



ANNUAL WORK PLAN

2018-2019

East Multnomah

Soil & Water

Conservation District



Helping people care for land and water since 1950.

June 30, 2018

Version 1.2



**East Multnomah Soil & Water Conservation District
Annual Work Plan for Fiscal Year 2018-2019
June 30, 2018
Version 1.2**

This revised plan was presented for approval to the Board of Directors for the East Multnomah Soil and Water Conservation District on: November 5, 2018

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. Aerial photo of Headwaters Farm from Google Earth.

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1. 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 within Multnomah County. The Vision and Mission (below) establish the foundation for all of EMSWCD's work.

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 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 \$13.68 million for the fiscal year, the EMSWCD implements its activities through four programmatic units: 1) Finance and Operations; 2) Urban Lands; 3) Rural 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 Urban Lands Program provides workshops, project consultations, demonstration projects, and public events, such as native landscaping tours and native plant sales. The Rural Lands Program focuses on providing advice to farmers and other land managers on best practices, improving riparian habitats, and eradicating invasive weeds. 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 during the Fiscal Year July 2018 - June 2019 (FY18-19). Narrative descriptions of the planned work can be found throughout the body of the document. Major deliverables identified for each programmatic unit include:

Finance & Operations:

- FY17-18 budget audit completion.
- FY19-20 budget development.
- 2018-2023 Strategic Plan finalization and adoption.
- Organizational equity plan development.
- Branding/Style/Identity guide adoption.

Rural Lands:

- Outreach efforts on ODA AgWQ focus area.
- At least 20 technical assistance site visits.
- Implementation of Erosion Solutions program.
- Maintenance of 465 acres of StreamCare sites and assessment of new tributaries.
- Maintenance of six current weed species/sites and prevention of new species from establishing.

Urban Lands:

- Implementation of prioritized stormwater management and habitat creation projects on the MHCC campus.
- At least 80 technical consultations or site visits.
- At least 48 workshops to increase awareness of water quality, water conservation, wildlife habitat, beneficial insects, native plants, and the threat of noxious weeds.

Conservation Legacy:

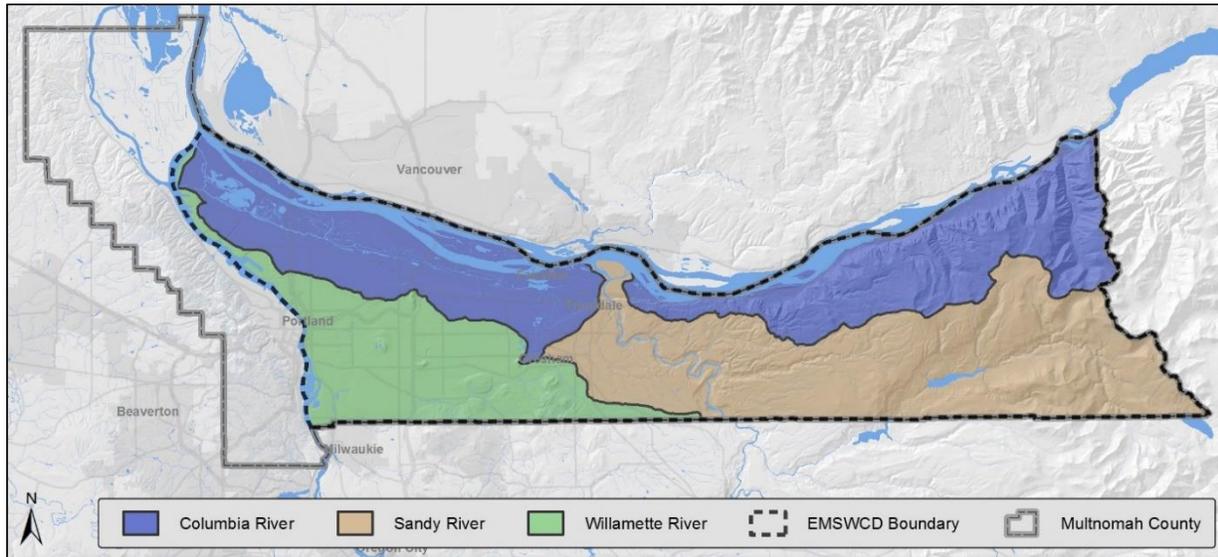
- Two to five new farms recruited to participate in Headwaters Incubator Program (HIP); three HIP farms graduate.
- At least four new properties considered for protection.
- Grant funding provided for projects addressing habitat restoration, water quality, stormwater runoff, soil erosion, sustainable agriculture, environmental education, community and school gardens, and capacity building.



2. Introduction and EMSWCD Overview

The EMSWCD serves approximately 700,000 residents who live and manage land east of the Willamette River 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: Major Watersheds of the EMSWCD



A Governing Board of five publicly-elected Directors, two appointed Associate Directors and a 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). 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 3.

2.1 Organizational Values, Vision, Mission, and Strategic Goals

The draft EMSWCD 2018-2023 Strategic Plan 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.*

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 draft *Strategic Plan* also 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.***

2.2 Plan Purpose

The EMSWCD FY18-19 Annual Work Plan outlines the activities the EMSWCD will undertake from July 1, 2018 through June 30, 2019 to address the goals identified in the EMSWCD *2018-2023 Strategic Plan*,¹ currently in draft form. The EMSWCD FY18-19 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. EMSWCD Governance

3.1 Board of Directors

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.

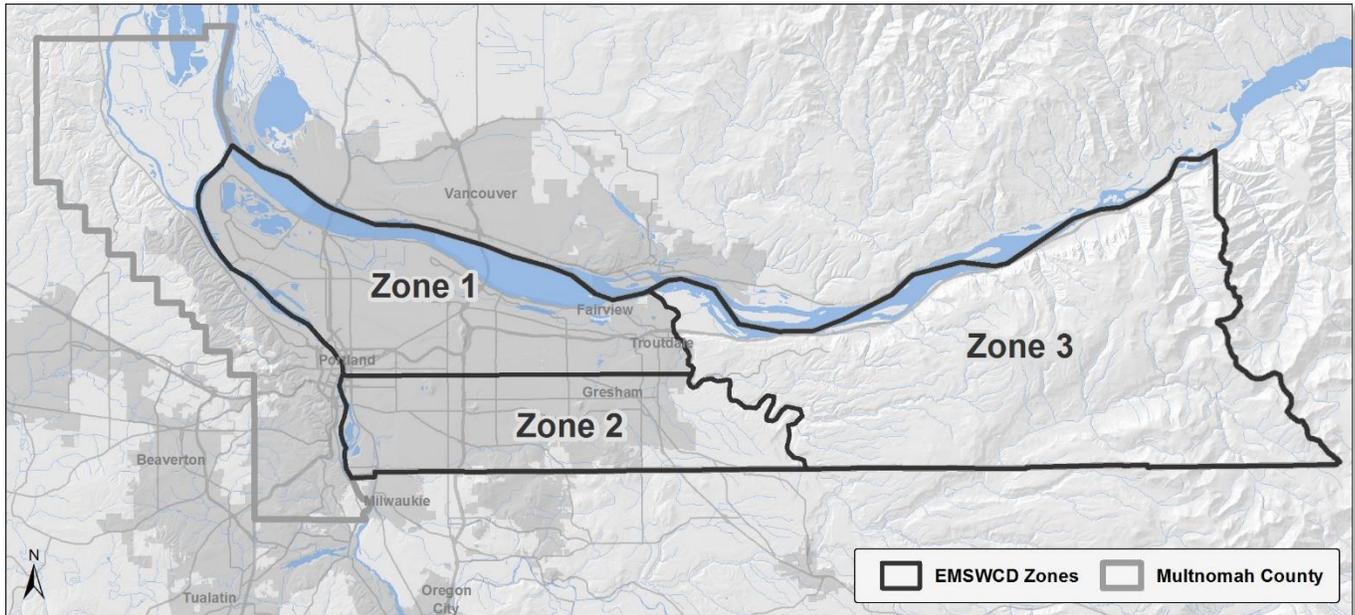
Board directors are elected in the November General Election held in even numbered years and serve four-year terms. Director terms are staggered so that all positions are not typically elected simultaneously, which helps provide continuity and operational consistency. Conservation districts can expand 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.

The Board normally meets once per month during the fiscal year. At the start of FY18-19, the EMSWCD Board members will be composed of two zone Directors, two at-large Directors, two Associate Directors, and a single Director Emeritus (see Appendix 2). The EMSWCD zones associated with the zone Directors are shown in Map 2. The Zone 1 Director position was vacated in April 2018 and remained so as of August 2018; it is anticipated that a new Zone 1 Director will be elected in November 2018 be sworn into office in January 2019. The Zone 3 Director position and the At-large 2 Director position will also be up for election in November 2018.

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



3.2 Committees

All Board members are expected to serve on at least one of the six standing committees during this period: 1) Budget Committee; 2) Land Legacy Committee; 2) Personnel Committee; 3) Grants Committee; 4) PIC Committee; 5) CLIP Committee; and 6) SPACE Committee. In addition to standing committees, the Board has the option of establishing ad-hoc committees for special circumstances or projects. 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.

3.3 Executive Director

The Board 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 FY18-19, 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 policies.



3.4 District-wide Strategic Initiatives

Over the last year EMSWCD has been embarking on two important planning initiatives that will inform the organization's structure and operations. This work will continue in FY18-19.

Diversity, Equity, and Inclusion

EMSWCD engaged an external service provider to conduct awareness raising training and to help develop a plan to address Diversity, Equity, and Inclusion (DEI) for EMSWCD's programs and services. It is anticipated that the first iteration of EMSWCD's DEI Plan will be finalized and implementation begun this fiscal year.

Climate Change

Climate change has the potential to impact many areas of EMSWCD's work and programs, as well as EMSWCD's resources and constituents. The internal planning efforts to address climate change will continue in FY18-19 and are aimed primarily at understanding what role EMSWCD could play to complement the existing efforts of other organizations in the region. In doing so, EMSWCD will identify the risks posed by climate change and the opportunities to mitigate and adapt to climate change through EMSWCD's work.

