



# ANNUAL WORK PLAN

## 2021-2022

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



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

**June 30, 2021**

Version 1.2



**East Multnomah Soil & Water Conservation District  
Annual Work Plan for Fiscal Year 2021-2022  
June 30, 2021  
Version 1.2**

This plan was approved by the Board of Directors of the East Multnomah Soil and Water Conservation District on July 12, 2021.

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

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

**East Multnomah Soil & Water Conservation District**

5211 N. Williams Ave., Portland, OR 97217

Tel: 503-222-7645

Email: [info@emswcd.org](mailto:info@emswcd.org)

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

Cover image: Illustration of Beaver Creek, by Jon Wagner.

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



## Table of Contents

1. Message from the Executive Director.....	1
2. Introduction and EMSWCD Overview.....	2
2.1 Organizational Vision, Mission, and Strategic Goals .....	2
2.2 Equity Statement.....	3
2.3 Board of Directors and Committees.....	4
2.4 Staff and Programs.....	5
3. Budget.....	7
4. District-wide Strategic Initiatives.....	9
4.1 Strategic Planning.....	9
4.2 Diversity, Equity, and Inclusion .....	9
4.3 Climate Change .....	10
5. Urban Lands.....	11
5.1 Outreach and Education.....	12
5.2 Technical and Financial Assistance.....	13
5.3 Partnerships .....	14
5.4 Demonstration Projects .....	15
5.5 Monitoring and Evaluation.....	15
6. Rural Lands.....	16
6.1 Technical and Financial Assistance.....	17
6.2 StreamCare.....	17
6.3 Outreach and Education.....	19
6.4 Water Quality Monitoring.....	19
6.5 Weed Control .....	20
7. Conservation Legacy.....	21
7.1 Headwaters Farm .....	22
7.2 Land Legacy .....	27
7.3 Grants.....	30
8. Finance and Operations.....	33
8.1 Budget and Financial Management.....	34
8.2 Board and Committee Management.....	34
8.3 Human Resources Management .....	35
8.4 Facilities, Fleet, and Equipment Management.....	35
8.5 Information Technology Management .....	36
8.6 Marketing and Media.....	37
8.7 Office Administration .....	38



## Maps

Map 1: Major Watersheds of the EMSWCD .....	2
Map 2: District Zones .....	4
Map 3: Urban and Rural Areas of EMSWCD .....	11
Map 4: StreamCare Watersheds.....	18
Map 5: EMSWCD Weed Control Locations .....	20
Map 6: Headwaters Farm .....	22

## Figures

Figure 1: EMSWCD Organizational Chart.....	6
Figure 2: FY21-22 Budget.....	7
Figure 3: FY21-22 Funding Sources.....	8

## Tables

Table 1: Board of Directors Positions, Committees and Meetings Schedule .....	5
Table 2: FY21-22 Budget .....	7
Table 3: FY21-22 Funding Sources .....	8
Table 4: Urban Lands Program Relationship to Broad Strategic Goals .....	11
Table 5: Rural Lands Program Relationship to Broad Strategic Goals .....	16
Table 6: Headwaters Incubator Program Relationship to Broad Strategic Goals .....	23
Table 7: Land Legacy Program Relationship to Broad Strategic Goals .....	27
Table 8: Grants Program Relationship to Broad Strategic Goals .....	30



## 1. Message from the Executive Director

I began my tenure as the new Executive Director for EMSWCD in Mid-November of 2020. Our physical office had been closed since March of 2020 because of COVID-19, and, as we launch into our next fiscal year, I have yet to meet over half of the staff in-person. Such is the reality of taking the helm of any organization in the last 18 months. That said, EMSWCD has done a remarkable job of staying focused on our work as change and constraints have swirled around us.

In some cases, the pandemic has given us a rare opportunity to rethink how we approach our work and what we can do better. A particularly laudable example of this has been in our Urban Lands workshops, which were able to morph into a virtual program almost seamlessly. We plan to continue these virtual workshops even as we also look forward to rebuilding our in-person workshops as COVID restrictions lift and people are vaccinated. These virtual workshops have afforded us an opportunity to connect with people who have not traditionally been able to engage. Likewise, our Partners in Conservation (PIC) grant program took a pause, and we were able to look at who we support, and how our focus on equity can help our PIC program improve and evolve moving forward.

As we begin the next fiscal year, we are readying for a significant strategic planning process that will involve everyone on the staff and the board, and many of our partners, as we consider the fundamental questions of what a Soil & Water Conservation District is and does in 2021, and how our answers to those questions will impact our priorities and work plans in the future. As part of this process, in addition to the goals that have guided our work in recent years, we will be considering how to operationalize the intensive internal equity learnings that have been underway since 2015. And, in developing a more strategic and intentional approach to the impacts of climate change here in our district.

These are both challenging and exciting times to embark on this work, and we look forward to doing it with focus and intention.

Nancy J Hamilton  
Executive Director



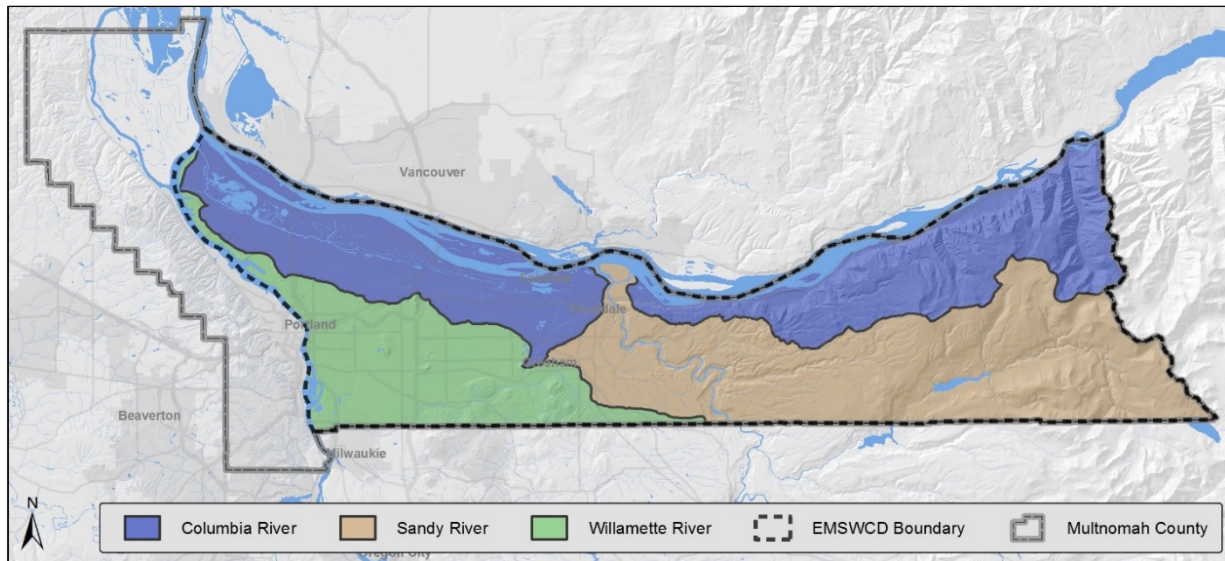




## 2. Introduction and EMSWCD Overview

The EMSWCD serves approximately 675,000 residents who live and manage land east of the Willamette River in Multnomah County, Oregon. The EMSWCD geographic service area encompasses an area of approximately 230,000 acres and includes portions of three major watersheds – Columbia River, Sandy River, and Willamette River — all of which contribute to the Greater Columbia River Basin (see Map 1).

**Map 1: Major Watersheds of the EMSWCD**



This EMSWCD FY21-22 Annual Work Plan outlines the activities EMSWCD will undertake from July 1, 2021 through June 30, 2022. The plan will help inform the EMSWCD staff, the EMSWCD Board of Directors, partners and public about how, when, and where planned activities will take place. The annual work plan will be submitted to the Oregon Department of Agriculture (ODA) for review and comment as part of the application process for Soil and Water Conservation District Support Grants.

### 2.1 Organizational Vision, Mission, and Strategic Goals

EMSWCD has identified the following vision, mission, and broad strategic goals for the organization:

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

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

The six broad strategic goals:

- 1. Protect and improve water quality and quantity.***
- 2. Protect and improve soil quality and quantity.***
- 3. Protect and improve natural habitats.***
- 4. Protect agricultural lands.***
- 5. Increase the sustainability of agriculture.***
- 6. Provide equitable access to nature.***



## 2.2 Equity Statement

At the East Multnomah Soil and Water Conservation District (EMSWCD) we understand that conservation and social justice are interconnected, and that we have much to learn about the history and implications of this relationship. We cannot authentically and effectively advance our mission of helping people care for land and water without also caring for people. Everyone deserves a healthy environment and should have a voice in shaping what that means for their community. Throughout American history, Black, Indigenous, and other People of Color (BIPOC) have been forcibly removed from and denied access to land. They have experienced significantly greater impacts from contaminated water and soils, polluted air, flooding, fire, and the increasing effects of climate change. Until everyone has equitable access to a safe and healthy environment, dismantling racism must be central to our work.

At EMSWCD, we know it is our responsibility to make the organization and our work more equitable. By investing in efforts that foster diversity, equity, inclusion, and justice, we endeavor to create more effective and enduring conservation benefits for all.

### Equity Commitments

If we are not actively fighting racism, we are perpetuating it with our silence and inaction. We must be anti-racist. EMSWCD commits to:

- Incorporating diversity, equity, inclusion, and justice into all aspects of our work.
- Developing and maintaining an inclusive working environment where everyone feels welcome and respected, and where staff and Board reflect the diverse communities we serve.
- Engaging and building meaningful relationships with historically marginalized stakeholders and diverse local communities.
- Working with communities to evaluate the full range of impacts and benefits of our programs and adjust accordingly.
- Continuing to learn and apply equity tools, knowledge, and community feedback with intention and humility.
- Providing bold equity leadership within the local, regional, and state conservation community.
- Listening, learning, and speaking out against injustice when we encounter it in our work.
- Within our work, acknowledging where we have privilege and using it to amplify the voices of BIPOC and other marginalized communities.
- When exercising our authority as a conservation district, identifying and working to dismantle programs, policies, and approaches that have, or may have, a disproportionate negative impact on historically disadvantaged communities.
- Admitting our mistakes, seeking to repair the damage, and moving forward.

We have a long journey ahead of us in order to meet these commitments, but we are dedicated to pursuing this work with urgency and perseverance. We vow to hold ourselves accountable and welcome our communities to do the same.

