



ANNUAL WORK PLAN

2019-2020

East Multnomah

Soil & Water

Conservation District



Helping people care for land and water since 1950.

June 30, 2019

Version 1



**East Multnomah Soil & Water Conservation District
Annual Work Plan for Fiscal Year 2019-2020
June 30, 2019
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This plan was presented and approved by the Board of Directors for the East Multnomah Soil and Water Conservation District on July 8, 2019.

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: Map data and aerial imagery from Metro RLIS, and EMSWCD.

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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 focus on soil, water, and habitat conservation. With 22 staff and an annual combined operating and capital budget of \$14.95 million for the fiscal year, the EMSWCD implements its activities through four programmatic units: Urban Lands, Rural Lands, Conservation Legacy, and Finance and Operations.

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. 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. And finally, 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. This annual work plan describes the activities EMSWCD will carry out during the Fiscal Year July 2019 - June 2020 (FY19-20). 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:

- FY18-19 budget audit completion.
- FY20-21 budget development.
- 2019-2024 Strategic Plan finalization and adoption.
- Organizational equity plan development.
- Office building painted and front stairs replaced.

Rural Lands:

- Outreach efforts to promote EMSWCD services to landowners and managers.
- At least 20 technical assistance site visits, and 5 conservation plans developed.
- Implementation of Erosion Solutions program.
- Maintenance of 345 acres of StreamCare sites.
- Maintenance of six current weed species/sites and prevention of new species from establishing.

Urban Lands:

- 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.
- Implementation of prioritized stormwater management and habitat creation projects on the MHCC campus.

Conservation Legacy:

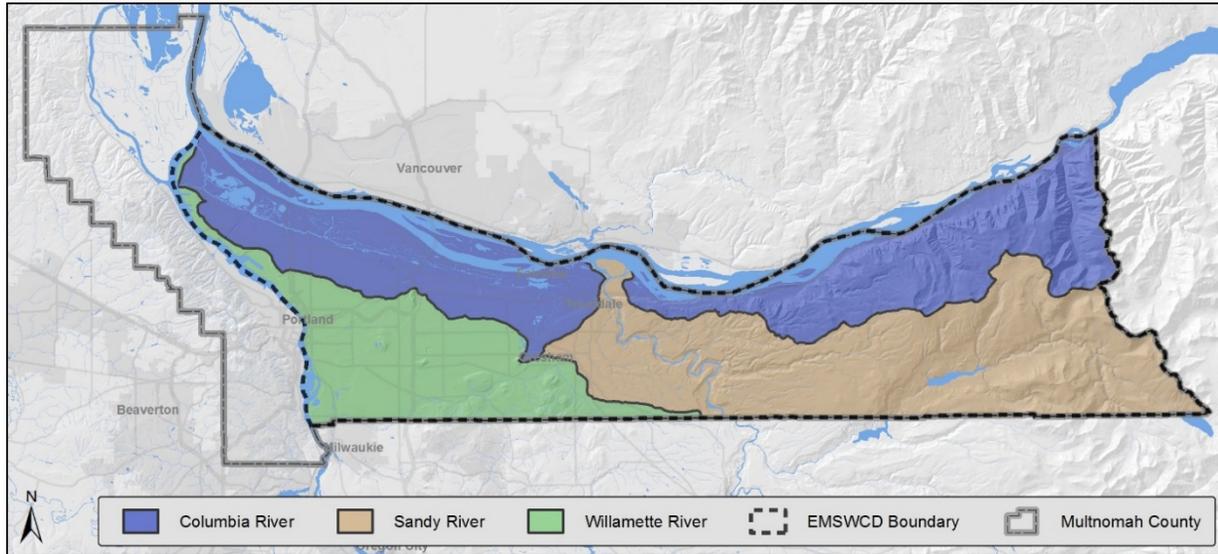
- Two to five new farms recruited to participate in Headwaters Incubator Program (HIP); three HIP farms graduate.
- At least four new properties considered for protection.
- Grant funding provided for projects addressing habitat restoration, water quality, stormwater runoff, soil erosion, sustainable agriculture, environmental education, community and school gardens, urban forest, 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, one appointed Associate Director 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) Urban Lands; 2) Rural Lands; 3) Conservation Legacy; and 4) Finance and Operations. The bulk of this work plan is organized according to these programmatic units (Sections 6 – 9). 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 *2019-2024 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 FY19-20 Annual Work Plan outlines the activities the EMSWCD will undertake from July 1, 2019 through June 30, 2020 to address the goals identified in the EMSWCD *2019-2024 Strategic Plan*, currently in draft form. More detailed descriptions of these same activities and finer level activities are described in the annual work plans for each individual EMSWCD staff.

The EMSWCD FY18-19 Annual Work Plan will help inform the EMSWCD staff, the EMSWCD Board of Directors, partners and public 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

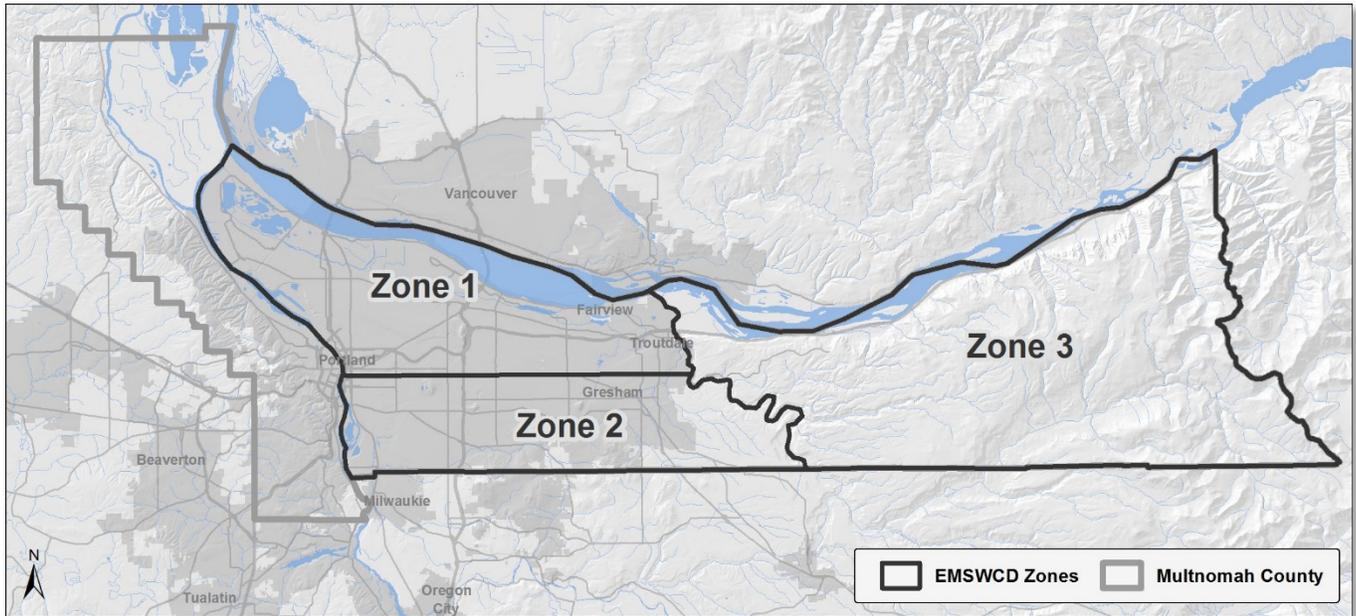
The EMSWCD Board of Directors is the governing body of the EMSWCD. As the governing body, it is the Board's responsibility to: set policy; adopt the budget; set programs and strategic priorities; hire and supervise the Executive Director; and oversee the management of the EMSWCD's affairs to ensure legal 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 FY19-20, the EMSWCD Board members will be composed of three zone Directors, two at-large Directors, one Associate Director, and a single Director Emeritus (see Appendix 2). The EMSWCD zones associated with the zone Directors are shown in Map 2. Both Zone and At-large Directors serve four-year terms. There are no Director elections in FY19-20. The positions next up for election in November 2020 will be the Zone 1, Zone 3 and At-large 1 Director positions.



