



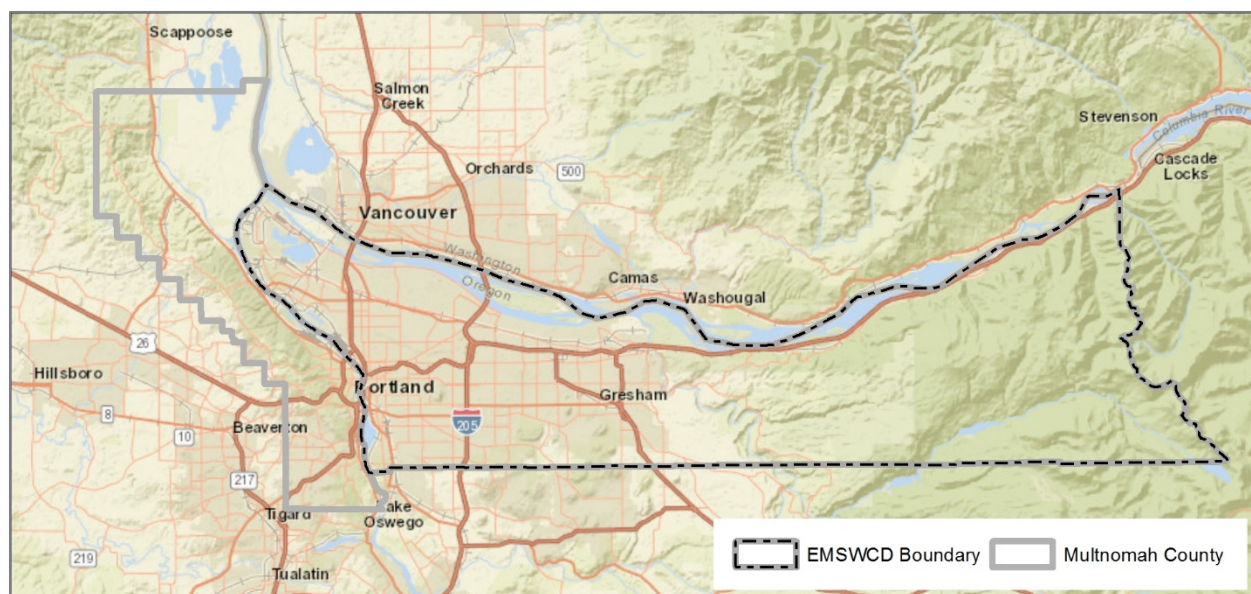
ANNUAL WORK PLAN

2016-2017

East Multnomah

Soil & Water

Conservation District



Helping people care for land and water since 1950.

June 30, 2016



**East Multnomah Soil & Water Conservation District
Annual Work Plan for Fiscal Year 2016-2017
June 30, 2016
Version 1.0**

This draft plan was presented to and approved by the
Board of Directors for the East Multnomah Soil and Water Conservation District on: July 11, 2016

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

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

East Multnomah Soil & Water Conservation District
5211 N. Williams Ave., Portland, OR 97217
Tel: 503-222-7645
Email: information@emswcd.org
Web: www.emswcd.org

Map sources: Base maps from ESRI ArcGIS Online, other data from Metro RLIS, and the EMSWCD.

The East Multnomah Soil & Water Conservation District (EMSWCD) prohibits discrimination in all of its programs and activities on the basis of race, color, national origin, age, disability, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisals, or because all or part of an individual's income is derived from any public assistance program.



Table of Contents

1.0 Executive Summary	1
2.0 Introduction	2
2.1 Plan Purpose	3
3.0 Board of Directors, Committees, and Executive Director	3
4.0 Finance and Operations	4
4.1 Budget & Finance	4
4.2 Office Management	7
4.3 Facilities Management	7
4.4 Marketing and Media	8
5.0 Rural Lands	8
5.1 Rural Water Quality Improvement	9
5.1.1 Ensure no additional rural waters become impaired	9
5.1.2 Improve water quality in two creeks	10
5.1.3 Improve water temperature in two creeks	10
5.1.4 Increase landowners implementing conservation practices	11
5.1.5 Overcome barriers to addressing water quality issues and implementing conservation practices	11
5.1.6 Improve fish passage at stream crossings in the Dianna Pope Natural Area.	25
5.2 StreamCare	11
5.2.1 Complete and maintain all StreamCare sites; restore additional sites	13
5.2.2 Manage and protect all StreamCare sites	13
5.2.3 Identify additional streams	13
5.2.4 Model and monitor water temperatures	13
5.2.5 Assume responsibilities for post-grant re-vegetation	13
5.3 Weed Control	14
5.3.1 Control all reported species	15
5.3.2 Prevent increases in knotweed abundance	15
5.3.3 Prevent garlic mustard from establishing	15
5.3.4 Reduce coverage of false brome, English ivy, Old man’s beard, and spurge laurel	16
6.0 Urban Lands	16
6.1 Improve urban water quality and quantity	18
6.1.1 Identify geographic priorities and contaminants of concern	18
6.1.2 Reduce flashiness and pollution of streams	18
6.1.3 Reduce lawn and impervious surface	18
6.2 Reduce seasonal increases in outdoor water usage	18
6.2.1 Reduce irrigated lawn/ornamentals and replace with Naturescaping	19
6.2.2 Promote the use of water conservation methods and technologies	19
6.3 Increase and improve urban wildlife habitat	19
6.3.1 Reduce lawn and impervious surface	19
6.3.2 Promote the protection and enhancement of wildlife and wildlife habitat	19
6.3.3 Promote citizen science that helps track urban wildlife	19
7.0 Conservation Legacy	20
7.1 Headwaters Farm	20
7.1.1 Operate Under an Approved Farm Management Plan	22
7.1.2 Operate a Thriving, Dynamic Farm Incubator Program	22
7.1.3 Increase Visibility and Leverage Conservation Farming Practices	23



7.2 Land Legacy	24
7.2.1 Protect agricultural land and improve agricultural practices	25
7.2.2 Protect priority habitats.....	25
7.2.3 Establish new parks and natural areas in underserved communities	26
7.3 Grants	26
7.3.1 Complement other EMSWCD program efforts.....	27
7.3.2 Reach a broad cross-section of school age children.....	27
7.3.3 Establish an equitable distribution of sustainable community and school gardens	28
7.3.4 Equitably build conservation capacity	28
7.3.5 Grant Types.....	28
8.0 Annual Work Plan Tracking and Reporting	30

Appendices

Appendix 1: Organizational Chart.....	31
Appendix 2: Board Director Positions, Officers, Committees and Schedule	32
Appendix 3: Finance & Operations FY15-16 Activity List.....	33
Appendix 4: Rural Lands FY15-16 Activity List	35
Appendix 5: Urban Lands FY15-16 Activity List	37
Appendix 6: Conservation Legacy FY16-17 Activity List.....	39

Maps

Map 1: Watersheds and sub-basins of EMSWCD	2
Map 2: District Zones.....	4
Map 3: Watersheds in rural EMSWCD	10
Map 4: StreamCare Watersheds.....	12
Map 5: EMSWCD Weed Control Locations	14
Map 6: Urban and rural areas of EMSWCD	16
Map 7: Headwaters Farm	21

Figures

Figure 1: FY15-16 Budget.....	5
Figure 2: FY16-17 Funding Sources.....	6

Tables

Table 1: FY16-17 Budget.....	5
Table 2: FY16-17 Funding Sources	6
Table 3: Rural Water Quality Program Relationship to Broad Strategic Goals	9
Table 4: StreamCare Program Relationship to Broad Strategic Goals	12
Table 5: Weed Control Program Relationship to Broad Strategic Goals	14
Table 6: Urban Lands Program Relationship to Broad Strategic Goals.....	17
Table 7: Headwaters Incubator Program Relationship to Broad Strategic Goals.....	21
Table 8: Land Legacy Program Relationship to Broad Strategic Goals	24
Table 9: Grants Program Relationship to Broad Strategic Goals	26



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.*

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

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 21 staff and an annual operating and capital budget of \$12.9 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) Conservation Legacy.

The Finance and Operations Program 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 Program focuses on providing advice to farmers and other land managers on best practices, improving riparian habitats, and eradicating invasive weeds. The Urban Lands Program provides workshops, project consultations, demonstration projects and public events, such as native landscaping tours and native plant sales. And finally, the Conservation Legacy Program focuses on helping new farmers get established, on protecting and restoring agricultural, natural resource, and access to nature 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 2016 through June 2017 (FY16-17). 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 each programmatic unit include:

Finance & Operations:

- FY17-18 budget development
- Organizational equity plan
- Comprehensive review and update of the Employee Handbook and Personnel Policies
- Marketing plan, branding identity guide, and new templates for outreach materials

Rural Lands:

- 5-year program plans for each program area
- Outreach efforts on ODA AgWQ focus area
- Three culverts removed from Dianna Pope Natural area to restore fish passage
- At least 40 technical assistance site visits
- Maintenance of existing StreamCare sites and assessment of new tributaries to add to program
- Maintenance of existing noxious weed sites & prevention of new weed species from establishing

Urban Lands:

- 5-year program plan
- Completed assessment and implementation of prioritized stormwater projects on the MHCC campus.
- At least 50 workshops to increase awareness of water quality, water conservation, wildlife habitat, beneficial insects, native plants, and the threat of noxious weeds

Conservation Legacy:

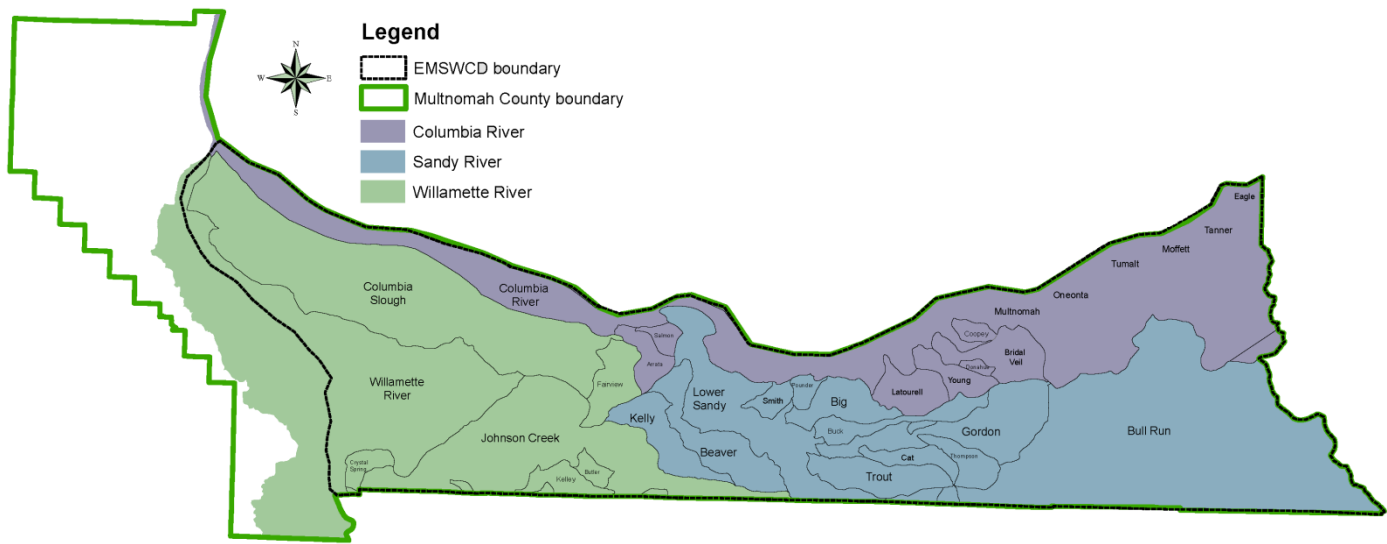
- 5-year program plans for each program area
- Two to five new farms recruited to participate in HIP
- At least 60 landowner meetings to pursue easements protecting agricultural land; at least one natural area and one access area protection opportunity evaluated
- Grant funding provided for projects addressing habitat restoration, water quality monitoring and improvement, stormwater runoff, soil erosion, sustainable agriculture, environmental education community events, community and school gardens, capacity building



2.0 Introduction

The EMSWCD serves over 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 21 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) Conservation Legacy. The bulk of this work plan is organized as per these programmatic units (Sections 4.0 – 7.0); more detailed lists of activities identified for FY16-17 are given in Appendices 3 – 6.



2.1 Plan Purpose

The EMSWCD FY16-17 Annual Work Plan outlines the high level activities the EMSWCD will undertake from July 1, 2016 through June 30, 2017 to address the goals identified in the EMSWCD 2012-2017 *Strategic Plan*.¹ The EMSWCD FY16-17 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 and 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 EMSWCD. As the governing body, it is the board's responsibility to: set policy; adopt the budget; set programs and strategic priorities; hire and supervise the Executive Director; and oversee the management of the EMSWCD's affairs to ensure legal compliance and fiscal responsibility.

Board directors are elected in the November General Election held in even numbered years, and serve four-year terms. 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 directors 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.

In FY16-17, 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. Three director positions on the Board are up for election in November 2016, including the Zone 1 and Zone 2 Directors and one at-large Director position.

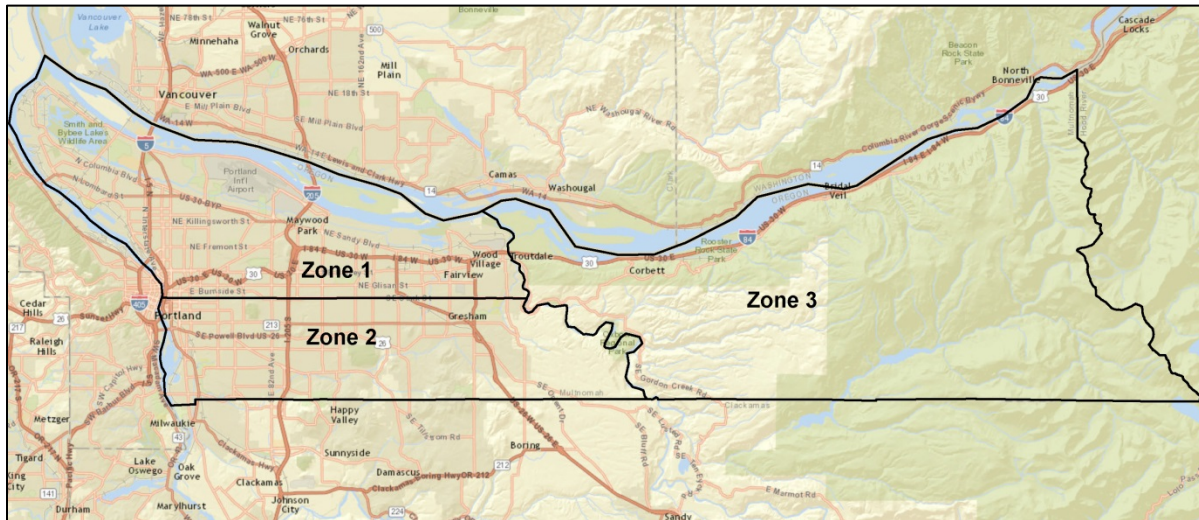
The Board normally meets once per month during the fiscal year. Board members may serve on five standing committees during this period: 1) Budget Committee; 2) Land Legacy Committee; 2) Personnel Committee; 3) Grants Committee; 4) PIC Review Committee; and 5) SPACE Review Committee. Board member assignments to the committees, as well as the months each committee is expected to meet, are shown in Appendix 2. All Board and committee meetings are 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 FY16-17, the Executive Director will focus on: 1) implementing a new five-year strategic partnership with three local watershed councils; 2) engaging at the state level regarding working lands conservation easements; 3) improving EMSWCD Board functions; and 4) improving all EMSWCD policies.

¹ 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, board and committee administration, contracting, human resources, office and facilities management, and marketing (see Appendix 3 for a composite list of major deliverables for FY16-17). The Finance and Operations Program FY16-17 budget is approximately \$636,000, which includes funding for the following five FTEs (full-time-equivalents):

- Executive Director;
- Chief of Finance and Operations;
- Office Manager;
- Facilities Manager; and
- Marketing and Media Manager.

Major functional areas of the Finance and Operations Program are:

- Budget and Finance
- Office Management
- Facilities Management
- Marketing, Media, and IT

Sections 4.1 – 4.4 provide a summary of FY16-17 activities while Appendix 3 provides a detail listing of FY16-17 activities.

4.1 Budget and Finance

The total EMSWCD FY16-17 budget is \$12.9 million (see Table 1 and Figure 1), which matches funding sources of \$12.9 million (see Table 2 and Figure 2). Of this, the total amount allocated for program expenditures in FY16-17 is \$11.8 million. The Conservation Legacy Program has the largest program budget at \$9,195,182 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 \$8.2 million, anticipated revenues from property taxes represent largest source of new funding for FY16-17, 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 \$4.5 million in FY16-17.



While the budgeting timetable for the next fiscal year (FY17-18) has yet to be confirmed, budget discussions will likely begin in January 2017 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 2017, adoption in June 2017, and implementation beginning in July 2017.

Table 1: FY16-17 Budget

Category		Purpose	
Operations	Finance & Operations	Staffing, facilities, and operations	\$636,508
	Rural Lands	Staffing, contracting, and operations	\$1,320,688
	Urban Lands	Staffing, contracting and operations	\$628,555
	Conservation Legacy	Staffing, contracting and operations	\$426,076
	• Headwaters Farm	Farm-specific staff and operations	\$353,819
Sub-total Operations			\$3,365,646
Capital, Grants, and Contingency/Unappropriated	Land Conservation Fund	Acquisitions	\$6,184,987
	Grants Fund	External grants	\$2,230,300
	Partner Grants	Pass through funds	\$25,000
	Contingency Funds	Unanticipated costs	\$295,180
	Unappropriated Funds	Funds held in reserve	\$830,945
Sub-total Grants, Funds and Reserves			\$9,566,412
Total EMSWCD Budget			\$12,932,058

Figure 1: FY15-16 Budget

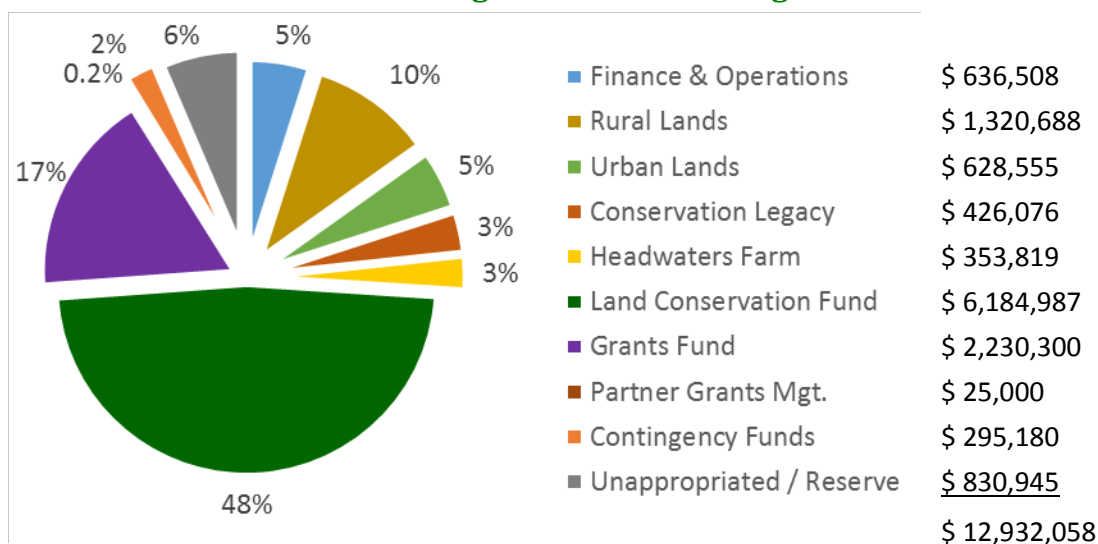
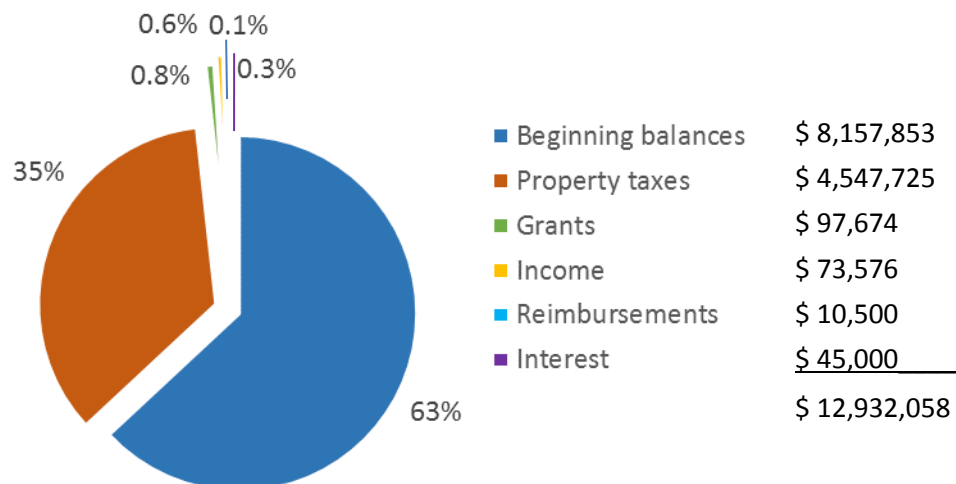




