



ANNUAL REPORT

Fiscal Year 2020-2021

East Multnomah Soil & Water Conservation District

Helping people care for land and water



East Multnomah Soil & Water Conservation District Annual Report for Fiscal Year 2020-2021

**This report was presented to the
East Multnomah Soil & Water Conservation District Board of Directors
on: December 6th, 2021.**

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1. Letter from the Executive Director

The Annual Report we have compiled here is intended to provide a way for the Board and the public to see clearly that our mission of helping people care for land and water is honored and reflected in where our investments of time and resources are made, and in the passion and hard work of the staff. While the rest of this report shares what we have done in the past fiscal year, I want to use this space to share briefly where we are going.

As this Annual Report was being drafted, I had the great occasion of celebrating the one-year anniversary of my tenure here at EMSWCD. Taking the helm of this organization during a pandemic has meant that I have YET to meet some staff in person. That said, in this last year, I have gotten to know so much more about what we do here and continue to be in awe of the great work happening as a result of the professionalism and deep understanding that staff bring to our mission. And, while I thought I came into EMSWCD with a solid understanding of DEI, my journey here on that front has been extraordinary. This isn't about the corporate notion of DEI, it's about a commitment to so much more. I look forward to that journey continuing and being part of an organization with a deep commitment to how we learn and change, and how we collectively figure out how to have this journey inform who we are, what we do and how we arrive in all of it. And I am excited about the strategic planning work we are about to launch. Aside from the obvious hope that the plan will serve as a guide for what and how we approach our work moving forward – **effectively, what does it mean to be a soil and water conservation district in Multnomah County in 2021?** – the process itself allows us to ponder and consider and rethink things. With all the work on our daily To-Do lists, this isn't something we are often afforded and the process itself will make us a better place – better stewards of the taxpayer dollars being invested in us and better stewards of the land and communities we serve.

Below I have noted a handful of highlights from this very comprehensive report. It is solely intended to give you a brief sense of the kinds of accomplishments we achieved during the last fiscal year. For many more accomplishments like these, I encourage you to read this report in its entirety.

- Responded to 218 requests by members of the public for technical assistance across both the urban and rural areas of our district.
- Planted 39,825 trees and shrubs along 1.4 miles of stream, bringing the total up to 534,418 plants over the life of the StreamCare program. Over half a million plants!
- Acquired a 49-acre, highly productive working farm.
- Worked with multiple partners at Mt Hood Community College to remove over 4176 square feet of impervious area, allowing us to treat over 3.9 million gallons of stormwater annually and reduce run-off by over 2.8 million gallons per year.
- \$990,000 in grant dollars provided to a broad range of grant recipients doing important work that helps with our mission at EMSWCD.

And, my personal favorite: We converted two washing machines into over-sized salad spinners at our Headwaters Farm, reminding us that sometimes low-tech is the best path forward for increased efficiency.

With deep respect to the Board of Directors and the public who invest in our work through their tax dollars, thank you for your continued support of the important work being done at EMSWCD.

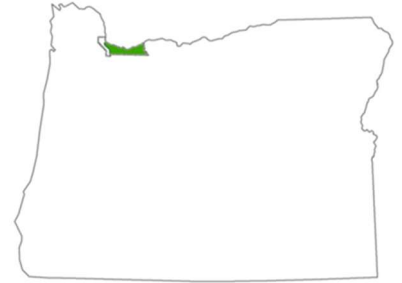
Sincerely,
Nancy J Hamilton
Executive Director



