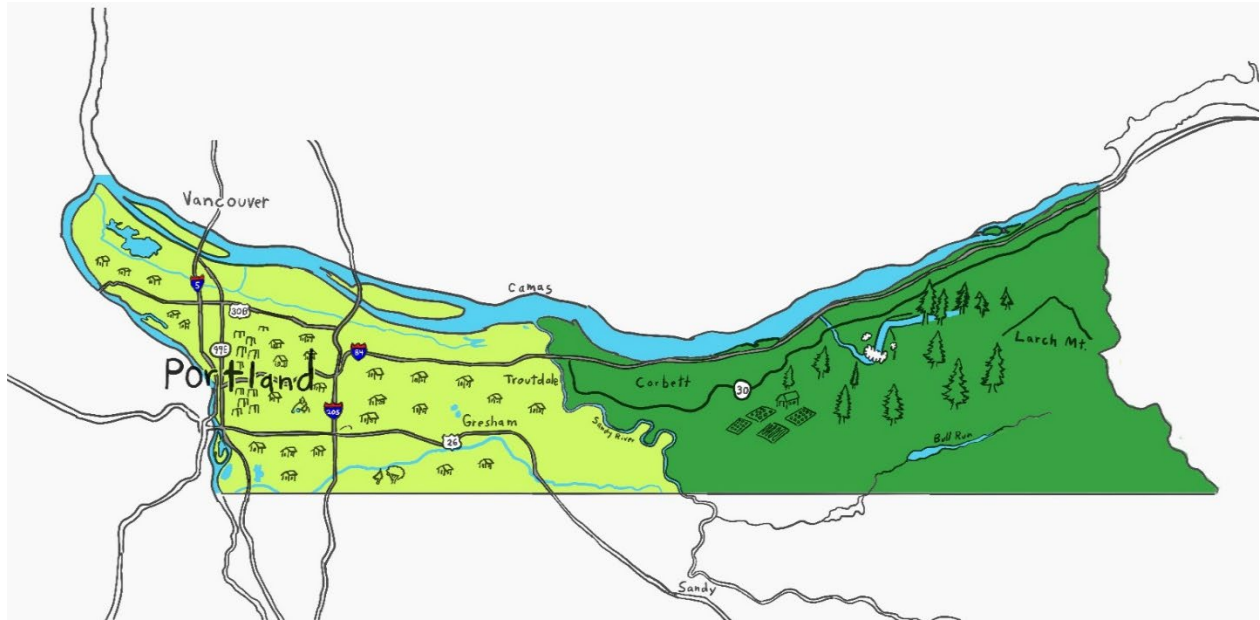




June 25, 2024

East Multnomah Soil & Water Conservation District

**Annual Work Plan for Fiscal Year 2024-2025
July 1, 2024 - June 30, 2025**



Helping people care for land and water since 1950.

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

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

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Cover image: Illustration of EMSWCD Boundaries, by Jon Wagner.

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1. About EMSWCD

East Multnomah Soil and Water Conservation District serves approximately 675,000 residents who live in and manage land east of the Willamette River in Multnomah County, Oregon. The EMSWCD geographic service area encompasses 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.

2. Purpose of Annual Work Plan

The District’s Annual Work Plan is an overarching document designed to guide the work of EMSWCD staff in achieving the strategic goals and objectives established in the 2023-2027 Strategic Plan. It is also submitted to the Oregon Department of Agriculture as part of their annual requirements for SWCDs. The audience for this plan is District staff and Board members, who will use the goals and strategies to charter a common path forward. This Plan is successful if it reaches the following goals:

- Provides a framework for goals and benchmarks guiding the District’s work and helps define success over time.
- Creates a common understanding across District departments and programs.
- Operationalizes the District’s strategic priorities including soil and water health, climate action, and equity.

3. Vision & Mission

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.*

We measure success by advancing: *Soil & Water Health, Climate Action, Equity & Inclusion.*



Table 1: Organizational Chart

The daily operations of EMSWCD are led by its Executive Director and implemented by 22 staff. The Board of Directors collectively serves 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.