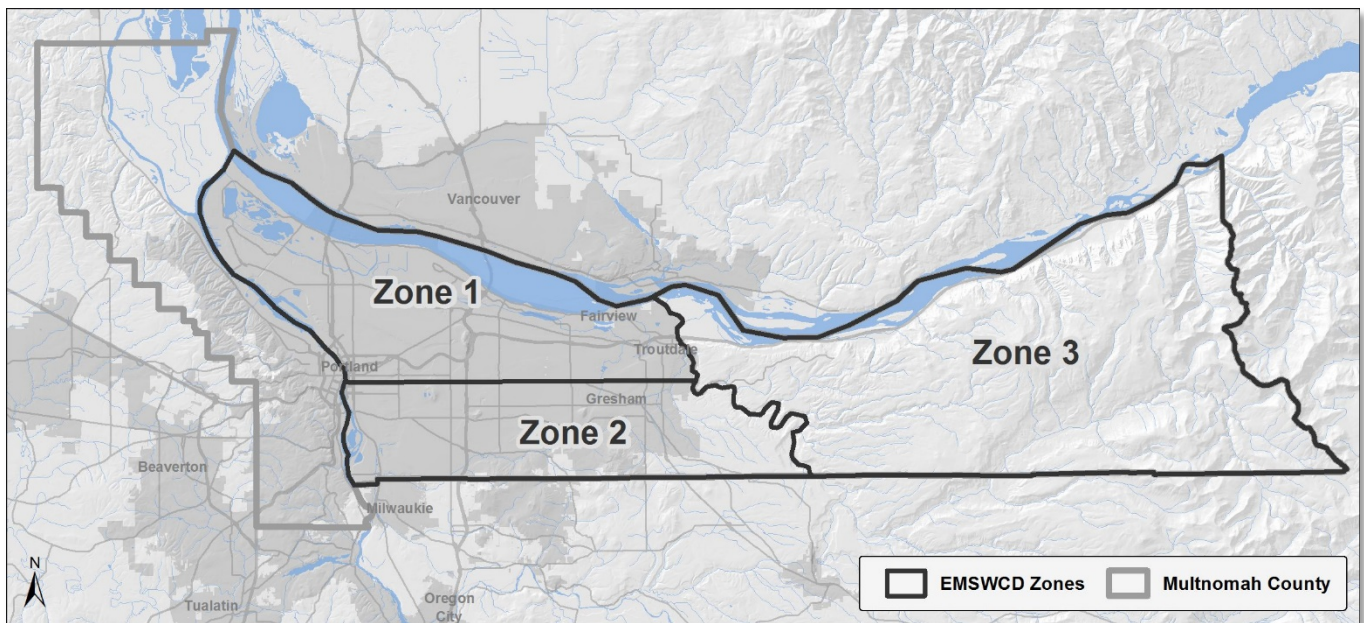


## 2.3 Board of Directors and Committees

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 and serve four-year terms. At the start of FY21-22, the EMSWCD Board members will be composed of three zone Directors (see Map 2), and two at-large Directors. The Board normally meets once per month during the fiscal year. The schedule of meetings is given in Table 1 below. Details of Board meetings can be found on the EMSWCD website: <https://emswcd.org/about/board/meetings/>

**Map 2: District Zones**



All Board members serve on at least one of the five standing committees during this period: 1) Budget Committee; 2) Land Legacy Committee; 2) Personnel Committee; 3) Grants Committee; and 4) PIC Committee.

Board member committee assignments, as well as the months each committee is expected to meet, are shown in Table 1. All Board and committee meetings are open to the public. Details of each meeting are made available on the EMSWCD website: <https://emswcd.org/about/committees/>





**Table 1: Board of Directors Positions, Committees and Meetings Schedule**

EMSWCD Board			EMSWCD Committees					
Members	Positions	Officers	Budget	Land Legacy	Personnel	Grants	PIC	
Joe Rossi	Director - Zone 1		X	X		X		
Laura Masterson	Director - Zone 2	Secretary	X	X	Chair			
Mike Guebert	Director - Zone 3	Chair	X	X	X			
Jim Carlson	Director - At-Large 1	Treasurer	X	X		X		
Jasmine Zimmer-Stucky	Director - At-Large 2	Vice-Chair	X	Chair	X	X		
Meeting Schedule*								
FY21-22	2021	July	12		26			
		August	2			23		
		September	13		27			
		October	4			18	TBD	
		November	1		29			
		December	6					
	2022	January	10		31		TBD	
		February	7			21		TBD
		March	7	7	28			
		April	4	4		18		
		May	2	2	23			
		June	6			20		

\* This schedule is subject to change, please check the EMSWCD website for meeting dates throughout the year.

## 2.4 Staff and Programs

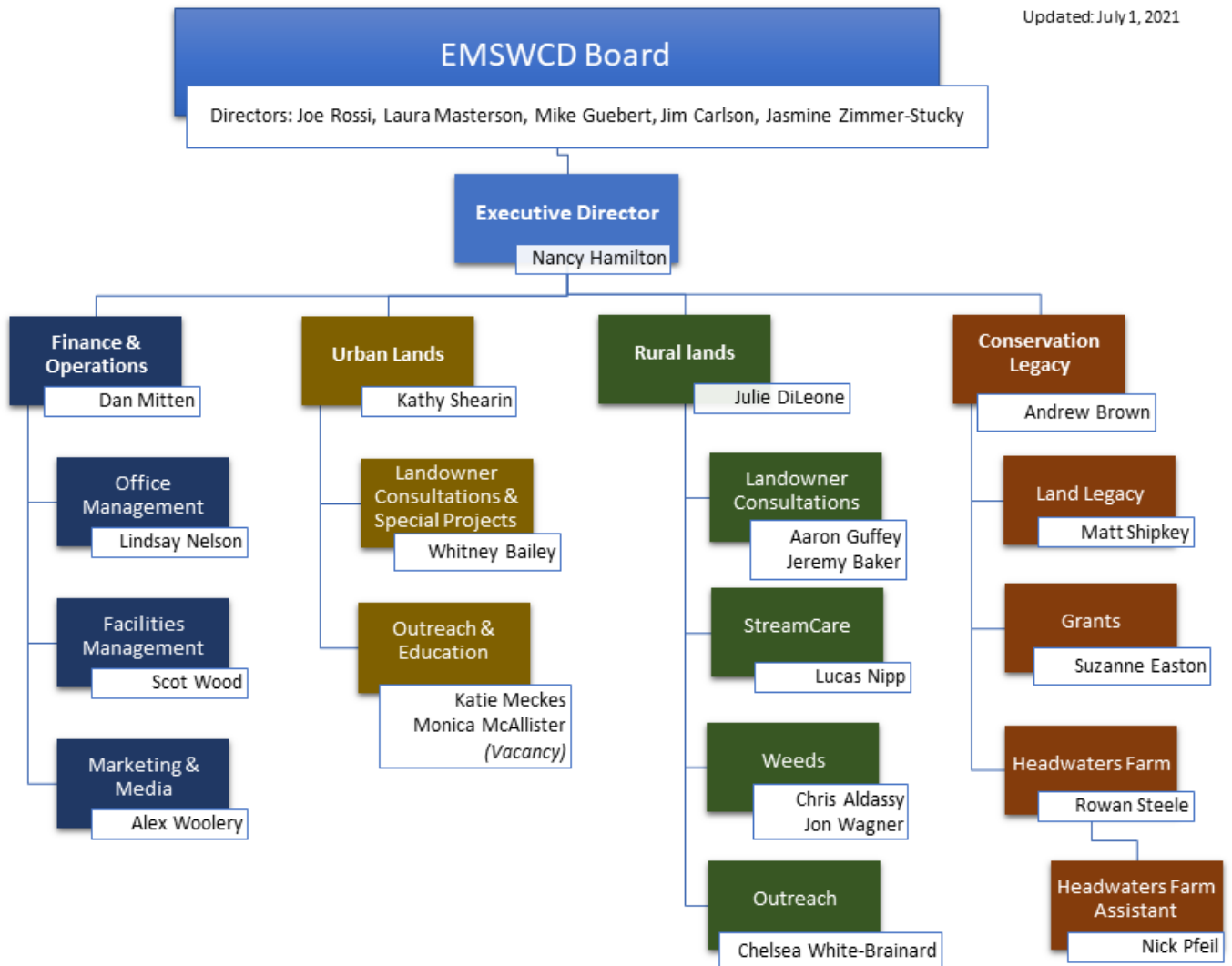
The daily operations of EMSWCD are led by Executive Director and implemented by 22 staff. New EMSWCD Executive Director, Nancy Hamilton, was hired in November 2020.

The Board of Directors collectively serve as the supervisor for the Executive Director, who is in turn responsible for all EMSWCD operations, including supervising staff, managing budgets, developing long range plans, representing EMSWCD to the public and partner organizations, and providing information, advice, and support to the Board of Directors and staff.

EMSWCD operations are currently organized into four programmatic units: 1) Urban Lands; 2) Rural Lands; 3) Conservation Legacy; and 4) Finance and Operations. The bulk of this work plan is organized according to these programmatic units (Sections 5 – 8). An organizational chart for EMSWCD is given in Figure 1.



**Figure 1: EMSWCD Organizational Chart**





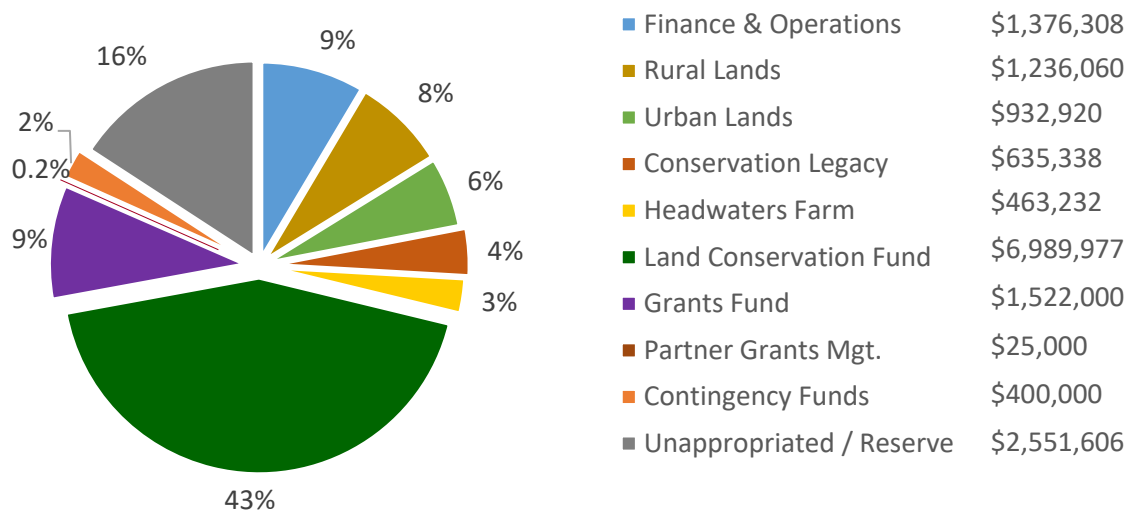
### 3. Budget

The total EMSWCD FY21-22 budget is \$16.1 million (see Table 2 and Figure 2), which matches funding sources of \$16.1 million (see Table 3 and Figure 3). For this fiscal year \$4,643,858 is appropriated for direct operational expenditures by the EMSWCD programs. \$8,536,977 is allocated in special funds for land purchases and grants to external entities, and an additional \$400,000 is held for unforeseen contingencies. The unappropriated funds held in reserve for FY21-22 is \$2,551,606. The detailed budget adopted for FY21-22 by Board of Directors is available on the EMSWCD website.