Table 2: FY16-17 Funding Sources

Source	Purpose	Sub-totals	Totals
Beginning balances	General Fund carry-over from FY15-16	\$1,818,686	
	Conservation Fund carry-over from FY15-16	\$5,164,687	
	Projects & Cost Share Fund carry-over from FY15-16	\$1,174,480	\$8,157,853
Property taxes	FY15-16 levied taxes estimated to be received	\$139,765	
	FY16-17 levied taxes estimated to be received	\$4,407,960	\$4,547,725
Grants	ODA Administrative Grant	\$21,774	
	ODA Focus Area Funding	\$50,900	
	Partner grants pass-through (anticipated)	\$25,000	\$97,674
Income	Native plant sales	\$30,000	
	Oxbow Farm lease payments	\$43,576	\$73,576
Reimbursements	From partners	\$2,000	
	From Headwaters Farm-related activities	\$5,000	
	Out-of-District workshops	\$3,500	\$10,500
Interest	General Fund interest on bank/investment accounts	\$13,000	
	Conservation Fund interest	\$26,000	
	Projects & Cost Share Fund interest	\$6,000	\$45,000
		Total	\$12,932,058

Figure 2: FY16-17 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 FY16-17.

- Administration and records: All historical records and information will be retained as per the state retention schedule; an IT equipment replacement plan will be completed and implementation begun; and the reception area, copy room and basement will be reorganized for greater efficiency and usability.
- Customer service: An organizational equity plan will be developed and the Equity Team will identify opportunities for training and incorporating equity/diversity/inclusion into organizational policy and program work; a plan for expanded use of volunteers in EMSWCD's activities will be created; and an Administrative Issues and Techniques presentation will be proposed to the OACD/OCEAN conference in Autumn 2016.
- Human resources: A comprehensive review and update of the Employee Handbook and Personnel Policies will be completed; the new and improved deferred compensation plan will be implemented; a review of employee health and insurance benefits will be undertaken; and research into options for additional employee "well-being" benefits will be completed.
- Boards and committees: 12 board meetings and 16 committee meetings will be prepared for, coordinated, and hosted; the opportunity for candidates to file for elected Director positions will be publicized per Oregon Statute guidelines.

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., pervious 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 7.1 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 7.2 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 FY16-17 are listed below. These upgrades will increase the effective use of the building space and grounds, allowing the EMSWCD to serve more people at the same time.

- Building Grounds: Replace failing informational signage explaining building and grounds features; repair failing landscape lighting; and research the feasibility of installing solar and/or wind power generation for greater energy efficiency and sustainability.
- Building Interior: Complete the reconfiguration of the board meeting room; research and solicit bids for a fire suppression system; and research the feasibility of installing a gas fireplace insert for energy efficiency.



4.4 Marketing and Media

Throughout FY16-17, 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:

- Finalizing the five-year Marketing Plan, beginning implementation of the plan and monitoring progress throughout the year.
- Developing a branding identity style guide in conjunction with the Marketing Plan, and creating templates for outreach materials and publications.
- Continuing to increase media attention to be featured more prominently and regularly in local, regional and possibly state/national media.
- Developing and publishing a semi-annual newsletter highlighting EMSWCD program activities.

5.0 Rural Lands

The Rural Lands Program operates primarily east of the Urban Growth Boundary (UGB) in the eastern part of 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 FY16-17). This work is divided into three areas: 1) rural water quality improvement; 2) riparian re-vegetation (aka StreamCare); and 3) invasive weed control.

The Rural Lands Program FY16-17 budget is approximately \$1.32 million, which includes funding for the following 7 FTEs:

- Rural Lands Program Supervisor;
- Five technical conservation staff; and
- Outreach and education position.

Sections 5.1 – 5.3 provide a summary of FY16-17 activities while Appendix 4 provides a detail listing of FY16-17 activities.



5.1 Rural Water Quality Improvement

As a non-regulatory government agency working to improve water quality, the EMSWCD has developed targeted efforts to address several specific water quality concerns and opportunities in the rural areas of the district. Rural Lands staff work 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 monitors water quality in some streams and collaborates with multiple entities to establish baseline conditions and monitor progress over time. The Rural Water Quality efforts help fulfill four of EMSWCD's six broad strategic goals (see Table 3).

Table 3: 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 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.

FY16-17 activities related to these goals are provided below.

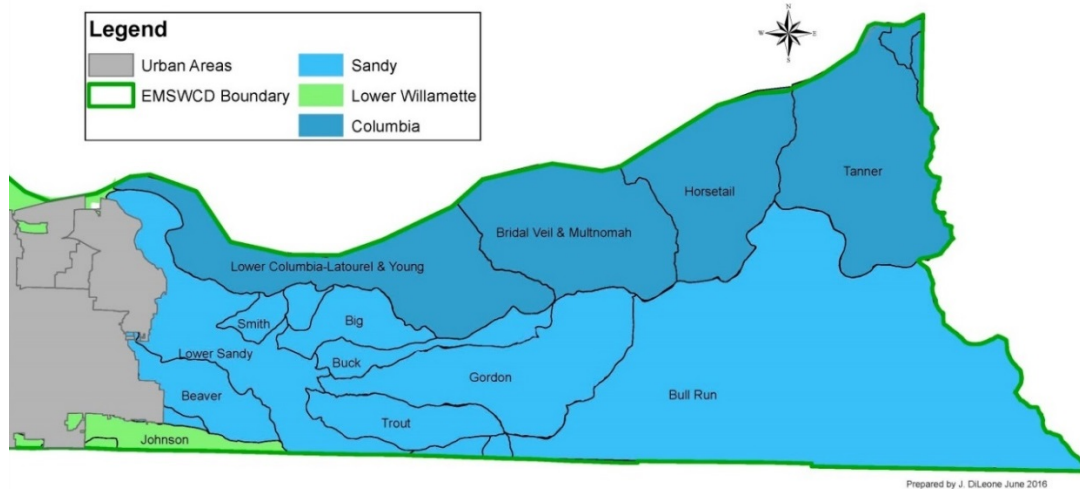
5.1.1 Ensure no additional rural waters become impaired

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 3). 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 was added in fiscal year 2015-16 to increase capacity to reach rural landowners. The work described under goals 5.1.2-5.1.5 below will help prevent new water quality issues. Outreach for FY16-17:

- 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 HUC).
- Partner with other SWCDs to fund, develop and staff booths at the NW Ag Show and the Far West Show.
- Create outreach messaging to tell the water quality story in a compelling way.



Map 3. Watersheds in rural EMSWCD



5.1.2 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. All water quality monitoring will be coordinated with partners to prevent duplication and allow for combined data analysis.

Monitoring for FY16-17:

- 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 Creek, upper Johnson Creek, Big Creek and Smith Creek each spring through fall.

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 5.1.4 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 5.2.

5.1.3 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. Continuous temperature loggers will be installed for the summer in Big and Smith Creeks 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 5.2.

5.1.4 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, plan and develop solutions with a focus on protecting water quality.

Technical Assistance for FY16-17 will include:

- Conducting 40 site visits, including first-time site visits with 10 landowners.
- Developing 10 technical recommendations and/or conservation plans that include recommendations to address erosion and/or water quality.
- Assisting 5 landowners with cost share applications.
- Tracking practice installations that resulted from technical assistance.
- Partnering with NRCS to promote and deliver cost share assistance.
- Prioritizing technical assistance and implementation in our ODA AgWQ focus area.

5.1.5 Overcome barriers to addressing water quality issues and implementing conservation practices

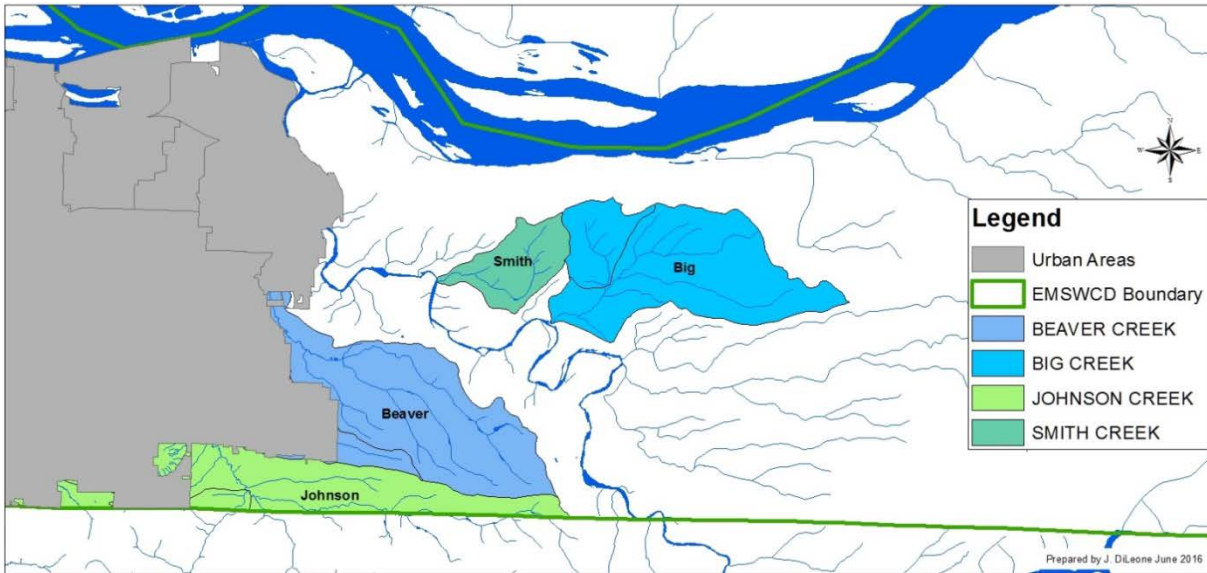
The Rural Lands Program will develop and implement a plan to overcome the barriers to addressing water quality issues and implementing conservation practices among rural residents. Many private landowners want to protect water quality and only need technical guidance to prioritize, select an appropriate 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 program staff are working to identify the reasons why. The results of a recent survey of nurseries will be used to develop a plan to address identified barriers. Implementation of the plan will begin during the second half of the fiscal year.

