



EMSWCD 1st Quarter Progress Report for FY 2020-21

This report describes progress made on the EMSWCD FY2020-21 Annual Work Plan and budget through the first quarter of the financial year (July through September 2020).

Significant accomplishments this quarter include:

- The recruitment of a new Executive Director progressed, with an offer being made and accepted early in October!

Diversity, Equity and Inclusion:

- Equity Team worked with staff to develop revised organizational agreements, which will be used for guiding conversations among staff and will be included in the Equity Plan.
- Work was begun with the Community Engagement Liaisons for community engagement to inform the equity plan. Staff hosted an orientation attended by the liaisons, where the liaisons were introduced to EMSWCD programs.

Urban Lands:

- Urban Lands is now providing recordings for many of the workshops. This allows the public to access these on-line workshops in an on-demand format so that they can be viewed even during workshop off-hours and off-season.
- Urban Lands partnered with OSU Master Gardeners to present a series of sustainable landscaping trainings to Master Gardeners, a high-leverage partner in that they interface with tens of thousands of gardening enthusiasts per year. Trainings were provided to over 100 Master gardeners *each* session, on: Invasive Weeds, Conserving Water around the Landscape, Introduction to Naturescaping & Native Plants for Wildlife, Introduction to Rain Gardens/Storm Water Management, Beneficial insects.

Rural Lands:

- The Great Gorge Adventure activity book was translated into Spanish, Vietnamese, and Russian, and were made available electronically. 3,300 copies of the translated and English versions were printed for distribution at future EMSWCD events.
- There was a better response than in the past to the mailing in the two new StreamCare watersheds, particularly considering follow up with door to door outreach was not possible this year.

Headwaters

- The shop in the equipment shed was completed, helping to aid farm operations and adding security to EMSWCD investments.
- The barn washstation was improved with two mechanical salad spinners (converted washing machines) and a 100g greens bubbler.
- The solar kiosk is fully operational and providing current system output data and other information.

Land Legacy:

- Successfully closed on the conservation easement for 322nd Ave Sester property.
- The farm access equity initiative was advanced.
- Interim use at Gordon Creek property was developed, and the residence leased to a HIP participant.

Grants:

- A “Strategic Pause” for the Partners in Conservation grant program for 2021 was proposed and approved. While grant extensions and new grants to regular grantees will proceed, the normal competitive grant cycle will not occur this year.



Significant activities not accomplished this quarter include:

- Work on the Land Acknowledgement Statement was postponed in order to focus on other aspects of the Equity Plan.
- The Urban Lands team were not able to table at any events this quarter. Due to COVID-19, PSU program evaluation certificate program was put on hold and then postponed to begin in January 2021.
- Some weed control work is delayed until next quarter, due to reduced staff availability.
- No progress was made on the frontage signage at Headwaters.
- Normally PIC contracts awarded in the prior fiscal year would be completed by this date, but due to COVID related delays, some will be completed in the second quarter.

COVID-19 impacts on EMSWCD work this quarter:

- Some staff have altered and/or reduced schedule to support children with day care closures and remote schooling.
- COVID has made staff engagement generally more challenging, especially for those staff who have reduced work time and unconventional work hours. As a result, equity discussion groups were delayed during the summer.
- As all in-person community meetings and events have been canceled, performing outreach via “tabling” and in-person networking has not been possible.

- Staff were unable to perform site visits for part of the first quarter, but that did not ultimately alter or delay outcomes significantly. COVID has altered partner and contractor capacities, however, which delayed one current and multiple potential CLIP projects by several months.
- A reduction in staff hours has led Rural Lands to develop a modified approach that will prevent a reduction in weed control work from leading to a significant increase in invasive weed species in future years.
- There have been far fewer visitors to Headwaters Farm this year because of COVID. Many tour requests were turned down to help ensure HIP farmers and staff remain safe.
- The time it takes each day to implement the enhanced sanitation practices and keep cleaning supplies stocked etc., has greatly impacted how much work gets done at Headwaters daily. Not having an office at the farm where staff can isolate from others has been challenging, but relatively easy to navigate while temperatures are comfortable outdoors.
- Headwaters Farm trainings were canceled or offered one-on-one, which greatly adds time and effort to the process.
- There are delays in advancing some components Land Legacy program of work due to COVID related externalities. A pause was placed on substantive Land Legacy outreach efforts, but these will resume in the fall.

- The plan for suspending the PIC cycle for 2021 is largely motivated by the circumstances surrounding COVID. This does also enable time for significant evaluation and planning activities to improve the Grants Program.
- The number of SPACE applications has been significantly reduced since the advent of COVID. School-connected activities and public events are obviously impacted and these typically comprise the majority of SPACE projects.
- Grants staff would normally be conducting site visits during the first and second quarters, but these are being kept to a minimum.



- The COVID-related restrictions continue to limit the amount of staff and time that personnel can access to the Williams Ave. office. The office remains closed to the public.
- Staying on top of the frequently changing COVID related requirements and guidelines has taken significant staff time, as has continued implementation and evolution of COVID-related safety protocols and measures.
- Capital projects planned for the Williams Ave. office have been delayed due to COVID.
- There has been an increase in purchase and usage of technology and devices, including computers, to allow for staff to efficiently and effectively work in a remote environment. Increased time has also been spent on troubleshooting remote work technology and access issues.
- Regular daily, weekly, and monthly administrative tasks are still able to be completed; however, it is more time consuming to perform these functions remotely. Remote payroll and payables process continue to evolve and be modified to adjust for the COVID situation. Postal mail pickup and processing is performed every 10 days to two weeks, and packages are not being delivered to the office, which required additional steps to be taken and caused some delays.
- Online Board and Committee meetings (37 total to-date since March) require additional steps and time required to coordinate, setup virtual meetings, record and document minutes of each meeting. But remote meetings have saved on catering costs!
- COVID has not allowed staff, board, partners, community members to interact on a face-to-face basis. All meetings and gatherings are held virtually and on a smaller scale. The lack of daily interactions has impacted morale requiring creative thinking to safely boost morale and help all feel connected.

Progress on FY19-20 District Annual Work Plan

For this report, substantive progress is measured and described against the activities identified in the “annual project activities and deliverables” tables given in the FY2020-21 Annual Work Plan. For reporting purposes, each of the identified activities was given a status indicator, as of the end of the third quarter, as follows:

- **Completed;**
- **In progress;**
- **Planned for the reporting period, but no progress made during the reporting period** because it has not been started or progress was made previously but no additional progress was made during the current reporting period; or
- **Not planned for the reporting period and no progress made during the reporting period.**