**Table 2: FY21-22 Budget**

Category		Purpose	Budgeted Amount
Operations	Finance & Operations	Staffing, facilities, and operations	\$1,376,308
	Rural Lands	Staffing, contracting, and operations	\$1,236,060
	Urban Lands	Staffing, contracting and operations	\$932,920
	Conservation Legacy	Staffing, contracting and operations	\$635,338
	• Headwaters Farm	Farm-specific staff and operations	\$463,232
<b>Sub-total Operations</b>			<b>\$4,643,858</b>
Capital, Grants, and Unappropriated	Land Conservation Fund	Acquisitions	\$6,989,977
	Grants Fund	External grants	\$1,522,000
	Partner Grants	Pass through funds	\$25,000
	Contingency Funds	Unanticipated costs	\$400,000
	Unappropriated Funds	Funds held in reserve	\$2,551,606
<b>Sub-total Grants, Funds and Reserves</b>			<b>\$11,488,583</b>
<b>Total EMSWCD Budget</b>			<b>\$16,132,441</b>

**Figure 2: FY21-22 Budget**



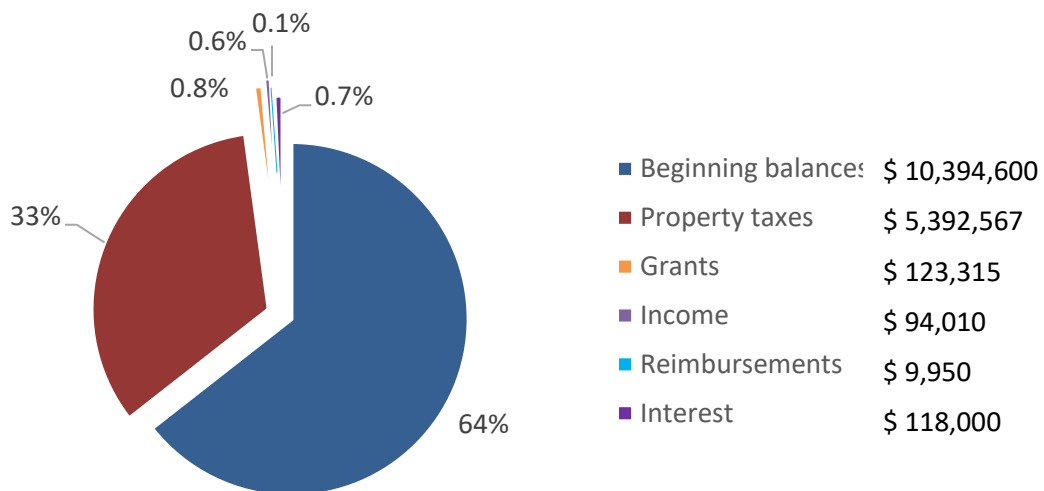


The largest source of new revenue for the organization is from the permanent property tax base. EMSWCD’s permanent property tax rate limit of \$0.1000 per \$1,000, which was approved by voters in 2005, is estimated to generate nearly \$5.3 million in FY21-22. The anticipated revenues from property taxes for FY21-22, accounts for 33.4% of total funding sources. The special capital funds and general fund carry-over from the previous fiscal year represent the largest source of available funding at \$10.4 million.

**Table 3: FY21-22 Funding Sources**

Source	Purpose	Sub-totals	Funding Totals
Beginning balances	General Fund carry-over from FY20-21	\$3,179,708	
	Land Conservation Fund carry-over from FY20-21	\$6,419,977	
	Grants Fund carry-over from FY20-21	\$794,915	\$10,394,600
Property taxes	FY21-22 levied taxes estimated to be received	\$5,292,567	
	FY20-21 and earlier levied taxes	\$100,000	\$5,392,567
Grants	ODA Administrative Grant	\$24,995	
	ODA Water Quality Funding	\$58,320	
	Partner grants pass-through (anticipated)	\$25,000	
	USFS Gorge Grant	\$15,000	\$123,315
Income	Native plant sales	\$50,000	
	Farm lease payments	\$44,010	\$94,010
Reimbursements	Headwaters Farm-related activities	\$9,950	\$9,950
	General Fund interest on bank/investment accounts	\$35,000	
Interest	Land Conservation Fund interest	\$70,000	
	Grants Fund interest	\$13,000	\$118,000

**Figure 3: FY21-22 Funding Sources**





## 4. District-wide Strategic Initiatives

EMSWCD has embarked on several important initiatives that will inform the organization's structure and operations in FY21-22.

### 4.1 Strategic Planning

EMSWCD will embark on a comprehensive strategic planning process in this fiscal year that will include its board, staff and partners. This work will be informed by the goals noted in this Annual Work Plan and framed by the fundamental factors that are – and will continue to – impact EMSWCD's core areas of focus, including:

- EMSWCD serves a district with a large – and growing – urban area.
- What role does equity and inclusion play in how the district rethinks who we are, who we serve and how we provide services in our district?
- What role does climate change - and the inherent threats it poses to water and soil health – play in what EMSWCD does?
- What does it mean to be an efficient, effective, and responsive workplace post COVID-19?

Answers to these questions and all those that will emerge throughout this process will impact EMSWCD's priorities and work plans moving forward.

### 4.2 Diversity, Equity, and Inclusion

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

EMSWCD's DEI efforts are led by an internal staff Equity Team that includes representatives from each program area. The Equity Team is charged with the task of helping to elevate EMSWCD's awareness, understanding, sensitivity, and response to the equity concerns of our constituents. The EMSWCD Equity Team will advocate for and promote access, inclusion, and equity within the organization, encourage staff's equity literacy through educational programs and skill building opportunities, conduct research to identify key issues in order to suggest appropriate changes to EMSWCD's operations and policies, and hold EMSWCD accountable to its equity promise.

EMSWCD's Equity Team is finalizing the implementation of an organization-wide DEI plan, and continuing with our efforts to help the staff and Board learn and engage on DEI issues. Additional key goals for FY21-22 include the implementation of the Equity Team Charter, research on best practices for doing an annual Equity Audit of EMSWCD, taking forward Board Equity Literacy support, transitioning on new Equity Team members, supporting work with Community Engagement Liaisons, participating in Strategic Planning efforts and assisting EMSWCD Staff as they implement the DEI plan action plan items.

The ability of the Equity Team and staff to complete the annual activities and variables listed below will depend on (a) the nature of the Equity Team member transition process, (b) how many EMSWCD Staff will be members of the Equity Team, (c) the unknown but likely significant commitments associated with Strategic Planning, and (d) restrictions associated with the COVID 19 pandemic.





<b>Annual Activities and Deliverables (Diversity, Equity, and Inclusion)</b>	<b>Q1<sup>1</sup></b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Implement Equity Team Charter and create processes to do this successfully.	X	X	X	X
Transition new Equity Team members	X	X		X
Work with consultants to begin the development of identity specific caucuses, affinity groups, and provide support for employees who identify as members of the BIPOC community and other groups that have been historically marginalized.		X	X	X
Participate in Strategic Planning efforts	X	X	X	X
Provide high level support to hiring committees by reviewing hiring documents (job announcements, job descriptions) and hiring processes to help identify and constructively address any potential inequities / biases.	X	X		
Promote EMSWCD-wide equity literacy through cooperatively developing educational programs and activities with staff.	X	X	X	X
Provide opportunity for DEI onboarding of new staff/board members	X	X	X	X
Work with consultant and ED to facilitate Board Equity Literacy.	X		X	
Work with consultant to assist Staff in incorporating DEI Action Plan components into appropriate plans	X	X	X	X
Model Equity Literacy practices to the Organization	X	X	X	X
With support from other EMSWCD Staff, co-create a Land Acknowledgement Statement as well as how and when to utilize statement with representatives of the Indigenous Community.	X	X	X	
Support District work with Ping Khaw Services International to engage members of BIPOC and other communities that have been historically marginalized.	X	X	X	X
<b>The Following Activities and Deliverables will be Pursued only as Capacity Permits</b>				
Begin research of best practices to do an Annual Equity Audit of EMSWCD.			X	X
Offer support for the implementation of the organization-wide DEI Action plan in Program Plans	X	X	X	X
Engage community and Board as appropriate in finalization of organization-wide DEI plan and likely with consultant assistance.	X	X	X	X
Provide support on Equity Focused Strategic Opportunity Grants	X	X	X	X

### 4.3 Climate Change

Drought, warming temperatures, fire, and food insecurities are growing risks here in the Pacific Northwest. The last week of June, 2021 with its unprecedented heatwave is just the latest testament to this new reality. Climate change has and will continue 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). That said, there is so much more EMSWCD can do regarding mitigation, adaptation, resiliency and education & outreach to be part of the solution here. EMSWCD will be working with our partners in the region, identifying common goals on all these fronts and developing collaborative strategies to leverage and complement the work already underway around us. And, this will be a core lens through which our strategic planning work will unfold.

<sup>1</sup> Q1, Q2, Q3 and Q4 in the annual activities and deliverables tables in this plan refer to the quarters of the fiscal year starting in July 2021 (Q1 is July to September 2021, Q2 October to December 2021, etc.)



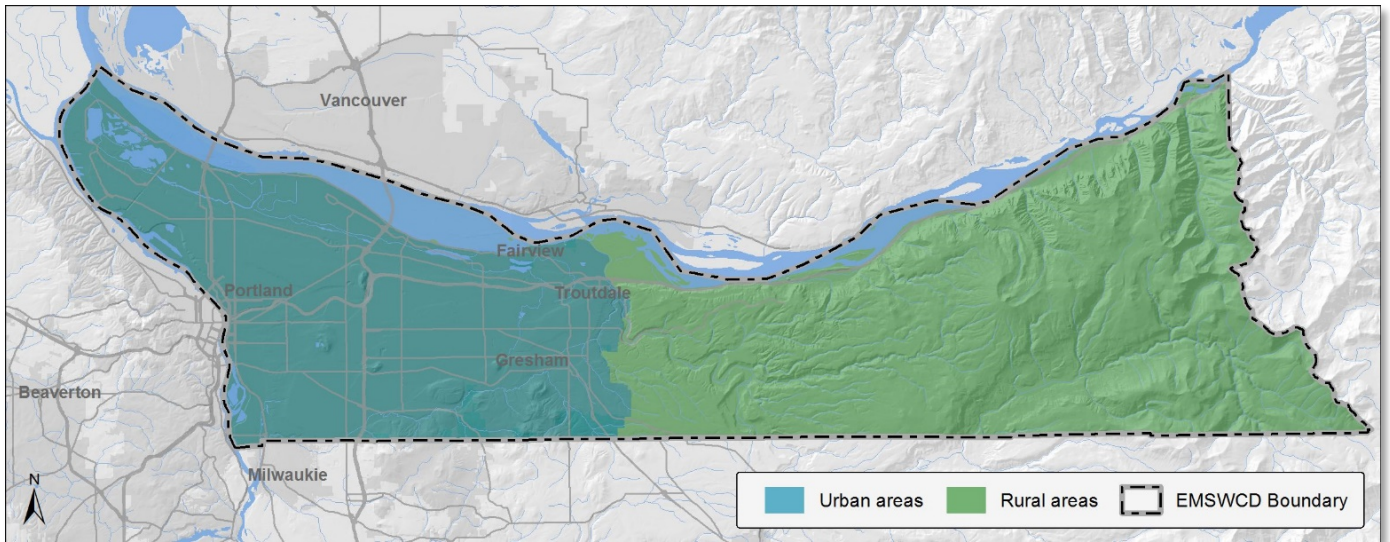
The details and timing of this climate change effort remain to be worked out in detail, but specific climate change-related efforts during FY21-22 will primarily focus on the following:

- Identifying and understanding the risks posed by climate change to EMSWCD’s work, the community EMSWCD serves and the natural resources of the district;
- Identifying the opportunities to mitigate and adapt to climate change through EMSWCD’s work, including opportunities for increasing soil carbon sequestration on natural areas and working lands;
- Considering how to further develop our efforts to cool our natural watersheds;
- Understanding EMSWCD’s own contribution to climate change and identifying opportunities to reduce EMSWCD’s carbon footprint.