5.2 StreamCare

The EMSWCD established the StreamCare (riparian re-vegetation) program in 2008. The program's purpose is to establish native riparian vegetation along streams to increase shade, thereby preventing solar heating of the stream. 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, Smith Creek, and Gordon Creek Watersheds. At this time, however, no related work is active in the Gordon Creek Watershed (see Map 4).



Map 4: StreamCare Watersheds



The StreamCare program helps EMSWCD achieve three of six broad strategic goals (see Table 4).

Table 4: 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 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,
2. **Conduct outreach and enroll additional acres** in StreamCare.
3. Determine and **implement a long-term management and protection strategy for all StreamCare sites.**
4. **Identify additional streams to be added to the program** for weed control/habitat improvement.
5. **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.

FY16-17 activities related to these goals are provided below.



5.2.1 Complete and maintain all StreamCare sites; restore additional sites

The EMSWCD is committed to completing and maintaining all StreamCare sites in four watersheds until weed pressure is low enough that plantings are free to grow. To accomplish this, FY16-17 activities will be as follows:

- The existing, planted StreamCare areas on 674 acres along 24 miles of stream will be maintained to ensure good rates of plant survival.
- Another 7 acres will be prepared and planted.
- Coordinate contracted labor crews to prepare new sites for planting, control weeds on planted sites, and plant native trees and shrubs.
- Maintain GPS and GIS data; track and compile deliverables.
- Manage wholesale plant orders, delivery, and storage.
- Conduct outreach to eligible landowners to secure enrollment of new sites to be prepared and planted in FY17-18.

5.2.2 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 riparian conservation easements on the sites, enrolling the sites in the ODFW Riparian Program, and/or determining alternatives or additional protection measures. To accomplish this, FY16-17 activities will be as follows:

- StreamCare sites that reach the five year mark will be evaluated to determine if the site is 'free to grow' or if the landowner agreement should be extended.
- Offer assistance with enrolling in the ODFW Riparian Program for qualifying sites (those on properties zoned as forestry or agriculture) that graduate from StreamCare.
- Explore options for offering easements on graduated StreamCare sites.

5.2.3 Identify additional streams

An opportunistic approach will be taken to exploring new watersheds for possible inclusion in the StreamCare program in future fiscal years. Site visits will be conducted to landowners' properties that express interest in the StreamCare program but are not in a currently eligible watershed. This will create a list of watersheds to be explored for expansion of the StreamCare program.

5.2.4 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 FY16-17 will include:

- Determining if the water temperature model can be run by Rural Lands staff or if we will need to hire a contractor.
- Completing modelling for Johnson and Beaver Creeks.

5.2.5 Assume responsibilities for post-grant re-vegetation

StreamCare Program staff can play a vital role in ensuring that sites that have been restored by partner grantees continue to be managed and maintained in a natural condition. To do so, during FY16-17 staff will:



- Tour partner restoration sites as opportunities arise to assess maintenance and further restoration needs.
- Rank and prioritize sites as opportunities arise for purposes of assuming responsibility for further restoration in the future.

5.3 Weed Control

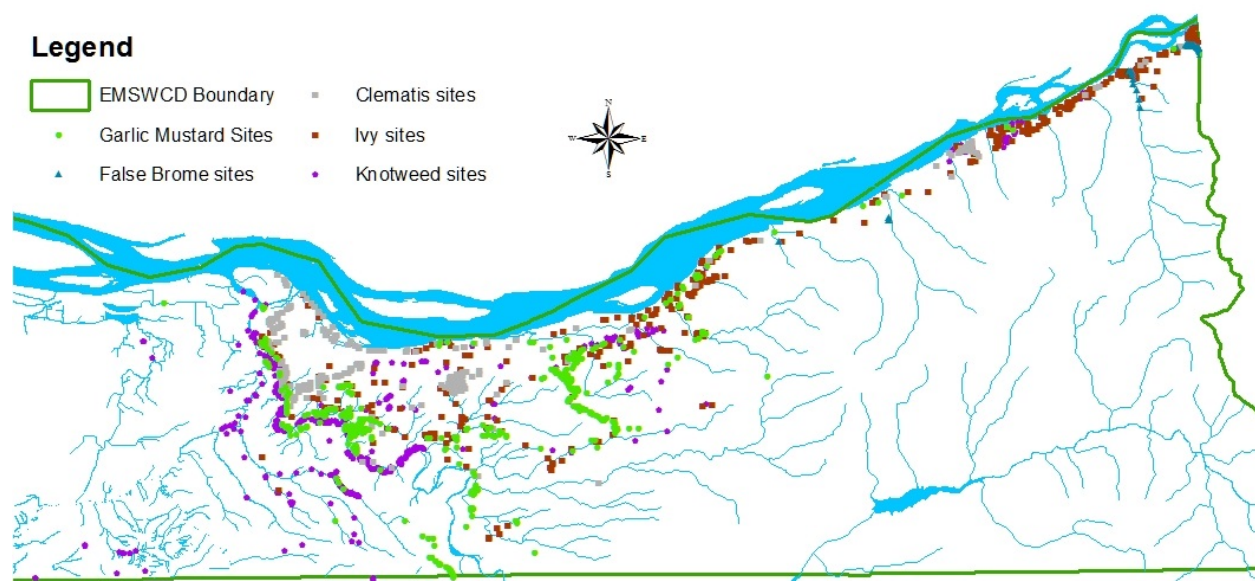
The spread of invasive noxious weed species can cause serious and nearly irreparable harm to natural ecosystems. To help address this problem, the EMSWCD has created an invasive species control program. The EMSWCD works with a wide range of partners to create and implement geographically explicit strategies 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 5).

Table 5: 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 Sandy River Basin and the Columbia River Gorge (see Map 5).

Map 5: EMSWCD Weed Control Locations





Four 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.

FY16-17 activities related to these goals are provided below.

5.3.1 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 (EDRR) list. Activities for FY16-17 will include:

- Confirming reports of species on the EDRR weed list, obtaining landowner permission, and providing rapid treatment to locations outside of the City of Portland.
- Providing technical assistance with weed identification and control methods.
- Participating in both the 4-county and Columbia Gorge Cooperative Weed Management Areas.

5.3.2 Prevent increases in knotweed abundance

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. The current treatment area includes approximately 151 sites.

FY16-17 activities will include:

- Re-visiting knotweed sites and continuing to treat any new growth.
- Continuing to survey for additional knotweed; obtaining permission and treating sites.
- Re-vegetating knotweed sites as needed.

5.3.3 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. 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. As of January 2016, the EMSWCD treatment of garlic mustard focused on 234 properties/sites in the area of concern (~58,000 acres) outside of the "containment zone".

FY16-17 activities will include:

- Continuing to annually treat all known satellite populations of garlic mustard to prevent seed set.
- Continuing to survey for and treat new satellite populations of garlic mustard.
- Coordinating with partners to ensure that garlic mustard control is happening regionally.
- Providing a free dumpster in Corbett for landowners to dispose of pulled garlic mustard plants.



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

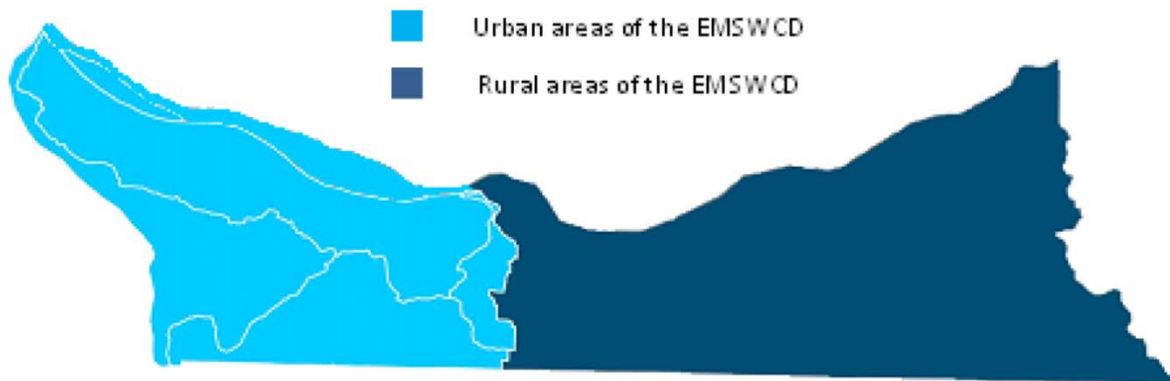
By 2017, EMSWCD weed control efforts will reduce coverage of false brome (*Brachypodium sylvaticum*) by 90%, English ivy by 50%, Old man's beard (*Clematis vitalba*) by 50%, and spurge laurel (*Daphne laureola*) by 50% within the respective target areas. FY16-17 activities will include:

- Continuing to survey for additional infestations.
- Treating all known false brome and spurge laurel populations in target areas where landowner agrees.
- Continuing working to reduce English ivy and Old man's beard in the target areas.
- Aggressively monitoring known and suspected invasion pathways, treating wherever feasible.
- Re-vegetating controlled areas as needed.

6.0 Urban Lands

The urban area of EMSWCD's geographic area lies between the UGB 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 6). This area expands across 140 square miles and in the 2010 Census 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 6: Urban and rural areas of EMSWCD



The FY16-17 budget for the Urban Lands Program is approximately \$628,000, 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 6).

Table 6: 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 works closely with partners, including relevant jurisdictions, to realize three specific goals:

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 primary program areas:

- **Workshops/Education**, on topics such as naturescaping, rain gardens, and weeds;
- **Annual events**, such as the Native Plant Sale and Naturescaped Yards Tour;
- **Technical and financial assistance and incentives**, for example, our east side rain garden incentives and landowner cost-share program;
- **Outreach** to community groups through partner events, meetings, online and printed materials and advertisements, mailings, website, social media, and tours of our facilities;
- **Large-scale, transformative demonstration projects**; and
- **Partnerships.**

The above program areas represent an increasing diversification of approaches with transformative demonstration projects and technical/financial assistance being the most recent additions. 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.