4. Finance and Operations

The Finance and Operations Program oversees administrative functions that cut across all EMSWCD programs and activities. The major functional areas of the Program include:

- Budget and Finance
- Board and Committee Management
- Human Resources Management
- Facilities, Fleet and Equipment Management
- Information Technology
- Marketing and Media
- Office Administration

The Finance and Operations Program FY18-19 budget is \$738,546, which includes funding for the following 4.5 FTEs (full-time-equivalents):

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

Sections 4.1 – 4.7 below provide further explanation and a summary of planned activities for FY18-19.



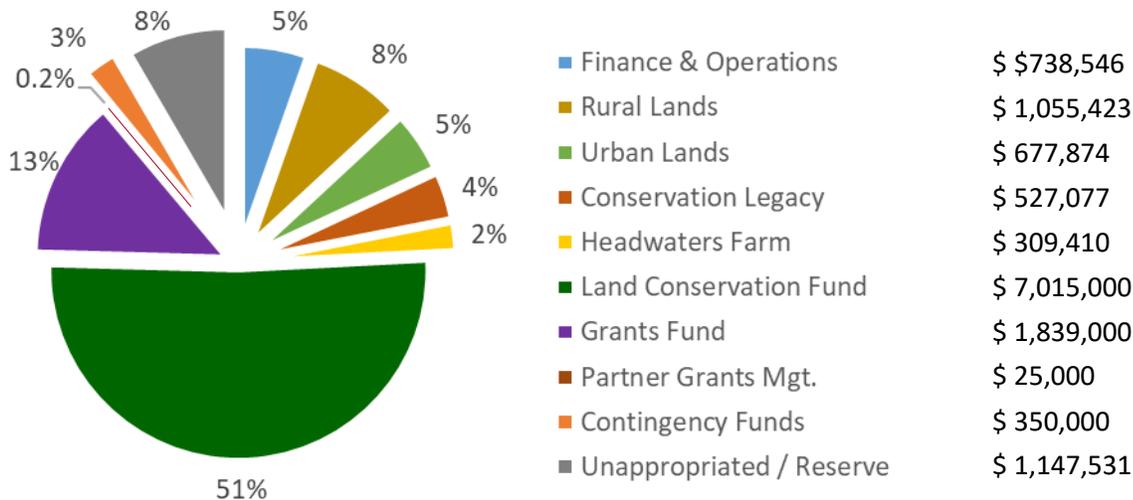
4.1 Budget and Finance

The total EMSWCD FY18-19 budget is \$13.68 million (see Table 1 and Figure 1), which matches funding sources of \$13.68 million (see Table 2 and Figure 2). Of this, the total amount allocated for potential program expenditures in FY18-19 is \$12.2 million, of which \$3,308,330 is allocated for direct operational expenditures. The Conservation Legacy Program has the largest program budget at \$9,690,487 as this includes the capital funds for land purchases and grants to external agencies.

Table 1: FY18-19 Budget

Category		Purpose	Budgeted Amount
Operations	Finance & Operations	Staffing, facilities, and operations	\$738,546
	Rural Lands	Staffing, contracting, and operations	\$1,055,423
	Urban Lands	Staffing, contracting and operations	\$677,874
	Conservation Legacy	Staffing, contracting and operations	\$527,077
	• Headwaters Farm	Farm-specific staff and operations	\$309,410
Sub-total Operations			\$3,308,330
Capital, Grants, and Contingency/Unappropriated	Land Conservation Fund	Acquisitions	\$7,015,000
	Grants Fund	External grants	\$1,839,000
	Partner Grants	Pass through funds	\$25,000
	Contingency Funds	Unanticipated costs	\$350,000
	Unappropriated Funds	Funds held in reserve	\$1,147,531
Sub-total Grants, Funds and Reserves			\$10,376,531
Total EMSWCD Budget			\$13,684,861

Figure 1: FY18-19 Budget



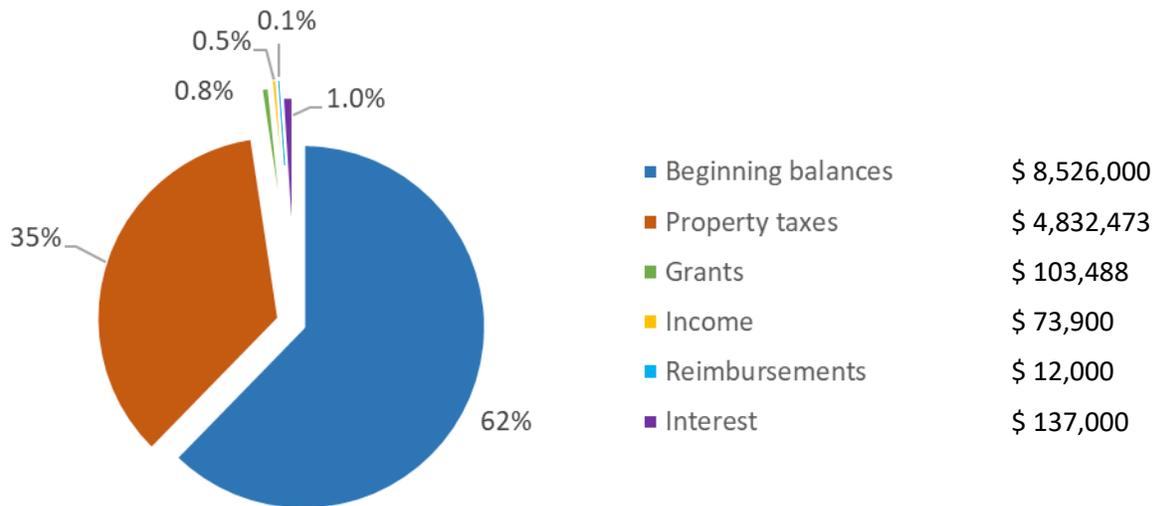


Anticipated revenues from property taxes represent the largest source of new funding for FY18-19, accounting for 35% of total funding sources. EMSWCD’s permanent property tax rate limit of \$0.1000 per \$1,000, which was approved by voters in 2005, is estimated to generate nearly \$4.83 million in FY18-19. The special capital funds and general fund carry-over from the previous fiscal year represent the largest source of available funding at \$8.5 million.

Table 2: FY18-19 Funding Sources

Source	Purpose	Sub-totals	Funding Totals
Beginning balances	General Fund carry-over from FY17-18	\$ 1,360,000	
	Conservation Fund carry-over from FY17-18	\$ 6,250,000	
	Projects & Cost Share Fund carry-over from FY17-18	\$ 916,000	\$ 8,526,000
Property taxes	FY17-18 levied taxes estimated to be received	\$ 90,000	
	FY18-19 levied taxes estimated to be received	\$ 4,742,473	\$ 4,832,473
Grants	ODA Administrative Grant	\$ 23,546	
	ODA Focus Area Funding	\$ 54,942	
	Partner grants pass-through (anticipated)	\$ 25,000	\$ 103,488
Income	Native plant sales	\$ 35,000	
	Farm lease payments	\$ 38,900	\$ 73,900
Reimbursements	From partners	\$ 7,000	
	From Headwaters Farm-related activities	\$ 5,000	\$ 12,000
Interest	General Fund interest on bank/investment accounts	\$ 28,000	
	Conservation Fund interest	\$ 90,000	
	Projects & Cost Share Fund interest	\$ 19,000	\$ 137,000
Total			\$ 13,684,861

Figure 2: FY18-19 Funding Sources





The CFO coordinates budget preparation, tracks and reports expenditures, oversees annual audits, manages EMSWCD’s bank accounts and investments, and oversees procurement and contracting.

Budget discussions for fiscal year (FY19-20) will likely begin in January 2019 by evaluating program success during the first six months of the performance period. A draft budget is 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 2019, adoption in June 2019, and implementation beginning in July 2019.

Annual Activities and Deliverables (Budget and Finance)	Q1	Q2	Q3	Q4
Complete FY17-18 budget audit.	X	X		
Track FY18-19 budget and produce budget to actual reports.	X	X	X	X
Develop FY19-20 budget.			X	X
Review Fiscal Policies and recommend changes as needed.				X
Review Contracting Policies and recommend changes as needed.	X	X	X	X
Review and monitor EMSWCD contractual agreements.	X	X	X	X

4.2 Board and Committee Management

EMSWCD Board and committee meetings are public forums within which policies, major strategies and actions, and budgets are determined. The Finance and Operations program serves the needs of the Board members, committee members, the Executive Director and the public in preparing and hosting effective Board and committee meetings. The Office Manager servers as the “clerk” for the Board of Directors and committees, and on doing so helps to schedule and coordinate the implementation of all public meetings.

Annual Activities and Deliverables (Board and Committee Management)	Q1	Q2	Q3	Q4
Schedule, notice, prepare logistics, distribute materials for and host 11 Board of Directors meetings.	X	X	X	X
Take and prepare minutes, and maintain all records for 11 Board of Directors meetings.	X	X	X	X
Schedule, notice, prepare logistics, distribute materials for and help organize approximately 16 committee meetings.	X	X	X	X
Take and prepare minutes, and maintain all records for ~16 committee meetings.	X	X	X	X
Assess the opportunity for, and if viable, establish every other month Board of Directors meetings on a trial basis.	X	X		
Support administration requirements for the November Director elections, including public notice, publicizing opportunity for candidates to file for elected Director positions, and responding to queries from the public.	X	X		
Onboard at least two new directors or associate directors.		X	X	



4.3 Human Resources Management

The Finance and Operations Program maintains a human resources system, procedures and elements to service more than 20 full-time and part-time staff, to help ensure staff can effectively carryout their public duties. Program goals for human resources include:

1. **Promote equity and embrace the diversity of humanity of our workplace.**
2. **Recruit, develop and retain a professional, diverse and responsive workforce.**

The Office Manager serves as EMSWCD’s human resources representative, and in so doing maintains personnel records, monitors and explains employee benefits, coordinates with hiring managers regarding vacancies, and responds to public inquiries regarding positions. Specific human resources management activities and deliverables for FY18-19 are identified in the table below.