## 5. Urban Lands

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

**Map 3: Urban and Rural Areas of EMSWCD**



The Urban Lands Program helps achieve three of EMSWCD’s six broad strategic goals (see Table 4).

**Table 4: Urban Lands Program Relationship to Broad Strategic Goals**

Broad Strategic Goals	Urban Lands Program Applicability
Protect and improve water quality and quantity	✓
Protect and improve soil quality and quantity	✓
Protect and improve natural habitats	✓
Protect agricultural lands	
Increase the sustainability of agriculture	
Provide equitable access to nature	



To contribute to achieving the above strategic goals, the following program goals have been established for the Urban Lands Program for 2019-2024:

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

These goals are pursued through the implementation of the following strategies:

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

Sections 5.1 – 5.5 below provide a summary of each of these strategies, along with tables of the activities planned for FY21-22.

The Urban Lands Program FY21-22 budget is \$932,920 and includes the following five FTE (full-time-equivalent) staff.:

- Urban Lands Program Supervisor
- Two Senior Conservationists (technical assistance, and program evaluation/event planning)
- Conservation Specialist (outreach and education)
- Conservation Technician (outreach and education)

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

## **5.1 Outreach and Education**

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

During the COVID-19 stay-at-home orders, the Urban Lands outreach and education activities shifted to an online platform rather than in-person workshops, presentations, events, and community meetings. This method has offered constituents similar opportunities, but from the comfort of their own home, and in some cases with pre-recorded workshops, available to watch at their convenience. The Urban Lands Program hopes to return to in-person workshops along with coordinating closer with community partners in the Fall. However, the program (while remote) has been able to reach a greater number of constituents through virtual classes. Due to this overwhelming response, the Urban Lands program expects to continue to offer a variety of virtual educational opportunities into the foreseeable future.



The program will also continue to engage with community hosts who play a crucial partnership role by reaching out to their constituents and promoting our offerings.

Activities and deliverables related to Urban Lands outreach and education efforts in FY21-22 are given in the table below.

<b>Annual Activities and Deliverables (Outreach and Education)</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Outreach</b>				
Recruit education and outreach technician.	X	X		
Update Urban Lands web content.	X	X		
Coordinate with partners to develop workshops and outreach materials that engage diverse audiences	X	X	X	X
Identify how Urban Lands offerings are, and can, address the impacts of climate change and the potential ways to incorporate them into outreach and programming.		X	X	X
Identify how Urban Lands offerings can center Equity, Inclusion, and Access and adjust outreach and programming as necessary.	X	X	X	X
Design and produce educational and promotional materials, as needed.	X	X		
Engage 12 new and existing community leaders/groups/organizations in priority areas. Q1=4, Q2=2, Q3=2, Q4=4.	X	X	X	X
Table at community events with literature about EMSWCD programs and events.			X	X
Attend 6 community meetings to promote EMSWCD workshops and introduce the public to the benefits of sustainable landscaping and/or green infrastructure practices.	X	X	X	X
<b>Education</b> <i>48/year; 1,250 participants</i>				
<b>1-hour presentations:</b>				
• Sustainable Landscaping/Green Infrastructure 10/year; 200 participants		X	X	X
<b>2-hour workshops:</b>				
• Native Plants 5/year; 150 participants		X	X	X
• Urban Weeds 5/year; 150 participants		X	X	X
• Pollinators 6/year; 150 participants	X	X	X	X
• Beneficial Insects 6/year; 150 participants	X	X	X	X
• Landscaping with Edibles 6/year; 150 participants		X	X	X
<b>4-hour workshops:</b>				
• Naturescaping Basics 5/year; 150 participants		X	X	X
• Rain Gardens 5/year; 150 participants		X	X	X
<b>Events</b> <i>2/year; 1,300 participants</i>				
Host Native Plant Sale to provide a diverse selection of affordable native plants to constituents, including researching how to continue to improve safety and access. 1000 participants/customers; at least 10,000 bare-root trees and shrubs sold.	X	X	X	
Provide a “Virtual Yard Tour” that allows any and all of our constituents to participate. Tour will be designed to demonstrate and encourage naturescaping and green infrastructure principles; 500 participants.	X	X	X	X

## 5.2 Technical and Financial Assistance

The Urban Lands Program provides technical assistance to landowners and managers to help them identify and pursue opportunities for implementing resource conservation practices on their land. Technical assistance addresses stormwater management, green infrastructure, invasive plant



management, water conservation, and habitat restoration. Technical consultations may result in site-level conservation plans being developed. Plans for specific conservation measures may also be eligible for and result in financial assistance. This assistance is often in the form of cost-share, where EMSWCD contributes a portion of funding for the implementation of conservation practices on the ground. Cost-share funding is implemented through EMSWCDs *Cooperative Landowner Incentive Program (CLIP)* grant program.

COVID-19 impacts going forward - A significant portion of the technical assistance is provided outdoors or remotely, and protocols have been developed to ensure the safety of staff and landowners/managers during site visits, it is not expected that COVID-19 will significantly change the way Urban Lands staff continues to provide technical assistance this year.

Specific activities and deliverables related to Urban Lands technical and financial assistance in FY21-22 are given in the table below.

<b>Annual Activities and Deliverables (Technical and Financial Assistance)</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Provide technical consultations and site visits to residential, commercial, and industrial landowners. 100/year, 25/quarter.	X	X	X	X
Provide technical consultations and site visits to Grants Program applicants and/or projects. 10 consults/year.	X	X	X	X
Identify how Urban Lands offerings can address Equity, Inclusion, and access and adjust technical assistance as necessary.	X	X	X	X
Work with local jurisdictions to address barriers to the adoption and implementation of green infrastructure.	X	X	X	X
Work with 3 large land managers to build relationships, encourage sustainable land management practices, and promote EMSWCD services.	X	X	X	X
<b><i>Cooperative Landowner Incentive Program</i></b>				
Provide cost-share assistance for rain gardens, habitat restoration, and other practices. 3-5 projects/year	X	X	X	X

### 5.3 Partnerships

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

Specific activities and deliverables related to Urban Lands Program participation in partnership projects and regional collaborations in FY21-22 are given in the table below.

<b>Annual Activities and Deliverables (Partnerships and Regional Campaigns)</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Help develop IPM web tool (Solve Pest Problems) by participating in OSU project teams.	X	X	X	X
Participate in VOZ partnership to provide workforce development to day-labor force	X	X	X	X
Work with and promote community organizations and not-for-profits that increase green infrastructure, wildlife, and pollinator habitat.	X	X	X	X
Promote water conservation and work with and support other water conservation groups and initiatives.	X	X	X	X
Collaborate with Watershed Councils within EMSWCD boundaries.	X	X	X	X





## 5.4 Demonstration Projects

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

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

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

The Mt Hood Community College (MHCC) retrofit opportunity is expected to continue through FY21-22. This demonstration project works to improve stormwater management and establish and restore native habitat and other green infrastructure.

Demonstration project activities for Urban Lands staff for FY21-22 are identified in the table below.

Annual Activities & Deliverables (Demonstration Projects)	Q1	Q2	Q3	Q4
Implement the Conservation Corner outreach plan to enhance the visibility and educational value of the site. Provide tours, improve demonstrations on site, etc.	X	X	X	X
Oversee maintenance and improvements to Conservation Corner landscape, green infrastructure (pervious pavement, roofs, walls, etc.), and Green Streets installations.	X	X	X	X
Participate in Steering committee for the MHCC retrofit project.	X	X	X	X
Work with partners to implement top priority projects identified in the MHCC assessment.			X	X

## 5.5 Monitoring and Evaluation

The program will be utilizing existing, and exploring new, indicators that are tracked over time to monitor programmatic progress. Included will be measures related to demographics, outputs of the program (e.g. workshop attendance, self-reported behavior/actions, number of native plants sold/planted, stormwater managed/treated, impervious surface removed, etc.) as well as reviewing the results of partner tracking efforts of the resources that the program is ultimately aiming to protect (e.g. water quality, water use, urban tree canopy, pervious surface area, etc.).

Activities related to monitoring and evaluation in FY21-22 are included in the table below:

Annual Activities and Deliverables (Monitoring and Evaluation)	Q1	Q2	Q3	Q4
Meet with partners, review partner monitoring reports, studies, and findings.	X	X	X	
Identify relevant regional monitoring and evaluation efforts as they pertain to Urban Lands programmatic goals.		X	X	X
Explore, develop, and implement new program monitoring and evaluation metrics.		X	X	X
Collect and analyze data to support urban lands program evaluation plan.		X	X	X



## 6. Rural Lands

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

**Table 5: Rural Lands Program Relationship to Broad Strategic Goals**

Broad Strategic Goals	Rural Lands Applicability
Protect and improve water quality and quantity	✓
Protect and improve soil quality and quantity	✓
Protect and improve natural habitats	✓
Protect agricultural lands	
Increase the sustainability of agriculture	✓
Provide equitable access to nature	

To contribute to achieving these strategic goals, the following program goals have been established for the Rural Lands Program for 2019-2024:

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

These goals are pursued through implementation of the following strategies:

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

Sections 6.1 – 6.5 below provide a summary of each of these strategies, along with a listing of the activities planned for FY21-22.

The Rural Lands Program FY21-22 budget is \$1,236,060, which includes funding for the following seven positions:

- Rural Lands Program Supervisor



- Five technical conservation staff<sup>2</sup> (Landowner consultations, StreamCare, Weeds)
- One outreach and education position

## 6.1 Technical and Financial Assistance

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

To focus on and address the specific needs of the nursery industry, financial and technical assistance is being implemented under the brand “Erosion Solutions.” There are an estimated 3,167 acres of commercial nurseries and Christmas tree farms in the EMSWCD service area. Nurseries growing bare root deciduous trees as well as balled and burlapped coniferous trees plant rows parallel to the slope to ensure an even root ball at harvest. In addition, trees are harvested during the rainy season. These realities contribute to topsoil loss and sediment loading of waterways. The focus for the coming fiscal year will be on developing and maintaining relationships with the nursery industry with the goal of implementing erosion prevention projects. Specific activities planned for Rural Lands technical and financial assistance for FY21-22 are included in the table below.