The Urban Lands Program planning for FY16-17 will include refining and completing the 5-year program plan. As part of this effort, a monitoring framework will be developed that identifies indicators that will be tracked over time to monitor resource concerns in the urban area of EMSWCD, and evaluate the success of the Urban Lands Program's work. This monitoring framework will include measures that are related to outputs of the program (e.g. workshop attendance, self-reported behavior/actions, number of Certified Backyard Habitats) as well as indicators of the resources the program is ultimately aiming to protect (e.g. water quality, water use, urban tree canopy, impervious surface area). For the large-scale demonstration projects or other site based projects, project specific monitoring plans will be developed to measure the changes as a result of these initiatives.



Urban Lands Program activities to be undertaken this financial year, related to each of the above specific goals, are outlined further below. A more composite list of major activities and deliverables for FY16-17 can be found in Appendix 5.

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 FY16-17 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 in FY16-17 will be:

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

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 include:

- 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 users towards native plants appropriate for their site and pest control methods that are least toxic;
- Work with partners to complete an assessment, create an implementation plan and begin to implement prioritized projects on the Mount Hood Community College (MHCC) campus large-scale demonstration project; and
- Continue to identify other potential large scale demonstration projects.

6.1.3 Reduce lawn and impervious surface

Program activities that will aid in reducing lawn and impervious surfaces in FY16-17 include:

- Provide workshops that teach residents about sustainable landscaping;
- Provide incentives for practices that improve water quality, reduce water use and improve habitat; and
- Partner with jurisdictions to identify high priority areas in which to focus and implement 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
- Promoting the use of water conservation methods and technologies.



6.2.1 Reduce irrigated lawn/ornamentals and replace with Naturescaping

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

- Providing workshops that teach residents about sustainable landscaping, the benefits of converting lawn to naturescaping, and the techniques to do so;
- Encouraging residents to enroll in the Backyard Habitat Certification Program; and
- Working with partners to create user-friendly web tools that will guide the user towards native plants appropriate for their site.

6.2.2 Promote the use of water conservation methods and technologies

Activities to promote the use of water conservation methods and technologies in FY16-17 include:

- Exploring new and emerging water conservation methods and technologies, and assessing their suitability for use in the EMSWCD urban area;
- Developing partnerships with identified experts to offer information and web resources that may include water conservation classes and/or demonstrations;
- Sharing information from partners who are providing water conservation classes and/or demonstrations; and
- Working with partners to expand the availability of water conservation information, workshops and demonstrations.

6.3 Increase and improve urban wildlife habitat

The Urban Lands Program is 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 replacing with trees and native plants;
- Promoting the protection and enhancement of wildlife and wildlife habitat; and
- Promoting the development or expansion of 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. FY16-17 activities will include:

- Naturescaping and Native Plant workshops; and
- Working with partners to reduce lawn and impervious surface at Mount Hood Community College and other largescale demonstration sites.

6.3.2 Promote the protection and enhancement of wildlife and wildlife habitat.

Working with partners, activities to promote the protection and enhancement of wildlife and wildlife habitat in FY16-17 include:

- Provide educational workshops that teach residents about urban wildlife habitat creation, including native plants and naturescaping; and
- Provide specialized workshops focused on pollinators and beneficial insects (new this year)

6.3.3 Promote citizen science that helps track urban wildlife

Staff will work with partners to promote citizen science that helps track urban wildlife. FY16-17 activities will include:



- Meeting with partners to identify local data gaps, potential project participants, and priority locations;
- Providing education and/or resources to assist in these efforts; and
- Monitoring citizen science initiatives active in the EMSWCD urban area.

7.0 Conservation Legacy

The EMSWCD's Conservation Legacy Program works to secure a legacy of conservation within the district primarily by working with and helping other entities achieve mutually-held goals. The Conservation Legacy Program includes three EMSWCD programs, the Headwaters Farm Program, the Land Legacy Program, and the Grants program. The FY16-17 Conservation Legacy Program operational budget is \$779,895 million. In addition, the Land Conservation Fund (\$6,184,987) and the Grants Fund (\$2,230,300) are available to support the Land Legacy and Grants Programs respectively. The Conservation Legacy team consists of the following 4.26 FTEs:

- Conservation Program Supervisor;
- Headwaters Farm Program Manager;
- Headwaters Operations Assistant (seasonal, part-time);
- Land Legacy Program Manager; and
- Grants Program Manager

A summary of activities for FY16-17 are found in Sections 7.1-7.3. A composite list of FY16-17 major deliverables for the Headwaters Incubator Program, Land Legacy Program, and the Grants program can be found in Appendix 6.

7.1 Headwaters Farm

The EMSWCD works to maintain healthy, productive agricultural lands by promoting a sustainable agricultural economy and fostering a stewardship ethic. To this end, the EMSWCD has established the Headwaters Incubator Program (HIP) at the Headwaters Farm, a 60-acre parcel of land located near Gresham, Oregon (see Map 7).

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 businesses, HIP is a useful outreach and collaboration mechanism, assisting the EMSWCD in disseminating information about conservation farming to a broad audience.

HIP collaborates with Oregon State Extension Service, Multnomah County, Friends of Family Farmers, other beginning farmer programs, and the Xerces Society, among others. HIP helps the EMSWCD fulfill all six EMSWCD broad strategic goals (see Table 7).



Map 7: Headwaters Farm



Table 7: 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 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.



Program activities under each of these goals is in Section 7.1.1-7.1.3. A composite list of activities and deliverables for Headwaters Farm and the HIP program for FY16-17 are given Appendix 6.

7.1.1 Operate Under an Approved Farm Management Plan

A Five-Year Headwaters Farm Plan is expected to be finalized and approved in FY16-17. This plan will give direction to the remaining Headwaters Farm development, farm incubator program management, and prospective additions that will seek to build the capacity for beginning and established farmers and promote agricultural stewardship. The Headwaters Farm Plan has been drafted and is being implemented, although exact future program components and approaches will not be resolved until the plan is adopted by the EMSWCD Board.

The development of Headwaters Farm is continuing as a means to better accommodate incubator farmers and enable the efficient management of the HIP program. Farm infrastructure and other site improvements that are planned for FY16-17 include:

- Construction of a new propagation house;
- Construction of two hoop houses;
- Approximately 450 feet of new gravel road, and the maintenance of existing roads;
- The installation of signage at the entrances to the farm; and
- The removal of an old barn and other dilapidated structures no longer in use.

Conservation farming, including USDA-NRCS agricultural best management practices, is being applied for multiple reasons at Headwaters Farm, including: to improve soil health for use in agriculture and; to protect onsite and downstream natural resources. Various undertakings in FY16-17 will continue to build on existing conservation farming efforts.

Soil health improvements will include:

- Additional cover cropping;
- Nutrient management classes for incubator farmers;
- Diligent invasive weed management; and
- The addition of soil amendments 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;
- The promotion and expansion of habitat for beneficial wildlife; and
- Continued erosion control through the use of vegetation and timing of tillage.

7.1.2 Operate a Thriving, Dynamic Farm Incubator Program

Now in the middle of its fourth season, the Headwaters Incubator Program is gaining recognition as a powerful tool for new farmer development.

Quality Applicant Pool

Since the launch of the HIP program in 2013, each subsequent year HIP has attracted more incubator farm applicants and better qualified applicants. This is most likely due to greater visibility in the farm community and a longer lead-time for individuals preparing 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 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 2017 growing season.

Program Participants

The EMSWCD is committed to hosting at least twelve incubator farmers at all times. To ensure this, it is likely another three to five farms will be accepted into HIP during fiscal year 2016-17. Currently there are fourteen farm businesses and twenty 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, and some of these farmers may look to relocate off Headwaters Farm if given the right opportunity.

Program Graduates

The EMSWCD is committed to retaining a majority of program graduates within the district. The first cohort of three incubator farms will graduate from the program after the 2016 growing season. To achieve the full potential of HIP, successful placement of HIP graduates onto suitable land will need to occur to ensure they continue to grow their fledgling farm businesses away from Headwaters Farm. To effectively manage this transition, farmers nearing graduation (year three and beyond) will continue to work with EMSWCD staff and HIP partners to explore viable long-term options for obtaining farmland that is suitable for their operations, through either purchases or leases as an individual or in partnership.

There are several concurrent efforts underway in FY16-17 to assist the three farms graduating at the end of 2016. These include:

- [Oregon Farm Link](#) – ensuring that our farmers are capable at navigating this land-match website.
- Working directly with incubator farmers negotiating land access with private landholders.
- Networking and building relationships with the local community to create additional land options.
- Working with the Land Legacy Program to determine if and when suitable farm land becomes available resulting from the Land Legacy Program's farmland protection efforts.
- Developing the relationship with Multnomah County that involves connecting HIP participants with landowners seeking to keep their land in agricultural production. Many of these properties are at risk of losing their agricultural tax deferral status, so there may be good incentive for property owners to make their land available to beginning farmers.

7.1.3 Increase Visibility and Leverage Conservation Farming Practices

The conservation farming practices at Headwaters Farm offers a unique opportunity to demonstrate conservation agriculture. Site tours of Headwaters Farm are offered and undertaken throughout the year. Conservation farming practices are also promoted through articles on the EMSWCD website and social media outlets. Other specific engagement avenues, for example interpretive signage and time lapse photography will be incorporated as appropriate to highlight key conservation efforts.

In addition to the promotion of USDA-NRCS conservation agriculture practices, much of the outreach on Headwaters Farm and the incubator program geared toward the general public will be focused on



connecting constituents to the broad suite of EMSWCD’s services and to generate enthusiasm and understanding for conservation.

7.2 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 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.

The EMSWCD Land Conservation Fund is a dedicated fund for the purchase and management of conservation easements, the purchase and management of fee-simple interests, and for stewardship endowments. For FY16-17 is \$6,184,987 is available in the Land Conservation Fund to support Land Legacy Program conservation projects.

During FY16-17, the Land Legacy Program will finalize its five-year program plan and its associated communications plan. A prioritization of farm properties in the focal area for protecting agricultural land, and a tracking system to measure progress and track interactions with landowners over time was developed last fiscal year. These will be further developed and refined in FY16-17.

A summary of Land Legacy Program activities are described below. A composite list of activities and deliverables for FY16-17 is given in Appendix 6.



7.2.1 Protect agricultural land and improve agricultural practices

From 2015-2020, 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). FY16-17 activities related to this goal include:

- As the project lead, pursue protection of working lands within the focal area by meeting and working with priority landowners; at least 60 visits/meetings with priority landowners will be held, of which at least 16 will be first time meetings.
- Parcels that meet criteria will be processed for protection to the extent possible; under ideal circumstances, one to five properties will be brought before the EMSWCD board to consider for protection.
- An assessment of the appropriate role for the program in farmer succession support will be undertaken, and farm succession program plan developed.