Annual Activities and Deliverables (Human Resources)	Q1	Q2	Q3	Q4
Conclude hiring for the vacant CFO position.	X			
Review health and other insurance benefits to determine if changes or enhancements are needed for upcoming fiscal year.			X	X
Review and update Employee Handbook/Personnel Policies.	X	X	X	X
Compile and provide an overview of EMSWCD’s HR policies and benefits in comparison to other agencies.			X	X
Research options for a new web-based employee management system including annual work planning and performance management and review.	X	X		
Maintain confidential personnel files	X	X	X	X
Research HR wellness and commute incentives	X	X	X	

4.4 Facilities, Fleet, and Equipment Management

EMSWCD owns and/or operates several facilities, vehicles, and equipment as part of its daily operations. These items are maintained in a safe, functional and effective condition. 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) additional agricultural properties acquired through the Land Legacy Program. Most of the staff are based at the headquarters office, which consists of a large restored house, naturescaped yard, and 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 farm properties managed under the Land Legacy Program are addressed in Section 7.2.

The Facilities Manager oversees the general condition, maintenance and repair of EMSWCD owned buildings and other infrastructure, vehicles and equipment. For minor issues, the Facilities Manager may undertake maintenance and repair activities him/her self. Many tasks however, will be contracted out due to the timing, scale or technical nature of the issue. There are numerous daily, weekly, and monthly routine activities related to facilities, fleet and equipment management.

One major upgrade project is anticipated for the headquarters office this year; a redesign of the staff kitchen. Since there are budget limitations for this project, the design and potential construction will be done in-house to the extent possible. The significant Facilities, Fleet and Equipment management tasks and projects planned for FY18-19 are listed below.



Annual Activities and Deliverables (Facilities, Fleet and Equipment)	Q1	Q2	Q3	Q4
Facilities				
Staff kitchen re-design at Williams Ave. Headquarters.	X	X	X	X
General maintenance of building and facilities at Williams Ave. Headquarters.	X	X	X	X
General maintenance of buildings, equipment and facilities at Headwaters Farm.	X	X	X	X
General maintenance of buildings and facilities at Oxbow Farm, Stone Rd (Mishima) Farm, Gordon Creek Farm, and other properties acquired through the Land Legacy Program.	X	X	X	X
Fleet and Equipment				
General maintenance of state vehicles	X	X	X	X
Evaluate and, if deemed effective and efficient, implement fleet purchases.		X	X	

4.5 Information Technology Management

EMSWCD owns and operates the standard office and field-related information technology (IT) tools and systems necessary to complete its mission. The goal of IT management is to ensure that staff, Board members, and committee members have access to and are proficient in using highly functional IT systems and equipment.

IT responsibilities are shared between the Finance and Operations staff, supported by a contracted IT service provider. In collaboration with one another, they acquire and maintain EMSWCD-owned phones, computers, tablets, projectors, recording and other devices, as well as purchase and maintain various software solutions being used. Significant IT related projects and activities for FY18-19 are identified in the table below.

Annual Activities and Deliverables (Information Technology)	Q1	Q2	Q3	Q4
IT support to ensure properly functioning equipment and timely troubleshooting of technology problems.	X	X	X	X
Research and implement a new phone system	X			
Complete new office server acquisition, installation, and set-up.	X			
Purchase and set-up scheduled replacement computers for staff.	X	X	X	X
Investigate subscription-based solutions for the office software, and if deemed cost effective, purchase and implement.		X		

4.6 Marketing and Media

Throughout FY18-19, 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 at EMSWCD further all strategic and program-specific goals by increasing public awareness of, participation in, and perception of EMSWCD and its natural resources. Organizational-wide goals for marketing and media efforts, include:

1. **Increase the percentage of residents who know about EMSWCD.**
2. **Increase the percentage of 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.**



The Marketing and Media Manager implements most activities related to EMSWCD marketing and media, including using social media (web site, Facebook, Twitter) and developing a marketing plan, templates for public informational purposes, and brochures, postcards, newspaper/news media coverage, articles, and advertisements, and public surveys. Outreach staff in the Urban Lands Program and Rural Lands Program focus on outreach and, as such, many of the outreach materials for those programs are developed fully or in part by those staff. Major marketing and media related projects and activities for FY18-19 are identified in the table below.

Annual Activities and Deliverables (Marketing and Media)	Q1	Q2	Q3	Q4
Finalize (and implement) five-year Marketing Plan.	X			
Finalize the Branding and Identity Guide.	X	X		
Evaluate options for and establish an unpaid social media intern position.	X	X		
Evaluate use of billboards, public transportation, radio, local community newspapers and newsletters.	X	X	X	X
Develop, revise, maintain and add content to the website.	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
Coordinate and conduct press outreach.	X	X	X	X
Identify and implement advertising opportunities.	X	X	X	X
Develop and produce program displays and other outreach material.	X	X	X	X
Coordinate translations of various materials.	X	X		
Evaluate new website hosting platforms.	X			
Plan, evaluate bids for, and conduct a new marketing survey			X	X
Develop, test and implement a new online plant sale system.	X	X		

4.7 Office Administration

General office administration and operations are overseen by the Office Manager, assisted by other Finance and Operations staff. Office administration related projects and activities for FY18-19 are identified in the table below.

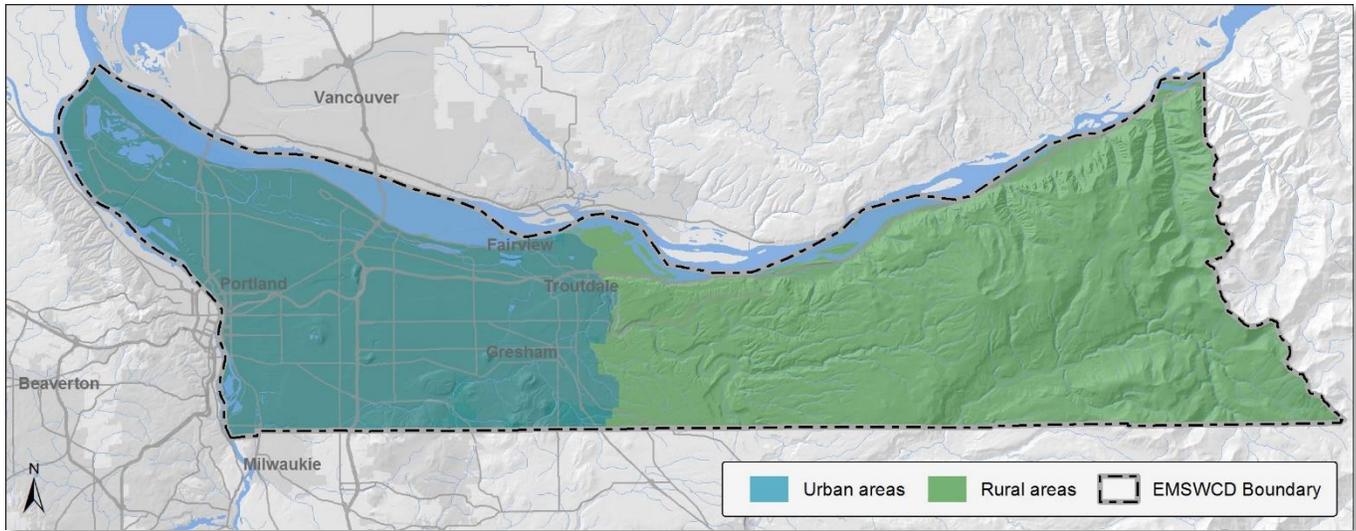
Annual Activities and Deliverables (Office Administration)	Q1	Q2	Q3	Q4
General office support and public reception.	X	X	X	X
Historical information organization, retention, filing, and archiving.	X	X	X	X
Current records management in accordance with Oregon public records law.	X	X	X	X
Research and/or develop needed policies and procedures.	X	X	X	X
Establish and maintain public access to Board and Committee information.	X	X	X	X
Improve internal management of and access to Board and Committee information.		X	X	
Develop schedule of community meetings/events for engagement purposes.		X		X
Establish contact list of the elected officials representing the district.		X		



5. Urban Lands

The Urban Lands Program generally focuses its efforts west of the Urban Growth Boundary (UGB) and east of the Willamette River in Multnomah County (see Map 3). The program fosters a stewardship ethic in the urban landscape by encouraging people to incorporate resource conservation and pollution prevention into everyday life. The Urban Lands Program provides people tools to make healthier, more informed choices for their families, communities, businesses, employers, and watersheds.

Map 3: Urban and Rural Areas of EMSWCD



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	

To contribute to achieving the above strategic goals, the following program goals have been established for the Urban Lands Program for 2018-2023:

1. Decrease urban stormwater runoff by reducing impervious surfaces and retaining stormwater on-sites.
2. Reduce the use of synthetic landscaping chemicals and pesticides.
3. Reduce the area of lawn and other high-water-use ornamental plants.
4. Increase the use of urban landscape water conservation methods and tools.
5. Increase the number of native plants, and area of green infrastructure within the urban growth boundary.
6. Increase public understanding of water quality, water quantity and natural habitat conservation concerns and inspire action to address those concerns.



These goals are pursued through implementation for the following strategies:

- Outreach and education;
- Technical and financial assistance;
- Partnership projects and regional campaigns;
- Demonstration projects; and
- Monitoring and evaluation.

Sections 5.1 – 5.5 below provide a summary of each of these strategies, along with a listing of the activities planned for FY18-19.

The Urban Lands Program FY18-19 budget is \$677,874, and includes the following five FTEs:

- Urban Lands Program Supervisor;
- Senior Conservationist (technical assistance);
- Two Conservation Specialist (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.

