



# ANNUAL REPORT

## Fiscal Year 2019-2020

# East Multnomah Soil & Water Conservation District

*Helping people care for land and water*



**East Multnomah Soil & Water Conservation District  
Annual Report for Fiscal Year 2019-2020  
November 30, 2020  
Version 1.1**

**This report was presented to the  
East Multnomah Soil & Water Conservation District Board of Directors  
on: December 7, 2020.**

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This report can be downloaded online at: <http://emswcd.org/about/organizational-resources/>

Cover photo: Headwaters Farm with new solar installation. Courtesy of Elemental Energy

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## 1. Executive Summary

The East Multnomah Soil and Water Conservation District (EMSWCD), located in northwestern Oregon, is a local, non-regulatory government agency that operates east of the Willamette River within Multnomah County. During the Fiscal Year 2019-2020 (FY19-20), the EMSWCD's mission was: *To help people care for land and water.* The EMSWCD fulfills its mission by providing technical, capacity, and financial assistance to landowners, land managers, and other residents to help establish and maintain healthy ecosystems, with a focus on soil, water, and natural habitats. With 22 staff and an annual operating and capital budget of \$14.9 million for FY19-20, the EMSWCD implemented its activities through four organizational units. This annual report describes the activities and accomplishments of these programmatic units from July 2019 through June 2020.

Throughout the fiscal year, The Urban Lands unit provided workshops, project consultations, demonstration project leadership, and a native plant sale. The Rural Lands unit focused on providing advice to farmers and other landowners/managers on best practices, improving riparian habitats, and eradicating invasive weeds. The Conservation Legacy unit focused on helping new farmers get established, protecting agricultural, natural resource, and access to nature lands, as well as providing grant funding for the conservation-related activities of partner organizations. And the Finance and Operations unit focused on the administrative aspects of the EMSWCD's work, including budgeting, contracting, human resources, office management, facilities management, and marketing.

EMSWCD was without a permanent Executive Director for FY19-20 with an interim ED serving this role. A lot of time went into the search and recruitment of a new Executive Director. Emphasis was also given this fiscal year to organizational development for the Board and staff, including the redefinition of EMSWCD organizational values for the organization. Continuing EMSWCD Diversity Equity and Inclusion work was also an important focus for the district. Good progress was made on internal staff equity learning, development of an Equity Plan, and engaging marginalized communities to understand their needs and interests related to EMSWCD work and mandate.

March 2020 saw the COVID-19 pandemic impact EMSWCD operations and the transition to remote work and adapting EMSWCD programming to virtual settings where possible, including online meetings, educational workshops, and events. Protocols were developed to safely continue field work, site visits and operations at Headwaters farm. Considerable staff time also went into implementing and adapting distancing, sanitation and other COVID related safety protocols.

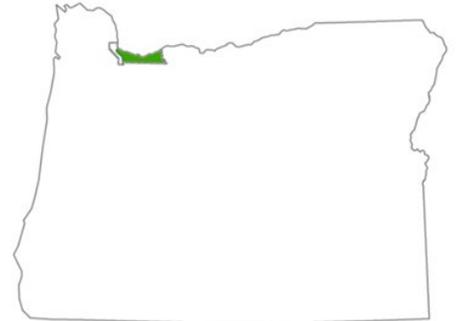
Other significant highlights and accomplishments during this reporting period include:

- The **installation of a 70kW photovoltaic solar system** at Headwaters Farm designed to generate 100% of the electricity used on site, and the purchase of two electric fleet vehicles.
- Holding or participating in **91 outreach and education events**, extending our reach to over **3,174 constituents** with messaging about sustainable urban landscapes.
- Caring for **750 acres of natural habitat extending along 28 miles** of area streams.
- Creating an educational illustrated children's activity book – "The Great Gorge Adventure."
- Committing to provide **\$1,450,000 in grants** to non-profits organizations, schools, public agencies, businesses, private organizations, and individuals for conservation-related projects.
- The **donation of a conservation easement** to EMSWCD by the landowner of a 16 acres property adjacent to Headwaters Farm that will protect natural habitat along Johnson Creek and ensure the active farming portion of the property remains in agriculture in perpetuity.

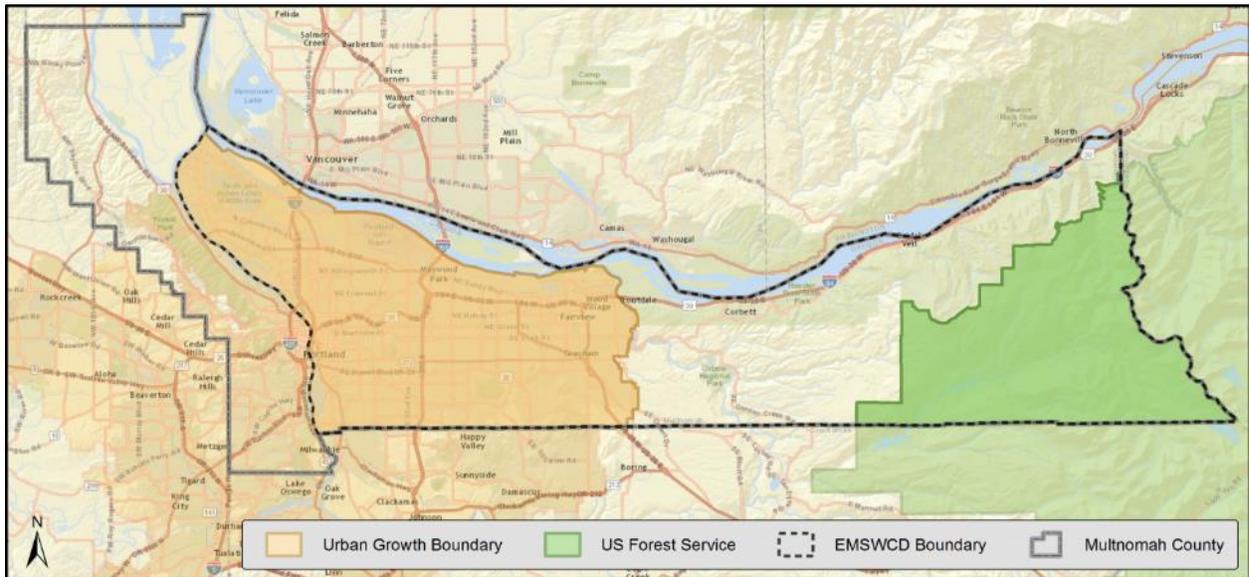
## 2. Introduction

The EMSWCD serves approximately 700,000 residents who live and manage land east of the Willamette River in Multnomah County, Oregon (See Map 1). Approximately one third of the EMSWCD's service area is urban, and the remainder consists of populated rural area, the Mount Hood National Forest, and the Columbia Gorge National Scenic Area. The area is approximately 230,000 acres and includes three major watersheds – the Columbia River, Sandy River, and Willamette River — all of which contribute to the Greater Columbia River Basin (see Map 3).

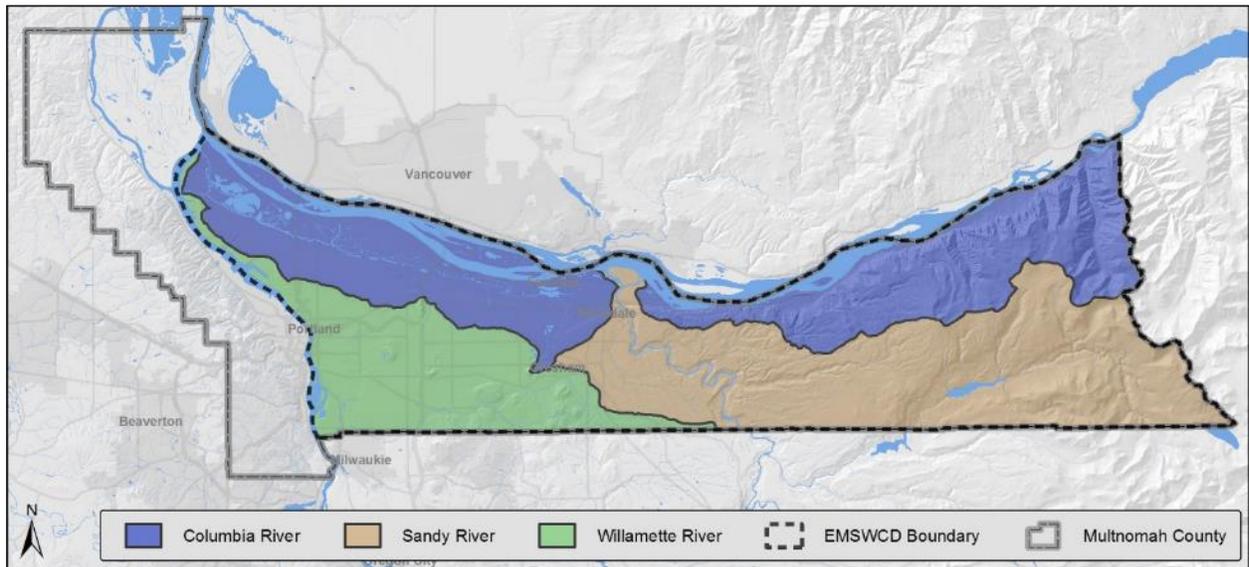
Map 1: EMSWCD Location



Map 2: EMSWCD Service Area



Map 3: Watersheds of the EMSWCD





## 2.1 Organizational Vision, Mission, and Strategic Goals

In January 2015, the EMSWCD Board of Directors approved an updated five-year strategic plan that identified the vision, mission, and broad goals for the organization.

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

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

### **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.
- Provide equitable access to nature.

## 2.2 Purpose of this Report

The primary purpose of this FY19-20 Annual Report is to document the progress EMSWCD has made from July 2019 through June 2020. Progress is measured relative to the activities that were planned for in the EMSWCD's FY19-20 Annual Work Plan. This report also serves to satisfy the requirements of Oregon Revised Statute 568.580, which directs all Oregon soil and water conservation districts to call an annual meeting of landowners (and other residents and constituents) and present an annual report and audit.

This annual report is one of many tools the EMSWCD uses to plan, track, and report on activities and progress. Individual staff and EMSWCD-wide work plans are established early in each fiscal year, reporting on progress is completed quarterly and at the end of the fiscal year.

During the fiscal year, EMSWCD was overseen and guided by the Board the Directors, and the work of staff organized in four programmatic units: 1) Urban Lands; 2) Rural Lands; 3) Conservation Legacy; and 4) Finance and Operations. The content of this annual report follows this programmatic unit structure.

## 3. EMSWCD Governance

### 3.1 Board of Directors and Committees

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. Directors serve four-year terms.

From July 2019 to January 2020, the EMSWCD Board was composed of three zone Directors, two at-large Directors, one Associate Director, and one Director Emeritus. At the February 2020 Board meeting, then Board Chair Allison Hensey resigned her position on the Board, and Associate Director Carrie Sanneman was appointed to the At-Large 2 Director position. Carrie Sanneman was also elected to be Chair of the Board. From February 2020, the EMSWCD Board had three zone Directors, two at-large Directors, one Director Emeritus, and no Associate Directors. (see Table 2 and Table 3)



EMSWCD had four standing board committees during FY19-20: Land Legacy Committee, Personnel Committee, Grants Committee, and PIC Committee. Board member assignments to the committees during FY19-20 are shown in Table 2 and Table 3. The EMSWCD zones associated with the zone Directors are shown in Map 4.

The Board met once per month during the fiscal year. The Land Legacy Committee met every other month. All other committees met on an as-needed basis. All Board and committee meetings were open to the public. The schedule of board and committee meetings that took place in FY19-20 is shown in Table 3. In addition to the regular meetings indicated in Table 4 below, the Board held several special meetings during the fall of 2019 and spring of 2020 for board development work sessions with organizational development consultants, and for meetings associated with the hiring of a recruitment consultant and the search for a new Executive Director. Additional details are available on the EMSWCD website: <https://emswcd.org/about/board/meetings>

**Table 1: Board Directors and Committee Assignments (July 2019 – January 2020)**

EMSWCD Board (July 2019 – January 2020)			EMSWCD Committees				
Members	Positions	Officers	Budget	Land Legacy	Personnel	Grants	PIC
Gabrielle Rossi	Director - Zone 1	Treasurer	X				
Laura Masterson	Director - Zone 2	Vice-Chair	X	Co-Chair	X		
Mike Guebert	Director - Zone 3		X	X	Chair	X	
Rick Till	Director - At-Large 1	Secretary	X	X	X	X	X
Allison Hensey <sup>1</sup>	Director - At-Large 2	Chair	X	X			
Carrie Sanneman	Director – Associate		X	Co-Chair		X	
Dianna Pope	Director - Emeritus		X				

**Table 2: Board Directors and Committee Assignments (February – June 2020)**

EMSWCD Board (February – June 2020)			EMSWCD Committees				
Members	Positions	Officers	Budget	Land Legacy	Personnel	Grants	PIC <sup>2</sup>
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				

<sup>1</sup> Allison Hensey resign from the Board in February 2020.

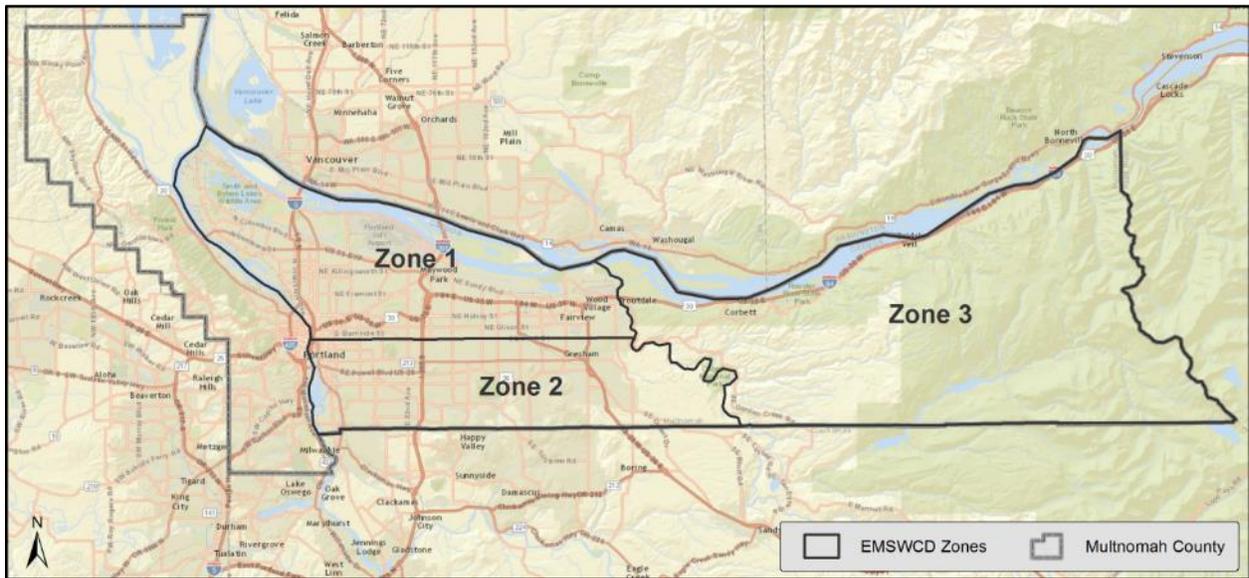
<sup>2</sup> External Committee members in 2019 included: Carlina Arango (sustainability Analyst); Jennifer Aron (farmer); Jennifer Devlin (City of Portland); Sheilagh Diez (Metro); Daryl Houtman (City of Portland); Roy Iwai (Multnomah County); and Jessica Rojas (NE Coalition of Neighborhoods).



**Table 3: FY19-20 Board and Committee Meeting Dates**

Year	Month	Board	Budget	Land Legacy	Personnel	Grants	PIC
2019	July	8					
	August	5		5			
	September	9		30			
	October	7					
	November	4		25			
	December	2					
2020	January	6		27			
	February	3					26 & 27
	March	2	2	30			
	April	6	6				
	May	4	4	18	11 & 15		
	June	1				1	

**Map 4: District Zones**



### 3.2 Executive Director

The Executive Director is responsible for all EMSWCD operations, including supervising staff, managing budgets, developing long range plans, representing EMSWCD to the public and partners, and providing support to the Board of Directors and staff. EMSWCD’s previous Executive Director left EMSWCD in June 2019 just before the start FY19-20. The district was without a permanent Executive Director for the whole duration of FY19-20, with program supervisor Andrew Brown serving in the role of Interim Executive Director.

The Board engaged a search consultant, Non-Profit Professional Now, to assist EMSWCD with the Executive Director search. Time and effort also put into researching the needs of the organization and the desired characteristics of a new Executive Director and revising a new job description for the position. The recruitment announcement was circulated in June 2020. After extensive interviews, the appointment of a new permanent Executive Director, Nancy Hamilton, was made after this reporting period in October 2020.



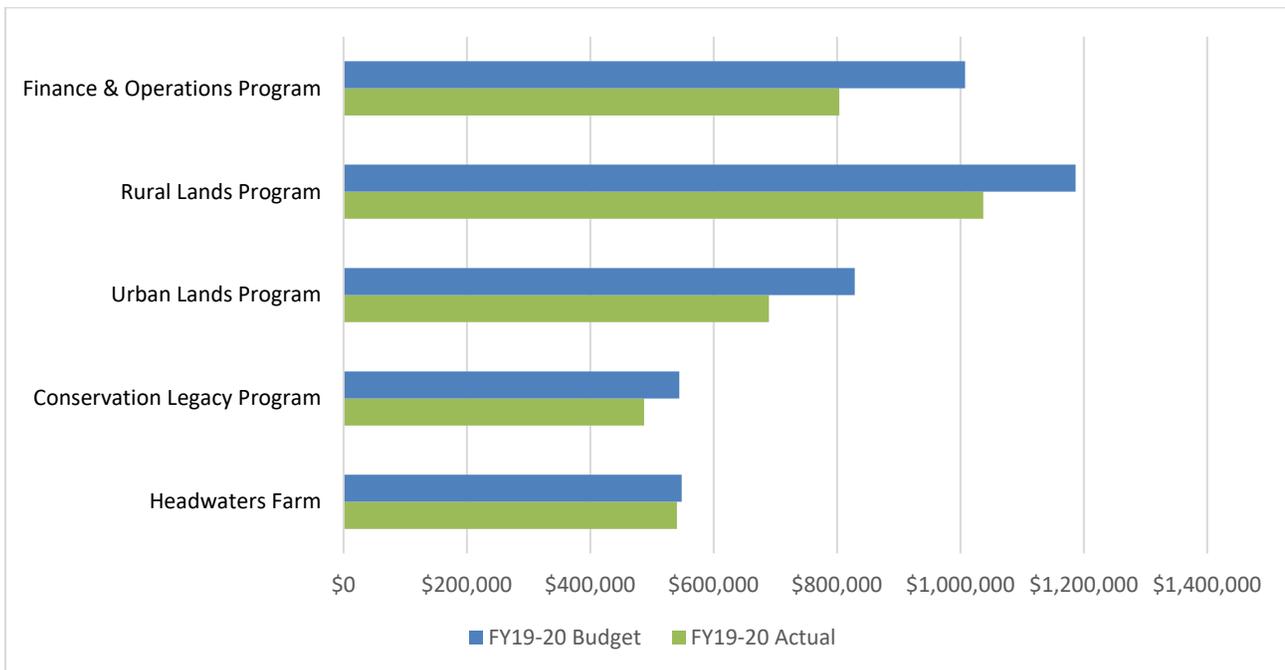
## 4. Budget

The total EMSWCD budget for FY19-20 was \$14.9 million (see Table 4 and Figure 1). Of this, the total amount allocated for program operational expenditures in FY19-20 was \$4,114,943. In addition, funds from the Land Conservation Fund (\$7,434,631) was available for land acquisitions and the Grants Fund (\$1,472,362) for grants to external organizations.

**Table 4: FY19-20 Budgeted vs. Actual Expenditures**

Category		Purpose	FY 2019-20		
			Total Annual Budget <sup>3</sup>	Actual Expenditure	% of Budget Expended
Operations	Finance & Operations	Staffing, facilities, and operations	\$1,007,471	\$803,751	79.8%
	Rural Lands	Staffing, contracting, and operations	\$1,186,644	\$1,037,090	87.4%
	Urban Lands	Staffing, contracting and operations	\$828,593	\$689,671	83.2%
	Conservation Legacy	Staffing and operations	\$544,177	\$487,332	89.6%
	• Headwaters Farm	Farm-specific staff and operations	\$548,058	\$540,414	98.6%
<b>Sub-total Operations</b>			<b>\$4,114,943</b>	<b>\$3,558,258</b>	<b>86.5%</b>
Capital, Grants, & Contingency/Unappropriated	Land Conservation Fund	Acquisitions	\$7,434,631	\$826,824	11.1%
	Grants	External grants	\$1,472,362	\$1,039,355	70.6%
	Partner Grants Mgt.	Pass through funds	\$25,000	\$7,172	28.7%
	Contingency Funds	Unanticipated costs	\$213,827	\$0	0%
	Unappropriated Funds	Funds held in reserve	\$1,723,742	\$0	0%
<b>Sub-total Grants, Funds and Reserves</b>			<b>\$10,869,562</b>	<b>\$1,873,351</b>	<b>17.2%</b>
<b>Total EMSWCD Budget</b>			<b>\$14,984,505</b>	<b>\$5,431,609</b>	<b>36.2%</b>

**Figure 1: FY19-20 Budgeted vs. Actual Operations Expenditures**



<sup>3</sup> Includes supplemental budget amendments Resolution No. 2019-12-01 and Resolution No. 2020-04-01



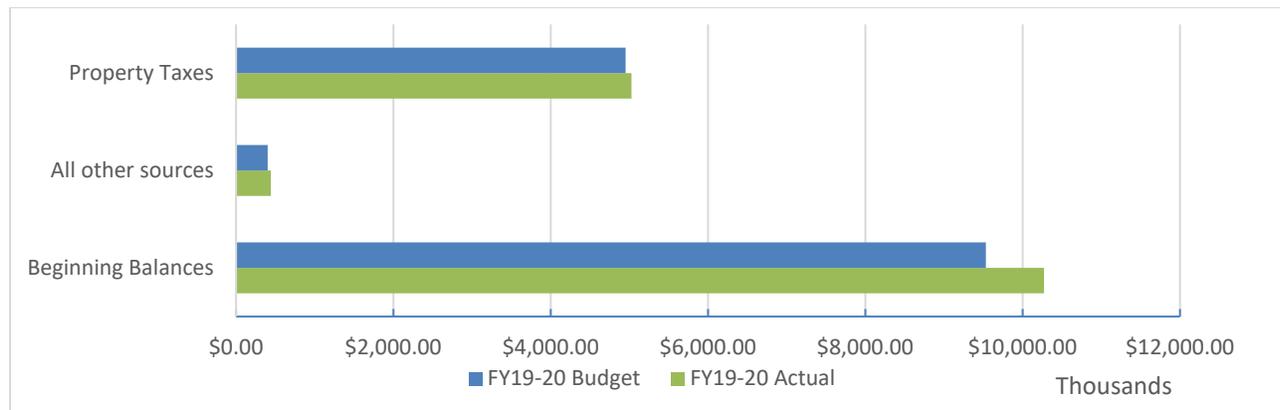
There was significant under expenditure for many of the programs this fiscal year. This was partly due to the Executive Director vacancy for the whole fiscal year, and well as capital projects at the headquarters office and program work that did not take place because of the COVID shut down and related restrictions.

The EMSWCD property tax generated \$5.03 million in revenues during FY19-20. Revenues from property taxes represented the largest source of new funding for FY19-20 accounting for 92% of total new funds. The beginning balances of carry-over funds from previous fiscal years, including capital funds and reserves, represented the largest source of EMSWCD funding available for FY19-20 at \$10.3 million (see Table 5 and Figure 2).