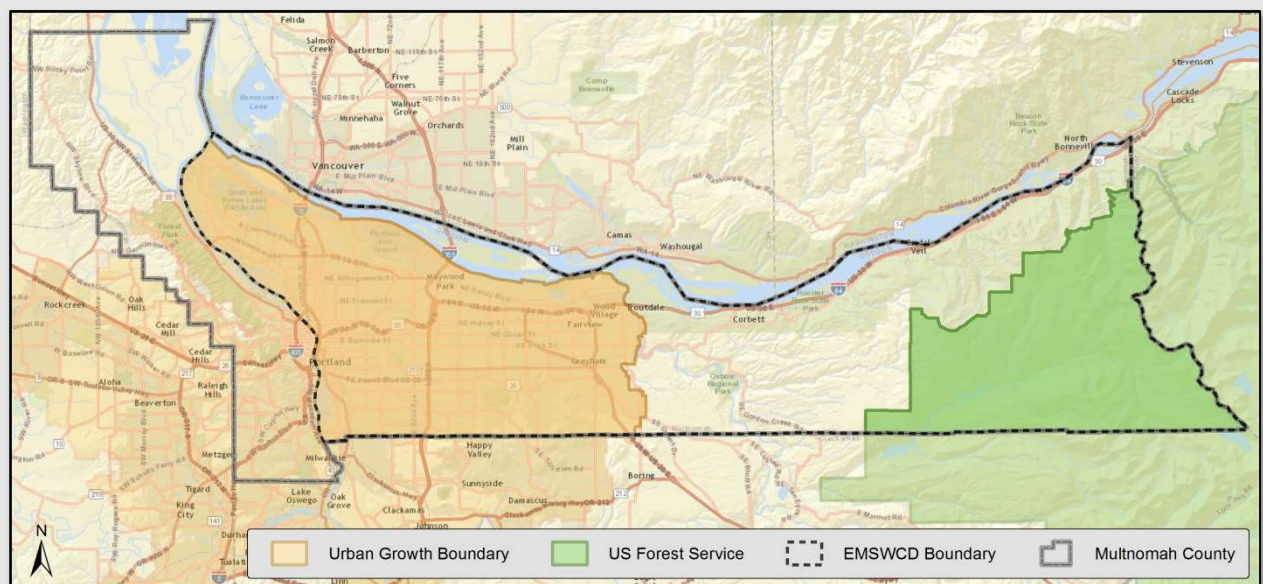
2. Introduction

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

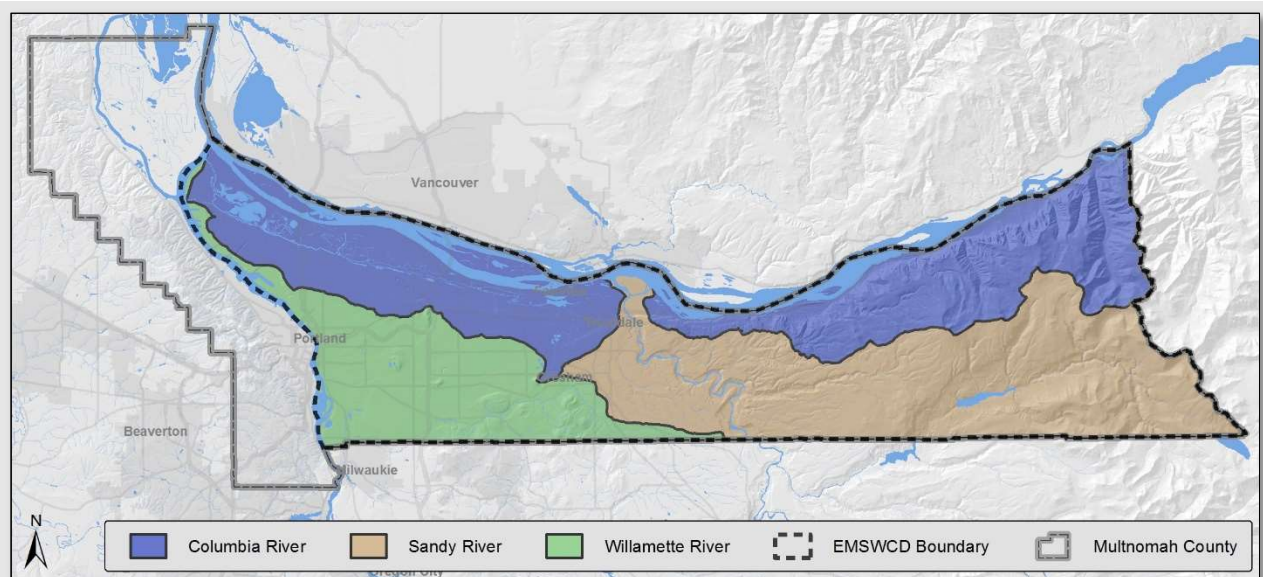
Map 1: EMSWCD Location



Map 2: EMSWCD Service Area



Map 3: Watersheds of the EMSWCD





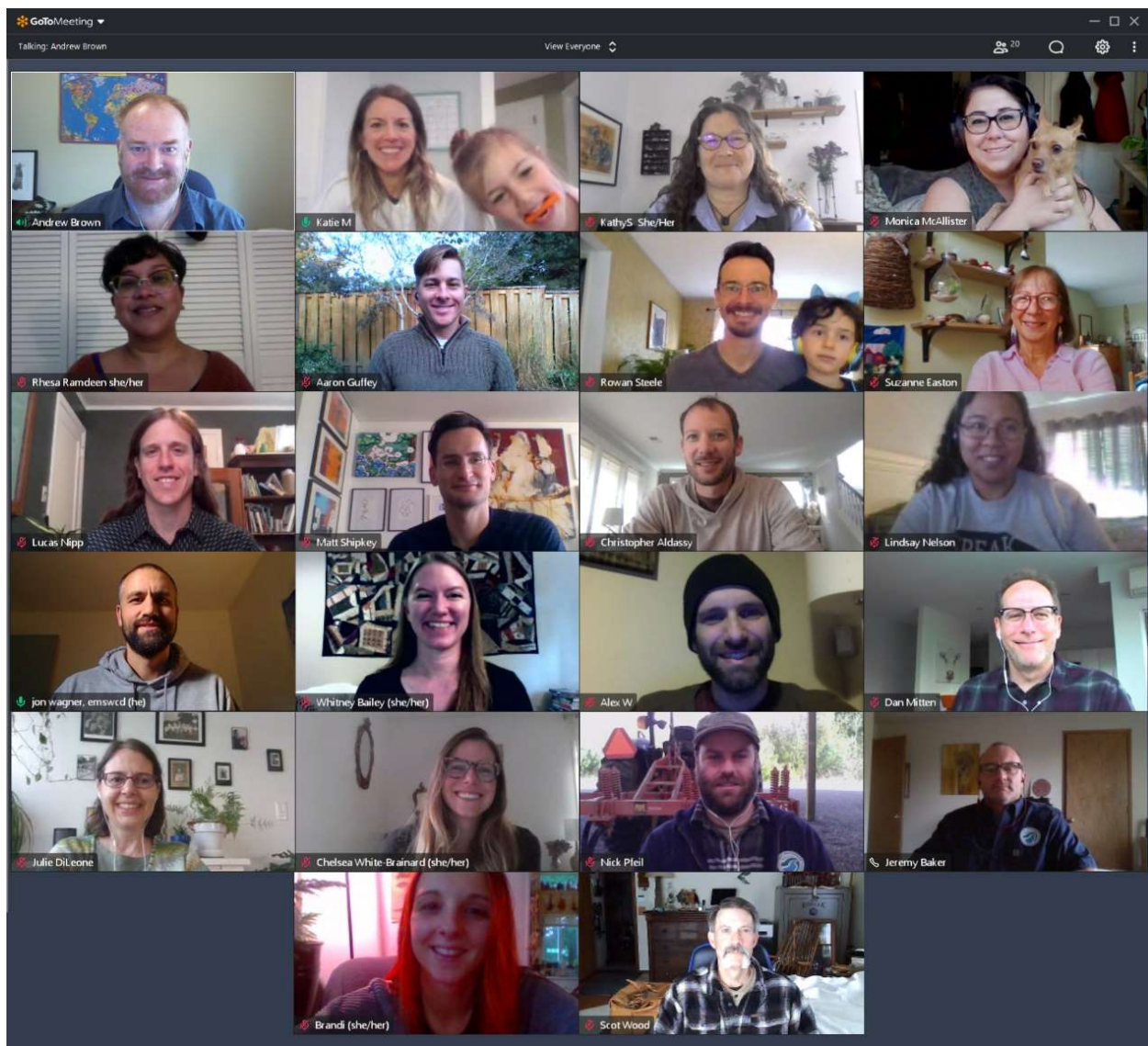
2.1 Organizational Vision, Mission, and Strategic Goals

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

Mission: We help people care for land and water.

Broad Strategic Goals:

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





3. EMSWCD Governance

3.1 Board of Directors and Committees

The EMSWCD Board of Directors is the governing body of the EMSWCD. As the governing body, it is the Board's responsibility to set policy; adopt the budget; set programs and strategic priorities; hire and supervise the Executive Director; and oversee the management of the EMSWCD's affairs to ensure legal compliance and fiscal responsibility. Board Directors are elected in the November General Election held in even numbered years. Directors serve four-year terms.

Throughout FY20-21 the EMSWCD Board was composed of three zone Directors and two at-large Directors. Three new Board Directors were elected in the November 2020 general election, to the zone 1 position and both at-large positions. EMSWCD had four standing Board committees during FY20-21: the Land Legacy Committee, Grants Committee, Personnel Committee, and Budget Committee. Board member assignments to the committees are shown in Table 1 and Table 2. The EMSWCD zones associated with the zone Directors are shown in Map 4.

In addition to the standing committees, an ad-hoc Executive Director Search Committee, consisting of members of the Board and staff, met 14 times during the summer and fall of 2020.

The Board met at least once per month during the fiscal year, and had several special meetings associated with the Executive Director recruitment process. The Land Legacy Committee met every other month. All Board and committee meetings were open to the public. The schedule of Board and committee meetings that took place in FY20-21 is shown in Table 3.

