



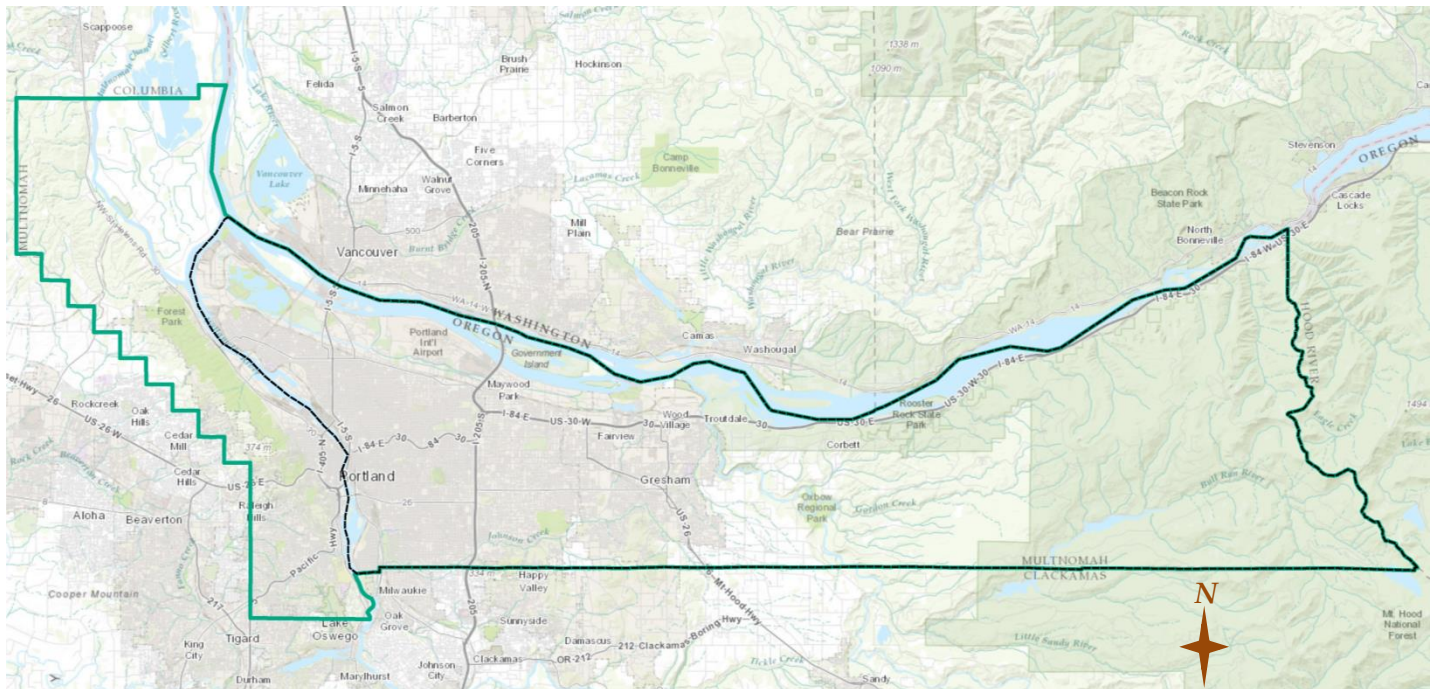
# ANNUAL WORK PLAN

## 2015-2016

# *East Multnomah*

## *Soil & Water*

### *Conservation District*



**Legend**  
— EMSWCD Boundary  
— Multnomah County Boundary

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

**July 6, 2015**  
**Final Version 1.0**



**East Multnomah Soil & Water Conservation District  
Annual Work Plan for Fiscal Year 2015-2016  
July 6, 2015  
Final Version 1.0**

This plan was presented to and approved by the  
Board of Directors for the East Multnomah Soil and Water Conservation District on: July 6, 2015

This plan can be downloaded in PDF format from:  
<http://emswcd.org/about/documents/emswcd-organizational/planning-documents/>

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## 1.0 Executive Summary

The East Multnomah Soil & Water Conservation District (EMSWCD), located in northwestern Oregon, is a non-regulatory, government agency (i.e., a Special District), which operates east of the Willamette River centerline within Multnomah County. The EMSWCD's Vision and Mission (below) establish mutually agreed-upon guidance for all that we do.

**The EMSWCD Vision:** *Our lands and waters are healthy and sustain farms, forests, wildlife, and communities.*<sup>1</sup>

**The EMSWCD Mission:** *We help people care for land and water.*<sup>2</sup>

The EMSWCD strives to realize its vision and fulfill its mission by providing technical, capacity and financial assistance to landowners, land managers, partners and other residents in an effort to establish and maintain healthy ecosystems, with a particular focus on soil, water, and habitat conservation. With 20 staff and an annual operating and capital budget of \$10.4 million for the fiscal year, the EMSWCD implements its activities through four programmatic units: 1) Finance and Operations; 2) Rural Lands; 3) Urban Lands; and 4) Land Legacy and Grants.

The Finance and Operations Unit focuses on the administrative aspects of the EMSWCD's work, including board and committee management, budgeting and financial management, contracting, human resources, office management, facilities management, and marketing and media. The Rural Lands Unit focuses on helping new farmers get established, providing advice to existing farmers and other land managers on best practices, improving riparian habitats, and eradicating invasive weeds. The Urban Lands Unit provides workshops, project consultations, demonstration projects and public events, such as native landscaping tours and native plant sales. And finally, the Land Legacy and Grants Unit focuses on protecting and restoring agricultural, natural resource, and access lands as well as providing funding for partners and allies for conservation-related activities. This annual work plan describes the activities EMSWCD will carry out from July 2015 through June 2016 (FY15-16). Narrative descriptions of the planned work can be found throughout the body of the document; composite lists of all activities are given in Appendices 3 – 6. Major deliverables identified for FY15-16 for each programmatic unit include:

### **Finance & Operations:**

- FY16-17 budget development
- New retirement investment program
- Equity analysis/ plan; sustainability analysis/plan
- Branded work gear
- Board room reconfiguration
- Marketing plan, new marketing materials, and revised website

### **Rural Lands:**

- 5-year program plans for each program area
- At least 10 new applicants to become HIP farmers
- Outreach efforts on new ODA Focus Area
- Maintenance of existing StreamCare sites and assessment of new tributaries to add to program
- Maintenance of existing noxious weed sites and prevention of new weed species from establishing

### **Urban Lands:**

- 5-year program plan
- At least one major, transformative demonstration project
- Evaluation of long-term partnership with the Backyard Habitat Certification Program

### **Land Legacy & Grants:**

- 5-year program plans for each program area
- At least three agricultural conservation easements processed; at least one natural area and one access area protection opportunity evaluated
- Farmer succession program
- Grant funding provided for projects addressing habitat restoration, water quality monitoring and improvement, stormwater runoff, soil erosion, sustainable agriculture, environmental education community events, community and school garden, capacity building

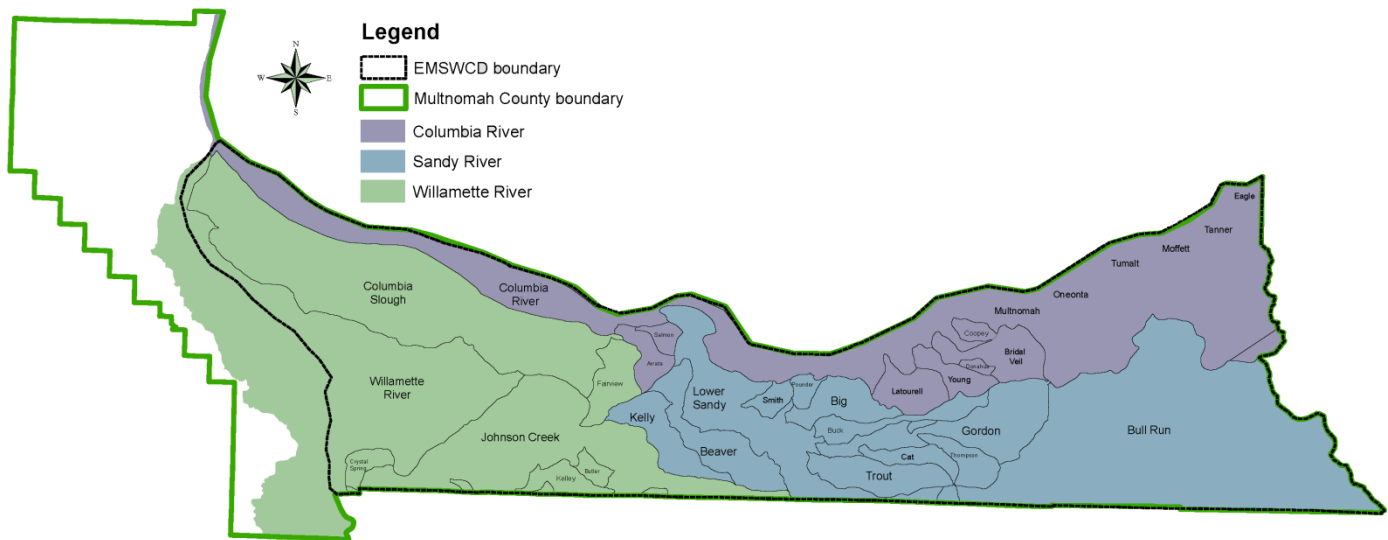
<sup>1</sup> The EMSWCD Vision was updated in January 2015.

<sup>2</sup> The EMSWCD Mission statement was updated in January 2015.

## 2.0 Introduction

The EMSWCD serves approximately 700,000 residents who live and manage land east of the Willamette River centerline 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 — and within these watersheds 35 sub-basins, all of which contribute to the Greater Columbia River Basin (see Map 1).

**Map 1: Watersheds and sub-basins of EMSWCD**



The EMSWCD 2012-2017 *Strategic Plan* identifies six **broad strategic goals**:

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

The *Strategic Plan* also identifies six **organizational values** that underlie all EMSWCD activities:

1. ***Provide equitable access to services.***
2. ***Focus on under-served communities.***
3. ***Provide outstanding public service.***
4. ***Operate in transparency.***
5. ***Act with integrity.***
6. ***Utilize sound operations.***

A Governing Board of five Directors, a Director Emeritus, and an Associate Director guides the policy and program direction of the EMSWCD through monthly board and committee meetings. The daily operations of the EMSWCD are led by an Executive Director and implemented by 19 staff (an organizational chart is provided in Appendix 1). The EMSWCD is currently organized into four programmatic units: 1) Finance and Operations; 2) Urban Lands; 3) Rural Lands; and 4) Land Legacy and Grants. The bulk of this work plan is organized as per these programmatic units (Sections 4.0 – 7.0); all activities identified for FY15-16 are listed in Appendices 3 – 6.





## 2.1 Plan Purpose

The EMSWCD FY15-16 Annual Work Plan outlines the high level activities the EMSWCD will undertake from July 1, 2015 through June 30, 2016 to address the goals identified in the EMSWCD 2012-2017 *Strategic Plan*.<sup>3</sup> The EMSWCD FY15-16 Annual Work Plan will help inform the public, partners, the EMSWCD Board of Directors, and EMSWCD staff 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 & Water Conservation District Support Grants.

## 3.0 Board of Directors, Committees, and Executive Director

The EMSWCD Board of Directors is the governing body of the District and has the authority to carry out the items listed under “powers of Directors” listed in soil and water conservation district enabling statutes of Oregon as well as anything implied and necessary to carry out those items directly listed in statutes. These powers are granted subject to the oversight of the Oregon Department of Agriculture. As the governing body of EMSWCD, it is the board’s responsibility to: set policy; adopt the budget; set programs and strategic priorities; hire and supervise the Executive Director; and oversee the management of the EMSWCD’s affairs to ensure legal compliance and fiscal responsibility.