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.

The EMSWCD Executive Director position became vacant in June of 2019. A search for a new ED will be the focus of the first and second quarters of FY19-20.



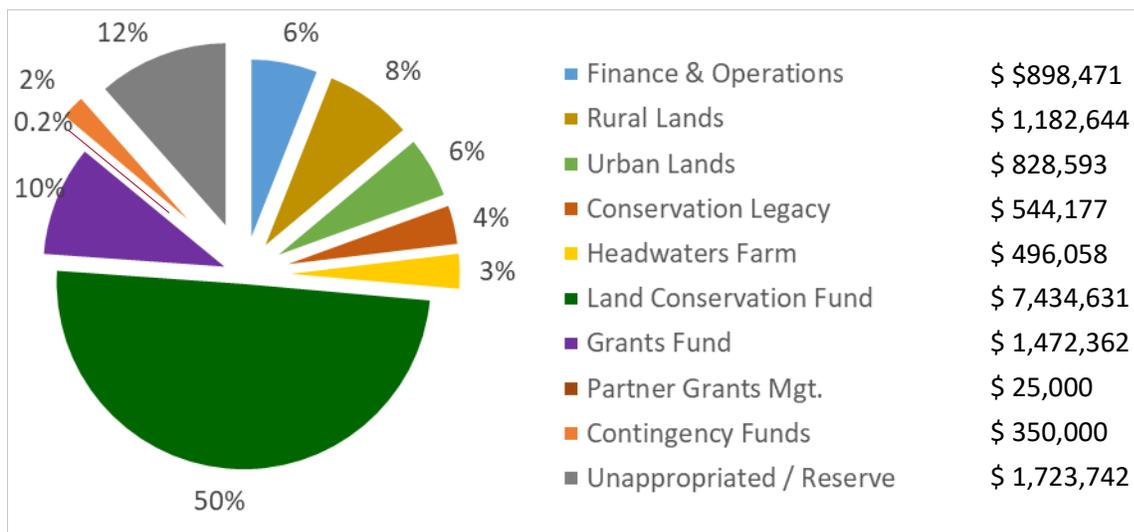
4. Budget

The total EMSWCD FY19-20 budget is \$14.95 million (see Table 1 and Figure 1), which matches funding sources of \$14.95 million (see Table 2 and Figure 2). For this fiscal year \$3,949,943 is appropriated for direct operational expenditures by the EMSWCD programs. \$8,931,993 is allocated in special funds for land purchases and grants to external entities, and an additional \$350,000 is held for unforeseen contingencies. The unappropriated funds held in reserve for FY19-20 is \$1,723,742. The detailed budget adopted for FY19-20 by Board of Directors is available on the EMSWCD website.

Table 1: FY19-20 Budget

Category		Purpose	Budgeted Amount
Operations	Finance & Operations	Staffing, facilities, and operations	\$898,471
	Rural Lands	Staffing, contracting, and operations	\$1,182,644
	Urban Lands	Staffing, contracting and operations	\$828,593
	Conservation Legacy	Staffing, contracting and operations	\$544,177
	• Headwaters Farm	Farm-specific staff and operations	\$496,058
Sub-total Operations			\$3,949,943
Capital, Grants, and Unappropriated	Land Conservation Fund	Acquisitions	\$7,434,631
	Grants Fund	External grants	\$1,472,362
	Partner Grants	Pass through funds	\$25,000
	Contingency Funds	Unanticipated costs	\$350,000
	Unappropriated Funds	Funds held in reserve	\$1,723,742
Sub-total Grants, Funds and Reserves			\$11,005,735
Total EMSWCD Budget			\$14,955,678

Figure 1: FY19-20 Budget



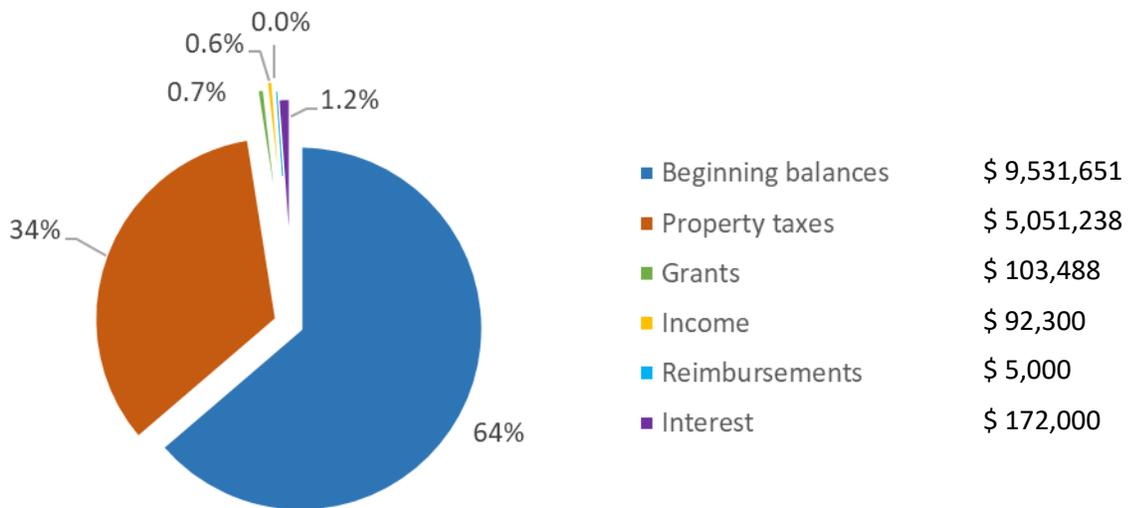


The largest source of new revenue for the organization of from the permanent property tax base. EMSWCD’s permanent property tax rate limit of \$0.1000 per \$1,000, which was approved by voters in 2005, is estimated to generate nearly \$4.95 million in FY19-20. The anticipated revenues from property taxes for FY19-20, accounts for 33.8% of total funding sources. The special capital funds and general fund carry-over from the previous fiscal year represent the largest source of available funding at \$9.5 million.