Table 1: Board Directors and Committee Assignments (July 2020 – December 2020)

EMSWCD Board (July 2020 – Dec 2020)			EMSWCD Committees				
Members	Positions	Officers	Budget	Land Legacy	Personnel	Grants	PIC
Gabrielle Rossi	Director - Zone 1	Treasurer	X	X			
Laura Masterson	Director - Zone 2	Vice-Chair	X	X	Chair		
Mike Guebert	Director - Zone 3		X	X	X	X	
Rick Till	Director - At-Large 1	Secretary	X	Chair	X	X	X
Carrie Sanneman	Director - At-Large 2	Chair	X			X	

Table 2: Board Directors and Committee Assignments (January 2021 – June 2021)

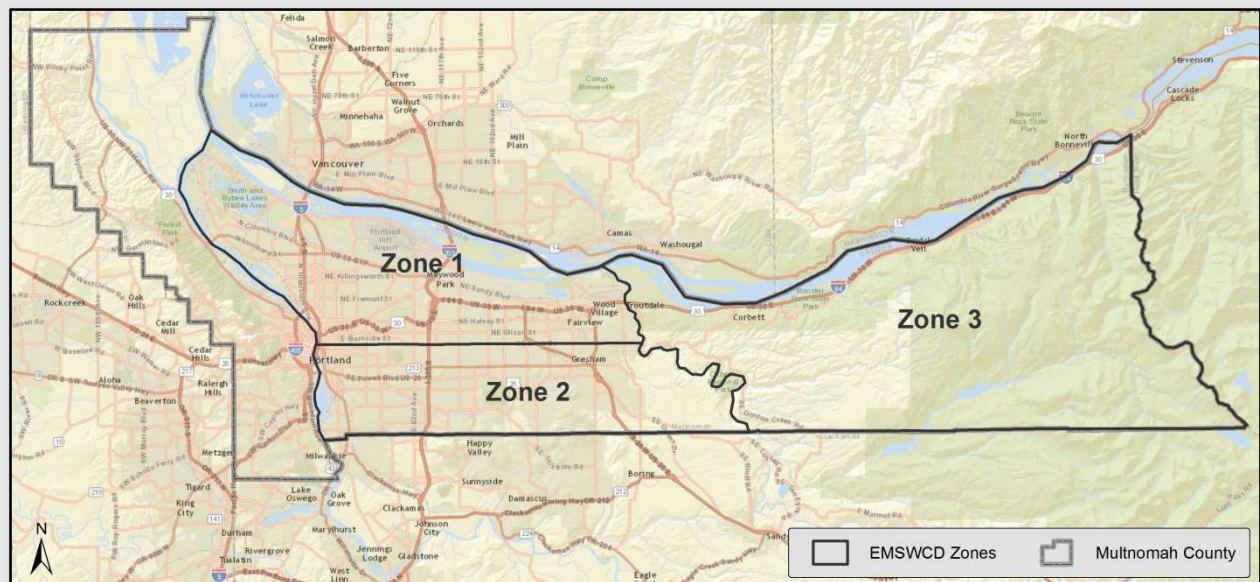
EMSWCD Board (Jan 2021 – June 2021)			EMSWCD Committees				
Members	Positions	Officers	Budget	Land Legacy	Personnel	Grants	PIC
Joe Rossi	Director - Zone 1		X	X		X	
Laura Masterson	Director - Zone 2	Secretary	X	X	Chair		
Mike Guebert	Director - Zone 3	Chair	X	X	X		
Jim Carlson	Director - At-Large 1	Treasurer	X	X		X	
Jasmine Zimmer-Stucky	Director - At-Large 2	Vice-Chair	X	Chair	X	X	



Table 3: FY20-21 Board and Committee Meeting Dates

Year	Month	Board	Budget	Land Legacy	Personnel	Grants	PIC
2020	July	6		27	15		
	August	3					
	September	9, 16, 21, 23, 25, 30		28			
	October	5				12	
	November	2		30			
	December	7, 18, 29					
2021	January	12					
	February	1					
	March	1	1	29			
	April	5 & 19	5		19		
	May	3	3 & 18	24			
	June	7			28		