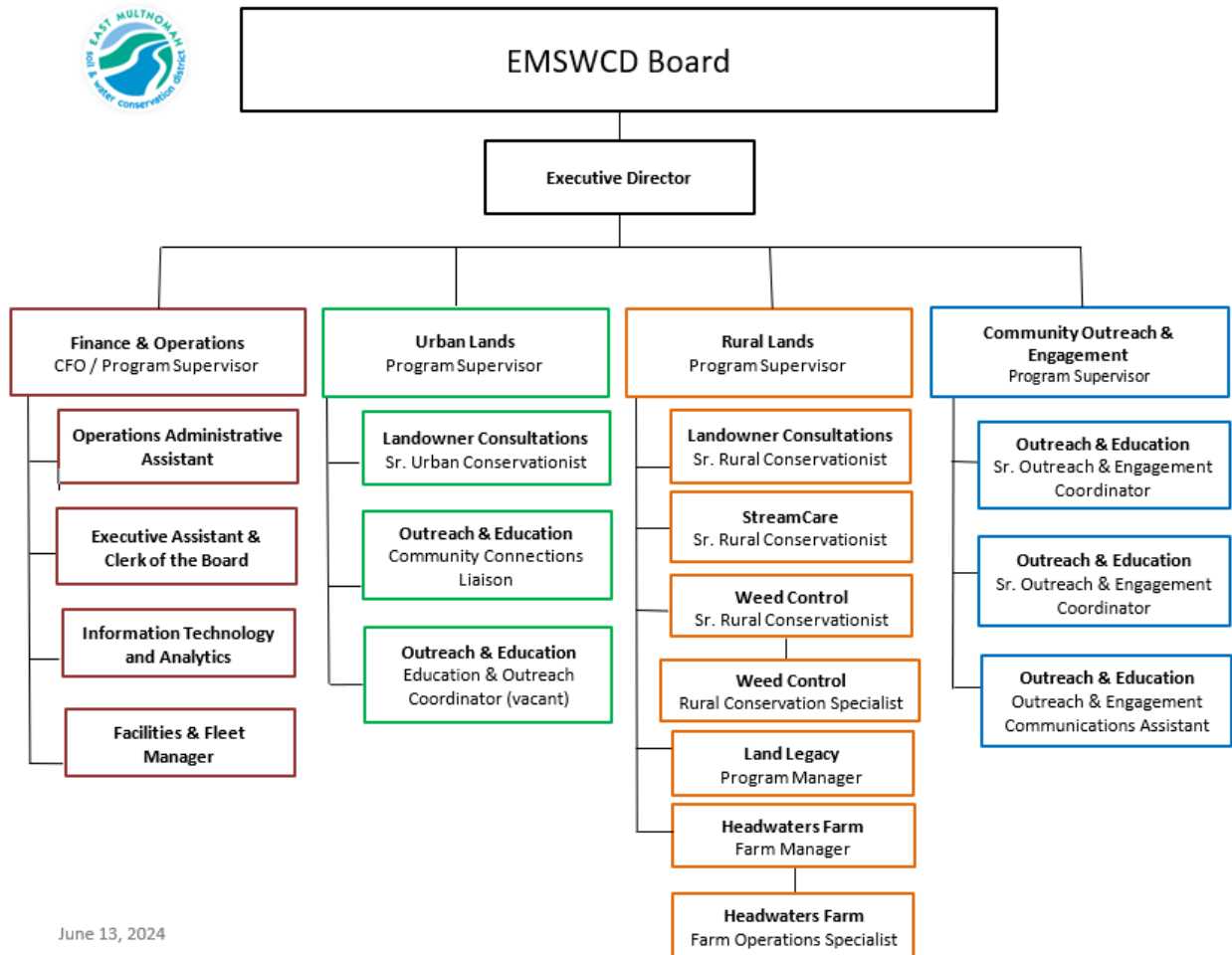


Figure 1: EMSWCD Organizational Chart

4. Budget

The total EMSWCD FY24-25 budget is \$21.4 million with \$19.4 million appropriated and just over \$2.0 million unappropriated as reserves. Of the General Fund appropriations, there is \$6.04 million for operational, programmatic work; \$500,000 for contingency; and \$1.99 million for transfer to the Special Funds totaling just over \$8.5 million. The Special Fund appropriations total \$10.9 million of which \$8.65 million is for land acquisitions; \$2.2 million is for grants to external entities and \$25,000 as pass through grant funding.

The total amount of **annual income** for FY24-25 in the General Fund is \$10.5 million of which \$6.38 million is new and prior year property tax revenue. This represents 61% of all **new revenue**. The remaining 39% is from Interest (\$160,000), Grants (\$116,594), Plant Sale (\$50,000), and Rent & Other



sources (\$61,257). Additional annual income designated solely in the Special Funds (Land Conservation Fund and Grants Fund) are the annual transfers from the General Fund (\$1.99 million) and \$350,000 in interest.

Of the total EMSWCD budget, the **largest source of available appropriated funding** comes from the Special Fund and General Fund Carryover Balances (\$7.95 and \$3.77 million respectively) which total over \$11.7 million.

