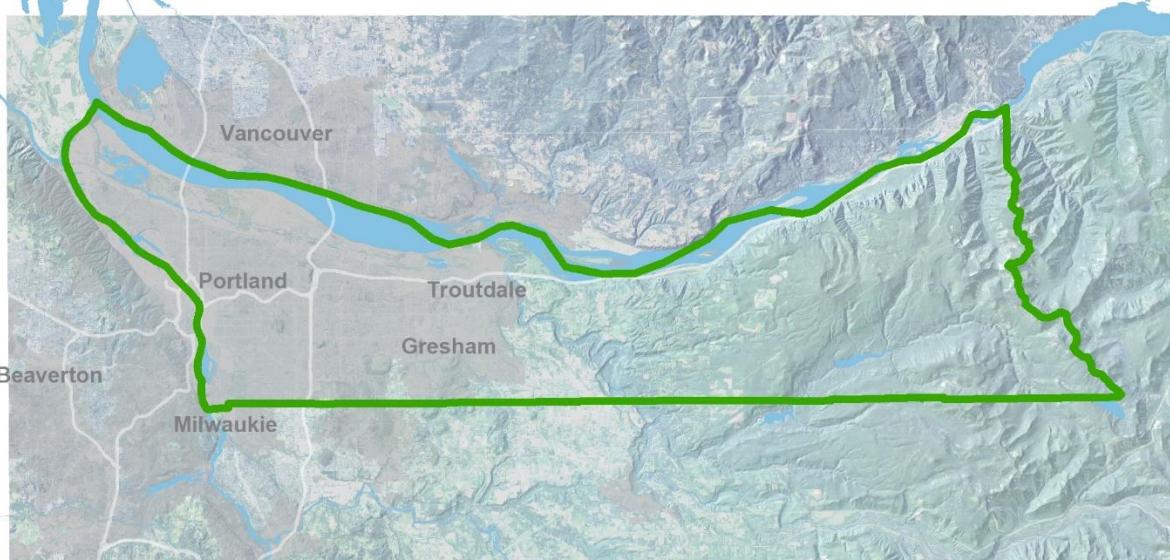




# ANNUAL WORK PLAN

## 2020-2021

### *East Multnomah Soil & Water Conservation District*



*Helping people care for land and water since 1950.*

**June 30, 2020**

Draft Version 1



**East Multnomah Soil & Water Conservation District**  
**Annual Work Plan for Fiscal Year 2020-2021**  
**June 30, 2020**  
**Version 1**

This plan was presented and approved by the Board of Directors for the East Multnomah Soil and Water Conservation District on July 6, 2020.

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

For more information about this plan or to receive a hardcopy, please contact:

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

*The East Multnomah Soil & Water Conservation District (EMSWCD) prohibits discrimination in all of its programs and activities on the basis of race, color, national origin, age, disability, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisals, because all or part of an individual's income is derived from any public assistance program, or based on any other group or affiliation. EMSWCD will not condone or tolerate prejudicial remarks, actions, slurs, or jokes expressed and directed at or to any person. Any employee who behaves in such a manner while conducting EMSWCD's business will be subject to disciplinary action including possible termination. EMSWCD is an equal opportunity provider and employer.*



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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. EMSWCD's mission is to help people care for land and water.

The EMSWCD fulfills 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 \$15.18 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, 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 2020 - June 2021 (FY20-21). Narrative descriptions of the planned work can be found throughout the body of the document. This fiscal year, district-wide initiatives EMSWCD will be focusing on include:

- Hiring and on boarding a new Executive Director.
- Advancing the equity diversity and inclusion through its work, including the completion of an organizational equity plan.
- Advancing the development of a new strategic plan for the organization, and
- Navigating, responding and adapting to the ongoing COVID-19 pandemic.

Major deliverables identified for each programmatic unit include:

### **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.

### **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 223 acres of StreamCare sites, and planting of an additional 25 acres.
- Maintenance of six current weed species/sites and prevention of new species from establishing, including on the area burned by the Eagle Creek fire.



**Conservation Legacy:**

- Two to five new farms recruited to participate in Headwaters Incubator Program (HIP), 15 farms are supporting in the program.
- Close on an additional farmland conservation easement, and substantively advance at least one additional farmland transaction.
- 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 address diversity, equity and inclusion outcomes.

**Finance & Operations:**

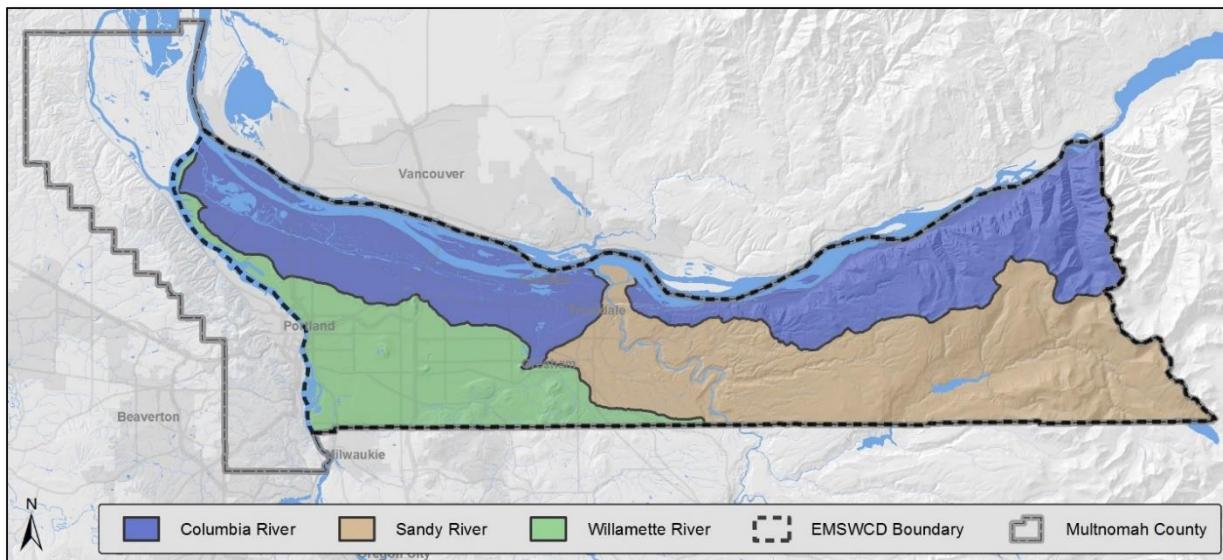
- FY19-20 budget audit completion.
- FY21-22 budget development.
- Replacement of the office building external stairs.
- Office breakroom remodel and internal stairs repair/replacement.



## 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 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). At the start of FY20-21 the Executive Director position is vacant with recruitment underway. 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 Vision, Mission, and Strategic Goals

The draft EMSWCD 2019-2024 *Strategic Plan* identifies the following vision, mission and broad strategic goals for the organization:

**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.**

The Board and staff have been working on developing a new set of organizational values for EMSWCD and this is still a work in progress. While this is a work in progress, the values that are important to EMSWCD are:

- Public Service
- Diversity, Equity and Inclusion
- Environmental Responsibility
- Accountability
- Curiosity
- Empathy and Compassion
- Respect

## 2.2 Plan Purpose

The EMSWCD FY20-21 Annual Work Plan outlines the activities the EMSWCD will undertake from July 1, 2020 through June 30, 2021. More detailed descriptions of these same activities and finer level activities are described in the annual work plans for each individual EMSWCD staff member.

