Control Program Relationship to Broad Strategic Goals

Broad Strategic Goals	Weed Control Program Applicability
Protect and improve water quality and quantity	✓
Protect and improve soil quality and quantity	
Protect and improve natural habitats	✓
Protect agricultural lands	
Increase the sustainability of agriculture	
Provide equitable access to nature	

EMSWCD's weed control efforts are generally undertaken in the Sandy River Basin and the Columbia River Gorge (see Map 5).

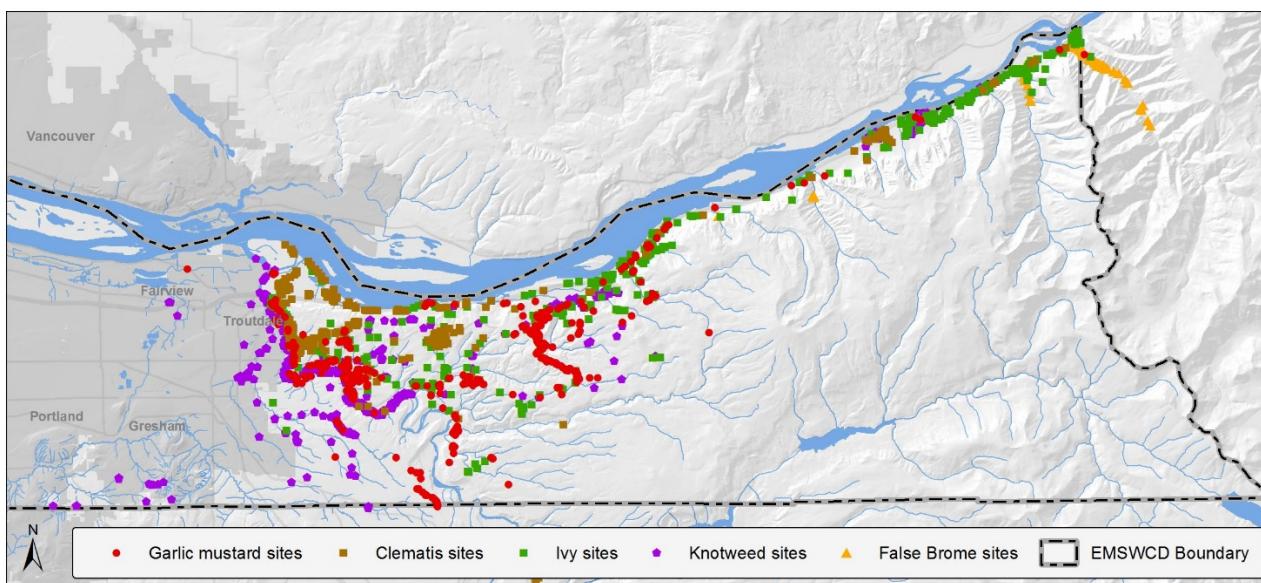
Four specific goals have been established for EMSWCD's weed controls efforts:

1. **Verify, assess, and perform necessary control for all reported species** from the Early Detection & Rapid Response list.
2. **Prevent any increase in acreage of knotweed** within the target area.
3. **Prevent garlic mustard from establishing** outside of the containment zone.
4. **Reduce coverage of false brome by 90%, English ivy by 50%, old man's beard by 50% and spurge laurel by 50%** within the respective target areas.

On a programmatic level, the major activity related to weed control for FY17-18 will be to complete the Weed Free Five-Year Plan. The five-year plan will both inform and be informed by the EMSWCD strategic planning process in FY17-18. This plan will identify achievable and measurable goals as well as determine what existing and additional actions are needed to achieve those goals. FY 17-18 activities related to these goals are provided below.



Map 5: EMSWCD Weed Control Locations



5.3.1 Control all reported species

The Rural Lands Program will verify, assess, and perform necessary control for all reported species from the Early Detection & Rapid Response (EDRR) list. Activities for FY17-18 include:

- Confirm reports of species on the EDRR weed list, obtaining landowner permission, and providing rapid treatment to locations outside of the City of Portland.
- Provide technical assistance with weed identification and control methods.
- Participate in both the 4-county and Columbia Gorge Cooperative Weed Management Areas.

5.3.2 Prevent increases in knotweed abundance

The EMSWCD's weed control efforts will seek to prevent any increase in acreage of knotweed within the target area. The knotweed (*Polygonum* spp.) target area includes all riparian areas east of the UGB and upland areas east of the UGB where knotweed could easily spread into riparian areas. The current treatment area includes approximately 151 sites. FY17-18 activities will include:

- Re-visiting knotweed sites and continuing to treat any new growth.
- Continuing to survey for additional knotweed; obtaining permission and treating sites.
- Re-vegetating knotweed sites as needed.

5.3.3 Prevent garlic mustard from establishing

The weed control efforts will also seek to prevent garlic mustard (*Alliaria petiolata*) from establishing outside of the containment zone. The containment zone, centered in Corbett, was defined in 2008 based on previous garlic mustard mapping. It is intended to create a barrier between large, well-established garlic mustard populations and smaller, newer, satellite populations. As of January 2016, the EMSWCD treatment of garlic mustard focused on 240 properties/sites in the area of concern (~58,000 acres) outside of the "containment zone".

FY17-18 activities include for following:

- Continue to annually treat all known satellite populations of garlic mustard to prevent seed set.
- Continue to survey for and treat new satellite populations of garlic mustard.
- Coordinate with partners to ensure that garlic mustard control is happening regionally.
- Provide a free dumpster in Corbett for landowners to dispose of pulled garlic mustard plants.



5.3.4 Reduce coverage of false brome, English ivy, Old man's beard, and spurge laurel

The goal set in the 2012 Strategic Plan was to reduce coverage of false brome (*Brachypodium sylvaticum*) by 90%, English ivy by 50%, Old man's beard (*Clematis vitalba*) by 50%, and spurge laurel (*Daphne laureola*) by 50% within the respective target areas.

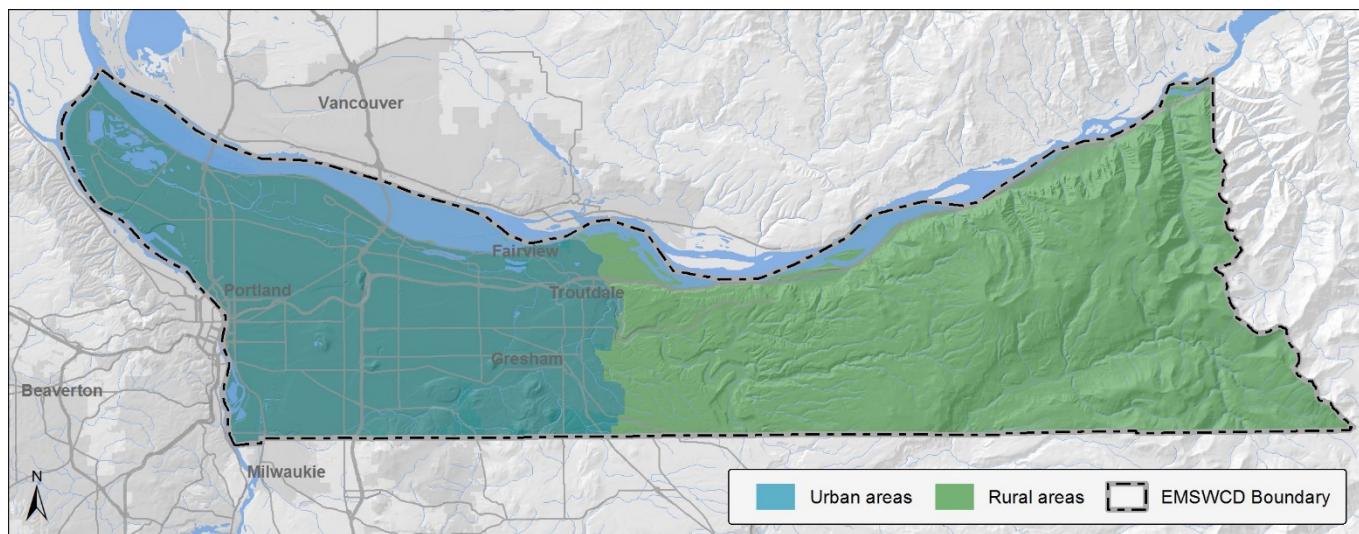
FY17-18 activities include the following:

- Continue to survey for additional infestations.
- Treat all known false brome and spurge laurel populations in target areas where landowner agrees.
- Continue working to reduce English ivy and Old man's beard in the target areas.
- Aggressively monitor known and suspected invasion pathways, treating wherever feasible.
- Re-vegetate controlled areas as needed.
- Analysis to determine if the reduce coverage goals were met and to set new goals.