<b>Annual Activities and Deliverables (Technical and Financial Assistance)</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b><i>Landowners Consultations</i></b>				
Conduct 20 site visits including first-time site visits with 5 landowners.	X	X	X	X
Develop 5 technical recommendations and/or conservation plans that include recommendations to address erosion and/or water quality.	X	X	X	X
Assist 4 landowners with cost share applications.	X	X	X	X
Partner with NRCS to promote and deliver cost share assistance.	X	X	X	X
<b><i>Erosion Solutions</i></b>				
Network within the nursery industry.	X	X	X	X
Work with cooperators to design and implement erosion prevention practices.	X	X	X	X

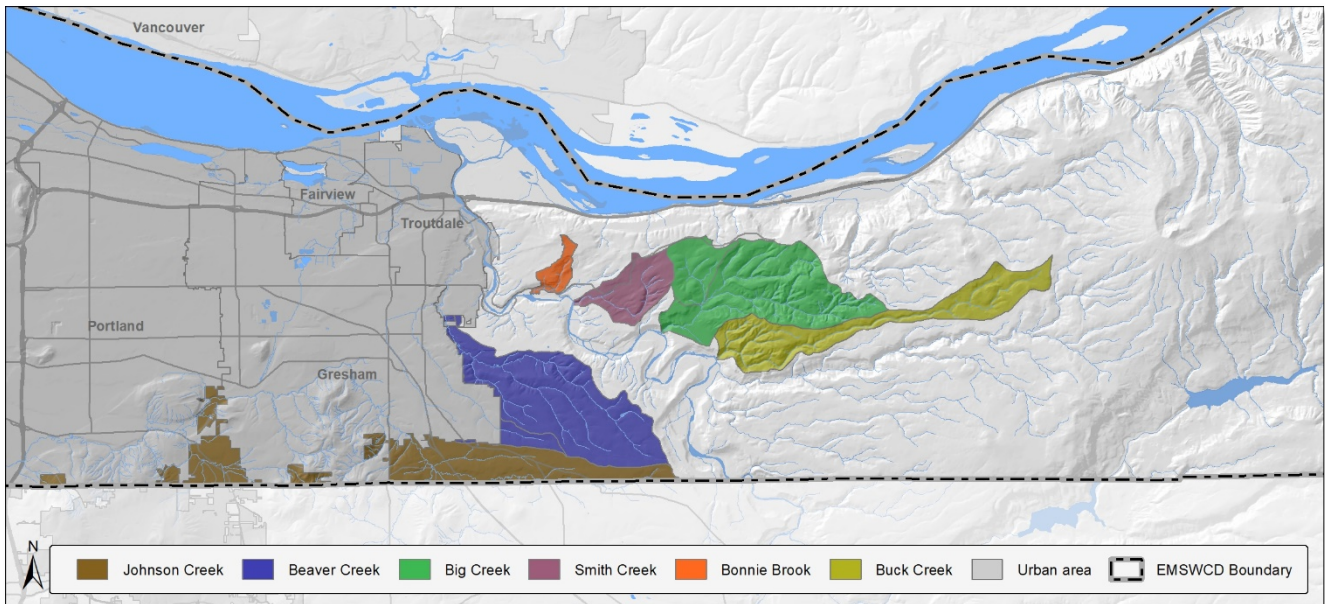
## 6.2 StreamCare

The EMSWCD established the StreamCare (riparian re-vegetation) program in 2008. The program’s purpose is to establish native riparian vegetation along streams to increase shade, thereby preventing solar heating of the stream and reducing stream temperatures. Streamside vegetation also prevents stream bank erosion, provides a source of woody debris for the stream system, and filters surface runoff entering the stream. StreamCare work is ongoing in the Johnson Creek, Beaver Creek, Big Creek, and Smith Creek watersheds. As many of the sites in these watersheds have graduated from the program, an analysis was done to determine new areas to offer StreamCare. Two tributaries to the Sandy River were selected, Bonnie Brook and Buck Creek. (see Map 4).

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



### Map 4: StreamCare Watersheds



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

Specific activities planned for the StreamCare program for FY21-22 are included in the table below.

Annual Activities and Deliverables (StreamCare)	Q1	Q2	Q3	Q4
<b>Site restoration and maintenance</b>				
Maintain the existing, planted StreamCare areas to ensure good rates of plant survival.	X	X	X	X
An additional 25 acres planted in FY21-22.			X	
Coordinate contracted labor crews for site preparation, weed control, and planting.	X	X	X	X
Manage wholesale plant orders, delivery, and storage.	X		X	
StreamCare sites that reach the five-year mark will be evaluated to determine if the site is ready to graduate or if the landowner agreement should be extended.	X	X	X	X
For landowners that are graduating from StreamCare, offer a site visit.	X		X	X
<b>Monitoring and evaluation</b>				
Maintain GPS and GIS data; maintain StreamCare “database” to track and compile deliverables.	X	X	X	X



### 6.3 Outreach and Education

The Rural Lands program employs a variety of outreach and educational tools and approaches to reach rural constituents to raise awareness regarding rural water, soil, and natural habitat quality and quantity issues and related EMSWCD service offerings. A major component of this work is increasing the understanding of the impact, both positive and negative, private property owners can have on water quality and quantity. With agricultural landowners and managers, outreach helps increase awareness and implementation of the Agricultural Water Quality Plans in the area. A portion of the outreach conducted uses other topics, like pollinators or wildlife, to attract interest and engage landowners in conservation. A priority for the next year will be exploring ways to better engage the BIPOC (Black, Indigenous, and People of Color) community in outreach by building relationships, self-education, and improving outreach materials to be more accessible to a wider audience. Specific outreach activities planned for FY21-22 are provided in the table below.

Annual Activities and Deliverables (Outreach)	Q1	Q2	Q3	Q4
Use mailings, advertisements, web and social media to promote conservation, outreach events and program offerings.	X	X	X	X
Coordinate four workshops to provide conservation education and program information.	X	X	X	X
Complete an equity analysis to evaluate outreach methods and materials to identify needed changes.		X	X	X
Identify opportunities to engage and build relationships with the rural BIPOC community members and groups.	X	X	X	X

### 6.4 Water Quality Monitoring

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

According to the Oregon Department of Environmental Quality (DEQ), both Johnson and Beaver Creeks have water quality impairments for temperature and fecal bacteria. In addition, Johnson Creek is listed for legacy pesticides. DEQ uses total suspended solids as a surrogate measure for legacy pesticides. Water quality monitoring will continue to document trends in both creeks. All water quality monitoring will be coordinated with partners to prevent duplication and allow for combined data analysis.

The Rural Lands Program will also monitor water temperature in Big and Smith Creeks. The Sandy River does not meet the State of Oregon’s standard for temperature, and DEQ pointed to the need for increased shading of the tributaries in the TMDL (total maximum daily load). Big and Smith Creeks are both tributaries to the Sandy River, but temperature data was not collected as part of the development of the TMDL. Continuous temperature loggers were installed for the first-time during summer 2016. This monitoring will continue in Big and Smith Creeks during the summer of 2020. Specific monitoring activities planned for FY21-22 are identified in the table below.

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

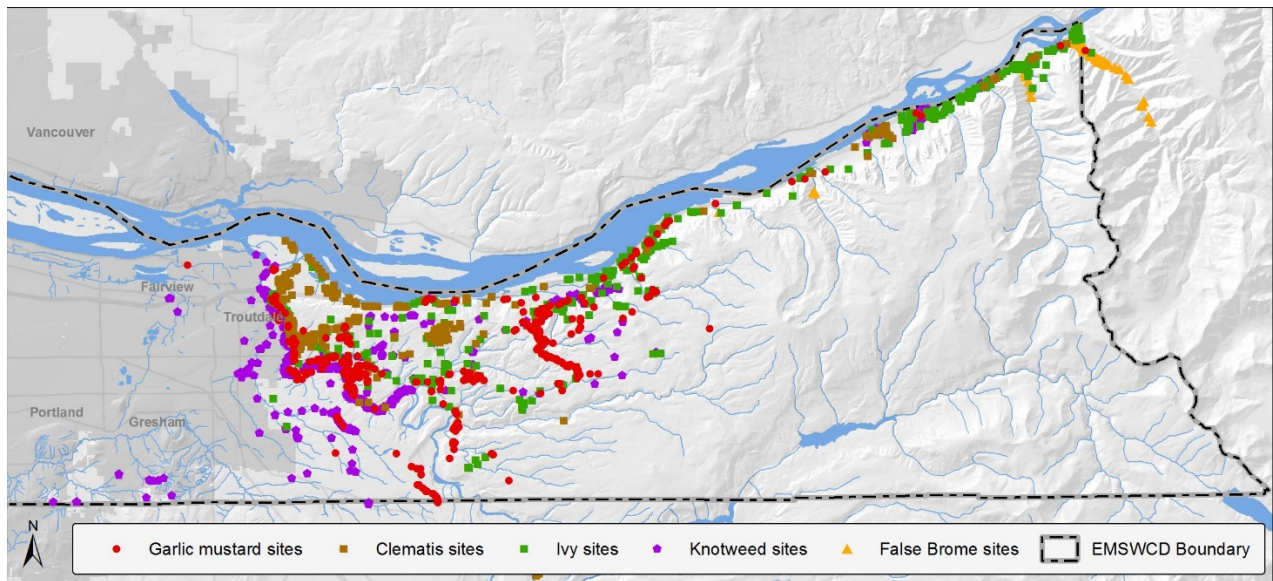




## 6.5 Weed Control

The spread of invasive noxious weed species can cause serious and nearly irreparable harm to natural ecosystems. To help address this problem, EMSWCD has created an invasive species control program. EMSWCD works with a wide range of partners to create and implement geographically explicit strategies for targeted weed species. Generally, EMSWCD’s approach to weed control has been to target the most ecologically damaging species in which there is a good probability of successful, localized eradication or regional containment. EMSWCD’s weed control efforts are generally undertaken in the Sandy River watershed and the Columbia River Gorge (see Map 5).

**Map 5: EMSWCD Weed Control Locations**



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

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

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

Specific weed control program activities planned for FY21-22 are indicated in the table that follows.



<b>Annual Activities and Deliverables (Weeds)</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b><i>Early detection and rapid response</i></b>				
Verify, assess, and perform necessary control for all reports of species from the Early Detection & Rapid Response list.	X	X	X	X
<b><i>Control priority weeds</i></b>				
Control 50% of known riparian knotweed infestations annually.	X			
Annually control all accessible false brome infestations (acreage unknown due to Eagle Creek fire) to prevent establishment in the rural areas of the district.	X	X		
Survey for new false brome populations along plausible vectors.	X			
Control 20% of known infested acreage (~200 acres) of spurge laurel annually, where access has been granted by the landowner.	X	X		
Monitor/control existing ivy and clematis project sites in natural areas east of the Sandy River corridor as possible. Maintain all sites undergoing post ivy/clematis infestation re-vegetation (~60 acres).	X	X	X	X
Annually control all known infestations (241 properties) of garlic mustard outside the containment zone a minimum of 2 times.				X
Survey outlying areas for spread of garlic mustard.				X
<b><i>Eagle Creek Fire response</i></b>				
In collaboration with partners, undertake weed control in priority areas.	X	X	X	X
<b><i>Regional coordination</i></b>				
Provide technical assistance with weed identification and control methods.	X	X	X	X
Participate in both the 4-county and Columbia Gorge Cooperative Weed Management Areas.	X	X	X	X
<b><i>Monitoring and evaluation</i></b>				
Maintain weed location information in GIS, including abundance information for the target species.	X	X	X	X
Evaluate the need to alter the garlic mustard containment zone.	X	X	X	X

## 7. Conservation Legacy

The EMSWCD’s Conservation Legacy Program works to secure a legacy of conservation within the district primarily by working with and helping other entities achieve mutually held goals. The Conservation Legacy programmatic unit includes three EMSWCD programs, the Headwaters Farm Program, the Land Legacy Program, and the Grants Program. The FY21-22 Conservation Legacy Program operational budget (inclusive of the Headwaters Program operational budget) is \$1,098,570 million. In addition, the Land Conservation Fund (\$6,989,977) and the Grants Fund (\$1,522,000) are available to support the Land Legacy and Grants Programs respectively. The Conservation Legacy team consists of the following 5.5 FTEs:

- Conservation Legacy Program Supervisor
- Land Legacy Program Manager
- Grants Program Manager
- Headwaters Farm Program Manager
- Headwaters Operations Assistant
- Facilities Manager (0.5 FTE)<sup>3</sup>

<sup>3</sup> The Facilities Manager is in the Finance and Operations unit, but half of the position’s time is dedicated to Headwaters Farm and assisting with facilities tasks on property interests managed by the Land Legacy Program.





A description of the three programs and activities for FY21-22 are found in Sections 7.1 - 7.3.