EMSWCD FY24-25 Appropriations

| Category | | Purpose | Budgeted Amount |
|---|---------------------------------|--|---------------------|
| Operations | Finance & Operations | Staffing, facilities, and operations | \$1,524,760 |
| | Rural Lands | Staffing, contracting, and operations | \$1,983,747 |
| | Urban Lands | Staffing, contracting and operations | \$949,300 |
| | Community Outreach & Engagement | Staffing, communications, and operations | \$674,595 |
| | Headwaters Farm | Farm-specific staff and operations | \$912,497 |
| Sub-total Operations | | | \$6,044,899 |
| Capital, Grants, and Contingency/Unappropriated | Land Conservation Fund | Acquisitions | \$8,651,707 |
| | Grants Fund | External grants | \$2,202,000 |
| | Partner Grants | Pass through funds | \$25,000 |
| | Contingency Funds | Unanticipated costs | \$500,000 |
| | Unappropriated Funds | Funds held in reserve | \$2,001,890 |
| Sub-total Grants, Funds and Reserves | | | \$13,380,597 |
| Total EMSWCD Budget | | | \$19,425,496 |



Figure 1: FY24-25 Budget

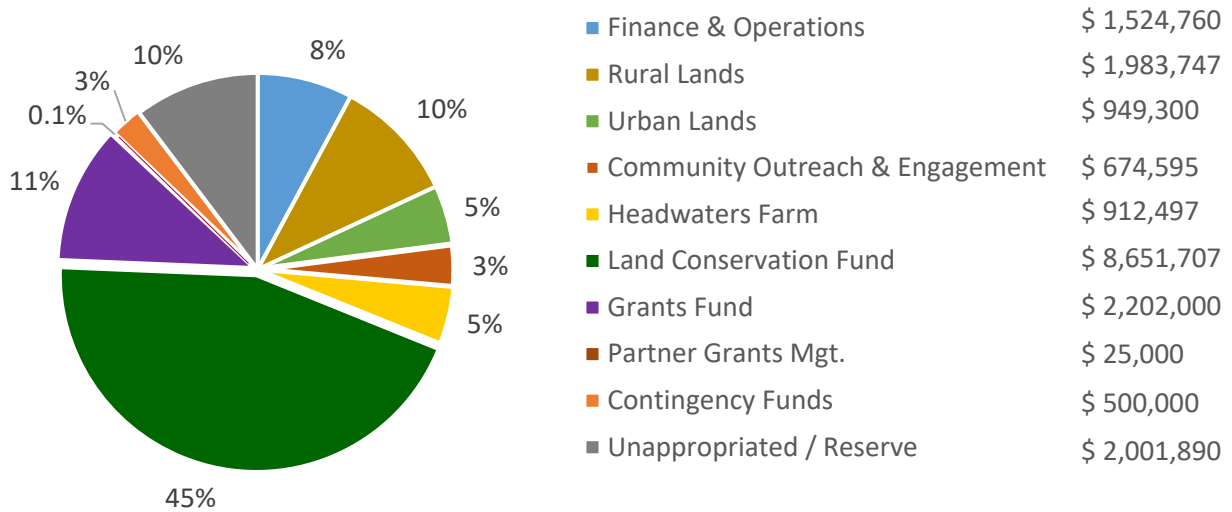
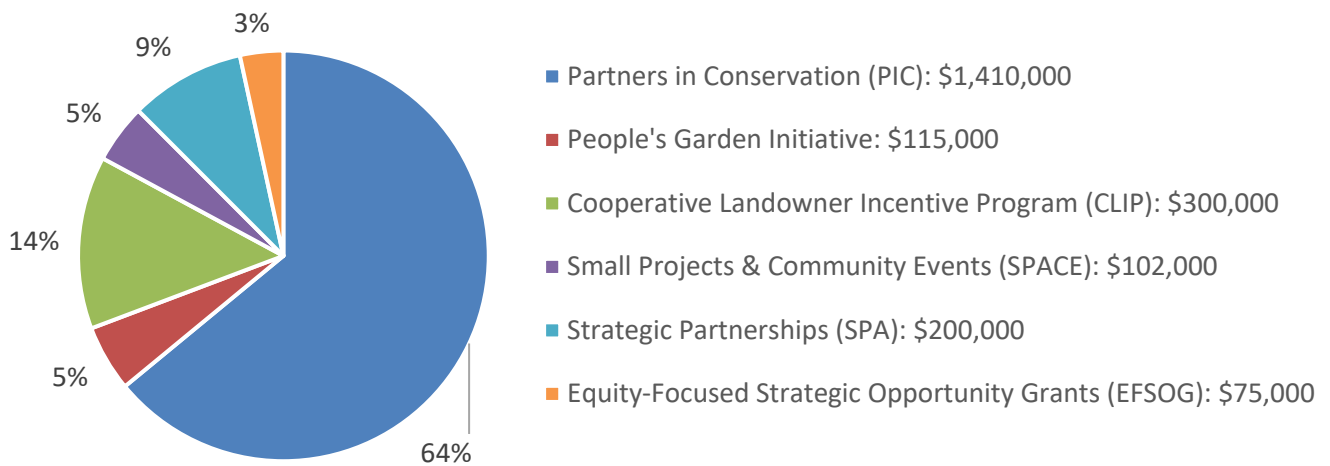


Figure 2: FY24-25 Grants Fund Budget





5. Goals of Equity Action Plan

EMSWCD continues to use the goals from our Equity Action Plan to define our work, which are:

- **Goal 1: Meaningfully and authentically engage Black, Indigenous, and People of Color (BIPOC), and other marginalized groups.**
- **Goal 2: Recruit, train, retain, and support a diverse staff and Board.**
- **Goal 3: Provide equitable programs and services.**
- **Goal 4: Allocate resources in a way that advances racial equity.**

The Equity Team’s key activities for the 2024-25 fiscal year:

| 2024-2025 Activities and Deliverables (Diversity, Equity, and Inclusion) | Outcomes |
|--|---|
| Conduct monthly Equity Team meetings; Hold quarterly combined Equity Team + Leadership Team meetings; Provide monthly Equity Team updates for Board Packet. | 12 ET meetings; 4 ET+LT meetings |
| Train new staff members about the history of EMSWCD’s Equity journey; share current documents and information for background and context. | 3 new staff will be trained and attend CEI Training |
| Develop a plan to support incoming and current board members in establishing a shared language and a baseline understanding of equity to align with the organizational strategic goal of centering equity. This includes a shared understanding of equity, white supremacy culture, and structural inequality. | Onboard up to 3 new BOD members to District Equity work |
| Reintroduce Equity Moments in staff and Board meetings; Engage staff to gather ideas for equity topics and possible methods of engagement; Create a schedule for consistent engagement. | 24 topics per year |
| Continue Equity Small Discussion Groups; Reshuffle groups; Update guidelines; Prepare a list of options/topics for groups to discuss. | Groups established |
| Develop a plan to engage all staff in ongoing education to gain a deeper understanding of equity. Options include: <ul style="list-style-type: none"> • How to operationalize racial justice in the workplace • Launch comprehensive learning journey that centers Indigenous voice and experience | Shows in individual work plans |
| Begin exploring how to build out a robust community stakeholder engagement effort to gather updated information on who is accessing EMSWCD’s services, community awareness of EMSWCD programs and services, and identify programmatic needs for hard-to-reach communities utilizing the Communications and Outreach Plan. | Create plan for FY 25-26 |



6. Urban Lands

The Urban Lands Program focuses its efforts east of the Willamette River and west of the Urban Growth Boundary (UGB) in Multnomah County. The program works to foster a stewardship ethic in the urban landscape by encouraging residents, businesses, and communities to incorporate resource conservation and pollution prevention into everyday life. The urban area of Multnomah County is one of the most diverse and populated regions of the state. The Urban Lands program places emphasis on ensuring EMSWCD’s programming is accessible to all who live, work, and play in EMSWCD.

High-Level Goals for Urban Lands Program:

Goal 1: Promote conservation practices that protect and improve soil and water quality, water conservation, and wildlife habitat.

Goal 2: Address climate impacts and reduce the heat island effect.

Goal 3: Provide education and assistance to partners, local residents, and landowners.

Goal 4: Expand impact through partnerships by leveraging financial support and resources.

This year, NEW 2024-2025 areas of focus from Strategic Plan include:

- **Improve fish passage:** as part of the MHCC Campus Clean Water Retrofit, will begin the design phase of the Kelly Creek dam removal project on the MHCC campus.
- **Support new technologies:** support water quality monitoring of Harmful Algal Blooms (HABs) in the Willamette River.
- **Reduce tire pollution runoff into our waterways:** participate in a new working group (6PPD-q Working Group) dedicated to finding solutions to tire pollution run-off into our local waterways.

6.1 Technical and Financial Assistance

| 24-25 Annual Activities and Deliverables (Technical and Financial Assistance) | Metrics |
|--|--|
| Provide technical consultations and site visits to residential, commercial, and industrial landowners. | 100/year, 25/quarter |
| Provide technical consultations and site visits to Grants Program applicants and Land Legacy partners and/or projects. | 8-10 consults/year |
| Incorporate new climate change considerations into our offerings and adjust content and delivery as necessary. | “Climate Change 2.0” workshop- “what can you do in your yard” workshop |
| Work with (at least) 3 large land managers to build relationships, encourage sustainable land management practices, and promote EMSWCD services. | CDC’s, Multi-family Housing complexes, Churches, schools, etc. |
| Provide cost-share (CLIP) financial assistance for eligible urban practices. | 2-4 projects/year |



6.2 Regional Coalitions and Partnerships

| Annual Activities and Deliverables (Regional Campaigns and Partnership Projects) | Metrics |
|---|--|
| Work within and promote regional coalitions that increase green infrastructure and improve natural resources (Clean Rivers Coalition, Solve Pest Problems, etc.). | Help promote campaigns and use web analytics to demonstrate outreach success |
| Plant trees and native shrubs in underserved communities together with community partners and volunteers through “Planting with Partners” events | 3-5 partner planting events/year |
| NEW: Support information gathering/sharing, research, and projects that aim to reduce water quality contaminants (HABs, 6PPD-q, PFAS/PFOA) | Actively participate in emerging coalitions, support monitoring and help identify actions and next steps |