6.0 Urban Lands

The urban part of EMSWCD's service area lies between the Willamette River centerline to the west, the UGB to the east, the Columbia River to the north, and the Multnomah County line to the south (see Map 6). This urban area covers 140 square miles and in the 2010 Census included approximately 670,000 residents. The Urban Lands Program fosters a stewardship ethic within this urban landscape by encouraging a lifestyle that folds conservation and pollution prevention into everyday life. The Urban Lands Program introduces urban residents to the benefits of sustainable small parcel management practices and then works with them, at the neighborhood level, to provide them the information, skills, resources and confidence needed to take action.

Map 6: Urban and rural areas of EMSWCD



The FY17-18 budget for the Urban Lands Program is \$717,922, which includes funding for the following 5.0 FTEs:

- Urban Lands Program Supervisor;
- Senior conservationist;
- Two outreach and education staff; and
- One outreach and education intern.



In addition to the above positions, the Urban Lands Program utilizes three to five workshop presenters through personal services contracts throughout the year.

The Urban Lands Program helps achieve three of EMSWCD's six broad strategic goals (see Table 6).

Table 6: Urban Lands Program Relationship to Broad Strategic Goals

Broad Strategic Goals	Urban Lands Program Applicability
Protect and improve water quality and quantity	✓
Protect and improve soil quality and quantity	✓
Protect and improve natural habitats	✓
Protect agricultural lands	
Increase the sustainability of agriculture	
Provide equitable access to nature	

In addition to helping achieve the broad strategic goals above, staff works closely with partners, including relevant jurisdictions, to realize three specific goals:

1. **Achieve quantifiable improvements in urban water quality and quantity parameters.**
2. **Reduce seasonal increases in outdoor water usage.**
3. **Increase and improve urban wildlife habitat.**

The Urban Lands Program works to achieve the above goals through six primary program areas:

- **Workshops/education**, on topics such as naturescaping, rain gardens, and weeds;
- **Annual events**, such as the Native Plant Sale and Naturescaped Yards Tour;
- **Technical and financial assistance and incentives**, including our landowner cost-share program;
- **Outreach** to community groups through partner events, meetings, online and printed materials and advertisements, mailings, website, social media, and tours of our facilities;
- **Large-scale, transformative demonstration projects**; and
- **Partnerships**.

The above program areas represent an increasing diversification of approaches with transformative demonstration projects and technical/financial assistance being the most recent additions. Responsive and ongoing program development is a critical factor to the success of the Urban Lands Program and is reflected in this work plan. To maintain an effective and agile program, staff regularly assess the urban conservation needs, determine the necessary level and type of involvement, and make needed changes to work and action plans.

In conjunction with the EMSWCD 2017 strategic planning effort, the Urban Lands Program planning for FY17-18 will include refining and completing its 5-year program plan. As part of this effort, the program will be identifying indicators that will be tracked over time to monitor resource concerns in the urban area of EMSWCD, and evaluate the success of the Urban Lands Program's work. Included will be measures related to outputs of the program (e.g. workshop attendance, self-reported behavior/actions, number of Certified Backyard Habitats) as well as indicators of the resources the program is ultimately aiming to protect (e.g. water quality, water use, urban tree canopy, impervious surface area). For the large-scale demonstration projects or other site based projects, project specific monitoring plans will be developed to measure the changes as a result of these initiatives.



Urbans Lands Program activities to be undertaken this financial year, related to each of the above specific goals, are outlined further below. A more detailed list of major activities and deliverables for FY17-18 can be found in Appendix 5.

6.1 Improve urban water quality and quantity

The Urban Lands Program will work with partners to achieve quantifiable improvements in urban water quality and quantity parameters that are adversely affected by urban landscapes. These parameters include, but are not limited to, dissolved oxygen, temperature, turbidity, biological oxygen demand, total suspended solids, nutrients and metals. This will be accomplished by focusing on: identifying geographic priorities and contaminants of concern; reducing flashiness and pollution of streams by retaining storm water on-site; and reducing lawn and impervious surface.

6.1.1 Identify geographic priorities and contaminants of concern

Program activities that will aid in the identification of geographic priorities and contaminants of concern in FY17-18 include:

- Meet with partners, review partner reports, studies and findings; and
- Collate relevant information into a unified tracking system.

6.1.2 Reduce flashiness and pollution of streams

Program activities that will aid in reducing the flashiness and pollution of streams by retaining stormwater on-site include:

- Educate the public by providing workshops and other resources that encourage and train residents to install and maintain storm water retention tools (rain gardens, trees, naturescaping, pervious pavement, eco-roofs, rain water harvest systems, etc.);
- Incentivize rain gardens and other high-priority practices within target areas;
- Work with partners to create user-friendly web tools that will guide users towards native plants appropriate for their site and pest control methods that are least toxic;
- Work with partners to begin implementation of prioritized projects on the Mount Hood Community College (MHCC) campus large-scale demonstration project; and
- Continue to identify other potential large-scale demonstration projects.

6.1.3 Reduce lawn and impervious surface

Program activities that will aid in reducing lawn and impervious surfaces in FY17-18 include:

- Provide workshops that teach residents about sustainable landscaping;
- Provide incentives for practices that improve water quality, reduce water use and improve habitat; and
- Partner with jurisdictions to identify high priority areas in which to focus and implement demonstration projects.

6.2 Reduce seasonal increases in outdoor water usage

The Urban Lands Program will work to reduce seasonal increases in outdoor water usage (used to irrigate the urban landscape) during summer months by: reducing irrigated lawn/ornamental and replacing with Naturescaping; and promoting the use of water conservation methods and technologies.

6.2.1 Reduce irrigated lawn/ornamentals and replace with Naturescaping

Activities to reduce irrigated lawn and ornamentals, and replace with Naturescaping in FY17-18 include:



- Providing workshops that teach residents about sustainable landscaping, the benefits of converting lawn to naturescaping, and the techniques to do so; and
- Working with partners to create user-friendly web tools that will guide the user towards native plants appropriate for their site.

6.2.2 Promote the use of water conservation methods and technologies

Activities to promote the use of water conservation methods and technologies in FY17-18 include:

- Exploring new and emerging water conservation methods and technologies, and assessing their suitability for use in the EMSWCD urban area;
- Work with and support PDX Greywater Partnership's efforts to implement the "Greening with Greywater" workshop series;
- Developing partnerships with identified experts to offer information and web resources;
- Sharing information from partners who are providing water conservation classes and/or demonstrations; and
- Working with partners to expand the availability of water conservation information, workshops, and demonstrations.

6.3 Increase and improve urban wildlife habitat

The Urban Lands Program is committed to increasing urban wildlife habitat by protecting and enhancing critical habitat features, including food, water, and shelter that support the life cycle of wildlife and pollinator communities. This is accomplished by focusing on: reducing lawn and impervious surface, and replacing with trees and native plants; promoting the protection and enhancement of wildlife and wildlife habitat; and promoting the development or expansion of citizen science.

6.3.1 Reduce lawn and impervious surface

Staff will work with partners to reduce lawn and impervious surface and replace with trees and native plants. FY17-18 activities will include:

- Naturescaping and Native Plant workshops; and
- Working with partners to reduce lawn and impervious surface at Mount Hood Community College and other large-scale demonstration sites.

6.3.2 Promote the protection and enhancement of wildlife and wildlife habitat

Working with partners, activities to promote the protection and enhancement of wildlife and wildlife habitat in FY17-18 include:

- Provide educational workshops that teach residents about urban wildlife habitat creation, including native plants and naturescaping;
- Provide specialized workshops focused on pollinators and beneficial insects; and
- Promote and support Backyard Habitat Certification Program through partnership, outreach, and encouraging residents to enroll in the program.

6.3.3 Promote citizen science that helps track urban wildlife

Staff will work with partners to promote citizen science that helps track urban wildlife. FY17-18 activities will include:

- Meeting with partners to identify local data gaps, potential project participants, and priority locations;
- Providing education and/or resources to assist in these efforts; and
- Monitoring citizen science initiatives active in the EMSWCD urban area.



7.0 Conservation Legacy

The EMSWCD's Conservation Legacy Program works to secure a legacy of conservation within the district primarily by working with and helping other entities achieve mutually-held goals. The Conservation Legacy programmatic unit includes three EMSWCD programs, the Headwaters Farm Program, the Land Legacy Program, and the Grants Program. The FY17-18 Conservation Legacy Program operational budget is \$830,123 million. In addition, the Land Conservation Fund (\$7,683,426) and the Grants Fund (\$1,960,570) are available to support the Land Legacy and Grants Programs respectively. The Conservation Legacy team consists of the following 4.26 FTEs:

- Conservation Legacy Program Supervisor;
- Headwaters Farm Program Manager;
- Headwaters Operations Assistant (seasonal, part-time);
- Land Legacy Program Manager; and
- Grants Program Manager

A summary of activities for FY17-18 are found in Sections 7.1-7.3 that follow. A composite list of FY17-18 major deliverables for the Headwaters Incubator Program, Land Legacy Program, and the Grants Program can be found in Appendix 6.