### 7.1 Headwaters Farm

The EMSWCD works to maintain healthy, productive agricultural lands by promoting a sustainable agricultural economy and fostering a stewardship ethic. To this end, EMSWCD established the Headwaters Incubator Program (HIP) in 2013 at Headwaters Farm, a 60-acre property located near Gresham, Oregon (see Map 6).

**Map 6: Headwaters Farm**





HIP seeks to address the dwindling number of skilled, knowledgeable, and prepared beginning farmers and ensure that local farmland stays in production and is well-stewarded. To facilitate this, HIP leases land, equipment, infrastructure, and other agricultural resources to individuals who have farming experience but who lack a clear path to launching a viable farm business.

HIP collaborates with Oregon State Extension Service, Rogue Farm Corps, Zenger Farms, Friends of Family Farmers, Oregon Tilth and others to offer educational opportunities for incubator farmers. HIP helps EMSWCD fulfill five of the organization’s broad strategic goals (see Table 6).

**Table 6: Headwaters Incubator Program Relationship to Broad Strategic Goals**

Broad Strategic Goals	HIP Applicability
Protect and improve water quality and quantity	✓
Protect and improve soil quality and quantity	✓
Protect and improve natural habitats	✓
Protect agricultural lands	✓
Increase the sustainability of agriculture	✓
Provide equitable access to nature	

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

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

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

**7.1.1 Maintain and improve the natural resources**

Conservation farming, including USDA-NRCS agricultural best management practices, is being applied at Headwaters Farm to maintain and improve soil health for use in agriculture, protect onsite and downstream natural resources, and demonstrate the connection between viable farm businesses and proper resource management.

Various activities in FY21-22 will continue to build on existing conservation farming efforts, which are given on the table below.



<b>Annual Activities and Deliverables (Natural Resources Management)</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b><i>Conservation Planning Approach</i></b>				
Plan, implement and monitor a suite of practices that promote good stewardship, including: organic practices, cover cropping, nutrient management, integrated pest management, reduced and appropriately timed tillage, drip irrigation, soil compaction alleviation, among others.	X	X	X	X
<b><i>Soil Health Improvements</i></b>				
Cover crop or silage tarp farmable areas of Headwaters Farm if not in production or being “stale-bedded” for nutsedge and other invasive weed management.	X	X	X	X
Soil samples taken for all fields in October, both in production or not, to help determine fertility needs and document change over time.			X	
Manage invasive weeds.	X	X		X
Apply on-farm generated compost to fallowed fields.				X
<b><i>Erosion and Stormwater Management</i></b>				
Install native plants and improve vegetative cover within a primary stormwater basin.			X	
<b><i>Irrigation efficiency</i></b>				
Work with incubator farmers to encourage appropriate irrigation amounts and methods.	X			X
<b><i>Natural Habitat</i></b>				
Maintain existing pollinator habitat and hedgerows.	X			X
Infill plantings in existing pollinator hedgerows, as needed.			X	

### 7.1.2 Headwaters Incubator Program

Now in its ninth season, the Headwaters Incubator Program has grown into an established resource for new farmer development in the region. Since inception in 2013, HIP has grown steadily by adding two-to-six new farm businesses each year. For the 2021 season there are 17 farm businesses consisting of 22 farmers participating in HIP, the most farms HIP has ever supported in a season.

Several farm businesses are expected to graduate at the end of the 2021 season. EMSWCD seeks to retain a majority of program graduates within the district. To achieve the full potential of HIP, successful placement of HIP graduates onto suitable land will need to occur to ensure they continue to grow their fledgling farm businesses away from Headwaters Farm. To effectively manage this transition, farmers nearing graduation (year three and beyond) work with EMSWCD staff and HIP partners to explore viable long-term options for obtaining farmland that is suitable for their operations, either through purchase or lease.

Recruiting farmers into HIP usually takes place in the fall for the following growing season. In 2021 though, EMSWCD will be pausing its recruitment for a year to give attention to the strategic planning for the program and working on better addressing the needs of the existing HIP participants. Not doing the annual application and review process and new farmer orientation, will help free up time for the program staff to focusing on planning for and improving the program.

Specific projects and activities related to the Headwaters Incubator Program planned for FY21-22 are given on the table below.





<b>Annual Activities and Deliverables (HIP)</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>HIP Program</b>				
Update the Farmer’s Manual.		X		
Develop an initial version of the Headwaters Farm Food Safety Plan.		X	X	
Make progress on the Headwaters Guide to Good Farming that outlines best practices for starting a farm business.		X	X	
Collate existing information into consolidated draft of a Facilities Management Plan.		X	X	
Provide a shared market booth at the Portland State University Farmers Market.	X	X	X	X
<b>HIP Farmer recruitment and retention</b>				
Host at least 12 incubator farmers.	X	X	X	X
<b>HIP Farmer Support and Training</b>				
Meet with each farm business mid-season and at the conclusion of the calendar year to discuss mitigating challenges and capitalizing on opportunities.	X		X	
Work closely with support organization(s) to offer a positive and productive HIP experience for immigrant and refugee program participants.	X	X	X	X
Host a communication training for new participants.			X	
Tractor safety and operation training.			X	
BCS farmer operation trainings.	X		X	X
Individualized nutrient management trainings to any interested HIP Farm.			X	X
Provide free access to Changing Hands Workshop series			X	
Provide free access to Rogue Farm Corps’ Portland Chapter workshops	X			X
Offer at least three incubator farms personalized farm business management supports in collaboration with Tanya Murry at Oregon Tilth.	X	X	X	X
Provide at least three topic-specific workshops as identified by HIP farmers.		X	X	
Secure coaching and other supports for BIPOC farmers.	X	X	X	X
Secure mediation and conflict resolution consulting, as needed.	X	X	X	X
Work with HIP farmers and a consultant to develop community agreements and a Headwaters charter.	X	X	X	X
Support the creation of a Culture Manual that is either a stand-alone document or something that lives within the Farmer’s Manual.		X	X	X
Install and populate a Community Board with information on each farm and farmer.	X	X	X	X
<b>HIP Graduate Support</b>				
Work with graduating farmers to identify best landing options for their farm businesses.	X	X		
Maintain ongoing relationship with HIP graduates and connect them to various support services.	X	X	X	X
Conduct survey of HIP graduates.		X	X	

### 7.1.3 Outreach and Education

The conservation farming practices at Headwaters Farm offers a unique opportunity to demonstrate good land stewardship. Site tours of Headwaters Farm are offered and undertaken throughout the year but will occur as appropriate with COVID-19 safety precautions in place. Conservation farming practices are also promoted through articles, the EMSWCD website, and social media outlets. If EMSWCD is able to acquire an electric tractor as part of a grant request, that will be a strong focal point of outreach.



In addition to the promotion of USDA-NRCS conservation agriculture practices, much of the outreach on Headwaters Farm and the incubator program geared toward the general public will be focused on connecting constituents to the broad suite of EMSWCD’s services and to generate enthusiasm for and understanding of conservation. Outreach activities planned for FY21-22 are included in the table below.

Annual Activities and Deliverables (Outreach and Education)	Q1	Q2	Q3	Q4
Highlight and promote key conservation efforts by keeping an active social media presence and updating the HIP page on the EMSWCD website regularly.	X	X	X	X
Lead tours at Headwaters Farm for prospective farmers, program partners, and the general public, as COVID-19 restrictions and guidelines allow.		X	X	X
Create and implement an outreach plan for sharing information about the electric tractor, if successful in acquiring one.			X	X

### 7.1.4 Headwaters Facilities, Infrastructure and Equipment

Headwaters Farm continues to be improved to best accommodate incubator farmers and enable the efficient management of the HIP program. Significant projects this fiscal year include building better access and utilization of the space between the equipment shed and curing shed, as well as building a cleaning station designed specifically for root crops. Staff will also monitor COVID related regulations and guidance from the Occupational Safety and Health Administration and Oregon Health Authority and adapt on-farm COVID policies in accordance with regulations, recommendations, and what is best for staff and farmers. Farm infrastructure and other site improvements that are planned for FY21-22 are indicated in the table below.

Annual Activities and Deliverables (Facilities, Infrastructure and Equipment)	Q1	Q2	Q3	Q4
Install a frontage sign at the main driveway along Orient Drive.	X	X		
Sand and seal safety rail along the top of the retaining wall.	X			
Improve driveway access around the curing shed.	X			
Build a root washing station.		X	X	
Improve bin washing area efficiency and add bin staging capacity.	X	X		
Extend the stairs along the west side of the lower propagation house to improve safety and address poor drainage.		X		
Install drain tile in Field 3.		X		
Work with Forth Mobility to secure an electric tractor (contingent on successful grant funding application).	X	X	X	X
Install additional signage in appropriate spaces around the farm: tool sharing, BCS usage, conflict resolution.		X	X	X
Replace the poly on the upper prothouse; add shade cloth if deemed necessary.	X	X		
Explore options for backup/peak season cooler system at Headwaters Farm.		X	X	
Improve the germination chamber.		X	X	
Conduct maintenance of farm vehicles and equipment.	X	X	X	X
Conduct facilities, road and path safety inspections and address issues that arise.	X	X	X	X
Track COVID-19 guidelines and implement on-farm health and safety protocols and policies accordingly.	X	X	X	X
Conduct COVID-19 sanitation and disinfecting cleanings as appropriate.	X	X	X	X



## 7.2 Land Legacy

The Land Legacy Program focuses on protecting agricultural lands, natural resource lands, and access to nature lands. Due to the limited staff capacity for the program, agricultural lands are the principal priority and focus of the program, as there no other organizations currently working to protect those resources in the EMSWCD service area. Property interests can be acquired, retained, and managed over the long-term directly by EMSWCD, or property interests can be acquired and transferred to partner agencies or organizations for long-term management. The Land Legacy Program helps the EMSWCD achieve all six of its broad strategic goals (see Table 7).

**Table 7: Land Legacy Program Relationship to Broad Strategic Goals**

Broad Strategic Goals	Land Legacy Program Applicability
Protect and improve water quality and quantity	✓
Protect and improve soil quality and quantity	✓
Protect and improve natural habitats	✓
Protect agricultural lands	✓
Increase the sustainability of agriculture	✓
Provide equitable access to nature	✓

EMSWCD has also established specific goals for the Land Legacy Program. From 2019-2024, the Land Legacy Program will:

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

The EMSWCD Land Conservation Fund is a dedicated fund for the purchase, management and stewardship of district working farmland conservation easements and fee-simple interests, and for assisting partners in the acquisition related costs of conservation interests. For FY21-22, \$6,989,977 is available in the Land Conservation Fund to support Land Legacy Program conservation projects.

Land conservation work for FY21-22 will focus on closing out existing land protection projects which entail the execution of a long-term lease with purchase option for the Mainstem farm property and funding the Shaull and Nestwood Natural Resources/Access to Nature projects. It is expected that any



additional land conservation work will be reactive in nature this year due to the LLP Manager capacity constraints stemming from other workplan commitments and the working farmland easement valuation challenges that require resolution.

The other workplan commitments consist principally of (a) education and dialogue about LLP activities with a largely new EMSWCD Board and Land Legacy Committee, (b) the organizational strategic planning efforts, (c) management of existing property interests (fee and working farmland easements and their associated agricultural management plans) and (d) implementing the Farm Access Equity Initiative. The Farm Access Equity Initiative will likely identify a use and disposition plan for the Gordon Creek Farm in addition to setting the stage for future work and investments by the LLP to address significant and long-standing inequities in access to farmland.