Map 4: District Zones



4. Budget

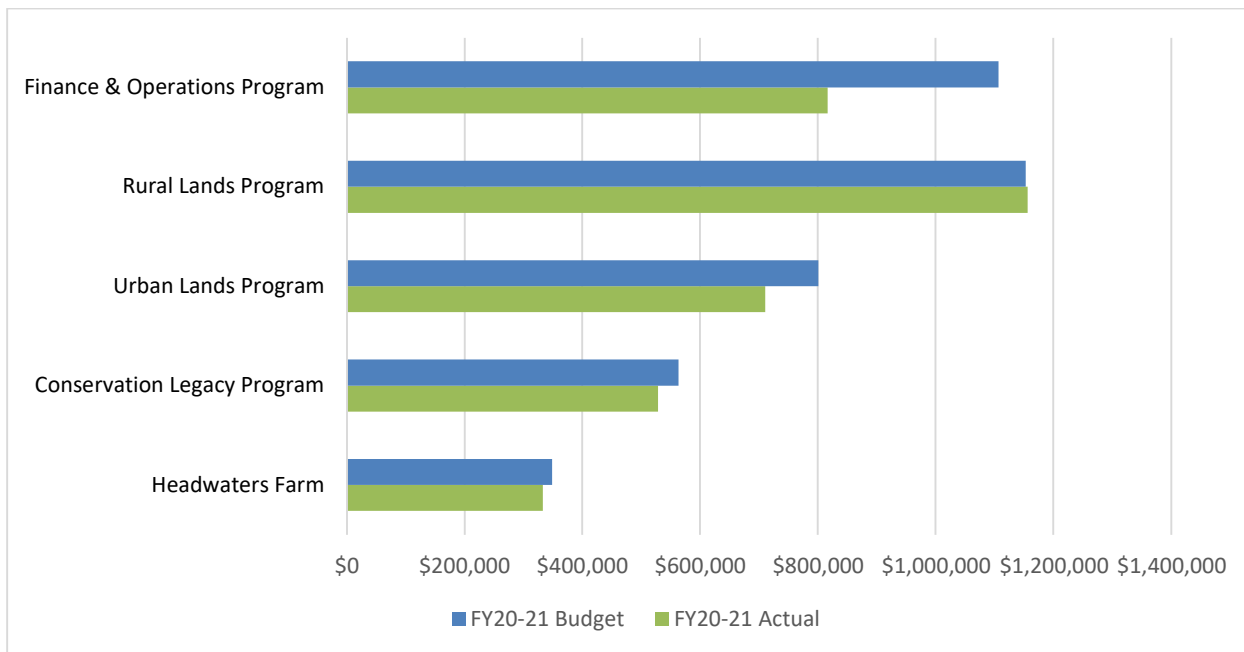
The total EMSWCD budget for FY20-21 was \$15.1 million (see Table 4 and Figure 1). Of this, the total amount allocated for program operational expenditures in FY20-21 was \$3,973,075. In addition, funds from the Land Conservation Fund (\$7,414,196) were available for land acquisitions and the Grants Fund (\$1,382,352) for grants to external organizations.



Table 4: FY20-21 Budgeted vs. Actual Expenditures

Category		Purpose	FY 2020-21		
			Total Annual Budget	Actual Expenditure	% Of Budget Expended
Operations	Finance & Operations	Staffing, facilities, and operations	\$1,106,838	\$816,611	73.8%
	Rural Lands	Staffing, contracting, and operations	\$1,152,999	\$1,156,424	100.3%
	Urban Lands	Staffing, contracting and operations	\$801,155	\$710,715	88.7%
	Conservation Legacy	Staffing and operations	\$563,259	\$528,354	93.8%
	• Headwaters Farm	Farm-specific staff and operations	\$348,824	\$332,613	95.4%
Sub-total Operations			\$3,973,075	\$3,541,236	89.2%
Capital, Grants, & Contingency/Unappropriated	Land Conservation Fund	Acquisitions	\$7,414,196	\$844,990	11.4%
	Grants	External grants	\$1,382,352	\$857,698	62.0%
	Partner Grants Mgt.	Pass through funds	\$25,000	\$0	0%
	Contingency Funds	Unanticipated costs	\$402,430	\$0	0%
	Unappropriated Funds	Funds held in reserve	\$1,986,537	\$0	0%
Sub-total Grants, Funds and Reserves			\$11,210,515	\$1,702,688	15.2%
Total EMSWCD Budget			\$15,183,590	\$5,243,924	34.5%

Figure 1: FY20-21 Budgeted vs. Actual Operations Expenditures



There was under expenditure for all the programs except for Rural Lands. The overspend in the Rural Lands program was due to an invoice being coded to the wrong fiscal year during the transition between fiscal years. Most of the underspending was in Finance & Operations and Urban Lands. This was partly due to the Executive Director vacancy for the first half of the fiscal year, as well as capital and contracted services projects at the headquarters office and the Urban Lands Native Plant Sale that did not take place because of the continued COVID-19 shut down and related restrictions.



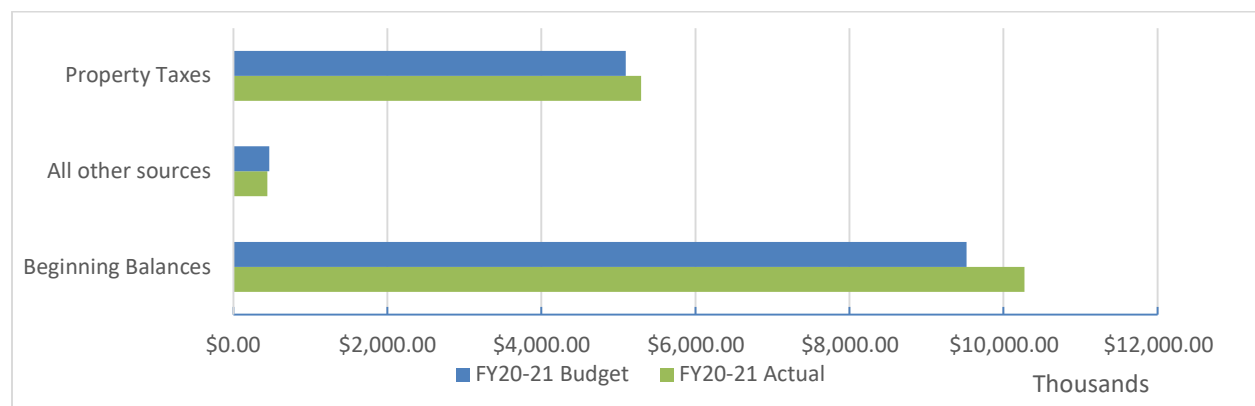
East Multnomah Soil & Water Conservation District