The EMSWCD FY20-21 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. The EMSWCD zones associated with the zone Directors are shown in Map 2. Four of the five elected EMSWCD Director positions will be on the ballot for the November 3<sup>rd</sup> General Election in 2020. These are as follows:

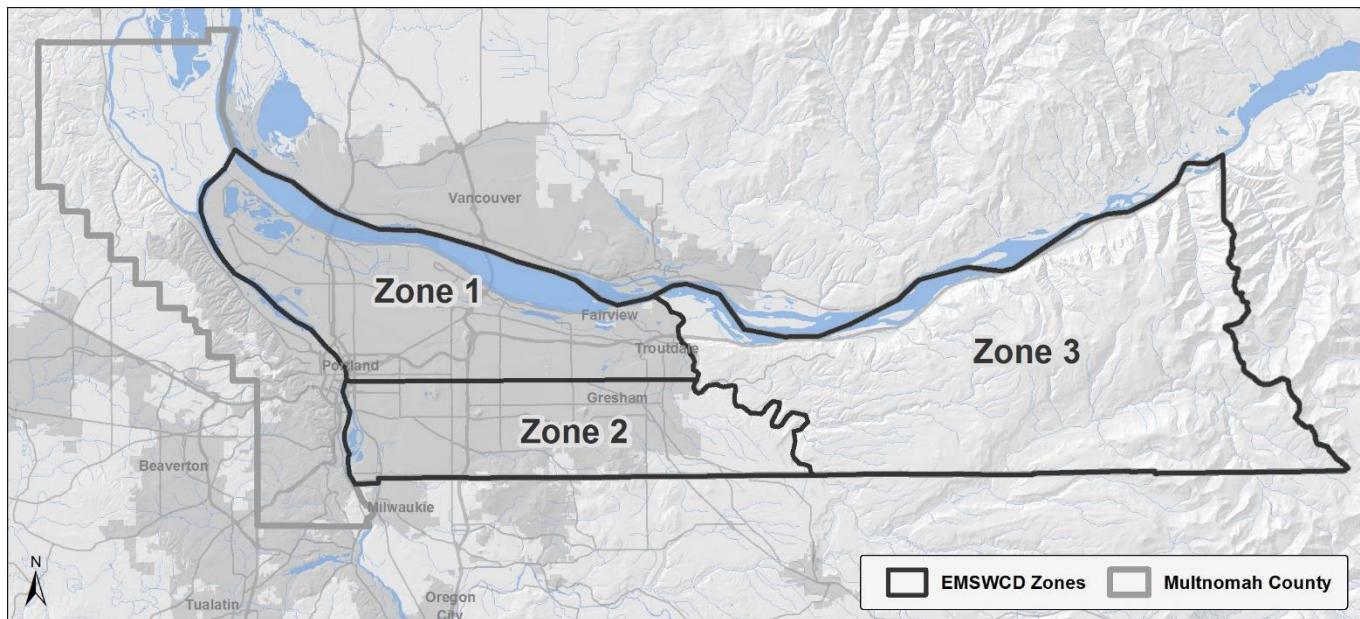
- Zone 1 Director (4-year term)
- Zone 2 Director (4-year term)
- At Large 1 Director (4-year term)
- At Large 2 Director (2-year term)

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. At the start of FY20-21, the EMSWCD Board members will be composed of three zone Directors, two at-large Directors, and a single Director Emeritus (see Appendix 2). The Board normally meets once per month during the fiscal year.

### Map 2: District Zones



### 3.2 Committees

All Board members are expected to serve on at least one of the five standing committees during this period: 1) Budget Committee; 2) Land Legacy Committee; 2) Personnel Committee; 3) Grants Committee; and 4) PIC Committee. In addition to standing committees, the Board has the option of establishing ad-hoc committees for special circumstances or projects. One ad-hoc committee to address the Executive Director search will be meeting during FY20-21 to address the Executive Director recruitment. 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 was vacant at the start of FY20-21. A search for a new ED will be the focus of the first quarter of FY20-21, and it is anticipated that a new hire will be in place by the fall of 2020. Conservation Legacy Program Supervisor, Andrew Brown, served as Interim Executive Director for EMSWCD during FY19-20 and will continue in this role until a permanent Executive Director is in place.



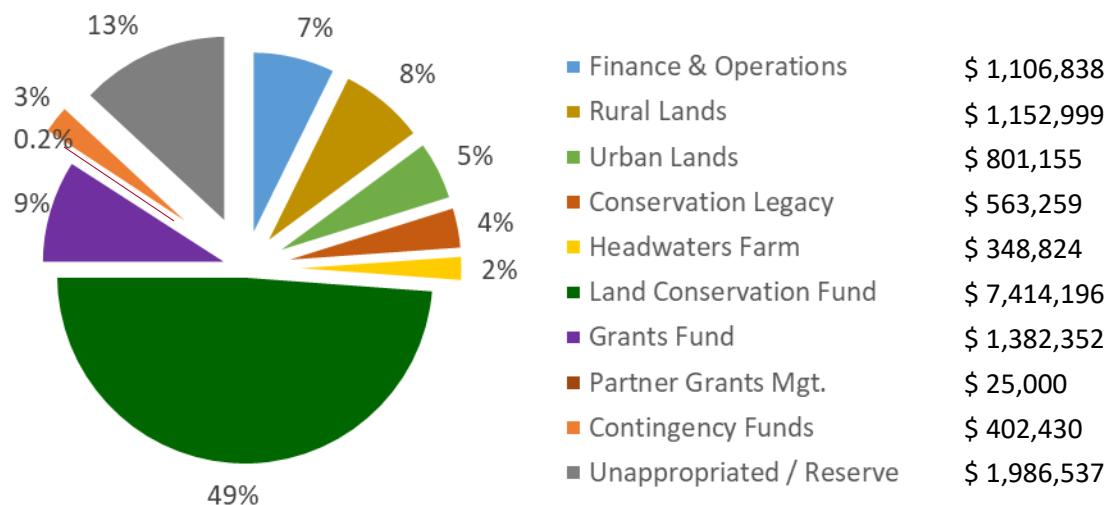
## 4. Budget

The total EMSWCD FY20-21 budget is \$15.18 million (see Table 1 and Figure 1), which matches funding sources of \$15.18 million (see Table 2 and Figure 2). For this fiscal year \$3,973,075 is appropriated for direct operational expenditures by the EMSWCD programs. \$8,821,548 is allocated in special funds for land purchases and grants to external entities, and an additional \$402,430 is held for unforeseen contingencies. The unappropriated funds held in reserve for FY20-21 is \$1,986,537. The detailed budget adopted for FY20-21 by Board of Directors is available on the EMSWCD website.

**Table 1: FY20-21 Budget**

Category		Purpose	Budgeted Amount
Operations	Finance & Operations	Staffing, facilities, and operations	\$1,106,838
	Rural Lands	Staffing, contracting, and operations	\$1,152,999
	Urban Lands	Staffing, contracting and operations	\$801,155
	Conservation Legacy	Staffing, contracting and operations	\$563,259
	• Headwaters Farm	Farm-specific staff and operations	\$348,824
<b>Sub-total Operations</b>			<b>\$3,973,075</b>
Capital, Grants, and Contingency/Unappropriated	Land Conservation Fund	Acquisitions	\$7,414,196
	Grants Fund	External grants	\$1,382,352
	Partner Grants	Pass through funds	\$25,000
	Contingency Funds	Unanticipated costs	\$402,430
	Unappropriated Funds	Funds held in reserve	\$1,986,537
<b>Sub-total Grants, Funds and Reserves</b>			<b>\$11,210,515</b>
<b>Total EMSWCD Budget</b>			<b>\$15,183,590</b>