Table 2: FY19-20 Funding Sources

Source	Purpose	Sub-totals	Funding Totals
Beginning balances	General Fund carry-over from FY18-19	\$1,923,181	
	Land Conservation Fund carry-over from FY18-19	\$6,834,631	
	Grants Fund carry-over from FY18-19	\$773,839	\$9,531,651
Property taxes	FY19-20 levied taxes estimated to be received	\$4,951,238	
	FY18-19 and earlier levied taxes	\$100,000	\$5,051,238
Grants	ODA Administrative Grant	\$23,546	
	ODA Water Quality Funding	\$54,942	
	Partner grants pass-through (anticipated)	\$25,000	\$103,488
Income	Native plant sales	\$45,000	
	Farm lease payments	\$47,300	\$92,300
Reimbursements	From partners	\$5,000	\$5,000
Interest	General Fund interest on bank/investment accounts	\$52,000	
	Land Conservation Fund interest	\$100,000	
	Grants Fund interest	\$20,000	\$172,000

Figure 2: FY19-20 Funding Sources





5. District-wide Strategic Initiatives

Over the last few years, EMSWCD has embarked on two important planning initiatives that will inform the organization’s structure and operations. This work will continue in FY19-20.

5.1 Diversity, Equity, and Inclusion

EMSWCD values the diversity of our residents as an integral part of the success of our programs and our organization. We are committed to establishing meaningful and productive relationships with underserved communities to learn how best to ensure equitable conservation benefits. We envision all EMSWCD programs will support our mission in a way that is inclusive of all. EMSWCD believes that, ultimately, conservation efforts are more likely to succeed with the engagement and support of diverse communities.

During 2017/18, the entire staff and board participated in Diversity, Equity and Inclusion (DEI) training. EMSWCD’s Equity Team is now focused on developing an organization-wide DEI plan, helping the staff and board continue to learn and engage on DEI issues, and starting to develop needed resources, such as baseline and demographic information. A key goal for FY19-20 will be to complete the DEI plan with meaningful engagement of underserved communities in the District.

EMSWCD’s DEI efforts are led by an internal staff Equity Team that includes representatives from each program area. The Equity Team is charged with the task of helping to elevate EMSWCD’s awareness, understanding, sensitivity, and response to the equity concerns of our constituents. Specific diversity, equity and inclusion related activities and deliverables for FY19-20 are identified in the table below.

Annual Activities and Deliverables (Diversity, Equity and Inclusion)	Q1	Q2	Q3	Q4
Continuing Education: Facilitate small discussion groups among board and staff on DEI related issues.	X	X	X	X
Continuing Education: Provide opportunity for DEI onboarding of new staff/board members and additional training for current staff as needed.	X	X	X	X
Engage staff, board and community in development of organization-wide DEI plan.	X	X	X	
Complete organization-wide DEI plan.				X
Identify and collect priority demographic and other baseline data.			X	X
Research and plan historical/cultural displays for the EMSWCD office.	X	X	X	X

5.2 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. Many of EMSWCD’s existing activities contribute to addressing climate change, by helping to adapt and build resilience to likely future climate impacts (e.g. managing stormwater, improving irrigation efficiency), and helping to mitigate climate change by reducing greenhouse gas emissions and sequestering carbon from the atmosphere (e.g. riparian restoration, urban tree planting, and increasing soil organic matter).

The internal planning efforts to address climate change will continue in FY19-20 and are aimed primarily at the following:

- Identifying and understanding the risks posed by climate change and the opportunities to mitigate and adapt to climate change through EMSWCD’s work;



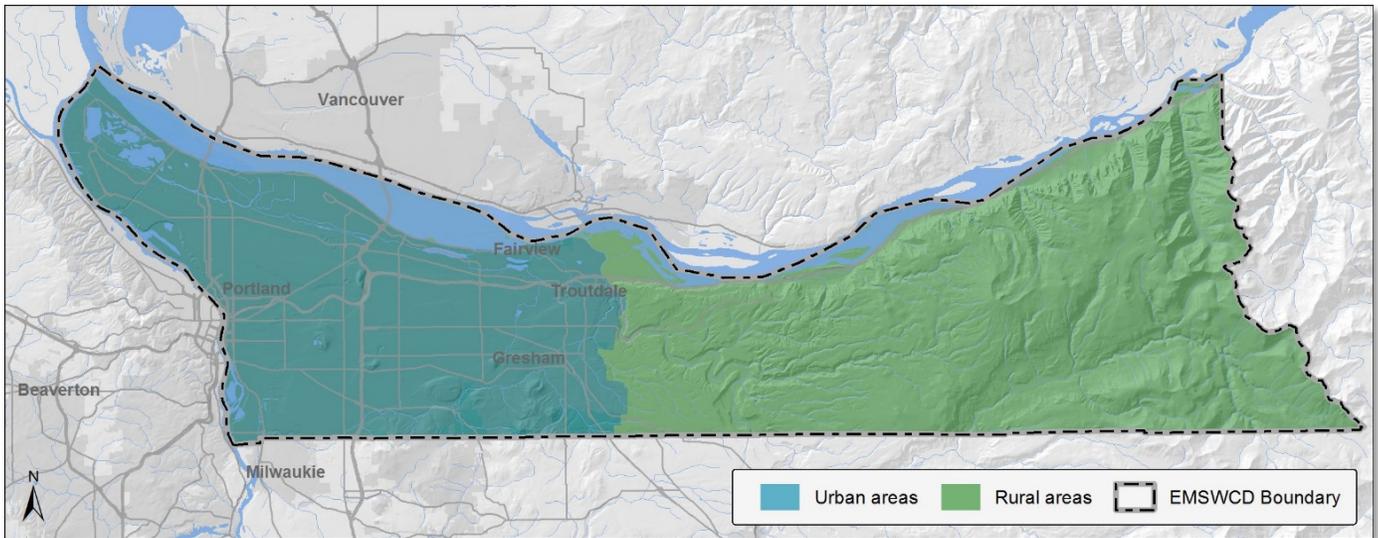
- Understanding EMSWCD’s own contribution to climate change and identifying opportunities to reduce EMSWCD’s carbon footprint;
- Understanding the existing efforts of other organizations in the region to address climate change, to inform what role EMSWCD could play to complement these existing efforts.

Some of the opportunities already identified to reduce EMSWCD’s carbon footprint are being pursued in FY19-20, including transitioning two of the EMSWCD fleet vehicles to all electric vehicles, and installing a solar PV system at Headwaters Farm to off-set the electricity used on that property. These initiatives are included in the relevant program sections of this work plan, see sections 8.1 and 9.4 for further information.

6. Urban Lands

The Urban Lands Program focuses its efforts west of the Urban Growth Boundary (UGB) and east of the Willamette River in Multnomah County (see Map 3). The program works to foster 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 the tools to make healthier, more informed choices for their families, communities, businesses, 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 3).

Table 3: 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 2019-2024:

- 1. Decrease urban stormwater runoff by reducing impervious surfaces and retaining stormwater in situ.**
- 2. Reduce the use of synthetic landscaping chemicals & products.**
- 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 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 6.1 – 6.5 below provide a summary of each of these strategies, along with tables of the activities planned for FY19-20.