The EMSWCD property tax generated \$5.3 million in revenues during FY20-21. Revenues from property taxes represented the largest source of new funding for FY20-21 accounting for 94% of total new funds. The beginning balances of carry-over funds from previous fiscal years, including capital funds and reserves, represented the largest source of EMSWCD funding available for FY20-21 at \$10.3 million (see Table 5 and Figure 2).

Table 5: FY20-21 Budgeted vs. Actual Revenues

	Source	Purpose	FY20-21 Budgeted	FY20-21 Actual	Variance
New Revenue	Taxes	Property taxes	\$5,195,372	\$5,294,637	\$99,265
	Grants	ODA Administrative Grant	\$24,995	\$24,995	\$0
		ODA Focus Area Funding	\$58,320	\$58,320	\$0
		Partner Grants pass through	\$25,000	\$0	(\$25,000)
		USFS Gorge Grant	\$15,000	\$14,000	(\$1,000)
	Income	Events: Native Plant Sale	\$50,000	\$0	(\$50,000)
		Farm lease payments	\$33,660	\$60,121	\$26,461
		Miscellaneous	\$60,566	\$88,213	\$27,647
	Interest	General Fund interest on bank/investment accounts	\$80,000	\$24,934	(\$55,066)
		Conservation Fund interest	\$100,000	\$57,740	(\$42,260)
		Grants Fund interest	\$20,000	\$8,883	(\$11,117)
	Sub-total new revenues		\$5,662,913	\$5,631,843	(\$31,070)
Carry-over funds	Beginning balances	General Fund carry-over from prior FY	\$2,268,448	\$2,875,535	\$607,087
		Conservation Fund carry-over from prior FY	\$6,814,196	\$6,659,977	(\$154,219)
		Grants Fund carry-over from prior FY	\$438,033	\$735,596	\$297,563
		Partners Grant Management carry-over from prior FY	\$0	\$0	\$0
	Sub-total carry-over funds		\$9,520,677	\$10,271,108	\$750,431
	Total		\$15,183,590	\$15,902,951	\$719,361

Figure 2: FY20-21 Budgeted vs. Actual Revenues





5. Equity, Access, and Inclusion

EMSWCD values the diversity of our residents as an integral part of the success of our programs and our organization. We are committed to establishing authentic and collaborative relationships with historically under-resourced communities to learn how best to ensure equitable conservation benefits. We envision a future where all of EMSWCD's programs support the mission in a way that is inclusive of all. EMSWCD believes that conservation efforts are more likely to succeed when they are created with, and in service of diverse communities.

Equity Team

EMSWCD's DEI efforts are guided by an internal, staff-led Equity Team that includes representatives from each program area. The Equity Team is charged with helping to elevate EMSWCD's awareness, understanding, sensitivity, and response to the equity concerns of our constituents. This year the Equity Team saw a lot of membership turnover, replenishing the ranks with new folks who will bring fresh ideas and perspectives. Before this turnover, however, the Team completed the following initiatives:

Organization-wide Equity Plan

This year a subcommittee of EMSWCD's Equity Team completed an organization-wide Equity Plan. The plan was a culmination of three years of research, writing, and collaboration. The subcommittee included non-management level staff whose membership changed throughout the process, each person contributing uniquely to the end product. Staff and Board were involved with providing feedback and ideas at various steps through the process, demonstrating inclusive decision-making and power-sharing. The core of the plan is a five-year action plan that outlines a series of goals, objectives, strategies, and actions that will guide EMSWCD's efforts to become a more inclusive and justice-driven organization.

Group Agreements

Group agreements are a set of guidelines and expectations that help set group norms and create a positive group culture. They were adapted from resources provided by various partners and equity professionals and from there, refined and adopted with input from all staff. They are visited before all equity-centered discussions, as well as many other meetings as desired.

The Agreements

1. Be mindful of privilege, power dynamics, unconscious bias, and missing perspectives.
2. Honor privacy (personal stories stay, learnings go).
3. Listen to understand.
4. Speak responsibly.
5. Make space/take space.
6. Acknowledge, accept, and work through mistakes.
7. Be willing to do things differently and/or experience discomfort.
8. Expect and accept non-closure.