5.1 Outreach and Education

Outreach and education efforts aim to increase awareness and public understanding of water quality, water quantity and natural habitat conservation concerns and to inspire action to address those concerns. Urban Lands employs a variety of outreach and educational tools and techniques to bring conservation issues to the forefront of this diverse and populous area of the state. Activities and deliverables related to Urban Lands outreach and education efforts are given in the table below.

Annual Activities and Deliverables (Outreach and Education)	Q1	Q2	Q3	Q4
Outreach				
Recruit education and outreach intern.	X			
Develop 3 new educational documents (web and/or print).	X	X		
Update Urban Lands web content.	X	X		
Translate selected workshop and outreach materials.	X	X	X	X
Investigate ways to address impacts of climate change.	X	X	X	X
Design and produce promotional materials.	X	X		
Engage 12 new and existing community leaders/groups/organizations in priority areas each quarter. Q1=4, Q2=2, Q3=2, Q4=4.	X	X	X	X
Table at community events with literature about EMSWCD programs and events.	X	X	X	X
Attend 6 community meetings to promote EMSWCD workshops and introduce public to the benefits of sustainable landscaping/green infrastructure practices.	X	X	X	X



Workshops	48/year; 1,250 participants	Q1	Q2	Q3	Q4
1-hour presentations:					
• <i>Sustainable Landscaping/Green Infrastructure</i>	10/year; 200 participants	X	X	X	X
2-hour workshops:					
• <i>Native Plants</i>	5/year; 150 participants		X	X	X
• <i>Urban Weeds</i>	5/year; 150 participants		X	X	X
• <i>Pollinators</i>	6/year; 150 participants	X	X	X	X
• <i>Beneficial Insects</i>	6/year; 150 participants	X	X	X	X
• <i>Landscaping with Edibles</i>	6/year; 150 participants		X	X	X
4-hour workshops:					
• <i>Naturescaping Basics</i>	5/year; 150 participants	X	X	X	X
• <i>Rain Gardens</i>	5/year; 150 participants	X	X	X	X
Events	2/year; 1,300 participants	Q1	Q2	Q3	Q4
Host Native Plant Sale to provide a diverse selection of affordable native plants top constituents. 800 participants; 10,000+ bare-root trees and shrubs sold.			X	X	
Organize Naturescaped Yards Tour to demonstrate and encourage naturescaping and green infrastructure principles. 500 attendees.				X	X
Research opportunities for on-the-ground community involvement event that would alternate (every other year) with yard-tour			X	X	X

5.2 Technical and Financial Assistance

The Urban Lands Program provides technical assistance to landowners and managers to help them identify and pursue land conservation opportunities. Technical assistance addresses stormwater management, green infrastructure, invasive plant management and water conservation. Technical consultations may result in site level conservation plans being developed. Plans for specific conservation measures may also be eligible for and result in financial assistance. This assistance is often in the form of cost-share, where EMSWCD contributes a portion of funding for the implementation of conservation practices on the ground. Cost share funding is implemented through EMSWCDs Cooperative Landowner Incentive Program (CLIP) grant program. Specific activities and deliverables related to urban technical and financial assistance are given in the table below.

Annual Activities and Deliverables (Technical and Financial Assistance)	Q1	Q2	Q3	Q4
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
Work with local jurisdictions to address green infrastructure barriers.	X	X	X	X
Connect with 3 large land managers to build relationships, encourage sustainable land management practices, and promote EMSWCD services.	X	X	X	X
Cooperative Landowner Incentive Program	Q1	Q2	Q3	Q4
Finalize CLIP funding criteria	X	X		
Provide cost-share assistance for rain gardens and other practices. 5 projects/year	X	X	X	X



5.3 Partnerships

Numerous local, state, and national organizations undertake natural resource conservation activities in the Portland metro area. Key to working within such a diverse and populated area as Portland is to engage partners and participate in regional, multi-organizational campaigns. These engagement efforts multiply the reach and magnitude of change that the Urban Lands Program can achieve. Specific activities and deliverables related to Urban Lands participation in partnership projects and regional collaborations are given in the table below.

Annual Activities and Deliverables (Partnerships and Regional Campaigns)	Q1	Q2	Q3	Q4
Help develop native plants web tool by participating in guidance committee and providing support to Oregon Flora Project.	X	X	X	X
Help develop IPM web tool (Solve Pest Problems) by participating on OSU project teams.	X	X	X	X
Utilize and promote community organizations or non-profit services to increase wildlife and pollinator habitat within targeted.	X	X	X	X
Work with and support PDX Greywater Partnership and other water conservation groups and initiatives.	X	X	X	X
Participate in the Grant Butte and other land-use planning groups.	X	X	X	X
Collaborate with Watershed Councils within EMSWCD boundaries.	X	X	X	X

5.4 Demonstration Projects

The Urban Lands Program utilizes demonstration projects to educate others about conservation and to inspire similar efforts throughout the region and beyond.

Conservation Corner

The EMSWCD office, affectionately known as “Conservation Corner”, serves as an example and training center to demonstrate the various tools that are advocated by the Urban Lands program. Examples of the numerous tools that are demonstrated at the site include: naturescaping, rain gardens, green roofs, pervious pavement, and more.

Large-Scale Demonstration Projects

In collaboration with partners, the Urban Lands Program has begun pursuing implementation of large-scale demonstration projects. While aimed at significantly improving resource conditions at specific sites on a meaningful scale, these projects are also meant to educate others about conservation and serve to catalyze similar efforts elsewhere.

The first large-scale partnership-based demonstration project being implemented is at the Mount Hood Community College (MHCC) in Gresham. Planning and design for the project identified several retrofit opportunities to improve stormwater management and restore and establish native habitat. The partner organizations that are pursuing implementation for the identified projects include: the MHCC staff and faculty, the Sandy River Basin Watershed Council, the City of Gresham, Metro, Spirit Mountain Community Fund and other community partners. Demonstration project activities for Urban Lands staff for FY18-19 are identified in the table below.



Annual Activities & Deliverables (Demonstration Projects)	Q1	Q2	Q3	Q4
Implement the Conservation Corner outreach plan to enhance the visibility and educational value of the site.	X	X	X	X
Oversee maintenance and improvements to Conservation Corner landscape, green infrastructure (pervious pavement, roofs, walls, etc.), and Green Streets.	X	X	X	X
Provide group tours of the EMSWCD facilities to demonstrate naturescaping and green infrastructure principles in practice. 4 tours/year; 100 attendees.	X	X	X	X
Participate in outreach team for the MHCC retrofit project.	X	X	X	X
Participate in Steering committee for the MHCC retrofit Project.	X	X	X	X
Develop and initiate contracts and agreements as needed and necessary to begin implementation of the top priority projects on the MHCC Campus.	X	X	X	X
Work with partners to implement top priority projects identified in the MHCC assessment.			X	X
Engage with community organizations, jurisdictions and non-profits to identify/explore potential large-scale demonstration projects within targeted neighborhoods.	X	X	X	X

5.5 Monitoring and Evaluation

The Urban Lands Program, in conjunction with partner organizations, works to improve understanding of and track resource conditions over time to help determine whether EMSWCD and partner strategies are helping achieve goals. This involves identifying and reviewing existing partner monitoring efforts and identifying ways EMSWCD might possibly augment these monitoring efforts.

The program will be identifying indicators that will be tracked over time to monitor resource concerns in the urban area. 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 reviewing the results of partner tracking efforts 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. Activities related to monitoring and evaluation in FY18-19 are included in the table below:

Annual Activities and Deliverables (Monitoring and Evaluation)	Q1	Q2	Q3	Q4
Meet with partners, review partner monitoring reports, studies and findings.	X	X	X	
Define program monitoring and evaluation metrics.		X	X	X
Identify relevant information and review the results of partner tracking efforts.		X	X	X



6. Rural Lands

The Rural Lands Program focuses on the portions of Multnomah County that are east of the urban growth boundary. The program provides technical information, capacity, and financial assistance to help public and private landowners protect natural resources on their land. In so doing, the Rural Lands Program helps achieve four of EMSWCD’s broad strategic goals.

Table 3: Rural Lands 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	

To contribute to achieving these strategic goals, the following program goals have been established for the Rural Lands Program for 2018-2013:

1. **Decrease erosion from working lands in the rural part of the district to prevent sediment and bacteria from entering waterways.**
2. **Improve the efficiency of irrigation on working lands.**
3. **Increase stream shading to protect water temperature and improve riparian habitat in priority watersheds.**
4. **Understand water quality baseline levels in priority watersheds and trends over time.**
5. **Reduce the impacts of ecosystem altering weeds species on natural habitats in the rural part of the district, focusing on protecting high value native forest and riparian areas.**
6. **Limit invasive species pressure on natural regeneration of native forest in areas burnt by the 2017 Eagle Creek fire.**
7. **Increase awareness among landowners and managers about protecting and improving water quality, water quantity, soil health, riparian health, natural habitats, and reducing populations of invasive weeds.**

These goals are pursued through implementation for the following strategies:

- Technical and financial assistance
- StreamCare (riparian revegetation)
- Outreach and education
- Water quality monitoring
- Weed control

Sections 6.1 – 6.5 below provide a summary of each of these strategies, along with a listing of the activities planned for FY18-19.



The Rural Lands Program FY18-19 budget is \$1,055,423, which includes funding for the following seven FTEs:

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

6.1 Technical and Financial Assistance

Rural Lands program provides agricultural and other rural landowners technical assistance to help them identify and pursue opportunities for conservation on their land and minimize impacts on soil and water resources. This might include repair and remediation of ongoing erosion problems, improving irrigation efficiency or the design and siting of practices for heavy use areas, runoff management surrounding barns and stables, manure composting facilities, livestock exclusion fencing, and off-stream watering systems. Technical consultations may result in site level conservation plans being developed. Plans for specific conservation measures may result in financial assistance where EMSWCD contributes a portion of funding for the implementation of conservation practices on the ground.