**Figure 1: FY20-21 Budget**



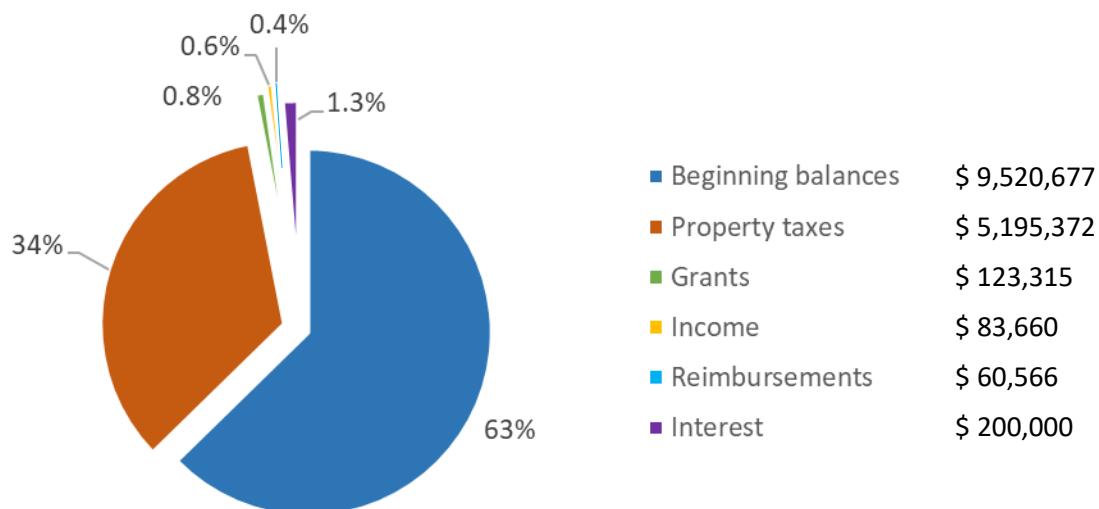


The largest source of new revenue for the organization from the permanent property tax base. EMSWCD's permanent property tax rate limit of \$0.1000 per \$1,000, which was approved by voters in 2005, is estimated to generate nearly \$5.09 million in FY20-21. The anticipated revenues from property taxes for FY20-21, accounts for 34.3% 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 \$9.52 million.

**Table 2: FY20-21 Funding Sources**

Source	Purpose	Sub-totals	Funding Totals
Beginning balances	General Fund carry-over from FY19-20	\$2,268,448	
	Land Conservation Fund carry-over from FY19-20	\$6,814,196	
	Grants Fund carry-over from FY19-20	\$438,033	\$9,520,677
Property taxes	FY20-21 levied taxes estimated to be received	\$5,095,372	
	FY19-20 and earlier levied taxes	\$100,000	\$5,195,372
Grants	ODA Administrative Grant	\$24,995	
	ODA Water Quality Funding	\$58,320	
	Partner grants pass-through (anticipated)	\$25,000	
	USFS Gorge Grant	\$15,000	\$123,315
Income	Native plant sales	\$50,000	
	Farm lease payments	\$33,660	\$83,660
Reimbursements	From partners	\$5,000	
	Headwaters Solar project RDF reimbursement	\$55,566	\$60,566
Interest	General Fund interest on bank/investment accounts	\$80,000	
	Land Conservation Fund interest	\$100,000	
	Grants Fund interest	\$20,000	\$200,000

**Figure 2: FY20-21 Funding Sources**





## 5. District-wide Strategic Initiatives

Over the last few years, EMSWCD has embarked on several important planning initiatives that will inform the organization's structure and operations. This work will continue in FY20-21.

### 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 authentic and collaborative relationships with historically under resourced 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 FY20-21 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, as well as a Board and management team liaisons. 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 FY20-21 are identified in the table below.

The ability of the Equity Team and staff to complete the annual activities and variables listed below will depend on restrictions that result from the COVID 19 pandemic.

Annual Activities and Deliverables (Diversity, Equity and Inclusion)	Q1	Q2	Q3	Q4
Facilitate small discussion groups among staff on DEI related issues.	X	X	X	X
Provide opportunity for DEI onboarding of new staff/board members and additional training for current staff as desired.	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
Co-create a Land Acknowledgement Statement with representatives of the Native American community.	X	X	X	
Work with contracted community engagement liaisons to engage members of historically underrepresented communities.	X	X	X	X
Work with consultants to review and make changes to internal policies, procedures, and processes to be more equitable.	X	X	X	X
Work with consultants to provide support for employees who identify as members of BIPOC and other marginalized groups.	X	X	X	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
Translate and adjust EMSWCD materials and communication tools to be more culturally responsive.	X	X	X	X
Make changes to physical spaces to make them more welcoming and inclusive.			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 was largely put on hold during FY19-20 as a result of capacity constraints with the Executive Director vacancy. This will likely continue until such time as a new Executive Director has been appointed, and will also be impacted by the priorities determined for the District with the new Executive Director as well as the ongoing COVID-19 pandemic making robust community engagement more challenging and time consuming.

To the extent capacity is available, specific climate change related efforts during FY20-21 will primarily focus on the following:

- Identifying and understanding the risks posed by climate change to EMSWCD's work, the community EMSWCD serves and the natural resources of the district;
- Identifying the opportunities to mitigate and adapt to climate change through EMSWCD's work, including opportunities for increasing soil carbon sequestration on natural areas and working lands;
- 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.

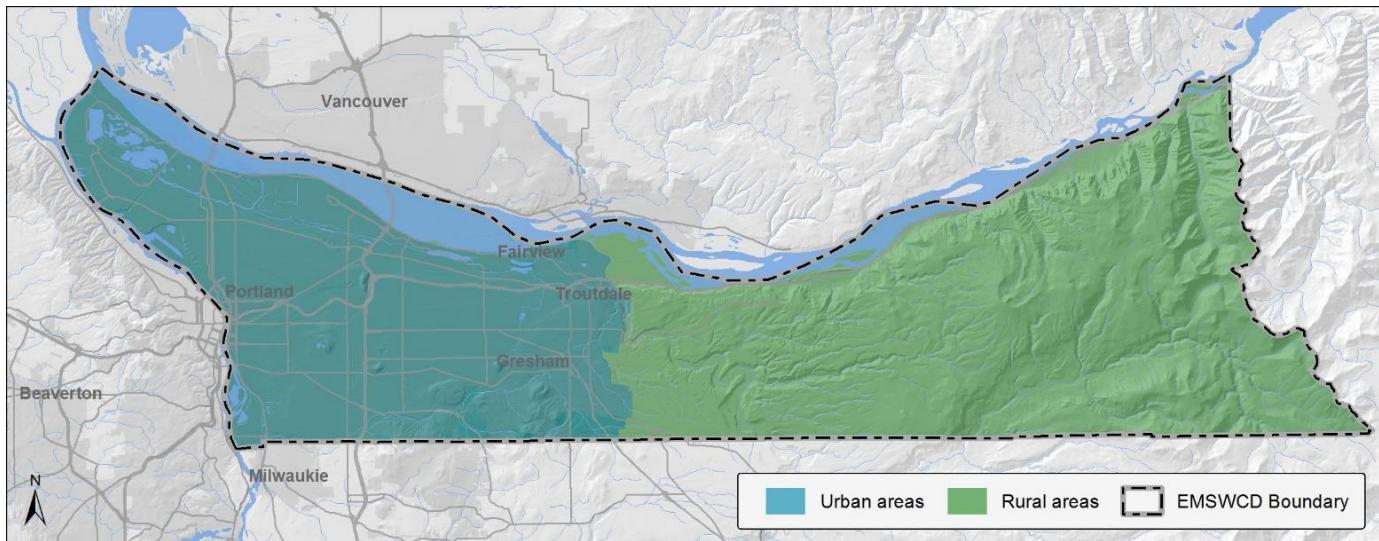
Some of the opportunities already identified to reduce EMSWCD's carbon footprint were pursued in FY19-20, including transitioning two of the EMSWCD fleet vehicles to all electric vehicles, and installing a 70 KW solar PV system at Headwaters Farm to off-set the electricity used on that property. Publicity and engagement efforts around these two initiatives will be pursued in FY20-21. These initiatives are included in the relevant program sections of this work plan.