7.1 Headwaters Farm

The EMSWCD works to maintain healthy, productive agricultural lands by promoting a sustainable agricultural economy and fostering a stewardship ethic. To this end, the EMSWCD established the Headwaters Incubator Program (HIP) in 2013 at the Headwaters Farm, a 60-acre parcel of land located near Gresham, Oregon (see Map 7).

HIP seeks to address the dwindling number of skilled, knowledgeable, and prepared beginning farmers and ensure that local farmland stays in production and is well-stewarded. To facilitate this, HIP leases land, equipment, infrastructure, and other agricultural resources to individuals who have farming experience and are seeking to establish a farm business. In addition to helping establish new farm businesses, HIP is a useful outreach and collaboration mechanism, assisting EMSWCD in disseminating information about conservation farming to a broad audience.

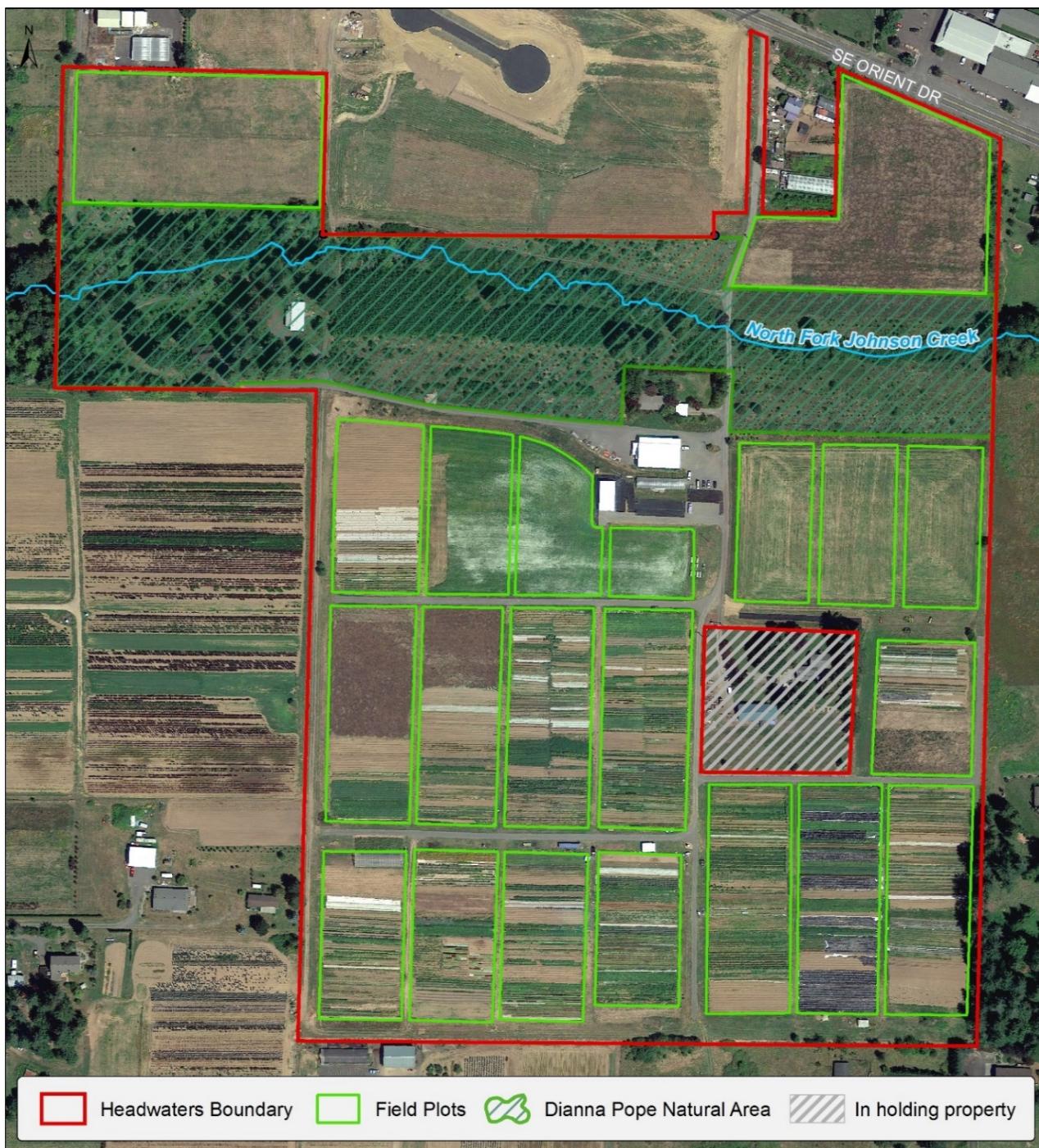
HIP collaborates with Oregon State Extension Service, Multnomah County, Friends of Family Farmers, other beginning farmer programs, and the Xerces Society, among others. HIP helps the EMSWCD fulfill all six EMSWCD broad strategic goals (see Table 7).

Table 7: Headwaters Incubator Program Relationship to Broad Strategic Goals

Broad Strategic Goals	HIP Applicability
Protect and improve water quality and quantity	✓
Protect and improve soil quality and quantity	✓
Protect and improve natural habitats	✓
Protect agricultural lands	✓
Increase the sustainability of agriculture	✓
Provide equitable access to nature	✓



Map 7: Headwaters Farm



In addition to helping achieve the broad strategic goals above, HIP has three goals specific to its operations. From 2015-2020, the HIP will:

1. **Operate under an approved Farm Management Plan** for conservation practices and other improvements while identifying concepts for additional services to reach a broad range of constituents.



2. **Operate a thriving, dynamic farm incubator program** that includes:
 - A quality applicant pool of at least 10 per year;
 - At least 12 program participants at all times; and
 - Four program graduates per year starting in 2016, a majority of which remain in district.
3. **Increase the visibility and leverage of EMSWCD and USDA-NRCS conservation farming practices** through tours and one-on-one interactions with farmers.

Program activities under each of these goals is in Section 7.1.1-7.1.3. A composite list of activities and deliverables for Headwaters Farm and the HIP program for FY17-18 are given Appendix 6.

7.1.1 Operate Under an Approved Farm Management Plan

A Five-Year Headwaters Farm Plan is expected to be finalized and approved in FY17-18. This plan will both inform and be informed by the EMSWCD strategic planning in FY17-18. The plan will give direction to the remaining Headwaters Farm development, the ongoing farm and incubator program management, and the current and possible additional programs and services that seek to build the capacity for beginning and established farmers and promote agricultural stewardship. The Headwaters Farm Plan has been drafted and is being implemented in its current form, although exact future program components and approaches will not be resolved until the plan is adopted by the EMSWCD Board.

The development of Headwaters Farm is continuing to better accommodate incubator farmers and enable the efficient management of the HIP program. Farm infrastructure and other site improvements that are planned for FY17-18 include:

- Construction of the final hoop house;
- Addition of an auxiliary wash station;
- Construction of a compost facility;
- Demolition of the dilapidated house at the newly acquired parcel at 29040 SE Orient Drive; and,
- The installation of signage around the farm.

Conservation farming, including USDA-NRCS agricultural best management practices, is being applied for multiple reasons at Headwaters Farm, including: to improve soil health for use in agriculture and; to protect onsite and downstream natural resources. Various undertakings in FY17-18 will continue to build on existing conservation farming efforts.

Soil health improvements will include:

- Summer and winter cover cropping in any areas not in active production;
- Diligent invasive weed management across the farm;
- Mechanical fracturing of hardpan;
- Reduced tillage by means of silage tarps, equipment that doesn't invert the soil profile, and improved production conditions that require less impactful soil preparation; and,
- The addition of soil amendments as needed facilitated through bulk purchases.

Protection of natural resources will include:

- Establishment of over 200 feet of grass waterway along the eastern (main) driveway;
- Installation of stormwater features along the driveway that connects the barn and office (~450ft) and the western driveway (350ft);
- Installation of 1,325 feet of native hedgerows; and
- Realignment of a roadway through the Dianna Pope Natural Area.



7.1.2 Operate a Thriving, Dynamic Farm Incubator Program

Now in the middle of its fifth season, the Headwaters Incubator Program has gained recognition as a powerful resource for new farmer development.

Quality Applicant Pool

Since the launch of the farm incubator program in 2013, HIP has grown steadily employing a cohort model by adding two-to-six new farm businesses each year. This past season saw HIP expand from a four-year program to five-year program in an adaptive response to better accommodate the financial development and transition needs of incubator farm participants. This shift in program length is one of the reasons only two new farms were brought in for FY16-17. With three farms slated to graduate at the conclusion of the 2017 growing season, the program will seek to return to a slightly larger first-year HIP cohort. This will be accomplished through a thorough and detailed outreach campaign focused on engaging prospective farmers, program partners, and the general public. Primary outreach tools will include: social media, print media, events, presentations, tabling, farm tours, fliers and newsletters, and press releases. These outreach activities will be used to acquire at least ten HIP applicants for the 2018 growing season.