6.3 Large-Scale Partnership Projects and Demonstration projects

| Annual Activities & Deliverables (Demonstration Projects) | Metrics |
|--|---|
| Implement the Conservation Corner outreach plan to enhance the visibility and educational value of the site and oversee maintenance. | 3-5 tours |
| Work with partners to guide and implement top priority projects identified in the MHCC campus clean water retrofit assessment. | Obtain funding for and solicit RFP for treatment of stormwater in N. slope of parking lots R, S, T, U |
| NEW: Begin the design phase of MHCC dam removal | Obtain funding for and complete design phase for the removal of the MHCC Dam. |
| Scope potential new large-scale, multi-partner projects. | Neighborhood/Community Sites, Commercial/industrial sites, Campuses, etc. |

6.4 Outreach and Education

| Annual Activities and Deliverables (Outreach and Education) | Metrics |
|--|---|
| Outreach | |
| Coordinate with presenters and partners to develop workshops and outreach materials that engage diverse audiences. | New multi-cultural offerings |
| Engage with new and existing community leaders/groups/organizations in priority areas by attending and/or tabling at meetings. promoting EMSWCD workshops and introducing people to the benefits of sustainable landscaping and/or green infrastructure practices. | Table 5 community events. Attend 6 community meetings |
| Adult Education | |
| Conservation presentations (1-hour) | 10/year; 200 participants |
| Conservation Workshops (1-2.5hours) | 50/year; 1200 participants |
| Events | |



| | |
|---|---|
| Host a Native Plant Sale providing residents with low-cost plants and information about their benefits and selection of the best plants for their site. | Reach 1000 participants. Sell at least 10,000 bare-root trees and shrubs |
|---|---|

7. Rural Lands

The Rural Lands Program focuses on the portions of EMSWCD outside the urban area. The program provides technical information and financial assistance to help farmers protect natural resources on their land, revegetation of areas along waterways, noxious weed control, a business incubator for beginning farmers, and protection for working farmland and properties with significant natural resources and/or access to nature opportunities.

High-Level Goals for Rural Lands Program:

Goal 1: Work with farmers to plan and implement practices that protect soil health, water quality, and water quantity.

Goal 2: Increase stream shading to protect water temperature and improve riparian habitat in priority watersheds.

Goal 3: Understand water quality and trends over time in priority watersheds.

Goal 4: 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.

Goal 5: Provide a farm business incubator to support viable new farm businesses.

Goal 6: Use working farmland easements to protect agricultural land from conversion and improve affordability.

This year, NEW 2024-2025 areas of focus:

- Community meetings with farmers: we will expand on the Eat and Greet by adding an annual fall gathering to hear needs, share resources, and create relationships.
- Plant trees on the upland restoration pilot site. Determine feasibility of taking on additional sites, including priority areas, budget and capacity needs.
- Identify ways to protect trees planted on upland sites from future logging.
- Implement the weed management plan for un-leased areas at Headwaters Farm.
- Use the farm worker assessment to determine the feasibility of recruiting applications to the Headwaters Farm Business Incubator program from this community.

7.1 Technical and Financial Assistance

| Annual Activities and Deliverables (Technical and Financial Assistance) | Metrics |
|---|---------------------------------|
| Recruit farmers to work with us. | 5 farmers begin working with us |
| Conduct site visits to provide site specific technical assistance. | 25 site visits |
| Develop technical recommendations and/or conservation plans that include methods to reduce erosion and protect water quality. | 5/year |



| | |
|---|----------------|
| Assist farmers with applying for and implementing projects funded with financial assistance (aka cost share). | 4 applications |
| NEW: facilitate meetings with farmers to learn needs and help create community | 2/year |

7.2 StreamCare

| Annual Activities and Deliverables (StreamCare) | Metrics |
|--|-----------------------------------|
| Maintain the existing, planted StreamCare sites to ensure good rates of plant survival. | 41 sites, 168 acres |
| Enroll and plant additional sites | 10 acres |
| 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. | Annual summary of graduated sites |
| For landowners that are graduating from StreamCare, offer an exit site visit. | Summary report on lessons Learned |

7.3 Water Quality Monitoring

| Annual Activities and Deliverables (Water Quality Monitoring) | Metrics |
|--|----------|
| Collect samples in upper Beaver and Johnson Creeks. This will include laboratory analysis for fecal bacteria, total suspended solids, total phosphorous, and nitrate. Submit data to DEQ for trend analysis. | Monthly |
| Install continuous temperature loggers in multiple locations in Beaver, Johnson, Big, and Smith creeks each April. Remove temperature loggers in the fall. | Annually |