7.2.1.1 Agricultural land stewardship

As EMSWCD acquires property, site management plans will be developed and implemented. Activities planned for FY16-17 include:

- Site assessments and management plans will be developed for any newly acquired parcels, and on-site stewardship activities for all acquired parcels will be conducted as per established site management plans.
- Forest restoration, hedgerow establishment, and other identified site improvements will be initiated at EMSWCD's Oxbow Farm.

7.2.2 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). FY16-17 activities related to this goal include:

- Continue to identify and obtain 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. Work with partners to ensure EMSWCD has the most up to date versions of relevant plans.
- Meet with potential partners to discuss priority natural areas; if successful, initiate at least one parcel-specific protection effort with partner entity in the lead.
- Receive and process Land Legacy grant applications for natural areas as they are submitted; present to the board for decision.

7.2.2.1 Natural area stewardship

EMSWCD currently owns and manages one natural area: the Dianna Pope Natural Area located at the Headwaters Farm. While the acquisition and management of new natural areas is not anticipated for FY16-17, Rural Lands Program staff will evaluate options for and the need to obtain riparian conservation easements to protect graduated StreamCare sites (see Section 5.2.2). If riparian conservation easements are obtained, they will be managed under the Land Legacy Program. Activities related to natural area stewardship planned for FY16-17 include:

- Finalizing the five year management plan for the Dianna Pope Natural Area at Headwaters Farm.
- Improving fish passage at three stream crossings. Last fiscal year staff worked with an engineer to design the replacement of two stream crossings and the removal of one within the Dianna



Pope Natural Area. Permits are in place and the public procurement process to hire a contractor has been completed. The construction work will take place during the in water work window between July 15 and August 31, 2016. Staff will monitor construction, coordinate with impacted neighbors, and assist with fish rescue when the stream is de-watered.

7.2.3 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. FY16-17 activities related to this goal include:

- Continuing to identify and obtain 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.
- Using partner plans and other relevant tools that relate to under-served communities and access to nature; assessing and prioritizing potential access to nature protection opportunities.
- Meeting with potential partners to discuss priority access areas; if successful, initiating at least one parcel-specific protection effort with partner entity in the lead.
- Receiving and processing Land Legacy grant applications for access areas as they are submitted; presenting to board for decision.

7.3 Grants

The Grants Program provides funding to external entities for activities that are aligned with EMSWCD's mission, broad strategic goals, and program-specific goals. The Grants Program helps 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 Grants 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 FY16-17. In addition to continuing the various EMSWCD grants, in FY16-17 the Grants Program will step up proactive efforts towards fostering collaboration among partners and grant recipients to achieve the Grants Program goals. The Grants Program will convene grant recipients on specific funding areas or issues, with EMSWCD's role being to serve as contributor to and catalyst for collaboration and information sharing among grantees working on similar efforts. The initial focus for FY16-17 will be on school and community gardens, environmental education, and a green jobs pipeline. In FY16-17, the program will also be investigating the feasibility of implementing an online grants management solution for administering the grants application, review and reporting processes.

Additional Grants Program activities for the FY16-17 period that will help achieve the above goals are outlined in Sections 7.3.1 – 7.3.4. Section 7.3.5 describes each of the specific types of grants that the EMSWCD will use during the FY16-17 period to provide financial assistance and economic incentives to external entities; funding amounts associated with each grant type are provided here as well.

7.3.1 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. FY16-17 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 or Strategic Partnerships.
- Fund at least five restoration, naturescaping 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 three projects that promotes sustainable agriculture in the rural part of the district.

7.3.2 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. FY16-17 activities related to this goal include:

- Convene PIC grantees and other key stakeholders involved in environmental education to: identify the scope of programs in the EMSWCD service area for children in different age groups; identify gaps and how to address them; and gain input on how we can provide more strategic funding in this area.
- 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).



7.3.3 Establish an equitable distribution of sustainable community and school gardens

The Grants Program will seek to establish an equitable distribution of sustainable community and school gardens throughout the urban areas of the district. FY16-17 activities related to this goal include:

- Re-convene PIC grantees and other key stakeholders involved in school and community gardens to: review outcomes of previous initiatives including the school survey results and mapping projects funded through 2016 PIC grants; identify gaps and how to address them; and identify strategies to overcome barriers.
- Fund the development of at least two new community or school garden spaces in the district.
- Fund at least three garden projects that incorporate soil and water conservation education and serve low income communities.

7.3.4 Equitably build conservation capacity

The Grants Program will continue to equitably build conservation capacity in community-based organizations throughout the district. FY16-17 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.
- Participate with the Equity Grant Makers group and other equity related groups to identify key issues and barriers to greater equity in conservation project funding, and develop opportunities for new PIC grants that support the equity goal above.

7.3.5 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 and support of four of these: Partners in Conservation (PIC) grants; Small Projects and Community Events (SPACE) grants; budget line-item grants; and Strategic Conservation Partnership grants. The other grants are led by other EMSWCD programs, with the Grants Program providing program and administrative support for the Cooperative Landowner Incentive Program grants (CLIP), Strategic Conservation Investments grants (SCI), and providing support as requested for 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 FY16-17, for existing awards is \$1,640,300. 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 FY16-17, the EMSWCD intends to complete 24 PIC and PIC Plus grant agreements.

Small Projects and Community Events (SPACE)

SPACE grants provide up to \$1,500 per grant to support conservation projects, educational efforts, and community events that promote conservation. Total funding available for FY16-17 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

One line-item grant has been included in the EMSWCD budget for FY16-17. This grant of \$200,000 is for the Multnomah Education Service District's Outdoor School program.

Strategic Partnership Agreements (SPAs)

In June of 2016, EMSWCD entered into a five-year strategic partnership agreement with the three watershed councils—the Columbia Slough Watershed Council, the Johnson Creek Watershed Council, and the Sandy River Basin Watershed Council—operating within the EMSWCD's service area. EMSWCD had supported the watershed councils in the past through both PIC and SPACE grants, as well as regular line item grants to support their regular operations. The SPA is aimed at improving collaboration with and among the watershed councils and increasing the efficiency and impact of the funding support from EMSWCD. The funding available for the three watershed councils under this agreement for FY16-17 is \$175,000.

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 FY16-17 is \$75,000. The SCI grant application, award, and implementation process is administered on an as-needed basis.

Cooperative Landowner Incentive 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 FY16-17 is \$75,000 for new awards and \$15,000 for existing prior awards. CLIP provides 50% cost-share, up to \$7,500 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 managed by the Rural Lands Program and Urban Lands Program, with the Grants Program assisting with the CLIP grant administration.

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.

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. More information can be found in Section 7.2 of this plan.



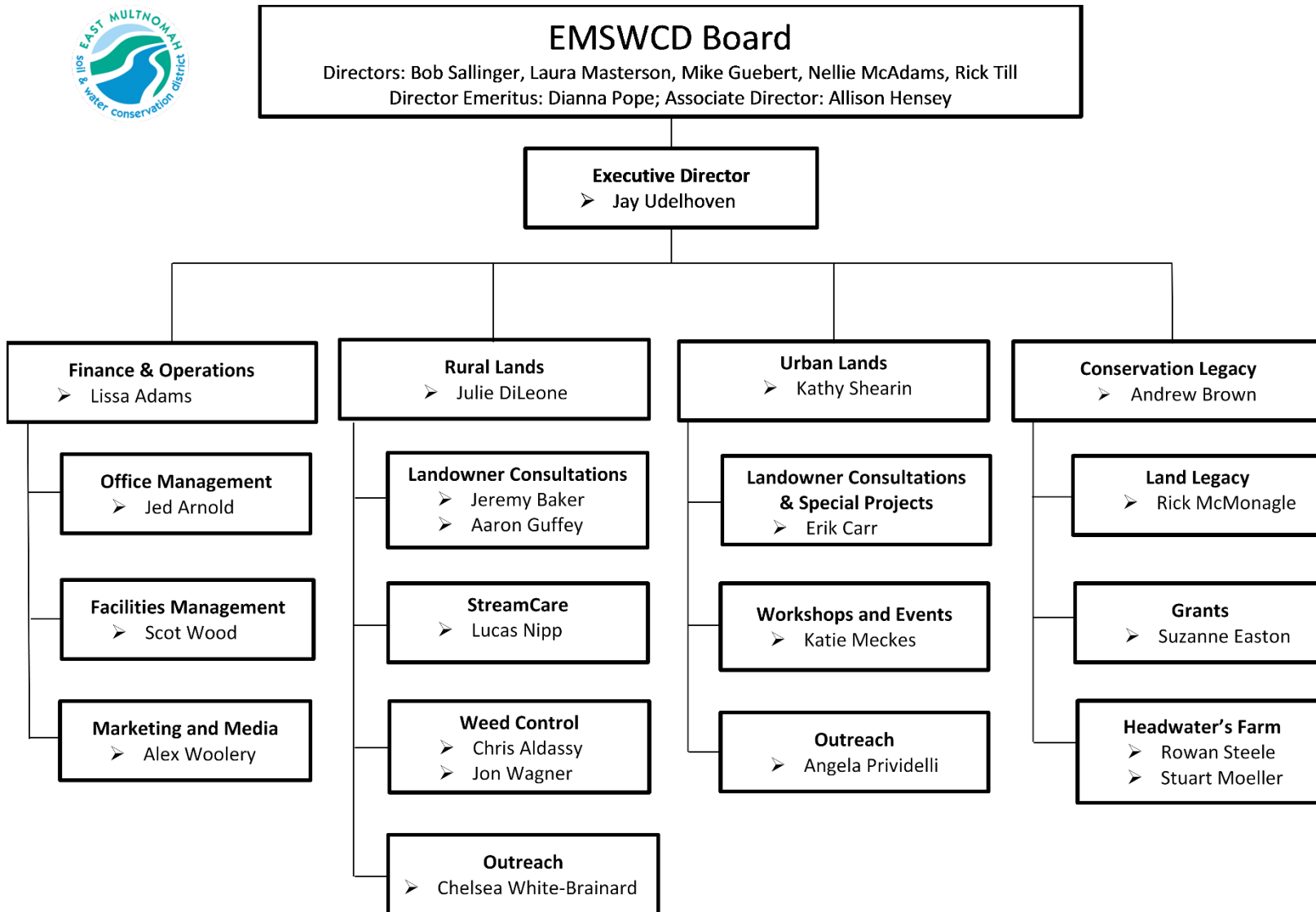
8.0 Annual Work Plan Tracking and Reporting

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 2017. 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.