## 6. Urban Lands

The Urban Lands Program focuses its efforts east of the Willamette River and west of the Urban Growth Boundary (UGB) in Multnomah County (see Map 3), Oregon. The program works to foster a stewardship ethic in the urban landscape by encouraging residents to incorporate resource conservation and pollution prevention into everyday life. The Urban Lands Program provides the tools to make healthier, more informed choices for 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 on-site.
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 the implementation of 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 FY20-21.

The Urban Lands Program FY20-21 budget is \$801,155, and includes the following five FTE (full-time-equivalent) staff and one half-time (0.5 FTE) Intern:

- Urban Lands Program Supervisor;
- Senior Conservationist (technical assistance);
- Two Conservation Specialists (outreach and education);
- Conservation Technician (outreach and education); and
- Outreach and Education Intern (0.5 FTE).

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.

Due to the COVID-19 pandemic, the Urban Lands outreach and education activities have changed, primarily, in regards to the method of delivery. Rather than in-person workshops, presentations, events, and community meetings, outreach has shifted to “virtual” offerings online. This method offers constituents similar opportunities, but from the comfort of their own home, and in some cases with pre-recorded workshops, available to watch at their convenience. The program continues to engage with community hosts who play a crucial partnership role by reaching out to their constituents and promoting our offerings. While EMSWCD hopes to soon return to workshops being held in-person and in coordinating closer with community partners, the program has been able to reach a greater number of constituents through virtual classes. Due to this overwhelming response, the Urban Lands program expects to continue to offer a variety of virtual educational opportunities into the foreseeable future.

Activities and deliverables related to Urban Lands outreach and education efforts in FY20-21 are given in the table below.



Annual Activities and Deliverables (Outreach and Education)	Q1	Q2	Q3	Q4		
<b>Outreach</b>						
Recruit education and outreach intern.			X	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		
Identify how Urban Lands offerings can address the impacts of climate change and incorporate into outreach materials and technical assistance.	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		
<b>Education</b>	<b>48/year; 1,250 participants</b>		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>1-hour presentations:</b>						
• Sustainable Landscaping/Green Infrastructure	10/year; 200 participants		X	X	X	X
<b>2-hour workshops:</b>						
• Native Plants	5/year; 150 participants			X	X	X
• Urban Weeds	5/year; 150 participants			X	X	X
• Pollinators	6/year; 150 participants		X	X	X	X
• Beneficial Insects	6/year; 150 participants		X	X	X	X
• Landscaping with Edibles	6/year; 150 participants			X	X	X
<b>4-hour workshops:</b>						
• Naturescaping Basics	5/year; 150 participants			X	X	X
• Rain Gardens	5/year; 150 participants			X	X	X
<b>Events</b>	<b>2/year; 1,300 participants</b>		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Host Native Plant Sale to provide a diverse selection of affordable native plants to constituents, including researching how to continue to safely host this popular sale, considering COVID-19. 800 participants/customers; at least 10,000 bare-root trees and shrubs sold.		X	X	X		
Provide a “Virtual Yard Tour” that allows any and all of our constituents to participate. Tour will be designed to demonstrate and encourage naturescaping and green infrastructure principles; 500 attendees.		X	X	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. Because most assistance is provided remotely, and protocols have been developed to



ensure the safety of staff and landowners/managers during site visits, it is not expected that COVID-19 will significantly change the way Urban Lands staff continues to provide technical assistance this year.

Specific activities and deliverables related to Urban Lands technical and financial assistance in FY20-21 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. 100/year, 25/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.

Covid-19 has, and is expected to continue to have, an effect on the ability for some partners to engage with EMSWCD on partnership projects. The Urban Lands Program will continue to assist partners, as able and appropriate, to help overcome these barriers.

Specific activities and deliverables related to Urban Lands participation in partnership projects and regional collaborations in FY20-21 are given in the table below.

Annual Activities and Deliverables (Partnerships and Regional Campaigns)	Q1	Q2	Q3	Q4
Help develop IPM web tool (Solve Pest Problems) by participating in OSU project teams.	X	X	X	X
Assist and promote community organizations and non-profit services that increase green infrastructure, wildlife, and pollinator habitat.	X	X	X	X
Work with and support other water conservation groups and initiatives.	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. Due to COVID-19, in-person tours of the office will likely not be at the level visits have been in recent years.

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.

COVID-19 has, and is expected to continue to have, an effect on the ability for some partners to engage with EMSWCD on demonstration projects. The Urban Lands Program will continue to assist partners, where possible and appropriate, to help overcome these barriers.

The Mt Hood Community College (MHCC) retrofit opportunity is expected to continue through FY20-21. This demonstration project works to improve stormwater management and establish and restore native habitat and other green infrastructure. The partner organizations that are engaged with this project include the MHCC staff and faculty, the Sandy River Watershed Council, the City of Gresham, Metro, Spirit Mountain Community Fund, Department of Environmental Quality, and other community partners.

Demonstration project activities for Urban Lands staff for FY20-21 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 installations.	X	X	X	X
Provide group tours of the EMSWCD office facilities to demonstrate naturescaping and green infrastructure principles in practice, as possible under COVID-19 restrictions. 4 tours/year; 100 attendees.		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 be able to 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.).



Program staff have applied to participate in a PSU Professional Certificate Course: Nonprofit Program Evaluation to assist in the development of culturally-responsive program evaluation aimed at helping EMSWCD better meet the needs of diverse populations and guide processes for developing future programs that respond to changing community needs and natural resource concerns.

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 FY20-21 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, develop, and implement potential new program monitoring and evaluation metrics.		X	X	X
Participate in PSU's NPS's <i>Professional Certificate in Nonprofit Program Evaluation</i> courses to learn how to design and implement a culturally-responsive program evaluation		X	X	X

## 7. Rural Lands

The Rural Lands Program focuses on the portions of EMSWCD that are outside of the urban area. 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 FY20-21.

The Rural Lands Program FY20-21 budget is \$1,152,999, which includes funding for the following seven FTEs:

- Rural Lands Program Supervisor;
- Five technical conservation staff<sup>1</sup>; 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. During FY20-21, there is a need to increase engagement with the commercial and hobby farm communities. Staff have more capacity than there is demand for service. This process will include evaluating constituents needs and ensuring that our programming meets those needs.

To focus on and address the specific needs of the nursery industry, financial and technical assistance is being implemented under the brand “Erosion Solutions.” There are an estimated 3,167 acres of commercial nurseries and Christmas tree farms in the EMSWCD service area. 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 FY20-21 are included in the table below.