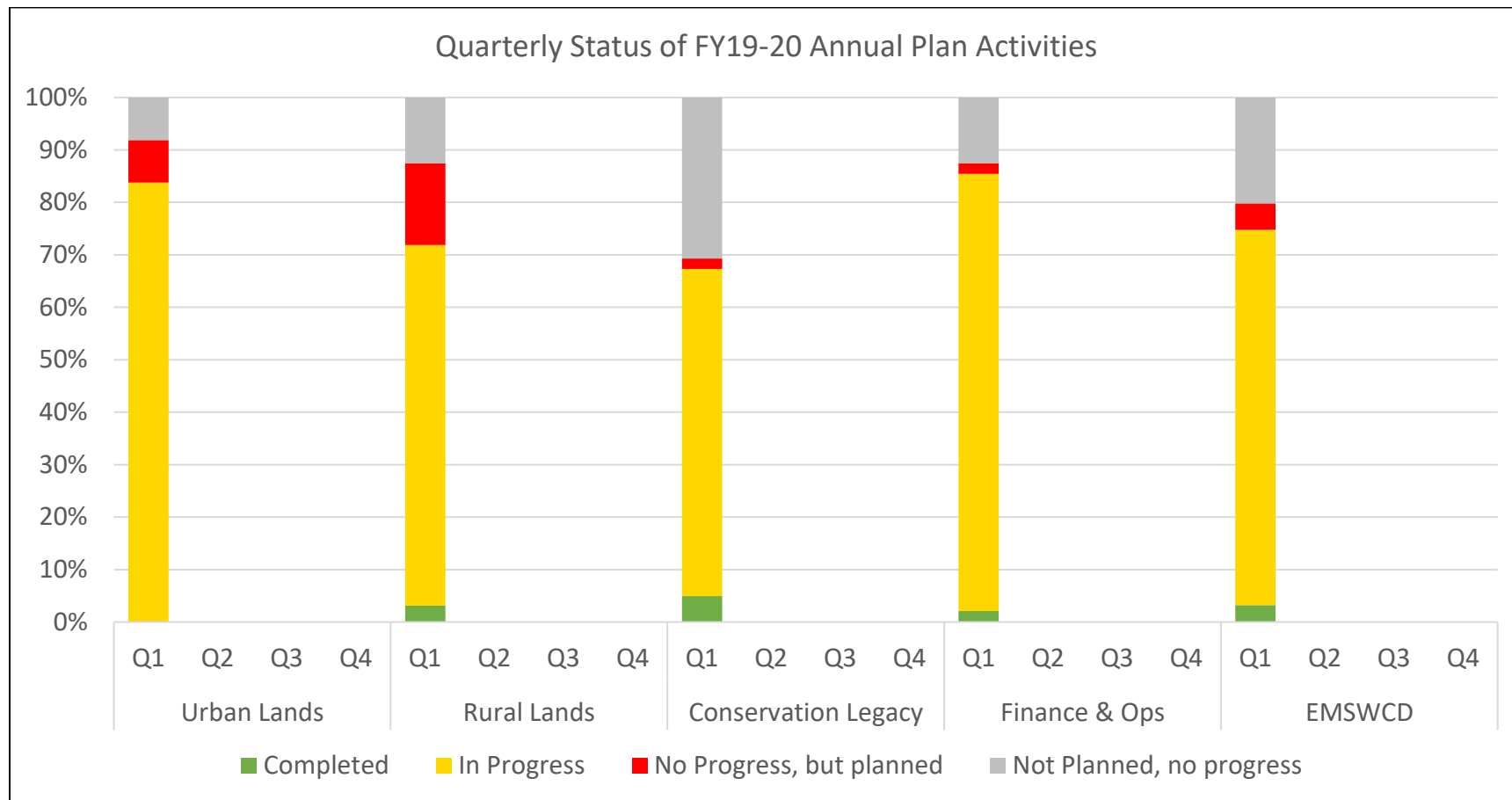
A summary of the status of the activities for each of EMSWCD’s programmatic areas at the end of the first quarter is given in the table and chart below. The details regarding progress are given in the tables on the subsequent pages.

In total:

- **174 activities were planned to be undertaken** within the first quarter of the fiscal year.
- Of these, 163 (94%) **have either been completed or are in progress** as planned.
- **6 (6%) have not been undertaken** as planned.



FY20-21 Q1 SUMMARY					
Program Area	No. of Activities	Completed	In progress	No progress, but planned	Not planned during period, no progress
Urban Lands	37	0 (0%)	31 (84%)	3 (8%)	3 (8%)
Rural Lands	32	1 (3%)	22 (69%)	5 (16%)	4 (13%)
Conservation Legacy	101	5 (5%)	63 (62%)	2 (2%)	31 (31%)
Finance & Operations	48	1 (2%)	40 (83%)	1 (2%)	6 (13%)
EMSWCD Total	228	11 (3%)	155 (72%)	8 (5%)	54 (20%)





Budget:

Expenditures for FY20-21 to date are shown in the table directly below. After the first quarter, a total of 20.6% of the operational budget has been expended. Headwaters Farm (28.5%) is over in terms of percent spent relative to the percent of the fiscal year that has elapsed (25%), this mainly reflects the seasonal nature of many Headwaters expenditures. Rural Lands is next closest at 24.3%. Urban Lands and Conservation Legacy are at 22.1% and 20.4% respectively for the first quarter.

Finance and Operations expenditures are comparatively low at 13.2%, mainly because of savings with the Executive Director vacancy and the Data Analyst position not being filled, capital projects at the Williams Ave office that have not taken place yet, and some contracted services related to DEI, organizational development and climate change planning, that were planned for later in the year or have been delayed due to COVID.

First quarter expenditures under Land Conservation Fund is from the Sester 322nd Avenue farm property easement acquisition.

Category		Purpose	FY 2020-21		
			Total Annual Budget	Actual through Q1	% of Budget Expended
Operations	Finance & Operations	Staffing, facilities, and operations	\$1,106,838	\$146,343	13.2%
	Rural Lands	Staffing, contracting, and operations	\$1,152,999	\$279,820	24.3%
	Urban Lands	Staffing, contracting and operations	\$801,155	\$176,821	22.1%
	Conservation Legacy	Staffing and operations	\$563,259	\$115,005	20.4%
	• Headwaters Farm	Farm-specific staff and operations	\$348,824	\$99,344	28.5%
Sub-total Operations			\$3,973,075	\$817,333	20.6%
Capital, Grants, & Contingency/ Unappropriated	Land Conservation Fund	Acquisitions	\$7,414,196	\$321,824	4.3%
	Grants	External grants	\$1,382,352	\$176,611	12.8%
	Partner Grants Mgt.	Pass through funds	\$25,000	\$0	0%
	Contingency Funds	Unanticipated costs	\$402,430	\$0	0%
	Unappropriated Funds	Funds held in reserve	\$1,986,537	\$0	0%
Sub-total Grants, Funds and Reserves			\$11,210,515	\$498,435	4.4%
Total EMSWCD Budget			\$15,183,590	\$1,315,768	8.7%

Progress made against the activities identified in the “annual project activities and deliverables” tables given in the FY2020-21 Annual Work Plan, follows below.