Board directors are elected in the November General Election held in even numbered years. Directors serve four-year terms. Director terms are staggered so that all positions are not typically elected simultaneously. Staggered terms help provide continuity on the board and maintain operational consistency. Conservation districts can expand conservation district capabilities by appointing associate directors and director emeritus. Associate directors and director emeritus do not vote on board decisions. However, they can augment the board's knowledge and experience level and assist with conservation district programs and activities.

Throughout FY15-16, the EMSWCD Board members will be composed of three zone Directors, two at-large Directors, a Director Emeritus, and an Associate Director (see Appendix 2). The EMSWCD zones associated with the zone Directors are shown in Map 2. The Board will meet once per month during the fiscal year.

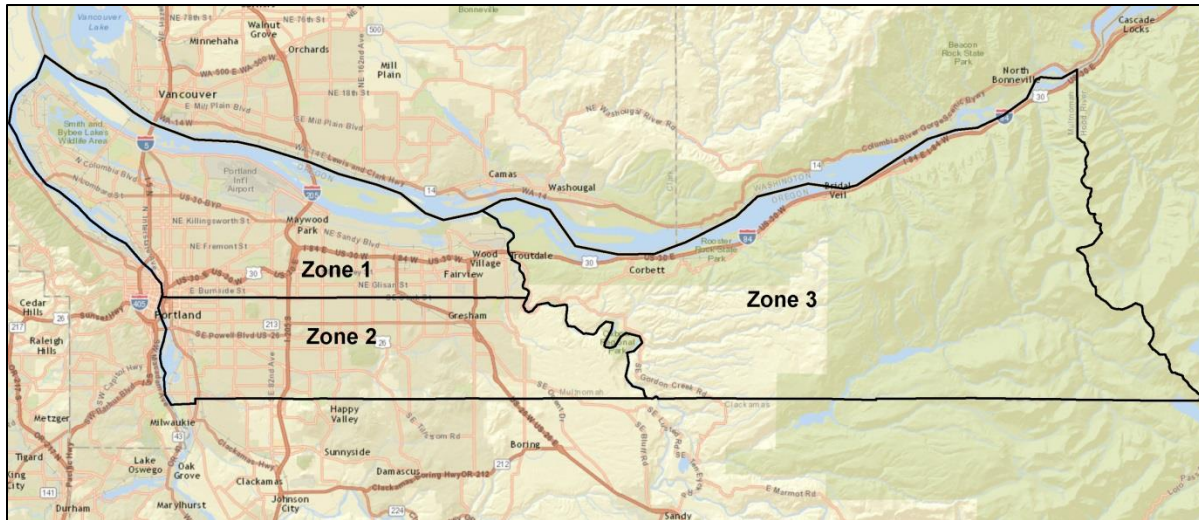
Board members will serve on five standing committees during this period: 1) Budget Committee; 2) Land Legacy Committee; 2) Personnel Committee; 3) Grants Committee; 4) PIC Review Committee; and 5) SPACE Review Committee. Board member assignments to the committees, as well as the months each committee is expected to meet, are shown in Appendix 2. All Board and committee meetings will be open to the public.

The Board of Directors collectively serve as the supervisor for the Executive Director. The Executive Director in turn is responsible for all EMSWCD operations, including supervising staff, managing budgets, developing long range plans, representing the EMSWCD to the public and partner organizations, and providing information, advice, and support to the Board of Directors and staff. During FY15-16, the Executive Director will focus on: 1) developing strategic partnerships at the local level; 2) engaging state, regional, and national entities representing SWCD interests; 3) improving EMSWCD Board functions; and 4) improving all EMSWCD policies.

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<sup>3</sup> More detailed descriptions of these same activities and finer level activities are described in the annual work plans for each individual EMSWCD staff.

**Map 2: District Zones**



## 4.0 Finance and Operations

The Finance and Operations Program oversees administrative functions that cut across all EMSWCD activities and geographies, including budgeting and finance, contracting, human resources, office and facilities management, and marketing (see Appendix 3 for a composite list of major deliverables for FY15-16). The Finance and Operations Program FY15-16 budget is approximately \$630,000, which includes funding for the following 4.5 FTEs (full-time-equivalents):

- Executive Director;
- Chief of Finance and Operations;
- Office Manager;
- Facilities Manager (0.5%); and
- Marketing Manager.

Major functional areas of the Finance & Operations Program are:

- Budget & Finance
- Office Management
- Facilities Management
- Marketing & Media (and IT)

### 4.1 Budget & Finance

The total EMSWCD FY15-16 budget is \$12.2 million (see Table 1 and Figure 1), which matches funding sources of \$12.2 million (see Table 2 and Figure 2). Of this, the total amount allocated for program expenditures in FY15-16 is \$10.5 million. The Land Legacy and Grants Program has the largest program budget at \$7,721,749, as this includes funding for land purchases and grants to external agencies. While beginning balances (i.e., carry-over funds) from previous fiscal years represent the largest source of funding at \$7.5 million, anticipated revenues from property taxes represent largest source of new funding for FY15-16, accounting for 35% of total funding sources. The EMSWCD's permanent property tax rate limit of \$0.1000 per \$1,000, which was approved by voters in 2005, is estimated to generate \$4.2 million in FY15-16.



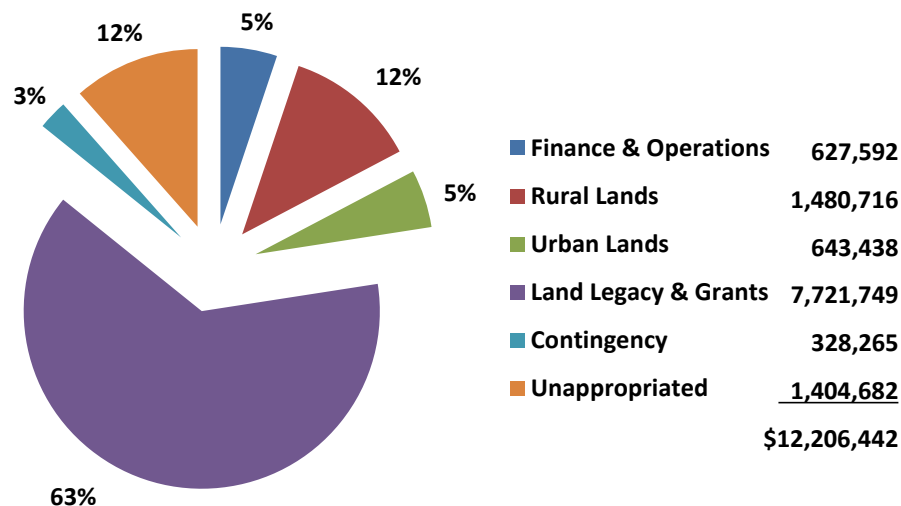


While the budgeting timetable for the next fiscal year (FY16-17) has yet to be confirmed, budget discussions will likely begin in January 2016 by evaluating program success during the first six months of the performance period. A draft budget is usually prepared by staff in February and Budget Committee meetings generally take place in March. The full EMSWCD Board of Directors serves as the Budget Committee. The Tax Supervising and Conservation Commission (TSCC) serves as a budget oversight body for many local government agencies in Multnomah County, including EMSWCD. With oversight and guidance provided by TSCC, EMSWCD staff will work with the EMSWCD Budget Committee to prepare the budget for approval in May 2016, adoption in June 2016, and implementation beginning in July 2016.

**Table 1: FY15-16 Budget**

Category	Purpose	Sub-totals	Totals
Finance & Operations Program	Staffing, facilities, and operations	\$627,592	\$627,592
Rural Lands Program	Staffing, contracting, and operations	\$1,089,662	
• Headwaters Farm	Farm-specific staff and operations	\$366,054	
• Partner Grants Management	Pass through funds	\$25,000	\$1,480,716
Urban Lands Program	Staffing, contracting and operations	\$643,438	\$643,438
Land Legacy & Grants Program	Staffing and operations	\$406,749	
• Land Purchases	Acquisitions	\$5,412,500	
• Grants	External grants	\$1,902,500	\$7,721,749
Contingency	Unanticipated costs	\$328,265	\$328,265
Unappropriated funds	Funds held in reserve	\$1,404,682	\$1,404,682
		<b>Total</b>	<b>\$12,206,442</b>

**Figure 1: FY15-16 Budget**

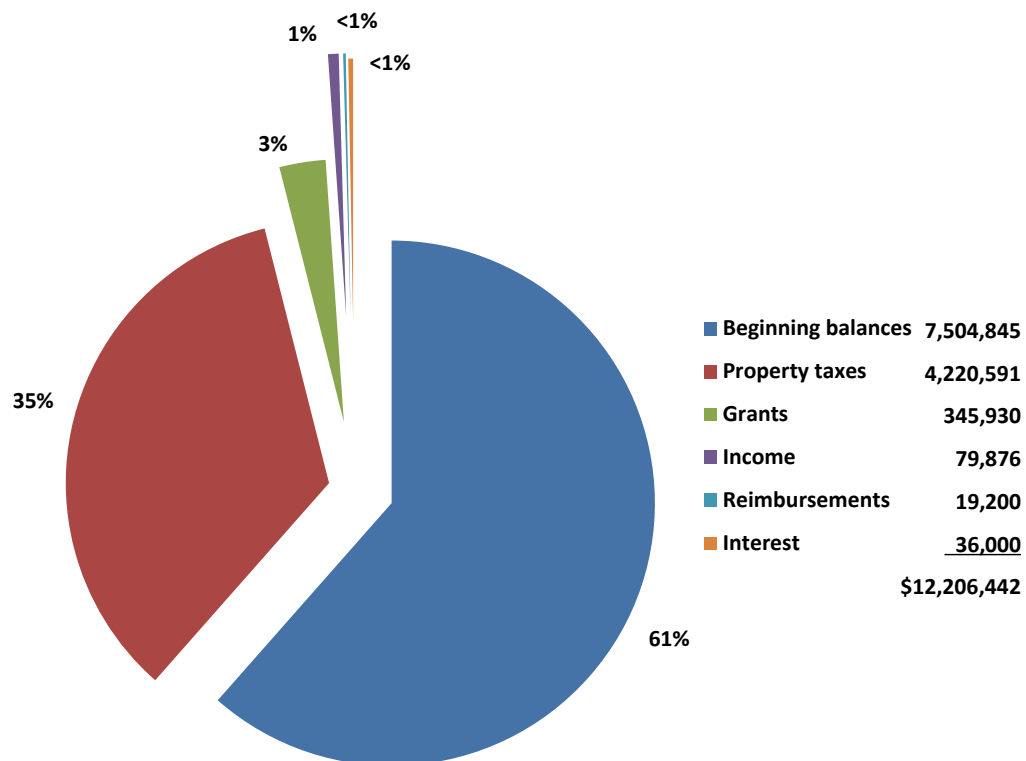




**Table 2: FY15-16 Funding Sources**

Source	Purpose	Sub-totals	Totals
Beginning balances	General Fund carry-over from FY14-15	2,554,750	
	Conservation Fund carry-over from FY14-15	4,175,095	
	Projects & Cost Share Fund carry-over from FY14-15	775,000	\$7,504,845
Property taxes	FY14-15 levied taxes estimated to be received	100,000	
	FY15-16 levied taxes estimated to be received	4,120,591	\$4,220,591
Grants	ODA Administrative Grant	20,930	
	ODA Focus Area Funding	50,000	
	NRCS Ag Lands Easement Grant (anticipated)	250,000	
	Partner grants pass-through (anticipated)	25,000	\$345,930
Income	Native plant sales	40,000	
	Oxbow Farm lease payments	39,876	\$79,876
Reimbursements	From partners	2,000	
	From Headwaters Farm-related activities	10,000	
	Out-of-District workshops	7,200	\$19,200
Interest	General Fund interest on bank/investment accounts	9,000	
	Conservation Fund interest	21,000	
	Projects & Cost Share Fund interest	6,000	\$36,000
		<b>Total</b>	<b>\$12,206,442</b>

**Figure 2: FY15-16 Funding Sources**





## 4.2 Office Management

Office operations of the EMSWCD are generally overseen by a single office manager who serves multiple roles; team members within the Finance & Operations Program assist as necessary. Below are the major office-related deliverables for FY15-16.