Program Participants

EMSWCD is committed to hosting at least twelve incubator farmers at all times. To ensure this, it is likely another three to five farms will be accepted into HIP during FY17-18. Currently there are fourteen farm businesses consisting of nineteen farmers participating in HIP. Besides the number of qualified applicants, the amount of farmland available at Headwaters Farm, and the capacity of onsite facilities, other factors that influence the number of program participants include farmer attrition rate (one farm per year on average), and early graduations for farms that transition off before their five-year limit (one farm every other year on average).

Program Graduates

EMSWCD is committed to retaining a majority of program graduates within the district. The first cohort of three incubator farms will graduate from the program after the 2017 growing season. To achieve the full potential of HIP, successful placement of HIP graduates onto suitable land will need to occur to ensure they continue to grow their fledgling farm businesses away from Headwaters Farm. To effectively manage this transition, farmers nearing graduation (year three and beyond) will continue to work with EMSWCD staff and HIP partners to explore viable long-term options for obtaining farmland that is suitable for their operations, through either purchase or lease as an individual or in partnership.

There are several concurrent efforts underway in FY17-18 to assist the three farms graduating at the end of 2017. These include:

- Oregon Farm Link – ensuring that our farmers are capable at navigating this land-match website.
- Working directly with incubator farmers negotiating land access with private landholders.
- Building relationships with the local community to create additional land options.
- Working with the Land Legacy Program to determine if and when suitable farm land becomes available resulting from the Land Legacy Program's farmland protection efforts.
- Working with Multnomah County to identify leasing options for beginning farmers.

7.1.3 Increase Visibility and Leverage Conservation Farming Practices

The conservation farming practices at Headwaters Farm offers a unique opportunity to demonstrate conservation agriculture. Site tours of Headwaters Farm are offered and undertaken throughout the year. Conservation farming practices are also promoted through articles on the EMSWCD website and social media outlets. For example, an article on the application of silage tarps to increase production and minimize soil disturbance will be published in the September 2017 issue of Growing for Market, an



international small farm publication. Other specific engagement approaches, such as interpretive signage and time lapse photography, will be incorporated as appropriate to highlight key conservation efforts. The signage development around the farm will be based on the farm signage plan which will be finalized in FY17-18.

In addition to the promotion of USDA-NRCS conservation agriculture practices, much of the outreach on Headwaters Farm and the incubator program geared toward the general public will be focused on connecting constituents to the broad suite of EMSWCD's services and to generate enthusiasm for and understanding of conservation.

7.2 Land Legacy

The Land Legacy Program focuses on protecting agricultural lands, natural resource lands, and access to nature lands; agricultural lands are the principal priority and focus of the program. Property interests can be acquired, retained, and managed over the long-term directly by EMSWCD or property interests can be acquired and transferred to partner agencies or organizations for long-term management. The Land Legacy Program helps the EMSWCD achieve all six of its broad strategic goals (see Table 8).

Table 8: Land Legacy Program Relationship to Broad Strategic Goals

Broad Strategic Goals	Land Legacy Program Applicability
Protect and improve water quality and quantity	✓
Protect and improve soil quality and quantity	✓
Protect and improve natural habitats	✓
Protect agricultural lands	✓
Increase the sustainability of agriculture	✓
Provide equitable access to nature	✓

EMSWCD has also established three specific goals for the Land Legacy Program. From 2015-2020, the Land Legacy Program will:

1. **Protect agricultural land and improve agricultural practices** on approximately 20 parcels covering approximately 400 acres lying between the Sandy River and the Urban Growth Boundary (excluding the Urban Reserve).
2. **Protect priority habitats** in the district by helping partners protect areas identified in conservation-related plans (to include, but not limited to, acquisition, protection and restoration plans).
3. **Help partners establish new parks and natural areas in underserved communities** within the district.

The EMSWCD Land Conservation Fund is a dedicated fund for the purchase and management of conservation easements, the purchase and management of fee-simple interests, and for the stewardship of district conservation property interests. For FY17-18, \$7,683,426 is available in the Land Conservation Fund to support Land Legacy Program conservation projects.

A new incumbent was appointed to the position of Land Legacy Program Manager in April 2017. During FY17-18, the Land Legacy Program will focus on refining and developing foundational program elements,



in addition to pursuing land conservation projects. A five-year program plan, aligned with the EMSWCD 2018-2023 strategic plan, will be finalized and will guide the overall direction of the program.

A summary of Land Legacy Program activities is described below. A composite list of activities and deliverables for FY17-18 is given in Appendix 6.

7.2.1 Protect agricultural land and improve agricultural practices

From 2015-2020, the EMSWCD has committed to protecting agricultural land and, where possible, improving agricultural practices on approximately 20 parcels covering approximately 400 acres lying between the Sandy River and the Urban Growth Boundary (excluding the Urban Reserve). FY17-18 activities related to this goal include:

- Develop the necessary information, resources, incentive structure and conservation framework for the program to succeed.
- As the project lead, pursue protection of working lands within the focal area through the effective implementation of an outreach and communications strategy targeted towards priority landowners. A variety of techniques will be employed, with the 75 highest priority landowners having at least four opportunities to learn about the working lands conservation program.
- Rapidly and creatively respond to farmland conservation opportunities; staff will seek to bring two or more farmland properties before the EMSWCD board for protection consideration.
- Sell Oxbow Farm encumbered by a conservation easement to prove the viability of working lands conservation easements, develop data points and recycle program funds.

7.2.1.1 Agricultural land stewardship

Feasible and parcel specific agricultural practice improvements are incorporated into EMSWCD acquisition and disposition projects. Activities planned for FY17-18 include:

- Adoption of a farm conservation plan policy and fee lands management policy. Agricultural land stewardship on EMSWCD property interests will be consistent with these policies.
- EMSWCD's Oxbow Farm will be sold subject to appropriate and feasible agricultural land stewardship standards.

7.2.2 Protect priority habitats

Over the next five years, the EMSWCD has committed to protecting priority habitats in the district by helping partners protect areas identified in conservation-related plans (to include, but not limited to, acquisition, protection, and restoration plans). FY17-18 activities related to this goal include:

- Evaluate whether to continue use of existing mostly reactive paradigm, or whether new approaches are more desirable and feasible.
- Continue to identify and obtain all relevant partner plans, catalogue the plans, and to the extent possible, retrieve the associated maps and spatial data to allow for a prioritization of natural areas to protect. Work with partners to ensure EMSWCD has the most up to date versions of relevant plans.
- Meet with potential partners to discuss priority natural areas conservation opportunities initiated by partners or the EMSWCD; consider providing financial support to those projects that advance the mission of the EMSWCD.

7.2.2.1 Natural area stewardship

EMSWCD currently owns and manages one natural area: the Dianna Pope Natural Area located at Headwaters Farm. While acquisition and management of additional natural areas is not anticipated for



FY17-18, Rural Lands Program staff will evaluate options for and the need to obtain riparian conservation easements to protect graduated StreamCare sites (see Section 5.2.2). If riparian conservation easements are obtained, they will be managed under the Land Legacy Program. Activities related to natural area stewardship planned for FY17-18 include:

- The 2017-2022 Dianna Pope Natural Area Site Conservation Plan, which was completed in FY16-17, will be formally adopted by the Board in FY17-18.
- Management actions planned at the Dianna Pope Natural Area include: completing and reporting on the one-year wildlife and plant survey that's underway; plant maintenance; infill planting as needed; the design and installation of boundary markers, welcome signs, and an interpretive sign; and the realignment of a roadway to move it farther from the North Fork of Johnson Creek.

7.2.3 Establish new parks and natural areas in underserved communities

Over the next five years, EMSWCD is committed to helping partners establish new parks and natural areas in underserved communities within the district. FY17-18 activities related to this goal include:

- Evaluate whether to continue use of existing reactive paradigm, or whether new approaches are more desirable and feasible.
- Continuing to identify and obtain all relevant partner plans, catalogue the plans, and to the extent possible, retrieve associated maps and spatial data to allow for prioritization of access to nature areas to protect.
- Meeting with potential partners to discuss priority access areas conservation opportunities; consider providing financial support to those projects that advance the mission of the District, especially those that enhance access for under-served communities.

7.3 Grants

The Grants Program provides funding to external entities for activities that are aligned with EMSWCD's mission, broad strategic goals, and program-specific goals. The Grants Program helps the EMSWCD achieve all six of its broad strategic goals (see Table 9).

Table 9: Grants Program Relationship to Broad Strategic Goals

Broad Strategic Goals	Grants Program Applicability
Protect and improve water quality and quantity	✓
Protect and improve soil quality and quantity	✓
Protect and improve natural habitats	✓
Protect agricultural lands	✓
Increase the sustainability of agriculture	✓
Provide equitable access to nature	✓

The EMSWCD has established four specific goals for the Grants Program. From 2015-2020, the Grants Program will:

1. **Complement other EMSWCD program efforts** by providing grants to partners that will improve surface water quality, decrease soil erosion, enhance and protect natural habitats, and promote sustainable agriculture.
2. **Reach a broad cross-section of school age children** in the district with profound experiential education regarding soil and water conservation-related issues.