The planning timeframe for the existing *EMSWCD Strategic Plan 2012-2017* will end during the next calendar year. The EMSWCD will undertake strategic planning for the organization for the subsequent five-year period early in the calendar year 2017. Once this next strategic plan is complete, it will be updated on an annual or bi-annual basis so the plan is always current and always projecting five years into the future.



Appendix 1: Organizational Chart





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				
FY16-17 Schedule								
2016	July	11 th		25 th				n/a
	August	1 st						n/a
	September	12 th		26 th	X	X		n/a
	October	3 rd						n/a
	November	7 th		28 th				n/a
	December	5 th			X			n/a
2017	January	9 th	X	30 th		X		n/a
	February	6 th	X				X	n/a
	March	6 th	X	27 th	X			n/a
	April	3 rd	X					n/a
	May	1 st	X	22 nd				n/a
	June	5 th			X			n/a

* Three EMSWCD Director positions are up for election in the November 2016 General Election.



Appendix 3: Finance & Operations FY15-16 Activity List

FINANCE & OPERATIONS - Annual Project Activities and Deliverables		Timeframe			
		Q1	Q2	Q3	Q4
Budget & Finance	Complete FY15-16 budget audit.	X	X		
	Track FY16-17 budget.	X	X	X	X
	Develop FY17-18 budget.			X	X
	Review Fiscal Policies and recommend changes as needed.		X		
	Review Contracting Policies and recommend changes as needed.	X			
	Create draft Investment Policy for board review and submittal to State Treasury Department for approval.		X		
	Complete an expense and revenue analysis of EMSWCD operations since inception of permanent property tax levy and report out on accomplishments.		X	X	
Office Management & Human Resources	General office support (e.g. reception, filing, travel arrangements, supply orders, meeting coordination, correspondence, workshop registration, events).	X	X	X	X
	Information technology support to ensure properly functioning equipment and timely troubleshooting of technology problems.	X	X	X	X
	Create and begin implementation of an IT equipment replacement plan.	X			
	Retain historical information per the state retention schedule, and maintain an organizational record keeping and archival system.	X	X	X	X
	EMSWCD History Project - review document created by contracted historian in FY15-16 (originally intended to chronicle the tenure of board member Dianna Pope) and rework into a history of the EMSWCD generally.	X			
	Reorganize copy room and reception area for greater efficiency and usability.	X			
	Work with UL/RL/CL staff to reorganize basement for efficiency and usability, and relocate "Quiet Room" to the basement.			X	
	Work with Equity Team to identify and implement trainings, refine purpose and goals, and continue to move forward with incorporating equity/diversity/inclusion into organizational policy and program work.	X	X	X	X
	Create a plan for expanded use of volunteers in EMSWCD's activities.			X	
	Propose an "Administrative Issues and Techniques" presentation to OACD/OCEAN training conference in Autumn of 2016. If accepted, prepare and present at the conference.	X	X		
	Research and recommend possible additional "employee well-being" benefits (e.g. HSAs, DCAPs, commute incentives).		X		X
	Review health and other insurance benefits to determine if changes or enhancements are needed for upcoming fiscal year.				X
	Review and update Employee Handbook in conjunction with Personnel Policies.	X	X		
	Implement new OSGP retirement plan and close out old VALIC plan.	X			
	Publicize opportunity for candidates to file for elected Director positions and ensure potential candidates receive timely information.		X		
Facilities	Prepare for, coordinate and host 12 board meetings and 16 committee meetings.	X	X	X	X
	General maintenance of buildings, equipment and facilities at Headwaters Farm.	X	X	X	X
	General maintenance of buildings and facilities at Oxbow Farm, and other properties acquired through the Land Legacy Program.	X	X	X	X



	General maintenance of building, state vehicles and facilities at Williams Headquarters.	X	X	X	X
	Work with UL staff to replace failing informational signage at Williams headquarters and add additional signage as needed.	X			
	Repair or replace landscape lighting at Williams headquarters.	X			
	Research and solicit bids for fire suppression system at Williams headquarters.	X			
	Research feasibility of gas fireplace insert in board room for possible heating source and meeting space ambience.		X		
	Research feasibility of solar and/or wind power generation at Williams headquarters.		X		
	Finalize and implement the organizational Emergency Action Plan.	X			
Marketing & Media	Finalize and implement Marketing Plan.	X	X	X	X
	For all programs: Develop, revise, maintain and add content to the website to reflect ongoing EMSWCD updates, events and priorities.	X	X	X	X
	For all programs: Develop and integrate social media to drive traffic to website, encourage event participation and promote conservation practices.	X	X	X	X
	For all programs: Perform web and social media analytics to determine efficacy of marketing efforts and action-driven web content.	X	X	X	X
	For all programs: Assist with outreach, press releases and media contacts.	X	X	X	X
	For all programs: Develop “elevator messages”.	X			
	For all programs: Identify advertising opportunities, develop advertisement content and coordinate publication.	X	X	X	X
	For all programs: Coordinate printing for all mailing and outreach materials.	X	X	X	X
	Develop EMSWCD branding identity style guide of standard imagery, tone and messaging in conjunction with the Marketing Plan, to be used in creating templates and developing publications and outreach materials.	X			
	Create templates in In-Design for outreach materials.	X			
	Create new EMSWCD general informational brochure.		X		
	Develop and publish an EMSWCD semi-annual newsletter.		X		X
	For all programs: Create sectional display templates to be used with panel display boards at events, conferences, trade shows, etc.	X	X		
	Format materials that have been translated into Spanish.		X	X	
	Develop informational signage in conjunction with program staff.		X		
	Develop and administer surveys in conjunction with program staff.				X



Appendix 4: Rural Lands FY15-16 Activity List

RURAL LANDS - Annual Project Activities and Deliverables		Timeframe			
		Q1	Q2	Q3	Q4
Rural Water Quality	Complete the five-year program plan.	X	X		
	Develop an outreach strategy and calendar.	X			
	Use mailings, advertisements, displays, presentations, workshops, demonstrations, social media, and tours to reach rural landowners concerning water quality and soil conservation.	X	X	X	X
	Prioritize outreach in our ODA Ag water quality focus area (Beaver Creek HUC).	X	X		
	Partner with other SWCDs to fund, develop and staff booths at the NW Ag Show and the Far West Show.		X		
	Create outreach messaging to tell the water quality story in a compelling way.		X		
	Collect and analyze monthly samples in upper Beaver and Johnson Creeks.	X	X	X	X
	Install continuous temperature loggers in upper Beaver Creek, upper Johnson Creek, Big Creek and Smith Creek.	X			X
	Conduct 40 site visits including first-time site visits with 10 landowners.	X	X	X	X
	Develop 10 technical recommendations and/or conservation plans that include recommendations to address erosion and/or water quality.	X	X	X	X
	Assist 5 landowners with cost share applications.	X	X	X	X
	Establish an easily accessed geodatabase of CLIP projects; begin outreach to previous recipients; track conservation practice installations that resulted from technical assistance.	X	X	X	X
	Partner with NRCS to promote and deliver cost share assistance.	X	X	X	X
	Develop plan to overcome the barriers to addressing erosion.	X	X		
	Begin implementation of the above plan during the second half of the fiscal year.			X	X
StreamCare	Complete the five-year program plan.	X	X		
	The existing, planted StreamCare areas on 674 acres along 24 miles of stream will be maintained to ensure good rates of plant survival.	X	X	X	X
	Another 7 acres prepared and planted in 2016-17.	X	X	X	
	Coordinate contracted labor crews to prepare new sites for planting, control weeds on existing sites, and plant native trees and shrubs.	X	X	X	X
	Maintain GPS and GIS data; track and compile deliverables.	X	X	X	X
	Manage wholesale plant orders, delivery, and storage.	X	X	X	
	StreamCare sites that reach the five year mark will be evaluated to determine if the site is 'free to grow' or if the landowner agreement should be extended.	X			
	Offer assistance with enrolling in the ODFW Riparian Program for sites that graduate from StreamCare.	X	X	X	X
	Explore options for offering easements on graduated StreamCare sites.	X	X	X	X
	Determine if the water temperature model can be run by Rural Lands staff or if we will need to hire a contractor.	X	X		
	Complete modelling for Johnson and Beaver Creeks.		X	X	X



Weed Control	Complete the five-year program plan.	X	X		
	Confirm reports of species on the EDRR weed list, obtain landowner permission, and provide rapid treatment to locations outside of the City of Portland.	X	X	X	X
	Provide technical assistance with weed identification and control methods.	X	X	X	X
	Participate in both the 4-county and Columbia Gorge Cooperative Weed Management Areas.	X	X	X	X
	Re-visit knotweed sites and continue to treat any new growth.	X			
	Continue to survey for additional knotweed; obtain permission and treat sites.	X			
	Re-vegetate knotweed sites as needed.			X	
	Continue to annually treat all known satellite populations of garlic mustard to prevent seed set.			X	X
	Continue to survey for and treat new satellite populations of garlic mustard.			X	X
	Coordinate with partners to ensure that garlic mustard control is happening regionally.			X	X
	Provide a free dumpster in Corbett for landowners to dispose of pulled garlic mustard plants.			X	X
	Continue to survey for additional infestations of false brome, English ivy, Old man's beard, and spurge laurel.	X	X	X	X
	Treat all known false brome and spurge laurel populations in target areas where landowner agrees. Continue working to reduce English ivy and Old man's beard in the target areas.	X	X	X	X
	Re-vegetate controlled areas of false brome, English ivy, Old man's beard, and spurge laurel as needed.			X	