The Urban Lands Program FY19-20 budget is \$828,593, and includes the following five FTE (full-time-equivalent) staff:

- Urban Lands Program Supervisor;
- Senior Conservationist (technical assistance);
- Conservation Specialist (outreach and education);
- Conservation Technician (Outreach and education); and
- Outreach and Education Intern.

In addition to the above positions, the Urban Lands Program utilizes three to five contracted workshop presenters throughout the year and partners with numerous entities.

6.1 Outreach and Education

Outreach and education efforts aim to increase awareness and public understanding of water quality, water conservation, 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 in FY19-20 are given in the table below.



Annual Activities and Deliverables (Outreach and Education)	Q1	Q2	Q3	Q4
Outreach				
Recruit education and outreach intern.	X			
Update Urban Lands web content.	X	X		
Coordinate with partners to develop workshops and outreach materials that engage diverse audiences	X	X	X	X
Investigate ways to address the impacts of climate change.	X	X	X	X
Design and produce educational and 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 the public to the benefits of sustainable landscaping and/or green infrastructure practices.	X	X	X	X
Workshops <i>48/year; 1,250 participants</i>	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 <i>2/year; 1,300 participants</i>	Q1	Q2	Q3	Q4
Host Native Plant Sale to provide a diverse selection of affordable native plants to constituents. 800 participants/customers; 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

6.2 Technical and Financial Assistance

The Urban Lands Program provides technical assistance to landowners and managers to help them identify and pursue opportunities for implementing resource conservation practices on their land. Technical assistance addresses stormwater management, green infrastructure, invasive plant management, water conservation, and habitat restoration. 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 Lands technical and financial assistance in FY19-20 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 barriers to the adoption and implementation of green infrastructure.	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
Provide cost-share assistance for rain gardens and other practices. 5 projects/year	X	X	X	X

6.3 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 projects and 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 the guidance committee and providing support to the Oregon Flora Project.	X	X	X	X
Help develop IPM web tool (Solve Pest Problems) by participating in OSU project teams.	X	X	X	X
Utilize and promote community organizations and non-profit services to increase wildlife and pollinator habitat.	X	X	X	X
Work with and support 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

6.4 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 the 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 Watershed Council, the City of Gresham, Metro, Spirit Mountain Community Fund and other community partners.

Demonstration project activities for Urban Lands staff for FY19-20 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 office 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
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 and explore potential eligible large-scale demonstration projects.	X	X	X	X

6.5 Monitoring and Evaluation

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

The program will be utilizing existing, and exploring new, indicators that are 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 native plants sold) as well as reviewing the results of partner tracking efforts of the resources that the program is ultimately aiming to protect (e.g. water quality, water use, urban tree canopy, pervious surface area, etc.).

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 FY19-20 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	
Identify relevant monitoring and evaluation efforts as they pertain to Urban Lands programmatic goals.		X	X	X
Explore potential new program monitoring and evaluation metrics.		X	X	X



7. 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 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 4: Rural Lands Program Relationship to Broad Strategic Goals

Broad Strategic Goals	Rural Lands 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 2019-2024:

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 7.1 – 7.5 below provide a summary of each of these strategies, along with a listing of the activities planned for FY19-20.

The Rural Lands Program FY19-20 budget is \$1,113,952, which includes funding for the following seven FTEs:



- Rural Lands Program Supervisor;
- Five technical conservation staff¹; and
- One outreach and education position.

7.1 Technical and Financial Assistance

The 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, or another funder, 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 topsoil loss and sediment loading of waterways. The focus for the coming fiscal year will be on developing and maintaining relationships with the nursery industry with the goal of implementing erosion prevention projects. Specific activities planned for Rural Lands technical and financial assistance for FY19-20 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>				
Network within the nursery industry.	X	X	X	X
Work with cooperators to design and implement erosion prevention practices.	X	X	X	X

7.2 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 the Johnson Creek, Beaver Creek, Big Creek, and Smith Creek watersheds (see Map 4).

¹ See Appendix 2 for details of these positions and their roles within the Rural Lands Program.

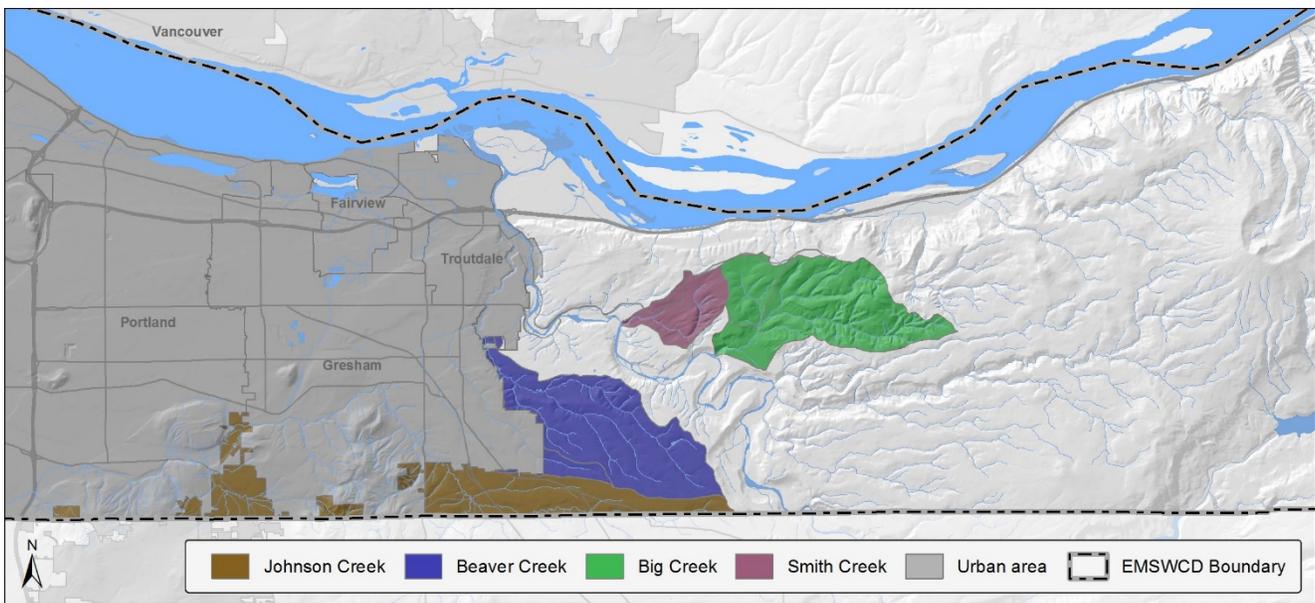


The focus on the majority of StreamCare sites is to reduce weed pressure to promote the growth of the planted native trees and shrubs. Additional plantings are done on these sites as needed. Sites are evaluated after five years to determine if weed pressure is reduced to the point that the planted trees 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 landowner 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 FY19-20 are included in the table below.