3. **Establish an equitable distribution of sustainable community and school gardens** throughout the urban areas of the district.
4. **Equitably build conservation capacity** in community-based organizations throughout the district.

To detail how the EMSWCD will achieve the above program goals and describe the granting process, a five-year program plan will be finalized in FY17-18. In addition to continuing the various EMSWCD grants in progress, in FY17-18 the Grants Program will build upon proactive efforts aimed at fostering collaboration among partners and grant recipients to achieve the Grants Program goals. The Grants Program will convene partners and selected grant recipients around specific funding issues, with EMSWCD's role being to serve as contributor to and catalyst for collaboration and information sharing among grantees and other funders working on similar efforts. The focus for FY17-18 will be on creating a green jobs pipeline and environmental education opportunities for older youth and adults. The Grants Program will also continue to strengthen all aspects of the program to reflect its commitment to serving and reaching the EMSWCD's diverse communities through support of relevant conservation projects.

Additional Grants Program activities for the FY17-18 period that will help achieve the above goals are outlined in Sections 7.3.1 – 7.3.4. Section 7.3.5 describes each of the specific types of grants that the EMSWCD will use during the FY17-18 period to provide financial assistance and economic incentives to external entities; funding amounts associated with each grant type are provided here as well.

7.3.1 Complement other EMSWCD program efforts

The Grants Program will complement other EMSWCD program efforts (such as those in the Rural Lands Program and Urban Lands Program) by providing grants to partners that will improve surface water quality, decrease soil erosion, enhance and protect natural habitats, and promote sustainable agriculture. FY17-18 activities related to this goal include:

- Fund at least one large scale, multi-year restoration project through the PIC Plus Grant Program or Strategic Partnership Agreement.
- Fund at least five restoration, naturescaping, and/or water quality monitoring projects.
- Fund at least five projects that address stormwater runoff, water quality/ conservation, and/or soil erosion.
- Fund at least three projects that promote sustainable agriculture.

7.3.2 Reach a broad cross-section of school age children

The Grants Program will strive to reach a broad cross-section of school age children in the district with profound experiential education regarding soil and water conservation-related issues. FY17-18 activities related to this goal include:

- Convene PIC grantees and other key stakeholders involved in environmental education for older youth and/or the green jobs pipeline to: identify the scope of programs in the EMSWCD service area; identify needs and how to address them; and gain input on how EMSWCD can provide more strategic funding in this area.
- Fund at least five mission-specific environmental and/or garden education projects for youth.
- Fund at least five projects that contain an educational component: hands-on involvement of students or volunteers; work skills training (restoration, gardening, sustainable agriculture); and/or demonstration/interpretive element.
- Fund at least five community events focused on environmental education that reach at least 500 EMSWCD residents through SPACE grants.



7.3.3 Establish an equitable distribution of sustainable community and school gardens

The Grants Program will seek to establish an equitable distribution of sustainable community and school gardens throughout the urban areas of the district. FY17-18 activities related to this goal include:

- Re-convene PIC grantees and other key stakeholders involved in school and community gardens to consider follow-up to the school survey results and mapping projects funded through 2016 PIC grants.
- Fund the development of at least five new community or school garden spaces in the district.
- Fund the upgrade and/or maintenance of at least five community or school gardens.
- Participate in the Intertwine Greening of Schoolyards collaborative to help implement initiatives focused on increasing the presence of gardens and other green infrastructure on public school grounds.
- Complete an assessment of existing gardens, identifying needs for upkeep and the establishment of additional gardens.

7.3.4 Equitably build conservation capacity

The Grants Program will continue to equitably build conservation capacity in community-based organizations throughout the district. FY17-18 activities related to this goal include:

- Support, through grants and/or facilitation, at least two partnerships that cross traditional sector lines and help to build alliances between conservation groups and culturally specific community organizations.
- Fund at least three projects that help build organizational and technical capacity of organizations to carry out conservation projects.
- Participate in the Equity Grant Makers group, EMSWCD's Equity Team, and training opportunities to address barriers to greater equity in grantmaking and conservation funding.

7.3.5 Grant Types

Below are summaries of the types of EMSWCD grants available to external entities. The EMSWCD Grants Program itself is responsible for direct administration and support of four of these: Partners in Conservation (PIC) grants; Small Projects and Community Events (SPACE) grants; budget line-item grants; and Strategic Partnership Agreement (SPA) grants. The other grants are led by other EMSWCD programs, with the Grants Program providing program and administrative support for the Cooperative Landowner Incentive Program grants (CLIP), Strategic Conservation Investments grants (SCI), and providing support as for Land Legacy Grants.

Partners in Conservation (PIC) and PIC Plus:

PIC and PIC Plus provide funding to support conservation projects and educational efforts. PIC grants are intended for projects that are one-year or less. Total funding available for FY17-18, for existing and new awards is \$1,275,031. The minimum grant award for an individual PIC grant is \$5,000 while the maximum grant award is \$60,000. PIC Plus grants support projects that are up to three years in duration. The minimum individual PIC Plus grant award is \$5,000 while the maximum award is \$100,000 per year. The PIC and PIC Plus grant application, award, and implementation process is administered on an annual cycle, beginning in December of each year. EMSWCD will execute 15 PIC and three PIC Plus funding agreements for projects beginning in FY17-18.



Small Projects and Community Events (SPACE)

SPACE grants provide up to \$2,000 per grant to support conservation projects, educational efforts, and community events that promote conservation. Total funding available for FY17-18 is \$62,000. The types of projects and events that are eligible for SPACE grants include on-the-ground restoration and conservation projects, pollution prevention projects, education of youth and/or adults, and community events focused on improving the public's understanding of natural resource conservation. The SPACE grant application, award, and implementation process is administered on a monthly cycle.

Budget Line-item Grants

One line-item grant has been included in the EMSWCD budget for FY17-18. This grant of \$190,000 is for the Multnomah Education Service District's Outdoor School program.

Strategic Partnership Agreements (SPAs)

In June of 2016, EMSWCD entered into a five-year strategic partnership agreement with the three watershed councils operating within the EMSWCD's service area (Columbia Slough Watershed Council, Johnson Creek Watershed Council, and Sandy River Basin Watershed Council). EMSWCD had supported the watershed councils in the past through both PIC and SPACE grants, as well as regular line item grants to support their operations. The SPA is aimed at improving collaboration with and among the watershed councils and increasing the efficiency and impact of the funding support from EMSWCD. The funding available for the three watershed councils under this agreement for FY17-18 is \$250,000.

Strategic Conservation Investments (SCI)

SCI grants support projects and partnerships that advance the EMSWCD's priority natural resource issues identified and forwarded by the Board of Directors or the Executive Director. Total funding available for FY17-18 is \$75,000. The SCI grant application, award, and implementation process is administered on an as-needed basis.

Cooperative Landowner Incentive Program (CLIP)

CLIP grants provide financial cost-share assistance to private landowners and land managers who are receiving technical assistance from EMSWCD. Total funding available for FY17-18 is \$75,000 for new awards and \$1,595 for existing prior awards. CLIP provides 75% cost-share, up to \$10,000 per application, to assist with the costs of installing EMSWCD-approved conservation practices that address issues such as soil erosion or water quality. The CLIP grant application, award, and implementation process is managed by the Rural Lands Program and Urban Lands Program, with the Grants Program assisting with the CLIP grant administration.

Land Legacy Grants

The EMSWCD provides grants to external entities to help offset the costs of protecting working lands, natural lands, and access to nature lands. These Land Legacy Grants are administered on an as-requested basis by the Land Legacy Program Manager. More information can be found in Section 7.2 of this plan.