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

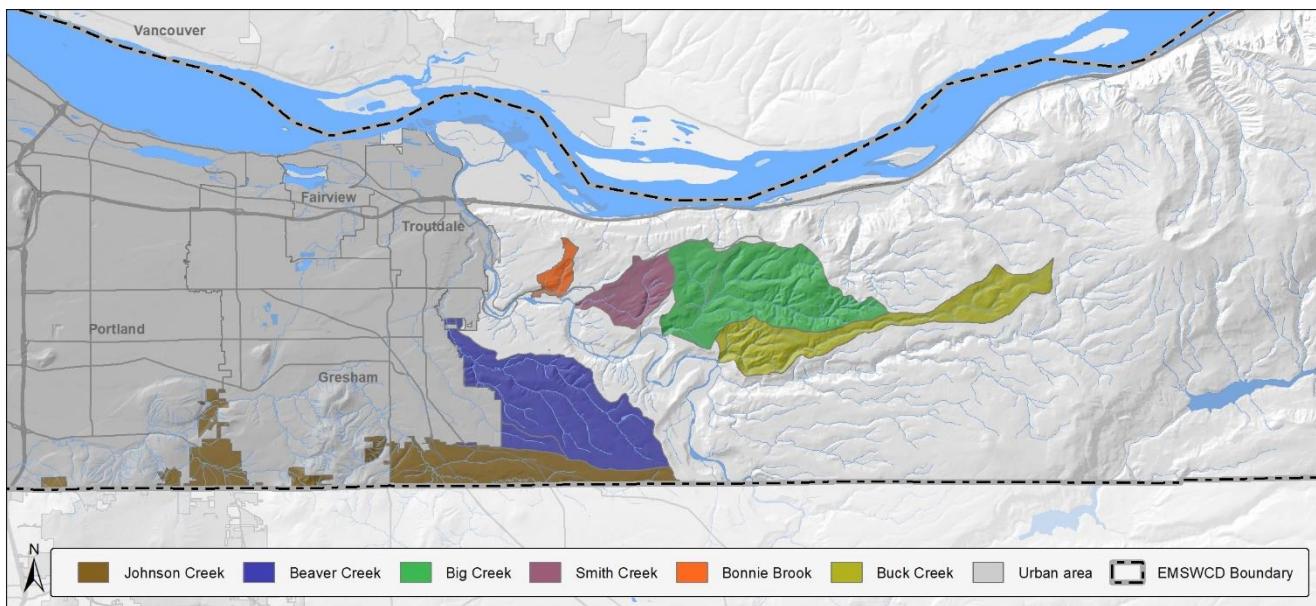


Annual Activities and Deliverables (Technical and Financial Assistance)	Q1	Q2	Q3	Q4
<b>Landowners Consultations</b>				
Conduct 20 site visits including first-time site visits with 5 landowners.	X	X	X	X
Develop 5 technical recommendations and/or conservation plans that include recommendations to address 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
<b>Erosion Solutions</b>				
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. As many of the sites in these watersheds have graduated from the program, an analysis was done to determine new areas to offer StreamCare. Two tributaries to the Sandy River were selected, Bonnie Brook and Buck Creek. (see Map 4)

**Map 4: StreamCare Watersheds**



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. Specific activities planned for the StreamCare program for FY20-21 are included in the table below.

Annual Activities and Deliverables (StreamCare)	Q1	Q2	Q3	Q4
<b><i>Site restoration and maintenance</i></b>				
The existing, planted StreamCare areas on 223 acres along 8 miles of stream will be maintained to ensure good rates of plant survival.	X	X	X	X
An additional 25 acres planted in FY20-21.			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 27 acres along 1.25 stream miles are scheduled to graduate during FY20-21.				X
<b><i>Monitoring and evaluation</i></b>				
Maintain GPS and GIS data; maintain StreamCare “database” to track and compile deliverables.	X	X	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. A priority for the next year will be exploring ways to better engage the BIPOC (Black, Indigenous, and People of Color) community in outreach by building relationships, self-education, and improving outreach materials to be more accessible to a wider audience. Specific outreach activities planned for FY20-21 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
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 document trends in both creeks. All water quality monitoring will be coordinated with partners to prevent duplication and allow for combined data analysis.

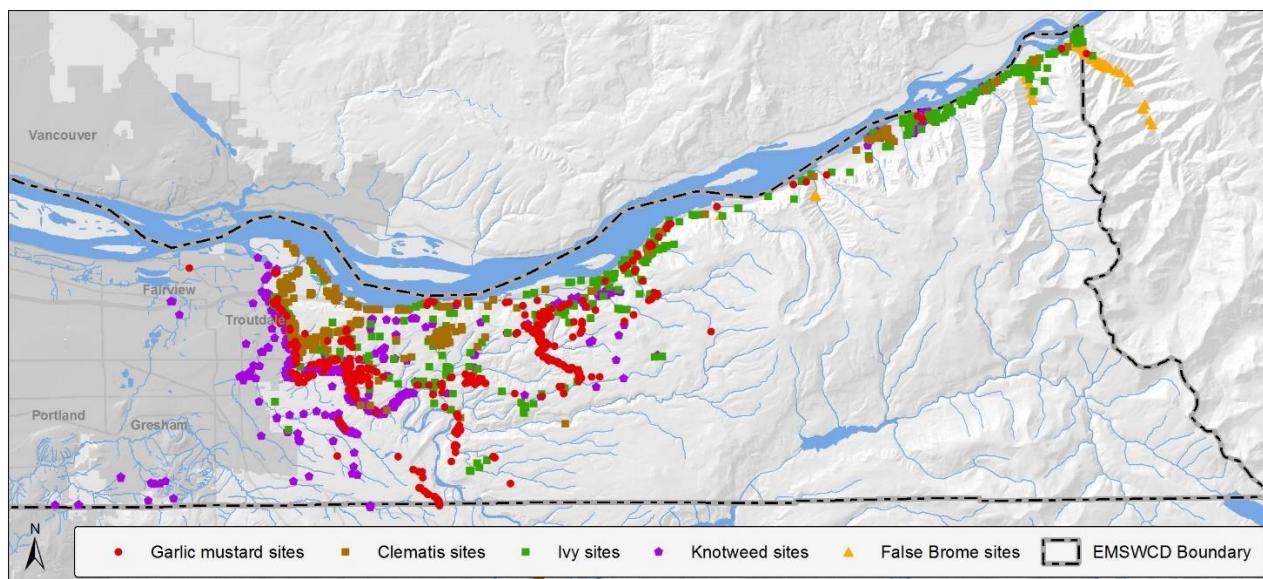
The Rural Lands Program will also monitor water temperature in Big and Smith Creeks. The Sandy River does not meet the State of Oregon's standard for temperature, and DEQ pointed to the need for increased shading of the tributaries in the TMDL (total maximum daily load). Big and Smith Creeks are both 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 2020. Specific monitoring activities planned for FY20-21 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 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'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 active in the EMSWCD service area, 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.

Due to a reduction in work hours and contracted crew availability during the COVID-19 pandemic, planned activities have been reduced for FY20-21 compared to recent years. Some items, like garlic mustard control, need to continue at the same level to ensure effective control. Others, like knotweed outside of riparian areas, have been reduced.

Specific weed control program activities planned for FY20-21 are indicated in the table that follows.

Annual Activities and Deliverables (Weeds)	Q1	Q2	Q3	Q4
<b><i>Early detection and rapid response</i></b>				
Verify, assess, and perform necessary control for all reports of species from the Early Detection & Rapid Response list.	X	X	X	X
<b><i>Control priority weeds</i></b>				
Control 50% of known riparian knotweed infestations annually.	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 annually, where access has been granted by the landowner.	X	X		
Monitor/control existing ivy and clematis project sites in natural areas east of the Sandy River corridor as possible. (~250 acres/year). Maintain all sites undergoing post ivy/clematis infestation re-vegetation (~60 acres).	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
<b><i>Eagle Creek Fire response</i></b>				
In collaboration with partners, undertake weed control in priority areas.	X	X	X	X
<b><i>Regional coordination</i></b>				
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
<b><i>Monitoring and evaluation</i></b>				
Maintain weed location information in GIS, including abundance information for the target species.	X	X	X	X
Evaluate the need to alter the garlic mustard containment zone.	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 FY20-21 Conservation Legacy Program operational budget (inclusive of the Headwaters Program operational budget) is \$912,083 million. In addition, the Land Conservation Fund (\$7,414,000) and the Grants Fund (\$1,382,352) are available to support the Land Legacy and Grants Programs respectively. The Conservation Legacy team consists of the following 5.3 FTEs:

- Conservation Legacy Program Supervisor;
- Land Legacy Program Manager;
- Grants Program Manager
- Headwaters Farm Program Manager;
- Headwaters Operations Assistant (0.8 FTE); and
- Facilities Manager (0.5 FTE)<sup>2</sup>;

A description of the three programs and activities for FY20-21 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, EMSWCD established the Headwaters Incubator Program (HIP) in 2013 at 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, Rogue Farm Corps, Bridge City Farm School, Zenger Farms, and others to offer robust educational opportunities for incubator farmers. HIP helps EMSWCD fulfill five of the organization's broad strategic goals (see Table 5).