### 7.2.1 Working Farmland Protection

From 2019-2024 the Land Legacy Program’s working farmland protection program has committed to protecting agricultural lands, by completing approximately 15 transactions on farm properties east of the Urban Growth boundary (excluding the Urban Reserve). These land protection efforts include acquiring working farmland conservation easement interests, acquiring farm properties in fee, and the disposition of properties owned by EMSWCD subject to working farmland easements. Where possible, farmland transactions will facilitate access to farmland for beginning farmers and/or members of communities negatively impacted by racial discrimination and dispossession, as well as address the affordability of farmland, ensure its continued use for agriculture, and improve agricultural management practices.

The working farmland protection activities for FY21-22 are in the table below.

Annual Activities and Deliverables (Working Farmland Protection)	Q1	Q2	Q3	Q4
Stand up Advisory Group for Farm Access Equity Initiative, to consider what EMSWCD could be doing differently to help advance more equitable farm access outcomes.	X	X	X	X
Identify and implement new plan for use and/or disposition of Gordon Creek farm property.	X	X	X	X
Finalize and execute Mainstem long term lease with purchase option documents, finalize working farmland easement details.	X	X		
Identify and implement plan for use of 1/2 ac @ Mainstem for disadvantaged farmers.	X	X	X	X
Reactively evaluate working farmland conservation opportunities and pursue where appropriate; bring compelling opportunities to the LLC/Board for consideration as capacity permits.	X	X	X	X
Continue to advance and enhance organizational partnerships that assist in EMSWCD’s agricultural land protection, farmland access and stewardship work.	X	X	X	X
Maintain effective records management for all property interests.	X	X	X	X

#### 7.2.1.1 Agricultural Land Stewardship

EMSWCD agricultural property interests are managed in such a way as to protect and enhance EMSWCD’s investment and mission related outcomes. EMSWCD currently holds three working farmland easements, and the LLP leads on managing three of EMSWCD’s fee interests. There are four Agricultural / Habitat management and monitoring plans that the LLP manages in coordination with Rural Lands.

Activities planned for FY21-22 are included in the table below.



Annual Activities and Deliverables (Agricultural Land Stewardship)	Q1	Q2	Q3	Q4
Working farmland easement interests monitored and managed.	X	X	X	X
Agricultural / Habitat management plans monitored and managed.	X	X	X	X
Fee interests (and their associated leases) managed and monitored.	X	X	X	X

### 7.2.2 Natural Area Protection and Access to Nature

Over the next five years, the EMSWCD has committed to protecting priority habitats in the district by helping partners protect areas identified in conservation-related plans (including, but not limited to, acquisition, protection, and restoration plans), and to establish new parks and natural areas in underserved communities within the district. FY21-22 activities related to natural habitat protection and providing access to nature opportunities are identified in the table below.

Annual Activities and Deliverables (Natural Areas / Access to Nature)	Q1	Q2	Q3	Q4
Reactively support partner protection efforts financially with partner entity in the lead, as opportunities arise, especially those targeted to park deficient and/or under-served communities.	X	X	X	X
Work towards closing out Nestwood transaction with CLT.	X	X	X	X
Close out EMSWCD’s contribution to Shaull acquisition.	X	X		

#### 7.2.2.1 Natural Area Stewardship

EMSWCD currently owns and manages one natural area, the Dianna Pope Natural Area (DPNA) located at Headwaters Farm. A five-year site conservation plan for the DPNA was adopted by the board in FY17-18. EMSWCD also undertakes the management of natural areas associated with conservation easement interests, including undertaking restoration activities on the forested natural area portion of Oxbow Farm and within the riparian and adjacent areas on the Foltz property. The riparian restoration on the District owned Gordon Creek and Mainstem properties are included as part of the StreamCare Program (See Section 7.2). Activities related to natural area stewardship planned for FY21-22 are included in the table below.

Annual Activities and Deliverables (Natural Area Stewardship / DPNA)	Q1	Q2	Q3	Q4
Undertake weed control and plant maintenance, in-fill planting where required, in the DPNA.	X	X	X	X
Conduct regular wildlife surveys in DPNA.	X	X	X	X
Plan and conduct open house/tour of DPNA for neighbors of DPNA and Headwaters Farm.				X
Undertake weed control and plant maintenance at Oxbow easement interest.	X	X	X	X
Conduct site preparation, planting, and plant maintenance of non-planted areas in Foltz Natural Area Zone and plant maintenance for the entire Natural Area Zone.	X	X	X	X



### 7.3 Grants

The Grants Program provides funding to external entities for activities that are aligned with EMSWCD’s mission, broad strategic goals, and program-specific goals. The Grants Program helps achieve five of the six EMSWCD broad strategic goals (see Table 8).

**Table 8: Grants Program Relationship to Broad Strategic Goals**

Broad Strategic Goals	Grants Program Applicability
Protect and improve water quality and quantity	✓
Protect and improve soil quality and quantity	✓
Protect and improve natural habitats	✓
Protect agricultural lands	
Increase the sustainability of agriculture	✓
Provide equitable access to nature	✓

The EMSWCD has established specific goals for the Grants Program from 2019-2024:

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

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

Due to the disruptions caused by the Covid pandemic, EMSWCD paused the competitive PIC application process in 2021, in favor of providing direct funding support to EMSWCD’s regular grantees. In addition to continuing the various EMSWCD grants this year, during FY21-22, the Grants Program will be completing an evaluation of the Grants Program that is aimed at informing the District’s strategic planning effort. The program evaluation will also inform how the Grants Program can build upon current organizational efforts in Diversity, Equity and Inclusion (DEI) to strengthen grantmaking and support for grantees in ways that help to achieve the Grants Program goals. In addition, the Grants Program will continue to participate in partner led collaborative initiatives related to grant goals, with a focus on Green Workforce Development and Urban Forestry in East Multnomah County.





Early in FY21-22 EMSWCD will also be embarking on the recruitment of a new grants Program Manager, as the current incumbent, Suzanne Easton, will be retiring.

### 7.3.1 Outreach, Engagement and Evaluation

Besides administering the various grant programs, for FY21-22, continued attention will be given to strengthening all aspects of the Grants Program to reflect its commitment to serving and reaching the EMSWCD’s diverse communities. This will be accomplished through prioritizing equity in the grantmaking process, supporting new applicants and grantees with improved technical assistance, as well as engaging grantees and other community-based organizations to help guide improvements in and the future direction of the grant program. FY21-22 activities related to the Grants Program outreach, engagement and evaluation are included in the table below.

Annual Activities and Deliverables (Outreach, Engagement and Evaluation)	Q1	Q2	Q3	Q4
Recruit Grant Program Manager position.	X	X		
Complete the Grants Program evaluation, including of surveys and interviews of past grantees and applicants to gain information on DEI outcomes and opinions on future program direction.	X	X		
Inform and contribute to organizational strategic planning, consider changes to the structure and objectives of the district’s grant funding to others.		X	X	X
Implement and evaluate the pilot technical assistance program for PIC applicants and grantees in grant writing and grant management.	X	X	X	X

### 7.3.2 Partners in Conservation

Partners in Conservation (PIC) grants provide funding to support conservation projects and educational efforts. Total funding available for PIC for FY21-22 is \$1,010,000 of which \$600,000 is for awards from the 2021 cycle, and the balance for outstanding payment on grants awarded in previous cycles. It is anticipated that \$600,000 will be available for new awards in 2022. The minimum grant award for an individual PIC grant is \$5,000 while the maximum grant award is \$100,000. PIC grants support projects that are up to two years in duration.

The PIC grant application, award, and implementation process is administered on an annual cycle, beginning in December of each year. The PIC Committee, which consists of members of the EMSWCD Board and external stakeholders, is responsible for reviewing the PIC grant applications and making recommendations to the EMSWCD Board. The Board makes the final decision on the grants awarded. During FY21-22.

Specific activities and deliverables associated with the PIC grants in FY21-22 are included in the table below.

Annual Activities and Deliverables (PIC Grants)	Q1	Q2	Q3	Q4
<b>PIC Grant administration</b>				
Update PIC grant application and supporting materials, receive applications.		X		
Conduct due diligence, prepare for and host Review Committee meeting, make recommendations to the Board for PIC grant awards.			X	X
Contract with grantees for new PIC awards				X
<b>Complement other EMSWCD Program Efforts</b>				
Fund at least three restoration or monitoring projects.			X	



Fund at least three projects that address stormwater runoff, water quality/conservation, and/or soil erosion.			X	
Fund at least one project that promotes sustainable agriculture.			X	
<b>Environmental Literacy</b>				
Fund at least three mission-specific environmental and/or garden education projects for youth.			X	
Fund at least five projects that contain an educational component: hands-on involvement of students or volunteers; work skills training (restoration, gardening, sustainable agriculture); and/or demonstration/interpretive element.			X	
<b>Sustainable School and Community Gardens</b>				
Fund the development of at least two new community or school garden spaces.			X	
Fund the upgrade and/or maintenance of at least three community or school gardens.			X	
<b>Urban Tree Canopy</b>				
Fund at least two projects that increase the urban tree canopy in underserved areas of the EMSWCD service area.			X	
<b>Equitable conservation outcomes and benefits</b>				
Manage consultant for the purpose of providing technical assistance to low-capacity organizations with limited experience in grant-writing, budgeting, on-line application, and/or project development experience.	X	X	X	X
Fund projects of at least two culturally specific organizations to help build organizational and technical capacity for conservation work.			X	
Participate in the Equity Grant Makers group, seek out training opportunities to address barriers to greater equity in grantmaking.	X	X	X	X

### 7.3.3 Small Projects and Community Events

Small Projects and Community Events (SPACE) grants provide up to \$2,000 per grant to support conservation projects, environmental education, and community events that promote conservation. Total funding available for FY21-22 is \$62,000. The types of projects and events that are eligible for SPACE grants include on-the-ground restoration and conservation projects, pollution prevention projects, education of youth and/or adults, and community events focused on improving the public’s understanding of natural resource conservation.

The SPACE grant application, award, and implementation process is administered on a monthly cycle, done through an online grant management platform, ZoomGrants. Specific activities and deliverables associated with the SPACE grants are given in the table below.

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



### 7.3.4 Strategic Partnership Agreements

In June of 2016, EMSWCD entered into a five-year Strategic Partnership Agreement (SPA) with the three watershed councils operating within the EMSWCD’s service area (Columbia Slough Watershed Council, Johnson Creek Watershed Council, and Sandy River Watershed Council). EMSWCD had supported the watershed councils in the past through both PIC and SPACE grants, as well as regular line-item grants to support their operations. The SPA is aimed at improving collaboration with and among the watershed councils and increasing the efficiency and impact of the funding support from EMSWCD. In 2021 an evaluation of the SPA was undertaken, and the Board approved extending the SPA funding to the watershed councils for an additional two years. The funding available for the three watershed councils for FY21-22 is \$230,000.

Annual Activities and Deliverables (SPA Grants)	Q1	Q2	Q3	Q4
Contract for SPA funding with the three watershed councils, and set up grant administration in ZoomGrants.	X			
Administer individual agreements: reimbursements, reporting and electronic files.	X	X	X	X
Convene SPA partners to discuss what the partnership should look like going forward, including formalizing a new partnership agreement.	X	X		

### 7.3.5 Strategic Conservation Investments

Strategic Conservation Investment (SCI) grants support projects and partnerships that advance EMSWCD’s priority natural resource issues identified and forwarded by the Board of Directors or the Executive Director. Funding available for SCI is in the contingency line item as there were no anticipated SCI grants at the time the budget was developed. The contingency line item may be used for other, non-SCI-related unanticipated expenditures. The SCI grant application, award, and implementation process is administered on an as-needed basis.