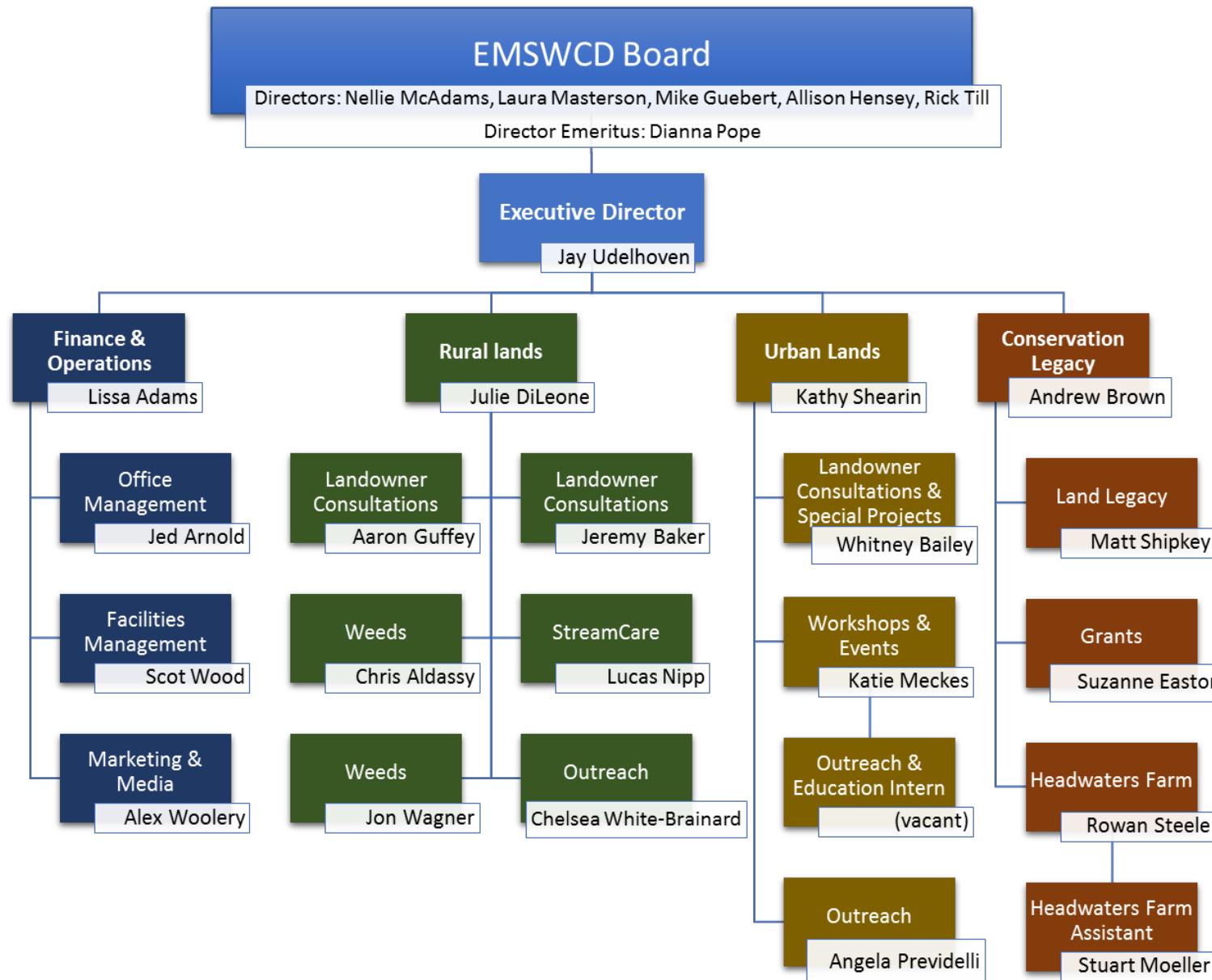
8.0 Annual Work Plan Tracking and Reporting

Activities described in this work plan will be tracked on a monthly basis. Summary reports will be developed on a quarterly basis in October, January, and April, with the final Annual Report being produced in July/August of 2018. Progress toward achievement of the identified activities in the work plan and resultant progress toward the realization of the goals as articulated in the strategic plan will help the Board of Directors and staff determine budgets and work plans for the following fiscal year.

The planning timeframe for the existing *EMSWCD Strategic Plan 2012-2017* will be ending this calendar year. EMSWCD will undertake strategic planning for the organization for the subsequent five-year period during FY17-18, with the final EMSWCD 2018-2023 Strategic Plan being published by April 2018. Once this next strategic plan is complete, it will be updated on an annual or bi-annual basis so the plan is always current and always projecting five years into the future.



Appendix 1: Organizational Chart





Appendix 2: Board Director Positions, Officers, Committees and Meeting Schedule

EMSWCD Board			EMSWCD Committees					
Members	Positions	Officers	Budget	Land Legacy	Personnel	Grants	PIC Review	SPACE Review
Nellie McAdams	Zone 1 Director	Vice-Chair	Chair	X	X	Chair	X	
Laura Masterson	Zone 2 Director		X	Chair	X			
Mike Guebert	Zone 3 Director	Treasurer	X	X	Chair	X		X
Rick Till	At-Large 1 Director	Chair	X	X		X	X	
Allison Hensey	At-Large 2 Director	Secretary	X	X				
Dianna Pope	Director Emeritus							
FY17-18 Schedule								
2017	July	10 th		31 st	10 th			n/a
	August	7 th						n/a
	September	11 th		25 th	5 th	29 th		n/a
	October	2 nd						n/a
	November	6 th		27 th				n/a
	December	4 th			12 th			n/a
2018	January	8 th		29 th		tbd		n/a
	February	5 th					tbd	n/a
	March	5 th	5 th	26 th	13 th			n/a
	April	2 nd	2 nd					n/a
	May	7 th	7 th	21 st				n/a
	June	4 th			12 th			n/a



Appendix 3: Finance & Operations FY17-18 Activity List

FINANCE & OPERATIONS - Annual Project Activities and Deliverables		Timeframe			
		Q1	Q2	Q3	Q4
Budget & Finance	Complete FY16-17 budget audit.	X	X		
	Track FY17-18 budget.	X	X	X	X
	Develop FY18-19 budget.			X	X
	Review Fiscal Policies and recommend changes as needed.				X
	Review Contracting Policies and recommend changes as needed.	X			
	Complete an expense and revenue analysis of EMSWCD operations since inception of permanent property tax levy and report out on accomplishments.	X	X		
	Review and monitor EMSWCD contractual agreements.	X	X	X	X
Office Management & Human Resources	General office support (e.g. reception, filing, travel arrangements, supply orders, meeting coordination, correspondence, workshop registration, events).	X	X	X	X
	Information technology support to ensure properly functioning equipment and timely troubleshooting of technology problems.	X	X	X	X
	Retain historical information per the state retention schedule, and maintain an organizational record keeping and archival system.	X	X	X	X
	Work with UL/RL/CL staff to reorganize basement for efficiency and usability.		X	X	
	Work with Equity Team to identify and implement trainings, refine purpose and goals, and continue to move forward with incorporating equity/diversity/inclusion into organizational policy and program work.	X	X	X	X
	Collaborate with outreach and education staff to assess and evaluate the potential for expanded use of volunteers in EMSWCD's activities.	X	X		
	Research and recommend possible additional "employee well-being" benefits (e.g. HSAs, DCAPS, commute incentives).		X		X
	Review health and other insurance benefits to determine if changes or enhancements are needed for upcoming fiscal year.				X
	Review and update Employee Handbook in conjunction with Personnel Policies.	X	X		
	Plan logistics for and coordinate strategic planning retreat	X	X		
	Onboarding of 3-5 new associate directors	X	X		
	Compile and provide an overview of EMSWCD's HR policies and benefits in comparison to other agencies.	X			
	Research the feasibility of and options for replacing our aging phone system.		X	X	
	Prepare for, coordinate and host 12 board meetings and 16 committee meetings.	X	X	X	X
Facilities	General maintenance of buildings, equipment and facilities at Headwaters Farm.	X	X	X	X
	General maintenance of buildings and facilities at Oxbow Farm, and other properties acquired through the Land Legacy Program.	X	X	X	X
	General maintenance of building, state vehicles and facilities at Williams Headquarters.	X	X	X	X
	Undertake a comprehensive assessment of the Williams Avenue grounds and building space use, and develop a long-term plan for implementing modifications and upgrades.	X	X		



Marketing & Media	Restructure the five-year Marketing Plan to reflect current strategic planning efforts and adding appendices for each program area.	X	X		
	Refine the Branding/Style/Identity Guide companion to the Marketing Plan to ensure consistency in messaging and outreach materials	X			
	Analyze data collected from FY16-17 marketing survey to inform future marketing and outreach efforts.	X			
	Implement revised Marketing Plan, monitor progress and make course changes as needed.	X	X	X	X
	Develop, revise, maintain and add content to the website to reflect ongoing EMSWCD updates, events and priorities.	X	X	X	X
	Develop and integrate social media to drive traffic to website, encourage event participation and promote conservation practices.	X	X	X	X
	Perform web and social media analytics to determine efficacy of marketing efforts and action-driven web content.	X	X	X	X
	Assist with outreach, press releases and media contacts.	X	X	X	X
	Identify advertising opportunities, develop advertisement content and coordinate publication.	X	X	X	X
	Coordinate printing for all mailing and outreach materials.	X	X	X	X
	Refine display and material templates as needed by programs.	X	X	X	X