<sup>2</sup> 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 maintain and 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 FY20-21 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
<b>Conservation Planning Approach</b>				
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, soil compaction alleviation, among others.	X	X	X	X
<b>Soil Health Improvements</b>				
Cover crop or silage tarp (for weed suppression) 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, including through trialing Weed Slayer, an organic herbicide.	X	X		X
Apply compost on fallowed fields.				X



<b>Erosion and Stormwater Management</b>				
Install native plants and improve vegetation within a primary stormwater basin			X	
<b>Irrigation efficiency</b>				
Work with incubator farmers to encourage appropriate irrigation amounts and methods.	X			X
<b>Natural Habitat</b>				
Maintain existing pollinator habitat and hedgerows.	X			X
Remove blackberries from the frontage along Orient Drive		X		X
Re-establish a beetle bank.		X	X	
Live-stake native shrubs into the fabric adjacent to the interceptor drain			X	

### **8.1.2 Headwaters Incubator Program**

Now in its eighth 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 2020 season there are 15 farm businesses consisting of 21 farmers participating in HIP. One farm business scheduled to graduate at the end of the 2020 season.

Recruiting farmers into HIP is accomplished via an outreach campaign focused on engaging prospective farmers, program partners, and the public. These outreach activities will be used to target at least ten applicants for the 2021 growing season, of which several new operations will be accepted into HIP during FY20-21. 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 that will accepted into the incubator program for the 2021 season.

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) work with EMSWCD staff and HIP partners to explore viable long-term options for obtaining farmland that is suitable for their operations, either through purchase or lease. Specific projects and activities related to the Headwaters Incubator Program planned for FY20-21 are given on the table below.

<b>Annual Activities and Deliverables (HIP)</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>HIP Program</b>				
Update the Farmer's Manual		X		
Develop a draft Headwaters Farm Food Safety Plan		X	X	
Make progress on the Headwaters Guide to Good Farming that outlines best practices for starting a farm business.		X	X	
Compile current farm and program management files into a single document.		X	X	
Provide a shared market booth at the Portland State University Farmers Market.	X	X	X	X
<b>HIP Farmer recruitment and retention</b>				
Obtain at least 10 HIP applicants for the 2021 growing season.		X		
Two-to-five new farms recruited in FY20-21.		X	X	
Host at least 12 incubator farmers.	X	X	X	X



<b>HIP Farmer Support and Training</b>				
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	
Work closely with Outgrowing Hunger to offer a robust HIP experience for immigrant and refugee program participants.	X	X	X	X
New farmer orientation.			X	
Tractor safety and operation training.			X	
BCS farmer operation trainings.			X	X
Nutrient management training.				X
Integrated Pest Management				X
Irrigation management training.				X
<b>HIP Graduate Support</b>				
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, although will likely be restricted due to COVID-19 safety precautions during FY20-21. Conservation farming practices are also promoted through articles, the EMSWCD website, and social media outlets. Promoting the recent installation of a 70kW solar array at the on the barn and equipment shed, which is anticipated to offset approximately all the farms electric needs, will be an important outreach opportunity for this year.

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 FY20-21 are included in the table below.

<b>Annual Activities and Deliverables (Outreach and Education)</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
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
Lead tours at Headwaters Farm for prospective farmers, program partners, and the general public, as COVID-19 restrictions and guidelines allow.		X	X	X
Work with OSU Extension on pollinator research if grant funds become available.				X
Implement an outreach plan for sharing information about the solar system	X	X	X	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

### 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 building better driveway access and utilization of the space between the equipment shed and curing shed, as well as



building a cleaning station designed specifically for root crops. Ensuring Headwaters Farm remains a safe and healthy space, staff will continue to disinfect common touchpoints daily as part of a broader effort to manage COVID-19 risks. Some of the other efforts entail: requiring face coverings in all food-related facilities and other shared spaces, putting limitations on the number of occupants in facilities, and stressing social distancing and proper coronavirus hygiene. Farm infrastructure and other site improvements that are planned for FY20-21 are indicated in the table below.

Annual Activities and Deliverables (Facilities, Infrastructure and Equipment)	Q1	Q2	Q3	Q4
Complete the build-out of the farm shop.	X			
Convert two washers into salad spinners.	X			
Repair the curing shed door so it does not stick shut and closes automatically.	X			
Install a safety rail along the top of the retaining wall.	X	X		
Install a frontage sign at the main driveway along Orient Drive.	X	X		X
Improve driveway access around the curing shed.	X	X		
Build a root washing station.	X	X		
Conduct 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
Track COVID-19 guidelines and implement on-farm health and safety protocols and policies accordingly.	X	X	X	X
Conduct COVID-19 sanitation and disinfecting cleanings.	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 at this time, as there no other organizations currently working to protect those resources in the EMSWCD service area. 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:

5. 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.
6. **Help partners protect one to two urban farms and community gardens projects through financial and technical assistance.**
  7. **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.
  8. **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 FY20-21, \$7,414,196 is available in the Land Conservation Fund to support Land Legacy Program conservation projects.

Acquisition work for FY20-21 will continue to prioritize the acquisition of working farmland easements where possible. However, fee acquisition opportunities will also be given strong consideration when properties are at a threat of conversion to non-agricultural use and/or access opportunities may be created for socially historically disadvantaged and/or beginning farmers. Opportunities to advance more secure tenure for socially historically disadvantaged farmers via existing or possible new EMSWCD holdings will be a programmatic focus. EMSWCD will seek to leverage its funds when possible, especially via the development of funding opportunities from Metro's recently passed Open Space Bond.

Management of existing property interests will have increasing time implications, with easement and agricultural management plan monitoring activities on three easement interests, and management activities and use/disposition planning for two properties held by EMSWCD. The District will work with Metro on the implementation of the new Open Space Bond and seek to identify the appropriate role for EMSWCD in that context for natural area and/or urban access to nature projects. Finally, the Land Legacy Program Manager will serve on the Leadership Committee for the 2021 Land Camp, a conference for Northwest land conservation organizations. Some of the Land Legacy Program specific activities planned for FY20-21 are included in the table below.

Annual Activities and Deliverables (Land Legacy Program)	Q1	Q2	Q3	Q4
Maintain effective records management for all property interests.	X	X	X	X
Apply equity lens to LLP activities	X	X	X	X
Serve on Land Camp Leadership Committee	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, socially historically 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 FY20-21 are in the table below.

Annual Activities and Deliverables (Working Farmland Protection)	Q1	Q2	Q3	Q4
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
Identify and implement new plan for use of Gordon Creek Farm property.	X	X	X	X
Close on Sester 322 <sup>nd</sup> Easement acquisition.	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
Identify and begin to implement a plan for the use of Mainstem farm after the expiration of current lease.	X	X	X	X
Decision on exercise, deferral or extension of conservation easement option.		X	X	X
Continue to develop and advance opportunities for farmland access for socially historically disadvantaged and beginning farmers. Develop partnerships with Metro and others.	X	X	X	X
Inform and participate in efforts that could help support EMSWCD and regional agricultural land protection efforts, including the Metro Open Space Bond, the Oregon Agricultural Trust and other cohort groups.	X	X	X	X
Farm succession resources offered, including workshop, if time and other circumstances permit.		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. Current easement interests include Oxbow Farm. The Foltz property and the 322<sup>nd</sup> Ave Farm property due to close in the first quarter. Properties EMSWCD holds in fee at the start of the fiscal year include Gordon Creek Farm, and Mainstem Farm adjacent to Headwaters. Activities planned for FY20-21 are included in the table below.