**Table 5: FY19-20 Budgeted vs. Actual Revenues**

	Source	Purpose	FY19-20 Budgeted	FY19-20 Actual	Variance
New Revenue	Taxes	Property taxes	\$4,951,238	\$5,027,587	\$76,349
	Grants	ODA Administrative Grant	\$24,995	\$24,995	\$0
		ODA Focus Area Funding	\$58,320	\$58,320	\$0
		Partner Grants pass through	\$25,000	\$0	(\$25,000)
	Income	Events: Native Plant Sale	\$45,000	\$49,228	\$4,228
		Farm lease payments	\$47,300	\$53,572	\$6,272
		Miscellaneous	\$29,000	\$19,832	(\$9,168)
	Interest	General Fund interest on bank/investment accounts	\$52,000	\$91,229	\$39,229
		Conservation Fund interest	\$100,000	\$122,605	\$22,605
		Grants Fund interest	\$20,000	\$22,918	\$2,918
<b>Sub-total new revenues</b>			<b>\$5,352,853</b>	<b>\$5,470,286</b>	<b>\$117,433</b>
Carry-over funds	Beginning balances	General Fund carry-over from prior FY	\$1,923,181	\$2,875,535	\$952,354
		Conservation Fund carry-over from prior FY	\$6,834,631	\$6,659,977	(\$174,654)
		Grants Fund carry-over from prior FY	\$773,839	\$735,596	(\$38,243)
		Partners Grant Management carry-over from prior FY	\$0	\$0	\$0
	<b>Sub-total carry-over funds</b>			<b>\$9,531,651</b>	<b>\$10,271,108</b>
<b>Total</b>			<b>\$14,884,504</b>	<b>\$15,741,394</b>	<b>\$856,890</b>

**Figure 2: FY19-20 Budgeted vs. Actual Revenues**





## 5. District-wide Initiatives

### 5.1 Diversity, Equity, and Inclusion

Equity continued to be a major priority for EMSWCD through FY19-20. After four years of focusing predominantly on internal research and self-education, EMSWCD staff is increasingly building equity into their outward-facing programming. Please see program reports for examples of program related Diversity, Equity and Inclusion (DEI) efforts. EMSWCD’s DEI initiative is coordinated by the Equity Team. The Equity Team met monthly throughout the year and the committees, the Internal Committee and the Planning Team, met as needed which was often multiple times a week. The Equity Team kept the Board apprised of the progress of the team and staff with monthly updates at the Board meetings, provided by the Equity Team chair.

Internal education and personal growth did not take a back seat this year. As with previous years, staff took turns bringing an ‘equity moment’ to each staff meeting in the form of a reading, video, podcast, or image. These ‘equity moments’ led to informative and eye-opening discussions among all staff and built on our ability to have emotional and sometimes difficult conversations.

The small discussion groups continued their monthly meetings, even through the transition to working from home. The Internal Equity Committee provided the topics for these discussions and compiled compelling content for staff to read, listen to and watch in preparation for the discussions. The topics covered are given in Table 5. The resources themselves can be viewed on the EMSWCD website: <https://emswcd.org/about/equity/discussion-group-resources/>. The goal of these discussion groups is to bridge the gap between formal education and work experience and provide a platform for deliberate sharing and co-creating knowledge and ideas. This platform also provides a safe space to communicate the intersection of EMSWCD’s work with racial and other disparities.

**Table 6: Staff monthly DEI discussion topics**

Month	Topic
July	Health
August	Income
September	Immigrants/Refugees
October	Housing
November	Food/Hunger
December	Off/Break
January	Food/Hunger
February	Criminal Justice
March	Education
April	Volunteerism
May	Veterans Issues
June	Env. Movement History/Social Justice

In addition to the small discussion groups, the Internal Equity Committee continued to forward organization-wide equity initiatives. The DEI page of the website was kept updated with the discussion group resources and progress of the team.

Staff continued to dedicate 5 – 10 hours a month to equity work. Four new staff attended the three day ‘Reframing Racism’ training with the Center for Equity and Inclusion (CEI). One individual attended the



session virtually as a result of COVID distancing requirements. In addition to the CEI training, numerous equity training opportunities were circulated among staff and many were attended by individuals from all program areas.

The Planning Team continued to dedicate extensive time to development of an organization-wide Equity Plan. An inclusive process was followed to develop the action plan, which involved brainstorming with all staff, review by the Equity Team and Management Teams, and a number of iterations and further refinement by the committee between reviews. The purpose of the plan is to provide actionable items that will help the organization as a whole become a more inclusive and accommodating place, while also providing a foundation and guidance for the programs to build equity into their individual programs.

The Planning Team began exploratory meetings with Ping Khaw to develop a process of getting community input on the equity plan through community engagement liaisons. The information collected in FY20-21 will help EMSWCD understand the needs and interests of communities so that the District can better serve the diverse constituents within the EMSWCD service area.

As of the end of the fiscal year, staff had identified and consolidated a list of the types of demographic data that will be useful for EMSWCD's work. The information was prioritized by program area along with the relevant sources of information. Next steps are reviewing existing sources of information that have already been collected (maps, databases, reports) and planning for obtaining information that is not currently available. COVID and the internal hiring process for a new Executive Director delayed some of this work. Staff identified and consolidated demographic data that will be useful for EMSWCD's work. Information has been prioritized by program area and data sources identified.

The Equity Team worked with organizational consultants to initiate a process of developing organizational values that would begin to dismantle a culture of white supremacy. The Equity Team met with the full board and in a session facilitated by Ruby Shirazi of Resolution Lab to hold a work session on the initial draft of the action plan. Ruby also provided a lesson on equitable hiring practices for the Board and Equity Team.

## 5.2 Climate Change

Addressing and responding to climate change is an identified priority for EMSWCD. 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 are aimed primarily at the following:

- Identifying and understanding the risks posed by climate change and the opportunities to mitigate and adapt to climate change through EMSWCD's work;
- Understanding EMSWCD's own contribution to climate change and identifying opportunities to reduce EMSWCD's carbon footprint;
- Understanding the existing efforts of other organizations in the region to address climate change, to inform what role EMSWCD could play to complement these existing efforts.

This year saw several climate related projects come to fruition aimed at reducing the District's carbon footprint. This included the installation of a 70 kW DC solar system at Headwaters Farm, integrated with the PGE power grid, that is designed to generate the entire amount of electricity used on the property. The Headwaters solar project was supported by a \$55,000 grant from the PGE Renewable Development Fund, and an incentive grant from the Energy Trust of Oregon. (See Section 8.1)



*The solar installation on the Headwaters equipment shed, completed in April 2020*

This year EMSWCD also two electric vehicles (Chevy Bolts) to replace the District's two passenger fleet vehicles. The vehicle charging station at the office was installed with supported with a grant from Pacific Power.

Unfortunately, during the interim period without a permanent Executive Director and with the need to rationalize and spread the work load among staff, EMSWCD's climate change planning was put on hold during this time so little progress was made during FY19-20.

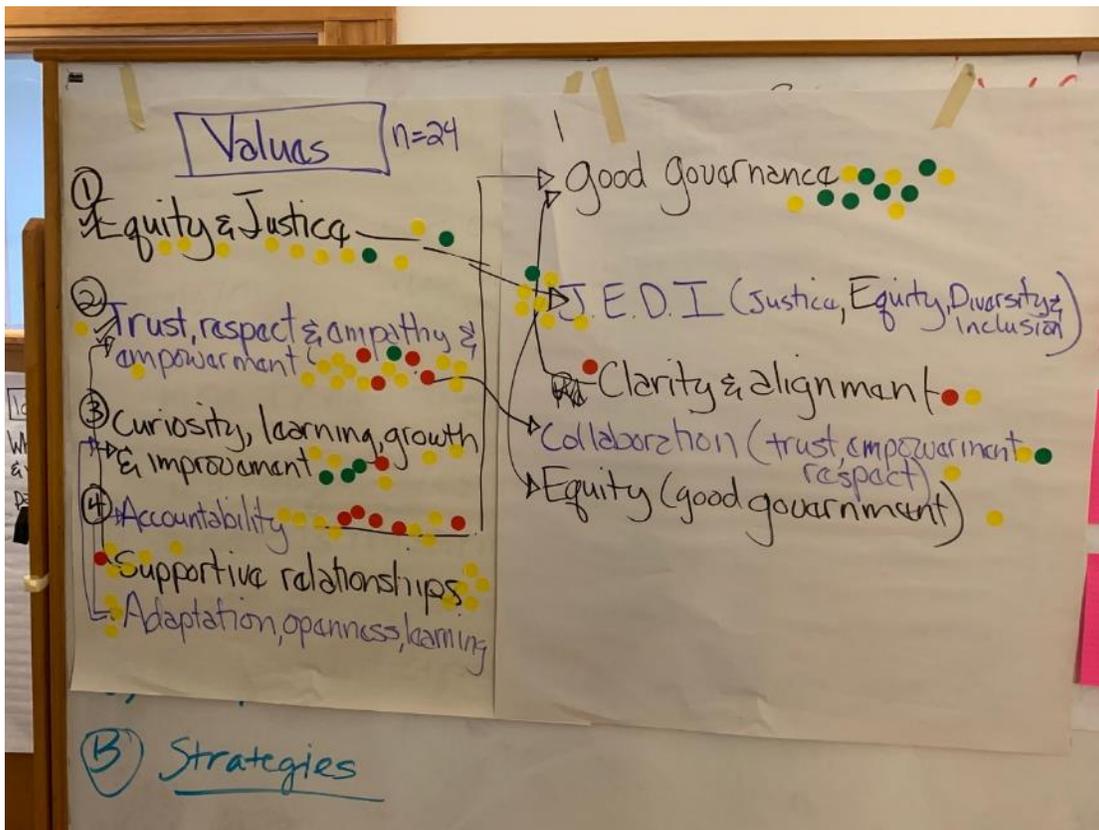


*EMSWCD's two electric fleet vehicles*

### 5.3 Organizational Development

EMSWCD worked with organizational development consultants during FY19-20 to assist the organization with addressing conflict and operating more effectively. This effort was focused on the Board, the management team (program supervisors), the Equity Team, and the whole staff, and took the form of individual and group work sessions.

This work included embarking on a process to define new organizational values for the District with the Board and staff. Workshop were held for both Board and staff, and them jointly, and further work was done by staff to expand on the definition of the values identified and what they mean for EMSWCD as an organization. A draft set of value statements was developed, and the process to refine and formally adopt the organizational values will continue in FY20-21 once the new Executive Director is in place.



A product from the Board Staff organizational values workshop

### 5.4 COVID-19 Pandemic

The Coronavirus pandemic significantly impacted EMSWCD, disrupting and delaying some operations and projects. The pandemic first struck Oregon in March 2020 and resulted in the complete shutdown of the EMSWCD office to the public, the cancellation of workshops, meetings, and some of EMSWCD’s program work in both the urban and rural areas. The office was completely closed to staff on March 23rd when Governor Brown issued the “Stay Home, Save Lives” Executive Order (No. 20-12) and all staff were required to work remotely until further notice. This continued to and beyond the end of FY19-20.

Staff transitioned the operations of the District to remote work. All meetings were held remotely, and workshops and educational events transitioned to webinars and online platforms. Sanitation supplies



were procured, sanitation protocols implemented, and office-access guidelines were put in place to ensure staff safety entering the office space. Staff access the office for essential functions as necessary to maintain the continuity of District operations.

As an essential function producing food, the Headwaters Incubator Program continued farm operations throughout the COVID shutdown. Access to the farm was restricted and sanitation, social distancing and other safety protocols were implemented to ensure the safety of the Headwaters staff and farmers.

As time went by staff adapted to the COVID restrictions, field work with crews and site visits were resumed under strict safety guidelines for both staff and landowners. The pandemic continues and staff continued to develop EMSWCD processes and protocols to ensure the safety of staff, farmers, and members of the public throughout all programs.

While most EMSWCD programs and services were able to continue during the COVID restrictions, some projects, including capital improvements at the office did not take place. The changes because of the pandemic also offered new opportunities to reach constituents in new ways. The online Urban Lands workshops for example has seen particularly robust participation. Further details on the impact of the COVID pandemic and EMSWCD's response are given for each of the program areas (see Sections 6 – 9).



*An EMSWCD Staff meeting during COVID times*



## 6. Urban Lands

The EMSWCD's Urban Lands program works primarily within the cities of Portland, Gresham, Fairview, and Troutdale (i.e., within the Urban Growth Boundary). During FY19-20, the Urban Lands staff consisted of four FTEs and one part-time intern and operated with a budget of \$828,593.

The Urban Lands Program fosters a stewardship ethic in the urban landscape by encouraging people to incorporate resource conservation and pollution prevention into everyday life. With over 600,000 urban residents within EMSWCD's service area, program efforts help individuals make a difference by introducing them to the benefits of incorporating green/sustainable practices into landscape development and management.

The program works primarily at the neighborhood level to give people the information, skills, and confidence needed to take action. This is achieved through workshops and presentations, educational outreach and materials, web tools, annual events such as the very popular native plant sale and the Naturescaped yards tour, technical and financial assistance, and large-scale demonstration projects.

A narrative summary of major accomplishments related to Urban Lands activities is provided in Sections 6.1 - 6.5, while details relative to the FY19-20 Annual Work Plan are provided in Appendix 4. The FY19-20 Work Plan identified 38 specific activities related to Urban Lands, of which 31 (or 82%) were completed, and 5 (or 13%) were in progress with success likely in the future.

### 6.1 Outreach and Education

The Urban Lands program focuses much of its effort on helping people understand natural resource issues, and with that new understanding, helps them make the changes necessary to impact those natural resources. Urban Lands staff strives to meet the community where they are by attending community meetings and events, and by working with community members to bring EMSWCD workshops and presentations to their communities. In FY19-20 the Urban Lands program contracted with six professionals to assist in the presentation of educational workshops.

A summary of public participation numbers for presentations, workshops, and events related to Urban Lands activities is given in Table 7. In total, 91 separate presentations, events, and workshops were held that resulted in over 3,174 public contacts.

#### 6.1.1 Outreach

Staff offered short informational outreach presentations on EMSWCD offerings to community groups, with a total of seven presentations involving 168 attendees given in FY19-20. These were transitioned to virtual online presentations as of March due to COVID-19. Staff engaged the public on social media by sharing partner events, and providing relevant and timely resources about events during COVID when people spend more time in their homes.

Urban Lands staff promotes EMSWCD programs with informational displays at partner events. Staff tabled at 17 community events and engaged in 854 individual contacts. This year events in East County or culturally specific events were prioritized. COVID-19 restrictions resulted in the canceling of annual public events for part of third and fourth quarters of the fiscal year.



*Plant Sale outreach materials*



**Table 7: Summary of Public Participation in Urban Lands Education and Outreach Activities**

Presentations/ Workshops/ Events		# Held	# Contacts
General	Conservation Corner Tours	3	58
	Outreach Presentations	13	293
	Tabling at Partner Events	13	626
<b>Sub-total</b>		<b>29</b>	<b>985</b>
Events	Annual Native Plant Sale	1	1,100+
	Virtual Yard Tour	1	187 active members and ~3,000 engagements
<b>Sub-total</b>		<b>2</b>	<b>1065</b>
Workshops	Native Plants Workshops	11	350
	1 hr Rain Gardens and Naturescaping Basics presentations	7	168
	Naturescaping Workshops	7	205
	Rain Gardens Workshops	6	128
	Urban Weeds Workshops	9	217
	Beneficial Insects Workshops	5	123
	Edible Landscaping Workshops	13	478
	Pollinator Workshops	7	287
	Growing Green Communities – Pollinators	1	27
<b>Sub-total</b>		<b>66</b>	<b>1983</b>
<b>TOTAL</b>		<b>91</b>	<b>3174</b>

**Partnership Meetings**

Staff attended 33 partner-specific meetings and 22 partner-building events. Partner-specific meetings are with individuals/organizations that EMSWCD works with on projects and for creating new or deeper relationships. Staff attend partner-building events to support, participate, learn, and build relationships with key communities and the host organization (not tabling).

**Community Meetings**

Attended 33 in-person community meetings and 4 virtual community meetings for a total of 37 meetings this year. Many meetings were monthly, bi-monthly, or quarterly recurring meetings often with East County and North Portland organizations. COVID-19 restrictions resulted in a transition to virtual meetings. Staff served on Humboldt Neighborhood Association (HNA) Board, assisted in outreach efforts, provided EMSWCD updates, and provided conservation resources to community members and partners. Staff also served as Northeast Coalition of Neighborhoods (NECN) representative at monthly NECN Board meetings, provided EMSWCD-related information for the NECN newsletter and to community representatives.

**6.1.2 Education and Workshops**

The Urban Lands program provides a variety of workshops and educational opportunities. This year 66 workshops were held with 1,983 participants. While there is a goal of a certain number of workshops per topic, the program offers its workshops to communities that request them. As a result, some



workshops may get requested more (and the goal is exceeded) or less than others (and the goal not met). The various workshops offered are described in Table 8 below.

COVID-19 and the related shutdowns changed the program’s workshop offering. Several workshops had to be canceled at the beginning of the pandemic while deciding how best to continue offering services to the public in light of the stay-at-home order. Within two weeks, workshops were transitioned into an online, virtual format. As a result of increased demand during the stay-at-home order, staff increased registration capacity limits added additional workshop dates throughout the spring 2020 season to meet this high interest and demand from the community. Through these changes, EMSWCD exceeded expected goals for the year, both in the number of workshops offered and the number of participants who attended.

**Table 8. Urban Lands Workshops.**

<p><b>Short (1hr) Educational Presentations:</b> Urban Lands staff provide short 1-1.5hr presentations on a variety of topics to community groups on a per-request basis. These are often requests from groups such as garden clubs and businesses such as real estate agents as well as insurance and other companies, etc.</p>	<p><b>7 presentations 168 participants</b></p>	
<p><b>Naturescaping Basics Workshop (4 hours)</b> This workshop explores the core concepts of naturescaping (Water conservation, stormwater management, wildlife habitat, and toxics reduction/pollution prevention), and introduces attendees to watershed connections, native plant identification, and site planning principals. Every participant also receives a comprehensive workbook to help them get started.</p>	<p><b>7 workshops 205 attendees</b></p>	
<p><b>Rain Gardens 101 Workshop (4 hours)</b> This workshop teaches participants how to properly site and construct a rain garden. They learn how to utilize a site assessment to determine the best location and size, calculate impervious surfaces, determine soil suitability, choose appropriate plants, and how to build and maintain a new rain garden. Participants also receive a comprehensive rain garden manual, and where possible, take a field trip to a nearby rain garden.</p>	<p><b>6 Workshops 128 attendees</b></p>	
<p><b>Native Plant Workshop (2.5 hours)</b> Participants are introduced to common native plant communities in Portland, shown examples of species that do well in similar growing conditions, offered successful planting tips that will help them thrive, and more! A native plant slideshow highlights the characteristics and desired growing conditions of many local favorite native groundcovers, shrubs, and trees.</p>	<p><b>11 workshops 350 attendees</b></p>	



<p><b>Creating an Edible Landscape Workshop (2.5 hours)</b>          This workshop offers insight and tools for thoughtfully incorporating edible plants into the landscape – from annual veggies and herbs to perennial berries and fruit trees. Discussed are; design tips, ways to build fertile soil, and how to conserve water while creating a healthy and toxin-free landscape.</p>	<p><b>13 workshops          478 attendees</b></p>	
<p><b>Urban Weeds Workshop (2.5 hours)</b>          This workshop walks participants through the identification, prevention, and control of the most common garden and landscape weeds, along with some of the other more notorious plant invaders of the region.</p>	<p><b>9 workshops          217 attendees</b></p>	
<p><b>Pollinator Workshop (2.5 hours)</b>          Mostly familiar with European honey bees, few realize the numerous flies, beetles, moths, and butterflies that provide critical pollination services. In this workshop, participants learn about the different kinds of pollinators, discover a plant palette to help attract and support pollinators, and go beyond the bloom to consider ways to provide shelter, water, nesting, and overwintering sites.</p>	<p><b>7 workshops          287 attendees</b></p>	
<p><b>Beneficial Insects Workshop (2.5 hours)</b>          In this workshop, participants meet the beetles, bugs, flies, lacewings, and other invertebrates such as spiders and centipedes that can provide free pest control in the landscape. Also discussed are plant types and management practices that provide food, water, and shelter to attract and sustain beneficial insects that help the garden thrive. For a fully-rounded workshop, participants also learn how to keep an eye out for some of the invasive insect pests that have made their way to Oregon.</p>	<p><b>5 workshops          123 attendees</b></p>	
<p><b>Growing Green Communities (2-4 hours)</b>          These workshops are the newest addition to the Urban Lands curriculum. These workshops are culturally-specific, often bilingual, and designed specifically for the communities with whom they are given. These workshops aim to engage traditionally marginalized and underserved communities. During FY18-19 staff trialed a second culturally responsive workshop: a <b>Spanish Pollinators workshop in collaboration with Johnson Creek Watershed Council.</b></p>	<p><b>1 workshop          27 participants</b></p>	

### 6.1.3 Events

#### Annual Bare-root Native Plant Sale:

EMSWCD’s native plant sale is unique within the region in that it focuses almost exclusively on bare-root trees and shrubs, ensuring customers receive quality native plants at inexpensive prices. A successful 2020 plant sale was held with more than 1,100 orders and more than 14,000 trees and shrubs sold, all with the help of 102 volunteers!

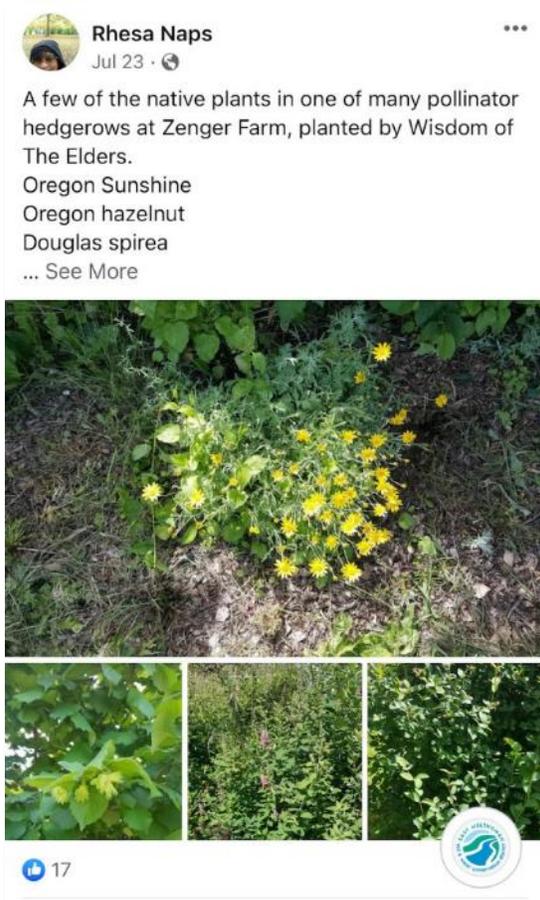


*Bare root native plants staged and ready for pick up at the Native Plant Sale*



*EMSWD's Native Plant Sale pick up day*

**Virtual Yard Tour:** Due to COVID-19 social-distancing/stay-at-home restrictions, the usual in-person, yard-visiting tour was transitioned to a Virtual Yard Tour on Facebook Groups. The EMSWCD Virtual Yard Tour was a great opportunity for any interested community member to both share and explore creative naturescaped yards and gardens in the Portland Metro region from the comfort of home. This was a great opportunity for community members to engage with EMSWCD Staff and other community members by posting photos and descriptions of what was happening in their yards. Participants were invited to share what environmentally-friendly practices and projects they were working on, see what others were doing in their space, ask a question, and be inspired to learn more. The Facebook Group has at least 187 active members and about 3,000 engagements with this virtual event.



*Posts on the virtual Yard Tour Facebook page*

## 6.2 Technical and Financial Assistance

The Urban Lands Program provides technical assistance to landowners and managers to help them implement more sustainable management techniques. Technical assistance addresses stormwater management, green infrastructure, invasive plant management, native plant installation, water conservation, and more. 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, 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. The number of site visits were lower this year as a result of COVID-19 stay-at-home and social distancing restrictions.