- Administration and records: All historical records and files will be organized, information will be retained as per the state retention schedule and an improved record keeping and archival system will be established for the organization; historical archives will also be researched while working with a contracted historian to tell the story of the EMSWCD generally, and specifically chronicling the tenure of long time board member Dianna Pope; and a comprehensive organizational sustainability analysis, to include energy usage and environmental footprint of operations, will be completed.
- Customer service: An organizational equity analysis and an organization equity plan will be completed; and EMSWCD branded gear will be obtained to enable the public to immediately recognize staff.
- Human resources: All internal policies will be reviewed and updated; recruitments for at least three staff are anticipated and evaluation of new and improved retirement account options will be completed.
- Boards and committees: 12 board meetings and 17 committee meetings will be prepared for, coordinated, and hosted.

## 4.3 Facilities Management

The major facilities owned and managed by EMSWCD include: 1) the headquarters office located N. Williams Avenue in Portland, Oregon; 2) the Headwaters Farm located on Orient Drive in Gresham, Oregon; and 3) the Oxbow Farm located in east Gresham, Oregon. Most of the staff work out of the headquarters office, which consists of a large restored house situated on half of a city block. The office yard is Naturescaped and the office environs include several 'green' features (i.e., impervious pavement, rain gardens, and eco-roof) that attract tours throughout the year. The Headwaters Farm is the site used for the Headwaters Incubator Program (HIP), the management of which is addressed in Section 5.1 of this plan. The Oxbow farm is leased to private individuals for farm-related activities; this property is primarily managed under the Land Legacy Program, which is addressed in Section 7.1 of this plan.

While there are numerous daily, weekly, and monthly routine activities related to facilities management, the major projects involving the headquarters office planned for FY15-16 are listed below. These upgrades will increase the effective use of the building space, allowing the EMSWCD to serve more people at the same time.

- Board room: create additional external doorway and porch; install three accordion walls to enable the room to be partitioned in to three meetings spaces.
- Main floor to basement: install internal stairway to allow ingress and egress without exiting the building.

## 4.4 Marketing and Media

Throughout FY15-16, 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; brochures and other EMSWCD publications; direct mailers; and one-on-one contacts/interviews. Marketing and media efforts help to further the organization's strategic and program-specific goals by increasing public awareness and perception of EMSWCD and the natural resources within its boundaries.



In January 2015, the EMSWCD Board of Directors approved five-year organizational-wide goals for marketing and media efforts, these include:

1. Increase the percentage of residents who **know about EMSWCD**.
2. Increase the percentage 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**.

Given the above, major focus areas for marketing efforts during the coming year include:

- Developing and conducting a survey of District residents to establish baseline data for determining what percentage of our constituents know of and understand what the EMSWCD is and does.
- Developing an outreach plan and materials that broaden the reach of our services throughout EMSWCD's geographic area, keeping our organizational values of equitable access with a focus on under-served communities at the forefront.
- Increase media attention to be featured more prominently and regularly in local, regional and possibly state/national media.

## 5.0 Rural Lands

The Rural Lands Program operates primarily east of the Urban Growth Boundary in Multnomah County. The program provides technical information, capacity, and financial assistance to help landowners improve their management practices and protect natural resources on their land (see Appendix 4 for a composite list of major deliverables for FY15-16). This work is divided into four areas: 1) Headwaters Incubator Program; 2) rural water quality improvement; 3) riparian re-vegetation (aka StreamCare); and 4) invasive weed control. The Rural Lands program currently uses a total of 8.5 FTEs (full-time-equivalents);

The Rural Lands Program FY15-16 budget is approximately \$1.5 million, which includes funding for the following 8.5 FTEs:

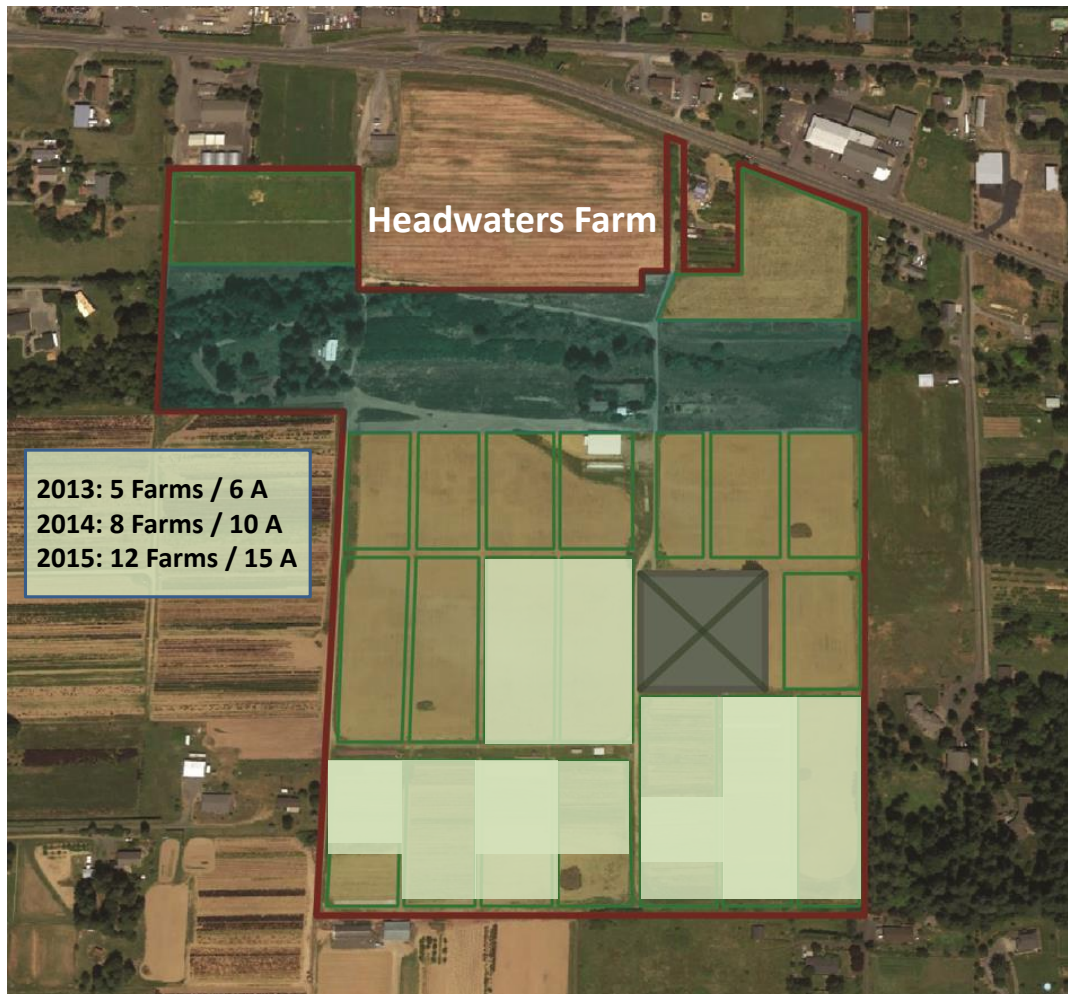
- Conservation Program Supervisor;
- Headwaters Farm & Incubator Program Manager and a Facilities Manager (0.5%).
- 5 technical conservation staff; and
- A new full time position focusing on outreach will be added early in the fiscal year.

## 5.1 Headwaters Incubator Program

The EMSWCD works to maintain healthy, productive agricultural lands by promoting a sustainable agricultural economy and fostering a stewardship ethic. To this end, the EMSWCD has established the Headwaters Incubator Program (HIP) at the Headwaters Farm, a 60-acre parcel of land located in Gresham, Oregon (see Map 3). 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 and are seeking to establish a farm business. In addition to helping establish new farm, HIP has proven a useful outreach and collaboration mechanism, assisting the EMSWCD in disseminating information about conservation farming to a broad audience. HIP collaborates with Multnomah County, Friends of Family Farmers, and the Xerces Society, among others. HIP helps the EMSWCD fulfill all six EMSWCD broad strategic goals (see Table 3).



**Map 3: Headwaters Farm**



**Table 3: 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 addition to helping achieve the broad strategic goals above, HIP has three goals specific to its operations. From 2015-2020, the HIP will:

1. **Operate under an approved Farm Management Plan** for conservation practices and other improvements while identifying concepts for additional services to reach a broad range of District constituents.
2. **Operate a thriving, dynamic farm incubator program** that includes:
  - A quality applicant pool of at least 10 per year;
  - At least 12 program participants at all times; and
  - Four program graduates per year starting in 2016, a majority of which remain in District.
3. **Increase the visibility and leverage of EMSWCD and USDA-NRCS conservation farming practices** through tours and one-on-one interactions with farmers.

### **5.1.1 Operate Under an Approved Farm Management Plan**

A Five-Year Headwaters Farm Plan is expected to be approved in the first quarter of FY 15-16. This plan will give direction to the remaining Headwaters Farm development, farm incubator program management, and prospective programmatic additions that will seek to build the capacity for beginning and established farmers and promote agricultural stewardship. The Headwaters Farm Plan will begin to be implemented in FY 15-16, although exact aspects and approaches will be unknown until the final version is adopted by the EMSWCD Board.

### **5.1.2 Operate a Thriving, Dynamic Farm Incubator Program**

Now in the middle of its third season, the Headwaters Incubator Program is gaining recognition as a powerful tool for new farmer development. Criteria related to the applicant pool, program participants, and program graduates have been established to ensure HIP maximizes its unique position to leverage beginning farmer viability.

#### **Quality Applicant Pool**

Since program launch in 2013, each subsequent year the incubator farm applicant pool has gotten deeper. This is most likely due to greater visibility in the farm community and a longer lead-time for individuals prepping to make the jump to farm business owner. To continue this trend, outreach and engagement to prospective farmers, program partners, and the general public will be conducted annually through social media, print media, events, presentations, tabling, farm tours, fliers and newsletters, and press releases.

These outreach activities will be used to acquire at least ten HIP applicants for the 2016 growing season. It is assumed that diversified outreach paired with improved notoriety will result in an applicant pool that is comparable to or deeper than previous years.

#### **Program Participants**

The EMSWCD is committed to hosting at least twelve incubator farmers at all times. To ensure this, it is likely another two to five farms will be accepted during fiscal year 2015-16. Currently there are thirteen farmers participating in HIP. Besides the number of qualified applicants and the amount of farmland available at Headwaters Farm, other factors that influence the number of program participants include farmer attrition rate, which has averaged one farm per year, and early graduations. There are currently program participants eager and prepared to move onto their own land prior to completion of the four-year farm incubator. Some of these farmers may look to relocate off Headwaters Farm if given the right opportunity.



### **Program Graduates**

To achieve the full potential of the HIP, successful placement of program graduates will need to occur after the 2016 growing season, when the first cohort of incubator farmers will graduate. To effectively manage this transition, farmers nearing graduation (year three and beyond) will work with EMSWCD staff and HIP partners to explore viable long-term farmland attainment options. These include both purchases and leases as an individual or within partnership. This process will begin in earnest in FY 15-16. A variety of options and approaches will be examined to ensure HIP graduates continue to grow their fledgling farm businesses away from Headwaters Farm.

In addition, EMSWCD is committed to retaining a majority of program graduates within the District. To this end, extra effort will be put into developing relationships with Multnomah County, other program partners, and District farmers, in addition to exploring synergies with EMSWCD's Land Legacy Program. In particular, the partnership with Multnomah County has high potential and involves connecting HIP participants with constituents seeking to keep their land in agricultural production. Many of these properties will likely be at risk of losing their agricultural deferral status, so there may be great incentive for property owners to make their land available to beginning farmers.