Annual Activities and Deliverables (Agricultural Land Stewardship)	Q1	Q2	Q3	Q4
Working farmland easement interests monitored and managed.	X	X	X	X
Agricultural / Habitat management plans monitored and managed.	X	X	X	X
Lease interests monitored and managed.	X	X	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). FY20-21 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 implementation of Metro Open Space Bond, and clarify the most appropriate role for EMSWCD with these new resources.	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 conservation easement interests, including undertaking restoration activities on the forested natural area of Oxbow Farm and within the riparian and adjacent areas on the Foltz property. The riparian restoration on the District owned 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 FY20-21 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 as desired.	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
Undertake weed control and plant maintenance at Oxbow easement interest, including the pollinator hedgerow habitat, as well as infill planting where required.	X	X	X	X
Conduct site preparation, planting, and plant maintenance of non-planted areas in Foltz Natural Area Zone and plant maintenance for the entire Natural Area Zone.	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. FY20-21 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 implementation of Metro Open Space Bond, and these new Metro resources, clarify the most appropriate role for EMSWCD in new parks and natural area establishment.	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:

- 9. Complement other EMSWCD program efforts in water quality, soil health, habitat restoration and sustainable agriculture.**
- 10. Increase environmental literacy of EMSWCD residents.**
- 11. Increase capacity and strengthen organizational structures needed to advance equitable conservation outcomes.**
- 12. Establish and support sustainable school and community gardens throughout the urban areas of the EMSWCD service area.**
- 13. Increase the urban tree canopy and support a sustainable urban forest.**
- 14. 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 FY20-21, the Grants Program will build upon current organizational 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.

With the disruptive and life-threatening circumstances related to COVID-19, the EMSWCD grant program has made, and will continue to make, every effort to accommodate grantees impacted by the virus and associated restrictions. Numerous projects have been put on hold or are experiencing delays due to closures of schools, gardens, parks, and natural areas. In addition, many projects depend on the use of volunteers and work crews that are currently unable to participate and work normally under existing guidelines. To ease the burden, EMSWCD has approved changes in timelines, modifications to work plans (e.g. allowing transition to on-line training and education), and budget adjustments as needed. EMSWCD has assured our grantees that EMSWCD will continue to support their work, placing their health and well-being as the top priority.

### **8.3.1 Outreach, Engagement and Evaluation**

Besides administering the various grant programs, for FY20-21, continued 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 prioritizing equity in the grantmaking process, supporting new applicants and grantees with improved technical assistance, as well as engaging grantees and other community-based organizations to help guide improvements in and the future direction of the grant program. FY20-21 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		
Develop an Equity Grant Program Plan, incorporating survey and demographic information (gathered through organization-wide DEI efforts).		X	X	X
Implement and evaluate a pilot technical assistance program for PIC applicants and grantees in grant writing and grant management.	X	X	X	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 FY20-21 is \$892,020 of which \$600,000 is for awards from the 2020 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 2021. 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 recommendations to the EMSWCD Board. The Board makes the final decision on the grants awarded. During FY20-21, EMSWCD will execute and administer 17 PIC funding agreements for projects approved in the 2020 PIC cycle.

Specific activities and deliverables associated with the PIC grants in FY20-21 are included in the table below.



Annual Activities and Deliverables (PIC Grants)	Q1	Q2	Q3	Q4
<b>PIC Grant administration</b>				
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
<b>Compliment other EMSWCD Program Efforts</b>				
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	
<b>Environmental Literacy</b>				
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	
<b>Sustainable School and Community Gardens</b>				
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	
<b>Urban Tree Canopy</b>				
Recruit for and convene at least one meeting of the Urban Forestry partnership and assist in planning for PIC or other grant applications.	X	X		
Fund at least two projects that increase the urban tree canopy in underserved areas of the EMSWCD service area.			X	
<b>Equitable conservation outcomes and benefits</b>				
Plan and execute evaluation of past and current funding/projects on Green Workforce Development to examine types of programs, longevity, challenges, effectiveness, future role for EMSWCD.		X	X	X
Develop RFP to hire consultant for the purpose of providing technical assistance to low capacity organizations with limited experience in grant-writing, budgeting, online application, and/or project development experience.	X	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, seek out training opportunities to address barriers to greater equity in grantmaking, and provide assistance on an as needed basis to the EMSWCD Equity Team.	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 FY20-21 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
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 FY20-21 is \$230,000, which is the last year of the five-year agreement. Focus will be given this year to evaluating the SPA agreement and partnership.

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
Undertake an evaluation of the SPA program and make recommendations to the Board for future support for the watershed councils after FY20-21 and/or for future similar strategic partnership funding agreements.	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. 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. 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 FY20-21 is \$100,000 for new awards and \$75,000 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 FY20-21 budget is \$1,106,838, 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 FY20-21.

### 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.

A financial audit for FY19-20 will start soon after the end of the fiscal year and is anticipated to be completed by November 2020. Budget discussions for fiscal year FY21-22 will likely begin in January 2021 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. With oversight and guidance provided by The Tax Supervising and Conservation Commission (TSCC), EMSWCD staff will work with the EMSWCD Budget Committee to prepare the budget for approval in May 2021 and adoption in June 2021, ahead of implementation beginning for the next fiscal year in July 2021.

Annual Activities and Deliverables (Budget and Finance)	Q1	Q2	Q3	Q4
Complete FY19-20 budget audit.	X	X		
Track FY20-21 budget and produce budget to actual reports.	X	X	X	X
Develop FY21-22 budget.			X	X
Review Fiscal Policies and recommend changes as needed, including in response to the COVID-19 pandemic.		X	X	
Review and monitor EMSWCD contractual agreements.	X	X	X	X
Review remote bookkeeping & payroll process, implement improvements as needed, including in response to the COVID-19 pandemic.	X	X	X	X



Monitor payroll, time off, COVID-leave time usage, cash flows, bank accounts, transfers.	X	X	X	X
Develop bank reconciliation reports with bookkeeper for Treasurer review.	X	X	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, create virtual meeting environment, 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
Serve on and support the Executive Director Search Committee.	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 FY20-21 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
Research personnel-related issues re: BOLI information/changes that might affect EMSWCD.	X	X	X	X
Research potential Personnel-related incentives.	X	X	X	X
Maintain confidential personnel files.	X	X	X	X
Assist in recruitment, hire process and on-boarding of new Executive Director.	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) Headwaters Farm located on Orient Drive in Gresham, Oregon; and 3) additional agricultural properties acquired through the Land Legacy Program. Most of the staff are based at the headquarters office, which consists of a large restored house, naturescaped yard, and includes several ‘green’ features (i.e., pervious pavement, rain gardens, and eco-roof) that attract tours throughout the year. 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 themselves. 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 the complete replacement of the exterior stairs leading to the building as well as the repair and/or replacement of the interior main staircase and flooring. The significant Facilities, Fleet and Equipment management tasks and projects planned for FY20-21 are listed below.

Annual Activities and Deliverables (Facilities, Fleet and Equipment)	Q1	Q2	Q3	Q4
<b>Facilities</b>				
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			
Complete repair/replace of interior main staircase at Williams Ave. Headquarters.		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
<b>Fleet and Equipment</b>				
Ensure electric vehicles and charging stations are maintained and operating efficiently.	X	X	X	X
General maintenance of two state motor pool vehicles.	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 FY20-21 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
Liaise with contracted IT Services to maintain EMSWCD network, security, and ability to work-remotely.	X	X	X	X
Research technology improvements and upgrades for office and work with staff and partners to implement.	X	X	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.	X			

## 9.6 Marketing and Media

Throughout FY20-21, 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; digital and online media outreach; brochures and other EMSWCD publications; direct physical and digital mailers; and one-on-one contacts and interviews when safe and appropriate.