Collaboration and Information Sharing

Representatives of the Equity Team participated in a lot of peer-to-peer learning and collaboration among its partner organizations this year. Equity Team members attended DEI committee meetings of both the Clackamas and Yamhill Soil and Water Conservation Districts to share experiences and lessons learned. They attended a regional conversation on JEDI (justice, equity, diversity, and inclusion) that brought together folks from SWCDs all over the region to share collective knowledge and discuss strategies to forward JEDI work at an organizational level. The Equity Team chair presented on a JEDI



panel at the annual CONNECT Conference, again sharing wisdom gleaned from successes and mistakes made on the JEDI journey.

Equity Team Charter

After strong encouragement from an equity consultant, ruby shirazi of (re)solution lab, the team embarked on a consensus-based process to develop a charter that will guide the make-up, function, and jurisdiction of the Equity Team. The charter was introduced to Management Team and Staff in a series of informative presentations, leading to its adoption in the early part of fiscal year 2021-2022.

Community Engagement Liaisons (CELs) survey

The intention of this project was to work with Ping Khaw International's Community Engagement Liaisons' program to better understand the needs of EMSWCD's diverse constituency and their relationship to natural resources. The project was originally planned for fiscal year 2019-2020 but was put on pause due to COVID-19. Instead of continuing to postpone the project, the team decided to move forward with a virtual format. While these circumstances certainly limited engagement and relationship-building, a lot of the goals were still met, and valuable information was gathered. The survey engaged 184 individuals across nine cultural groups. EMSWCD contracted with the Coalition for Communities of Color to pull the data into an easily accessible report that they then presented to board and staff. That report was shared with the Community Engagement Liaisons themselves, but more efforts are needed to put the information into accessible languages and formats that can be shared back with the community members who completed the survey.

Review of Policies, Procedures, and Processes

EMSWCD contracted with MFR Law Group to conduct an equity-centered organization-wide assessment of our HR/Personnel culture and policies. They made a series of recommendations, including an extensive redesign of our Human Relations (HR) policies and related protocols. Pacific HR was brought onboard to redesign recruitment protocols and processes, onboarding and offboarding protocols, and to develop a new HR policy handbook. Compensation Connections was hired to do an equity-centered compensation analysis to determine our competitiveness in our market and whether we need to rectify pay disparities because of race or gender. That analysis is currently underway. Catalysis LLC is working with both the Equity Team and the Management Team to provide coaching and organizational change efforts to operationalize equity-related culture, goals, priorities and take the organization through an organization-wide strategic planning process.

Staff Equity Learning

During 2017/18, the entire Staff and Board participated in a Reframing Racism training, which kicked off a journey of learning and discovery that continues today. Staff continued to dedicate 5-10 hours a month to equity work. A subcommittee of the Equity Team continued to provide resources for small, rotating learning groups that met throughout the year. The topics discussed by the groups this year were environmental justice, intersectionality, and gender. The subcommittee also led discussions on whiteness that started out in the small groups and expanded to include multiple all-staff discussions. The focus was to identify characteristics of white dominant culture that are being seen at EMSWCD and explore how the organization can address those instances in which it's having a negative impact on efforts to advance diversity, equity, and inclusion. The DEI page of the website was kept updated with the discussion group resources and progress of the team.

After years of focusing predominantly on race, efforts were made to expand communal learning into some other topic areas. In order to learn from knowledgeable and diverse experts, EMSWCD contracted with the YWCA to provide facilitated workshops on gender.



The staff continued the practice of taking turns sharing an 'Equity Moment' at staff meeting and discussing the topic as a group.

Work with Indigenous Groups

Land Acknowledgement

A subcommittee was formed to explore the possibility of working with local tribes to co-create a land acknowledgement statement. Various staff members attended workshops and community partner led events to build relationships and learn more about issues important to the indigenous community. Independent research and information gathering was done independently by staff members as it pertained to their roles. The Equity Team began working with Ping Khaw LLC to develop a Scope of Work to engage Community Engagement Liaisons from the Indigenous Community to work with EMSWCD on co-creation of a Land Acknowledgement beginning in FY 2021-2022.

Oregon Land Justice Project

EMSWCD joined the Oregon Land Justice Project's (OLIP) Learning Journey- a unique year-long learning program tailored to primarily white-led land trusts and conservation organizations. The Learning Journey dedicates two days a month to relearning history, listening to indigenous speakers and experts, and gaining a better understanding of how to repair and build relationships with indigenous peoples. The board adopted a letter of commitment in support of OLIP's vision, laying out the intention behind the Learning Journey and commitments to the work. The goal of this program is to foster shifts in thinking and worldviews that will facilitate the return of stolen lands to local tribes. Three EMSWCD staff members are part of the core Learning Cohort and attend all gatherings/trainings. Because of EMSWCD's Learning Journey participation, many of the gatherings and training are also open to attendance by EMSWCD staff and board members.