### **5.1.3 Increase Visibility and Leverage Conservation Farming Practices**

Conservation farming, USDA-NRCS agricultural best management practices, has been applied for multiple reasons at Headwaters Farm. These include:

1. To improve soil health for use in agriculture.
2. To protect onsite and downstream natural resources, most notably the Johnson Creek Watershed.
3. To demonstrate approaches to protecting and enhancing natural resources on working lands. In particular, the coexistence and interconnectedness of productive farmland with healthy soils, water, and biotic communities.

Various undertakings in FY 15-16 will continue to build on existing conservation farming efforts that span the three approaches above. Soil health improvements will entail additional cover cropping, nutrient management classes for incubator farmers, diligent invasive weed management, and the addition of soil enhancements as needed. Protection of natural resources will include the expanded use of drip irrigation across the farm, additional stormwater management facilities, improved access roads to reduce mud, compaction, and runoff, promotion and expansion of habitat for beneficial wildlife, and continued erosion control through the use of vegetation. Demonstration of conservation agriculture will occur with all the above mentioned practices. Specific engagement practices, for example interpretive signage, time lapse photography, or articles in a Headwaters Farm Community Newsletter will be incorporated as appropriate to highlight key conservation efforts.

In addition to the promotion of USDA-NRCS conservation agriculture practices, Headwaters Farm and the incubator program are in a unique position to raise the profile of the EMSWCD. Much of the outreach geared toward the general public will be focused on connecting constituents to the broad suite of EMSWCD's services and to generate enthusiasm and understanding for conservation.



## 5.2 Rural Water Quality Improvement

As a non-regulatory government agency working to improve water quality, the EMSWCD has developed targeted programs to address several specific water quality concerns and opportunities in the rural areas of the District. The Rural Water Quality Improvement Program works to improve water quality by providing agricultural and other rural landowners with technical assistance to help them identify and pursue opportunities for conservation on their land. EMSWCD works in an entirely voluntary manner. EMSWCD monitors water quality in some streams and collaborates with multiple entities to establish baseline conditions and monitor progress over time. The Rural Water Quality Program helps fulfill three of EMSWCD's six broad strategic goals (see Table 4).

**Table 4: Rural Water Quality Program Relationship to Broad Strategic Goals**

Broad Strategic Goals	Rural Water Quality 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	

Five program-specific goals have been established for EMSWCD's rural water quality efforts:

1. Ensure **that no additional rural waters become impaired** in rural areas of the district during the next five years.
2. **Achieve a 25% improvement in water quality** in upper Johnson Creek and upper Beaver Creek.
3. Document and **improve water temperature** in Big and Smith Creeks.
4. **Increase the percentage of landowners implementing 45 of the 90 applicable NRCS conservation practices.**
5. Develop and implement a plan to **overcome the barriers to addressing water quality issues and implementing conservation practices** among rural residents.

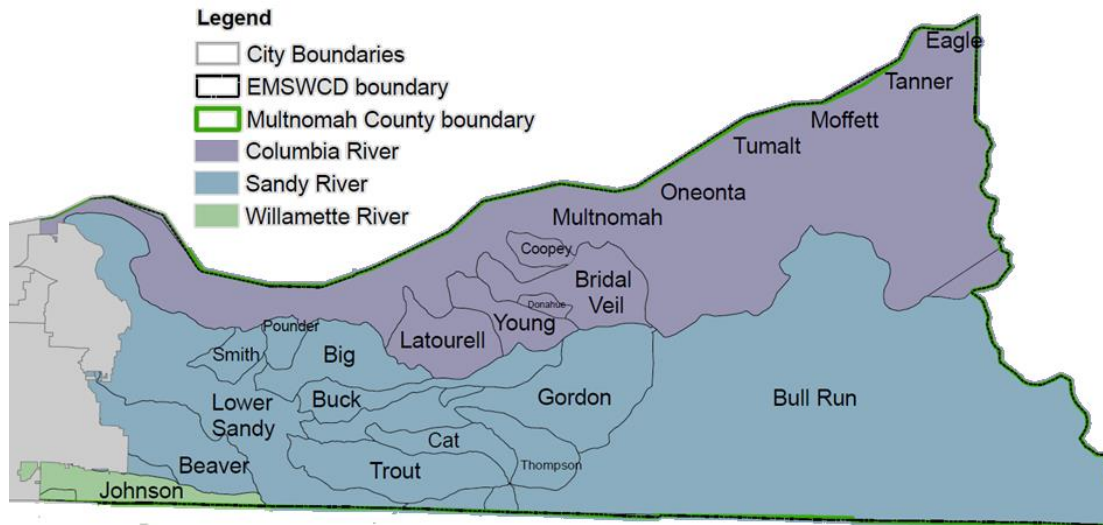
FY15-16 activities related to these goals are provided below.

### 5.2.1 Ensure no additional rural waters become impaired

The EMSWCD has committed to ensuring that no additional rural waters become impaired in rural areas of the district during the next five years (see Map 4). A major component of this goal is increasing the understanding of the impact, both positive and negative, private property owners can have on water quality. An outreach position will be added early in fiscal year 2015-16 to increase our capacity to reach landowners. Additionally, the work described under goals 5.2.2-5.2.5 below will help prevent new water quality issues. Outreach for 2015-16:

- Develop an outreach strategy and calendar.
- Use mailings, advertisements, displays, presentations, workshops, demonstrations, social media, and tours to reach rural landowners concerning water quality and soil conservation.
- Prioritize outreach in our ODA AgWQ focus area (Beaver Creek).
- Partner with NRCS and other SWCDs to fund, develop, and staff a booth at the NW Ag Show. Assist with staffing the Far West show display.
- Create outreach messaging to tell the water quality story in a compelling way.

**Map 4. Watersheds in the rural portion of EMSWCD**



### 5.2.2 Improve water quality in two creeks

Over the next five years, the Rural Lands Program will seek to achieve a 25% improvement in water quality in upper Johnson Creek and upper Beaver Creek. 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 determine the baseline in both creeks.

Monitoring for 2015-16:

- Collect monthly samples in upper Beaver and Johnson Creeks. This will include on site measurement of pH, conductivity, and turbidity as well as laboratory analysis for fecal bacteria, total suspended solids, total phosphorous, and nitrate.
- Install continuous temperature loggers in upper Beaver and Johnson Creeks.
- Coordinate with partners to prevent duplication of effort and allow for combined data analysis.

The technical assistance EMSWCD offers results in the installation of conservation practices by private landowners that are intended to improve water quality. This is described in more detail under Section 5.2.4 below. The assistance with riparian re-vegetation offered through EMSWCD's StreamCare program will result in more shade which should lead to a reduction in water temperatures. This work is described in Section 5.3.

### 5.2.3 Improve water temperature in two creeks

The Rural Lands Program will document and improve water temperature in Big and Smith Creeks. The Sandy River watershed 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. We will install continuous temperature loggers for the summer in Big and Smith Creeks to establish a baseline and long term to identify trends.

Because EMSWCD identified a lack of riparian vegetation along portions of both creeks, landowners in these two tributaries are eligible for our StreamCare program. The planned work to address water temperature is described in Section 5.3.

### 5.2.4 Increase landowners implementing conservation practices

The Rural Lands Program will increase the percentage of landowners implementing 45 of the 90 applicable NRCS conservation practices. Rural landowners are eligible for free site visits where EMSWCD technical staff help them identify issues, prioritize, and develop solutions with a focus on protecting water quality.

Technical Assistance for 2015-16:

- Build and maintain relationships with landowners.
- Conduct 300 site visits including first-time site visits on 30 properties.
- Develop 60 conservation practice recommendations to address erosion and/or water quality.
- Assist 6 landowners with cost share applications.
- Track practice installations that resulted from technical assistance.
- Partner with NRCS to jointly advertise and deliver cost share assistance for high priority conservation needs.
- Prioritize technical assistance in our ODA AgWQ focus area.

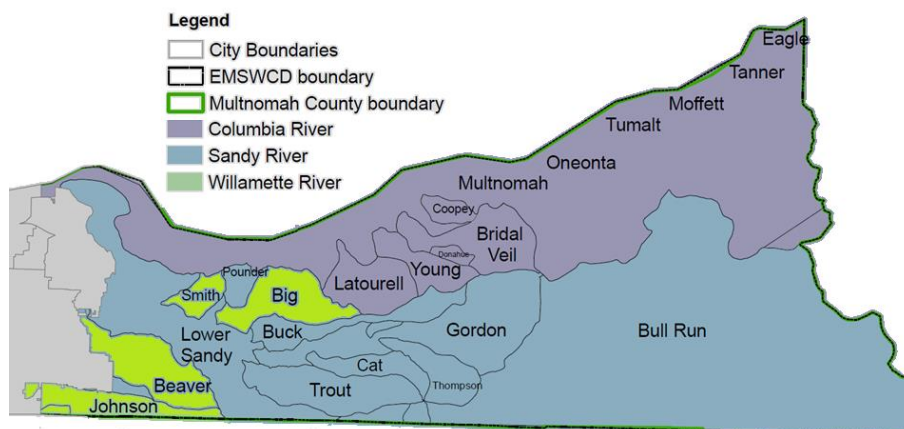
### 5.2.5 Overcome barriers to addressing water quality issues and implementing conservation practices

The Rural Lands Program will develop and implement a plan to overcome the barriers to addressing water quality issues and implementing conservation practices among rural residents. Many private landowners want to protect water quality and only need technical guidance to prioritize, select an appropriate method, and control cost. Some practices are more expensive to install and the financial savings may be difficult to measure or take years to recoup. EMSWCD has found that erosion prevention is not as appealing as other conservation practices, and we are working to identify the reasons why. We are exploring the methods of Community Based Social Marketing to determine if they can be applied to this situation. By the middle of fiscal year 2015-16, a plan to address identified barriers will be developed. Implementation of the plan will begin during the second half of the fiscal year.

## 5.3 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. Vegetation prevents stream bank erosion, provides a source of woody debris for the stream system, and filters surface runoff entering the stream. To date, StreamCare has focused on the Johnson Creek, Beaver Creek, Big Creek, and Smith Creek (see Map 5) The StreamCare Program helps EMSWCD achieve three of six broad strategic goals (see Table 5).

**Map 5: StreamCare sites**







**Table 5: StreamCare Program Relationship to Broad Strategic Goals**

Broad Strategic Goals	StreamCare 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	

Five program-specific goals have been established for EMSWCD's StreamCare efforts:

1. **Complete and maintain all StreamCare sites in the four watersheds** until weed pressure is low enough that plantings are free to grow; in addition, StreamCare will **restore 10 additional acres of riparian buffer** along one-mile of Pounder Creek and Smith Creek.
2. Determine and **implement a long-term management and protection strategy for all StreamCare sites.**
3. **Identify additional streams to be added to the program** for weed control/habitat improvement.
4. **Model and monitor water temperatures** in Beaver, Johnson, Big, and Smith Creeks; combined activities of District and partners will bring Beaver and Johnson Creeks 25% closer to the State standard; combined activities of District and partners will bring Big and Smith Creeks 10% closer to the State standard.
5. **Assume responsibilities for post-grant re-vegetation** of strategic partner restoration sites.

FY15-16 activities related to these goals are provided below.

### **5.3.1 Complete and maintain all StreamCare sites; restore additional sites**

The EMSWCD is committed to completing and maintaining all StreamCare sites in the four watersheds until weed pressure is low enough that plantings are free to grow. In addition, StreamCare efforts will restore 10 additional acres of riparian buffer along one-mile of Pounder Creek (tributary to Big Creek) and Smith Creek. To accomplish this, FY15-16 activities will be as follows:

- The existing StreamCare areas on 670 acres along 23 miles of stream will be maintained to ensure good rates of plant survival.
- Another 2 acres along 0.2 miles of stream in the Big and Smith Creek watersheds will be enrolled, prepared, and planted in 2015-16.
- Build and maintain relationships with landowners to ensure project success.
- Work with contracted labor crews to prepare new sites for planting, control weeds on existing sites, and plant native trees and shrubs.
- Maintain GPS and GIS data; track and compile deliverables.
- Manage wholesale plant orders, delivery, and storage.