To focus on and address the specific needs of the nursery industry, financial and technical assistance is being implemented under the brand “Erosion Solutions.” In EMSWCD, there are an estimated 3,167 acres of commercial nurseries and Christmas tree farms. Nurseries growing bare root deciduous trees as well as balled and burlapped coniferous trees plant rows parallel to the slope to ensure an even root ball at harvest. In addition, trees are harvested during the rainy season. These realities contribute to top soil loss and sediment loading of waterways. The focus for the coming fiscal year will be on implementation of erosion prevention practices on a 60-acre field and continuing to develop relationships with the nursery industry. Specific activities planned for Rural Lands technical and financial assistance for FY18-19 are included in the table below.

Annual Activities and Deliverables (Technical and Financial Assistance)	Q1	Q2	Q3	Q4
<i>Landowners Consultations</i>				
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
<i>Erosion Solutions</i>				
Implement erosion practices on 60-acre nursery property.	X			
Network within the nursery industry.	X	X	X	X
Work with cooperators to design and implement erosion prevention practices.	X	X	X	X

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



6.2 StreamCare

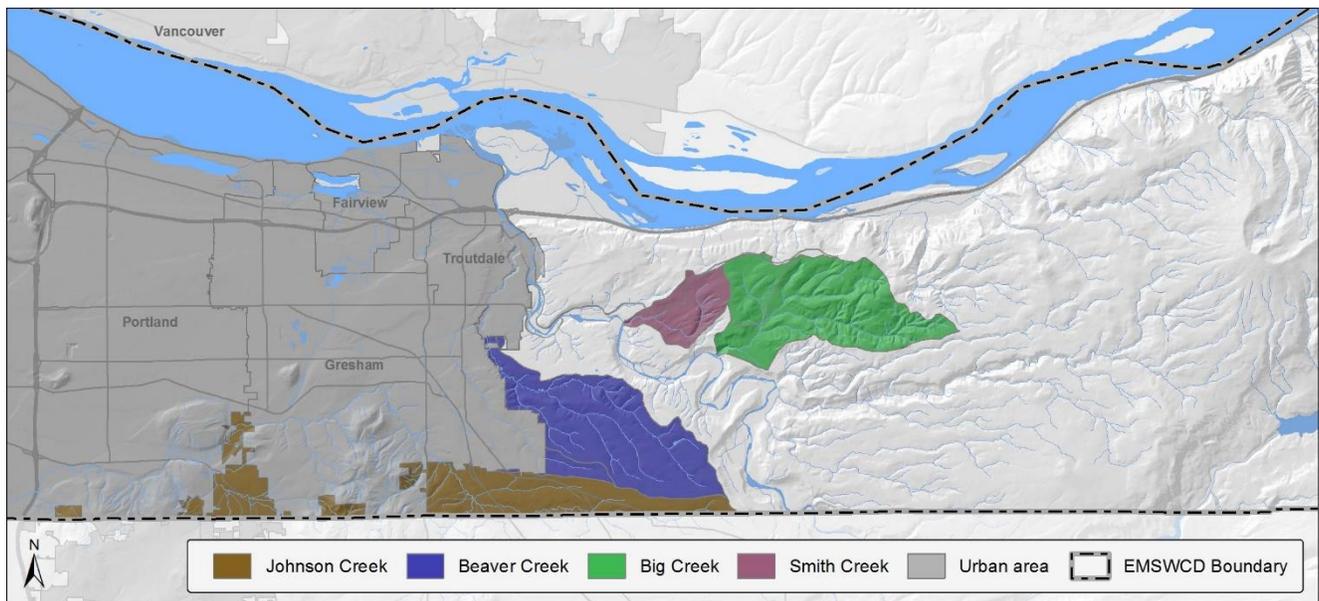
The EMSWCD established the StreamCare (riparian re-vegetation) program in 2008. The program’s purpose is to establish native riparian vegetation along streams to increase shade, thereby preventing solar heating of the stream and reducing stream temperatures. Streamside vegetation also prevents stream 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).

The focus on the majority of StreamCare sites is to reduce weed pressure to promote the growth of the planted, native trees and shrubs. Additional plantings are done on these sites as needed. Sites are evaluated after 5 years to determine if weed pressure is reduced to the point that the planted trees and shrubs will be able to survive without additional maintenance. If weed pressure is still too high, the agreement is extended. If not, the site is ready to graduate, and a site visit is scheduled with the landowners to walk through the StreamCare area and provide outreach materials, including a list of plants on their site and a native plant identification guide.

As more sites graduate, there may be capacity to begin offering StreamCare in additional watersheds. This will be evaluated annually. There is also a need to identify and develop options for long-term protection of these sites. Program staff will identify and develop options for Board review.

In the Johnson Creek watershed, there is an opportunity to use modelling to determine if plantings will provide enough of a reduction in solar radiation to meet the stream temperature total maximum daily load (TMDL). The goal is to run the model this fiscal year and use it to determine if more planting is needed.

Map 4: StreamCare Watersheds





Specific activities planned for the StreamCare program for FY18-19 are included in the table below.

Annual Activities and Deliverables (StreamCare)	Q1	Q2	Q3	Q4
<i>Site restoration and maintenance</i>				
The existing, planted StreamCare areas on 403 acres along 15 miles of stream will be maintained to ensure good rates of plant survival.	X	X	X	X
Another 25 acres prepared and planted in FY18-19.	X	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
Manage wholesale plant orders, delivery, and storage.	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.	X	X	X	X
For landowners that are graduating from StreamCare, offer a site visit. Approximately 63 acres along 2 stream miles are scheduled to graduate during FY18-19.	X	X	X	X
<i>Program development</i>				
Develop options for long term protection of graduated StreamCare sites.		X	X	
Estimate based on graduations when a new watershed can be added.		X	X	
<i>Monitoring and evaluation</i>				
Maintain GPS and GIS data; maintain StreamCare “database” track and compile deliverables.	X	X	X	X
Complete shade modelling of Johnson Creek.		X	X	

6.3 Outreach and Education

The Rural Lands program employs a variety of outreach and educational tools and approaches to reach rural constituents to raise awareness regarding rural water, soil, and natural habitat quality and quantity issues and related EMSWCD service offerings. A major component of this work is increasing the understanding of the impact, both positive and negative, private property owners can have on water quality and quantity. With agricultural landowners and managers, outreach helps increase awareness and implementation of the Agricultural Water Quality Plans in the area. A portion of the outreach conducted uses other topics, like pollinators or wildlife, to attract interest and engage landowners in conservation. Specific outreach activities planned for FY18-19 are provided in the table below.

Annual Activities and Deliverables (Outreach)	Q1	Q2	Q3	Q4
Use mailings, advertisements, web and social media to promote conservation, outreach events and program offerings.	X	X	X	X
Coordinate four workshops to provide conservation education and program information.	X	X	X	X
Develop video content for website and social media.		X	X	
Partner with other SWCDs to fund, develop and staff a booth at the Far West Show. Table at two partner events.	X	X		X
Use equity lens to evaluate outreach methods and materials to identify needed changes.		X	X	X



6.4 Water Quality Monitoring

EMSWCD monitors water quality in some streams and collaborates with multiple entities to establish baseline conditions and monitor progress over time.

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.

The Rural Lands Program will also monitor water temperature in Big and Smith Creeks. The Sandy River 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 2019 to identify trends. Specific monitoring activities planned for FY18-19 are identified in the table below.

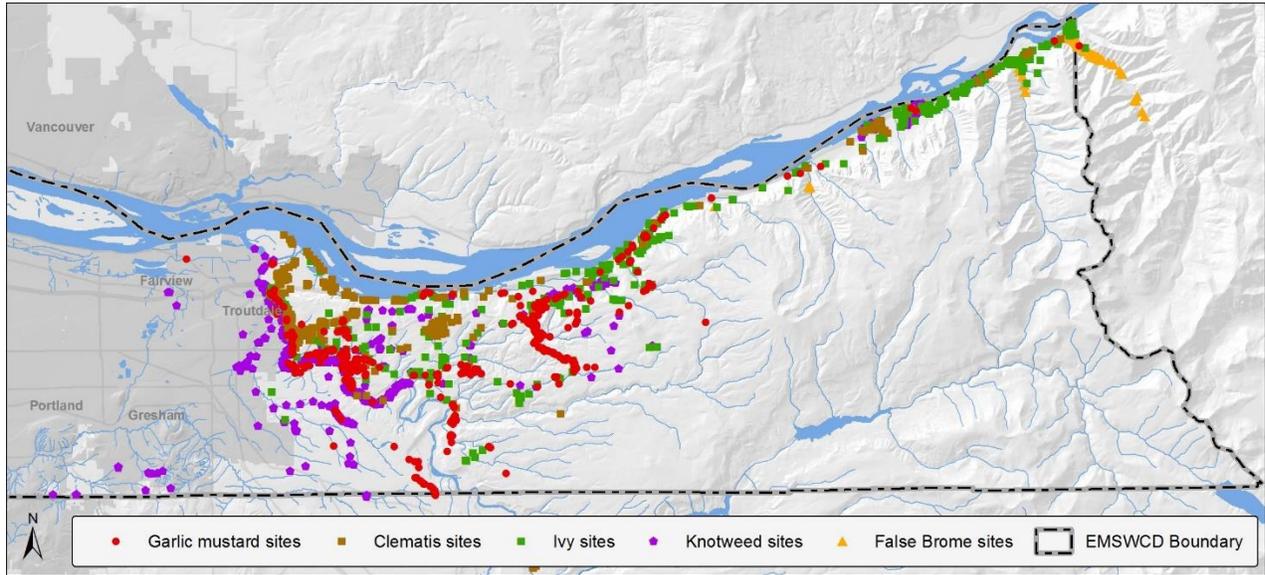
Annual Activities and Deliverables (Water Quality Monitoring)	Q1	Q2	Q3	Q4
Collect monthly samples in upper Beaver and Johnson Creeks. This will include on-site measurement of pH, conductivity, and turbidity as well as laboratory analysis for fecal bacteria, total suspended solids, total phosphorous, and nitrate.	X	X	X	X
Install continuous temperature loggers in multiple locations in Beaver, Johnson, Big, and Smith creeks each April.				X
Remove temperature loggers in the fall.	X			
Analyze and report on water quality data in collaboration with other partners monitoring efforts.	X	X	X	X

6.5 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. 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 EMSWCD also offers workshops and provides grants to partners that address invasive species. EMSWCD’s weed control efforts are generally undertaken in the Sandy River watershed and the Columbia River Gorge (see Map 5).