Annual Activities and Deliverables (StreamCare)	Q1	Q2	Q3	Q4
Site restoration and maintenance				
The existing, planted StreamCare areas on 345 acres along 12 miles of stream will be maintained to ensure good rates of plant survival.	X	X	X	X
Another 15 acres planted in FY19-20.			X	
Coordinate contracted labor crews for site preparation, weed control, and planting.	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 58 acres along 3 stream miles are scheduled to graduate during FY19-20.				X
Program development				
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	
Monitoring and evaluation				
Maintain GPS and GIS data; maintain StreamCare “database” to track and compile deliverables.	X	X	X	X
Seek outside assistance to complete shade modelling of Johnson Creek.		X	X	

7.3 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 FY19-20 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

7.4 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



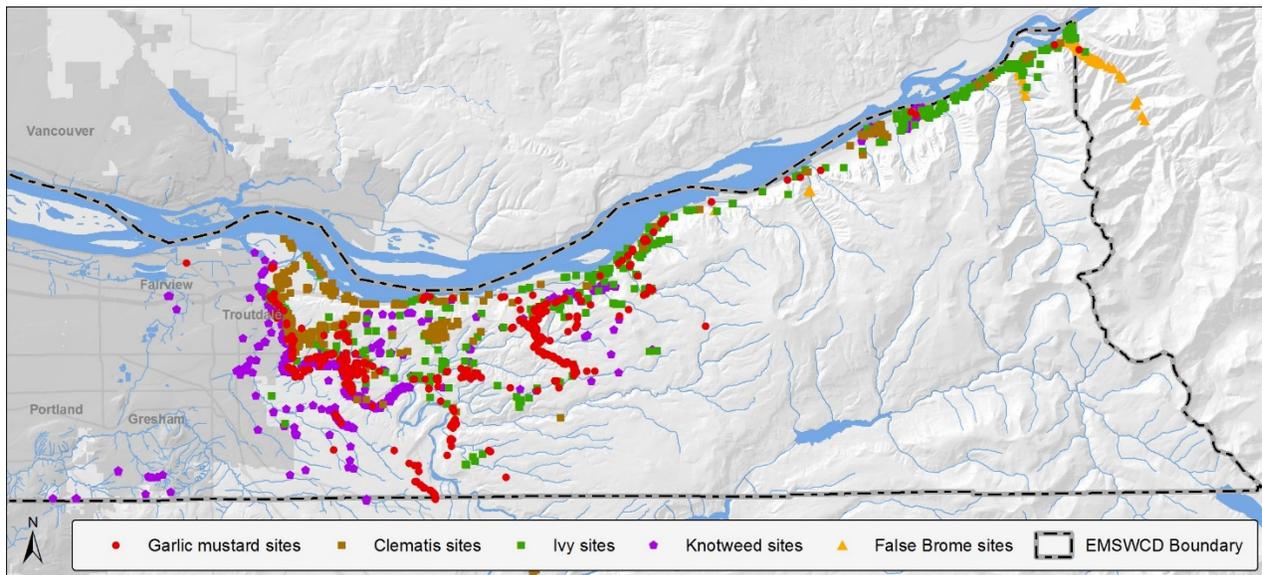
increased shading of the tributaries in the TMDL (total maximum daily load). Big and Smith Creeks are both tributaries to the Sandy River, but temperature data was not collected as part of the development of the TMDL. Continuous temperature loggers were installed for the first-time during summer 2016. This monitoring will continue in Big and Smith Creeks during the summer of 2019. Specific monitoring activities planned for FY19-20 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. Remove temperature loggers in the fall.	X			X
Analyze and report on water quality data in collaboration with other partners' monitoring efforts.	X	X	X	X

7.5 Weed Control

The spread of invasive noxious weed species can cause serious and nearly irreparable harm to natural ecosystems. To help address this problem, EMSWCD has created an invasive species control program. EMSWCD works with a wide range of partners to create and implement geographically explicit strategies for targeted weed species. Generally, 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. 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. Most of the burned area is owned by Oregon State Parks and the U.S. Forest Service within the 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 FY19-20 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, 42 for FY19-20)	X			
Survey and control all non-riparian knotweed locations every two years (91 properties total, 45 for FY19-20).	X			
Annually control 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 total acres).	X	X	X	X
Monitor half (~1400 acres) of the current project acreage (~2800 total 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



Monitoring and evaluation				
Maintain special location information in GIS, including abundance information for the target species.	X	X	X	X
Evaluate the feasibility of reducing the garlic mustard containment area and identify priority areas to target.			X	X
Undertake an analysis to determine the current coverage for false brome, English ivy, Old man’s beard and spurge laurel.	X	X	X	X

8. 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 FY19-20 Conservation Legacy Program operational budget (inclusive of the Headwaters Program operational budget) is \$1,040,235 million. In addition, the Land Conservation Fund (\$7,435,000) and the Grants Fund (\$1,472,000) 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 (0.8 FTE);
- Facilities Manager (0.5 FTE)²;
- Land Legacy Program Manager; and
- Grants Program Manager

A description of the three programs and activities for FY19-20 are found in Sections 8.1 - 8.3 that follow.

8.1 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. HIP collaborates with Oregon State Extension Service, Ecotrust, 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 5).

² 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





Table 5: 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	

In order to help achieve the broad strategic goals above, the Headwaters Incubator 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.

8.1.1 Maintain and improve the natural resources

Conservation farming, including USDA-NRCS agricultural best management practices, is being applied at Headwaters Farm 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 FY19-20 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, integrated pest management, reduced and appropriately timed tillage, drip irrigation, compaction alleviation, among others.	X	X	X	X
Soil Health Improvements				
Cover crop or silage tarp (for weed suppression) 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
Apply compost on fallowed fields.		X		X



Erosion and Stormwater Management				
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 appropriate irrigation amounts and methods, and work toward developing Irrigation Water Management Plans.	X			X
Natural Habitat				
Establish a minimum additional 4,000ft ² of pollinator habitat along the main driveway near Orient Drive (could be as much as 5,600ft ² if neighboring properties agree to allow EMSWCD to manage with native plants).		X	X	
Remove blackberries from the frontage along Orient Drive		X		X
Maintain existing pollinator habitat, hedgerows, and beetle bank.	X			X

8.1.2 Headwaters Incubator Program

Now in its seventh 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 2019 season there are 15 farm businesses consisting of 20 farmers participating in HIP. With six farm businesses scheduled to graduate at the end of 2019, more space will become available to existing participant farms and a new cohort of farmers in the 2020 growing season.

Recruiting farmers into HIP will be accomplished via an 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 2020 growing season, of which two to five new operations will be accepted into HIP during FY19-20. 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 FY19-20 are given on the table below.