### **5.3.2 Manage and protect all StreamCare sites**

EMSWCD is determined to implement a long-term management and protection strategy for all StreamCare sites. This may include acquiring conservation easements over the sites, enrolling the sites in the ODFW Riparian Program, and/or determining alternatives or additional protection measures. To accomplish this, FY15-16 activities will be as follows:



- StreamCare sites that reach the five year mark will be evaluated to determine if additional maintenance is needed. The landowner agreement will be extended if this is the case.
- For sites that are ready to graduate, we will offer landowners assistance with enrolling in the ODFW Riparian Program. It appears at this time that all properties will be eligible for this program; if that turns out not to be the case we will begin to explore other alternatives.
- A long-term management plan will be finalized for the Dianna Pope Natural Area at Headwaters Farm.

### **5.3.3 Identify additional streams**

Staff will also work to identify additional streams to be added to the StreamCare Program for weed control/habitat improvement. During FY15-16, Rural Lands staff will:

- Identify and prioritize specific tributaries to expand into.
- Outreach to landowners in the highest priority areas will be contacted towards the end of the fiscal year.

### **5.3.4 Model and monitor water temperatures**

The Rural Lands Program will model and monitor water temperatures in Beaver, Johnson, Big, and Smith Creeks. We expect EMSWCD and partner combined activities will bring Beaver and Johnson Creeks 25% closer to the State standard and will bring Big and Smith Creeks 10% closer to the State standard. This goal will require EMSWCD to determine baseline conditions and track changes over time.

Work on this goal for FY15-16 will include:

- An analysis of the modelling done in Johnson Creek to determine if it can be adapted to predict the future shade that will be created when the trees on StreamCare sites are full grown.
- Determining if the water temperature model can be run by Rural Lands staff or if we will need to hire a contractor.
- Modelling will be completed for Johnson and Beaver creeks by the end of FY15-16.

### **5.3.5 Assume responsibilities for post-grant re-vegetation**

The Rural Lands Program will assume responsibilities for post-grant re-vegetation of strategic partner restoration sites. Activities for fiscal year 2015-16:

- Meet with partners to determine the location, acreage, and maintenance needs of post-grant projects over the next four years.
- In the case of publicly owned properties, work with the agency to determine how future work can mesh with their site management plans.
- Begin work on 10 acres.

## **5.4 Weed Control**

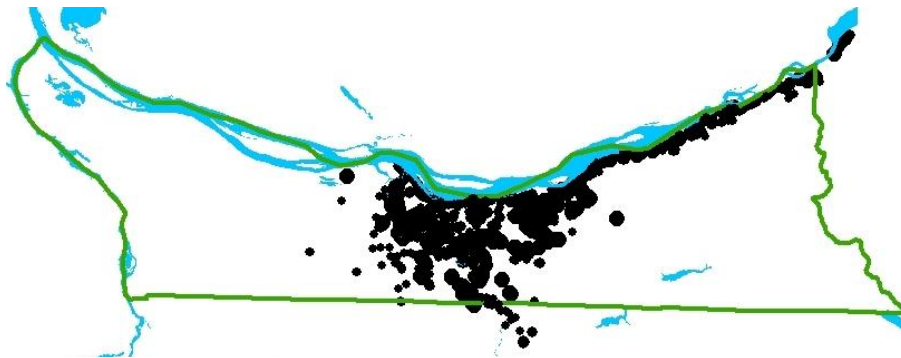
The spread of invasive noxious weed species can cause serious and nearly irreparable harm to natural ecosystems. To help address this problem, the EMSWCD has created an invasive species control program. The EMSWCD works with a wide range of partners to create and implement geographically explicit strategies for targeted weed species. The EMSWCD also offers workshops and provides grants to partners that address invasive species. Generally, the EMSWCD's approach to weed control has been to target the most damaging species in which there is a good probability of successful eradication. The Weed Control Program helps EMSWCD achieve two of six broad strategic goals (see Table 6).

**Table 6: Weed Control Program Relationship to Broad Strategic Goals**

Broad Strategic Goals	Weed Control 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's weed control efforts are generally undertaken in the central part of the district (see Map 6). Some weed control efforts, however, are undertaken in neighboring districts under cooperative agreements.

**Map 6: EMSWCD Weed Control Locations**



Four program-specific goals have been established for EMSWCD's weed controls efforts:

1. **Verify, assess, and perform necessary control for all reported species** from the Early Detection & Rapid Response list.
2. **Prevent any increase in acreage of knotweed** within our target area.
3. **Prevent garlic mustard from establishing** outside of the containment zone.
4. **Reduce coverage of false brome** by 90%, **English ivy** by 50%, **old man's beard** by 50%, and **spurge laurel** by 50% within the respective target areas.

FY15-16 activities related to these goals are provided below.

#### **5.4.1 Control all reported species**

The Rural Lands Program will verify, assess, and perform necessary control for all reported species from the Early Detection & Rapid Response list. Activities for FY15-16 will include:

- Confirm reports of species on the EDRR weed list, obtain landowner permission, and provide rapid treatment to locations outside of the City of Portland.
- Provide technical assistance with weed identification and control methods.
- Work with partners to update the list of EDRR weeds annually based on best available information.
- Continue to conduct strategic outreach to increase monitoring of remote locations by recreational users and other volunteer groups.
- Participate in both the 4-county and Columbia Gorge Cooperative Weed Management Areas.



### **5.4.2 Prevent increases knotweed**

The EMSWCD's weed control efforts will seek to prevent any increase in acreage of knotweed within our target area. The knotweed (*Polygonum* spp.) target area includes all riparian areas east of the UGB and upland areas east of the UGB where knotweed could easily spread into riparian areas. As of January 2015, current treatment areas included approximately 150 sites.

FY15-16 activities will include:

- Continue to treat infestations where new growth occurs and survey for additional populations in the Sandy watershed.
- Treat new patches as they are found and landowners agree.
- Continue to survey for additional populations.
- Re-vegetate controlled areas as needed.

### **5.4.3 Prevent garlic mustard from establishing**

The weed control efforts will also seek to prevent garlic mustard (*Alliaria petiolate*) from establishing outside of the containment zone. As of January 2015, the EMSWCD treatment of garlic mustard focused on 233 properties/sites in the area of concern (~58,000 acres) outside of the "containment zone" shown in the map below. The containment zone, centered in Corbett, was defined in 2008 based on previous garlic mustard mapping. It is intended to create a barrier between large, well-established garlic mustard populations and smaller, newer, satellite populations.

FY15-16 activities will include:

- Continue to annually treat all known satellite populations to prevent seed set.
- Continue to survey for and treat new satellite populations.
- Monitor and treat known and suspected invasion pathways.
- Coordinate with partners to ensure that control is happening regionally.
- Evaluate the efforts of private property owners to control garlic mustard on heavily infested sites to help inform decisions related to any future control efforts within the containment area.

### **5.4.4 Reduce coverage of false brome, English ivy, Old man's beard, and spurge laurel**

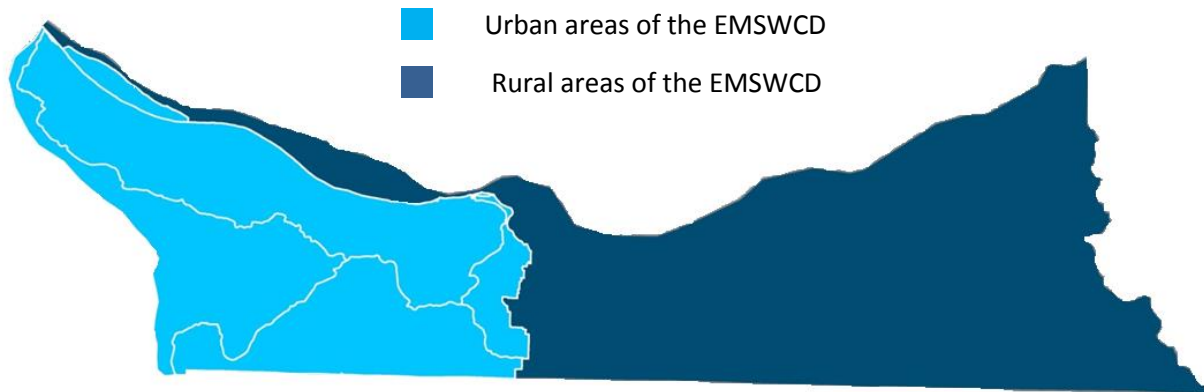
By 2017, EMSWCD weed control efforts will reduce coverage of false brome (*Brachypodium sylvaticum*) by 90%, English ivy by 50%, Old man's beard (*Clematis vitalba*) by 50%, and spurge laurel (*Daphne laureola*) by 50% within the respective target areas. FY15-16 activities will include:

- Continue to survey for additional infestations.
- Treat all known populations in target areas where landowner agrees.
- Annually monitor all sites previously treated.
- Seek ways to safely treat less accessible areas.
- Aggressively monitor known and suspected invasion pathways, treating wherever feasible.
- Re-vegetate controlled areas as needed.

## 6.0 Urban Lands

The urban area of EMSCD's geographic area lies between the Urban Growth Boundary to the east, the Willamette River centerline to the west, the Columbia River to the north, and the Multnomah County line to the south (see Map 7). This area expands across 140 square miles and in 2010 included approximately 670,000 residents. The Urban Lands Program fosters a stewardship ethic within this urban landscape by encouraging a lifestyle that folds conservation and pollution prevention into everyday life. The Urban Lands Program introduces urban residents to the benefits of sustainable small parcel management practices and then works with them, at the neighborhood level, to provide them the information, skills, resources and confidence needed to take action.

**Map 7: Urban and rural areas of EMSWCD**



The FY15-16 budget for the Urban Lands Program is approximately \$650,000, which includes funding for the following 4.0 FTEs:

- Conservation Program Supervisor;
- Senior Conservationist; and
- Two outreach and education staff.

In addition to the above positions, the Urban Lands Program utilizes 3-5 workshop presenters through personal services contracts throughout the year.

The Urban Lands Program helps achieve three of EMSWCD's six broad strategic goals (see Table 7).

**Table 7: 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	





In addition to helping achieve the broad strategic goals above, staff work closely with partners, including relevant jurisdictions, to realize three program-specific goals, including:

1. **Achieve quantifiable improvements in urban water quality and quantity parameters.**
2. **Reduce seasonal increases in outdoor water usage.**
3. **Increase and improve urban wildlife habitat.**

The Urban Lands Program works to achieve the above goals through six general program areas:

- Workshops, such as those for naturescaping, rain gardens, and weeds;
- Annual events, such as the native plant sale and NatureScaping yard tour;
- Economic incentives, such as those for east side rain garden incentives;
- Outreach, tours and hands-on educational opportunities, including tours of the headquarters facility;
- Landowner technical assistance; and
- At least one, large-scale, transformative demonstration project.

A composite list of major deliverables for FY15-16 can be found in Appendix 5.

The above program areas represent an increasing diversification of approaches with the transformative demonstration project being the most recent addition. Responsive and ongoing program development is a critical factor to the success of the Urban Lands Program and is reflected in this work plan. To maintain an effective and agile program, staff regularly assess the urban conservation needs, determine the necessary level and type of involvement and make needed changes to work and action plans. Early in FY15-16, staff will finalize a 5-year Urban Lands Program Plan and annual action plans. Staff will also evaluate, and pursue if viable, a long-term strategic partnership with Portland Audubon and Columbia Land Trust as a means to better coordinate and fully implement the Backyard Habitat Certification Program and Naturescaping et al.

## **6.1 Improve urban water quality and quantity**

The Urban Lands Program will work with partners to achieve quantifiable improvements in urban water quality and quantity parameters that are adversely affected by urban landscapes. These parameters include, but are not limited to, dissolved oxygen, temperature, turbidity, biological oxygen demand, TSS, nutrients and metals. The primary activities related to this goal in FY15-16 will be:

- Identifying geographic priorities and contaminants of concern;
- Reducing flashiness and pollution of streams by retaining storm water on-site; and
- Reducing lawn and impervious surface.