Appendix 4: Rural Lands FY17-18 Activity List

RURAL LANDS - Annual Project Activities and Deliverables		Timeframe			
		Q1	Q2	Q3	Q4
Rural Water Quality	Complete the five-year program plan.	X	X	X	
	Develop an outreach strategy and calendar for each program area.	X	X		
	Use mailings, advertisements, displays, presentations, workshops, demonstrations, social media, and tours to reach rural landowners concerning water quality and soil conservation.	X	X	X	X
	Prioritize outreach in our ODA Ag water quality focus area (Beaver Creek HUC).	X	X	X	X
	Partner with other SWCDs to fund, develop and staff booths at the NW Ag Show and the Far West Show.	X	X		X
	Collect and analyze monthly samples in upper Beaver and Johnson Creeks.	X	X	X	X
	Install continuous temperature loggers in upper Beaver Creek, upper Johnson Creek, Big Creek and Smith Creek.	X			X
	Conduct 20 site visits including first-time site visits with 5 landowners.	X	X	X	X
	Develop 5 technical recommendations and/or conservation plans that include recommendations to address erosion and/or water quality.	X	X	X	X
	Assist 4 landowners with cost share applications.	X	X	X	X
	Partner with NRCS to promote and deliver cost share assistance.	X	X	X	X
	Identify specific ways to overcome the barriers to addressing erosion.	X	X		
StreamCare	Identify and implement erosion prevention demonstration projects.	X	X	X	X
	The existing, planted StreamCare areas on 465 acres along 16 miles of stream will be maintained to ensure good rates of plant survival.	X	X	X	X
	Another 7 acres prepared and planted in 2017-18.	X	X	X	
	Coordinate contracted labor crews to prepare new sites for planting, control weeds on existing sites, and plant native trees and shrubs.	X	X	X	X
	Maintain GPS and GIS data; track and compile deliverables.	X	X	X	X
	Manage wholesale plant orders, delivery, and storage.	X	X	X	
	StreamCare sites that reach the five-year mark will be evaluated to determine if the site is ready to graduate or if the landowner agreement should be extended. Offer site visits to those graduating.	X			
	Offer assistance with enrolling in the ODFW Riparian Program for sites that graduate from StreamCare.	X	X	X	X
Weed Control	Develop options for offering easements on graduated StreamCare sites.	X	X	X	X
	Complete five-year program plan		X	X	
	Confirm reports of species on the EDRR weed list, obtain landowner permission, and provide rapid treatment to locations outside of the City of Portland.	X	X	X	X
	Provide technical assistance with weed identification and control methods.	X	X	X	X
	Participate in both the 4-county and Columbia Gorge Cooperative Weed Management Areas.	X	X	X	X
	Re-visit knotweed sites and continue to treat any new growth.	X			
	Continue to survey for additional knotweed; obtain permission and treat sites.	X			



Continue to annually treat all known satellite populations of garlic mustard to prevent seed set.			X	X
Continue to survey for and treat new satellite populations of garlic mustard.			X	X
Coordinate with partners to ensure that garlic mustard control is happening regionally.			X	X
Provide a free dumpster in Corbett for landowners to dispose of pulled garlic mustard plants.			X	X
Continue to survey for additional infestations of false brome, English ivy, Old man's beard, and spurge laurel as well as all EDRR species and species of concern.	X	X	X	X
Treat all known false brome and spurge laurel populations in target areas where landowner agrees. Continue working to reduce English ivy and Old man's beard in the target areas.	X	X	X	X
Re-vegetate weed control sites as needed.			X	
Analysis to determine if the reduce coverage goals for false brome, English ivy, Old man's beard and spurge laurel were met and to set new goals.	X			



Appendix 5: Urban Lands FY17-18 Activity List

URBAN LANDS - Annual Project Activities and Deliverables		Timeframe			
		Q1	Q2	Q3	Q4
Urban Program	Complete the five-year program plan.	X	X	X	
	Pilot Project: Engage one education and outreach intern for Urban Lands workshop coordination	X	X	X	X
	Define program monitoring and evaluation metrics.	X	X	X	
	Complete research of affordable housing developments and how we might engage them with new CLIP opportunities.	X	X		
	Develop 3 new printed outreach pamphlets.	X	X		
	Refine and update EMSWCD web content.	X	X		
Workshops / Education	Provide 1-hour presentations to increase awareness of sustainable landscape issues. 10/year; 200 attendees.	X	X	X	X
	Provide 4-hour naturescaping basics workshops to increase awareness of wildlife/pollinator, water conservation, and water quality issues and residential scale solutions. 6/year; 150 attendees.	X	X	X	X
	Provide 4-hour Rain Garden workshops to increase awareness of water quality issues and residential scale solutions. 6/year; 150 attendees.	X	X	X	X
	Provide 2-hour native plants workshops to increase awareness of native plant benefits for residential landscapes. 6/year; 150 attendees.		X	X	X
	Provide 2-hour urban weeds workshops to increase awareness of the threats posed by invasive and noxious weeds. 6/year; 150 attendees.		X	X	X
	Provide 2-hour Pollinator workshops to increase awareness of wildlife habitat and reduce the use of synthetic chemicals used in the landscape. 6/year; 150 attendees.	X	X	X	X
	Provide 2-hour Beneficial Insects workshops to increase awareness of wildlife habitat and reduce the use of synthetic chemicals used in the landscape. 6/year; 150 attendees.	X	X	X	X
Technical and Financial Assistance	Provide technical consultations and site visits to residential, commercial, and industrial landowners. 80/year, 20/quarter.	X	X	X	X
	Provide technical consultations and site visits to grants program applicants and/or projects. 20 consults/year.	X	X	X	X
	Provide incentives to support installation of residential rain gardens and other sustainable practices in qualifying areas.	X	X	X	X
	Connect with 3 large land managers per year to build relationships, encourage sustainable land management practices, and promote EMSWCD services.	X	X	X	X
Events	Host a native plant sale to support naturescaping principles throughout the EMSWCD service area by providing a diverse selection of affordable native plants to residents. 700 participants; 10,000+ bare-root trees and shrubs sold.		X	X	
	Offer a naturescaped yards tour to demonstrate and encourage naturescaping principles. 500 attendees.			X	X



Outreach	Engage new and existing community leaders/groups/organizations in priority areas each quarter. Q1=4, Q2=2, Q3=2, Q4=4.	X	X	X	X
	Provide group tours of the EMSWCD facilities to demonstrate naturescaping principles in practice. 4 tours/year; 100 attendees.	X	X	X	X
	Table at community events with literature about EMSWCD programs and events.	X	X	X	X
	Translate selected workshop and outreach materials. Identify which outreach content materials/workshops should be translated, develop a schedule, identify translation resources/companies, get materials translated.	X	X	X	X
	Attend 6 community meetings to promote EMSWCD workshops and introduce public to the benefits of sustainable landscaping practices.	X	X	X	X
	Conservation Corner - assess how we utilize the demonstrations at the headquarters office and develop an outreach plan to enhance the visibility and education value of the site.	X	X		
Partnerships	Help to guide the development of user-friendly native plants web tool. Participate in Guidance Committee and provide support to Oregon Flora Project as needed to develop the tool.	X	X	X	X
	Help to guide the development of user-friendly IPM web tool. Participate on review committee.	X	X	X	X
	Utilize and promote community organization or non-profit services to increase wildlife and pollinator habitat within targeted neighborhoods via community action projects, workshops and citizen science.	X	X	X	X
	Work with and support PDX Greywater Partnership's efforts to implement the "Greening with Greywater" workshop series.	X	X	X	X
	Collaborate with partner SWCD's towards a more strategic approach to providing more continuity across urban messaging content and possibly workshop offerings.	X	X	X	X
Demonstration Projects	Collaborate with Watershed Councils within EMSWCD boundaries.	X	X	X	X
	Work with project partners to draft a 5-year implementation plan for prioritized retrofit projects on the MHCC campus.	X	X		
	Create an outreach implementation plan for the MHCC retrofit project.	X			
	Develop and initiate contracts and agreements necessary to begin implementation of the three top priority projects on the MHCC Campus.	X			
	Begin work on the three top priority projects identified in the MHCC assessment.			X	X
	Partner with community organizations, jurisdictions and non-profits to identify potential large-scale demonstration projects within targeted neighborhoods. Develop project plans and partnership agreements.	X	X	X	X