7.4 Weed Control

| Annual Activities and Deliverables (Weeds) | Metrics |
|---|---------------------------|
| Control work on half of known riparian knotweed infestations in the rural area. | 50% infested area treated |
| Control all accessible false brome infestations to prevent establishment in the rural area. | All annually |
| Control spurge laurel in the rural area. | 20% annually |
| Evaluate priority areas for control ivy and clematis project in natural areas east of the mainstem Sandy River and adjust as needed. Continue control of 20% of priority sites. | 20% annually |
| Control all known infestations of garlic mustard outside the containment zone. | Annually |
| Evaluate the need to alter the garlic mustard containment zone. | Annually |
| NEW: Plant trees on upland pilot site. Determine feasibility of taking on additional sites, including priority areas, budget and capacity needs. | 22 acres |
| NEW: Identify ways to protect trees planted on upland sites from future logging. | By end of fiscal year |



7.5 Headwaters Farm Business Incubator Program

| Annual Activities and Deliverables (Natural Resources Management) | Metrics |
|--|----------------------------------|
| 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. | Ongoing |
| NEW: Implement the Weed Management Plan for unleased areas. | Annual report |
| Soil samples taken for all fields in October, both in production or not, to help determine fertility needs and document change over time. | Annually |
| Recruit qualified applicants for the 2025 growing season. | 10 applicants, at least 6 viable |
| Permit, procure, and set up a new farm office. | By end of fiscal year |
| Remove the current farm office from Headwaters Farm and decommission the septic system. | By end of fiscal year |
| NEW: Farm Worker Report next steps identified | Program plan |

7.6 Land Legacy Program

The Land Legacy Program focuses on protecting working farmland and properties that possess significant natural resources and/or access to nature opportunities. Working farmland is the principal priority and focus of the program at this time, as there are no other organizations currently working to protect this important resource in the EMSWCD service area.

| Annual Activities and Deliverables (Natural Resources Management) | Metrics |
|---|---|
| Close out buy-protect-sell transactions on working farmland and identify new opportunities. | 2 property transactions |
| Close out working farmland easement transactions and identify new opportunities. | 3 easements completed |
| NEW: Develop additional farm access resources such as the framework for a land access capital grant program, workshop on leasing, real estate and financing paired with 1x1 mentoring. | Land capital grant program report and workshop schedule |
| Working farmland easement interests and purchased properties monitored and managed. | Management activities conducted on 7 properties |

8. Community Outreach and Engagement

The Community Outreach and Engagement team develops and implements communication and outreach strategies that increase public awareness of the District to ensure people in our district connect with our mission, find our programs and resources accessible and relevant, and benefit from our investments.



Our Communication Plan includes these High-Level Goals:

Goal 1: Raise awareness for and drive participation in our programs

Goal 2: Reach audiences that would benefit from engaging with but do not currently have a relationship with us

Goal 3: Build a consistent narrative about our mission and offerings across programs

Goal 4: Advance engagement metrics in support of programmatic goals across the District

This year, NEW 2024-2025 areas of focus:

- Development and launch of a new website
- New accessibility standards developed for events, online and print publications, presentation materials and other outreach and engagement activities
- New art installations at the Williams Ave. Headquarters
- A proactive social media strategy using tools and analytics to refine our engagement.

8.1. Planning and Coordination; Standards and Practices

| Annual Activities and Deliverables Planning and Standards | Metrics |
|--|--|
| Meet quarterly with CO&E Supergroup for planning and coordination; update and share the 12-month “At-A-Glance” outreach and engagement calendar. | Four meetings per year |
| Establish editorial and social media guidelines and protocols for all district staff creating content for website and outreach information. | Communication products are more standardized. Staff use and can easily access editorial guidelines |
| Put into action the organization-wide editorial calendar developed by the CO&E Super Group in partnership with Program Area Teams. | Measurable goals set and met for EMSWCD “push” communication |
| Refine internal decision-making and communication processes and expectations. Refine QA/QC and workflow processes. | Internal protocol |

8.2 Program Area Outreach and Engagement Support

| Annual Activities and Deliverables Outreach and Engagement Support | Metrics |
|---|---|
| Design and implement outreach strategies using direct mail, advertising, email outreach, social media, and website communications in partnership with Program Area Teams. | Produce and promote annual report; increase social media engagement |
| Coordinate, support, and promote workshops, presentations, and other events for urban and rural residents. | Rural lands – three workshops per year. One HIP open house |
| Work with the Land Legacy Program Manager to finalize a Communications and Outreach Plan. Help design and implement outreach activities for agricultural land conservation. | Plan finalized and used in FY 24-25 |



| | |
|--|---|
| Implement the new Headwaters Outreach and Marketing Plan promoting Headwaters and the Headwaters Business Incubator Program and help recruit new qualified participants. | Recruit 10 applicants, at least 6 viable |
| Continue engaging and building relationships with BIPOC community members and groups, both urban and rural. | Each full-time staff attends four cultural or other events hosted by local CBOs or partners |
| Conduct an annual outreach campaign to recruit eligible landowners for the StreamCare program (if needed). | StreamCare program opportunities filled |
| Implement Urban Lands Workshop Program Evaluation Plan: Collect and analyze participant data to determine the extent to which workshops impact behavior change, identify common barriers to implementing sustainable practices, and better understand who we are and are not reaching. | Collect 3 years of backlog data |
| Participate on the Native Plant Sale planning team. Support marketing and outreach efforts including designing outreach materials and a mail plan to key audiences. | Increased participation by key audiences |