### **6.1.1 Identify geographic priorities and contaminants of concern**

Program activities that will aid in the identification of geographic priorities and contaminants of concern will be:

- Meet with partners, review partner reports, studies and findings;
- Collate relevant information into a unified tracking system; and

Measures that will indicate the progress of this activity will include:

- Jurisdictional and regional planning documents and data (various sources)

### **6.1.2 Reduce flashiness and pollution of streams**

Program activities that will aid in reducing the flashiness and pollution of streams by retaining stormwater on-site will be:



- Educate the public by providing workshops and other resources that encourage and train residents to install and maintain storm water retention tools (rain gardens, trees, naturescaping, pervious pavement, eco-roofs, rain water harvest systems, etc.).
- Incentivize rain gardens and other high-priority practices within target areas.
- Work with partners to create user-friendly web tools that will guide the user towards native plants appropriate for their site and pest control methods that are least toxic.
- Work with partners to launch as least one large-scale, transformative demonstration project. Three types of demonstration projects are currently being considered; 1) industrial/commercial; 2) campus/educational; and 3) neighborhood/large-scale residential.

Measures that will indicate the progress of this activity will include:

- Reduction in impervious surface (Impervious surface calculation/estimates CoG, CoP)
- Water quality Improvements:
  - o Flow data measurements (USGS, PSU)
  - o Summer continuous temperature (many partners)
  - o E. coli/fecal coliform (many partners)
  - o Nutrients/Fertilizers - Potassium, Phosphorus & Nitrogen (Many partners)
  - o Metals (Portland, Gresham)
  - o General water quality parameters - Turbidity, TSS, TDS, DO, pH (many partners)
- Self-reported behavior/actions: (Urban Lands workshop pre and post surveys, rain garden registrations, Metro Pesticide-Free pledge)
- # of Certified Backyard Habitats : (Backyard Habitat Certification data - percent native plant cover, trees, stormwater retention, wildlife habitat)
- Gallons retained (EMSWCD demonstration projects)

### **6.1.3 Reduce lawn and impervious surface**

Program activities that will aid in reducing lawn and impervious surfaces will be:

- Provide workshops that teach residents about sustainable landscaping.
- Provide incentives for practices that improve water quality, reduce water use and improve habitat.
- Partner with jurisdictions to identify high priority areas in which to focus and implement demonstration projects.

Measures that will indicate the progress of these activities will include:

- Reduction in impervious surface (Impervious surface calculation/estimates CoG, CoP)
- # of Certified Backyard Habitats : (Backyard Habitat Certification data - percent native plant cover, trees, stormwater retention, wildlife habitat)
- Self-Reported Behavior/actions - (Urban Lands pre and post surveys)
- # sq ft removed (EMSWCD demonstration projects)

## **6.2 Reduce seasonal increases in outdoor water usage**

The Urban Lands Program will work to reduce seasonal increases in outdoor water usage (used to irrigate the urban landscape) during summer months by:

- Reducing irrigated lawn/ornamental and replacing with Naturescaping; and
- Offering water conservation classes and/or demonstrations.



### **6.2.1 Reduce irrigated lawn/ornamentals and replace with Naturescaping**

Work with partners to reduce irrigated lawn and ornamentals, and replace with Naturescaping will include:

- Provide workshops that teach residents about sustainable landscaping.
- Promote and encourage residents to enroll in the Backyard Habitat Certification Program.
- Work with partners to create user-friendly web tools that will guide the user towards native plants appropriate for their site.

Measures that will indicate the progress of these activities will include:

- Workshop attendance data
- Self-Reported Behavior/Actions (pre and post workshop surveys)
- Water use data (Water Bureau)
- # of Certified Backyard Habitats - (Backyard Habitat Certification data, percent native plant cover, trees, stormwater retention, wildlife habitat)
- Gallons reduced (EMSWCD demonstration projects)

### **6.2.2 Offer water conservation special topic classes and/or demonstrations**

FY15-16 program activities related to special topic classes (i.e., greywater, rainwater harvesting) and related demonstrations will include:

- Work with partners to expand our offerings of water conservation workshops and demonstrations.

Measures that will indicate the progress of these activities will include:

- Workshop attendance data
- Self-Reported Behavior/Actions (pre and post workshop surveys)
- # greywater/ rain water harvest systems installed
- # gallons water saved by greywater/rain water harvest systems

## **6.3 Increase and improve urban wildlife habitat**

The Urban Lands Program has committed to increasing urban wildlife habitat by protecting and enhancing critical habitat features, including food, water, and shelter that support the life cycle of wildlife and pollinator communities. To accomplish this, activities will focus on:

- Reducing lawn and impervious surface; and
- Developing citizen science.

### **6.3.1 Reduce lawn and impervious surface**

Staff will work with partners to reduce lawn and impervious surface and replace with trees and native plants. FY15-16 activities will include:

- Naturescaping and Native Plant workshops.

Measures that will indicate the progress of these activities will include:

- # of Certified Backyard Habitats - (Backyard Habitat Certification data - percent native plant cover, trees, storm water retention, wildlife habitat)
- Trees - Inventories and Canopy cover data (Urban Forestry, Friends of Trees, etc.)



### 6.3.2 Develop citizen science that helps track urban wildlife

Staff will work with partners developing citizen science that helps track urban wildlife. FY15-16 activities will include:

- Meet with partners to identify local data gaps, potential project participants, and locations.

Measures that will indicate the progress of these activities will include:

- Tracking of key indicator species –salmon/fish, macro-invertebrate, mussels, birds, pollinators etc. (numerous partners)
- Citizen Science wildlife tracking initiatives (numerous partners)

## 7.0 Land Legacy and Grants

The EMSWCD's Land Legacy and Grants Program works to secure a legacy of conservation within the district primarily by working with and helping other entities—including individuals, families, private organizations, and public agencies—achieve mutually-held goals. The FY15-16 Land Legacy and Grants Program budget is approximately \$7.7 million, which includes funding for the following 3.0 FTEs:

- Conservation Program Supervisor;
- Land Legacy Program Manager; and
- Grants Program Manager.

A composite list of FY15-16 major deliverables for the Land Legacy and Grants program can be found in Appendix 6.

### 7.1 Land Legacy

The Land Legacy Program focuses on protecting, primarily through fee or less-than fee acquisitions, agricultural lands, natural resource lands, and access to nature lands. Lands can be acquired, retained, and managed over the long-term directly by EMSWCD or lands 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 8).

**Table 8: 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	✓



The EMSWCD has also established three specific goals for the Land Legacy Program. From 2015-2020, the District's Land Legacy Program will:

1. **Protect agricultural land and improve agricultural practices** on approximately 20 parcels covering approximately 400 acres lying between the Sandy River and the Urban Growth Boundary (excluding the Urban Reserve).
2. **Protect priority habitats** in the district by helping partners protect areas identified in conservation-related plans (to include, but not limited to, acquisition, protection and restoration plans).
3. **Help partners establish new parks and natural areas in underserved communities** within the district.

During FY15-16, the Land Legacy Program will finalize its five-year program plan and its outreach/communications plan. These planning efforts will include establishing baseline conditions related to existing protected areas and developing a tracking system to help measure progress toward the above program goals.

Funding for FY15-16 land protection activities include:

- Purchase and management of conservation easements: \$2,581,250
- Purchase and management of fee-simple interests: \$2,581,250
- Stewardship endowments: \$250,000

#### **7.1.1 Protect agricultural land and improve agricultural practices**

Over the next five years, the EMSWCD has committed to protecting agricultural land and improving agricultural practices on approximately 20 parcels covering approximately 400 acres lying between the Sandy River and the Urban Growth Boundary (excluding the Urban Reserve). FY15-16 activities related to this goal include:

- As the project lead, pursue protection of working lands within the focal area by thoroughly assessing at least five parcels in which landowners are interested in participating; parcels that meet criteria will be processed for protection to the extent possible given a variety of issues and constraints that occur in every land transaction; under ideal circumstances, one to five properties will be brought before the EMSWCD board to consider for protection.
- On-site stewardship activities for all acquired parcels will be conducted as per established site management plans; current parcels are limited to the Oxbow Farm; site assessments and management plans will be developed for any newly acquired parcels.
- A farmer succession program and at least one related workshop will be held to help local farmers plan for the future of their farms.

#### **7.1.2 Protect priority habitats**

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 (to include, but not limited to, acquisition, protection and restoration plans). FY15-16 activities related to this goal include:

- Identify all relevant partner plans, catalogue the plans, and to the extent possible, retrieve the associated maps and spatial data to allow for a prioritization of natural areas to protect.
- Meet with potential partners to discuss priority natural areas; determine if an MOA is beneficial; if so, pursue and develop one or more MOAs; if successful, initiate at least one parcel-specific protection effort with partner entity in the lead.
- Receive and process Land Legacy grant application for natural areas as they are submitted; present to board for decision.





### 7.1.3 Establish new parks and natural areas in underserved communities

Over the next five years, EMSWCD is committed to helping partners establish new parks and natural areas in underserved communities within the District. FY15-16 activities related to this goal include:

- Identify all relevant partner plans, catalogue the plans, and to the extent possible, retrieve associated maps and spatial data to allow for prioritization of access to nature areas to protect.
- Collect and assess tools that relate to under-served communities and access to nature; solidify how the tools can be used to help prioritize access to nature protection opportunities.
- Meet with potential partners to discuss priority access areas; determine if an MOA is beneficial; if so, pursue and develop one or more MOAs; if successful, initiate at least one parcel-specific protection effort with partner entity in the lead.
- Receive and process Land Legacy grant applications for access areas as they are submitted; present to board for decision.

## 7.2 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 the EMSWCD achieve all six of its broad strategic goals (see Table 9).

**Table 9: 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 also established four specific goals for the Grants Program. From 2015-2020, the District's Land Legacy Program will:

1. **Complement other EMSWCD program efforts** by providing grants to partners that will improve surface water quality, decrease soil erosion, enhance and protect natural habitats, and promote sustainable agriculture.
2. **Reach a broad cross-section of school age children** in the district with profound experiential education regarding soil and water conservation-related issues.
3. **Establish an equitable distribution of sustainable community and school gardens** throughout the urban areas of the district.
4. **Equitably build conservation capacity** in community-based organizations throughout the district.

To detail how the EMSWCD will achieve the above program goals and describe the granting process, a five-year program plan will be finalized in early FY15-16. Additional Grants Program activities for the FY15-16 period that will help achieve the above goals are outlined in Sections 7.2.1 – 7.2.4. Section 7.2.5 describes each of the specific types of grants that the EMSWCD will use during the FY15-16 period to provide financial assistance and economic incentives to external entities; funding amounts associated with each grant type are provided here as well.



### **7.2.1 Complement other EMSWCD program efforts**

The Grants Program will complement other EMSWCD program efforts (such as those in the Rural Lands Program and Urban Lands Program) by providing grants to partners that will improve surface water quality, decrease soil erosion, enhance and protect natural habitats, and promote sustainable agriculture. FY15-16 activities related to this goal include:

- Fund at least one large scale, multi-year restoration project in the rural part of the district through the PIC Plus Grant Program.
- Fund at least three restoration and/or water quality monitoring projects in the urban part of the district.
- Fund at least five projects that address stormwater runoff, water quality/ conservation, and/or soil erosion.
- Fund at least one project that promotes sustainable agriculture in the rural part of the district.

### **7.2.2 Reach a broad cross-section of school age children**

The Grants Program will strive to reach a broad cross-section of school age children in the district with profound experiential education regarding soil and water conservation-related issues. FY15-16 activities related to this goal include:

- Fund at least three formal environmental education projects for youth.
- 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.
- Fund at least five community events focused on environmental education that reach at least 500 District residents (SPACE grants).
- Research and propose alternative long-term funding scenarios for Outdoor School.