District-Wide Strategic Initiatives¹

DIVERSITY, EQUITY AND INCLUSION					
Annual Activities and Deliverables	Timeframe				1 st QUARTER COMMENTS
	Q1	Q2	Q3	Q4	
Facilitate small discussion groups among staff on DEI related issues.	In Progress	X	X	X	Groups met in July to discuss environmental justice. New groups were assigned in September and kicked off a three-month discussion of white dominant culture.
Provide opportunity for DEI onboarding of new staff/board members and additional training for current staff as desired.	In Progress	X	X	X	New staff attended virtual three-day Reframing Racism training through Center for Equity and Inclusion.
Engage staff, board, and community in development of organization-wide DEI plan.	In Progress	X	X		Continued work on Equity Plan. Provided regular updates at board meetings and staff meetings on plan progress. Staff provided input on development of organizational agreements.
Complete organization-wide DEI plan.	Not Planned			X	
Co-create a Land Acknowledgement Statement with representatives of the Native American community.	No Progress	X	X		Monica conducted preliminary research to prepare for partnering with a representative of the Native American community.
Work with contracted community engagement liaisons to engage members of historically underrepresented communities.	In Progress	X	X	X	Hosted an orientation for the Community Engagement Liaisons (CELs) in July to familiarize them with our programs. The Planning Team created online surveys for the CELs to get input from their respective communities.
Work with consultants to review and make changes to internal policies, procedures, and processes to be more equitable.	In Progress	X	X	X	Contracted with Ruby Shirazi of Resolution Lab to review and suggest changes to policies.
Work with consultants to provide support for employees who identify as members of BIPOC and other marginalized groups.	In Progress	X	X	X	Contracted with Ruby Shirazi of Resolution Lab to provide mentorship for BIPOC members of staff.
Identify and collect priority demographic and other baseline data.	Not Planned		X	X	
Research and plan historical/cultural displays for the EMSWCD office.	Not Planned	X	X	X	Work will not begin on this until staff is back in the office.
Translate and adjust EMSWCD materials and communication tools to be more culturally responsive.	In Progress	X	X	X	

¹ An “X” in the activity tables denotes that the activity is planned to be undertaken or worked on in that quarter.



Make changes to physical spaces to make them more welcoming and inclusive.	Not Planned		X	X	Work will not begin on this until staff is back in the office.
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Additional substantive activities undertaken in the 1st quarter not included in the FY20-21 annual plan:

- An Equity Team representative (Suzanne Easton) participated on the Search Committee for the new Executive Director hiring.
- Equity Team reviewed ED search interview questions using an Equity Lens.
- Matt Shipkey joined the Equity Team, and Suzanne Easton and Rowan Steele stepped down from the Equity Team but continue to provide support.
- Equity Team chair attended regional Equity Meeting with SWCDs from the Lower Willamette Valley.
- Equity Team chair presented to Clackamas SWCD’s Equity Team on history and progress of the EMSWCD Equity Team.



Urban Lands

URBAN LANDS					
Strategic Goals:					
1. Protect and improve water quality and quantity. 2. Protect and improve soil quality and quantity. 3. Protect and improve natural habitats.					
Program Goals:					
1. Decrease urban stormwater runoff by reducing impervious surfaces and retaining stormwater on-sites. 2. Reduce the use of synthetic landscaping chemicals and pesticides. 3. Reduce the area of lawn and other high-water-use ornamental plants. 4. Increase the use of urban landscape water conservation methods and tools. 5. Increase the number of native plants, and area of green infrastructure within the urban growth boundary. 6. Increase public understanding of water quality, water quantity and natural habitat conservation concerns and inspire action to address those concerns.					
Annual Activities and Deliverables	Timeframe				1 st QUARTER COMMENTS
	Q1	Q2	Q3	Q4	
Outreach and Education					
<i>Outreach</i>					
Recruit education and outreach intern.	Not Planned		X	X	
Update Urban Lands web content.	In Progress	X			Made numerous updates including the addition of making all workshop hand-outs available via the website.
Coordinate with partners to develop workshops and outreach materials that engage diverse audiences	In progress	X	X	X	Working with NECN, Master Gardeners, Voz, on materials and hands-on workshops for Voz Day Laborers.
Identify how Urban Lands offerings can address the impacts of climate change and incorporate into outreach materials and technical assistance.	In Progress	X	X	X	Began compiling jurisdictional resources on water conservation incentives and resources.
Design and produce educational and promotional materials.	In Progress	X			Began compiling resources and drafting content for new educational material on Native Plants, Natural Landscaping, Soil Health, Gardening Best Practices, etc.
Engage 12 new and existing community leaders/groups/organizations in priority areas each quarter. Q1=4, Q2=2, Q3=2, Q4=4.	In progress	X	X	X	Staff attend community meetings and have deepened partnership and work with VOZ day-laborers.
Table at community events with literature about EMSWCD programs and events.	No Progress	X	X	X	The COVID-19 pandemic has restricted opportunities to table as most annual events have been canceled.
Attend 6 community meetings to promote EMSWCD workshops and introduce the public to the benefits of sustainable landscaping and/or green infrastructure practices.	In progress	X	X	X	Attended 4 virtual community meetings.



Workshops	48/year; 1,250 participants					2 and 4 hr live workshops did not start in Q1 but webinar recordings were made available for most topics.
1-hour presentations:		In Progress	X	X	X	Provided a series of 5 (remote) presentations for 764 Master Gardeners. Provided one Naturescaping for Wildlife presentation to a local business green team, 17 attendees.
<ul style="list-style-type: none"> Sustainable Landscaping/Green Infrastructure. 10/year; 200 participants 						
2-hour workshops:		Not Planned	X	X	X	Recording shared with 42 participants.
<ul style="list-style-type: none"> Native Plants. 5/year; 150 participants 		In progress	X	X	X	Recordings shared with 26 participants.
<ul style="list-style-type: none"> Urban Weeds. 5/year; 150 participants 		No Progress	X	X	X	Recordings for these workshops/with this presenter are not available as recorded workshops.
<ul style="list-style-type: none"> Pollinators. 6/year; 150 participants 		No Progress	X	X	X	Recordings for these workshops/with this presenter are not available as recorded workshops.
<ul style="list-style-type: none"> Beneficial Insects. 6/year; 150 participants 		In Progress	X	X	X	Recording shared with 48 participants.
<ul style="list-style-type: none"> Landscaping with Edibles. 6/year; 150 participants 		In Progress	X	X	X	Recording shared with 43 participants.
4-hour workshops:		In Progress	X	X	X	Recording shared with 35 participants.
<ul style="list-style-type: none"> Naturescaping Basics. 5/year; 150 participants 		In Progress	X	X	X	
<ul style="list-style-type: none"> Rain Gardens. 5/year; 150 participants 						
Events	2/year; 1,300 participants					
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.		In Progress	X	X		Activities included work on alternative Plant Sale scenarios to account for COVID-19 limitations and to ensure socially distanced order sorting and plant pick up. Ultimately, there was a decision to suspend the event for 2021.
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.		In Progress	X	X	X	Continued to engage with the community via Facebook Groups in the First EMSWCD Virtual Yard Tour (2020).
Technical and Financial Assistance						
Provide technical consultations and site visits to residential, commercial, and industrial landowners. 100/year, 25/quarter.		In Progress	X	X	X	Responded to 34 Technical assistance requests.
Provide technical consultations and site visits to Grants Program applicants and/or projects. 20 consults/year.		In Progress	X	X	X	Technical assistance provided to 1 current PIC recipient and 1 SPACE applicant.
Work with local jurisdictions to address barriers to the adoption and implementation of green infrastructure.		In Progress	X	X	X	Assembled directory of local Affordable Housing to assist future CLIP/demo project outreach.
Connect with 3 large land managers to build relationships, encourage sustainable land management practices, and promote EMSWCD services.		In Progress	X	X	X	Worked with Lloyd EcoDistrict, Sabin CDC, Pittock Grove Condominiums, Gresham Butte HOA, Blue Heron Shores HOA, City of Roses Recycling & Disposal, & IRCO Africa