During FY19-20 significant accomplishments included:

- 188 Technical Assistance requests were completed (188% of target)
- 49 inquiries for CLIP were processed, ten site visits were made, and two new restoration projects were signed
- Ten grant projects received technical assistance.

## 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 campaigns. These engagement efforts multiply the reach and magnitude of change that the Urban Lands Program can achieve. Significant accomplishments in FY19-20 include:

**Solve Pest Problems Web Tool:** Throughout FY19-20, staff continued to work in partnership with the Solve Pest Problems steering and advisory teams. This collaborative which includes Oregon State University Extension, Metro, City of Portland, City of Gresham, and others, is working to create an online tool to help urban residents, master gardeners, and landscape professionals manage their pests with the best possible methods. In FY19-20, staff attended stakeholder meetings, helped to solicit additional partners, guide the content development, and provided input on user-interface and design. EMSWCD contributed \$50,000 in funding for web tool development and engagement with underserved communities.

**Native Plants Web Tool:** Urban Lands staff helped support the creation of a mobile-friendly, visually appealing, in-depth native plants database. This project is a partnership between the Oregon Flora Project (OSU-OFP) and members of the Adult Conservation Education (ACE) collaborative (which includes several Soil and Water Conservation Districts, Metro Regional Government, Clean Water Services, City of Portland, City of Gresham, Backyard Habitat Certification Program, and others). This webtool will be housed on Oregon State University's Oregon Flora Project website. In FY19-20, work was done to finalize the content, perform final refinements of the user-interface to improve the layout of information and navigability of the site.

**VOZ Day-labor organization:** Partnership between VOZ, EMSWCD, People-Places-Things (P-P-T), City of Portland, OSU Master Gardeners, Verde, BES, Metro, and the June Key Delta House.

The partnership has many goals, some of which were on hold due to COVID-19. These include:

- Build a restoration demonstration site at VOZ's MLK Jr. Worker Center. The demonstration site will include native plant beds, a rain garden, and on-site stormwater management. COVID-19 restrictions resulted in a pause of activity and changes to the scope of work and timeline.
- Offsite Restoration: Working with partners, identify sites where laborers can provide labor while increasing their knowledge and skills in sustainable landscaping.
  - Staff worked with partners to identify June Key Delta, North East Coalition of Neighborhoods, and Nadaka Nature Park as sites for workers to hold hands-on workshops.
  - EMSWCD increased the capacity of VOZ by coordinating meetings between project partners and the creation of guiding documents.
  - Worked with VOZ on adapting the PIC grant budget and scope of work for the next 2 years.
- Economic Opportunity: Help launch the Green Capacitación program and document day laborer participation in onsite and offsite activities that count towards skills certification.
  - Created native plant booklet in Spanish for VOZ worker workshop, and created native plant

- booklet in Spanish for VOZ worker workshop.
- Successfully hosted two separate bilingual (Spanish/English) planting installation workshops with VOZ, Master Gardeners, and People, Places, and Things at June Key Delta garden.



*Preparing to plant at the June Key Delta site*

**Watershed Council Support:** EMSWCD staff served as Vice-Chair and member of the Executive Committee of the CSWC board and served. Staff also participated in Johnson Creek Watershed Council's Interjurisdictional Committee and the Columbia Slough advisory group of the *Columbia Slough Private Sector Green Infrastructure Initiative*. This new initiative serves to analyze the state of commercial lands in the Columbia Slough and opportunities for green infrastructure improvements. The goal is to better understand private businesses' attitudes towards green infrastructure and potential incentives and disincentives towards installing or retrofitting green infrastructure on their properties.

**Together for Watersheds Collaborative:** Formerly known as the COVID-19 Collaboration for Environmental Organizations, the collective comprised of Watersheds Councils, SWCDs, and a variety of environmental organizations that came together to address COVID-19 challenges, environmental justice, and how to maximize efforts by working together on initiatives. EMSWCD was a partner in the development and launch of a new Facebook Page and Group - Together for Watersheds. The Facebook Group is now used to post weekly educational videos from different organizations and is cross-promoted by partners.

(<https://www.facebook.com/groups/1622464181244000>).



## 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.

### 6.4.1 Conservation Corner

The EMSWCD office on N. Williams Avenue in Portland, known as “Conservation Corner,” is a showcase of sustainable practices in building operations and landscape management. The site provides many working examples of innovative conservation techniques that can be incorporated into a home or business, including several eco-roofs, a composting toilet, permeable pavement and paving, naturescaping, rain gardens, a stormwater filtration planter, and several other green infrastructure solutions including an artistic downspout solution. The Urban Lands team guides the development and maintenance of the demonstration aspects of the site and provides tours of the Conservation Corner upon request.

**Tours:** Tours and use of the Conservation Corner in FY19-20 included:

- Three tours to 58 people,
- Over 1000 public visitors during the native plant sale event,
- Numerous community members and groups attended workshops or participated in on-site meetings, and
- The building and its grounds have also become a popular space for partner and community meetings and even for local community members who sit to have a quiet lunch or bring their children to play in the trees and shrubbery.

Significant accomplishments in FY19-20 included:

- Installation of pervious pavers replacing concrete slabs around EV chargers
- Irrigation system repairs
- Recruited, interviewed, hired, and oversaw new landscaping company

### 6.4.2 Large-Scale Demonstration Projects

In collaboration with partners, the Urban Lands program continues 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.

#### **Mt. Hood Community College Salmon-Safe Retrofit:**

During FY19-20, the staff continued to engage in a partnership to transform the Mt. Hood Community College (MHCC) campus. Partners include MHCC staff and faculty, the Sandy River Watershed Council, the City of Gresham, Metro, Spirit Mountain Community Fund, and other community partners.

This year the partnership continued work in parking lots at the entrance of the college completing retrofit construction of parking lots E & F. The construction included numerous swales down the center of each parking lot in addition to corner stormwater facilities.

As a result of this construction, the project was able to:

- Remove over 5558 square feet of impervious area.
- Treat over 2.2 million gallons of stormwater annually.
- Remove an estimated 2000 lbs of stormwater pollutants per year from entering nearby water bodies, including Beaver Creek and ultimately, the Sandy River.



*Construction of swales in a parking lot at Mount Hood Community College*

**Native American Youth and Family Center (NAYA):**

Continued this year was a partnership with NAYA, City of Portland, Columbia Slough Watershed Council, Multnomah County Drainage District, and Verde. This partnership and demonstration, now known as Canemah (Chinook Wa-Wa for “place for canoes”), focuses on transforming the NAYA campus to:

- Establish culturally receptive and responsive outdoor areas,
- Provide learning and engagement opportunities for NAYA and constituents,
- Improve the safety and manageability of the NAYA campus,
- Conserve water,
- Improve water quality, wildlife habitat, and other ecosystem services; and
- Improve public access to nature, including views of slough riparian area from the campus buildings.

A request for proposals was released and a consultant was selected to lead a campus-wide Assessment and Opportunities Analysis. Progress on this project was also delayed due to COVID while partners were engaged with meeting the needs of their own organizations. The Canemah partnership and its work will continue in FY20-21.

**6.5 Monitoring and Evaluation**

To gauge the effectiveness of reaching out to new populations, the program began tracking demographic data in the fall of 2012 and has begun to establish a baseline from which to track and measure the program’s efforts.



The Urban Lands staff tracks programmatic efforts in addition to following and utilizing the monitoring efforts of partners. During FY19-20 staff continued to gather demographic data along with survey data tracking the efforts and behaviors of workshop attendees. Significant accomplishments in FY19-20 included:

- Monitoring and evaluation of MHCC large-scale demonstration.
- A technical assistance survey was designed and sent to all technical assistance recipients between July 2018 through January 2020, 135 people in total. Results were overwhelmingly positive.

The Urban Lands program will continue to review partner data (both social and natural resource-based) and adjust offerings based on this information.

## 7. Rural Lands

The Rural Lands program, with 6.5 FTEs, operated with a total budget of \$1,186,644 for FY19-20. The program provided technical and financial assistance to help landowners improve and protect natural resources on their land. The goals of the Rural Lands program are pursued through the following strategies:

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

EMSWCD's rural water quality-related efforts focus on outreach and engagement, providing consultations to rural landowners, restoring riparian revegetation and monitoring water quality in two streams. Throughout FY19-20, 1.5 FTEs focused on landowner consultations and site improvements. In addition to EMSWCD's property tax levy, this work was partially funded by the Oregon Department of Agriculture (ODA). One FTE was dedicated to outreach and one FTE was focused on riparian revegetation.

A narrative summary of major accomplishments related to rural water quality improvement is provided in sections 7.1 to 7.4 below while details relative to the FY19-20 Work Plan are provided in Appendix 5. The FY19-20 Work Plan identified 41 activities for the Rural Lands program, of which 35 (or 85%) were completed and 6 (or 15%) were not completed.

### 7.1 Outreach and Engagement

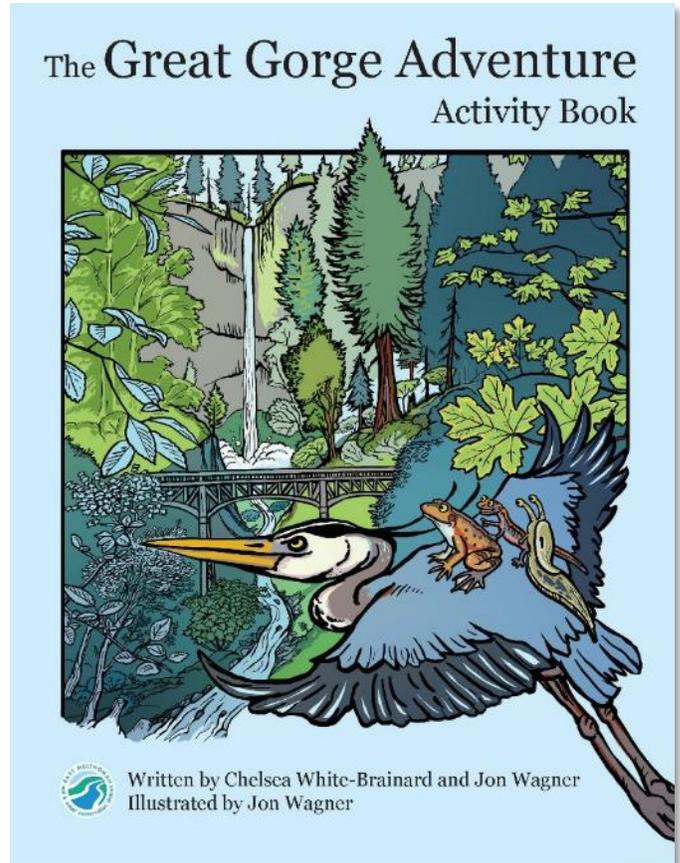
During FY19-20, EMSWCD continued its work with rural landowners to help them improve and protect natural resources on their properties, with a focus on water quality. Landowners found out about EMSWCD services through word of mouth, direct mailings, advertisements, social media and outreach events. Some landowners contacted the EMSWCD with questions by phone or email. Others preferred that staff visit their property to identify site-specific conservation opportunities.

The Rural Lands program partnered with Clackamas and Tualatin SWCDs on a soil health booth at the nursery industry's annual trade show, the Far West Show. We also partnered with the Columbia Grange in Corbett to identify workshop topics of interest. One new topic was biochar. This led our outreach staff to partner with the Tualatin SWCD to bring an expert in to conduct workshops and demonstrations in both districts. Forty people attended the biochar workshop at the Columbia Grange, and a practical

burning demonstration was held on a nearby farm. Attendees expressed interest in having a portable biochar kiln available for community use, and EMSWCD is assisted with a grant to help cover the cost.



*Biochar workshop burning demonstration*



*The Great Gorge Adventure Activity Book*

Thirty people attended a workshop focusing on the use of native plants on rural properties. Workshops and displays were limited in the second half of the fiscal year because of the COVID-19 pandemic. The partner events that staff usually display at were either cancelled or held virtually. Three workshops that would have focused on wildlife, pollinators, and soil health were cancelled.

Two Rural Lands staff, Chelsea White-Brainard and Jon Wagner, created an activity book for kids called *The Great Gorge Adventure*. The book follows the adventures of a slug, a salamander, and a frog as they try to make their way back home after a flood. It includes puzzles, lots of coloring opportunities, and engaging information about wildlife, native plants, and watersheds. The book was posted to the EMSWCD website in English, Spanish, Russian, and Vietnamese for free downloads. In addition, it was printed for distribution at future in person events.

One planned outreach activity was not completed this year. The intention was to use the draft equity lens to evaluate outreach methods and materials to identify needed changes. Due to staffing changes, capacity was shifted to working on the organizational equity plan and the equity team.



## 7.2 Landowner Technical and Financial Assistance

A total of 29 technical assistance site visits were conducted with landowners in FY19-20, including two first time visits. Two cost share projects funded by EMSWCD's Cooperative Landowner Incentive Program (CLIP) were implemented this fiscal year. A heavy use area was built on a property that currently has two horses and plans to start boarding other horses. The other implemented project is described under Erosion Solutions.

Three new CLIP applications were submitted, and all were approved for funding. Two of the projects are on nurseries and are described under Erosion Solutions. The third was for practices that will reduce mud and manage manure on a farm with livestock. The farmer was also approved for funding through the USDA-NRCS EQIP program.

**Erosion Solutions:** One cost share project was implemented at a nursery during FY19-20. The nursery repaired a gravel road to reduce erosion during the rainy season and dust during the dry season. One of the two new CLIP projects approved is for additional work on the roads at this same nursery. The other new CLIP was a conversion to drip irrigation for container production of plants. Both of these will be implemented in FY20-21.

CLIP funding was also awarded to the Columbia Grange to add a planting for pollinators at the grange hall in Corbett. See Section 8.3.5 for details on the CLIP cost share grant expenditure.

## 7.3 StreamCare

The EMSWCD's StreamCare Program restores and maintains riparian buffers at no cost to the landowner. A narrative summary of major accomplishments related to StreamCare is provided below while details relative to the FY19-20 Work Plan are provided in Appendix 5. StreamCare staff were also responsible for management and improvement of the Dianna Pope Natural Area (DPNA) and natural areas on properties where EMSWCD holds a property interest (easements or fee). Information regarding the DPNA can be found in Section 8.2.3 of this report.

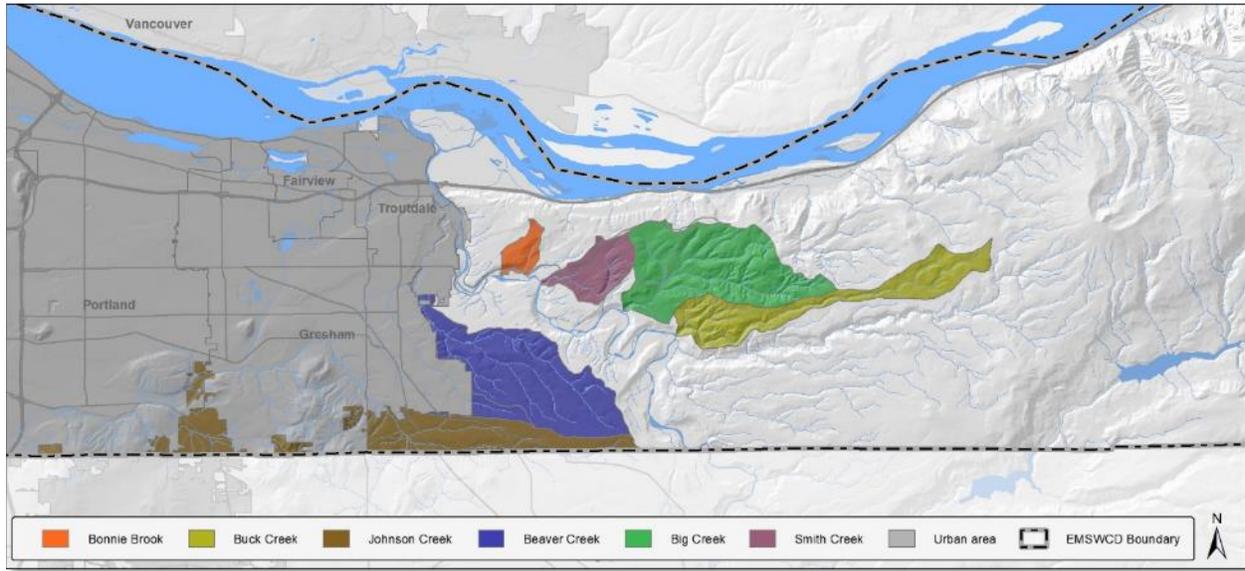
StreamCare efforts have established native tree and shrub stands along 28.3 miles of waterways in the EMSWCD service area. StreamCare has been implemented in four sub-watersheds: Johnson, Beaver, Big/Pounder, and Smith Creeks (see Map 5). The selection of these four areas was based on water temperature problems and a lack of riparian cover. An analysis was done to determine the next watersheds to offer StreamCare in, and two tributaries to the Sandy River, Bonnie Brook and Buck Creek, were selected for inclusion into the program.

There was concern about how effective outreach would be in these new areas during the COVID pandemic. The usual process is to do a mailing followed up with door to door visits. In the past, most people did not respond to the mailing and the visits were a crucial part of enrolling new properties in the program. Thankfully, during the pandemic more landowners got in touch with EMSWCD by mail, phone, or email. While door to door outreach could not be conducted, staff were still able to visit sites of landowners that responded to the mailing and enroll additional properties for restoration.

Beyond its primary goal to lower summer stream temperatures, StreamCare work contributes to wildlife habitat, improves additional water quality measures, increases the resilience of the watersheds as the climate changes, and has helped build relationships with landowners. Table 9 provides a summary of the sites, miles, and acreage affected by StreamCare in FY19-20 and since the start of the program.



**Map 5: StreamCare Sub-Watersheds**



**Table 9: StreamCare Sites Summary**

StreamCare Results	FY19-20	Total all years
New sites prepared and planted	8	218
Area of new sites	8 acres	751.5 acres
Stream miles of new sites	0.7	28
Native trees and shrubs planted on sites	16,055	494,593
Sites graduated	16	122
Sites cancelled	5	25

As the current five-year StreamCare agreements end, Rural Lands staff are looking at extending some of the agreements where the weeds are still inhibiting tree growth (i.e., the trees are not ‘free to grow’). For sites that are ready to graduate from the StreamCare program, program staff meet one-on-one with each landowner. Staff walk their site with them, answer any questions they have, and discuss what to expect from the site as it matures. Landowners are provided with a list of the species planted as well as a plant identification guide. In addition, graduating landowners are also sent a survey about their experience with the StreamCare program. The results of these surveys have been overwhelmingly positive.

A possible option for providing term easements on StreamCare sites was presented to the Land Legacy Committee. Pursuing this has been put on hold due to concern about staff capacity and committing the District to term easements.

Rural lands staff worked with staff from The Freshwater Trust to use the Shade-a-lator model to predict the future reduction in the amount of solar radiation (sunlight) reaching the creek. The model was run for StreamCare sites in the Johnson Creek watershed at a point in the future when the plantings will be fully grown. The model estimates that the plantings will reduce the amount of solar radiation reaching the creek surface by 54.7 million kilocalories a day. The temperature TMDL for Johnson Creek estimated



that a reduction of 78 million kilocalories a day is needed to meet the temperature standard, but this model was run for the mainstem of Johnson Creek only. StreamCare plantings are on both the mainstem and tributaries, so unfortunately without further work the Shade-a-lator estimates for plantings cannot be used to determine how much closer the watershed will be to meeting the temperature standards once StreamCare plantings are fully grown.

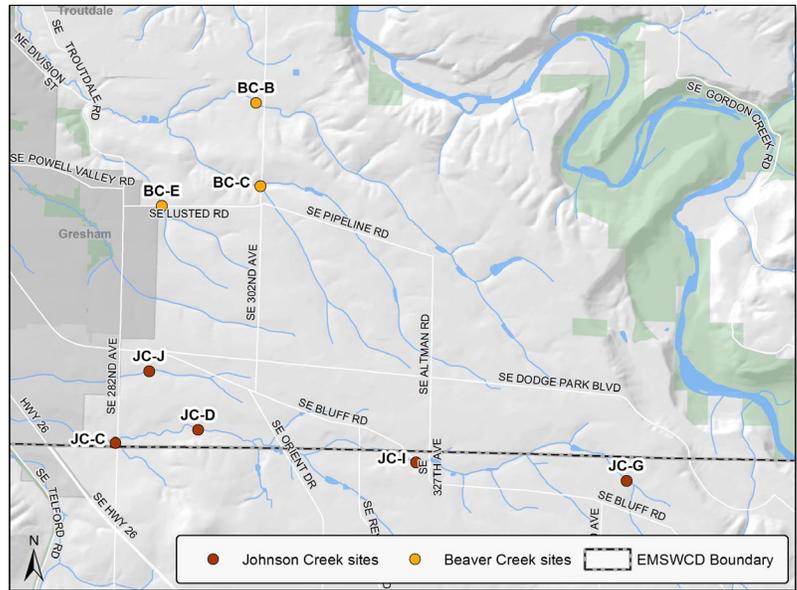
### 7.4 Water Quality Monitoring

EMSWCD Rural Lands staff collected monthly water quality samples at five sites in upper Johnson Creek, a tributary to the Willamette River, and at three sites in Beaver Creek, a tributary to the Sandy River (see Map 6). The data are collected to establish a baseline and determine water quality trends over time. Samples were analyzed for turbidity, pH, *E. coli* bacteria, nitrate, phosphorus, and total suspended sediment; the last four analyses were done by a laboratory.

Continuous temperature loggers were installed at three sites in each watershed to collect data between May and October of 2019. All of the sites in both Beaver and Johnson creeks exceeded the temperature standard, except for the site on the North Fork of Johnson Creek. Continuous temperature loggers were also installed for the second time in the Big and Smith Creek watersheds, and neither watershed had any exceedances of the temperature standard.

This is the eighth year of monitoring in Johnson Creek and the seventh year of monitoring in Beaver Creek. EMSWCD’s monitoring has confirmed that neither Beaver nor Johnson Creek meet state water quality standards for temperature and bacteria. Johnson Creek is also listed as not meeting the water quality standard for toxics, with total suspended solids used as a surrogate measure. While EMSWCD’s monitoring data confirm that there are exceedances of the total suspended solids standard in Johnson Creek, the data are variable, and analysis has not shown a clear correlation with weather events.