### **7.2.3 Establish an equitable distribution of sustainable community and school gardens**

The Grant Program will seek to establish an equitable distribution of sustainable community and school gardens throughout the urban areas of the District. FY15-16 activities related to this goal include:

- Fund the development of at least two new community or school garden spaces in the District.
- Fund at least three garden projects that meet criteria for best practices and populations served.

### **7.2.4 Equitably build conservation capacity**

The Grants Program will continue to equitably build conservation capacity in community-based organizations throughout the District. FY15-16 activities related to this goal include:

- Support at least two partnerships that cross traditional sector lines and help to build alliances between conservation groups and community organizations.
- Support at least three projects that help build capacity of organizations to work within underserved areas of the District.
- Support at least one “access to nature” land conservation project (through Land Legacy Program or Strategic Conservation Investment).



### **7.2.5 Grant Types**

Below are summaries of all of the types of EMSWCD ‘grants’ available to external entities. The EMSWCD Grants Program itself is responsible for direct administration of three of these: Partners in Conservation grants; Small Projects and Community Events grants; and budget line-item grants. The other grants are led by other EMSWCD programs, with the Grants Program providing program support for the Strategic Conservation Investments grants and providing support as requested for the Conservation Landowner Implementation Program grants, the Rain Garden Incentives, and the Land Legacy Grants.

#### **Partners in Conservation (PIC) and PIC Plus:**

PIC and PIC Plus provide funding to support conservation projects and educational efforts. PIC grants are intended for projects that are one-year or less. Total funding available for FY15-16 is \$1,377,500. The minimum grant award for an individual PIC grant is \$5,000 while the maximum grant award is \$60,000. PIC Plus grants support projects that are up to three years in duration. The minimum individual PIC Plus grant award is \$5,000 while the maximum award is \$100,000 per year. The PIC and PIC Plus grant application, award and implementation process is administered on an annual cycle, beginning in December of each year. During FY15-16, we intend to complete 24 PIC and PIC Plus grant agreements.

#### **Small Projects and Community Events (SPACE)**

SPACE grants provide up to \$1500 per grant to support conservation projects, educational efforts, and community events that promote conservation. Total funding available for FY15-16 is \$50,000. 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.

#### **Budget Line-item Grants**

Two line-item grants have been included in the EMSWCD budget for FY15-16, these include \$200,000 for the Multnomah Education Service District’s Outdoor School program and \$75,000 for support of three watershed councils operating within EMSWCD’s boundaries (the Columbia Slough Watershed Council, the Johnson Creek Watershed Council, and the Sandy River Basin Watershed Council). As the EMSWCD has provided similar grants to these entities in the past, it is expected that grant agreements will be developed and negotiated by the EMSWCD Executive Director and Grants Program Manager.

#### **Strategic Conservation Investments (SCI)**

SCI grants support projects and partnerships that advance the EMSWCD’s priority natural resource issues identified and forwarded by the Board of Directors and/or the Executive Director. Total funding available for FY15-16 is \$150,000. The SCI grant application, award and implementation process is administered on an as-needed basis.

#### **Conservation Landowner Implementation Program (CLIP)**

CLIP grants provide financial cost-share assistance to private rural landowners and land managers who are receiving technical assistance from EMSWCD. Total funding available for FY15-16 is \$50,000. CLIP provides 50% cost-share, up to \$7500 per application, 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 administered monthly by the Rural Lands Program.

#### **Rain Garden Incentives**

Rain Garden Incentives are used to offset some of the costs of installing a new rain garden incurred by private landowners. The Rain Garden Incentives are a tool administered and implemented on an as-needed basis by the Urban Lands Program as a means to engage residents in the eastern part of the



urban area. These residents have not historically engaged to the extent that other residents have. More information can be found in Section 6.0 of this plan.

#### **Land Legacy Grants**

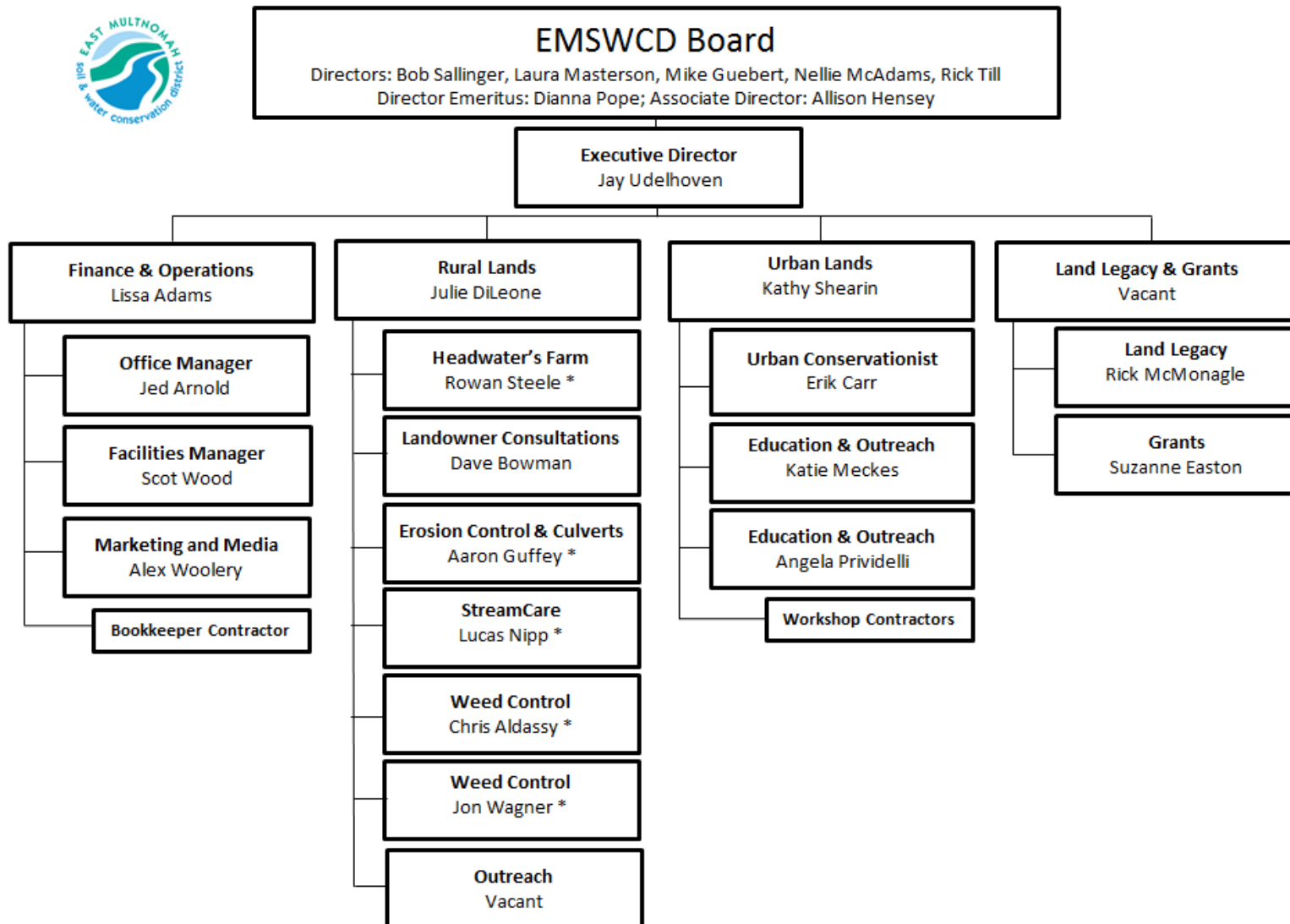
The EMSWCD provides grants to external entities to help offset the costs of protecting working lands, natural lands, and access to nature lands. These Land Legacy Grants are administered on an as-requested basis by the Land Legacy Program Manager. Approximately \$5,000,000 is available in FY15-16 for consideration as Land Legacy Grants. More information can be found in Section 7.1 of this plan.

## **8.0 Annual Work Plan Tracking and Reporting**

Activities described in this work plan will be tracked on a monthly basis. Summary reports will be developed on a quarterly basis in October, January, and April, with the final Annual Report being produced in July/August of each year. Progress toward achievement of the identified activities in the work plan and resultant progress toward the realization of the goals as articulated in the strategic plan will help the Board of Directors and staff determine budgets and work plans for the following fiscal year. While the *EMSWCD 2012-2017 Strategic Plan* has been a static document up until this point, information from the January annual work plan summary report will be used to evaluate the desirability of updating the strategic plan on an annual basis, so the strategic plan is always current and always projecting five years into the future.



## Appendix 1: Organizational Chart



\* Responsible for some contractor oversight.

May 19, 2015



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

EMSWCD Board			EMSWCD Committees					
Members	Positions	Officers	Budget	Land Legacy	Personnel	Grants	PIC Review	SPACE Review
Bob Sallinger	Zone 1 Director	Treasurer	Chair	Co-chair		X	X	
Laura Masterson	Zone 2 Director		X	Co-chair	X			
Mike Guebert	Zone 3 Director	Chair	X	X	X			X
Rick Till	At-Large 1 Director	Vice-Chair	X	X		Chair	X	
Nellie McAdams	At-Large 2 Director	Secretary	X	X	Chair	X	X	
Dianna Pope	Director Emeritus		X					
Allison Hensey	Associate Director		X	X				
<b>FY15-16 Schedule</b>								
<b>2015</b>	July	6 <sup>th</sup>			27 <sup>th</sup>	X		n/a
	August	3 <sup>rd</sup>		3 <sup>rd</sup>				n/a
	September	7 <sup>th</sup>			X			n/a
	October	5 <sup>th</sup>		5 <sup>th</sup>				n/a
	November	2 <sup>nd</sup>						n/a
	December	7 <sup>th</sup>		7 <sup>th</sup>	X			n/a
<b>2016</b>	January	16 <sup>th</sup>	X			X		n/a
	February	1 <sup>st</sup>	X	1 <sup>st</sup>			X	n/a
	March	7 <sup>th</sup>	X		X			n/a
	April	4 <sup>th</sup>	X	4 <sup>th</sup>				n/a
	May	2 <sup>nd</sup>	X					n/a
	June	6 <sup>th</sup>		6 <sup>th</sup>	X			n/a





## Appendix 3: Finance & Operations FY15-16 Activity List

FINANCE & OPERATIONS - Annual Project Activities and Deliverables	
Budget	Complete FY14-15 budget audit.
	Track FY15-16 budget.
	Develop FY16-17 budget.
Office Management	Historical records and files will be organized, information will be retained as per the state retention schedule and an improved record keeping and archival system will be established for the organization.
	Historical archives will be researched while working with a contracted historian to tell the story of the EMSWCD generally, and specifically chronicling the tenure of long time board member Dianna Pope.
	Comprehensive organizational sustainability analysis, to include energy usage and environmental footprint of operations will be completed.
	An organizational equity analysis and an organization equity plan will be completed.
	EMSWCD branded gear will be obtained to enable the public to immediately recognize staff.
	All internal policies will be reviewed and updated.
	Recruitments for at least three staff will be completed.
	Evaluation of new and improved retirement account options will be completed.
	12 board meetings and 17 committee meetings will be prepared for, coordinated, and hosted.
Facilities	Board room: create additional external doorway and porch; install three accordion walls to enable the room to be partitioned in to three meetings spaces.
	Main floor to basement: install internal stairway to allow ingress and egress without exiting the building.
Marketing & Media	Develop and conduct a survey of district residents to establish baseline data for determining what percentage of our constituents know of and understand what the EMSWCD is and does.
	Develop an outreach plan and materials that broaden the reach of our services throughout EMSWCD's geographic area, keeping our organizational values of equitable access with a focus on under-served communities at the forefront.
	Increase media attention to be featured more prominently and regularly in local, regional and possibly state/national media.