Map 5: EMSWCD Weed Control Locations



Working with the two local Cooperative Weed Management Areas, likely future invasive weed threats were identified to use an Early Detection and Rapid Response (EDRR) approach to prevent infestations. Staff survey for these weeds and respond to reported sightings to verify the identification and work with the landowners on any needed control.

In addition, weeds were identified that present a current threat to riparian areas and intact, native forests in the Sandy River watershed and the Columbia River Gorge. Target species include garlic mustard, knotweed, false brome, spurge laurel, English ivy, and old man's beard. A variety of control methods are used based on a strategic, integrated pest management approach customized to the biology of each target species. EMSWCD staff survey for new infestations and monitor existing infestations to ensure control efforts are successful. Contracted crews are used to assist with control work.

During the summer and fall of 2017, the Eagle Creek fire burned in the Columbia River Gorge. The majority of the burned area is owned by Oregon State Parks and the U.S. Forest Service Columbia Gorge National Scenic Area. EMSWCD has entered into agreements with both entities to survey for and control invasive weeds in the burn area that will impact the natural regeneration of forest.



Specific weed control program activities planned for FY18-19 are indicated in the table that follows.

Annual Activities and Deliverables (Weeds)	Q1	Q2	Q3	Q4
<i>Early detection and rapid response</i>				
Verify, assess, and perform necessary control for all reports of species from the Early Detection & Rapid Response list.	X	X	X	X
<i>Control priority weeds</i>				
Control all known riparian knotweed infestations every two years (85 properties total, 43 for FY18-19)	X			
Survey and control all non-riparian knotweed locations every two years (91 properties total, 46 for FY18-19).	X			
Annually control of all accessible false brome infestations (acreage unknown due to Eagle Creek fire) to prevent establishment in the rural areas of the district.	X	X		
Survey for new false brome populations along plausible vectors.	X			
Control 20% of known infested acreage (~200 acres) of spurge laurel where access has been granted by the landowner.	X	X		
Control at least ~550 acres of English ivy and old man’s beard in current projects areas (~2800 acres).	X	X	X	X
Monitor half (~1400 acres) of the current project acreage (~2800 acres) of English ivy and old man’s beard.	X	X	X	X
Annually control all known infestations (241 properties) of garlic mustard outside the containment zone a minimum of 2 times.				X
Survey plausible vectors and outlying areas for spread of garlic mustard.				X
<i>Eagle Creek Fire response</i>				
Monitor post fire recovery and identify areas of weed pressure in collaboration with USFS, OR State Parks and other organizations.	X	X	X	X
In collaboration with partners, undertake weed control in priority areas	X	X	X	X
<i>Regional coordination</i>				
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
<i>Monitoring and evaluation</i>				
Maintain special location information in GIS, including abundance information for the target species.	X	X	X	X
Derive invasive weed control treatment polygons to track weed treatment efforts.	X	X	X	X
Evaluate the feasibility of reducing the garlic mustard containment area and identify priority areas to target.	X	X	X	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	X	X	X



7. 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 FY18-19 Conservation Legacy Program operational budget (inclusive of the Headwaters Program operational budget) is \$836,487 million. In addition, the Land Conservation Fund (\$7,015,000) and the Grants Fund (\$1,839,000) are available to support the Land Legacy and Grants Programs respectively. The Conservation Legacy team consists of the following 5 FTEs:

- Conservation Legacy Program Supervisor;
- Headwaters Farm Program Manager;
- Headwaters Operations Assistant (seasonal, part-time, 0.5 FTE);
- Facilities Manager (0.5 FTE)³;
- Land Legacy Program Manager; and
- Grants Program Manager

A description of the three programs and activities for FY18-19 are found in Sections 7.1-7.3 that follow.

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 property located near Gresham, Oregon (see Map 6).

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 but who lack a clear path to launching a viable farm business. In addition to helping establish new farm businesses, HIP is a useful outreach and collaboration mechanism, generating visibility and assisting EMSWCD in disseminating information about conservation farming to a broad audience.

HIP collaborates with Oregon State Extension Service, Oregon Tilth, Rogue Farm Corps, Mudbone Grown, Bridge City Farm School, Zenger Farms, and the Xerces Society, among others. HIP helps EMSWCD fulfill five of the organization’s 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	

³ The Facilities Manager is in the Finance and Operations unit, but half of the position’s time is dedicated to Headwaters Farm and assisting with facilities tasks on Land Legacy properties.



Map 6: Headwaters Farm





In order to help achieve the broad strategic goals above, the Headwaters Farm Program has the following program goals and objectives:

1. **Maintain and improve the natural resources at Headwaters Farm to support sustainable agriculture.**
2. **Facilitate the establishment of viable new farm businesses, that are good stewards of land.**
 - a. HIP has at least 12 participants at all times
 - b. HIP attracts a quality applicant pool of at least 10 applicants a year.
 - c. HIP graduates at least one or more farmers each year
 - d. 30% of HIP graduates operate within the district and 80% serve EMSWCD constituents.
3. **Increase the visibility of conservation farming practices.**
4. **Headwaters Farm facilities, infrastructure and equipment supports the HIP program and EMSWCD’s mission.**

The strategies and actions pursued to realize these goals follow below.

7.1.1 Maintain and improve the natural resources

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, protect onsite and downstream natural resources, and demonstrate the connection between viable farm businesses and proper resource management. Various activities in FY18-19 will continue to build on existing conservation farming efforts, which are given on the table below.

Annual Activities and Deliverables (Natural Resources Management)	Q1	Q2	Q3	Q4
Conservation Planning Approach				
Plan, implement and monitor a suite of practices that promote good stewardship, including: organic practices, cover cropping, nutrient management, reduced and appropriately timed tillage, drip irrigation, compaction alleviation, among others.	X	X	X	X
Soil Health Improvements				
Cover crop or silage tarp all farmable areas of Headwaters Farm while not in production (approximately 34 acres possible).	X	X	X	X
Soil samples taken for all fields in October - both in production or not - to help determine fertility needs and document change over time.			X	
Manage invasive weeds.	X	X		X
Lime fields and applications of other amendments as needed.		X		X
Erosion and Stormwater Management				
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			
Incorporate legacy nursery stock piles into the fields and begin to remediate them with cover crops.				X
Irrigation efficiency				
Work with incubator farmers to encourage the use of low-output irrigation and developing and utilizing an Irrigation Water Management Plan.	X			X
Natural Habitat				
Establish an additional 6,500ft ² of pollinator habitat (2,000ft ² between the propagation houses and 4,500ft ² to the east of the in-holding property).		X	X	
Maintain existing pollinator habitat, hedgerows and beetle bank.				



7.1.2 Headwaters Incubator Program

Now in the middle of its sixth season, the Headwaters Incubator Program has grown into an established resource for new farmer development in the region. Since inception in 2013, HIP has grown steadily by adding two-to-six new farm businesses each year. For the 2018 season there are 14 farm businesses consisting of 19 farmers participating in HIP. With two farm businesses scheduled to graduate at the end of 2018, more space will become available to existing participant farms and a new cohort of farmers in the 2019 growing season.

Adding prepared farmers will be accomplished via an extensive outreach campaign focused on engaging prospective farmers, program partners, and the public. These outreach activities will be used to acquire at least ten applicants for the 2019 growing season, of which two to five new operations will be accepted into HIP during FY18-19. Besides the number of qualified applicants, the amount of farmland and capacity of facilities, attrition rate, and early graduations are other factors that impact the number of new farms accepted into the incubator program.

EMSWCD seeks to retain a majority of program graduates within the district. 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 individuals or in partnership. Specific projects and activities related to the Headwaters Incubator Program planned for FY18-19 are given on the table below.

Annual Activities and Deliverables (HIP)	Q1	Q2	Q3	Q4
HIP Program				
Complete Headwaters 5-year plan		X	X	
HIP Farmer recruitment and retention				
Obtain at least 10 HIP applicants for the 2018 growing season.		X		
Two-to-five new farms recruited in FY18-19.		X	X	
Host at least 12 incubator farmers at all times.	X	X	X	X
HIP Farmer Support and Training				
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
HIP Graduate Support				
Identify one or more HIP graduates to lease Mishima Farm.	X			
Work with graduating farmers to identify best landing options for their farm businesses.	X	X		
Maintain ongoing relationship with HIP graduates and connect them to various support services.	X	X	X	X



7.1.3 Outreach and Education

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, the EMSWCD website, and social media outlets. Other specific engagement approaches, such as interpretive signage and time lapse photography, will be incorporated as appropriate to highlight key conservation efforts.

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. Outreach activities planned for FY18-19 are included in the table below.

Annual Activities and Deliverables (Outreach and Education)	Q1	Q2	Q3	Q4
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
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
Tabling, presentations, events, and other outreach opportunities as they arise.	X	X	X	X
Provide onsite training opportunities for Farmers of Color Apprenticeship Program.	X			X
Explore partnerships and grant funding to pursue programming that utilizes Headwaters Farm resources to create farming opportunities for underserved groups.		X	X	

7.1.4 Headwaters Facilities, Infrastructure and Equipment

Headwaters Farm continues to be improved to best accommodate incubator farmers and enable the efficient management of the HIP program. Farm infrastructure and other site improvements that are planned for FY18-19 are indicated in the table below.