8.3 Systems and Infrastructure

| Annual Activities and Deliverables Systems and Infrastructure | Metrics |
|--|---|
| Design and create a new website for the District with the Website Project Team. | New website launched. |
| Learn to use and provide support to team members using the district’s new CRM; assist with creating a user manual so staff can easily adapt to implementing new processes. | All Grant Program data uploaded. CO&E outreach efforts recorded in CRM. |
| NEW: Acquire and begin using a social media management platform. Assess the value and ROI. | Use software analytics to measure the effectiveness of the platform. |

8.4 Equity and Access

| Annual Activities and Deliverables Equity and Access | Metrics |
|--|---|
| Develop and train staff on new EMSWCD standards for accessibility in our events, online and print publications, presentation materials and other outreach and engagement activities. | Standards developed and shared with staff. Training provided. |
| Support Spanish-and other non-English language and initiatives across Programs | By request and track |
| Engage community members and partners to evaluate outreach methods and materials and identify needed changes to improve access across the district. | By request |
| NEW: Begin implementing the new organization-wide demographic data collection guidelines for all external surveys. | Analysis shared out annually |
| NEW: Update public spaces at N. Williams Ave. Headquarters with art and interpretation that makes the building more welcoming and inclusive. | Plan and budget developed and approved. Begin implementation. |



8.5 Community Grants

Grants to EMSWCD community partners, nonprofit and community-based organizations, schools and educational institutions, and tribal governments for activities that are aligned with EMSWCD’s mission, and strategic plan.

| Annual Activities and Deliverables (Community Grants) | Metrics |
|---|---|
| Administer PIC and SPACE Grants. Complete grant agreements, monitor grantee work programs, review and process payment requests, track project completion requirements. | New PIC grants – 26 New SPACE grants – 30 |
| Review grant program purpose, goals, and administrative requirements with community partners and identify areas of improvement. | Board adopts updated Community Grant program goals |
| Ensure compliance with NRCS funding from Our People’s Garden initiative. | NRCS funding distributed and received. |
| Support SPA partners; administer individual agreements: reimbursements, reporting and electronic files. Review SPA program and recommend SPA program updates or changes aligned with the district’s new Strategic Plan. | Two Special Partnership Agreements (SPA) |
| Support development of Equity Focused grant project proposals; administer individual agreements: reimbursements, reporting and electronic files. | Evaluate EFSOG grant pilot, suggest changes/updates |

9. Finance and Operations

The Finance and Operations Program oversees administrative functions that cut across all EMSWCD programs and activities. We help the people who help people care for soil & water. The major functional areas of the Program include budget and finance, board and committee management, facilities, fleet and equipment management, information technology, office administration, personnel coordination and contract management.

This year, NEW 2024-2025 areas of focus:

- **Resource Evaluation & Development:** F&O will complete a holistic 360 evaluation of EMSWCD’s budget and human resource allocations by analyzing current processes and setup and identify potential opportunities. This can include identifying new (financial or human) resource avenues and programmatic work efforts with existing and potential resource needs.
- **Policy Development:** F&O will commit to the development of both an outward-facing Legislative Policy development process and team; as well as an internally focused team to define goal setting and desired outcomes and achievements related to conservation and environmental policy study and engagement.
- **Leverage Technologies:** F&O will focus on the utilization of current or emerging technologies to further EMSWCD’s analytics, outreach, and outcomes. These can be measured through the quantifiable demonstrated benefit of the CRM and new website through benchmarks and analytics.

9.1 Budget and Financial Management

| Annual Activities and Deliverables (Budget and Finance) | Metrics |
|---|---------------------------------|
| Complete FY23-24 financial audit. | Successful audit w/o exceptions |



| | |
|---|--|
| Track FY24-25 budget and produce budget to actual reports. | 90-95% Programmatic Budget spend |
| Develop FY25-26 budget. | Successfully adopted budget w/o recommendations or objections. |
| Review fiscal policies and recommend changes as needed. | Annual review by policy. Streamlined and effective checks and balances. |
| Review and monitor EMSWCD contractual agreements. | As needed to ensure equitable practices and ORS compliance |
| Review bookkeeping & payroll processes, implement improvements as needed. | Continuous review as best practices for fraud prevention. Semi-annual evaluation of processes for continued best practices and efficiency. |
| NEW: Resource Evaluation, Development and Budget Forecasting | By fiscal end, the identification of new resource avenues and programmatic work efforts. Identify new resource needs. |