### 7.3.6 Cooperative Landowner Incentive Program

Cooperative Landowner Incentive Program (CLIP) grants provide financial cost-share assistance to private landowners and land managers who are receiving technical assistance from EMSWCD. Total funding available for FY21-22 is \$100,000 for new awards and \$25,000 for existing prior awards. CLIP usually provides up to 75% cost-share to assist with the costs of installing EMSWCD-approved conservation practices that address issues such as soil erosion or water quality. The CLIP grant application, award, and implementation process is managed by the Rural Lands Program and Urban Lands Program. Refer to the Technical Assistance sections 5.2 and 6.1 for further information.

## 8. Finance and Operations

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

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



The Finance and Operations Program FY21-22 budget is \$1,376,308, which includes funding for the following 4.5 FTEs:

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

Sections 8.1 – 8.7 below provide further explanation and a summary of planned activities for FY21-22.

## 8.1 Budget and Financial Management

The CFO coordinates budget preparation, tracks and reports expenditures, oversees annual audits, manages EMSWCD’s bank accounts and investments, oversees procurement and contracting, and develops and oversees all COVID-related safety protocols and guidelines.

A financial audit for FY20-21 will start soon after the end of the fiscal year and is anticipated to be completed by November 2021. Budget discussions for fiscal year FY22-23 will likely begin in January 2022 by evaluating program success during the first six months of the performance period. A draft budget is prepared by staff in February and Budget Committee meetings generally take place in March and April. With oversight and guidance provided by The Tax Supervising and Conservation Commission (TSCC), EMSWCD staff will work with the EMSWCD Budget Committee to prepare the budget for approval in May 2022 and adoption in June 2022, ahead of implementation beginning for the next fiscal year in July 2022.

Annual Activities and Deliverables (Budget and Finance)	Q1	Q2	Q3	Q4
Complete FY20-21 budget audit.	X	X		
Track FY21-22 budget and produce budget to actual reports.	X	X	X	X
Develop FY22-23 budget.			X	X
Review policies and recommend changes as needed, including COVID-19 related policies and protocols.	X	X	X	X
Review and monitor EMSWCD contractual agreements.	X	X	X	X
Review bookkeeping & payroll processes, implement improvements as needed, including remote and subsequent in-house services as post COVID-19 return to work protocols are implemented.	X	X	X	X
Evaluate and recommend office design, logistical, and construction changes related to accessibility as well as return to work post COVID-19 pandemic.	X	X	X	X
Aid in budgetary planning and impact related to strategic planning and outcomes.	X	X	X	X
Monitor payroll, time off, cash flows, bank accounts, transfers.	X	X	X	X
Develop bank reconciliation reports with bookkeeper for Treasurer review.	X	X	X	X

## 8.2 Board and Committee Management

EMSWCD Board and committee meetings are public forums within which policies, major strategies and actions, and budgets are determined. The Finance and Operations program serves the needs of the Board members, committee members, the Executive Director and the public in preparing and hosting effective Board and committee meetings. The Office Manager servers as the “clerk” for the Board of



Directors and committees, and on doing so helps to schedule and coordinate the implementation of all public meetings.

Annual Activities and Deliverables (Board and Committee Management)	Q1	Q2	Q3	Q4
Schedule, notice, prepare logistics, create virtual meeting environment, distribute materials for, and host 12 Board of Directors meetings.	X	X	X	X
Take and prepare minutes and maintain all records for 12 Board of Directors meetings.	X	X	X	X
Schedule, notice, prepare logistics, distribute materials for, and help organize approximately 16 committee meetings.	X	X	X	X
Take and prepare minutes, and maintain all records for, approximately 16 committee meetings.	X	X	X	X

### 8.3 Human Resources Management

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

Program goals for human resources include:

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

The Office Manager serves as EMSWCD’s human resources representative, and in so doing maintains personnel records, enrolls, monitors and explains employee benefits, coordinates with hiring managers regarding vacancies, and responds to public inquiries regarding positions, in collaboration with the CFO. The specific human resources management activities and deliverables for FY21-22 are identified in the table below.

Annual Activities and Deliverables (Human Resources)	Q1	Q2	Q3	Q4
Review health and other insurance benefits to determine if changes or enhancements are needed for upcoming fiscal year.			X	X
Review and update Employee Handbook/Personnel Policies.	X	X	X	X
Research personnel-related issues re: BOLI information/changes that might affect EMSWCD.	X	X	X	X
Research potential Personnel-related incentives.	X	X	X	X
Maintain confidential personnel files.	X	X	X	X
Participate in and assist the hiring team for the Grants Manager position as well as planned Temp positions.	X	X		
Onboard new staff members upon hire.	X	X		

### 8.4 Facilities, Fleet, and Equipment Management

EMSWCD owns and/or operates several facilities, vehicles, and equipment as part of its daily operations. These items are maintained in a safe, functional and effective condition. The major facilities owned and managed by EMSWCD include: 1) the headquarters office located N. Williams Avenue in Portland, Oregon; 2) Headwaters Farm located on Orient Drive in Gresham, Oregon; and 3) additional agricultural properties acquired through the Land Legacy Program. Most of the staff are based at the headquarters office, which consists of a large, restored house, nature scaped yard, and includes several ‘green’ features (i.e., pervious pavement, rain gardens, and eco-roof) that attract tours throughout the year.



Headwaters Farm is the site used for the Headwaters Incubator Program (HIP), the management of which is addressed in Section 8.1 of this plan. The farm properties managed under the Land Legacy Program are addressed in Section 8.2.

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

There are several major upgrade projects anticipated for the headquarters office this year including a redesign of the staff kitchen to make the area more user friendly, the complete replacement of the exterior stairs leading to the building as well as repairing and/or replacing the interior main staircase and flooring.

The significant Facilities, Fleet and Equipment management tasks and projects planned for FY21-22 are listed below.

<b>Annual Activities and Deliverables (Facilities, Fleet and Equipment)</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Facilities</b>				
Staff kitchen re-design and remodel at Williams Ave. Headquarters.	X	X		
General maintenance of building and facilities at Williams Ave. Headquarters.	X	X	X	X
Complete front step and landing replacement at Williams Ave. Headquarters.	X			
Complete repair/replace of interior main staircase at Williams Ave. Headquarters.			X	
HVAC duct cleaning	X	X	X	X
Upgrade existing outdated security/alarm system	X			
General maintenance of buildings, equipment and facilities at Headwaters Farm.	X	X	X	X
Assist in other capital projects and planning as needed at Headwaters Farm.	X	X	X	X
<b>Fleet and Equipment</b>				
Ensure electric vehicles and charging stations are maintained and operating efficiently.	X	X	X	X
General maintenance of two state motor pool vehicles.	X	X	X	X

## 8.5 Information Technology Management

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

IT responsibilities are shared between the Finance and Operations staff, supported by a contracted IT service provider. In collaboration with one another, they acquire and maintain EMSWCD-owned phones, computers, tablets, projectors, recording and other devices, as well as purchase and maintain various software solutions being used. Significant IT related projects and activities for FY21-22 are identified in the table below.





Annual Activities and Deliverables (Information Technology)	Q1	Q2	Q3	Q4
IT support to ensure properly functioning equipment and timely troubleshooting of technology problems.	X	X	X	X
Liaise with contracted IT Services to maintain EMSWCD network, security, and ability to work both remotely and in the office as return to workplace is implemented.	X	X	X	X
Research and implement cost effective technology improvements and upgrades to the conference room(s) as meetings become conducted in-office.	X	X		
Purchase and set-up scheduled replacement computers for staff as needed.	X	X	X	X
Assess IT infrastructure and equipment upgrades and needs as staff return to office, and purchase and implement as deemed cost effective and necessary.	X	X	X	X

## 8.6 Marketing and Media

Throughout FY21-22, marketing and media will meet the day-to-day needs of EMSWCD programs through efforts such as: web site development and maintenance; newspaper and other print advertisements; digital and online media outreach; brochures and other EMSWCD publications; direct physical and digital mailers; and one-on-one contacts and interviews when safe and appropriate. Marketing and media efforts at EMSWCD further all strategic and program-specific goals by increasing public awareness of, participation in, and perception of EMSWCD and its natural resources.

Organizational-wide goals for marketing and media efforts, include:

1. **Increase the percentage of residents who know about EMSWCD.**
2. **Increase the percentage of residents who understand what EMSWCD does.**
3. **Ensure that residents know how to access EMSWCD services.**
4. **Ensure that residents have a positive perception of EMSWCD.**

The Marketing and Media Manager implements most activities related to EMSWCD marketing and media, including using social media (web site, Facebook, Twitter, LinkedIn, Instagram) and developing a marketing plan, templates for public informational purposes, and brochures, postcards, newspaper/news media coverage, articles, and advertisements, and public surveys. Outreach staff in the Urban Lands Program and Rural Lands Program focus on outreach and, as such, many of the outreach materials for those programs are developed fully or in part by those staff. Major marketing and media related projects and activities for FY21-22 are identified in the table below.

Annual Activities and Deliverables (Marketing and Media)	Q1	Q2	Q3	Q4
Review, revise, and restructure Marketing Plan as developed during Strategic Plan.		X	X	X
Collect information on advertising, analytics, costs, and effectiveness of marketing campaigns.	X	X	X	X
Develop, revise, maintain and add content to the website.	X	X	X	X
Assess potential contractors to work with on a website audit, and work with one or more to assess, improve and/or redesign the website.	X	X	X	X
Develop and integrate social media to drive traffic to EMSWCD website, encourage event participation and promote conservation practices.	X	X	X	X
Maintain accuracy of and increase media contact list.	X	X	X	X
Coordinate and conduct media outreach.	X	X	X	X
Identify and implement advertising opportunities.	X	X	X	X



Expand media presence, coverage, and engagement in both traditional media, social media, and alternative media outlets as appropriate.	X	X	X	X
Continue to track direct outcomes of marketing, action-driven website content (downloads, registrations, etc.). Continue to employ analytic tools and metrics for events including the plant sale and other campaigns.	X	X	X	X
Manage and respond to any potential crises, including pandemic response and any other events affecting work, staff and/or infrastructure.	X	X	X	X

## 8.7 Office Administration

General office administration and operations are overseen by the CFO and Office Manager with assistance by other Finance and Operations staff. Office administration related projects and activities for FY21-22 are identified in the table below.

Annual Activities and Deliverables (Office Administration)	Q1	Q2	Q3	Q4
General office support and public reception, depending on COVID-19 restrictions, staff return to the office, and when the location is reopened to the public.	X	X	X	X
Ensure the records management in accordance with Oregon public records law.	X	X	X	X
Research and/or develop needed policies and procedures.	X	X	X	X
Establish and maintain public access to Board and Committee information.	X	X	X	X
Provide assistance as needed to all staff working remotely during COVID-19 and upon return to workplace post-pandemic.	X	X	X	X
Assist with research and cost comparisons for vendors and equipment to maintain cost effectiveness and quality.	X	X	X	X
Coordinate materials for meetings, training sessions, and other activities of the organization.	X	X	X	X
Orchestrate and implement return to workplace and Covid-related protocols	X	X		