Annual Activities and Deliverables (Facilities, Infrastructure and Equipment)	Q1	Q2	Q3	Q4
Construction of three forced air compost boxes.	X	X		
Design, permit, and build equipment shed.	X	X	X	X
Ongoing maintenance of farm vehicles and equipment	X	X	X	X
Conduct facilities, road and path safety inspections and address issues that arise.	X	X	X	X



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 specific goals for the Land Legacy Program. From 2018-2023, the Land Legacy Program will:

- 1. Protect agricultural land east of the Urban Growth Boundary, excluding the urban reserve.**
 - a. Complete approximately 15 farmland transactions (fee acquisitions, working farmland easement acquisitions, or disposition of properties subject to a working farmland easement).
 - b. One to three transactions will help provide access for new farmers.
 - c. Farmland protection will incorporate when possible agricultural practice improvements, affordability measures and, productivity requirements.
- 2. Help partners protect one to two urban farms and community gardens projects through financial and technical assistance.**
- 3. Protect priority habitats in the district by helping partners protect areas identified in conservation-related plans.**
 - a. Fund approximately one to two natural area transactions.
- 4. Assist partners establish new parks and natural areas in underserved communities**
 - a. Fund approximately one to two access to nature land transactions.

The EMSWCD Land Conservation Fund is a dedicated fund for the purchase, management and stewardship of district working farmland conservation easements and fee-simple interests, and for assisting partners in the acquisition costs of conservation interests. For FY18-19, \$7,015,000 is available in the Land Conservation Fund to support Land Legacy Program conservation projects.

The current Land Legacy Program Manager assumed his position in April 2017 and focused his efforts during the preceding fiscal year on the development of necessary foundational documents, relationships, policies and information. While some foundational work remains to be completed, more time in FY18-19 will go into pursuing land conservation projects and this is expected to result in a greater volume of working farmland protection transactions. Guidelines for the management of district property interests will also be finalized and implemented this year. Some of the Land Legacy Program specific activities planned for FY18-19 are included in the table below.



Annual Activities and Deliverables (Land Legacy Program)	Q1	Q2	Q3	Q4
Backfill outstanding records management needs for all property interests.	X	X	X	X
Finalize remaining identified program foundational documents.	X	X	X	
Consider and potentially implement streamlined approach to transaction review and approval.			X	X
Design and produce Land Legacy Program poster displays.	X	X		

7.2.1 Working Farmland Protection

From 2018-2023 the Land Legacy Program’s working farmland protection program has committed to protecting agricultural lands, by completing approximately 15 transactions on farm properties east of the Urban Growth boundary (excluding the Urban Reserve). These land protection efforts include acquiring farm properties in fee, acquiring working farmland conservation easement interests, and the disposition of properties owned by EMSWCD subject to working farmland easements. Where possible, farmland transactions will facilitate access to farmland for new and established farmers, as well as help maintain the affordability of farmland, ensure its continued use for agriculture, and improve agricultural practices. The working farmland protection activities for FY18-19 are in the table below.

Annual Activities and Deliverables (Working Farmland Protection)	Q1	Q2	Q3	Q4
Refine agricultural property prioritization for the agricultural focal area as well as non-focal area agricultural properties east of the Sandy River.		X	X	
Conduct analysis of changes in the area and use of farmland over time, to determine extent of farmland loss within the district.		X	X	
Continued development and implementation of outreach program for the Ag community. Provide at least one distinct opportunity for the 75 highest priority landowners to learn about the working lands conservation easement program.	X	X	X	X
Close out disposition of Oxbow property.	X	X		
Close on fee acquisition of Gordon Creek farm property.	X			
Close on or substantively advance at least one other farmland transaction.	X	X	X	X
Opportunities rapidly and creatively responded to; four or more ag properties will be brought before the EMSWCD board to consider for protection.	X	X	X	X
Further develop partnerships with SWCDs and Land Trusts in support of agricultural land protection.	X	X	X	X
Support the Oregon Ag Heritage Program and Willamette Valley Ag Preservation initiative and ensure these programs help support EMSWCD agricultural land protection efforts.	X	X	X	X
Farm succession resources developed if resources permit.	X	X	X	X



7.2.1.1 Agricultural Land Stewardship

EMSWCD agricultural property interests are managed in such a way as to protect and enhance natural resource values. Activities planned for FY18-19 are included in the table below.

Annual Activities and Deliverables (Agricultural Land Stewardship)	Q1	Q2	Q3	Q4
Fee interest and conservation easement management guidelines adopted and implemented for current EMSWCD holdings.	X	X	X	X
Agricultural Management Plan guidelines finalized.	X	X		
Agricultural management plans developed and implemented for Mainstem (formally Mishima), Oxbow, and Gordon Creek properties.	X	X	X	X
Develop and finalize lease for Mainstem property.	X	X		
Prepare sites and complete native plant installation to restore riparian habitat on the Mainstem property and Gordon Creek property.			X	

7.2.2 Natural Habitat Protection

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). FY18-19 activities related to natural habitat protection are identified in the table below.

Annual Activities and Deliverables (Natural Resource Lands Protection)	Q1	Q2	Q3	Q4
Support partner protection efforts financially with partner entity in the lead, as opportunities arise.	X	X	X	X
Update Natural Lands component of website.	X	X	X	
To the extent allowed by law, support efforts by external entities to secure funding for natural area protection and ensure the sustainable management of natural areas in the region.	X	X	X	X

7.2.2.1 Natural Area Stewardship

EMSWCD currently owns and manages one natural area: the Dianna Pope Natural Area (DPNA) located at Headwaters Farm. Acquisition and management of additional natural areas is not anticipated for FY18-19. A five-year site conservation plan for the DPNA was adopted by the board in FY17-18. Activities related to natural area stewardship planned for FY18-19 are included in the table below.

Annual Activities and Deliverables (Natural Area Stewardship / DPNA)	Q1	Q2	Q3	Q4
Weed control and plant maintenance, in-fill planting where required.			X	X
Conduct regular wildlife surveys, install and analyze wildlife camera footage.	X	X	X	X
Install interpretive signage.	X			
Design and install welcome/entrance sign.		X	X	X
Finalize permitting and construction of road realignment to move roadway further from the North Fork of Johnson Creek.	X	X		X



7.2.3 New Park and Natural Area Establishment

Over the next five years, EMSWCD is committed to helping partners establish new parks and natural areas in underserved communities within the district. FY18-19 activities related to new park and natural area establishment to facilitate access to nature are included in the table below.

Annual Activities and Deliverables (Access to Nature)	Q1	Q2	Q3	Q4
Update Access to Nature component of website.	X	X	X	
If capacity permits, assess and prioritize potential access to nature protection opportunities.		X	X	X
Support partner protection efforts financially with partner entity in the lead, especially those targeted to under-served communities.	X	X	X	X

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 achieve five of the six EMSWCD 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 specific goals for the Grants Program from 2018-2023:

- 1. Complement other EMSWCD program efforts in water quality, soil health, habitat restoration and sustainable agriculture.**
- 2. Increase environmental literacy of EMSWCD residents.**
- 3. Increase capacity and strengthen organizational structures needed to advance equitable conservation outcomes.**
- 4. Establish and support sustainable school and community gardens throughout the urban areas of the EMSWCD service area.**
- 5. Increase conservation benefits for communities and populations experiencing disparities in environmental health, environmental education, and natural amenities.**

To realize these goals, the EMSWCD administers a variety of competitive and non-competitive grant types. The EMSWCD Grants Program itself is responsible for direct management and administration of two of these: Partners in Conservation grants and Small Projects and Community Events grants. The other grants are led by other EMSWCD programs, with the Grants Program Manager providing administrative support for: Strategic Partnership Agreement grants; Strategic Conservation Investments grants; and advisory support for the Cooperative Landowner Incentive Program grants. Further details on each of these grant programs, as well as the funding amounts associated with each grant type, are given below in sections 7.3.1 to 7.3.6.



In addition to continuing the various EMSWCD grants in progress, during FY18-19, 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, including school and community gardens and equity, 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.

7.3.1 Outreach, Engagement and Evaluation

Besides administering the various grant programs, for FY18-19, particular attention will be given to strengthening all aspects of the Grants Program to reflect its commitment to serving and reaching the EMSWCD’s diverse communities. This will be accomplished through support of relevant conservation projects, as well as improving the evaluation of the program to better understand the impact achieved through EMSWCD grants to external entities. FY18-19 activities related to the Grants Program outreach, engagement and evaluation are included in the table below.

Annual Activities and Deliverables (Outreach, Engagement and Evaluation)	Q1	Q2	Q3	Q4
Conduct survey of 2018 PIC applicants and present results.	X	X		
Conduct 1-2 case studies of past grantees and/or assessment of a particular funding area (restoration or equity).	X	X		

7.3.2 Partners in Conservation

Partners in Conservation (PIC) grants 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 PIC for FY18-19 is \$1,300,000 of which \$750,000 is for awards from the 2018 cycle, and the balance for outstanding payment on grants awarded in previous cycles. It is anticipated that \$600,000 will be available for new awards in 2019. The minimum grant award for an individual PIC grant is \$5,000 while and the maximum grant award is \$60,000. PIC Plus grants support projects that are up to three years in duration. The maximum individual PIC Plus grant award is \$100,000 per year. A review of the PIC and PIC Plus funding levels and priorities will be conducted in FY18-19, and if changes are approved by the EMSWCD Board these will affect the 2019 PIC cycle.

The PIC grant application, award, and implementation process is administered on an annual cycle, beginning in December of each year. The PIC Committee, which consists of members of the EMSWCD Board and external stakeholders, is responsible for reviewing the PIC grant applications and making recommendation to the EMSWCD Board. The Board makes the final decision on the grants awarded. During FY18-19, EMSWCD will execute and administer 17 PIC and PIC Plus funding agreements for projects approved in the 2018 PIC cycle. Specific activities and deliverables associated with the PIC grants in FY18-19 are included in the table below.