9.2 Board and Committee Management

| Annual Activities and Deliverables (Board and Committee Management) | Metrics |
|--|---|
| Schedule, notice, prepare logistics, create in-person/virtual meeting environments, distribute materials for, take minutes and maintain records for all Board of Directors & Committee meetings. | 12+ Board Mtgs/yr. 16+ Committee Mtgs/yr. |
| Review and implement AI Minute taking practices | Incorporation of accurate AI minute taking |
| Board Meeting – District Tour | 2-3 Board Meetings held at varying locations around the District |
| Onboard new Board members (incumbent or newly elected); support Board DEI and Ethics Training; follow EMSWCD’s Policy Calendar as developed. | Onboard 3 Board Members (incumbent or newly elected). Completed DEI and Ethics training. |

9.3 Human Resources/Personnel Coordination & Recordkeeping

| Annual Activities and Deliverables (HR/Personnel) | Metrics |
|--|---|
| Review health and other insurance benefits. Maintain a supportive benefits package for staff that is also in step with budget. | Annually: Cost-effective health plan & Employee benefits |
| Research personnel-related issues such as state and federal employment law information/changes that might affect EMSWCD. | As developed by City, County, State. |
| Create and maintain confidential personnel files. | Compliant Personnel records. Creation of minimally one new |



| | |
|--|--|
| | hire’s file and maintenance of 21 files. |
| Assist with the recruitment and hiring process for new staff as requested. | Minimally one new hire for 24-25 |
| Onboard new staff members upon hire and assist with offboarding departing staff. | Minimally one new hire for 24-25 |

9.4 Facilities, Fleet, and Equipment Management

| Annual Activities and Deliverables (Facilities, Fleet and Equipment) | Metrics |
|---|--|
| <i>Facilities</i> | |
| Assist with coordination and oversight of Williams Office building improvements | New carpet & paint, main stairs repair/replace, re-stain main lobby flooring |
| Assist with setting up a new office at Headwaters Farm. | Successful setup and usage of new farm office. |
| Assist with the removal of the current Headwaters farm office and decommission the septic system. | Office removed and septic system decommissioned. |
| <i>Fleet and Equipment</i> | |
| Evaluate feasibility of charging station usage for public use and at minimal cost to public. | Identified charging cost/minute and creation of public use policy/process. |

9.5 Information Technology Management

| Annual Activities and Deliverables (Information Technology) | Metrics |
|--|--|
| Conduct IT support to ensure properly functioning equipment and timely troubleshooting of technology problems before utilizing Contracted IT support trouble tickets. | Continuous. Reduction of overall technology issues and fewer VPN connection issues. Reduce tickets from ~110/year to 84/year. |
| NEW: Leverage technologies by establishing the CRM and website as the primary tools for outreach, engagement, and education to constituents. F&O will take a supportive and infrastructure framework development role in this goal. | Framework and infrastructure completed for District’s primary technology tools (CRM and Website). Measurable outcomes and goals established. |
| Research and implement a solution to increase file storage space on the company drive. | Three new server hard drives adding 4 TB of storage space. |
| Purchase and set up scheduled replacement computers for staff as needed. Work to repurpose and maintain older computers to extend their lifecycle and conserve resources. | Acquire and set up two new laptops. Repurpose three existing laptops. Recycle/donate eight depreciated desktops and laptops. |



9.6 Information Technology and Analytics

| Annual Activities and Deliverables (IT and Analytics) | Metrics |
|--|---|
| Collect analytics on website (current and new) traffic: total hits of unique users. Report out in conjunction with programmatic efforts. | Increase unique website users per day and develop website engagement metrics to advance the District’s programmatic goals |
| Assist Website Redesign Team with CO&E as product owner in assessing, choosing and working with external contractor on website redesign. | Completed redesigned website |
| Further implementation of second year CRM components and add-ons. Migration of all workshop data, implementation of ArcGIS and other data for District use. | Completed second year implementation strategy incorporating historic workshop and ArcGIS data and contacts. |
| Analyze social media platforms and assist CO&E in outreach to drive traffic to EMSWCD website, encourage event participation and promote conservation practices. | Measurable uptick in social media traffic to website. Demonstrated uptick to correlate with programmatic goals |

9.7 Office Administration

| Annual Activities and Deliverables (Office Administration) | Metrics |
|--|---|
| Answer emails and telephone messages from the public and respond to requests for information. | Current average is 8 calls and 6 emails/month and 12 office visits. With increased outreach & engagement, new website for ‘contact us’ usage; increase queries to 12 each/month on average. |
| Ensure the records management are in accordance with Oregon public records law and respond to public records requests accordingly. | Fulfill minimally 2 public records requests per year. |
| Perform research & cost comparisons for vendors and equipment to maintain cost effectiveness and quality. | Savings and benefits measured by individual need. |
| Coordinate materials for meetings, training sessions, and other activities of the organization. | All staff meetings (2X/month) and outside partner meetings (ad hoc). |