Annual Activities and Deliverables (HIP)	Q1	Q2	Q3	Q4
HIP Program				
Complete Headwaters 5-year plan		X	X	
Complete the Headwaters Farm Food Safety Plan	X	X		
Create a Guide to Good Farming that outlines best practices for starting a farm business.		X	X	
Partner with Portland Farmers Market to offer a pilot rotating stall dedicated to Headwaters Farm.		X	X	X
HIP Farmer recruitment and retention				



Obtain at least 10 HIP applicants for the 2019 growing season.		X		
Two-to-five new farms recruited in FY19-20.		X	X	
Host at least 12 incubator farmers.	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 farmer operation trainings.			X	X
New farmer orientation.			X	
Nutrient management training.				X
Irrigation management training.				X
Offer training on vending at a farmers market.		X		
Meet with each farm business mid-season and at the conclusion of the calendar year to discuss mitigating challenges and capitalizing on opportunities.	X		X	
HIP Graduate Support				
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
Conduct survey of HIP graduates.		X	X	

8.1.3 Outreach and Education

The conservation farming practices at Headwaters Farm offers a unique opportunity to demonstrate good land stewardship. 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 FY19-20 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
Release two videos outlining the “why” and “how” HIP creates opportunities for new farmers.	X	X		
Partner with the Oregon Department of Agriculture to conduct a Food Safety Modernization Act Readiness Review of Headwaters Farm that is open to the farming public and other public agencies.	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
Work with OSU Extension on pollinator research if grant funds become available.				X



Explore partnerships to pursue programming and/or services that utilizes Headwaters Farm resources to create farming opportunities for underserved groups.	X	X	X	X
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8.1.4 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. Significant projects this fiscal year include the construction of an equipment shed, for the storage of farm implements and including an enclosed shop space for EMSWCD staff, as well as the installation of a commercial scale solar PV system that will off-set almost all of the electricity used on the property. Farm infrastructure and other site improvements that are planned for FY19-20 are indicated in the table below.

Annual Activities and Deliverables (Facilities, Infrastructure and Equipment)	Q1	Q2	Q3	Q4
Construction of an equipment shed and build-out shop for staff operations.	X	X	X	
Install PV solar system on the barn and equipment shed to offset the Farm’s electrical use and reduce the carbon footprint of farm operations.			X	X
Install a frontage sign and address marker at the main driveway along Orient Drive.		X	X	
Design, print, and mount protocol signs at the wash stations, propagation houses, and curing shed.		X	X	
Source an electric utility vehicle for Headwaters staff.	X			
Source a compost spreader for HIP farmers and staff to apply organic matter to fields.		X		X
Build out the hardening-off table area.		X	X	
Trench and install pipe to drain standing water on the west end of Hoophouse #4.	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

8.2 Land Legacy

The Land Legacy Program focuses on protecting agricultural lands, natural resource lands, and urban 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 6).

Table 6: 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 2019-2024, 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 beginning 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.**
 - d. Fund approximately one to two natural area transactions.
- 4. Assist partners in establishing new parks and natural areas in underserved communities.**
 - e. 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 related costs of conservation interests. For FY19-20, \$7,434,631 is available in the Land Conservation Fund to support Land Legacy Program conservation projects.

Acquisition work for FY19-20 will prioritize the acquisition of working farmland easements where possible, including a likely decision on whether to exercise the two working farmland easement options held by EMSWCD. Fee acquisition opportunities will be considered where properties are at a threat of conversion to non-agricultural use, where “Buy-Protect-Sell” is possible and/or access opportunities may be created for beginning and/or historically marginalized farmers. EMSWCD will seek to leverage its funds when possible through Metro, State and/or Federal grant monies. Management of existing property interests will be a continued focus, including the district’s first working farmland easement, and the likely disposition of the district’s Gordon Creek Farm property. Finally, the district will work with Metro to help implement the new Open Space Bond (if passed by voters in November 2019), work to identify the appropriate role of the district post-bond and possibly assist on natural area and/or urban access to nature projects. Some of the Land Legacy Program specific activities planned for FY19-20 are included in the table below.

Annual Activities and Deliverables (Land Legacy Program)	Q1	Q2	Q3	Q4
Effective records management needs for all property interests.	X	X	X	X
Potentially refine approach to transaction review and approval.	X	X	X	X
Apply equity lens to LLP activities	X	X	X	X

8.2.1 Working Farmland Protection

From 2019-2024 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 working farmland conservation easement interests, acquiring farm properties in fee, and the



disposition of properties owned by EMSWCD subject to working farmland easements. Where possible, farmland transactions will facilitate access to farmland for beginning, disadvantaged and/or established farmers, as well as address the affordability of farmland, ensure its continued use for agriculture, and secure/improve agricultural practices. The working farmland protection activities for FY19-20 are in the table below.

Annual Activities and Deliverables (Working Farmland Protection)	Q1	Q2	Q3	Q4
Apply agricultural property prioritization to the whole agricultural area, including the non-focal area agricultural properties east of the Sandy River.			X	
Refine agricultural property prioritization with detailed water rights information, as time allows.			X	X
Continue development and implementation of an outreach program for the Ag community. Provide at least one distinct opportunity for the 75 highest priority landowners to learn about the working lands easement program.	X	X	X	X
Pursue and close on disposition of Gordon Creek Farm property.	X	X	X	X
Close on easement acquisition for Gordon Creek farm property.			X	X
Decision on exercise, deferral or extension of two conservation easement options.			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
Close on or substantively advance at least one other farmland transaction.	X	X	X	X
Continue to advance and enhance organizational partnerships that assist in EMSWCD’s agricultural land protection and stewardship work.	X	X	X	X
Work to identify a path forward for farmland access for historically disadvantaged groups.		X	X	X
Inform and participate in efforts that could help support EMSWCD agricultural land protection efforts, including the Metro Open Space Bond, the Oregon Ag Heritage Program and the new Oregon Agricultural Trust.	X	X	X	X
Farm succession resources offered, including workshop and website resources, if time permits.		X	X	X

8.2.1.1 Agricultural Land Stewardship

EMSWCD agricultural property interests are managed in such a way as to protect and enhance EMSWCD’s investment and mission related outcomes. Activities planned for FY19-20 are included in the table below.

Annual Activities and Deliverables (Agricultural Land Stewardship)	Q1	Q2	Q3	Q4
Fee management guidelines adopted and implemented for current EMSWCD holdings.		X	X	X
Working farmland easement interests monitored and managed.	X	X	X	X
Agricultural management plans monitored and managed.	X	X	X	X
Lease interests monitored and managed.	X	X	X	X
Complete septic system replacement at Mainstem Farm.	X	X		

8.2.2 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 (including, but not limited to,



acquisition, protection, and restoration plans). FY19-20 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
Continue to advance and enhance organizational partnerships that assist in EMSWCD’s natural resources land protection work.	X	X	X	X
Assist in development and implementation of Metro Open Space Bond, and work to identify most appropriate role for EMSWCD post-bond if approved by voters.	X	X	X	X

8.2.2.1 Natural Area Stewardship

EMSWCD currently owns and manages one natural area, the Dianna Pope Natural Area (DPNA) located at Headwaters Farm. A five-year site conservation plan for the DPNA was adopted by the board in FY17-18. EMSWCD also undertakes the management of natural areas associated with farmland property interests, including undertaking restoration activities on the forested natural area of Oxbow Farm as part of the working farmland easement interest on that property. The riparian restoration on the Gordon Creek and Mainstem properties are included as part of the StreamCare Program (See Section 7.2). Activities related to natural area stewardship planned for FY19-20 are included in the table below.