Annual Activities and Deliverables (PIC/PIC Plus Grants)	Q1	Q2	Q3	Q4
<i>PIC Grant administration</i>				
Update PIC grant application and supporting materials, receive applications, conduct due diligence, prepare for and host Review Committee meeting, make recommendations to the Board for PIC grant awards.		X	X	X
Contract with grantees for 18 PIC and PIC Plus awards	X			X
Consider changes to PIC/PIC Plus grant structure and funding levels for consideration by the Grants Committee.	X			
<i>Compliment other EMSWCD Program Efforts</i>				
Fund at least three restoration or monitoring projects.			X	
Fund at least three projects that address stormwater runoff, water quality/conservation, and/or soil erosion.			X	
Fund at least one project that promotes sustainable agriculture.			X	
<i>Sustainable School and Community Gardens</i>				
Re-convene PIC grantees and other key stakeholders involved in school and community gardens to check in on respective roles, current issues and area to consider for PIC 2019.		X		
Fund the development of at least two new community or school garden spaces.			X	
Fund the upgrade and/or maintenance of at least three community or school gardens.			X	
<i>Environmental Literacy</i>				
Fund at least three mission-specific environmental and/or garden education projects for youth.			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	
<i>Equitable conservation outcomes and benefits</i>				
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	
Fund projects of at least two culturally specific organizations to help build organizational and technical capacity for conservation work.			X	
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.	X	X	X	X
Convene informal, small groups to share information and explore collaboration opportunities in equity-related work.		X		

7.3.3 Small Projects and Community Events

Small Projects and Community Events (SPACE) grants provide up to \$2,000 per grant to support conservation projects, environmental education, and community events that promote conservation. Total funding available for FY18-19 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. Beginning in July 2018 this will be done through an online grants management platform, ZoomGrants, which has been used for PIC for the last two annual cycles. Specific activities and deliverables associated with the SPACE grants are given in the table below.

Annual Activities and Deliverables (SPACE Grants)	Q1	Q2	Q3	Q4
Manage the transition of SPACE onto ZoomGrants online platform.	X			
Fund projects that address restoration of urban habitat, stormwater management, water quality, and other on-the-ground conservation needs.	X	X	X	X
Fund projects that upgrade and/or maintain community and school gardens.	X	X	X	X
Fund projects that contain an educational component: hands-on involvement of students or volunteers; work skills training (restoration, gardening, sustainable agriculture); and/or demonstration/interpretive elements.	X	X	X	X
Fund educational community events focused on conservation and/or agricultural issues that reach significant numbers of EMSWCD residents.	X	X	X	X

7.3.4 Strategic Partnership Agreements

In June of 2016, EMSWCD entered into a five-year Strategic Partnership Agreement (SPA) 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 FY18-19 is \$230,000.

Annual Activities and Deliverables (SPA Grants)	Q1	Q2	Q3	Q4
Attend SPA meetings and maintain familiarity with the contracts and projects.	X	X	X	X
Administer individual agreements: reimbursements, reporting and electronic files.	X	X	X	X

7.3.5 Strategic Conservation Investments

Strategic Conservation Investment (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 FY18-19 is up to \$175,000. Unlike previous fiscal years, however, funding available for SCI is in the Contingency line item as there were no anticipated SCI grants at the time the budget was developed. As the Contingency line item may be used for other, non-SCI-related unanticipated expenditures, an amount less than \$175,000, including no funds at all, may be available for new SCI grants in FY18-19. The SCI grant application, award, and implementation process is administered on an as-needed basis.

7.3.6 Cooperative Landowner Incentive Program

Cooperative Landowner Incentive Program (CLIP) grants provide financial cost-share assistance to private landowners and land managers who are receiving technical assistance from EMSWCD. Total funding available for FY18-19 is \$75,000 for new awards and \$17,000 for existing prior awards. CLIP normally provides up to 75% cost-share 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. Refer to the Technical Assistance sections 5.2 and 6.1 for further information.



8. Annual Work Plan Tracking and Reporting

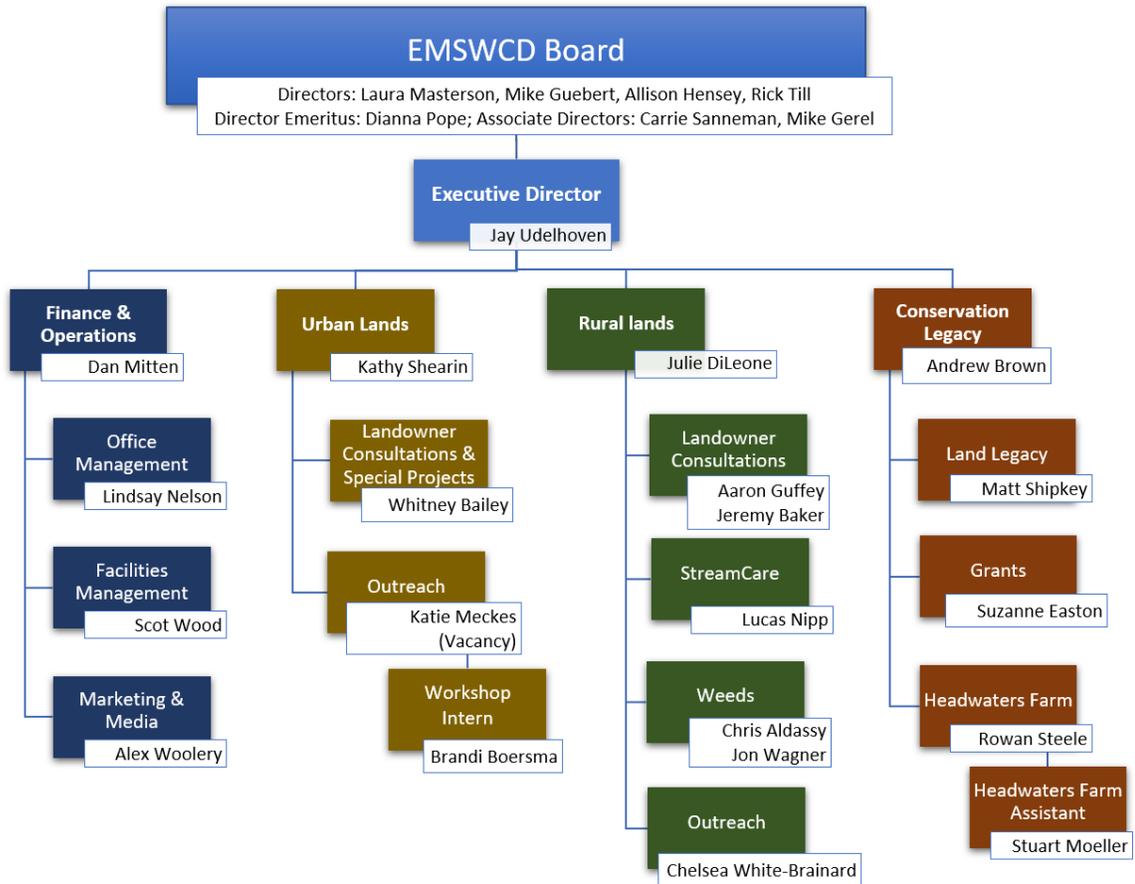
Activities described in this work plan will be tracked on a monthly basis. Summary reports will be developed on a quarterly basis in October, January, and April, with the final Annual Report being produced in July/August of 2019. Progress toward achievement of the identified activities in the work plan 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.

In 2017 EMSWCD embarked on a strategic planning process to formulate a strategic plan for the next five-year period. The new EMSWCD 2018-2023 Strategic Plan is in draft form, but has been used to inform this annual work plan. It is anticipated that the EMSWCD Board of Directors will consider the new strategic plan for approval later in 2018. Once this next strategic plan is finalized and adopted, it will be updated on at least a bi-annual basis to remain current and reflect the outcomes of the equity and climate change planning processes that are currently underway.



Appendix 1: EMSWCD Organizational Chart

October 8, 2018





Appendix 2: Board Director Positions, Committees and Meeting Schedule

EMSWCD Board			EMSWCD Committees						
Members	Positions	Officers	Budget	Land Legacy	Personnel	Grants	PIC	CLIP	SPACE
(Vacant)	Zone 1 Director	X	X						
Laura Masterson	Zone 2 Director	X	X	Chair	X			X	
Mike Guebert	Zone 3 Director	Treasurer	X	X	Chair				X
Rick Till	At-Large 1 Director	Chair	X	X	X	X	X		
Allison Hensey	At-Large 2 Director	Secretary	X	X				X	
Carrie Sanneman	Associate Director	X	X	X					X
Mike Gerel	Associate Director	X	X	X		X	X		
Dianna Pope	Director Emeritus	X	X						
FY18-19 Schedule									
2018	July	-		30	27				
	August	6							
	September	10		24	17	12			
	October	8							
	November	5		26					
	December	3				10			
2019	January	7		28		22			
	February	4					tbd		
	March	4	4	25	tbd				
	April	1	1						
	May	6	6	30					
	June	3				tbd			



Appendix 3: Annual Activities Schedule

PROGRAM AREA	JULY	AUG.	SEPT.	OCT	NOV.	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE
BOARD	Board vacancy notice (even)				Board Elect. (even)		New Board sworn in	New Board training				
							Board & Committee officers chosen	New Associate Directors training				
		Review Annual Work Plan			Approve Annual Work Plan	Approve Annual Report			Budget Meeting 1	Budget Meeting 2	Budget Meeting 3	Adopt Budget
ALL PROGRAMS						Annual Meeting						
					Quarterly report	Annual Report		Quarterly report			Quarterly report	Annual Work Plan
	Performance reviews	Performance reviews										Individual work plan
					OACD 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										
	Weed control						Weed control					
URBAN LANDS			Plant Sale planning				Plant Sale					
								Yard Tour planning		Yard Tour		
	Outreach meetings									Outreach meetings		
	Tabling events									Tabling events		
	Intern Recruitment		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					