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 FY20-21 are identified in the table below.

Annual Activities and Deliverables (Marketing and Media)	Q1	Q2	Q3	Q4
Review, revise, and restructure Marketing Plan and create program appendices.		X	X	
Collect information on advertising, analytics, costs, and effectiveness of marketing campaigns.	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 EMSWCD 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



Manage uploads and organization from 3 time-lapse cameras at Headwaters monthly. Create a video collage of content, publish and promote online.	X	X	X	X
Continue to track direct outcomes of marketing, action-driven website content (downloads, registrations, etc.). Continue to employ analytic tools and metrics.	X	X	X	X
Manage and respond to any potential crises, including pandemic response and any other events affecting work, staff and/or infrastructure.	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 FY20-21 are identified in the table below.

Annual Activities and Deliverables (Office Administration)	Q1	Q2	Q3	Q4
General office support and public reception, depending on COVID-19 restrictions and when the office is reopened to the public.	X	X	X	X
Ensure the 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
Provide assistance as needed to all staff working remotely during COVID-19.	X	X	X	X
Assist with research and cost comparisons for vendors and equipment to maintain cost effectiveness and quality.	X	X	X	X
Coordinate materials for meetings, training sessions, and other activities of the organization.	X	X	X	X

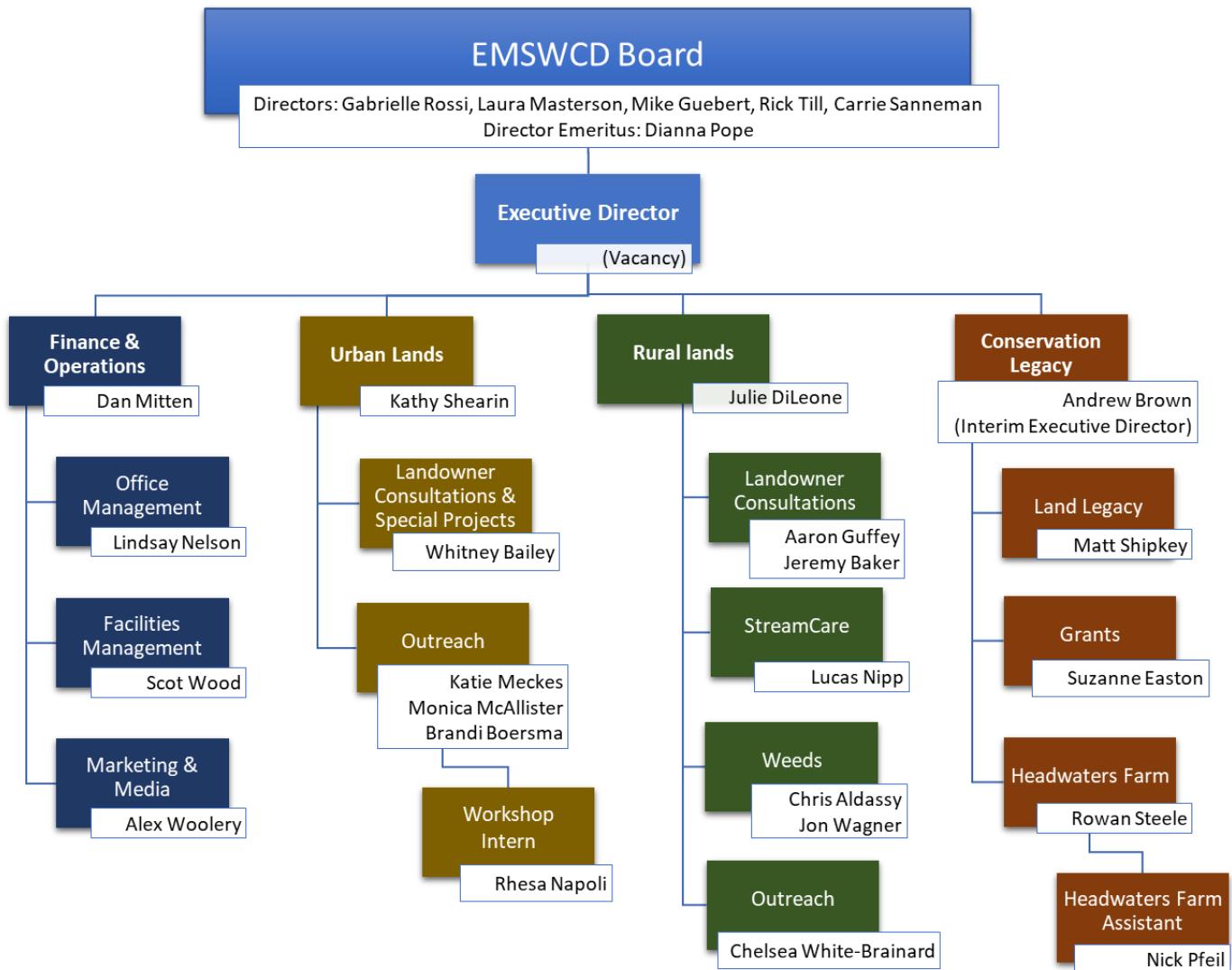
## 10. Annual Work Plan Tracking and Reporting

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 2021. Progress toward achievement of the identified activities in the work plan and resultant progress toward the realization of the goals as articulated in the draft strategic plan will help the Board of Directors and staff determine budgets and work plans for the following fiscal year.



## Appendix 1: EMSWCD Organizational Chart

June 30, 2020





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

EMSWCD Board			EMSWCD Committees				
Members	Positions	Officers	Budget	Land Legacy	Personnel	Grants	PIC
Gabrielle Rossi	Director - Zone 1	Treasurer	X	X			
Laura Masterson	Director - Zone 2	Vice-Chair	X	X	Chair		
Mike Guebert	Director - Zone 3		X	X	X	X	
Rick Till	Director - At-Large 1	Secretary	X	Chair	X	X	X
Carrie Sanneman	Director - At-Large 2	Chair	X			X	
Dianna Pope	Director - Emeritus		X				
Upcoming Schedule							
FY20-21	2020	July	6		29	15	
		August	3				
		September	7		28		TBD
		October	5			TBD	
		November	2		30		
		December	7				
	2021	January	4		25	TBD	TBD
		February	1				TBD
		March	1	1	29		
		April	5	5		TBD	
		May	3	3	24		
		June	7				



## 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			
					OACD Conference			SDAO Conference			CONNECT Conference				
FINANCE & OPERATIONS							Budget training	Budget dvlpt.	Budget dvlpt.	Budget dvlpt.	TSCC hearing				
	Engage auditor	Audit field work		Audit finalized and accepted		Audit due					OSHA 300 report				
												SDAO BP			
RURAL LANDS	ODA report			ODA report			ODA report			ODA report					
	StreamCare maintenance and site prep							StreamCare planting		StreamCare maintenance and site prep					
		Far West Show													
	Weed control							Weed control							
URBAN LANDS			Plant Sale planning					Plant Sale							
									Yard Tour planning		Yard Tour				
	Outreach meetings									Outreach meetings					
	Tabling events									Tabling events					
	Intern Recruitment		Spring workshop planning, and promotion					Active spring workshop season							
	Fall workshop planning		Active fall workshop season						Fall workshop planning, and promotion						
CONSERVATION LEGACY		PIC outreach		PIC apps open		PIC apps due		PIC review		PIC approval					
				HIP apps	HIP selection										
	HIP seasonal production							HIP seasonal production							