Appendix 5: Urban Lands FY15-16 Activity List

URBAN LANDS - Annual Project Activities and Deliverables		Timeframe			
		Q1	Q2	Q3	Q4
Urban Program	Complete the five-year program plan.	X	X		
	Develop draft program monitoring and evaluation framework.	X	X	X	
	Research details of possible survey of multi-family property owners and managers.	X	X		
	Develop new printed outreach materials.	X	X		
	Refine and update EMSWCD web content.	X	X		
Workshops / Education	Provide 1-hour presentations to increase awareness of water quality issues. 5/year; 100 attendees.	X	X	X	X
	Provide 1-hour presentations to increase awareness of naturescaping, native plants, and urban weeds. 5/year; 100 attendees.	X	X	X	X
	Provide 1-hour presentations to increase awareness of water conservation issues. 3/year; 75 attendees.	X	X	X	X
	Provide 4-hour naturescaping basics workshops to increase awareness of wildlife/pollinator, water conservation, and water quality issues and residential scale solutions. 6/year; 150 attendees.	X	X	X	X
	Provide 4-hour Rain Garden workshops to increase awareness of water quality issues and residential scale solutions. 6/year; 150 attendees.	X	X	X	X
	Provide 2-hour native plants workshops to increase awareness of native plant benefits for residential landscapes. 6/year; 150 attendees.		X	X	X
	Provide 2-hour urban weeds workshops to increase awareness of the threats posed by invasive and noxious weeds. 6/year; 150 attendees.		X	X	X
	Provide 2-hour Pollinator workshops to increase awareness of wildlife habitat and reduce the use of synthetic chemicals used in the landscape. 6/year; 150 attendees.	X	X	X	X
	Provide 2-hour Beneficial Insects workshops to increase awareness of wildlife habitat and reduce the use of synthetic chemicals used in the landscape. 6/year; 150 attendees.	X	X	X	X
Technical and Financial Assistance	Provide technical consultations and site visits to residential, commercial, and industrial landowners. 80/year, 20/quarter.	X	X	X	X
	Provide technical consultations and site visits to grants program applicants and/or projects. 20 consults/year.	X	X	X	X
	Provide \$200 reimbursement incentives to support installation of residential rain gardens in qualifying areas. 10/year (\$2,000).	X	X	X	X
	Connect with 3 large land managers per year to build relationships, encourage sustainable land management practices, and promote EMSWCD services.	X	X	X	X
Events	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.		X	X	
	Offer a naturescaped yards tour to demonstrate and encourage naturescaping principles. 500 attendees.			X	X



Outreach	Engage new/existing community leaders/groups/organizations in priority areas each quarter. Q1=4, Q2=2, Q3=2, Q4=4.	X	X	X	X
	Provide group tours of the EMSWCD facilities to demonstrate naturescaping principles in practice. 4 tours/year; 100 attendees.	X	X	X	X
	Table at community events with literature about EMSWCD programs and events.	X	X	X	X
	Translate selected workshop and outreach materials.	X	X		
	Work with Community groups to promote EMSWCD workshops.	X	X	X	X
	Conservation Corner - assess how we utilize the demonstrations at the headquarters office and develop an outreach plan to enhance the visibility and education value of the site.	X	X		
Partnerships	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.	X	X	X	X
	Help to guide the development of user-friendly IPM web tool. Sit on review committee.	X	X	X	
	Utilize and promote community organization or non-profit services to increase wildlife and pollinator habitat within targeted neighborhoods via community action projects, workshops and citizen science.	X	X	X	X
	Explore the possible establishment a water culture think-tank for greywater, rainwater harvesting, and composting toilet professionals; including professional trainings and seminars. Develop partnerships, identify experts and be a source of web-based resources.	X	X	X	X
	Explore the possibility of collaborating with partner SWCD's towards a more strategic approach to providing continuity across urban workshop offerings and messaging content.	X	X		
	Collaborate with partner SWCD's towards a more strategic approach to providing continuity across urban workshop offerings and messaging content.			X	X
	Collaborate with Watershed Councils within EMSWCD boundaries.	X	X	X	X
Demonstration Projects	Complete MHCC Campus assessment.	X			
	Evaluate MHCC Campus assessment, prioritize potential retrofit projects.	X			
	Work with project partners to draft a 5-yr implementation plan for prioritized retrofit projects on the MHCC campus.		X	X	
	Begin work on top priority projects identified in the MHCC assessment.				X
	Partner with community organizations, jurisdictions and non-profits to identify potential large-scale demonstration projects within targeted neighborhoods. Develop project plan and partnership agreements.	X	X	X	X



Appendix 6: Conservation Legacy FY16-17 Activity List

CONSERVATION LEGACY - Annual Project Activities and Deliverables		Timeframe			
		Q1	Q2	Q3	Q4
Headwaters Program	Finalize Five-Year Headwaters Farm Plan.		X		
	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 press releases.		X	X	
	Obtain at least ten HIP applicants for the 2017 growing season.		X		
	Two to five new farms recruited in FY16-17.		X	X	
	Host at least twelve incubator farmers at all times.	X	X	X	X
HW Site improvements	A new propagation house (20ft x 96ft low profile style) and two hoop houses (30ft x 148ft gable-style) constructed.	X	X		
	Roughly 450ft of new gravel roads installed to provide year-round access to the remaining fields that lack it.	X	X		
	Signage installed at the entrance to Headwaters Farm.	X			
	Removal of old barn and other dilapidated structures in the DPNA.			X	
HW Farmer Support	Tractor safety and usage training.				X
	Record keeping training.			X	
	BCS maintenance and individual farmer trainings.				X
	New farmer orientation.			X	
	Nutrient management training.	X			X
	Irrigation management training.				X
	Land access and finance training.		X		
	Post-harvest handling training.			X	
HW Soil Health	Cover cropping used on all farmable areas of Headwaters Farm not currently in winter production (approximately 36 acres).	X	X	X	X
	Soil samples taken for all fields in October—both in production or not—to help determine management needs.		X	X	
	Management of invasive weeds.	X	X		X
	Lime fields as needed.			X	X
HW Resource Protection	Gravel road constructed (~450ft) and existing roads improved (~2,000ft), to improve access and manage mud and runoff.	X	X		
	Stormwater management facilities installed on newly constructed facilities, including: 70ft extension to an existing swale, 500ft grass waterway, and two new swales (size to be determined). Permanent vegetation, cover crops, and if necessary waddles, used to ensure that all surface water is free of sediment.	X	X		
	Establish additional 5000ft ² of native hedgerows around the farm for habitat, ecosystem services, and demonstration value.	X	X	X	
	Incubator farmers implement a suite of practices that promote good stewardship, including: organic practices, cover cropping, amending as needed, properly timed tillage, drip irrigation, etc.	X	X	X	X



HW Demonstration	Conduct site tours of Headwaters Farm to demonstrate conservation agriculture practices.	X	X	X	X
	Highlight and promote key conservation efforts by publishing articles on the EMSWCD website and social media. Update conservation agriculture content on EMSWCD website.	X	X	X	X
	Plan for the incorporation of interpretive signage and other specific outreach and engagement practices, to increase the visibility and leverage of EMSWCD and NRCS conservation farming practices at Headwaters.		X	X	
Land Legacy Program (LLP)	Finalize 5-year Land Legacy Program plan.	X	X		
	Develop outreach/communications plan.		X		
	Update and expand Land Legacy content on the EMSWCD website.		X	X	
	Assess appropriate role for the Land Legacy program in farmer succession support, and develop farm succession program plan.		X	X	
LLP Farm Lands	Refine agricultural focal area property prioritization and tracking system.	X			
	Meet with priority landowners to pursue protection of working lands within the ag land focal area. At least 60 meetings total (Q1=10, Q2=14, Q3=18, Q4=18), with at least 16 first-time visits/meetings (4 per quarter) with landowners not previously engaged by the program.	X	X	X	X
	Thoroughly assess at least five parcels in which landowners are interested in participating.	X	X	X	X
	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.	X	X	X	X
	One to five properties will be brought before the EMSWCD board to consider for protection.	X	X	X	X
	Undertake forest restoration, hedgerow establishment, and other identified site improvements at Oxbow Farm.		X	X	
	Develop and implement site assessments and management plans for any newly acquired parcels, and conduct on-site stewardship activities.	X	X	X	X
	At least one farm succession related workshop held to help local farmers.			X	
LLP Natural Lands	Maintain catalogue of relevant partner the plans, identify and obtain new partner 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. Work with partners to ensure EMSWCD has the most up to date versions of all relevant plans.	X	X	X	X
	Meet with potential partners to discuss priority natural areas; if successful, initiate at least one parcel-specific protection effort with partner entity in the lead.	X	X	X	X
	Receive and process grant applications for natural areas as they are submitted; present to board for decision.	X	X	X	X
	Complete the stream crossing replacement project in the Dianna Pope Natural Area	X			
	Finalize the long-term management plan for the Dianna Pope Natural Area.		X		
LLP Access Lands	Maintain catalogue of relevant partner the plans, identify and obtain new partner 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.	X	X	X	X
	Using partner plans and other relevant tools that relate to under-served communities and access to nature; assess and prioritize potential access to nature protection opportunities.		X	X	
	Meet with potential partners to discuss priority access areas; if successful, initiate at least one parcel-specific protection effort with partner entity in the lead.	X	X	X	X
	Receive and process grant applications for access to nature areas as they are submitted; present to board for decision.	X	X	X	X



Grants Program	Investigate online Grants management systems, select and implement system for 2017 PIC grant cycle if appropriate.	X	X		
	Fund at least one large scale, multi-year restoration project in the rural part of the district through the PIC Plus or Strategic Partnership.			X	X
	Fund at least five restoration, naturescaping and/or water quality monitoring projects in the urban part of the district.			X	X
	Fund at least five projects that address stormwater runoff, water quality/conservation, and/or soil erosion.			X	X
	Fund at least three project that promotes sustainable agriculture in the rural part of the district.			X	X
Grants - Env. Education	Convene PIC grantees and other key stakeholders involved in environmental education to identify the scope of existing programs, identify service gaps, and gain input on how EMSWCD can provide funding more strategically in this area.		X		
	Fund at least three formal environmental education projects for youth.			X	X
	Fund at least five projects that contain an educational component – hands-on involvement of students or volunteers, work skills training (restoration, gardening, sustainable agriculture), and/or demonstration/interpretive element.	X	X	X	X
	Fund at least five community events focused on environmental education that reach at least 500 District residents (SPACE grants).	X	X	X	X
Grants - Gardens	Convene PIC grantees and other school and community gardens stakeholders to review outcomes of school survey and mapping projects, identify gaps and how to address them.	X			
	Fund the development of at least two new community or school garden spaces in the District.			X	X
	Fund at least three garden projects that incorporate soil and water conservation education and serve low income communities.			X	X
Grants - Capacity	Support at least two partnerships that cross traditional sector lines and help to build alliances between conservation groups and community organizations.			X	X
	Support at least three projects that help build capacity of organizations to work in underserved areas.			X	X
	Participate with the Equity Grant Makers group and other equity related groups to, identify key issues and barriers to greater equity in conservation project funding, and develop opportunities for new PIC grants that support the EMSWCD equity goals.	X	X	X	X