Map 6: Water Quality Monitoring Locations



### 7.5 Weed Control

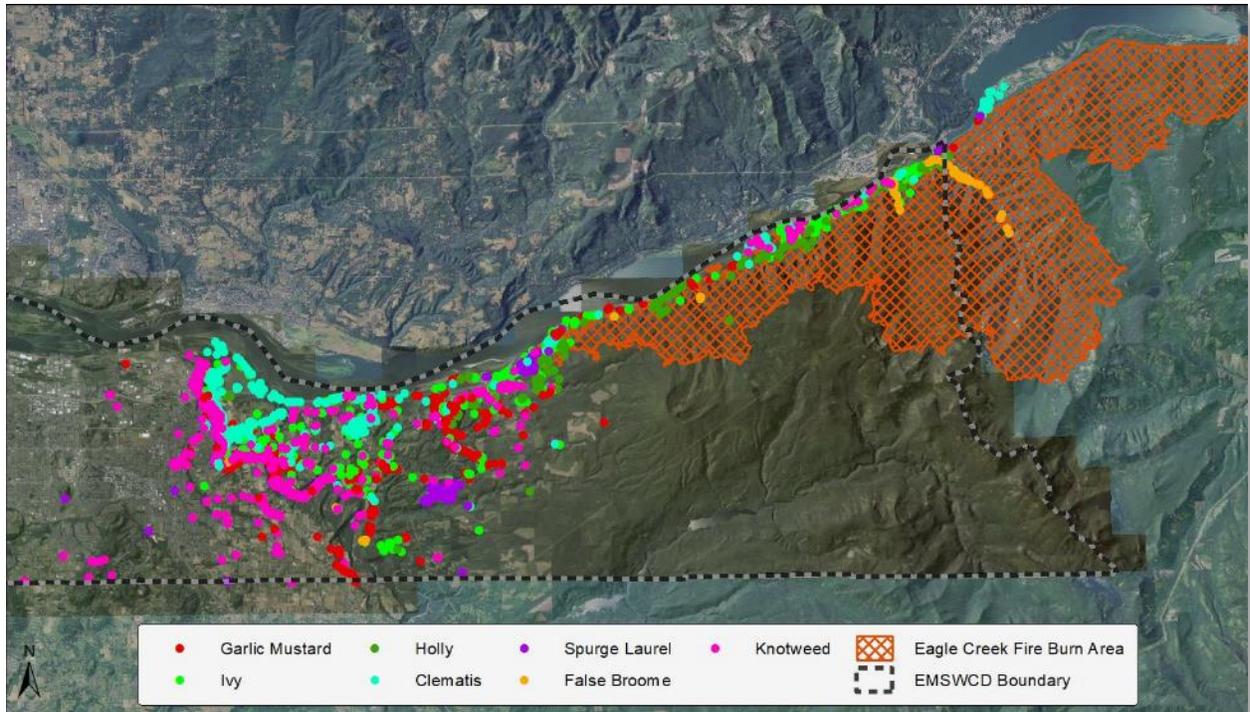
Throughout FY19-20, EMSWCD continued to reduce populations of invasive weeds in the Sandy River Basin and the Columbia River Gorge National Scenic Area. A narrative summary of major accomplishments related to weed control is provided below, while details relative to the FY19-20 Work Plan are provided in Appendix 5.

The primary weed species targeted for control included false brome, knotweed, English ivy, old man’s beard, spurge laurel, and garlic mustard. These species were chosen because they: 1) are able to invade



the undisturbed understory of native forest; 2) cannot be controlled manually; 3) inhibit new tree recruitment; and/or 4) threaten the survival of established trees.

**Map 7: Eagle Creek fire and weed control locations**



The Eagle Creek fire started on September 2, 2017 and by the time the fire was declared contained on November 30, 2017 it had impacted 48,000 acres (See Map 7). Weed control work in the burn area focused on the control of weeds that limit the natural re-generation of native plants. A total of 344.25 acres were surveyed for weeds and control took place as needed during FY19-20.

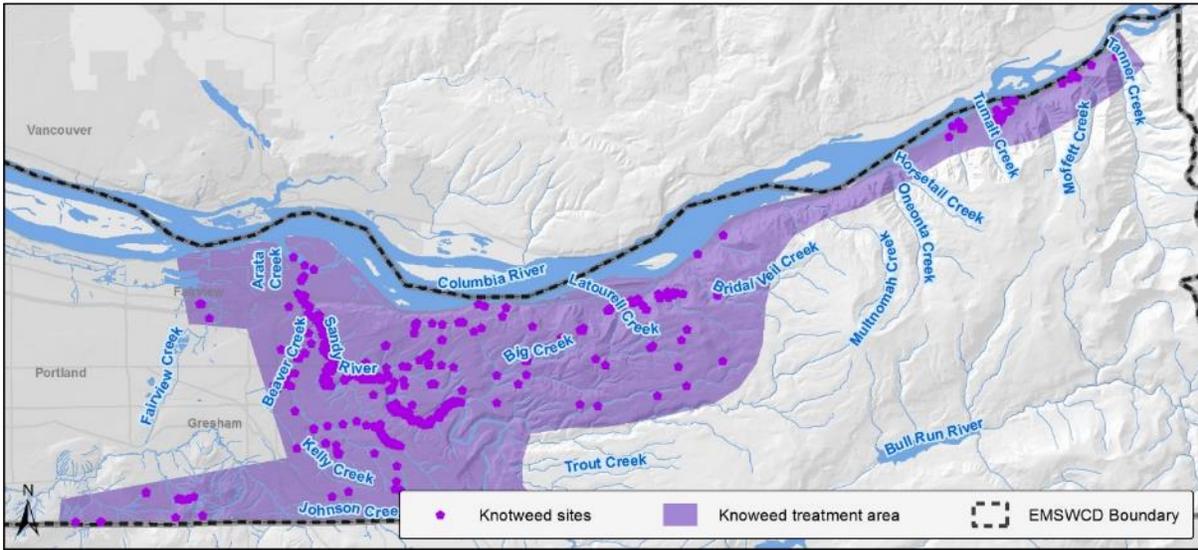
Knotweed survey and control work was limited during FY19-20 due to a reduction in available staff time during the COVID-19 pandemic. The focus was on known riparian infestations in the Sandy River. Sixteen acres were surveyed and 1/4 of an acre of knotweed was found and treated. A total of 75 acres of previously treated riparian infestations were surveyed, and less than 1/3 of an acre required treatment (see Map 8).



*Post fire recovery*



### Map 8: Knotweed Survey Area



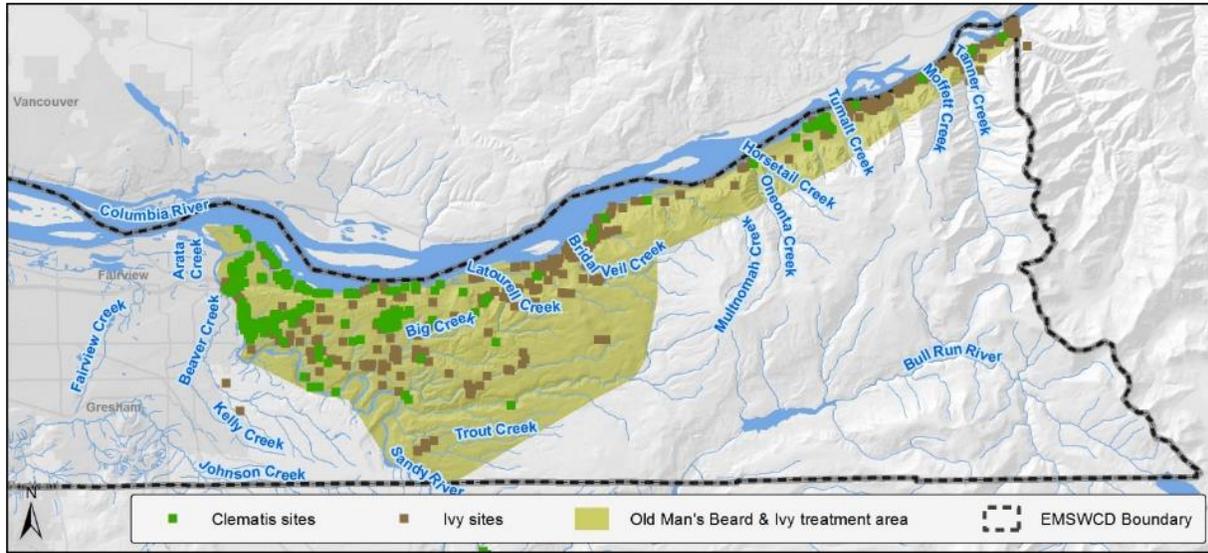
*Knotweed on the Sandy River*

False brome surveys took place across 54 acres where it was previously found, with 700 square feet found and controlled. A total of 8 acres were surveyed to search for new false brome infestations, but none were found. Two and one quarter acres that were previously treated for spurge laurel were surveyed. An area of 174 square feet of spurge laurel re-growth was found and treated. Work to reduce the populations of *Clematis vitalba* (old man's beard) and *Hedera helix* (ivy)



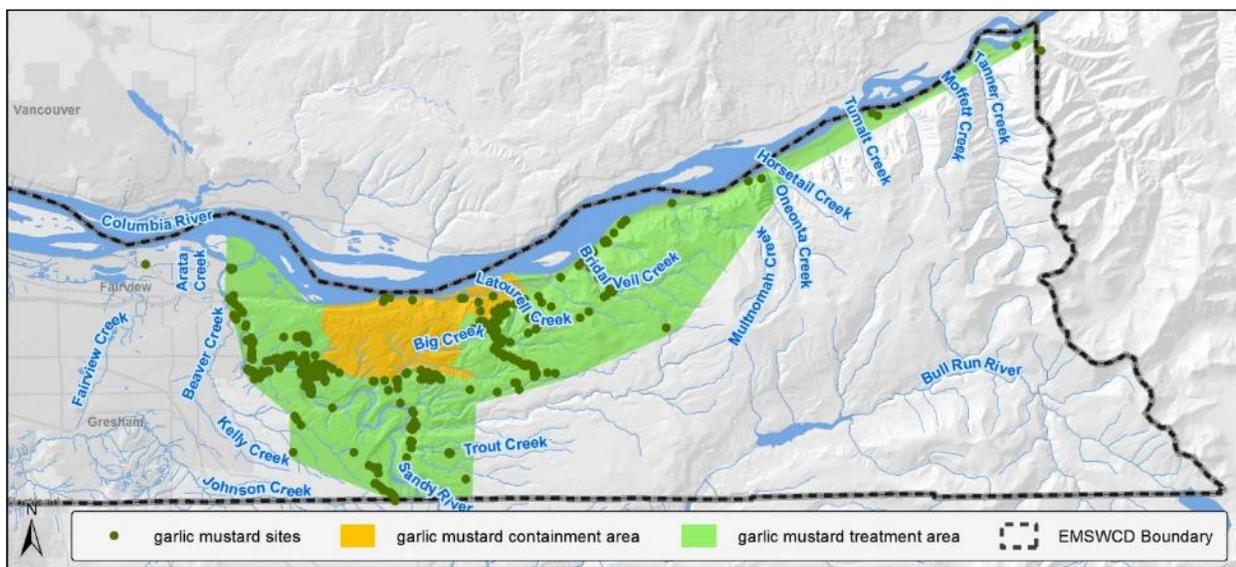
in the Columbia River Gorge continued throughout FY19-20 (see Map 9), but efforts were limited because of the reduction in staff time available during the pandemic. Forty-seven acres previously treated were surveyed and 3.3 acres required treatment.

**Map 9: Old Man's Beard and Ivy Treatment Area**



The garlic mustard project focuses on preventing spread from a containment area around Corbett to new locations (see Map 10). The known infestations outside the containment zone are on 241 properties. All of these were visited at least twice during flowering to ensure that no seed set. Garlic mustard is rarely found in new locations outside of the containment zone and the objective of annually eliminating all known reproductive plants outside of the containment zone is being achieved. In the spring of 2020, 2.1 acres of infestation was found across 220 acres surveyed.

**Map 10: Garlic Mustard Containment Area**



## 8. Conservation Legacy

The EMSWCD's Conservation Legacy team, which consisted of 5.3 FTE and an operational budget of \$1,027,746 in FY19-20, helps other entities, such as conservation and environmentally oriented public and private organizations, schools and community organizations, and private rural landowners, create a conservation legacy. The Land Legacy Program accomplishes this primarily through land protection efforts while the Grants Program accomplishes this by providing funding to external entities. The Headwaters Incubator Program accomplished this by supporting beginning farmers establish viable farm businesses and be good stewards of land.

### 8.1 Headwaters Farm and Incubator Program

EMSWCD's Headwaters Farm is located in the southcentral part of the district, on the outskirts of Gresham, Oregon (see Map 11). Headwaters is a 60-acre parcel, with about half the acreage being farmland available to incubator farmers (see Map 12). This area is divided into nineteen blocks. There are an additional 14 acres consisting of the Dianna Pope Natural Area which provides a riparian corridor along the North Fork of Johnson Creek. There is also a two-acre privately owned residential inholding within the farm.

**Map 11: Location of Headwaters Farm**



Headwaters Farm hosts the Headwaters Incubator Program (HIP). HIP helps launch private farm businesses by providing experienced farmers access to affordable farmland and agricultural resources, information on best management practices, and connections to local small-farm networks. In overcoming these common barriers to beginning farmers, EMSWCD is assisting the generational transition in local agriculture, keeping quality farmland in production, promoting conservation agriculture practices and good stewardship of agricultural land.

During FY19-20, Headwaters Farm was staffed by 2.3 FTE's, a full-time Headwaters Farm Program Manager, who was assisted by the EMSWCD Facilities Manager (0.5 FTE) and a Headwaters Farm Operations Assistant (0.8 FTE). While assisted from time to time by other EMSWCD staff, together, these three positions were responsible for farm development, maintenance, and management, as well as incubator program management. The operational budget, including capital improvements, for the Headwaters Program in FY19-20 was \$540,332. This figure was significantly higher than previous HIP



budgets because it included \$155,000 for a solar photovoltaic system. Half that capital project cost was covered by grants and rebates from Portland General Electric and the Energy Trust of Oregon.

A narrative summary of major accomplishments for Headwaters is provided below while details relative to the FY19-20 Work Plan are provided in Appendix 6. The FY19-20 Work Plan identified 44 specific activities related to Headwaters and HIP, of which 35 (or 80%) were completed, four (or 10%) are in progress and will be completed in FY20-21, and four (or 10%) saw no progress.

**Map 12: Headwaters Farm**





### 8.1.1 Headwaters Incubator Program

2020 was the eighth growing season for the Headwaters Incubator Program. The end of the 2019 season also saw the third cohort of farms, most of whom started in 2015, graduate from the program.

**Farmer recruitment and retention:** A major component of incubator program management is recruiting participants and assisting new farmers get established with their operations. In the fall of 2019, six applications from new farmers were submitted to HIP for the 2020 farm season. All six of these new farms were accepted into the program, making a total of 15 farms operating at Headwaters Farm on a little over 14 acres (see Table 10).

**Table 10: FY19-20 HIP Farmers**

Farm	Acres Leased	Farm Business Type	Sales Outlets	Years in HIP
Glasrai Farm	1.5	Mixed Veggies	Farmers Markets	5
Fawnlily Farm	0.5	Flowers	Markets/Weddings	4
Amica Farm	0.8	Mixed Veggies	Farmers Markets	3
Mora Mora Farm	0.8	Mixed Veggies	Farmers Markets	3
Rise Up Remedies	1.1	Medicinal Herbs	Wholesale to Processors	3
Farm Punk Salads	0.4	Salads and Dressings	CSA/Markets/Wholesale	2
Heart & Spade Farm	0.7	Mixed Veggies	CSA	2
Lil Starts Farm	2.9	Veggies & Starts	Farmers Markets	2
Little Sun Farm	0.6	Mixed Veggies	Farmers Markets	2
Africans' Garden	1	Mixed Veggies	Farm Direct	1
Broden Family Farm	0.3	Mixed Veggies	Farmers Market	1
Good Rain Farm	0.5	Mixed Veggies	CSA	1
Hayat Farm	1	Dry-Farmed Veggies	Local Markets	1
Love Letter Farm	0.5	Mixed Veggies	Farmers Market/CSA	1
Yasuke Commons	1.5	Mixed Veggies	Contract Direct to Local Families	1
<b>15 Farms</b>	<b>14.2</b>			

**Farmer support and training:** HIP farmer support and general farmer development remains a substantial component of program activities. Learning opportunities come in a variety of forms, including formal programming and classes, individual trainings and feedback, and peer-to-peer information sharing. Each of these formats has its own value for overall farmer development.

A second Oregon Tilth and Oregon State University Cost Study Program cohort concluded at the end of the 2019 season. This program is an approach to effectively and efficiently estimating labor and production costs for better decision making and more accurate farm financial projections.



Other formal trainings and workshops undertaken in FY19-20 included:

- Tractor Training – taught by the Headwaters Farm Program Manager.
- Nutrient Management – taught by the Headwaters Farm Program Manager.
- New Farmer Orientation – led by the Headwater Farm Program Manager.
- Farm Taxes – taught by a local farmer and CPA, Michael Menzies.

Countless one-on-one exchanges were conducted between the Headwaters Farm Program Manager and incubator farmers or between the farmers themselves that contributed to HIP farmer learning.

**HIP Graduate Support:** Six farms graduated from HIP at the end of the 2019 growing season: Black Locust Farm, Flying Coyote Farm, Gentle Rain Farm, Rainbow Produce, Springtail Farm, and Wild Roots Farm.

Black Locust and Flying Coyote landed on a purchased 30-acre property in Sandy, Oregon. Rainbow Produce has scaled down production and is operating on an urban plot in Portland. Springtail is leasing family land in Damascus, Oregon. Wild Roots secured a lease on a 50-acre property in Springdale within the EMSWCD service area. And Gentle Rain is sub-leasing next door to Headwaters Farm at Mainstem Farm.

### **8.1.2 Natural Resource Protection and Soil Health**

Another big success was the continued use of cover crops to improve soil health and water quality at Headwaters Farm. Fall plantings of legumes and grains were used as a tool for remediating land and preparing it for crop production. Summer cover crops of Sudan Grass and red clover were used to improve soil conditions in fallowed fields. In areas with intense invasive weed pressure, silage tarps were used to smother weeds and improve the production quality in future seasons. This was an experiment attempt to eliminate problem weeds without heavy soil disturbance or chemicals. A compost spreader was also purchased to aid future efforts to add organic matter back into the soil.

### **8.1.3 Outreach and Education**

Less in-person outreach was possible for a portion of FY19-20 because of COVID-19 safety precautions. However, a couple of the key tours before the pandemic included visits from Metro Counselors Sam Chase and Bob Stacey. An on-farm food safety “Readiness Review” was also provided by the Oregon Department of Agriculture and partnering agencies. This mock food safety audit offered learning opportunities to current and graduate HIP farmers as well as HIP staff. A videographer captured the sessions and is transforming the footage into an educational video. Additional off-site outreach included opportunities at Small Farm School, the Oregon Small Farms Conference, and at the National Incubator Farmer Training Initiative’s Field School.

Two major outreach videos were developed and released to the public through social media. One video highlighted the “why” HIP exists and the other “how” it operates. These videos were distributed widely leading up to the 2020 new farmer recruitment period. In addition, emails and updates were sent out at key times of the year to highlight upcoming tours, events, and the HIP application period. The Headwaters Farm Program Manager worked closely with EMSWCD’s Marketing and Media Manager to ensure regular social media posts and occasional advertisements and press releases.

### **8.1.4 Site Facilities, Infrastructure and Equipment**

Several improvements were made to Headwaters Farm during FY19-20. The most notable was the construction of an equipment shed with shop space for Headwaters staff, as well as the installation of



70kW photovoltaic system that was installed on the equipment shed roof and the south side of the Headwaters barn. The equipment shed serves as a resource for protecting EMSWCD's investment in tractors and implements as well as a shop space to support farm maintenance and operations. The solar array was designed to offset 100% of the farm's electrical usage, including the irrigation well.



*70 kW solar installation at Headwaters Farm*

Other notable improvements to Headwaters Farm during FY19-20 included:

- Removal of three large piles of nursery trees, a legacy of past land use.
- Procurement of an electric utility vehicle
- Procurement of a compost spreader
- Establishment of additional hardening-off table space.

## 8.2 Land Legacy

The Land Legacy Program focuses on protecting, through outright acquisitions, easement interests or other interests, agricultural lands, natural resource lands, and access to nature lands. Lands can be acquired, retained, and managed over the long-term directly by the EMSWCD or lands can be acquired by partner agencies or organizations for long-term management. In its agricultural work, the Land Legacy Program seeks to address a multitude of issues that challenge farmers, such as access to farmland (including but not limited to access for members of communities negatively impacted by racial discrimination and dispossession), affordability, sustainable agricultural and natural resource management practices and the generational transition of farmland. In FY19-20, the Land Conservation Fund (capital fund) available for property interest acquisitions was \$7,434,631. A narrative summary of major accomplishments related to the Land Legacy Program is provided in Sections 8.2.1 through 8.2.4 while details relative to the FY19-20 Work Plan are provided in Appendix 7. The FY19-20 Work Plan identified 32 specific activities related to the Land Legacy Program, of which 24 (or 75%) were completed and 8 (or 25%) were not completed during the fiscal year.

### 8.2.1 Program Planning and Management

FY19-20 EMSWCD’s Land Legacy Program focused on advancing land protection projects, stewarding and enhancing existing property interests and creating opportunities to advance EMSWCD’s mission via those farm properties the District owns outright. The Land Legacy Program also sought to expand the scope of its work and the resources available to it through the development of new partnerships and the enhancement of existing partnerships.

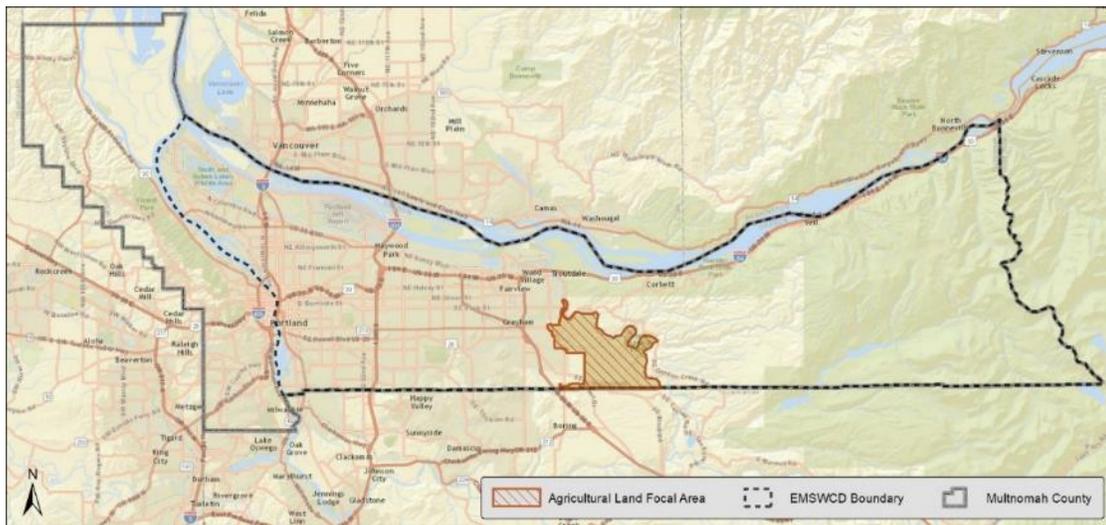
Significant programmatic accomplishments realized for the Land Legacy Program during FY19-20 included:

- The acquisition of a donated easement protecting EMSWCD’s investment in StreamCare on the property, as well as investments in the adjoining Mainstem and Headwaters properties
- The exercise of an option for a working farmland easement that closed in August 2020
- The development of new and enhanced partnerships, including:
  - Engagement with the new Oregon Agricultural Trust on farmland protection research / resource development projects.
  - Expanding the scope of the Farm Transition Workshop Planning series by including Clackamas SWCD as a partner.
  - Securing support of Metro staff and Council to explore a role for Metro in farmland protection / access initiatives.
- Advancement of EMSWCD’s work to broaden access to farmland for members of communities negatively impacted by racial discrimination and dispossession.

### 8.2.2 Working Farmland Protection

EMSWCD’s working farmland protection program works to keep agricultural land available for farming and in active production and, where possible, to improve access opportunities (including but not limited to access for members of communities negatively impacted by racial discrimination and dispossession), affordability and the maintenance or improvement of agricultural practices, focusing efforts on the area east of the urban growth boundary and west of the Sandy River, excluding the urban reserve (see Map 13).

**Map 13: Land Legacy Program Focal Area for Agricultural Land Protection**





In FY19-20, the LLP worked to advance the viability and sustainability of agriculture through direct protection efforts, as well as investments in other agriculture viability initiatives. Staff developed multiple working farmland protection projects over the course of the FY. One transaction concluded in FY19-20, specifically:

**Foltz Farm:** In 2020, EMSWCD acquired a donated easement on this 16-acre property. This easement will ensure the continued viability of EMSWCD's longstanding investment in StreamCare on the property (along the main stem of Johnson Creek), as well as the adjoining EMSWCD Mainstem and Headwaters Farm properties. The easement and companion agricultural management plan provides for protection and enhancement of the natural resources found on site, as well as provisions for sustainable agricultural use.