					House. Assisting with CSWC’s Green Infrastructure Advisory Committee to reach out to Slough businesses.
Cooperative Landowner Incentive Program					
Provide cost-share assistance for rain gardens and other practices. 5 projects/year	In Progress	X	X	X	Provided technical assistance and cost-share to 1 current CLIP and 8 potential projects.
Partnerships and Regional Campaigns					
Help develop IPM web tool (Solve Pest Problems) by participating in OSU project teams.	In Progress	X	X	X	Urban Lands staff continue to guide the process through the Steering and advisory committees.
Assist and promote community organizations and non-profit services that increase green infrastructure, wildlife, and pollinator habitat.	In Progress	X	X	X	Frequently recommended Audubon Society and Backyard Habitats in technical assistance; also recommended CSWC, JCWC, Portland’s CWSP, and other SWCDs at various times.
Work with and support other water conservation groups and initiatives.	In Progress	X	X	X	Recommended Greywater Action Network. Compiled water conservation incentives spreadsheet by jurisdiction; directed several technical assistance inquiries to ConserveH2O and City of Portland water conservation information. Participated in “Together for Watershed” group.
Collaborate with Watershed Councils within EMSWCD boundaries.	In Progress	X	X	X	Urban Lands staff continues to represent EMSWCD and serve as Vice Chair on the CSWC board. Staff is also collaborating closely with JCWC on 8 potential CLIP projects and with CSWC on the Green Infrastructure Advisory Committee.
Demonstration Projects					
Implement the Conservation Corner outreach plan to enhance the visibility and educational value of the site.	In Progress	X	X	X	Began preparing for a virtual/video tour of the demonstrations at Conservation Corner. Continue to recommend groups and individuals visit the office landscape to view naturescaping and demonstrations.
Oversee maintenance and improvements to Conservation Corner landscape, green infrastructure (pervious pavement, roofs, walls, etc.), and Green Streets installations.	In Progress	X	X	X	Continue to oversee and guide landscapers that maintain the property.
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.	In Progress	X	X	X	Have begun initial steps to develop conservation corner videos to replace in-person tours that have been suspended due to COVID.
Participate in Steering committee for the MHCC retrofit project.	In Progress	X	X	X	Staff continues to participate in the steering committee that guides the MHCC stormwater retrofits.
Work with partners to implement top priority projects identified in the MHCC assessment.	In Progress		X	X	Partners completed the construction of stormwater retrofits in parking lots M, N, & P along with a swale along Stark Ave. with planting will take place when rains begin.



Engage with community organizations, jurisdictions, and non-profits to identify and explore potential eligible large-scale demonstration projects.	In Progress	X	X	X	Working to identify east county low-income multifamily housing who might be interested in native garden demonstration projects.
Monitoring and Evaluation					
Meet with partners, review partner monitoring reports, studies, and findings.	In Progress	X	X		Attended JCWC and CSWC Green Infrastructure Team meetings.
Identify relevant monitoring and evaluation efforts as they pertain to Urban Lands programmatic goals.	In Progress	X	X	X	Using BranchOutPDX and treesandhealth.org findings along with affordable housing maps to inform technical assistance and outreach equity lens.
Explore, develop, and implement potential new program monitoring and evaluation metrics.	In Progress	X	X	X	UL Staff began work to improve programmatic surveys.
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	Not Planned	X	X	X	This program has been postponed to January 2021

Additional substantive activities undertaken in the 1st quarter not included in the FY20-21 annual plan:

- Urban Lands staff participated extensively in equity work, including self-directed education, community engagement, and ongoing programmatic assessment to deliver our services more equitably.
- Urban Lands staff participated in the search for the new Executive Director by providing input and participating in meetings and the interview process as requested.



Rural Lands

RURAL LANDS					
<p align="center">Strategic Goals:</p> <p align="center">1. Protect and improve water quality and quantity. 2. Protect and improve soil quality and quantity. 3. Protect and improve natural habitats. 5. Increase the sustainability of Agriculture</p>					
<p align="center">Program Goals:</p> <p>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.</p>					
Annual Activities and Deliverables	Timeframe				1 st QUARTER COMMENTS
	Q1	Q2	Q3	Q4	
Technical and Financial Assistance					
Landowners Consultations					
Conduct 20 site visits including first-time site visits with 5 landowners.	In Progress	X	X	X	Four site visits, including two first-time visits.
Develop 5 technical recommendations and/or conservation plans that include recommendations to address erosion and/or water quality.	In Progress	X	X	X	Three practice recommendations were developed as part of a conservation plan. These were for a heavy use area for livestock, manure composting, and managing areas to reduce mud.
Assist 4 landowners with cost share applications.	In Progress	X	X	X	One CLIP application was submitted and approved to fund the heavy use area and manure composting facility.
Partner with NRCS to promote and deliver cost share assistance.	In Progress	X	X	X	Helped USDA FSA find farmers for a pilot urban agriculture committee in Portland.
Erosion Solutions					
Network within the nursery industry.	In Progress	X	X	X	Eight site visits, including one first-time visit. One CLIP application for conversion to drip irrigation was submitted and approved.
Work with cooperators to design and implement erosion prevention practices.	In Progress	X	X	X	Confirmed maintenance of erosion prevention practices at a nursery that previously received cost share funding.



StreamCare					
Site restoration and maintenance					
The existing, planted StreamCare areas on 223 acres along 8 miles of stream will be maintained to ensure good rates of plant survival.	In Progress	X	X	X	Maintenance took place but there was limited crew availability in September due to smoky conditions from forest fires.
An additional 25 acres planted in FY20-21.	Not Planned		X		
Coordinate contracted labor crews for site preparation, weed control, and planting.	In Progress	X	X	X	During the 1 st quarter, crews prepared 37.29 acres in the new watersheds in addition to conducting maintenance.
Manage wholesale plant orders, delivery, and storage.	In Progress		X		Plant orders were placed in August.
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.	In Progress	X	X	X	No agreements were extended during the 1 st quarter.
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.	In Progress			X	One site visit was conducted at a site that is graduating. Others opted for a virtual site visit. A total of 26.94 acres along 1.26 miles graduated in the 1 st quarter.
Monitoring and evaluation					
Maintain GPS and GIS data; maintain StreamCare “database” to track and compile deliverables.	In Progress	X	X	X	Ongoing.
Outreach					
Use mailings, advertisements, web and social media to promote conservation, outreach events and program offerings.	In Progress	X	X	X	Arranged for the translation of The Great Gorge Adventure activity book into Spanish, Vietnamese, and Russian. These translations are now also on our web site. A total of 3,300 copies were printed for distribution at events in both the rural and urban areas. A mailing was used to reach landowners in the two new StreamCare watersheds.
Coordinate four workshops to provide conservation education and program information.	No Progress	X	X	X	No workshops were held during the 1 st quarter because this is a busy time for rural landowners and we did not believe a virtual workshop would be well attended.
Use equity lens to evaluate outreach methods and materials to identify needed changes.	Not Planned		X	X	
Water Quality Monitoring					
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.	In Progress	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.	In Progress			X	Temperature loggers were retrieved.
Analyze and report on water quality data in collaboration with other partners' monitoring efforts.	In Progress	X	X	X	Successfully submitted our data to the National Water Quality Portal. Working to format data from upper Johnson Creek for a DEQ call for temperature data related to the Willamette TMDL. Presented Johnson Creek data at the biennial review of the Lower Willamette Agricultural Water Quality Plan.
Weeds					
<i>Early detection and rapid response</i>					
Verify, assess, and perform necessary control for all reports of species from the Early Detection & Rapid Response list.	In Progress	X	X	X	No EDRR reports first quarter.
<i>Control priority weeds</i>					
Control 50% of known riparian knotweed infestations annually.	Complete				In addition to the control work in riparian areas, five acres were surveyed for new infestations. Only 90 square feet was found and treated.
Annually control all accessible false brome infestations (acreage unknown due to Eagle Creek fire) to prevent establishment in the rural areas of the district.	In Progress	X			Made significant progress towards completing this goal.
Survey for new false brome populations along plausible vectors.	No Progress				There was not enough staff time available to complete this goal.
Control 20% of known infested acreage (~200 acres) of spurge laurel annually, where access has been granted by the landowner.	No Progress	X			Spurge laurel control was postponed until 2 nd quarter.
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).	No Progress	X	X	X	There was not enough staff time available to complete this goal this quarter.
Annually control all known infestations (241 properties) of garlic mustard outside the containment zone a minimum of 2 times.	Not Planned			X	
Survey plausible vectors and outlying areas for spread of garlic mustard.	Not Planned			X	
<i>Eagle Creek Fire response</i>					
In collaboration with partners, undertake weed control in priority areas.	In Progress	X	X	X	Conducted weed control on 9.5 acres in the burn area.