Annual Activities and Deliverables (Natural Area Stewardship / DPNA)	Q1	Q2	Q3	Q4
Undertake weed control and plant maintenance, in-fill planting where required, in the DPNA.	X	X	X	X
Conduct regular wildlife surveys in DPNA, install and analyze wildlife camera footage.	X	X	X	X
Design and install signage denoting DPNA.		X	X	
Plan and conduct open house/tour of DPNA for neighbors of DPNA and Headwaters Farm.		X	X	X
Weed control and plant maintenance, in-fill planting at Oxbow where required.	X	X	X	X
Maintain Oxbow pollinator hedgerows as needed, in-fill planting where required.	X	X	X	X

8.2.3 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. FY19-20 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
Support partner protection efforts financially with partner entity in the lead, especially those targeted to park deficient and/or under-served communities.	X	X	X	X
Continue to advance and enhance organizational partnerships that assist in EMSWCD’s land protection work.	X	X	X	X
Assist in development and implementation of Metro Open Space Bond, and work to identify most appropriate role for EMSWCD post-bond if the bond is approved by voters.	X	X	X	X



8.3 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 7).

Table 7: 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 2019-2024:

- 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 the urban tree canopy and support a sustainable urban forest.**
- 6. 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 8.3.1 to 8.3.6.

In addition to continuing the various EMSWCD grants in progress, during FY19-20, the Grants Program will build upon current organization efforts in Diversity, Equity and Inclusion (DEI) to strengthen grantmaking and support for grantees in ways that help to achieve the Grants Program goals. This will involve developing a DEI program plan that can serve as a model for other programs. Key to this planning effort will be engaging communities and past grantees on the direction, strategies and operations of the grant program. It will also necessitate the collection of relevant data to support the planning process. In addition, the Grants Program will continue to participate in partner led



collaborative initiatives related to grant goals, with a focus on Green Workforce Development and Urban Forestry in East Multnomah County.

8.3.1 Outreach, Engagement and Evaluation

Besides administering the various grant programs, for FY19-20, 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. FY19-20 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 past grantees and applicants to gain information on DEI outcomes and opinions on future program direction.	X	X		
Gather key baseline and demographic information through organization-wide DEI efforts that will inform the Grant Program.			X	X
Evaluate equity outcomes in prior 2-3 years of PIC and SPACE grants based on reported metrics and final reports.	X			

8.3.2 Partners in Conservation

Partners in Conservation (PIC) grants provide funding to support conservation projects and educational efforts. Total funding available for PIC for FY19-20 is \$989,362 of which \$622,362 is for awards from the 2019 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 2020. The minimum grant award for an individual PIC grant is \$5,000 while the maximum grant award is \$100,000. PIC grants support projects that are up to two years in duration.

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 FY19-20, EMSWCD will execute and administer 20 PIC funding agreements for projects approved in the 2019 PIC cycle. Specific activities and deliverables associated with the PIC grants in FY19-20 are included in the table below.

Annual Activities and Deliverables (PIC Grants)	Q1	Q2	Q3	Q4
PIC Grant administration				
Update PIC grant application and supporting materials, receive applications.		X		
Conduct due diligence, prepare for and host Review Committee meeting, make recommendations to the Board for PIC grant awards.			X	X
Contract with grantees for 20 PIC awards	X			X
Compliment other EMSWCD Program Efforts				
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	



Environmental Literacy				
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	
Sustainable School and Community Gardens				
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	
Urban Tree Canopy				
Participate in meetings of Urban Forestry partnership and assist in planning for PIC or other grant application.	X	X		
Fund at least two projects that increase the urban tree canopy in underserved areas of the District.			X	
Equitable conservation outcomes and benefits				
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

8.3.3 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 FY19-20 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, done through an online grant management platform, ZoomGrants. 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 to new fiscal year and new deadline of SPACE in 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

8.3.4 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 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 FY19-20 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

8.3.5 Strategic Conservation Investments

Strategic Conservation Investment (SCI) grants support projects and partnerships that advance EMSWCD’s priority natural resource issues identified and forwarded by the Board of Directors or the Executive Director. Total funding available for FY19-20 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 FY19-20. The SCI grant application, award, and implementation process is administered on an as-needed basis.

8.3.6 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 FY19-20 is \$100,000 for new awards and \$21,000 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 6.2 and 7.1 for further information.



9. 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
- Contract Management
- Board and Committee Management
- Human Resources Management
- Facilities, Fleet and Equipment Management
- Information Technology
- Marketing and Media
- Office Administration

The Finance and Operations Program FY19-20 budget is \$898,471, which includes funding for the following 4.5 FTEs:

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

Sections 9.1 –9.7 below provide further explanation and a summary of planned activities for FY19-20.

9.1 Budget and Financial Management

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 (FY20-21) will likely begin in January 2020 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 2020 and adoption in June 2020, ahead of implementation beginning for the next fiscal year in July 2020.

Annual Activities and Deliverables (Budget and Finance)	Q1	Q2	Q3	Q4
Complete FY18-19 budget audit.	X	X		
Track FY19-20 budget and produce budget to actual reports.	X	X	X	X
Develop FY20-21 budget.			X	X
Review Fiscal Policies and recommend changes as needed.	X			X
Review Contracting Policies and recommend changes as needed.	X	X	X	X
Review and monitor EMSWCD contractual agreements.	X	X	X	X
Review and update Public Records and Retention Schedule Policies as needed.	X	X		



9.2 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 12 Board of Directors meetings.	X	X	X	X
Take and prepare minutes and maintain all records for 12 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, approximately 16 committee meetings.	X	X	X	X

9.3 Human Resources Management

The Finance and Operations Program maintains a human resources system, procedures and elements to service 22 full-time and part-time staff, to help ensure staff can effectively carryout their public duties.

Program goals for human resources include:

- Promote equity and embrace the diversity of humanity of our workplace.**
- 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, in collaboration with the CFO. The specific human resources management activities and deliverables for FY19-20 are identified in the table below.

Annual Activities and Deliverables (Human Resources)	Q1	Q2	Q3	Q4
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 personnel-related issues re: BOLI information/changes that might affect EMSWCD.	X	X	X	X
Research HR wellness and commute incentives.	X	X	X	X
Maintain confidential personnel files.	X	X	X	X



9.4 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, naturesscaped yard, and includes 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 8.1 of this plan. The farm properties managed under the Land Legacy Program are addressed in Section 8.2.

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 is a redesign of the staff kitchen. An additional major project at the Williams headquarters includes extensive maintenance, caulking, and painting of the building, as well as complete replacement of the stairs leading to the building. These capital investments in the property have been included and approved in the FY19-20 budget. The significant Facilities, Fleet and Equipment management tasks and projects planned for FY19-20 are listed below.