*Lou Foltz (pictured) donated a conservation easement on his 16-acre property to EMSWCD*

Several other transactions were substantially advanced, including:

**322<sup>nd</sup> Avenue Farm:** The option for a working farmland easement on this 20-acre parcel was exercised and due diligence was commenced. The easement will help ensure productive, sustainable agriculture continues on this property into the future via the easement and the companion agricultural management plan. And, residential use restrictions incorporated into the easement will help ensure the affordability of the property to future farmers.

**Gordon Creek Farm:** This property was expected to sell to a beginning farmer subject to the protections of a working farmland easement, but the prospective buyer was unable to proceed to closing. Staff began to identify alternative uses for the property that would focus on creating opportunities for members of communities negatively impacted by racial discrimination and dispossession. The residence and farm fields were leased for agricultural use this fiscal year.



**Farm Succession Planning:** For the second year, an in-depth farm succession planning workshop series was offered to targeted farmers in the winter of 2020 in collaboration with the Clackamas Small Business Development Center. This offered a valuable resource as well as an opportunity to share information on EMSWCD resources. New this year was a partnership with the Clackamas SWCD that expanded access to this valuable resource.

### **8.2.2.1 Agricultural Land Stewardship**

Site stewardship activities include direct management of infrastructure, natural resources, and private or public use of any properties owned by EMSWCD. In FY19-20 EMSWCD owned three such properties - Headwaters Farm, Mainstem Farm and the Gordon Creek Farm (see Section 7.2.2 above for a description of the activities on the Gordon Creek Farm). The Headwaters Farm, which also includes the Dianna Pope Natural Area, is addressed in this report in Sections 8.1 and 8.2.3.

In January 2019, EMSWCD entered into a three-year agricultural lease for use of portions of Mainstem Farm with a graduate from the Headwaters Incubator Program. In 2020, additional acreage was added to the lease, and the lessee entered into several sublease agreements with other beginning farmers. The failed septic system was replaced in FY19-20, and EMSWCD played a role in several other investments and enhancements made to the property.

EMSWCD monitored all of its working farmland easement interests for compliance. The agricultural management plans which EMSWCD holds in connection with its working farmland easement interests and at Mainstem Farm were also monitored, with the monitoring visits also serving as an opportunity for dialogue with the operators about additional practice improvements.

### **8.2.3 Natural Habitat Protection**

EMSWCD is committed to protecting important habitats in the district by helping partners protect priority areas identified in conservation plans. EMSWCD plays a supporting role in the work of others. Several natural resource acquisition opportunities were pursued in FY19-20 with potential partners. While they ultimately did not proceed to closing due to gaps in local and regional funding, EMSWCD played a substantial role in helping to advance these transactions, including consideration of playing a role as a bridge funder for one project.

#### **8.2.3.1 Dianna Pope Natural Area**

EMSWCD currently owns and manages one natural area, the Dianna Pope Natural Area at Headwaters Farm. EMSWCD acquired Headwaters Farm in 2011 (see Section 8.1), and the restoration of the 14-acre riparian area along the North Fork Johnson Creek on the property was initiated shortly thereafter. The primary goal for the DPNA is to establish and enhance a mixed coniferous/deciduous riparian forest community.

In 2015, this site was designated as the Dianna Pope Natural Area (DPNA) in recognition of Dianna Pope's 30-plus years of service on the EMSWCD's Board. A Rural Lands staff member serves as the manager of the DPNA. Staff completed the five-year Dianna Pope Natural Area Site Conservation Plan for the DPNA, which was in its fourth year of implementation during FY19-20. The plan was updated in January 2020 to reflect changes and additional information.

To date, just under 16,000 native trees and shrubs have been installed in the DPNA. A very small amount of planting occurred along a decommissioned roadway in FY19-20. Maintenance in the form of weed control was continued within the DPNA to ensure the success of these plantings.



Staff engaged proactively and reactively with the three owners of property subject to an easement held by EMSWCD that adjoins the DPNA and helps to protect the natural resources found in the DPNA.



*A beaver dam within the Dianna Pope Natural Area*

### **8.2.4 New Parks and Natural Area Establishment**

The Land Legacy Program also seeks to help secure access to open spaces for those residents that are currently lacking meaningful access. Several natural resource acquisition opportunities with significant access to nature components were pursued in FY19-20 with potential partners. While most ultimately did not proceed to closing due to gaps in local and regional funding, EMSWCD played a substantial role in helping to advance these transactions, including consideration of playing a role as a bridge funder.

#### **Native American Youth and Family Centre Grant:**

EMSWCD awarded a \$500,000 grant in FY19-20 to the Native American Youth and Family Center (NAYA) to secure tenure of the NAYA campus property in northeast Portland. EMSWCD is collaborating with NAYA and other partners on the restoration and development of the open space on the property as part of the Canemah Partnership (See Section 6.4.2).

## **8.3 Grants**

EMSWCD administers a multi-faceted Grants Program that helps fund projects that are led by external entities, which also help achieve EMSWCD's goals. In FY19-20, \$1,472,362 was budgeted for existing and new grants. As briefly described below, EMSWCD grants fall into five categories: 1) Partners in Conservation; 2) Small Projects and Community Events; 3) Conservation Landowner Incentive Program; 4) Strategic Partnership Agreements; and 5) Strategic Conservation Investments.



A narrative summary of major accomplishments related to the Grants Program activities is provided below in Sections 8.3.1 through 8.3.6, while details relative to the FY19-20 Work Plan are provided in Appendix 8. The FY19-20 Work Plan identified 26 specific activities related to the Grants Program, of which 24 (or 92%) were completed or largely completed. The remaining tasks were related to evaluation, which were postponed due to COVID and to better align with ongoing organization-wide DEI work.

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

Besides administering the various grant programs, for FY19-20, particular attention was given to strengthening all aspects of the Grants Program to reflect its commitment to serving and reaching the EMSWCD's diverse communities. This was accomplished through support of relevant conservation projects, as well as improving tools and knowledge to better understand the ways EMSWCD can engage, support and impact external entities through grants.

Significant accomplishments in FY19-20 included:

- Funded the first PIC grants addressing the new strategic goal for the Grants Program: *Increase the urban tree canopy and support a sustainable urban forest*. These projects are a step toward increased attention in the Grants Program to the role of urban forestry in addressing climate change and existing geographic inequities in the multiple benefits associated with urban tree canopies.
- Catalyzed and funded a new partnership between a Black-led organization and a long-time sustainable agriculture grantee, designed to build capacity and forge new relationships for community benefit conservation projects in the Gresham/Rockwood area. *Beyond Black's Play, Grow, Learn* program will work with Outgrowing Hunger to build mobile garden boxes and to train as a vendor at a local farmers market.
- Though not identified in the list of activities, staff convened garden and sustainable agriculture grantees in November 2019. This convening brought together over eight organizations to share program information and get to know one another with the goal of fostering collaboration and identifying needs in the funding area. Through an afternoon of dialogue, EMSWCD gained considerable insight into the challenges faced by these organizations and better ways to support their work and new initiatives.

### **8.3.2 Partners in Conservation Grants**

The Partners in Conservation (PIC) Grant Program provides funding to support conservation projects and conservation education within the EMSWCD's service area or, when not within the service area, for projects that serve EMSWCD residents. These grants are awarded annually through a competitive application process. PIC grants can range from \$5,000 to \$100,000 for projects of up to two years in duration. The Grants Program Manager oversees and administers the PIC grant program. A PIC Review Committee makes recommendations for funding and the Board of Directors gives final approval.

This year, EMSWCD awarded 17 PIC grants with an average grant size of \$35,283. Most grants support one-year projects. For PIC 2020, three projects were funded for two years. Multi-year projects are encouraged when appropriate to reduce the administrative burden on organizations that return for successive funding each year.

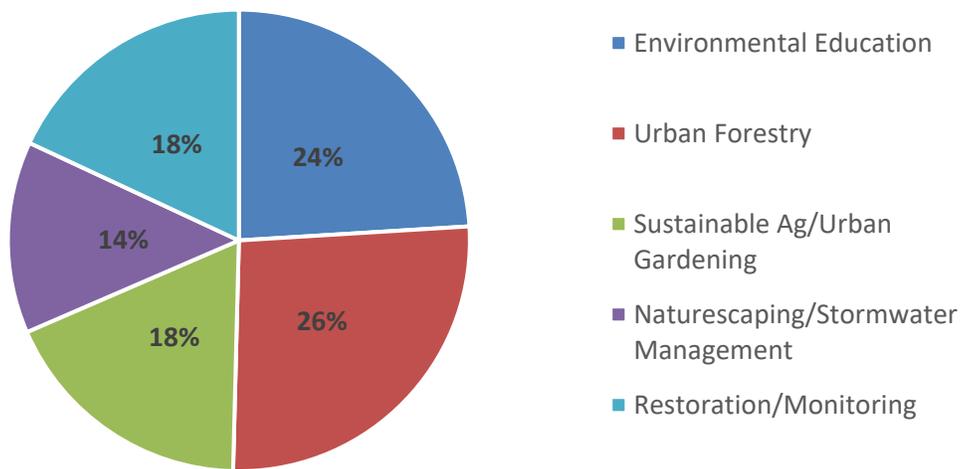
During FY19-20:

- Out of 25 total grant applications submitted, the EMSWCD Board of Directors awarded 17 PIC grants in 2020.



- PIC grants ranged in size from \$10,000 to \$73,000. The average PIC grant size was \$35,283.
- 15 PIC projects funded in 2020 involved low-income communities, communities of color or other marginalized communities in the EMSWCD service area.
- A total of \$599,819 was awarded in PIC grants in 2020: 18% of funding went to restoration/monitoring projects, 13% to naturescaping/stormwater management, 18% to sustainable agriculture/urban gardening, 24% to environmental education, and 26% to urban forestry (see Figure 9). It is important to note however that outcomes typically overlap for several of the PIC grant projects in these categories. In addition, equity is embedded and prioritized in each category.

**Figure 3: FY19-20 PIC Grant Funding by Category**



A complete list of the awarded PIC grants in FY19-20 is provided in Appendix 10. PIC project highlights include:

- **Funded three PIC projects that support a variety of urban agriculture initiatives**, including a grant to Ecotrust to support a Food Systems Leadership Fellowship designed to build capacity of local food systems leaders of color to develop and implement regenerative agriculture projects. Significant funding was continued for garden education in schools and at local farms and gardens through groups such as the Growing Gardens and Beyond Black.
- **Funded six restoration, naturescaping and/or water quality monitoring projects**, including the depaving and re-greening of two school sites in the Centennial School District, and one in the Portland Public School District in north Portland.
- **Funded three urban forestry projects that address both workforce development and increasing tree canopy in low income neighborhoods**, including Friends of Trees and the City of Gresham. Funds also support a partnership between the Tri-County Metropolitan Transit District of Oregon and Friend of Trees to engage community members in increasing the urban tree canopy near TriMet light rail stations in disadvantaged areas of the EMSWCD service area.
- **Funded five projects focused on environmental education**, mostly involving youth from low income backgrounds. Camp ELSO received a grant for its program providing year-round opportunities for



youth of color to gain STEM education in an outdoor setting and learn about careers in science and the environment. The Voz Worker's Rights Education Project received a grant for a project where they work closely with EMSWCD's Urban Lands staff to train day laborers in conservation-based landscaping and gardening methods.

### 8.3.3 Small Project and Community Event Grants

Small Project and Community Event (SPACE) grants provided up to \$2,000 per grant to support conservation projects, conservation education, and community events that promote natural resource conservation. Applications are accepted on a monthly basis. The Grants Program Manager oversees and administers the SPACE grant program, with the Executive Director giving final approval.

During FY19-20:

- Out of 31 SPACE grant applications, EMSWCD approved 24 grant awards.
- A total of \$42,360 was awarded through the SPACE grant program for smaller community conservation and education projects and events.
- The amount of funding awarded and the number of applicants were substantially reduced from prior years due to COVID.

A complete list of the awarded SPACE grants in FY19-20 is given in Appendix 11. SPACE grant highlights include:

- **Funded projects/events focused on environmental education that reached at least 500 EMSWCD residents.** At least 13 SPACE projects in FY19-20 had an educational component involving youth and/or adults. Funds supported the transportation of 40 second grade students to Columbia Slough Watershed Council's "Slough School." Students learned about the importance of aquatic habitat in the area.
- **Funded projects that prioritized reaching and involving communities of color and other historically marginalized communities.** Over a third of the SPACE grants awarded in FY19-20 were directly aimed at addressing the disparities in environmental benefits with the district. Save First/Catholic Charities built a community garden for the special needs residents of Multnomah Manor, providing organic produce and creating a foundation for curriculum about a healthy, sustainable, and budget friendly life.

### 8.3.4 Strategic Partnership Agreements

In 2016, the EMSWCD entered into a five-year Strategic Partnership Agreement (SPA) with the three watershed councils that operate within the EMSWCD's service area: the Columbia Slough Watershed Council, the Johnson Creek Watershed Council, and the Sandy River Watershed Council. The partnership is intended to better integrate, more fully develop, and increase the effectiveness of conservation efforts implemented by the parties to the SPA. The partnership includes joint planning, project-based collaboration, and progress reporting, as well as grant funding from EMSWCD to the watershed council partners at agreed-upon levels for agreed-upon activities, as well as external collaborative grant-seeking by all the partners.

In FY19-20, the fourth year of the SPA agreement implementation, EMSWCD awarded a total of \$230,000 under the SPA to support the operations and projects of the three watershed councils.

### 8.3.5 Conservation Landowner Incentive Program

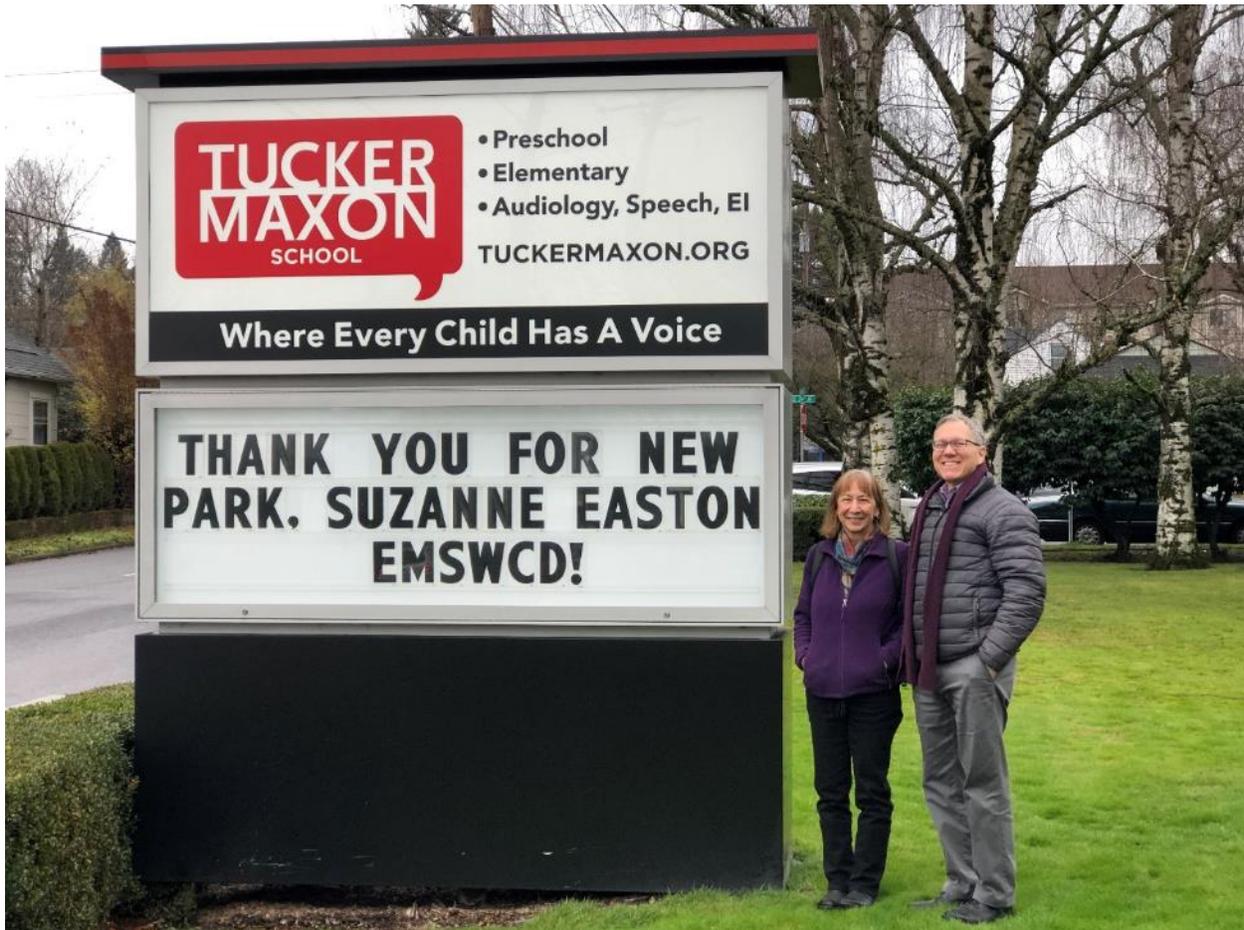
Conservation Landowner Incentive Program (CLIP) grants provide financial cost-share assistance to private rural landowners and land managers who are receiving technical assistance from EMSWCD.

Urban projects on private properties with springs, creeks, wetlands, or other water bodies are also eligible. The CLIP program provides up to 75% cost-share with typically up to \$10,000 per application. Applications can be submitted at any time and are approved by the Executive Director or the Board of Directors.

In FY19-20, CLIP projects received cost share funding commitments totaling \$78,081. Conservation practices include, for example, irrigation efficiency, weed control, erosion control, and revegetation and maintenance.

### 8.3.6 Strategic Conservation Investments

Strategic Conservation Investments (SCI) grants support projects and partnerships that advance the EMSWCD's priority natural resource issues identified by the Board of Directors and generally do not lend themselves to any of the EMSWCD's other grant opportunities. A Board member or the Executive Director must sponsor a project for funding to be considered. No SCI grants were awarded in FY19-20.



*EMSWCD grantee Tucker Maxon School thanks Grants Manager, Suzanne Easton*

## 9. Finance and Operations

The Finance and Operations unit consisted of 3.5 FTEs (full-time-equivalents), including the Chief of Finance and Operations (CFO), Office Manager, Facilities Manager, and Marketing and Media Manager. For budgetary purposes the Executive Director is also included in Finance and Operations costs. The operating and capital budget for Finance and Operations during FY19-20 was \$1,007,471. Contractual services were used for legal, bookkeeping, and auditing services. The Finance and Operations unit oversaw administrative functions that cut across all EMSWCD activities and areas of operation, including budgeting and accounting, contracting, board and committee coordination, office management, human resources, information technology, facilities management, and marketing and media.

A narrative summary of major accomplishments for the Finance and Operations unit is provided below while details relative to the FY19-20 Work Plan are provided in Appendix 9. The FY19-20 Work Plan identified 46 specific activities related to Finance and Operations, of which 37 (or 80%) were completed, two (or 4%) were not completed as planned but had substantive progress made and are likely to be completed soon, seven activities (or 15%) did not have substantial progress made or were postponed indefinitely.

COVID-19 impacted Finance and Operations significantly, and staff were heavily involved in the COVID response, including:

- The development, implementation and evolution of safety protocols and measures for staff that enter the Williams Office as well as the satellite office located at Headwaters Farm were developed. The Williams Ave. headquarters office remains closed to the public.
- Capital projects planned for the Williams Avenue office were delayed due to COVID.
- Regular daily, weekly, and monthly tasks were able to be completed in the last quarter of FY19-20; however, it was more time consuming to perform these functions remotely. Remote payroll and payables processes were developed and modified to adjust for the COVID situation in third quarter.
- Finance and Operations staff assisted with the setting up remote work environments, technologies, and virtual meeting platforms to accommodate mandatory remote work during pandemic.
- Some staff had altered or reduced schedules to support children with remote schooling.





## 9.1 Financial Management and Budgeting

The budgeting process for the subsequent fiscal year, FY20-21 was initiated in January 2019 and was managed by the CFO, who also acted as the EMSWCD's Budget Officer. The EMSWCD established a Budget Committee, held public meetings for the review of the upcoming year's budget, and held a public budget hearing through the Multnomah County Tax Supervising and Conservation Commission (TSCC). In keeping with Oregon Local Budget Law for a special district with a population of over 200,000, the EMSWCD Board of Directors served as the Budget Committee.

Significant accomplishments in FY19-20 included:

- Completed the FY18-19 financial audit.
- Managed FY19-20 finances to stay within budget limits and meet all legal requirements.
- Managed the FY20-21 budget process (remotely during COVID-19) to create a balanced budget that met with the approval of Budget Committee and the TSCC.
- Completed modifications with bookkeeper to perform payables, receivables, payroll, and all accounting functions remotely in response to COVID-19.
- Set up safety protocols, office access process and guidelines, and sanitation stations to ensure staff ability to access office safely.

An audited summary statement regarding the EMSWCD's revenues, expenditures and changes in fund balances for FY19-20 is provided in Appendix 2. The comprehensive FY19-20 financial statements and respective notes once approved can be accessed at the EMSWCD's office or online at:

[www.emswcd.org](http://www.emswcd.org).

## 9.2 Office Management, Human Resources, Board & Committee Support

Throughout FY19-20, office operations of the EMSWCD were carried out by the Office Manager who served multiple roles in the following areas:

- Customer service: Acted as the face and voice of EMSWCD in performing front office reception and responding to public information requests.
- Administration and records: Organized current and historical records in accordance with state law and retention schedules.
- Human resources: Assisted with recruitment and on-boarding of new staff, and human resources administration.
- Boards and committees: Served as Clerk for the Board of Directors, preparing for, coordinating and hosting all board and committee meetings.

Significant accomplishments in FY19-20 included:

- Hiring and onboard of new Headwaters Farm operations Assistant, Nick Pfeil in February 2019.
- Scheduling, noticing, preparing logistics, and distributing materials for 12 Board Meetings, seven Special Board Meetings, one Board DEI working session, and 16 Committee meetings.
- Scheduling and coordinating organizational consultant's meetings and working sessions with Board, entire staff, and management team.
- Scheduling and coordinating Executive Director Search Firm interviews, meetings and candidate interviews with Executive Director Search Committee and candidates.
- Assisted in rapid response to COVID-19 pandemic and Governor's Executive Orders to work remotely.



*The EMSWCD team on staff appreciation day at OMSI, January 2020*

### 9.3 Facilities Management

During FY19-20, a Facilities Manager was responsible for the maintenance, repair and improvements of EMSWCD owned and managed facilities, infrastructure, and equipment. The major facilities owned and managed by EMSWCD included: 1) the headquarters office located at N. Williams Avenue in Portland; 2) the Headwaters Farm located on Orient Drive near Gresham, and 3) various farm properties EMSWCD owns and leases to farmers as part of the Land Legacy Program (see Section 8.2).

Significant accomplishments in FY19-20 included:

- General maintenance of buildings and facilities at Mainstem, Gordon Creek, and Headwaters Farm.
- Operations at all properties changed in response to the COVID-19 pandemic. Assisted in procuring sanitation and PPE supplies for staff and facilities.
- Assisted in setting up safety protocols at Williams Office and Headwaters Farm in response to COVID-19.
- Assisted in buildout of the equipment shed and new shop at Headwaters.
- Assisted and coordinated contractors to install structural supports for solar panel installation on the barn and equipment shed.