Regional coordination					
Provide technical assistance with weed identification and control methods.	In Progress	X	X	X	Ongoing.
Participate in both the 4-county and Columbia Gorge Cooperative Weed Management Areas.	In Progress	X	X	X	Ongoing.
Monitoring and evaluation					
Maintain weed location information in GIS, including abundance information for the target species.	In Progress	X	X	X	Ongoing.
Evaluate the need to alter the garlic mustard containment zone.	No Progress	X	X	X	There may not be sufficient staff time to do this evaluation this fiscal year.



Conservation Legacy

HEADWATERS					
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.					
Program Goals: 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. 3. Increase the visibility of conservation farming practices. 4. Headwaters Farm facilities, infrastructure and equipment supports the HIP program and EMSWCD's mission.					
Annual Activities and Deliverables	Timeframe				1 st QUARTER COMMENTS
	Q1	Q2	Q3	Q4	
Natural Resources Management					
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.	In Progress	X	X	X	Staff and incubator farmers have managed the site using organic practices, cover cropping, and other conservation farming practices.
Soil Health Improvements					
Cover crop or silage tarp (for weed suppression) farmable areas of Headwaters Farm while not in production - approximately 34 acres possible.	In Progress	X	X	X	Summer covers were applied on all areas managed by EMSWCD, with exception for Field 3, which is being managed to eliminate a nutsedge outbreak.
Soil samples taken for all fields in October, both in production or not, to help determine fertility needs and document change over time.	Not Planned		X		Samples will be taken in October.
Manage invasive weeds, including through trialing Weed Slayer, an organic herbicide.	In Progress	X		X	Trials were conducted on nutsedge and thistle. Other production areas with high invasive pressure were chiseled repeatedly as a management technique. The efficacy of both approaches will not be known until late spring 2021.
Apply compost on fallowed fields.	In Progress			X	Compost was applied to several fallowed fields.
Erosion and Stormwater Management					
Install native plants and improve vegetation within a primary stormwater basin.	Not Planned		X		This will be done during the winter.
Irrigation efficiency					
Work with incubator farmers to encourage appropriate irrigation amounts and methods.	In Progress			X	One-on-one informal trainings have been conducted to support farmers in using appropriate irrigation methods.



Natural Habitat					
Maintain existing pollinator habitat and hedgerows.	In Progress			X	Staff weeded the pollinator habitat twice.
Remove blackberries from the frontage along Orient Drive.	In Progress	X		X	Blackberries were mowed. Additional management will be needed in the spring.
Re-establish a beetle bank.	Not Planned	X	X		This will be done during the off-season.
Live-stake native shrubs into the fabric adjacent to the interceptor drain.	Not Planned		X		This will be done during the winter.
Headwaters Incubator Program (HIP)					
Update the Farmer’s Manual.	In Progress	X			Updates have been made and will be discussed with current incubator farmers in October.
Develop a draft Headwaters Farm Food Safety Plan.	Not Planned	X	X		This will be done during the off-season.
Make progress on the Headwaters Guide to Good Farming that outlines best practices for starting a farm business.	In Progress	X	X		While not initially planned for the 1 st quarter, during COVID and smoke complications that kept staff at home, progress was made on several sections of this document.
Compile current farm and program management files into a single document.	In Progress	X	X		Various farm equipment and system SOPs were created or updated. They will be compiled into a Headwaters Farm Management Booklet during the off-season.
Provide a shared market booth at the Portland State University Farmers Market.	In Progress	X	X	X	Two current incubator farms and one recent program graduate are regularly using the booth space during the 2020 season.
HIP Farmer recruitment and retention					
Obtain at least 10 HIP applicants for the 2021 growing season.	Not Planned	X			The application window for 2021 will conclude at the end of October.
Two-to-five new farms recruited in FY20-21.	Not Planned	X	X		This information will be known in the 2 nd quarter.
Host at least 12 incubator farmers.	In Progress	X	X	X	Headwaters Farm currently hosts 15 farm businesses.
HIP Farmer Support and Training					
Meet with each farm business mid-season and at the conclusion of the calendar year to discuss mitigating challenges and capitalizing on opportunities.	In Progress		X		All farms have conducted their mid-season check in.
Work closely with Outgrowing Hunger to offer a robust HIP experience for immigrant and refugee program participants.	In Progress	X	X	X	Adam from Outgrowing Hunger has been a good resource for supporting the two immigrant and refugee farms this season.
New farmer orientation.	Not Planned		X		This will take place in February.
Tractor safety and operation training.	Not Planned		X		This will take place during the 3rd quarter.



BCS farmer operation trainings.	In Progress		X	X	While a couple BCS trainings were conducted, most of the trainings will occur in the spring.
Nutrient management training.	Not Planned			X	This will happen in the 4 th quarter.
Integrated Pest Management	Not Planned			X	This will happen in the 4 th quarter.
Irrigation management training.	Not Planned			X	This will happen in the 4 th quarter.
HIP Graduate Support					
Work with graduating farmers to identify best landing options for their farm businesses.	Complete	X			One HIP farmer will be graduating in 2020. That farmer was able to purchase land in Mollala. Staff are assisting that transition and have provided access to various HIP resources to aid the graduating farmer with cover crops and site prep.
Maintain ongoing relationship with HIP graduates and connect them to various support services.	In Progress	X	X	X	HIP staff have been in contact with many graduates and engage in greater depth and conduct farm visits during the off-season.
Conduct survey of HIP graduates.	Not Planned	X	X		This will occur toward the end of the 2 nd quarter.
Outreach and Education					
Highlight and promote key conservation efforts by keeping an active social media presence and updating the HIP page on the EMSWCD website regularly.	In Progress	X	X	X	Staff has been active on Facebook and Instagram, as well as helping develop a Headwaters Farm Solar webpage.
Lead tours at Headwaters Farm for prospective farmers, program partners, and the general public, as COVID-19 restrictions and guidelines allow.	In Progress	X	X	X	Due to COVID-19 safety concerns, all Headwaters Farm tours have been relegated to prospective or future applicants only. About a dozen individuals have visited.
Work with OSU Extension on pollinator research if grant funds become available.	Not Planned			X	It is unclear if this funding will be available this fiscal year.
Implement an outreach plan for sharing information about the solar system.	In Progress	X	X	X	A press release has been created, the solar kiosk is operational, and a solar webpage is active.
Explore partnerships to pursue programming and/or services that utilizes Headwaters Farm resources to create farming opportunities for underserved groups.	In Progress	X	X	X	Conversations are happening with the White Affinity Group for farm development program managers as well as with organizations like Outgrowing Hunger.
Facilities, Infrastructure and Equipment					
Complete the build-out of the farm shop.	Complete				The shop project is finished and fully functional.
Convert two washers into salad spinners.	Complete				Two washing machines are now salad spinners in the barn wash station.
Repair the curing shed door so it does not stick shut and closes automatically.	In Progress				The contractor ordered the wrong door. They have reordered and we are waiting for it to arrive.
Install a safety rail along the top of the retaining wall.	In Progress	X			The rail posts have been fabricated and delivered to the farm. Installation will occur in the 2 nd quarter.