## Appendix 4: Rural Lands FY15-16 Activity List

RURAL LANDS - Annual Project Activities and Deliverables	
Headwaters	Finalize Five-Year Headwaters Farm Plan.
	Outreach and engagement to prospective farmers, program partners, and the general public will be conducted annually through social media, print media, events, presentations, tabling, farm tours, fliers and newsletters, and press releases.
	Outreach activities will be used to acquire at least ten HIP applicants for the 2016 growing season.
	Host at least twelve incubator farmers at all times.
	Two to five new farms recruited in FY15-16.
	Soil health improvements will entail additional cover cropping, nutrient management classes for incubator farmers, diligent invasive weed management, and the addition of soil enhancements as needed.
	Protection of natural resources will include the expanded use of drip irrigation across the farm, additional stormwater management facilities, improved access roads to reduce mud, compaction, and runoff, promotion and expansion of habitat for beneficial wildlife, and continued erosion control through the use of vegetation.
	Demonstration of conservation agriculture will occur with all the above mentioned practices. Specific engagement practices, for example interpretive signage, time lapse photography, or articles in a Headwaters Farm Community Newsletter will be incorporated as appropriate to highlight key conservation efforts.
Rural Water Quality	Develop an outreach strategy and calendar.
	Use mailings, advertisements, displays, presentations, workshops, demonstrations, social media, and tours to reach rural landowners concerning water quality and soil conservation.
	Prioritize outreach in our ODA AgWQ focus area (Beaver Creek).
	Partner with NRCS and other SWCDs to fund, develop, and staff a booth at the NW Ag Show.
	Assist with staffing the Far West show display.
	Create outreach messaging to tell the water quality story in a compelling way.
	Collect monthly samples in upper Beaver and Johnson Creeks. This will include on site measurement of pH, conductivity, and turbidity as well as laboratory analysis for fecal bacteria, total suspended solids, total phosphorous, and nitrate.
	Install continuous temperature loggers in upper Beaver and Johnson Creeks.
	Coordinate with partners to prevent duplication of effort and allow for combined data analysis.
	Install continuous temperature loggers for the summer in Big and Smith Creeks to establish a baseline and long term to identify trends.
	Prioritize technical assistance in our ODA AgWQ focus area; conduct 300 site visits including first-time site visits on 30 properties.
	Develop 60 conservation practice recommendations to address erosion and/or water quality.
	Assist 6 landowners with cost share applications.
	Track practice installations that resulted from technical assistance.
StreamCare	Partner with NRCS to jointly advertise and deliver cost share assistance for high priority conservation needs.
	Develop plan to overcome the barriers to addressing water quality issues and implementing conservation practices among rural residents.
	Begin implementation of the above plan during the second half of the fiscal year.
	Existing StreamCare areas on 670 acres along 23 miles of stream will be maintained to ensure good rates of plant survival.
	2 additional acres along 0.2 miles of stream in the Big and Smith Creek watersheds will be enrolled, prepared, and planted in 2015-16.
	Work with contracted labor crews to prepare new sites for planting, control weeds on existing sites, and plant native trees and shrubs.
	Maintain GPS and GIS data; track and compile deliverables.
	Manage wholesale plant orders, delivery, and storage.



	StreamCare sites that reach the five year mark will be evaluated to determine if additional maintenance is needed. The landowner agreement will be extended if this is the case.
	For sites that are ready to graduate, we will offer landowners assistance with enrolling in the ODFW Riparian Program. It appears at this time that all properties will be eligible for this program; if that turns out not to be the case we will begin to explore other alternatives.
	A long-term management plan will be finalized for the Dianna Pope Natural Area at Headwaters Farm.
	Identify and prioritize specific tributaries to expand StreamCare into; outreach to landowners in the highest priority areas will be contacted towards the end of the fiscal year.
	An analysis of the modelling done in Johnson Creek to determine if it can be adapted to predict the future shade that will be created when the trees on StreamCare sites are full grown.
	Determine if water temperature model can be run by Rural Lands staff or if we will need to hire a contractor; contractor will be hired if need be.
	Complete modelling for Johnson and Beaver creeks.
	Meet with partners to determine the location, acreage, and maintenance needs of post-grant habitat restoration projects over the next four years.
	In the case of publicly owned properties, work with the agency to determine how future work can mesh with their site management plans.
	Begin work on 10 acres of post-grant habitat maintenance.
Weed Control	Confirm reports of species on the EDRR weed list, obtain landowner permission, and provide rapid treatment to locations outside of the City of Portland.
	Provide technical assistance with weed identification and control methods.
	Work with partners to update the list of EDRR weeds annually based on best available information.
	Continue to conduct strategic outreach to increase monitoring of remote locations by recreational users and other volunteer groups.
	Participate in both the 4-county and Columbia Gorge Cooperative Weed Management Areas.
	Continue to treat knotweed infestations where new growth occurs and survey for additional populations in the Sandy watershed.
	Treat new knotweed patches as they are found and landowners agree.
	Continue to survey for additional knotweed populations.
	Re-vegetate knotweed controlled areas as needed.
	Continue to annually treat all known satellite populations of garlic mustard to prevent seed set.
	Continue to survey for and treat new satellite populations of garlic mustard.
	Monitor and treat known and suspected invasion pathways of garlic mustard.
	Coordinate with partners to ensure that control of garlic mustard is happening regionally.
	Evaluate the efforts of private property owners to control garlic mustard on heavily infested sites to help inform decisions related to any future control efforts within the containment area.
	Continue to survey for additional infestations of false brome, English ivy, Old man's beard, and spurge laurel.
	Treat all known populations of false brome, English ivy, Old man's beard, and spurge laurel in target areas where landowner agrees.
	Annually monitor all of false brome, English ivy, Old man's beard, and spurge laurel sites previously treated.
	Seek ways to safely treat less accessible areas of false brome, English ivy, Old man's beard, and spurge laurel.
	Aggressively monitor known and suspected invasion pathways of false brome, English ivy, Old man's beard, and spurge laurel, treating wherever feasible.
	Re-vegetate controlled areas of false brome, English ivy, Old man's beard, and spurge laurel as needed.



## Appendix 5: Urban Lands FY15-16 Activity List

URBAN LANDS - Annual Project Activities and Deliverables	
Prog	Develop 5-year Program.
	Annual Action Plan: Collect and analyze program data, measure impacts, and refine Urban Lands program strategies; action plan summary due each May.
	Update staff annual work plans by June 2015.
Water Quality	Provide 4-hour workshops to increase awareness of water quality issues and residential scale solutions. 10/year; 200 attendees
	Provide 1-hour presentations to increase awareness of water quality issues. 5/year; 100 attendees
	Help to guide the development of user-friendly conservation web tools. Sit on review committee.
	Provide \$200 reimbursement incentives to support installation of residential rain gardens in qualifying areas. 10/year (\$2000)
	Provide technical consultations and site visits to residential, commercial, and industrial landowners for water quality related inquiries. 30 consults/year
	Partner with community organization, jurisdictions and non-profits to plan and implement a large-scale demonstration project within targeted neighborhood. Develop project plan and partnership agreements.
Water Quantity	Provide 2-hour greywater reuse workshops to increase awareness of water conservation issues and residential scale solutions. Draft workshop content.
	Provide 2-hour rainwater harvesting workshops to increase awareness of water conservation issues and residential scale solutions. Draft workshop content.
	Provide 2-hour composting toilet workshops to increase awareness of water conservation issues and residential scale solutions. Draft workshop content.
	Provide 2-hour residential drip irrigation workshops to increase awareness of water conservation issues and residential scale solutions. Draft workshop content.
	Provide 1-hour presentations to increase awareness of water conservation issues. 3/year; 100 attendees
	Help to guide the development of user-friendly native plants web tool. Contract with designer to create the web format and populate it with data.
	Provide technical consultations and site visits to residential, commercial, and industrial landowners for water conservation related inquiries. 30 consults/year
	Establish a water culture think-tank for greywater, rainwater harvesting, and composting toilet professionals; including professional trainings and seminars. Develop organizational structure and strategy.
	Large-Scale/Transformative Demonstration Projects. Develop project plan and partnership agreements.
Habitat	Provide 4-hour naturescaping basics workshops to increase awareness of wildlife/pollinator, water conservation, and water quality issues and residential scale solutions. 10/year; 200 attendees
	Provide 2-hour native plants workshops to increase awareness of native plant benefits for residential landscapes. 10/year; 200 attendees
	Provide 2-hour urban weeds workshops to increase awareness of the threats posed by invasive and noxious weeds. 8/year; 160 attendees
	Provide 1-hour presentations to increase awareness of naturescaping, native plants, and urban weeds. 5/year; 100 attendees
	Provide group tours of the EMSWCD facilities to demonstrate naturescaping principles in practice. 4 tours/year; 100 attendees
	Offer a naturescaped yards tour to demonstrate and encourage naturescaping principles. 500 attendees
	Provide technical consultations and site visits to residential, commercial, and industrial landowners for wildlife habitat related inquiries. 30 consults/year
	Host a native plant sale to support naturescaping principles throughout the EMSWCD service area by providing affordable and a diverse selection of native plants to residents. 700 participants; 20,000+ plants sold
	Utilize community organization or non-profit services to increase wildlife and pollinator habitat within targeted neighborhoods via community action projects. Develop plan and partnership agreements.



## Appendix 6: Land Legacy & Grants FY15-16 Activity List

LAND LEGACY & GRANTS - Annual Project Activities and Deliverables	
Prog	Finalize and begin implementation of 5-year program plan.
	Finalize and begin implementation of outreach/communications plan.
Farm Lands	As the project lead, pursue protection of working lands within the ag land focal area by thoroughly assessing at least five parcels in which landowners are interested in participating.
	Parcels that meet criteria will be processed for protection to the extent possible given a variety of issues and constraints that occur in every land transaction.
	One to five properties will be brought before the EMSWCD board to consider for protection.
	On-site stewardship activities for all acquired parcels will be conducted as per established site management plans; current parcels are limited to the Oxbow Farm;
	Site assessments and management plans will be developed for any newly acquired parcels.
	A farmer succession program and at least one related workshop will be held to help local farmers.
Natural Lands	Identify all relevant partner plans, catalogue the plans, and to the extent possible, retrieve the associated maps and spatial data to allow for a prioritization of natural areas in need of protection.
	Meet with potential partners to discuss priority natural areas; determine if an MOA is beneficial; if so, pursue and develop one or more MOAs; if successful, initiate at least one parcel-specific protection effort with partner entity in the lead.
	Receive and process grant applications for natural areas as they are submitted; present to board for decision.
Access Lands	Identify all relevant partner plans, catalogue the plans, and to the extent possible, retrieve the associated maps and spatial data to allow for a prioritization of access to nature areas in need of protection.
	Collect and assess tools that relate to under-served communities and access to nature; solidify how the tools can be used to help prioritize access to nature protection opportunities.
	Meet with potential partners to discuss priority access areas; determine if an MOA is beneficial; if so, pursue and develop one or more MOAs; if successful, initiate at least one parcel-specific protection effort with partner entity in the lead.
	Receive and process grant applications for access areas as they are submitted; present to board for decision.
Other Prog	Fund at least one large scale, multi-year restoration project in the rural part of the district through the PIC Plus.
	Fund at least three restoration and/or water quality monitoring projects in the urban part of the district.
	Fund at least five projects that address stormwater runoff, water quality/ conservation, and/or soil erosion.
	Fund at least one project that promotes sustainable agriculture in the rural part of the district.
Env. Education	Fund at least three formal environmental education projects for youth.
	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.
	Fund at least five community events focused on environmental education that reach at least 500 District residents (SPACE grants).
	Research and propose alternative long-term funding scenarios for Outdoor School.
Gardens	Fund the development of at least two new community or school garden spaces in the District.
	Fund at least three garden projects that meet criteria for best practices and populations served.
Capacity	Support at least two partnerships that cross traditional sector lines and help to build alliances between conservation groups and community organizations.
	Support at least three projects that help build capacity of organizations to work in underserved areas.
	Support at least one “access to nature” land conservation project (through Land Legacy Program or SCI).