## 9.4 Information Technology

EMSWCD owns and operates the standard office and field-related information technology (IT) tools and systems necessary to complete its mission. 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 accomplishments in FY19-20 included:

- Successfully supporting staff during and after a rapid transition to a work-from-home setup in the wake of the COVID pandemic, including support related to remote connections, networking, hardware, software, remote security, documentation and more.
- Worked with IT contractor to provide steady technical support to organization and staff, assisting in keeping network healthy, up to date, secure and accessible, offering device and user account assistance, troubleshooting issues staff encountered, and more.
- Furnished and helped set up staff with several new devices and peripherals, including laptops, monitors, tablets, phones and more, as well as with device configuration, troubleshooting, software, etc.

Impact of COVID on Information Technology work:

- Because of the shift to working from home, Finance and Operations staff and contracted IT services had to shift focus to assisting staff with working from home, remote access and VPN connections. This took up a significant amount of IT time and replaced what work on office upgrades that might have otherwise taken place.
- Certain activities were a little more time-consuming or required travel, such as going into the office to reset the modem or troubleshoot server issues, or turning on computer stations staff were using as remote desktops.

## 9.5 Marketing and Media

Marketing and media met the day-to-day needs of EMSWCD programs through efforts such as: web site development and maintenance, newspaper and other print advertisements, brochures and other EMSWCD publications, direct mailers, and one-on-one contacts and interviews. Marketing and media efforts were largely carried out by the Marketing and Media Manager and helped further EMSWCD's strategic and program-specific goals by increasing public awareness and perception of EMSWCD and the natural resources within its boundaries.

Significant accomplishments for FY19-20 included:

- Worked with Urban Lands program to develop, test, provide technical support for, promote and conduct a very successful Native Plant Sale, resulting in the distribution of over 16,000 native plants to over 1,000 customers.
- Provided successful support for programs transitioning rapidly to remote/online offerings in wake of COVID pandemic, including technical/platform assistance, new website content, new safety signage, and general outreach/messaging to promote the changes.
- Developed and produced several new program materials, signage materials and graphics.
- Coordinated and conducted successful press outreach and support.
- Developed and integrated social media to drive traffic to website, encourage event participation in EMSWD services and promote conservation practices.



Impact of COVID on Marketing work:

- On the whole, most planned marketing work still took place in spite of time limitations and staff focus shifted into changes. Some areas affected were programmatic items like spring workshops and site visits, which had to be changed in terms of messaging and content.
- Some staff time was shifted to webinars, editing recorded webinars, and related technical assistance, outreach and web updates.
- In general, more of the Marketing & Media Manager's time was taken up by IT-related items than planned due to remote work support.



## Appendix 1: Board and Staff Directory

<b>Board of Directors</b>	Zone 1 Director	Gabrielle Rossi		
	Zone 2 Director	Laura Masterson		
	Zone 3 Director	Mike Guebert		
	At-large Director	Allison Hensey		
	At-large Director	Rick Till		
	Associate Director	Carrie Sanneman		
	Director Emeritus	Dianna Pope		
<b>Executive Director</b>		Nancy Hamilton	50-935-5352	nancy@emswcd.org
<b>Finance &amp; Operations</b>	CFO	Dan Mitten	503-935-5353	dan@emswcd.org
	Office Manager	Lindsay Nelson	503-935-5350	lindsay@emswcd.org
	Facilities Manager	Scot Wood	503-935-5351	Scot@emswcd.org
	Marketing and Media	Alex Woolery	503-935-5367	alex@emswcd.org
<b>Rural Lands</b>	Program Supervisor	Julie DiLeone	503-935-5360	julie@emswcd.org
	Senior Conservationist	Aaron Guffey	503-935-5362	aaron@emswcd.org
	Senior Conservationist	Jeremy Baker	503-935-5361	jeremy@emswcd.org
	Senior Conservationist	Lucas Nipp	503-935-5363	lucas@emswcd.org
	Conservation Specialist	Chris Aldassy	503-935-5372	chris@emswcd.org
	Conservation Specialist	Jon Wagner	503-935-5369	jon@emswcd.org
	Outreach Specialist	Chelsea White-Brainard	503-935-5376	chelsea@emswcd.org
<b>Urban Lands</b>	Program Supervisor	Kathy Shearin	503-935-5365	kathy@emswcd.org
	Senior Conservationist	Whitney Bailey	503-935-5366	whitney@emswcd.org
	Outreach Specialist	Katie Meckes Brandi Boersma	503-935-5368	katie@emswcd.org brandi@emswcd.org
	Outreach Specialist	Monica McAllister	503-935-5371	monica@emswcd.org
	Urban Lands Intern	Rhesa Napoli		rhesa@emswcd.org
<b>Conservation Legacy</b>	Program Supervisor	Andrew Brown	503-935-5354	andrew@emswcd.org
	Land Legacy Manager	Matt Shipkey	503-935-5374	matt@emswcd.org
	Grants Manager	Suzanne Easton	503-935-5370	suzanne@emswcd.org
	Headwaters Manager	Rowan Steele	503-935-5355	rowan@emswcd.org
	Headwaters Assistant	Nick Pfeil		nick@emswcd.org

Updated: 11/30/2020



## Appendix 2: Financial Statement Summary

<b>EMSWCD</b>		<b>EMSWCD</b>	
<b>Balance Sheet</b>		<b>Income and Expense Statement</b>	
<b>As of June 30, 2020</b>		<b>For the Year Ended June 30, 2020</b>	
<b>ASSETS</b>		<b>Expenses:</b>	
Current Assets:		Soil and Water Conservation	
Cash and investments	\$ 10,702,000		\$ 4,869,379
Property taxes receivable	\$ 146,131	<b>Program Revenues:</b>	
Accounts receivable	\$ 8,367	Operating Grants and Contributions	\$ 83,315
Prepaid assets\undeposited funds	\$ 1,235	Charges for Services and Sale of Products	\$ 102,800
<b>Total current assets</b>	<b>\$ 10,857,733</b>	<b>Total Program Revenues</b>	<b>\$ 186,115</b>
Noncurrent assets:		<b>Net Program Expenses</b>	
Land	\$ 4,891,366		\$ (4,683,264)
Capital assets, net of accumulated depreciation	\$ 1,486,461	<b>General Revenues:</b>	
<b>Total assets</b>	<b>\$ 17,235,560</b>	Property Taxes	\$ 5,028,064
		Interest Income	\$ 236,752
		Other Income	\$ 19,833
<b>LIABILITIES</b>		<b>Total General Revenues</b>	<b>\$ 5,284,649</b>
Current Liabilities:		<b>Change in Net Position</b>	
Accounts payable	\$ 424,115		\$ 601,385
Accrued payroll	\$ 57,640	<b>Net Position, Beginning of Year</b>	
Other current liabilities	\$ 2,700		\$ 16,012,502
Accrued compensated absences	\$ 137,218	<b>Net Position, End of Year</b>	
<b>Total liabilities</b>	<b>\$ 621,673</b>		<b>\$ 16,613,887</b>
<b>EQUITY (NET POSITION)</b>			
Invested in capital assets	\$ 6,377,827		
Restricted	\$ 735,596		
Unrestricted	\$ 9,500,464		
<b>Total equity ( net position)</b>	<b>\$ 16,613,887</b>		
<b>Total liabilities and equity</b>	<b>\$ 17,235,560</b>		



## Appendix 3: District-Wide Strategic Initiatives

Completed or progressing as planned, targets met or largely met	2/6	33%
Not completed as planned, but substantive progress made and success likely	3/6	50%
Not completed or progressing as planned	1/6	17%

DIVERSITY EQUITY AND INCLUSION					
Annual Activities and Deliverables	Timeframe				COMMENTS
	Q1	Q2	Q3	Q4	
Continuing Education: Facilitate small discussion groups among board and staff on DEI related issues.	In Progress	In Progress	In Progress	Completed	Small discussion groups have continued remotely, despite physical distancing.
Continuing Education: Provide opportunity for DEI onboarding of new staff/board members and additional training for current staff as needed.	In Progress	In Progress	In Progress	Completed	One four new staff were hired and attended a three-day virtual DEI training.
Engage staff, board and community in development of organization-wide DEI plan.	In Progress	In Progress	In Progress	In Progress	A contract with the Community Engagement Liaisons was delayed due to COVID, but a lot of planning and relationship building was done with Ping Khaw in the 4 <sup>th</sup> quarter.
Complete organization-wide DEI plan.	In Progress	In Progress	In Progress	In Progress	Progress continues to be made.
Identify and collect priority demographic and other baseline data.	In Progress	In Progress	In Progress	In Progress	Staff identified and consolidated demographic data that will be useful for EMSWCD's work. Information has been prioritized by program area and data sources identified. COVID postponed internal hiring leading to delayed progress
Research and plan historical/cultural displays for the EMSWCD office.	Not Planned	Not Planned	Not Planned	Not Completed	Work on this has been delayed due to COVID and will not start until we are back in the office.



## Appendix 4: Urban Lands Summary

Completed or progressing as planned, targets met or largely met	31/38	82%
Not completed as planned, but substantive progress made and success likely	5/38	13%
Not completed or progressing as planned, little substantive progress made	2/38	5%

URBAN LANDS					
<b>Strategic Goals:</b>					
1. Protect and improve water quality and quantity. 2. Protect and improve soil quality and quantity. 3. Protect and improve natural habitats.					
<b>Program Goals:</b>					
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				COMMENTS
	Q1	Q2	Q3	Q4	
<b>Outreach and Education</b>					
<i>Outreach</i>					
Recruit education and outreach intern.	Complete	Complete	Complete	Complete	A decision was made to retain existing Inter through Fiscal year 20/21
Update Urban Lands web content.	In Progress	In Progress	In Progress	Complete	Updates were made to the workshop and programmatic content in light of the COVID-19 pandemic. Updates were also made in regards to ADA content, native plant content.
Coordinate with partners to develop workshops and outreach materials that engage diverse audiences	In Progress	In Progress	In Progress	Complete	Hosted a Bilingual Workshop at Berrydale Community Garden that engaged 27 individuals; translated materials into Spanish and Vietnamese  Worked with IRCO to get priority handout materials translated into Vietnamese, Russian, and Spanish. This included Rain Garden materials and our 6 half-fold brochures.



Investigate ways to address the impacts of climate change.	In Progress	In Progress	No progress	No progress	Little substantive progress made on the activity this year because of capacity constraints.
Design and produce educational and promotional materials.	In Progress	In Progress	In Progress	Complete	Edited, updated, and sent the Naturescaping workbook out to print. re-designed rain garden signs for registrants
Engage 12 new and existing community leaders/groups/organizations in priority areas each quarter. Q1=4, Q2=2, Q3=2, Q4=4.	In Progress	In Progress	In Progress	Complete	Attended 33 Partner Specific Meetings and 22 Partner Building Events. Partner specific meetings are with individuals/organizations that we work with on projects and for creating new or deeper relationships. Staff attend Partner Building Event to support, participate, learn, and build a relationship with key communities and the host organization (not tabling).
Table at community events with literature about EMSWCD programs and events.	In Progress	In Progress	In Progress	Complete	Tabled at 17 community events and engaged in 854 conversations. This year prioritized events in East County or culturally specific events. Covid-19 restrictions resulted in the canceling of annual public events for part of Q3 and all of Q4.
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	In Progress	In Progress	Complete	Attended 33 in-person community meetings and 4 virtual community meetings for a total of 37 meetings this year. Many meetings were monthly, bi-monthly, or quarterly recurring meetings often with East County and North Portland organizations. Covid resulted in a transition to virtual meetings.
<b>Workshops</b> <i>participants</i> <b>48/year; 1,250</b>				Exceeded	We provided a total of 66 workshops with 1983 participants
<b>1-hour presentations:</b> <i>Sustainable Landscaping/Green Infrastructure.</i> 10/year; 200 participants	In Progress	In Progress	In Progress	Not Met	Provided seven in total: four 1-hr rain garden presentations (two in-person and two remotely) that reached 79 people, and three 1-hr Naturescaping presentations that engaged 89 individuals, for a total of 168 participants. Two more scheduled presentations were canceled due to COVID-19.
<b>2.5-hour workshops:</b> <i>Native Plants.</i> 5/year; 150 participants	In Progress	In Progress	In Progress	Complete	Provided 11 workshops attended by 350 participants
<i>Urban Weeds.</i> 5/year; 150 participants	In Progress	In Progress	In Progress	Complete	Provided 9 Workshops, attended by 217 participants
<i>Pollinators.</i> 6/year; 150 participants	In Progress	In Progress	In Progress	Complete	Provided 7 Workshops, attended by 287 participants
<i>Beneficial Insects.</i> 6/year; 150 participants	In Progress	In Progress	In Progress	Not Met	Provided 5 workshops, attended by 123 participants



<i>Landscaping with Edibles. 6/year; 150 participants</i>	In Progress	In Progress	In Progress	Complete	Provided 13 Workshops, attended by 478 participants
<b>4-hour workshops:</b> <i>Naturescaping Basics. 5/year; 150 participants</i>	In Progress	In Progress	In Progress	Complete	Provided 7 Workshops, attended by 205 participants
<i>Rain Gardens. 5/year; 150 participants</i>	In Progress	In Progress	In Progress	Complete	Provided 6 Workshops, attended by 128 participants
<b>Events</b> <i>participants</i> <b>2/year; 1,300</b>					
Host Native Plant Sale to provide a diverse selection of affordable native plants to constituents. 800 participants/ customers; 10,000+ bare-root trees and shrubs sold.	In Progress	In Progress	Complete	Complete	Planned, prepared for, and held a successful plant sale with 1,100+ orders and 14,000+ trees and shrubs sold with the help of 102 volunteers. Included updating website, outreach materials, and new T-shirt design.
Organize Naturescaped Yards Tour to demonstrate and encourage naturescaping and green infrastructure principles; 500 attendees. * Transitioned to Virtual Yard Tour due to Covid-19.	Not planned	Not planned	In Progress	Complete	Planned and prepared for Traditional Yard Tour and transitioned to the successful creation of first-ever Virtual Yard Tour in response to COVID-19 restrictions. A Facebook Group was created to engage with and invite community members to share yards and projects with others through social media. Virtual Yard Tour had at least 187 active members and about 3,000 engagements. Total membership more than 300 for FY19-20.
<b>Technical and Financial Assistance</b>					
Provide technical consultations and site visits to residential, commercial, and industrial landowners. 80/year, 20/quarter.	In Progress	In Progress	In Progress	Complete	188 TA requests completed, exceeding the goal.
Provide technical consultations and site visits to grants program applicants and/or projects. 20 consults/year.	In Progress	In Progress	In Progress	Complete	Provided TA to 10 PIC/SPACE projects as requested
Work with local jurisdictions to address barriers to the adoption and implementation of green infrastructure.	In Progress	In Progress	In Progress	Complete	Reviewed all jurisdictions' MS4/TMDL requirements to begin identifying priority areas and projects for future work.
Connect with 3 large land managers to build relationships, encourage sustainable land management practices, and promote EMSWCD services.	In Progress	In Progress	In Progress	Complete	Contacts/relationship building with MCDD, Rockwood Condos HOA, Lloyd EcoDistrict, St. John's Community Garden, Foster-Powell Community Garden, FolkTime Garden, City of Gresham, NAYA, Creston School, Tucker Maxon School, Floyd Light Middle School, Blue Heron Shores HOA, Dragon Palace, Dharma Rain Zen Center, MCDD, and Richmond Elementary School.



<b>Cooperative Landowner Incentive Program</b>					
Provide cost-share assistance for rain gardens and other practices. 5 projects/year	In Progress	In Progress	In Progress	Complete	Had 49 CLIP-related inquiries in FY19-20: <ul style="list-style-type: none"> <li>• 23 of which were eligible properties and projects</li> <li>• 15 of which followed up with staff (site visit and/or project development begun)</li> <li>• 1 project finished and closed out</li> <li>• 5 made significant progress towards approval, including 2 which were approved, funded, and implemented or have begun implementation.</li> </ul> Also had 42 rain-garden related inquiries, many of which inquiring about CLIP and some just for general info.
<b>Partnerships and Regional Campaigns</b>					
Participate in the development of OSU web tools (Solve Pest Problems, Oregon Flora Garden portal)	In Progress	In Progress	In Progress	Complete	Participated in both the steering committee and the Advisory Committee, overseeing the development of the user interface for each project.
Utilize and promote community organizations and non-profit services to increase wildlife and pollinator habitat.	In Progress	In Progress	In Progress	Complete	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	In Progress	In Progress	Complete	Met quarterly with regional SWCD's to collaborate, share best practices, discuss surveys and evaluations, etc. Have recommended green-roof-think-tank, Greywater Action, ARCISA, Harvest H2O, and other organizations for technical assistance inquiries.
Participate in the Grant Butte and other land use planning groups.	No Progress	No Progress	No Progress	No Progress	Grant Butte planning group has been put on hold.
Collaborate with Watershed Councils within EMSWCD boundaries.	In Progress	In Progress	In Progress	Complete	<b>CSWC:</b> Represent EMSWCD on CSWC board. UL Staff serves as Vice-Chair of the CSWC board and sits on the Executive Committee and CSWC Tech Team <b>JCWC:</b> Represent EMSWCD at JCWC Interjurisdictional Committee meetings. <b>SRWC:</b> Partnered closely to steer the Mt Hood Community College stormwater retrofit. <b>Together for Watersheds:</b> Met virtually with watershed councils and other partners to navigate COVID-19 and environmental Justice challenges.



<b>Demonstration Projects</b>					
Implement the Conservation Corner outreach plan to enhance the visibility and educational value of the site.	In Progress	In Progress	In Progress	Complete	Performed outreach to broaden those who request tours.
Oversee maintenance and improvements to Conservation Corner landscape, green infrastructure (pervious pavement, roofs, walls, etc.), and Green Streets.	In Progress	In Progress	In Progress	Complete	Coordinated installation of new pervious pavers around EV chargers; coordinated irrigation system repairs; consulted with green roof specialists on refurbishments. Investigated pervious parking lot maintenance options; added enhancements to green panels on the bike shed; Recruited, interviewed, hired, and oversaw new landscaping company.
Provide group tours of the EMSWCD office facilities to demonstrate naturescaping and green infrastructure principles in practice. 4 tours/year; 100 attendees.	In Progress	In Progress	In Progress	Not Met	Hosted 3 tours that engaged 50 PCC students and 8 staff members from Blossom Earthworks. Additional tours not possible due to COVID-19 restrictions.
Participate in outreach team for the MHCC retrofit project.	In Progress	In Progress	In Progress	Complete	Ensuring social media is engaging and MHCC campus communications staff are kept up to date on progress.
Participate in the steering committee for the MHCC retrofit Project.	In Progress	In Progress	In Progress	Complete	Participate in bi-weekly meetings of the steering committee along with meetings to update other stakeholders.
Work with partners to implement top priority projects identified in the MHCC assessment.	In Progress	In Progress	In Progress	Complete	Completed green infrastructure retrofit work in parking lots G & H. Helped to create RFP for work scheduled Spring/Summer 2020.
Engage with community organizations, jurisdictions, and non-profits to identify and explore potential eligible large-scale demonstration projects.	In Progress	In Progress	In Progress	Complete	Engaged with seven organizations with potential demonstration eligibility.
<b>Monitoring and Evaluation</b>					
Meet with partners, review partner monitoring reports, studies, and findings.	In Progress	In Progress	In Progress	Complete	Researched potential opportunity – PSU Program Evaluation course. Attended JCWC IJC and CSWC Tech Team meetings; JCWC Science Symposium, Clean Rivers Coalition call, Pollinator Habitat Restoration Strategies Workshop, GRiT presentations, UERC Symposium, and CWMA general meeting.
Identify relevant monitoring and evaluation efforts as they pertain to Urban Lands programmatic goals.	Not Planned	In Progress	In Progress	in Progress	Reviewed content provided through JCWC IJC and CSWC Tech Team meetings; JCWC Science Symposium, Clean Rivers Coalition call, Pollinator Habitat Restoration Strategies Workshop, Beaver Creek Partners, GRiT presentations, UERC Symposium, and CWMA general meeting.
Explore potential new program monitoring and evaluation metrics.	In Progress	In Progress	In Progress	In Progress	Developed and distributed UL technical assistance survey to 135 individuals who received TA over 18 months, and received overwhelmingly positive feedback.



## Appendix 5: Rural Lands Summary

Completed or progressing as planned, targets met or largely met	35/41	85%
Not completed as planned, but substantive progress made and success likely	0/41	0%
Not completed or progressing as planned, little substantive progress made	6/41	15%

RURAL LANDS					
<p align="center"><b>Strategic Goals:</b></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"><b>Program Goals:</b></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				COMMENTS
	Q1	Q2	Q3	Q4	
<b>Technical and Financial Assistance</b>					
<b><i>Landowners Consultations</i></b>					
Conduct 20 site visits including first-time site visits with 5 landowners.	In Progress	In Progress	In Progress	Complete	Goal met
Develop 5 technical recommendations and/or conservation plans that include recommendations to address erosion and/or water quality.	In Progress	In Progress	In Progress	Complete	Goal exceeded
Assist 4 landowners with cost share applications.	In Progress	In Progress	In Progress	Complete	3 cost share applications were submitted and approved.
Partner with NRCS to promote and deliver cost share assistance.	In Progress	In Progress	In Progress	Complete	Met monthly with NRCS and West Multnomah SWCD to coordinate efforts. Collaborated with NRCS on a cost share application at one farm



<b>Erosion Solutions</b>					
Network within the nursery industry.	In Progress	In Progress	In Progress	Complete	Attended meetings of the Mt. Hood chapter of OAN.
Work with cooperators to design and implement erosion prevention practices.	In Progress	In Progress	In Progress	Complete	
<b>StreamCare</b>					
<b>Site restoration and maintenance</b>					
The existing, planted StreamCare areas on 345 acres along 12 miles of stream will be maintained to ensure good rates of plant survival.	In Progress	In Progress	In Progress	Complete	Goal met
Another 15 acres planted in FY19-20.	Not Planned	Not Planned	Complete	Complete	16,425 cuttings, bare root trees and shrubs were planted on 28 acres along 1.5 stream miles. New acreage planted totaled 8 acres.
Coordinate contracted labor crews for site preparation, weed control, and planting.	In Progress	In Progress	In Progress	Complete	
Manage wholesale plant orders, delivery, and storage.	In Progress	Not Planned	Complete	Complete	
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	In Progress	In Progress	Complete	
For landowners that are graduating from StreamCare, offer a site visit. Approximately 58 acres along 3 stream miles are scheduled to graduate during FY19-20.	In Progress	In Progress	In Progress	Complete	40 acres along 2.4 stream miles were graduated.
<b>Program development</b>					
Develop options for long term protection of graduated StreamCare sites.	In Progress	In Progress	Complete	Complete	This is on hold due to a reluctance to commit the district to term easements.
Estimate based on graduations when a new watershed can be added.	Not Planned	In Progress	Complete	Complete	Due to the reluctance to proceed with term easements, there is capacity to add new watersheds. An analysis was conducted to determine the new StreamCare watersheds.
<b>Monitoring and evaluation</b>					
Maintain GPS and GIS data; maintain StreamCare "database" to track and compile deliverables.	In Progress	In Progress	In Progress	Complete	
Seek outside assistance to complete shade modelling of Johnson Creek.	In Progress	In Progress	In Progress	Complete	
<b>Outreach</b>					



Use mailings, advertisements, web and social media to promote conservation, outreach events and program offerings.	In Progress	In Progress	In Progress	Complete	Promoted the biochar, pollinator and wildlife workshops. Mailing to promote StreamCare in the two new watersheds.
Coordinate four workshops to provide conservation education and program information.	In Progress	In Progress	In Progress	Complete	30 attended a native plants workshop. A biochar workshop and demonstration were attended by 40. Unfortunately, both the pollinator and wildlife workshops had to be cancelled due to the pandemic.
Develop video content for website and social media.	In Progress	In Progress	In Progress	No Progress	Evaluating options to hold virtual workshops online next fiscal year.
Partner with other SWCDs to fund, develop and staff a booth at the Far West Show. Table at two partner events.	In Progress	In Progress	Not planned	Complete	While we were able to participate in the Far West show, the other partner events were cancelled due to the pandemic.
Use equity lens to evaluate outreach methods and materials to identify needed changes.	Not Planned	Not Planned	No Progress	No progress	This work was postponed to allow for organization-wide equity planning.
<b>Water Quality Monitoring</b>					
Collect monthly samples in upper Beaver and Johnson Creeks. This will include on-site measurement of pH, conductivity, and turbidity as well as laboratory analysis for fecal bacteria, total suspended solids, total phosphorous, and nitrate.	In Progress	In Progress	In Progress	Complete	Samples were not collected in March, April, May, June or July because the laboratory reduced service due to the pandemic.
Install continuous temperature loggers in multiple locations in Beaver, Johnson, Big, and Smith creeks each April. Remove temperature loggers in the fall.	In Progress	Not Planned	Not Planned	Complete	
Analyze and report on water quality data in collaboration with other partners' monitoring efforts.	In Progress	In Progress	In Progress	Complete	After much difficulty, our data was finally downloaded into the National Water Quality Portal.
<b>Weeds</b>					
<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	In Progress	In Progress	Complete	
<i>Control priority weeds</i>					
Control all known riparian knotweed infestations every two years (85 properties total, 42 for FY19-20)	In progress	Complete	Complete	Complete	
Survey and control all non-riparian knotweed locations every two years (91 properties total, 45 for FY19-20).	In progress	Complete	Complete	Complete	
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	In Progress	Not Planned	Complete	Surveyed 54 acres; ~700 sq ft found and treated.