Annual Activities and Deliverables (Facilities, Fleet and Equipment)	Q1	Q2	Q3	Q4
Facilities				
Staff kitchen re-design and remodel at Williams Ave. Headquarters.			X	X
General maintenance of building and facilities at Williams Ave. Headquarters.	X	X	X	X
Complete front step and landing replacement at Williams Ave. Headquarters.	X	X		
Caulk, repair, and paint Williams Ave. Headquarters.	X	X		
General maintenance of buildings, equipment and facilities at Headwaters Farm.	X	X	X	X
Assist in other capital projects and planning as needed at Headwaters Farm.	X	X	X	X
Fleet and Equipment				
Assist in installation of EV charging stations and leasing of two new electric vehicles.	X	X		
General maintenance of two remaining state vehicles and two additional leased EVs.	X	X	X	X

9.5 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 FY19-20 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
Upgrade conference room technologies for presentations, webinars, conferences, board meetings, and gatherings.	X	X		
Investigate wireless technologies to increase network bandwidth, stability and speed.	X	X		
Purchase and set-up scheduled replacement computers for staff as needed.	X	X	X	X
Investigate subscription-based solutions for the office software, and if deemed cost effective, purchase and implement, including but not limited to cloud-based storage.		X	X	

9.6 Marketing and Media

Throughout FY19-20, 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, LinkedIn, Instagram) 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 FY19-20 are identified in the table below.

Annual Activities and Deliverables (Marketing and Media)	Q1	Q2	Q3	Q4
Review, revise, and propose updated formal and grassroots Marketing Plan.	X	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 as requested and needed.	X	X	X	X
Evaluate new website hosting platforms and/or content management systems and user interface for main site.	X	X	X	X

9.7 Office Administration

General office administration and operations are overseen by the CFO and Office Manager with assistance by other Finance and Operations staff. Office administration related projects and activities for FY19-20 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
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	X		

10. Annual Work Plan Tracking and Reporting

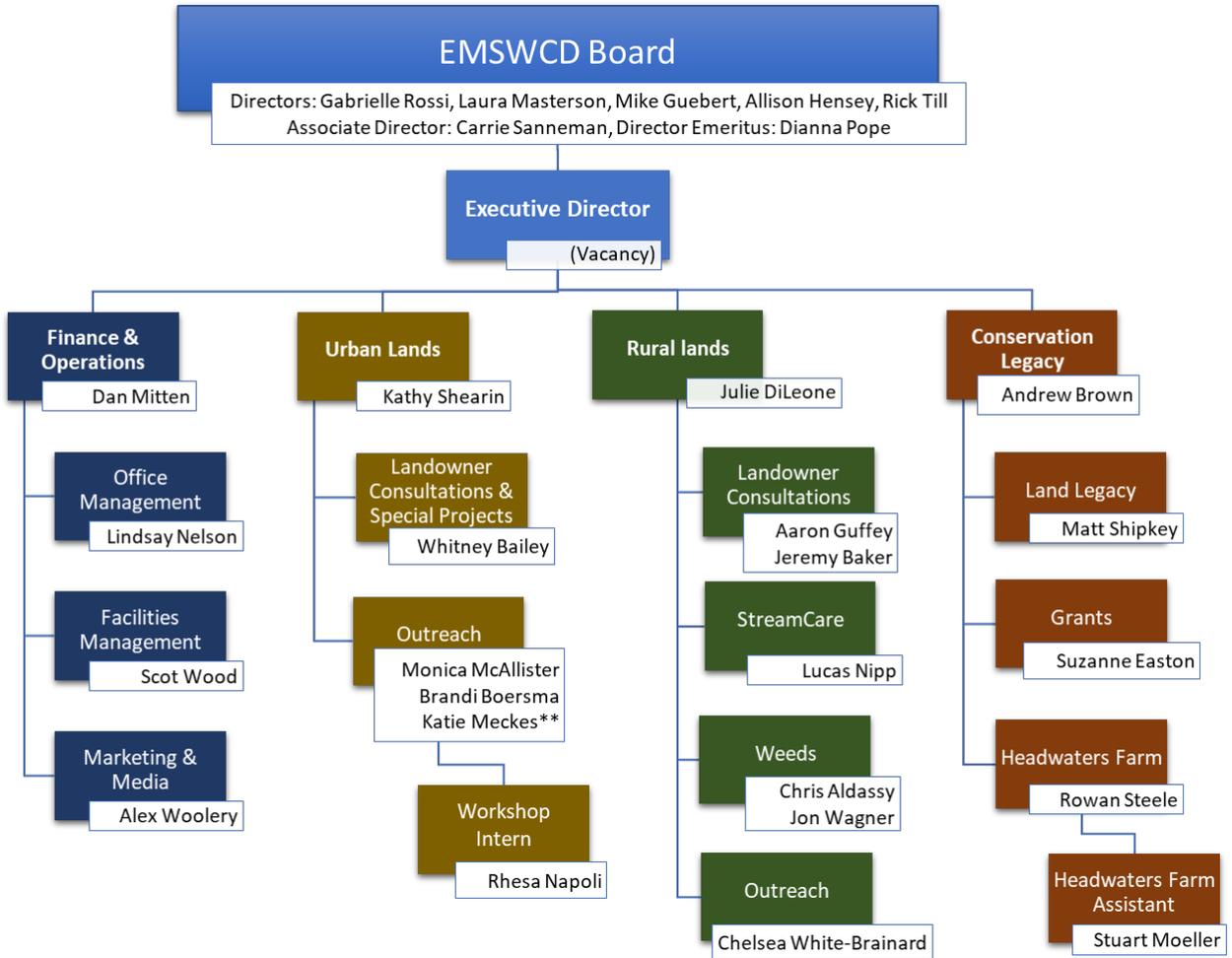
Activities described in this work plan will be tracked on a monthly basis. Summary reports will be developed on a quarterly basis in October, January, and April, with the final Annual Report being produced in July/August of 2020. Progress toward achievement of the identified activities in the work plan 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.

Over the last two years EMSWCD has embarked on a process to develop an updated strategic plan for the District. The new EMSWCD 2019-2024 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 2019. Once this next strategic plan is finalized and adopted, it will be updated on 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

July 1, 2019



** Katie Meckes will be on extended sabbatical leave for most of FY19-20



Appendix 2: Board Director Positions, Committees and Meeting Schedule

EMSWCD Board			EMSWCD Committees						
Members	Positions	Officers	Budget	Land Legacy	Personnel	Grants	PIC	CLIP	SPACE
Gabrielle Rossi	Zone 1 Director	Treasurer	X	X					
Laura Masterson	Zone 2 Director	Vice-Chair	X	Co-Chair	X			X	
Mike Guebert	Zone 3 Director	X	X	X	Chair	X			X
Rick Till	At-Large 1 Director	Secretary	X	X	X	X	X		
Allison Hensey	At-Large 2 Director	Chair	X	X				X	
Carrie Sanneman	Associate Director	X	X	Co-Chair		X			X
Dianna Pope	Director Emeritus	X	X						
FY19-20 Schedule									
2019	July	8							
	August	5		5					
	September	9		30		TBD			
	October	7			TBD				
	November	4		25					
	December	2							
2020	January	6		27		TBD			
	February	3					TBD		
	March	2	2	30					
	April	6	6						
	May	4	4	18					
	June	1				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 years)		New Board sworn in	New Director 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	Annual Report		Quarterly report			Quarterly report	Annual Work Plan
	Performance reviews	Performance reviews										Individual work plan
FINANCE & OPERATIONS					OACD Conference			SDAO Conference			CONNECT Conference	
							Budget training	Budget dvlpt.	Budget dvlpt.	Budget dvlpt.	TSCC hearing	
	Engage auditor	Audit field work		Audit finalized and accepted		Audit due						
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						