Install a frontage sign at the main driveway along Orient Drive.	No Progress	X		X	This project has been pushed back to make time for other priority safety and conservation activities and projects.
Improve driveway access around the curing shed.	In Progress	X			One bid has been procured and staff will work to get more. However, this project may get pushed until next fiscal year.
Build a root washing station.	In Progress	X			A temporary root station has been created. The final root station will be developed in conjunction with the driveway access around the curing shed project.
Conduct maintenance of farm vehicles and equipment.	In Progress	X	X	X	Staff has maintained the tractors, farm equipment, and farm truck, including replacing the starter on the truck.
Conduct facilities, road and path safety inspections and address issues that arise.	In Progress	X	X	X	This inspection happens weekly.
Track COVID-19 guidelines and implement on-farm health and safety protocols and policies accordingly.	In Progress	X	X	X	Staff has monitored federal, state, and local guidelines and regulations on COVID-19 best management practices and implemented policies and protocols as needed to keep farmers and staff safe.
Conduct COVID-19 sanitation and disinfecting cleanings.	In Progress	X	X	X	Common touchpoints are disinfected daily.

Additional substantive activities undertaken in the 1st quarter not included in the FY20-21 annual plan:

- Progress was made on the Guide to Good Farming as well as creating and improving Standard Operating Procedures for various equipment and systems at Headwaters Farm.



LAND LEGACY					
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.					
Program Goals:					
1. Protect agricultural land east of the Urban Growth Boundary, excluding the urban reserve. 2. Help partners protect one to two urban farms and community gardens projects through financial and technical assistance. 3. Protect priority habitats in the district by helping partners protect areas identified in conservation-related plans. 4. Assist partners establish new parks and natural areas in underserved communities.					
Annual Activities and Deliverables	Timeframe				1 st QUARTER COMMENTS
	Q1	Q2	Q3	Q4	
LLP Program					
Maintain effective records management for all property interests.	In Progress	X	X	X	Created files for recent property interest acquisitions.
Apply equity lens to LLP activities.	In Progress	X	X	X	In addition to work around farmland access, also participated in multiple learning opportunities and serving as a member of the Equity Team.
Serve on Land Camp Leadership Committee.	In Progress	X	X	X	Planning alternatives to in-person conference.
Working Farmland Protection					
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.	In Progress	X	X	X	Gresham Outlook article on Foltz easement transaction, program newsletter drafted.
Identify and implement new plan for use of Gordon Creek Farm property.	Complete	X	X	X	Residential/ag lease executed, berry lease likely for 2021.
Close on Sester 322 nd Easement acquisition.	Complete				322 nd easement closed in July.
Opportunities rapidly and creatively responded to; four or more ag properties will be brought before the EMSWCD Board to consider for protection.	In Progress	X	X	X	Three properties brought forward for consideration.
Close on or substantively advance at least one other farmland transaction.	In Progress	X	X	X	EMSWCD executed PSA for a farmland acquisition.
Continue to advance and enhance organizational partnerships that assist in EMSWCD's agricultural land protection and stewardship work.	In Progress	X	X	X	Continued collaboration with Oregon Agricultural Trust, new collaboration with Working Lands Cohort.
Identify and begin to implement a plan for the use of Mainstem farm after the expiration of current lease.	In Progress	X	X	X	Concept plan created and approved by the LLC.



Decision on exercise, deferral or extension of conservation easement option.	Not Planned	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.	In Progress	X	X	X	Secured Board approval to add this as a program objective, LLC approval to make a property available for this use, developed draft framework, began to develop partnerships, research, and learning.
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.	In Progress	X	X	X	Provided testimony to Metro Council in support of working lands coordinator position, continued collaboration with Oregon Agricultural Trust, new collaboration with Working Lands Cohort.
Farm succession resources offered, including workshop, if time and other circumstances permit.	Not Planned	X	X	X	
Agricultural Land Stewardship					
Working farmland easement interests monitored and managed.	In Progress	X	X	X	Scheduled for October and November.
Agricultural / Habitat management plans monitored and managed.	In Progress	X	X	X	Scheduled for October and November.
Lease interests monitored and managed.	In Progress	X	X	X	Significant work has gone into the Gordon Creek transition in the 1 st quarter.
Natural Resource Lands Protection					
Support partner protection efforts financially with partner entity in the lead, as opportunities arise.	In Progress	X	X	X	Staff tried to advance opportunity in Portland, but no receptivity from City.
Continue to advance and enhance organizational partnerships that assist in EMSWCD's natural resources land protection work.	In Progress	X	X	X	
Assist in implementation of Metro Open Space Bond, and clarify the most appropriate role for EMSWCD with these new resources.	In Progress	X	X	X	Continue to monitor for opportunities, implementation delayed by Metro.
Natural Area Stewardship / DPNA					
Undertake weed control and plant maintenance, in-fill planting where required, in the DPNA.	In Progress	X	X	X	
Conduct regular wildlife surveys in DPNA, install and analyze wildlife camera footage as desired.	In Progress	X	X	X	Monthly wildlife surveys were completed.
Design and install signage denoting DPNA.	Not Planned		X	X	
Plan and conduct open house/tour of DPNA for neighbors of DPNA and Headwaters Farm.	No Progress			X	Deferred due to COVID and other circumstances.



Undertake weed control and plant maintenance at Oxbow easement interest, including the pollinator hedgerow habitat, as well as infill planting where required.	In Progress	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.	In Progress	X	X	X	Planning underway and plants ordered. Planting will take place in winter.
Access to Nature					
Support partner protection efforts financially with partner entity in the lead, especially those targeted to park deficient and/or under-served communities.	In Progress	X	X	X	Tried to advance opportunity in Portland, but no receptivity from City.
Continue to advance and enhance organizational partnerships that assist in EMSWCD's land protection work.	In Progress	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.	In Progress	X	X	X	Continue to monitor for opportunities, implementation delayed by Metro.