Appendix 6: Conservation Legacy FY17-18 Activity List

CONSERVATION LEGACY - Annual Project Activities and Deliverables		Timeframe			
		Q1	Q2	Q3	Q4
Headwaters Program	Finalize Five-Year Headwaters Farm Plan.		X	X	
	Outreach and engagement to prospective farmers, program partners, and the public will be conducted annually through social media, print media, events, presentations, tabling, farm tours, fliers, and press releases.	X	X		
	Obtain at least ten HIP applicants for the 2018 growing season.		X		
	Two-to-five new farms recruited in FY17-18.		X	X	
	Host at least twelve incubator farmers at all times.	X	X	X	X
HW Site Improvements	Construction of a 148' x 30' hoop house.			X	X
	Construction of a four-bay, forced air, covered compost facility.		X	X	X
	Informational, safety, and regulatory signage installed throughout Headwaters Farm.		X	X	X
	Demolition of the residence at 29040 SE Orient Drive; general site improvement.	X	X		
	Build an additional wash station to mitigate high demand in existing facility.	X	X		
HW Farmer Support	Build stairs to connect the back of the barn to the prop house and hardening off area.		X		
	Tractor safety and operation training.			X	
	Record keeping cohort, participation in farm business record keeping training.			X	X
	BCS maintenance and individual farmer operation trainings.				X
	New farmer orientation.			X	
	Nutrient management training.				X
	Irrigation management training.				X
HW Soil Health	Land access and finance training.		X		
	Post-harvest handling training.			X	
	Cover cropping used on all farmable areas of Headwaters Farm while not currently in production (approximately 34 acres possible).	X	X	X	X
HW Resource Protection	Soil samples taken for all fields in October—both in production or not—to help determine fertility needs and document change.			X	
	Management of invasive weeds.	X	X		X
	Lime fields and applications of other amendments as needed.		X		X
	Realignment of roadway in close proximity of the North Fork of Johnson Creek within the Dianna Pope Natural Area, including 275ft of new gravel road situated away from the water resource and deconstruction and planting of 325ft of the existing roadway.				X
HW Resource Protection	Grass waterway installation (~200ft) paralleling the eastern driveway from the barn down towards the creek.		X		
	Stormwater trenches backfilled with perforated pipe and drain rock along the driveway that connects the barn and office (~450ft) and the western driveway (350ft).		X		
	Infiltration ditches on each side of the new hoop house to manage stormwater and reduce flows into the existing grass waterway.	X			
	Establish additional 1,325ft of native hedgerows directly adjacent the western driveway.	X	X	X	



	Work with incubator farmers to implement a suite of practices that promote good stewardship, including: organic practices, cover cropping, soil amending as needed, properly timed tillage, drip irrigation, reducing compaction, among others.	X	X	X	X
HW Demonstration	Highlight and promote key conservation efforts by keeping an active social media presence and updating the HIP page on the EMSWCD website regularly.	X	X	X	X
	Write article on silage tarp bulk purchase for Growing for Market publication.	X			
	Create plan for the incorporation of interpretive signage and other informational documentation at the farm; begin making and displaying signs.		X	X	
	Lead tours at Headwaters Farm for prospective farmers, program partners, and the general public.	X	X	X	X
	Help facilitate training at Small Farm School on land access and evaluation.	X			
Land Legacy Program (LLP)	Tabling, presentations, events, and other outreach opportunities as they arise.	X	X	X	X
	Finalize 5-year Land Legacy Program plan.	X	X	X	X
	Develop and implement outreach program for the Ag community.	X	X	X	X
	Update and expand Land Legacy content on the EMSWCD website as well as other promotional materials.		X	X	
	Develop and implement data and project management tracking and filing systems.	X	X	X	
LLP Farm Lands	Develop/refine program foundational documents	X	X	X	
	Refine agricultural focal area property prioritization and potentially develop similar methodology for non-focal area agricultural properties.	X	X	X	
	Provide 4 distinct opportunities for the 75 highest priority landowners to learn about the working lands conservation easement program.	X	X	X	X
	Conduct working lands conservation easement valuation analysis.	X			
	Refine goals of the farmland component of the program.	X	X		
	Research and develop farmland conservation techniques.	X	X		
	Opportunities rapidly and creatively responded to; two or more properties will be brought before the EMSWCD board to consider for protection.	X	X	X	X
	Farm management plan policy developed; District property interests managed in accordance with this policy.		X	X	X
	Conservation easement management policy (and associated materials) developed	X	X	X	
	SWCDs / Land Trust partnerships explored and potentially developed.	X	X	X	X
LLP Natural Lands	Farm succession related materials refined/developed and workshop held.		X	X	X
	Refine Natural Lands program goals.	X	X		
	Maintain catalogue of relevant partner conservation plans, identify and obtain new partner plans, and to the extent possible, retrieve the associated maps and spatial data to allow for a prioritization of natural areas in need of protection. Work with partners to ensure EMSWCD has the most up to date versions of all relevant plans.	X	X	X	X
	Meet with potential partners to discuss priority natural areas; if successful, support protection efforts financially with partner entity in the lead.	X	X	X	X
	Evaluate whether existing reactive paradigm should continue or be modified.	X	X	X	
	Finalize and adopt the long-term management plan for the Dianna Pope Natural Area (DPNA).	X			
	Design and install boundary markers, welcome sign, and interpretive sign in DPNA.		X	X	X
	Complete and report on wildlife and plant survey of the DPNA	X	X	X	



LLP Access Lands	Refine Access to Nature program goals.	X	X		
	Maintain catalogue of relevant partner conservation plans, identify and obtain new partner plans, and to the extent possible, retrieve the associated maps and spatial data to allow for a prioritization of access to nature areas in need of protection.	X	X	X	X
	Using partner plans and other relevant tools that relate to under-served communities and access to nature; assess and prioritize potential access to nature protection opportunities.	X	X	X	
	Meet with potential partners to discuss priority access areas; if successful, support protection efforts financially with partner entity in the lead, especially those targeted to under-served communities.	X	X	X	X
	Evaluate whether existing reactive paradigm should continue or be modified.	X	X	X	
Grants Program	Complete 5-year Grants Program plan.		X	X	X
	Fund at least one large scale, multi-year restoration project through the PIC Plus or Strategic Partnership Agreement.			X	X
	Fund at least five restoration, naturescaping and/or water quality monitoring projects.			X	X
	Fund at least five projects that address stormwater runoff, water quality/conservation, and/or soil erosion.			X	X
	Fund at least three project that promotes sustainable agriculture.			X	X
Grants - Env. Education	Convene PIC grantees and other key stakeholders involved in environmental education for older youth and/or the green jobs pipeline to: identify the scope of programs in the EMSWCD service area; identify needs and how to address them; and gain input on how we can provide more strategic funding in this area.		X		
	Fund at least five mission-specific environmental and/or garden education projects for youth.			X	X
	Fund at least five projects that contain an educational component – hands-on involvement of students or volunteers, work skills training (restoration, gardening, sustainable agriculture), and/or demonstration/interpretive element.	X	X	X	X
	Fund at least five community events focused on environmental education that reach at least 500 EMSWCD residents through SPACE grants.	X	X	X	X
	Re-convene PIC grantees and other key stakeholders involved in school and community gardens to: consider follow-up to the school survey results and mapping projects funded through 2016 PIC grants.		X		
Grants - Gardens	Complete garden needs assessment		X		X
	Fund the development of at least three new community or school garden spaces in the District.			X	X
	Fund upgrade and/or maintenance of at least five community or school gardens.	X	X	X	X
	Participate in the Intertwine Greening of Schoolyards collaborative to help implement initiatives focused on increasing the presence of gardens and other green infrastructure on public school grounds.	X	X	X	X
	Support, through grants and/or facilitation, at least two partnerships that cross traditional sector lines and help to build alliances between conservation groups and culturally specific community organizations.		X	X	X
Grants - Capacity	Fund at least three projects that help build organizational and technical capacity of organizations to carry out conservation projects.			X	X
	Participate in the Equity Grant Makers group, EMSWCD's Equity Team, and training to address barriers to greater equity in grantmaking and conservation funding.	X	X	X	X
	Support, through grants and/or facilitation, at least two partnerships that cross traditional sector lines and help to build alliances between conservation groups and culturally specific community organizations.		X	X	X



Appendix 7: Annual Activities Schedule

PROGRAM AREA	JULY	AUG.	SEPT.	OCT	NOV.	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE
BOARD	Board vac notice (even)				Board Elect. (even)		Board sworn in	New Board training				
							Board & Committee officers chosen	New Associate Directors training				
	Approve Annual Work Plan		Approve Annual Report						Budget Meeting 1	Budget Meeting 2	Budget Meeting 3	Adopt Budget
ALL PROGRAMS			Annual Meeting									
	Annual Report			Quarterly report			Quarterly report			Quarterly report		Annual Work Plan
	Perform. reviews											Individual work plan
							NADC Conference	SDAO Conference			CONNECT Conference	
FINANCE & OPERATIONS							Budget training	Budget dvlpt.	Budget dvlpt.	Budget dvlpt.	TSCC hearing	
		Audit field work		Audit finalized and accepted		Audit due						Engage auditor
										OSHA 300 report		SDAO BP
RURAL LANDS	ODA report			ODA report			ODA report			ODA report		
	StreamCare maintenance and site prep							StreamCare planting		StreamCare maintenance and site prep		
		Far West Show					NW Ag Show					
	Weed control						Weed control					
URBAN LANDS			Plant Sale planning				Plant Sale					
								Yard Tour planning		Yard Tour		
	Outreach meetings									Outreach meetings		
	Tabling events									Tabling events		
			Spring workshop planning, and promotion					Active spring workshop season				
		Fall workshop planning		Active fall workshop season						Fall workshop planning, and promotion		
CONSERVATION LEGACY		PIC outreach		PIC apps open		PIC apps due		PIC review		PIC approval		
				HIP apps	HIP selection							
	HIP seasonal production								HIP seasonal production			
								Farm succession workshop				