Survey for new false brome populations along plausible vectors.	Complete	Complete	Complete	Complete	Surveyed 8 acres; none found
Control 20% of known infested acreage (~200 acres) of spurge laurel where access has been granted by the landowner.	No Progress	No Progress	In Progress	Complete	A small amount of spurge laurel was found and treated across an area of 2.5 acres.
Control at least ~550 acres of English ivy and old man's beard in current projects areas (~2800 total acres).	No Progress	In Progress	In Progress	Complete	3.3 acres of ivy controlled across 47 acres.
Monitor half (~1400 acres) of the current project acreage (~2800 total acres) of English ivy and old man's beard.	No Progress	In Progress	In Progress	Complete	
Annually control all known infestations (241 properties) of garlic mustard outside the containment zone a minimum of 2 times.	Not Planned	Not Planned	In Progress	Complete	220 acres surveyed; 2.1 acres treated
Survey plausible vectors and outlying areas for spread of garlic mustard.	Not Planned	Not Planned	Not Planned	No Progress	Not possible this year due to lack of access to sites.
<b>Eagle Creek Fire response</b>					
Monitor post fire recovery and identify areas of weed pressure in collaboration with USFS, OR State Parks and other organizations.	In Progress	In Progress	In Progress	Complete	Monitored 344.25 acres
In collaboration with partners, undertake weed control in priority areas.	In Progress	In Progress	In Progress	Complete	
<b>Regional coordination</b>					
Provide technical assistance with weed identification and control methods.	In Progress	In Progress	In Progress	Complete	
Participate in both the 4-county and Columbia Gorge Cooperative Weed Management Areas.	In Progress	In Progress	In Progress	Complete	
<b>Monitoring and evaluation</b>					
Maintain special location information in GIS, including abundance information for the target species.	In Progress	In Progress	In Progress	Complete	
Evaluate the feasibility of reducing the garlic mustard containment area and identify priority areas to target.	Not Planned	Not Planned	Not Planned	No progress	Not possible this year due to lack of access to sites and a reduction in staff hours during the pandemic.
Undertake an analysis to determine the current coverage for false brome, English ivy, Old man's beard and spurge laurel.	No Progress	In Progress	No Progress	No Progress	Not possible this year due to lack of access to sites and a reduction in staff hours during the pandemic.



## Appendix 6: Headwaters Program Summary

Completed or progressing as planned, targets met or largely met	35/44	80%
Not completed as planned, but substantive progress made and success likely	4/44	10%
Not completed or progressing as planned, little substantive progress made	4/44	10%

HEADWATERS					
<p><b>Strategic Goals:</b></p> <p>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.</p> <p><b>Program Goals:</b></p> <p>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.</p>					
Annual Activities and Deliverables	Timeframe				COMMENTS
	Q1	Q2	Q3	Q4	
<b>Natural Resources Management</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, compaction alleviation, among others.	In Progress	In Progress	In Progress	Complete	The farmland has all been managed organically; cover crop was established in all non-active overwintered fields; HIP farmers are implementing nutrient management, IPM, utilizing proper irrigation practices, and often employing reduced tillage practices.
<b>Soil Health Improvements</b>					
Cover crop or silage tarp (for weed suppression) all farmable areas of Headwaters Farm while not in production - approximately 34 acres possible.	In Progress	In Progress	In Progress	Complete	All fallowed fields were cover cropped over the summer and as well as areas not in winter production. Summer covers of Sudan grass and clover were established in areas not leased by farmers.
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	Complete	Complete	Complete	Soil samples were taken in early October.
Manage invasive weeds.	In Progress	In Progress	In Progress	Complete	A combination of cover crops, silage tarps, and incentives for farmers helped manage invasive weeds over the summer. Staff began trialing an organic herbicide this spring on nutsedge and thistle.



Apply compost on fallowed fields.	In Progress	In Progress	In Progress	Complete	Several applications of compost were placed in fallowed farm fields.
<b>Erosion and Stormwater Management</b>					
Incorporate legacy nursery stock piles into the fields and begin to remediate them with cover crops.	Complete	Complete	Complete	Complete	All three legacy nursery piles were spread into fallowed fields and then cover cropped.
<b>Irrigation efficiency</b>					
Work with incubator farmers to encourage appropriate irrigation amounts and methods, and work toward developing Irrigation Water Management Plans.	In Progress	In Progress	In Progress	Complete	HIP farmers tracked their irrigation use during the summer and will be supported in the creation of Irrigation Water Management strategies.
<b>Natural Habitat</b>					
Establish a minimum additional 4,000ft <sup>2</sup> of pollinator habitat along the main driveway near Orient Drive (could be as much as 5,600ft <sup>2</sup> if neighboring properties agree to allow EMSWCD to manage with native plants).	Not Planned	Not Planned	No Progress	No Progress	This project has been delayed while relationships are established with new neighbors in hopes of implementing a more thorough naturescaping and stormwater management plan.
Remove blackberries from the frontage along Orient Drive	In Progress	In Progress	In Progress	Complete	Blackberries were cut down and then treated with herbicide. A second round of management was conducted in the spring.
Maintain existing pollinator habitat, hedgerows, and beetle bank.	In Progress	In Progress	In Progress	Complete	All habitats were weeded and managed through summer and into winter.
<b>Headwaters Incubator Program (HIP)</b>					
Complete Headwaters 5-year plan	Not Planned	No Progress	No Progress	No Progress	This has been put on hold to align with other strategic planning efforts and the new ED hire.
Complete the Headwaters Farm Food Safety Plan	In Progress	In Progress	In Progress	In Progress	The Food Safety Plan has a rough draft and will receive more attention soon.
Create a Guide to Good Farming that outlines best practices for starting a farm business.	Not Planned	No Progress	No Progress	In Progress	Progress was made on this document but was delayed due to COVID-19 management requirements.
Partner with Portland Farmers Market to offer a pilot rotating stall dedicated to Headwaters Farm.	In Progress	In Progress	In Progress	Complete	The partnership between EMSWCD and Portland Farmers Market has been occurring since November with five incubator farms participating. Several of these growers were able to leverage the opportunity and gain independent access to quality farmers markets.
<b>HIP Farmer recruitment and retention</b>					
Obtain at least 10 HIP applicants for the 2019 growing season.	Not Planned	No Progress	No Progress	No Progress	Only six applications were received. They were all of quality and offered space in HIP.
Two-to-five new farms recruited in FY19-20.	Not Planned	Complete	Complete	Complete	Six new farm businesses started in HIP in FY19-20.



Host at least 12 incubator farmers.	In Progress	Complete	Complete	Complete	HIP was host 15 farm businesses in FY19-20.
<b>HIP Farmer Support and Training</b>					
Tractor safety and operation training.	Not Planned	Not Planned	In Progress	Complete	This training occurred in April and was offered virtually because of COVID-19 safety precautions.
Record keeping cohort, participation in farm business record keeping training.	In Progress	In Progress	In Progress	Complete	The current record keeping cohort concluded in December. A new cohort was scheduled to begin but has since been delayed due to COVID-19.
BCS farmer operation trainings.	Not Planned	Not Planned	In Progress	Complete	All interested farmers are trained on the BCS.
New farmer orientation.	Not Planned	Not Planned	Complete	Complete	This was offered in February.
Nutrient management training.	Not Planned	Not Planned	Complete	Complete	This training was conducted both as a group workshop and on a one-on-one basis to various incubator farms that needed support putting together a nutrient management plan.
Irrigation management training.	Not Planned	Not Planned	Not Planned	No Progress	This training was canceled due to COVID-19 related safety concerns and time restraints.
Offer training on vending at a farmers market.	Not Planned	Complete	Complete	Complete	The Market Manager at the PSU Famers Market provided one-on-one vending support to participating HIP farmers.
<b>HIP Graduate Support</b>					
Work with graduating farmers to identify best landing options for their farm businesses.	In Progress	In Progress	Complete	Complete	All six of the graduating HIP farmers secured landing spots for the 2020 growing season, with several finding permanent farms.
Maintain ongoing relationship with HIP graduates and connect them to various support services.	In Progress	In Progress	In Progress	Complete	HIP graduates have been invited to trainings, are informed of workshops, and have been included in conversations about COVID-19 safety and marketing responses. Several have participated in the March fertilizer bulk purchase.
Conduct survey of HIP graduates.	Not Planned	In Progress	Complete	Complete	This survey was conducted in January.
<b>Outreach and Education</b>					
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	In Progress	In Progress	Complete	Numerous posts were put on Facebook and other social media platforms. There are blogs ready for distribution.
Release two videos outlining the “why” and “how” HIP creates opportunities for new farmers.	Complete	Complete	Complete	Complete	The two videos were completed and shared on various social media platforms. They are proving to be key outreach resources.



Partner with the Oregon Department of Agriculture to conduct a Food Safety Modernization Act Readiness Review of Headwaters Farm that is open to the farming public and other public agencies.	In Progress	Complete	Complete	Complete	The Readiness Review occurred on November 13 <sup>th</sup> . ODA made a video to highlight the process. The event was attended by 17 HIP farmers and their employees, two HIP staff, several grads, and one Board Member.
Lead tours at Headwaters Farm for prospective farmers, program partners, and the general public.	In Progress	In Progress	In Progress	Complete	Tours were provided prior to the pandemic, including to Metro Counselors Bob Stacy and Sam Chase.
Tabling, presentations, events, and other outreach opportunities as they arise.	In Progress	In Progress	In Progress	Complete	HIP was presented to about 30 participants at the Clark County Food Systems Council meeting, which was filmed by a local television network.
Work with OSU Extension on pollinator research if grant funds become available.	Not Planned	Not Planned	Not Planned	Not Planned	OSU Extension did not secure funding for the project.
Explore partnerships to pursue programming and/or services that utilizes Headwaters Farm resources to create farming opportunities for underserved groups.	In Progress	In Progress	In Progress	In Progress	HIP is working with Outgrowing Hunger to provide additional services to non-English speaking farmers who are joining HIP in 2020.
<b>Facilities, Infrastructure and Equipment</b>					
Construction of an equipment shed and build-out shop for staff operations.	In Progress	In Progress	Complete	Complete	The structure was finished in early January and the build-out of the shop in June.
Install PV solar system on the barn and equipment shed to offset the Farm's electrical use and reduce the carbon footprint of farm operations.	Not Planned	Not Planned	In Progress	Complete	Solar panel installation was concluded on the barn and equipment shed. It was putting electricity into the grid beginning in April.
Install a frontage sign and address marker at the main driveway along Orient Drive.	Not Planned	In Progress	In Progress	In Progress	The entrance sign has been pushed off until next fiscal due to budgetary and staff limitations. The address marker was printed and installed.
Design, print, and mount protocol signs at the wash stations, propagation houses, and curing shed.	In Progress	In Progress	Complete	Complete	Signs have been installed in various facilities to offer guidance and detail usage policy.
Source an electric utility vehicle for Headwaters staff.	In Progress	Complete	Complete	Complete	The electric Gator is at Headwaters Farm and is being used daily for a wide range of tasks.
Source a compost spreader for HIP farmers and staff to apply organic matter to fields.	Not Planned	In Progress	Complete	Complete	A compost spreader has been purchased and used to add organic matter to fallowed fields.
Build out the hardening-off table area.	In Progress	In Progress	In Progress	Complete	The site has been prepared. Additional tables will be constructed as need dictates.
Trench and install pipe to drain standing water on the west end of Hoophouse #4.	Complete	Complete	Complete	Complete	This project was completed in September and has resolved the pooling issue.
Ongoing maintenance of farm vehicles and equipment.	In Progress	In Progress	In Progress	Complete	Maintenance was conducted as needed.
Conduct facilities, road and path safety inspections and address issues that arise.	In Progress	In Progress	In Progress	Complete	Regular facility and roadway inspections were made and documented.



## Appendix 7: Land Legacy Program Summary

Completed or progressing as planned, targets met or largely met	24/32	75%
Not completed as planned, but substantive progress made and success likely	0/32	0%
Not completed or progressing as planned, little substantive progress made	8/32	25%

LAND LEGACY					
<b>Strategic Goals:</b>					
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.					
<b>Program Goals:</b>					
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				COMMENTS
	Q1	Q2	Q3	Q4	
<b>LLP Program</b>					
Effective records management needs for all property interests.	In Progress	In Progress	In Progress	Completed	Continuing to stay on top of this
Potentially refine approach to transaction review and approval.	No Progress	No Progress	No Progress	No Progress	Not urgent, no capacity. On hold to be revisited if and when capacity allows.
Apply equity lens to LLP activities	In Progress	In Progress	In Progress	Completed	Advanced consideration to add programmatic objective, identified and developed specific access opportunity, participated in numerous learning opportunities.
<b>Working Farmland Protection</b>					
Apply agricultural property prioritization to the whole agricultural area, including the non-focal area agricultural properties east of the Sandy River.	Not Planned	Not Planned	No Progress	No Progress	No capacity to pursue
Refine agricultural property prioritization with detailed water rights information, as time allows.	Not Planned	Not Planned	No Progress	No Progress	No capacity to pursue
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	In Progress	In Progress	Completed	Farm Succession Planning workshop, news articles and program newsletter were some of the most substantive outreach activities.



Pursue and close on disposition of Gordon Creek Farm property.	In Progress	In Progress	In Progress	No Progress	Prospective buyer unable to complete purchase, have since re-evaluated our approach to use
Close on easement acquisition for Gordon Creek farm property.	Not Planned	In Progress	In Progress	No Progress	See above
Decision on exercise, deferral or extension of two conservation easement options.	In Progress	In Progress	In Progress	Completed	LLC approved exercise of 1 option, other option extended
Opportunities rapidly and creatively responded to; four or more ag properties will be brought before the EMSWCD board to consider for protection.	In Progress	In Progress	In Progress	Completed	More than 4 farmland opportunities were brought forward for consideration.
Close on or substantively advance at least one other farmland transaction.	In Progress	In Progress	In Progress	Completed	Foltz easement transaction closed.
Continue to advance and enhance organizational partnerships that assist in EMSWCD's agricultural land protection and stewardship work.	In Progress	In Progress	In Progress	Completed	Highlights include collaboration with Oregon Agricultural Trust and new Working Farmland Cohort
Work to identify a path forward for farmland access for historically disadvantaged groups.	In Progress	In Progress	In Progress	Completed	Advanced consideration to add programmatic objective, identified and developed specific access opportunity, participated in numerous learning opportunities.
Inform and participate in efforts that could help support EMSWCD agricultural land protection efforts, including the Metro Open Space Bond, the Oregon Ag Heritage Program and the new Oregon Agricultural Trust.	In Progress	In Progress	In Progress	Completed	Secured Metro support for investing resources in working farmland efforts, developed partnership with Oregon Agricultural Trust
Farm succession resources offered, including workshop and website resources, if time permits.	In Progress	In Progress	Completed	Completed	Successful Farm Succession Planning workshop (with increased attendance) included new collaboration with Clackamas SWCD, succession planning website resources updated
<b>Agricultural Land Stewardship</b>					
Fee management guidelines adopted and implemented for current EMSWCD holdings.	Not Planned	No Progress	No Progress	No Progress	Not completed. No capacity to pursue.
Working farmland easement interests monitored and managed.	In Progress	In Progress	In Progress	Completed	
Agricultural management plans monitored and managed.	In Progress	In Progress	In Progress	Completed	
Lease interests monitored and managed.	In Progress	In Progress	In Progress	Completed	Subleases, new leases, lease amendments for EMSWCD holdings involved a substantial amount of time
Complete septic system replacement at Mainstem Farm.	In Progress	Complete	Completed	Completed	
<b>Natural Resource Lands Protection</b>					



Support partner protection efforts financially with partner entity in the lead, as opportunities arise.	In Progress	In Progress	In Progress	Completed	Explored several new opportunities, but partners did not advance
Continue to advance and enhance organizational partnerships that assist in EMSWCD's natural resources land protection work.	In Progress	In Progress	In Progress	Completed	Served on Land Trust Alliance Rally host committee.
Assist in development and implementation of Metro Open Space Bond, and work to identify most appropriate role for EMSWCD post-bond if approved by voters.	In Progress	In Progress	In Progress	Completed	Metro did not create any opportunities for interface given staffing limitations
<b>Natural Area Stewardship / DPNA</b>					
Undertake weed control and plant maintenance, in-fill planting where required, in the DPNA.	In Progress	In Progress	In Progress	Completed	
Conduct regular wildlife surveys in DPNA, install and analyze wildlife camera footage.	In Progress	In Progress	In Progress	Completed	
Design and install signage denoting DPNA.	Not Planned	No Progress	No Progress	No Progress	Delayed until FY20-21
Plan and conduct open house/tour of DPNA for neighbors of DPNA and Headwaters Farm.	Not Planned	In Progress	In Progress	No Progress	Planned for May, indefinitely delayed due to COVID-19 restrictions
Weed control and plant maintenance, in-fill planting at Oxbow where required.	In Progress	In Progress	In Progress	Completed	
Maintain Oxbow pollinator hedgerows as needed, in-fill planting where required.	In Progress	In Progress	In Progress	Completed	Hedgerows on Oxbow farm will be moved from the current position adjacent to Oxbow Drive. Maintenance planting and weed control work also took place at Mainstem and Gordon Creek properties in the recently planted out portions of the natural areas on both properties.
<b>Access to Nature</b>					
Support partner protection efforts financially with partner entity in the lead, especially those targeted to park deficient and/or under-served communities.	In Progress	In Progress	In Progress	Completed	Explored several new opportunities, but partners did not advance
Continue to advance and enhance organizational partnerships that assist in EMSWCD's land protection work.	In Progress	In Progress	In Progress	Completed	Served on Land Trust Alliance Rally host committee.
Assist in development and implementation of Metro Open Space Bond, and work to identify most appropriate role for EMSWCD post-bond if the bond is approved by voters.	In Progress	In Progress	In Progress	Completed	Metro did not create any opportunities for interface given staffing limitations



## Appendix 8: Grants Program Summary

Completed or progressing as planned, targets largely met	22/26	84%
Not completed as planned, but substantive progress made and success likely	2/26	8%
Not completed or progressing as planned, little substantive progress made	2/26	8%

GRANTS					
<p align="center"><b>Strategic Goals:</b></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"><b>Program Goals:</b></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				COMMENTS
	Q1	Q2	Q3	Q4	
<b>Outreach, Engagement and Evaluation</b>					
Conduct survey of past grantees and applicants to gain information on DEI outcomes and opinions on future program direction.	No Progress	No Progress	Not Planned	No Progress	Holding off on this grant survey until we are farther along in DEI organization plan.
Gather key baseline and demographic information through organization-wide DEI efforts that will inform the Grant Program.	In Progress	In Progress	In Progress	In Progress	Staff identified and consolidated demographic data that will be useful for EMSWCD's work. Information has been prioritized by program area and data sources identified. COVID postponed internal hiring leading to delayed progress.
Evaluate equity outcomes in prior 2-3 years of PIC and SPACE grants based on reported metrics and final reports.	In Progress	In Progress	Not Planned	No Progress	Postponed, partially due to COVID, ED hiring committee responsibilities, and plans to conduct more comprehensive evaluation in 20/21.
<b>PIC Grants</b>					
<i>PIC Grant administration</i>					