GRANTS					
<p align="center">Strategic Goals:</p> <p align="center">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.</p>					
<p align="center">Program Goals:</p> <p>1. Complement other EMSWCD program efforts in water quality, soil health, habitat restoration and sustainable agriculture. 2. Increase environmental literacy of EMSWCD residents. 3. Increase capacity and strengthen organizational structures needed to advance equitable conservation outcomes. 4. Establish and support sustainable school and community gardens throughout the urban areas of the EMSWCD service area. 5. Increase conservation benefits for communities and populations experiencing disparities in environmental health, environmental education, and natural amenities.</p>					
Annual Activities and Deliverables	Timeframe				1 st QUARTER COMMENTS
	Q1	Q2	Q3	Q4	
Outreach, Engagement and Evaluation					
Conduct survey of past grantees and applicants to gain information on DEI outcomes and opinions on future program direction.	Not Planned	X			
Develop an Equity Grant Program Plan, incorporating survey and demographic information (gathered through organization-wide DEI efforts).	Not Planned	X	X	X	After discussion with the Equity and Management Teams, this “plan” will be more of a guide to be used by staff for improving the grants program.
Implement and evaluate a pilot technical assistance program for PIC applicants and grantees in grant writing and grant management.	In Progress	X	X	X	Staff has begun work on the RFP, process not as urgent with plan to suspend PIC 2021.
PIC Grants					
<i>PIC Grant administration</i>					
Update PIC grant application and supporting materials, receive applications.	Not Planned	X			Due to PIC 2021 pause, this activity will not proceed.
Conduct due diligence, prepare for and host Review Committee meeting, make recommendations to the Board for PIC grant awards.	Not Planned		X	X	Due to PIC 2021 pause, this activity will not proceed. Extensions and non-competitive new grants will be processed and recommended for Board approval.
Contract with grantees for 20 PIC awards	In Progress			X	Due to COVID, contracts for PIC 2020 have taken longer than usual. Approximately 75% were completed as of the end of the 1 st quarter. Some new contracts and extensions will occur in the 4 th quarter.
<i>Compliment other EMSWCD Program Efforts</i>					
Fund at least three restoration or monitoring projects.	Not Planned		X		



Fund at least three projects that address stormwater runoff, water quality/ conservation, and/or soil erosion.	Not Planned		X		
Fund at least one project that promotes sustainable agriculture.	Not Planned		X		
Environmental Literacy					
Fund at least three mission-specific environmental and/or garden education projects for youth.	Not Planned		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.	Not Planned		X		
Sustainable School and Community Gardens					
Fund the development of at least two new community or school garden spaces.	Not Planned		X		
Fund the upgrade and/or maintenance of at least three community or school gardens.	Not Planned		X		
Urban Tree Canopy					
Recruit for and convene at least one meeting of the Urban Forestry partnership and assist in planning for PIC or other grant applications.	In Progress	X			Staff has been in communication with the City of Gresham on their PIC 2020 grant, finalizing the Scope of Work on an Urban Forestry planning and mapping project; and with Multnomah County regarding their 2017 project and plans to complete given COVID restrictions. Convening planned for 2 nd quarter.
Fund at least two projects that increase the urban tree canopy in underserved areas of the EMSWCD service area.	Not Planned		X		
Equitable conservation outcomes and benefits					
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.	Not Planned	X	X	X	The bulk of this will occur in the 3 rd and 4 th quarters.
Develop RFP to hire consultant for the purpose of providing technical assistance to low capacity organizations with limited experience in grant-writing, budgeting, on-line application, and/or project development experience.	In Progress	X			Staff has begun work on the RFP, process not as urgent with plan to suspend PIC 2021.
Fund projects of at least two culturally specific organizations to help build organizational and technical capacity for conservation work.	Not Planned		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.	In Progress	X	X	X	The Equity Grantmakers Network has not been meeting since the COVID outbreak. Staff attended LTA conference sessions on DEI issues, represented Equity Team on the EMSWCD ED search committee, and has attended meetings as available.
SPACE Grants					
Fund projects that address restoration of urban habitat, stormwater management, water quality, and other on-the-ground conservation needs.	In Progress	X	X	X	A grant was awarded to the Johnson Creek Watershed Council, serving as fiscal agent for a graduate student research project on spatial and seasonal variations of microplastic concentrations in Portland’s streams
Fund projects that upgrade and/or maintain community and school gardens.	In Progress	X	X	X	Our Happy Block (through Calvary Lutheran Church) was funded to create new garden space for the neighborhood.
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.	In Progress	X	X	X	Human Access Project received a grant to create a Harmful Algae Bloom fact sheet to educate the public about the issue in the Ross Island Lagoon. Fact sheet includes info-graphics in multiple languages.
Fund educational community events focused on conservation and/or agricultural issues that reach significant numbers of EMSWCD residents.	In Progress	X	X	X	Oregon State University was funded for their Small Farms School, to support speakers and scholarships. The classes were held virtually this year. Zenger Farm received a grant for a virtual Harvest Festival to support stipends for lead participants.
SPA Grants					
Attend SPA meetings and maintain familiarity with the contracts and projects.	In Progress	X	X	X	
Administer individual agreements: reimbursements, reporting and electronic files.	In Progress	X	X	X	Agreements for SPA year five (for FY20-21) were executed with the three watershed councils.
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.	In Progress	X			Staff developed a draft plan for the SPA evaluation, presented this to the Grants Committee. Scheduled for completion by Jan.1, 2021



Finance and Operations

FINANCE & OPERATIONS					
Program Goals:					
1. Promote equity and embrace the diversity of humanity of our workplace. 2. Recruit, develop and retain a professional, diverse and responsive workforce. 3. Increase the percentage of residents who know about EMSWCD. 4. Increase the percentage of residents who understand what EMSWCD does. 5. Ensure that residents know how to access EMSWCD services. 6. Ensure that residents have a positive perception of EMSWCD.					
Annual Activities and Deliverables	Timeframe				1 st QUARTER COMMENTS
	Q1	Q2	Q3	Q4	
Budget and Finance					
Complete FY19-20 budget audit.	In Progress	X			Currently in progress, due to be completed in the 2 nd quarter.
Track FY20-21 budget and produce budget to actual reports.	In Progress	X	X	X	Completed for the 1 st quarter. Continuous.
Develop FY21-22 budget.	Not Planned		X	X	Planned for 3 rd and 4 th quarters.
Review Fiscal Policies and recommend changes as needed, including in response to the COVID-19 pandemic.	Not Planned	X	X		Planned for 2 nd and 3 rd quarters.
Review and monitor EMSWCD contractual agreements.	In Progress	X	X	X	Review as needed. No issues to report.
Review remote bookkeeping & payroll process, implement improvements as needed, including in response to the COVID-19 pandemic.	In Progress	X	X	X	Continuously monitor processes and protocols. No updates or suggested changes to report as of yet.
Monitor payroll, time off, COVID-leave time usage, cash flows, bank accounts, transfers.	In Progress	X	X	X	In progress. Continuous. No issues to report.
Develop bank reconciliation reports with bookkeeper for Treasurer review.	In Progress	X	X	X	Completed for the 1 st quarter. Continuous.
Board and Committee Management					
Schedule, notice, prepare logistics, create virtual meeting environment, distribute materials for, and host 12 Board of Directors meetings.	In Progress	X	X	X	Completed (9 Board Meetings) for the 1 st quarter.
Take and prepare minutes and maintain all records for 12 Board of Directors meetings.	In Progress	X	X	X	Completed (9 Board Meetings) for the 1 st quarter.
Schedule, notice, prepare logistics, distribute materials for, and help organize approximately 16 committee meetings.	In Progress	X	X	X	There were 13 Ad Hoc Committee meetings, 2 LLC meetings, and 1 Personnel Committee meeting in the 1 st quarter.