Update PIC grant application and supporting materials, receive applications.	Not Planned	Complete	Complete	Complete	Successful update of all application materials and guidelines, received 25 PIC applications in Dec. of 2 <sup>nd</sup> quarter.
Conduct due diligence, prepare for and host Review Committee meeting, make recommendations to the Board for PIC grant awards.	Not Planned	Not Planned	Complete	Complete	Complete at end of 3 <sup>rd</sup> quarter. Recommendations presented to board and approved at beginning of 4 <sup>th</sup> quarter.
Contract with grantees for 2020 PIC awards	Complete	Complete	Complete	Complete	2020 PIC grants completed in 1 <sup>st</sup> quarter.
<b>Compliment other EMSWCD Program Efforts</b>					
Fund at least three restoration or monitoring projects.	Not Planned	Not Planned	Complete	Complete	Funded three restoration projects in 2020 PIC awards. These included a 5-acre restoration at Leach Botanical Gardens, a study to incorporate Traditional Ecological Knowledge into restoration at the Sandy River Delta, and continued enhancements and maintenance of 10 acres at Nadaka Nature Park. All projects entail significant educational components and community involvement.
Fund at least three projects that address stormwater runoff, water quality/ conservation, and/or soil erosion.	Not Planned	Not Planned	Complete	Complete	Three projects were funded that directly address stormwater runoff. Depave will remove pavement and regreen 6300 sq. ft. at public school sites. Astor School will replace 11,000 sq. ft. of pavement with trees and native plants. The City Repair Project will transform turf to native plant habitat and pollinator gardens.
Fund at least one project that promotes sustainable agriculture.	Not Planned	Not Planned	Complete	Complete	One project was funded to support sustainable agriculture. Ecotrust's Food Systems Leadership Fellowship will facilitate a train the trainer program designed to build the capacity of local food systems leaders of color to develop and implement regenerative agriculture projects.
<b>Environmental Literacy</b>					
Fund at least three mission-specific environmental and/or garden education projects for youth.	Not Planned	Not Planned	Complete	Complete	Three projects were funded focused on EE for youth. Growing Gardens program teaches ecology and conservation through its garden education program. Camp ELSO focuses on youth of color in its summer Wayfinders Camp, including field trips to local parks and nature areas, and project-based learning in local gardens. Lower Columbia Estuary Partnership will teach kids about the Willamette River watershed through canoe trips on the river.
Fund at least five projects that contain an educational component: hands-on involvement of students or	Not Planned	Not Planned	Complete	Complete	Six projects were funded that included significant education components, including all restoration projects. POIC works



volunteers; work skills training (restoration, gardening, sustainable agriculture); and/or demonstration/interpretive element.					with at risk high school age students to received EE and hands-on training in restoration. Nadaka Nature Park and Leach Botanical Gardens will train and host volunteers and interns to work on restoration. Friends of Trees, Beyond Black, and Voz – will all implement training in gardening, tree planting and/or restoration for under-employed POC.
<b>Sustainable School and Community Gardens</b>					
Re-convene PIC grantees and other key stakeholders involved in school and community gardens to check in on respective roles, current issues, and areas to consider for PIC 2020.	Not Planned	Complete	Complete	Complete	Meeting of urban agriculture and garden grantees was held in the 2 <sup>nd</sup> quarter. Ten in attendance plus staff. Reporting from each group and discussion to identify strategic issues and opportunities for collaboration.
Fund the development of at least two new community or school garden spaces.	Not Planned	Not Planned	Complete	Complete	Two projects were funded that will include new food gardening spaces for students and community members. The Astor School depave project will add new food garden beds along with naturescaping. A partnership between The City Repair Project and Sabin CDC will build food gardens alongside native landscaping on affordable housing unit sites. (No new applications for community gardens -PP&R community garden program fully funded in 2020 acquisition budget, precluding need for supplemental funding.)
Fund the upgrade and/or maintenance of at least three community or school gardens.	Not Planned	Not Planned	Complete	Complete	Two projects were funded – one that support the use and maintenance of numerous school and home gardens, another that provides a novel garden opportunity for low-income residents. Growing Gardens will expand into preschool and high school gardens. Beyond Black’s programs will engage youth to build mobile garden boxes for apartment dwellers in East County.
<b>Urban Tree Canopy</b>					
Participate in meetings of Urban Forestry partnership and assist in planning for PIC or other grant application.	In Progress	Complete	Complete	Complete	Consulted and met with members of the partnership to discuss strategies and projects for PIC applications. Resulted in two applications submitted 2 <sup>nd</sup> quarter.
Fund at least two projects that increase the urban tree canopy in underserved areas of the District.	Not Planned	Not Planned	Complete	Complete	Two urban forestry projects were funded. The City of Gresham will undertake extensive planning and develop tools to build capacity for increasing tree canopy in East County. The Tri-Met Transportation District of Oregon will engage community members in increasing the urban tree



					canopy near TriMet light rail stations in disadvantaged areas of the District.
<b>Equitable conservation outcomes and benefits</b>					
Support, through grants and/or facilitation, at least two partnerships that cross traditional sector lines and help to build alliances between conservation groups and culturally specific community organizations.	Not Planned	Not Planned	Complete	Complete	Three projects were funded that support partnerships between White-led and culturally specific organizations. Beyond Black will work closely with Outgrowing Hunger to build its organizational capacity and foster connection between OGH and the Black community in East County. Confluence's project engages the Indigenous community to incorporate traditional ecological knowledge into resource management. Friends of Trees partners with five culturally specific groups to bring urban forestry job training to these communities.
Fund projects of at least two culturally specific organizations to help build organizational and technical capacity for conservation work.	Not Planned	Not planned	Complete	Complete	Three culturally specific groups were funded - Beyond Black, Camp ELSO and Voz Worker's Rights Education Project. Beyond Black will be mentored by OGH; Camp ELSO will receive support for organizational development; and Voz will be working closely with EMSWCD Urban Lands staff to develop its programming.
Participate in the Equity Grant Makers group, EMSWCD's Equity Team, and training opportunities to address barriers to greater equity in grantmaking and conservation funding.	In Progress	In Progress	In Progress	In Progress	Continued participation in the internal and external DEI efforts to support the organization and the grants program. 4 <sup>th</sup> quarter external activities were reduced due to COVID.
<b>SPACE Grants</b>					
Manage the transition to new fiscal year and new deadline of SPACE in ZoomGrants online platform.	Complete	Complete	Complete	Complete	Completed in the 1 <sup>st</sup> quarter.
Fund projects that address restoration of urban habitat, stormwater management, water quality, and other on-the-ground conservation needs.	In Progress	In Progress	In Progress	Complete	Four projects were funded in this category, including the Lloyd EcoDistrict to remove invasive trees at the Veterans Memorial Peace Park and begin native planting, as part of a larger scale upgrade of the Park.
Fund projects that upgrade and/or maintain community and school gardens.	In Progress	In Progress	In Progress	Complete	Six projects were funded that enhanced school gardens and landscapes. The Sauvie Island Center established a teaching garden at its new location, Topaz Farm. The garden will feature culturally varied plantings and provide better support for diverse students.
Fund projects that contain an educational component: hands-on involvement of students or volunteers; work skills	In Progress	In Progress	In Progress	Complete	Six projects were funded that involved education, including an education and invasive weed prevention campaign that



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training (restoration, gardening, sustainable agriculture); and/or demonstration/interpretive elements.					focuses on mountain bike (MTB) trail users in the Columbia Gorge and Portland Metro.
Fund educational community events focused on conservation and/or agricultural issues that reach significant numbers of EMSWCD residents.	In Progress	In Progress	In Progress	Complete	Three projects were funded in this category: Oregon State University for its conference on Agricultural Biodiversity on Western Farms and the Portland Area CSA Coalition for their annual CSA Share Fair to introduce the public to local CSA opportunities.
<b>SPA Grants</b>					
Attend SPA meetings and maintain familiarity with the contracts and projects.	In Progress	In Progress	In Progress	Complete	Ongoing communication with SPA partners and consultation with staff leads.
Administer individual agreements: reimbursements, reporting and electronic files.	In Progress	In Progress	In Progress	Complete	SPA project administration included assistance with closing of 19/20 grants and development of 20/21 Funding Agreements.



## Appendix 9: Finance & Operations Summary

Completed or progressing as planned, targets met or largely met	37/46	80.4%
Not completed as planned, but substantive progress made and success likely	2/46	4.3%
Not completed or progressing as planned	7/46	15.2%

FINANCE & OPERATIONS					
<b>Program Goals:</b>					
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				COMMENTS
	Q1	Q2	Q3	Q4	
<b>Budget and Finance</b>					
Complete FY18-19 budget audit.	In Progress	Complete	Complete	Complete	The audit is complete. No findings of interest. The report was presented to the Board at the December 2019 Annual meeting and approved.
Track FY19-20 budget and produce budget to actual reports.	In Progress	In Progress	In Progress	Complete	Completed for FY18-19. No issues to report.
Develop FY20-21 budget.	Not Planned	Not Planned	In Progress	Complete	Completed as planned.
Review Fiscal Policies and recommend changes as needed.	In Progress	In Progress	Not Planned	No Progress	Was in progress, but postponed due to competing priorities with COVID-19 response. Reinitiated progress in FY19-20.
Review Contracting Policies and recommend changes as needed.	In Progress	In Progress	No Progress	No Progress	Planned but no progress made due to emerging COVID-19 response and staff bandwidth. Will initiate in FY19-20.
Review and monitor EMSWCD contractual agreements.	In Progress	In Progress	In Progress	Complete	Completed for FY. Ongoing as expected with no issues to report.
Review and update Public Records and Retention Schedule Policies as needed.	In Progress	Complete	Complete	Complete	Completed in 2 <sup>nd</sup> quarter for FY.
<b>Board and Committee Management</b>					



Schedule, notice, prepare logistics, distribute materials for, and host 12 Board of Directors meetings.	In Progress	In Progress	In Progress	Complete	5 Board of Director meetings/special meetings held in 4th quarter.
Take and prepare minutes and maintain all records for 12 Board of Directors meetings.	In Progress	In Progress	In Progress	Complete	5 Board of Director meetings/special meetings held in 4th quarter.
Schedule, notice, prepare logistics, distribute materials for, and help organize approximately 16 committee meetings.	In Progress	In Progress	In Progress	Complete	3 Budget Committee meetings and 1 Land Legacy meeting, 1 AdHoc Committee meeting, and 3 Personnel Committee meetings held in 4 <sup>th</sup> quarter.
Take and prepare minutes, and maintain all records for, approximately 16 committee meetings.	In Progress	In Progress	In Progress	Complete	3 Budget Committee meetings and 1 Land Legacy meeting, 1 AdHoc Committee meeting, and 3 Personnel Committee meetings held in 4 <sup>th</sup> quarter.
<b>Human Resources</b>					
Review health and other insurance benefits to determine if changes or enhancements are needed for upcoming fiscal year.	Not Planned	Not Planned	In Progress	Complete	Open enrollment took place in the 4 <sup>th</sup> quarter.
Review and update Employee Handbook/Personnel Policies.	In Progress	In Progress	In Progress	Complete	Completed for FY. Ongoing.
Compile and provide an overview of EMSWCD's HR policies and benefits in comparison to other agencies.	Not Planned	Not Planned	In Progress	Complete	Completed for FY. Ongoing.
Research personnel-related issues re: BOLI information/changes that might affect EMSWCD.	In Progress	In Progress	In Progress	Complete	Completed for FY. Ongoing.
Research HR wellness and commute incentives.	In Progress	In Progress	In Progress	Complete	This is a continuous process that may or may not produce new incentives to add to current benefit package. There have been a few discussions and ideas, but nothing presented yet for FY.
Maintain confidential personnel files.	In Progress	In Progress	In Progress	Complete	Progressing, and ongoing. We have had to maintain some records electronically do to COVID. Completed for FY.
<b>Facilities, Fleet and Equipment</b>					
<b>Facilities</b>					
Staff kitchen re-design and remodel at Williams Ave. Headquarters.	Not Planned	In progress	No Progress	No Progress	No progress made. Postponed due to COVID-19.
General maintenance of building and facilities at Williams Ave. Headquarters.	In Progress	In progress	In Progress	Complete	Due to COVID-19 restrictions, maintenance of the building, grounds, and composting toilet has been implemented on a bi-weekly basis. Completed for FY.
Complete front step and landing replacement at Williams Ave. Headquarters.	No Progress made. Postponed due to COVID-19.				



Caulk, repair, and paint Williams Ave. Headquarters.	In Progress	Complete	Complete	Complete	Completed in 2 <sup>nd</sup> quarter.
General maintenance of buildings, equipment and facilities at Headwaters Farm.	In Progress	In Progress	In Progress	Complete	Assisted in implementing new COVID-19 safety guidelines at Headwaters Farm.
Assist in other capital projects and planning as needed at Headwaters Farm.	In Progress	In Progress	In Progress	Complete	No issues to report.
<b>Fleet and Equipment</b>					
Assist in installation of EV charging stations and leasing of two new electric vehicles.	Complete	Complete	Complete	Complete	Completed in 2 <sup>nd</sup> quarter.
General maintenance of two remaining state vehicles and two additional leased EVs.	In Progress	In Progress	In Progress	Complete	Completed bi-weekly maintenance of the vehicles at Williams office.
<b>Information Technology</b>					
IT support to ensure properly functioning equipment and timely troubleshooting of technology problems.	In Progress	In Progress	In Progress	Complete	Completed for the FY. Staff assisted with technical issues, software licenses and hardware support, and with IT contractor to address significant issues and conduct maintenance. Created documentation for working remotely and began assisting staff with remote access so they would be able to work from home. Processed old computer stations and laptops to prepare for donation, and consolidated and organized peripheral hardware.
Upgrade conference room technologies for presentations, webinars, conferences, board meetings, and gatherings.	Not Planned	No Progress	In Progress	No Progress	Was in progress but continued delays due to COVID-19 and resulting offsite work prevented further efforts. F&O staff assisted staff with remote meeting platforms and software for meetings (including board and committee meetings), conferences and other gatherings. However, conference room itself was not upgraded as the building is closed.
Investigate wireless technologies to increase network bandwidth, stability and speed.	Not Planned	In Progress	In Progress	In Progress	In progress, some delays due to COVID-19 and resulting offsite work. Investigated some recurring issues related to office VPN/remote connections and solutions.
Purchase and set-up scheduled replacement computers for staff as needed.	In Progress	In Progress	In Progress	Complete	Completed for the FY. Assisted staff with new devices in the 4 <sup>th</sup> quarter, and throughout the year in general.
Investigate subscription-based solutions for the office software, and if deemed cost effective, purchase and implement, including but not limited to cloud-based storage.	Not Planned	No Progress	No Progress	In Progress	In progress, began researching office software replacements in the 4 <sup>th</sup> quarter.



<b>Marketing and Media</b>					
Review, revise, and propose updated formal and grassroots Marketing Plan.	Not Planned	No Progress	No Progress	No Progress	No progress this quarter or year due to time limitations and competing priorities during and after the transition to working from home.
Evaluate use of billboards, public transportation, radio, local community newspapers and newsletters.	In Progress	In Progress	In Progress	Completed	In progress, proceeding as planned. Alex reviewed offers for newspaper and journal advertisements from local media in the 4 <sup>th</sup> quarter and throughout the year.
Develop, revise, maintain and add content to the website.	In Progress	In Progress	In Progress	Completed	Completed for the FY. In the 4 <sup>th</sup> quarter updated Native Plants, Workshops and Events, About, Land Legacy, Grants sections of websites in keeping with events, updates and new content or program changes. Assisted staff with web content, logistics and technical functions. Edited and posted several new posts.
Develop and integrate social media to drive traffic to website, encourage event participation and promote conservation practices.	In Progress	In Progress	In Progress	Completed	Completed for the FY. Assisted with getting information and updates out to public regarding COVID crisis and resulting programmatic changes, helped promote new remote program offerings. Prior to transition, promoted programs and services as per normal.
Coordinate and conduct press outreach.	In Progress	In Progress	In Progress	Completed	Completed for the FY. Assisted primarily in the 4 <sup>th</sup> quarter with editing and sending press releases and notices for board, budget and other committee meetings.
Identify and implement advertising opportunities.	In Progress	In Progress	In Progress	Completed	Completed for the FY. No advertising was implemented in the 4 <sup>th</sup> quarter or in the year due to program decisions and unexpected changes due to COVID-19.
Develop and produce program displays and other outreach material.	In Progress	In Progress	In Progress	Completed	Completed for the FY. In the 4 <sup>th</sup> quarter updated materials, created signage, assisted staff with editing and printing of other materials.
Coordinate translations of various materials as requested and needed.	In Progress	In Progress	In Progress	Completed	Completed for the FY. Assisted staff with checking and refining Russian translations of materials of the new activity book, helped translate and create pages and content in multiple languages for activity book.
Evaluate new website hosting platforms and/or content management systems and user interface for main site.	Not Planned	No Progress	No Progress	No Progress	No significant progress in the 4 <sup>th</sup> quarter due to activity helping staff with working from home. Some continued discussion and assistance with neighboring SWCDs.
<b>Office Administration</b>					
General office support and public reception.	In Progress	In Progress	In Progress	Complete	Completed for FY. Ongoing and no issues to report.



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Current records management in accordance with Oregon public records law.	In Progress	In Progress	In Progress	Complete	Completed for FY. Ongoing and no issues to report.
Research and/or develop needed policies and procedures.	In Progress	In Progress	In Progress	Complete	Completed for FY. Ongoing. There have been some changes to protocols and procedures due to COVID.
Establish and maintain public access to Board and Committee information.	In Progress	In Progress	In Progress	Complete	Completed for FY. Ongoing and no issues to report.
Improve internal management of and access to Board and Committee information.	Not Planned	In Progress	In Progress	Complete	Completed for FY. Ongoing and no issues to report.
Setup CPR Recertification Training for all staff	In Progress	Complete	Complete	Complete	Completed in 2 <sup>nd</sup> quarter.
Coordinate meeting dates/times and materials for meetings and other activities of the organization.	In Progress	In Progress	In Progress	Complete	Completed for FY. No issues to report. All meetings were switched to virtual meetings due to COVID.



## Appendix 10: 2020 PIC Grants

**TOTAL: \$622,362**

### Astor School

#### **Astor Playground Depave and Planting \$25,000**

The project removes nearly 10,000 square feet of asphalt from the playground area of Astor Elementary School and replaces it with trees, native plants, a food garden, and specialized landscaping that supports stormwater management.

### Beyond Black

#### **Beyond Black Gardens & Farmers Market \$15,000**

This project involves the Play, Grow, Learn program and will engage Summer Works youth interns to build mobile raised beds for youth and families to grow food Farmers Market and in creating value added products in a commercial kitchen.

### Camp E.L.S.O. Inc.

#### **Wayfinders Expansion Project \$30,000**

Children of color receive science-based environmental education, along with targeted age-appropriate experiential learning. The project provides professional development opportunities for young environmental leaders of color and improves cultural responsiveness of Camp ELSO's programs.

### City of Gresham

#### **Urban Forestry Program Assistance \$25,000**

This project will enhance and expand Gresham's urban forestry program, updating the Urban Forestry Management Plan, hiring a municipal urban forestry expert to assist with developing regulatory and non-regulatory tools, and collecting citywide, neighborhood scale and parcel level data for a Tree Canopy/ Inventory Initiative.

### Confluence

#### **Indigenous Traditional Ecological Knowledge Study at the Sandy River Delta \$9,984**

Working with Indigenous partners at the Sandy River Delta, Confluence will create a demonstration project using Traditional Ecological Knowledge to tend the land and educate the community on ecological restoration that reflects the cultural and environmental values of Native people today.

### Depave

#### **Depave 2020 \$34,818**

Depave will develop, plan, and implement three depave and re-greening projects at elementary school in the Centennial and Portland Public School Districts, removing pavement, creating natureplay elements, installing native plants, and incorporating on-site sustainable stormwater management.

### Ecology in Classrooms and Outdoors

#### **Ecology Enrichment in Elementary Schools \$25,000**

This project will reach 420 students with ECO's hands-on lessons in classrooms, schoolyards, and natural areas. Integrated into curriculum is the opportunity for students to practice what they learn through habitat restoration under the mentorship of Native American interns.

### Ecotrust

#### **Food Systems Leadership Fellowship \$57,500**

The Green Workforce Collaborative is a partnership of conservation, workforce development, and community-based organizations focused on promoting culturally specific workforce development in environmental careers for Black and Native American young adults.



## Friends of Trees

### **Adult Urban Forestry and Restoration Training and Internship Program \$73,188**

Friends of Trees will organize and host a paid ten-week adult training program focusing on urban forestry and restoration related topics. Participants will attend weekly training and after completion will be connected with a paid internship.

## Growing Gardens

### **School Gardens: A Continuum of Programming for Youth Development \$36,059**

Complementing the existing elementary school garden program, project funding will help build out early childhood programming, pilot programs in high school, and connect multi-generational families to the Home Gardens Program.

## Leach Garden Friends

### **Leach Botanical Garden Community Habitat Restoration Project \$73,849**

The restoration project will return five acres along Johnson Creek to native habitat in conjunction with a major environmental education program engaging K-12 students, young adults, and community.

## Lower Columbia Estuary Partnership

### **East Multnomah On-Water Environmental Education Project \$12,683**

In partnership with community organizations, 250 youth from diverse backgrounds will participate in Willamette River paddling trips on 29-foot Big Canoes.

## Outgrowing Hunger

### **Nadaka Restoration Stewardship & Education \$24,475**

Project will continue Friends of Nadaka's environmental education and stewardship programs at Nadaka Nature Park including restoration internships and other workforce development, partner-led environmental education, and ecological vegetation restoration and management.

## Portland Opportunities Industrialization Center Inc.

### **Student Crew Leadership Training Program \$25,000**

Through partnerships with Friends of Trees and Portland Parks & Recreation, this project will engage low-income youth and youth of color in project-based education and career-track natural resource mentorship.

## The City Repair Project

### **Unity, Community, and Green Space \$20,827**

City Repair in collaboration with Sabin CDC, an affordable housing provider in North/Northeast Portland, will transform conventional landscapes of grass to green spaces that include native plants, pollinator habitat, and food growing spaces on two Sabin CDC properties.

## Tri-County Metropolitan Transportation District of Oregon

### **Renewing the Green Pilot \$60,000**

TriMet will work collaboratively with community-based organizations to develop and pilot a program that engages community members in the restoration of the urban tree canopy near TriMet light rail stations and associated public spaces.

## Voz Workers' Rights Education Project

### **Conservation and Natural Landscaping Skill Development among Day Laborer Community \$51,436**

This project will provide hands-on skill development to Voz workers, supporting meaningful environmental stewardship project activities that offer economic benefits for day laborers, build conservation capacity among the day laborer community, and promote an equitable local green economy.



## Appendix 11: 2019-20 SPACE Grants

**TOTAL: \$42,360 awarded (68% of budget)**

24 SPACE grants were approved for funding, and 7 application were declined or cancelled.

Organization Name	Proposal Title	Award Amount
Pollinator Parkways	PP will convert 2,000 square feet of parking strips into pollinator habitat that beautifies neighborhoods and educates about the importance of pollinators.	\$2,000
Vanport Placemarking Project	The project creates a 12'x7' fabric banner depicting before and after photos of the Vanport flood and provides outreach materials to inform the public of the Vanport Placemarking Project.	\$1,995
FolkTime Inc.	The Bliss Garden provides sustainable, organic, and local produce while also providing a space for those with mental health barriers, community members, and neighbors to relax, reflect, heal, and gain knowledge of urban farming.	\$2,000
Oregon State University	The Sagra/Fill Your Pantry strives to support local sustainable farmers by creating a market for winter vegetables and other products. It is both a one-day sale and a celebration and marketing event, held on 12/8/2019.	\$2,000
Lent School PTA	This project will install drip irrigation in the pollinator, rain, and native plant shade gardens and connect it to an irrigation controller so that all areas are watered efficiently.	\$481
Human Access Project	Current website developed seven years ago, need for upgrade, including Spanish and Russian translation and expanded educational information.	\$1,995
Voz Workers' Rights Education Project	Project creates paid opportunities for Voz day laborers to improve the June Key Delta Community Center garden with native planting, winter bed preparation, and mulching paths.	\$1,991
Grow Portland	Program serves all students in partner schools, including Special Education students. Funding will support staff training and development to better serve SPED students.	\$2,000
Urban Greenspaces Institute – for Siletz Tribe	PSU Indigenous Nations Studies will work with students, Siletz Tribe staff, youth, elders, and Depave to re-nature the Siletz Tribe’s Portland office with cultural learning, healing, and native plants.	\$1,760
Beach Elementary	Community guest teachers with a diversity of intersectional identities will be invited and paid to lead culturally relevant outdoor/garden education lessons with support from the Garden Coordinator.	\$1,930
Lloyd Ecodistrict	Peace Memorial Park will serve as a beautiful and educational waterfront open space to reflect on the meaning of peace, to learn about pollinators, and to discover the connection to climate change for both.	\$2,000

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Oregon State University – Integrated Plan Protection Center	A hands-on conference presenting conservation practices that farmers currently use, how and why they implement them, and the benefits associated with them. This is a follow-up to the 2017 conference.	\$1,000
Save First Financial, Catholic Charities	Save First will build a community garden for the residents of Multnomah Manor, providing organic produce and creating a foundation for curriculum about a healthy, sustainable, and budget friendly life.	\$1,820
Portland Area CSA Coalition	The annual CSA Share Fair connects community to local small farmers through education about Community Supported Agriculture and its environmental, health, and economic benefits.	\$2000
Astor Elementary School	Funds support the transportation of 40 2 <sup>nd</sup> grade students to Columbia Slough Watershed Council’s “Slough School.” Students learn about the importance of water in the area.	\$250
Whitman Elementary School	This project plants additional trees for playground shade, adds native plants to flower beds, and installs picnic tables so garden classes can have a firm surface to write on when they are in the garden.	\$1383
Woodstock School PTA	Students will plant native plants to demarcate the school garden and to attract beneficial insects.	\$1860
James John Elementary PTA	This project will ensure that all students receive garden education by expanding the current garden site and beginning a garden ed partnership with Grow Portland.	\$2000
North Portland Parks Advisory Group	Funds will be used for website development to build a larger community of participants, and to share information about parks, wetlands, and trails in N/NE Portland.	\$1740
Wild Lilac CDC	Supporting infant/toddler ecological identity development through a new food plot and rain garden in infant/toddler yard and supporting school main garden with new tools, equipment, and native plants.	\$650
Sauvie Island Center	SIC will establish a teaching garden at its new location, Topaz Farm. The garden will feature culturally varied plantings and provide better support for diverse students.	\$2000
Slow Food Portland	Market Scouts is a youth educational program located at the Lents International Farmers Market. Market Scouts participants learn about local food and sustainable agriculture and receive vouchers to spend in the market.	\$2000
Cascade Pacific RC&D	Wheels Not Weeds is an education and prevention campaign related to invasive species that focuses on mountain bike (MTB) trail users in the Columbia Gorge, Portland Metro and beyond.	\$1500
Northwest Center for Alternatives to Pesticides	Through virtual demonstration of alternative techniques, this project will increase knowledge and commitment to improve water quality and protect pollinators through reducing pesticide use.	\$2000