Take and prepare minutes, and maintain all records for, approximately 16 committee meetings.	In Progress	X	X	X	Mostly completed for the 1 st quarter.
Serve on and support the Executive Director Search Committee.	Complete				
Human Resources					
Review health and other insurance benefits to determine if changes or enhancements are needed for upcoming fiscal year.	Not Planned		X	X	Not planned for the 1 st quarter.
Review and update Employee Handbook/Personnel Policies.	In Progress	X	X	X	Expectations for the 1 st quarter were met.
Research personnel-related issues re: BOLI information/changes that might affect EMSWCD.	In Progress	X	X	X	Expectations for the 1 st quarter were met.
Research potential Personnel-related incentives.	In Progress	X	X	X	This is a continuous process that may or may not produce new incentives to add to current benefit package. There have not been any new discoveries thus far.
Maintain confidential personnel files.	In Progress	X	X	X	Expectations for the 1 st quarter were met.
Assist in recruitment, hire process and on-boarding of new Executive Director.	In Progress	X			The recruitment and the hiring process took place in the 1 st quarter, with an appointment made in early October. Onboarding will take place in the 2 nd quarter.
Facilities, Fleet and Equipment					
Facilities					
Staff kitchen re-design and remodel at Williams Ave. Headquarters.	Not Planned		X	X	Planned for later in the year.
General maintenance of building and facilities at Williams Ave. Headquarters.	In Progress	X	X	X	Completed for the quarter. Building and grounds at Williams office are in good shape during COVID restrictions. Office access to staff is limited, and the office is closed to the public.
Complete front step and landing replacement at Williams Ave. Headquarters.	In Progress				Revised solicitation document created. This project is postponed until dry season begins and COVID restrictions are lifted.
Complete repair/replace of interior main staircase at Williams Ave. Headquarters.	Not Planned	X			Not planned for 1 st quarter.
General maintenance of buildings, equipment and facilities at Headwaters Farm.	In Progress	X	X	X	Completed for the 1 st quarter. No issues to report.
Assist in other capital projects and planning as needed at Headwaters Farm.	In Progress	X	X	X	In progress. Assisting with retaining wall railing at Headwaters Farm.



Fleet and Equipment					
Ensure electric vehicles and charging stations are maintained and operating efficiently.	In Progress	X	X	X	Completed for the 1 st quarter. No issues to report. Vehicles in good shape during COVID restrictions that is greatly reducing usage of the vehicles.
General maintenance of two state motor pool vehicles.	In Progress	X	X	X	Completed for the 1 st quarter. General maintenance and upkeep is continuous. No issues to report.
Information Technology					
IT support to ensure properly functioning equipment and timely troubleshooting of technology problems.	In Progress	X	X	X	Worked directly with staff to assist them with VPN and remote connections, software and system issues, hardware and peripherals, and with other IT issues. Worked with contracted IT company on resolving more complex issues as needed.
Liaise with contracted IT Services to maintain EMSWCD network, security, and ability to work-remotely.	In Progress	X	X	X	Staff worked frequently with IT company to ensure network and server were operating smoothly and were secure, and to ensure staff could connect and work remotely.
Research technology improvements and upgrades for office and work with staff and partners to implement.	No Progress	X	X	X	No progress in the 1 st quarter. Due to remote work, staff have mostly been focused on computer replacements to enable efficient remote work from home.
Purchase and set-up scheduled replacement computers for staff as needed.	In Progress	X	X	X	Proceeding as planned. Purchased new computers, set up and connected to network, assisted staff with getting situated and with any initial issues.
Investigate subscription-based solutions for the office software, and if deemed cost effective, purchase and implement.	In Progress				Catalogued current staff licenses, examined costs and what it would entail to upgrade MS office licenses.
Marketing and Media					
Review, revise, and restructure Marketing Plan and create program appendices.	Not Planned	X	X		Not planned for the 1 st quarter.
Collect information on advertising, analytics, costs, and effectiveness of marketing campaigns.	In Progress	X	X	X	There were no campaigns as such in the 1 st quarter to run analytics on, but continued to monitor analytics on social media platforms and posts, and from the website.
Develop, revise, maintain and add content to the website.	In Progress	X	X	X	Revised and added to Land Legacy, Headwaters, Urban Lands, general content on the website, drafted, edited and published several new posts, and created a new wildfire safety resource page. Assisted staff with technical issues, updates and settings changes.
Develop and integrate social media to drive traffic to EMSWCD website, encourage event participation and promote conservation practices.	In Progress	X	X	X	In progress, proceeding as planned. Posted to social media to reflect updates, conservation events and opportunities in the area, and EMSWCD program offerings



Coordinate and conduct press outreach.	In Progress	X	X	X	Performed successful press outreach for the Foltz property resulting in a local newspaper article on the new conservation easement. Gave feedback on press releases including for the new solar installation at Headwaters. Regular notices sent for Board and Committee meetings.
Identify and implement advertising opportunities.	In Progress	X	X	X	No campaigns and no advertising took place during the 1 st quarter, but some social media advertising was planned for Headwaters outreach.
Manage uploads and organization from 3 time-lapse cameras at Headwaters monthly. Create a video collage of content, publish and promote online.	In Progress	X	X	X	Collecting uploads from time-lapse cameras at Headwaters periodically. No work was done on creating videos from the cameras during this quarter.
Continue to track direct outcomes of marketing, action-driven website content (downloads, registrations, etc.). Continue to employ analytic tools and metrics.	In Progress	X	X	X	Examined general website and social media analytics throughout the 1st quarter, monitored downloads, social media, website visit metrics, and post engagement.
Manage and respond to any potential crises, including pandemic response and any other events affecting work, staff and/or infrastructure.	In Progress	X	X	X	Continued to assist staff with remote access and coordinated for in-office pickup of items such as new computers or peripheral devices. Helped effect a rapid response to the Oregon wildfires by collecting and posting content on a new website page and promoting.
Office Administration					
General office support and public reception, depending on COVID-19 restrictions and when the office is reopened to the public.	In Progress	X	X	X	Support has been given virtually through phone calls and emails due to COVID.
Ensure the records management in accordance with Oregon public records law.	In Progress	X	X	X	Expectations for the 1 st quarter were met.
Research and/or develop needed policies and procedures.	In Progress	X	X	X	An Equity Consultant was hired to work with the organization on needed policies and changes. That work has not yet taken place.
Establish and maintain public access to Board and Committee information.	In Progress	X	X	X	Expectations for the 1 st quarter were met.
Provide assistance as needed to all staff working remotely during COVID-19.	In Progress	X	X	X	Continuous as requested/needed. To help boost and keep morale, small appreciation gifts were made and delivered to each employee.
Assist with research and cost comparisons for vendors and equipment to maintain cost effectiveness and quality.	In Progress	X	X	X	Assisted as requested in 1 st quarter. Continuous and as needed.
Coordinate materials for meetings, training sessions, and other activities of the organization.	In Progress	X	X	X	Completed Ad Hoc, Board, and special meeting coordination and setup for search firm consultants, Board, and all Staff. Expectations for the quarter were met.