Other

The ability of the Equity Team and staff to complete some of the activities listed below was impacted by restrictions that resulted from the COVID-19 pandemic. Specifically, plans to make the building more accessible, and its displays more culturally and historically inclusive. As staff spent the entire year working from home, no progress was made on these items. Moreover, plans to dive into demographics of the district were put on hold awaiting the new census data, which will provide a more accurate portrait of today's makeup of the district. Ongoing efforts were made by specific programs to translate outreach materials and adjust communications tools to be more culturally responsive, but an organized, district-wide effort has not yet been launched. See program reports for more details on this.

6. Urban Lands

During FY20-21, the EMSWCD Urban Lands staff consisted of five FTE (full time equivalent) and one part-time intern and operated with a budget of \$801,155. The Urban Lands program works primarily within the cities of Portland, Gresham, Fairview, and Troutdale (i.e., within the Urban Growth Boundary).

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

The program works primarily at the neighborhood level to give people the information, skills, and confidence needed to take action. Prior to the COVID-19 epidemic this has been achieved through in-



person workshops and presentations, educational outreach and materials, web tools, annual events such as the very popular native plant sale and the Naturescaped Yards tour, technical and financial assistance, and large-scale demonstration projects. Due to the COVID-19 pandemic, the delivery of Urban Lands outreach and education activities were modified. Rather than in-person workshops, presentations, events, and community meetings, outreach was partially or, in some cases, fully shifted to “virtual” offerings online.

A narrative summary of major accomplishments related to Urban Lands activities is provided in Sections 6.1 - 6.5, while details relative to the FY20-21 Work Plan are provided in Appendix 4. The FY20-21 Work Plan identified 37 specific activities related to Urban Lands, of which 35 (or 95%) were completed. One (or 3%) was in-progress with success likely and one (or 3%) was not able to be completed.

6.1 Outreach and Education

The Urban Lands program focuses much of its effort on helping people learn natural resource issues, and with that new understanding, helps them make the changes necessary to positively impact those natural resources. In FY20-21 the Urban Lands program contracted with six professionals considered experts in their field to assist in the presentation of educational workshops. A summary of public participation numbers for presentations, workshops, and events related to Urban Lands activities is given below in Table 6. In total, 76 separate presentations, events, and workshops were held that resulted in over 4,393 public contacts.

Table 6: Summary of Public Participation in Urban Lands Education and Outreach Activities

Presentations/ Workshops/ Events		# Held	# Contacts
General	Conservation Corner Tours- Reduced tours due to COVID-19 pandemic	3	15
	Outreach Presentations - Cancelled due to COVID-19 pandemic	0	0
	Tabling at Partner Events- Cancelled due to COVID-19 pandemic	0	0
Sub-total		3	15
Events	Virtual Native Plant Swap	1	693 members
	Virtual Yard Tour	1	599 members
Sub-total		2	1292
Workshops	1 hr Rain Gardens and Naturescaping Basics presentations	10	1273
	Native Plants Workshops	5	339
	Naturescaping Workshops	6	250
	Rain Gardens Workshops	6	222
	Urban Weeds Workshops	5	248
	Beneficial Insects Workshops	6	115
	Edible Landscaping Workshops	7	409
	Pollinator Workshops	6	132
	Voz Bilingual Hands-on Workshops	20	98
Sub-total		71	3086
TOTAL		76	4393



6.1.1 Outreach

As a result of the continued COVID-19 restrictions, outreach and partner meetings and events have significantly changed. Urban Lands staff promotes EMSWCD programs primarily through virtual platforms. Staff engaged the public on social media by sharing partner events and providing relevant and timely resources. COVID-19 restrictions resulted in the cancelation of most annual public events and outreach presentations for FY 20-21.

Partnership Meetings

In order to identify and develop ongoing relationships with the community, staff attended 10 partner-specific meetings (virtual and not Voz-related) and 15 partner-building events (most were virtual). Partner-specific meetings are with individuals/organizations that we work with on projects and for creating new or deeper relationships. Staff attend Partner-Building Events to support, participate, learn, and build relationships with key communities and the host organization (not tabling).

Community Meetings


Continued COVID-19 restrictions required all community meetings to remain virtual. Staff attended five virtual community meetings this year. EMSWCD staff served as a Humbolt Neighborhood Association representative at monthly Northeast Coalition of Neighborhoods (NECN) Board meetings and provided EMSWCD-related information for their newsletter and to community representatives.

6.1.2 Education and Workshops

The Urban Lands Program provides a variety of workshops and educational opportunities. This year 71 virtual workshops were held with 3086 participants. New this year was a partnership with Oregon State University Extension's Master Gardener program, whereby the Urban Lands Program provided a series of educational presentations to Master Gardeners getting their recertifications. Due to this partnership, the Urban Lands program *greatly exceeded* this target.





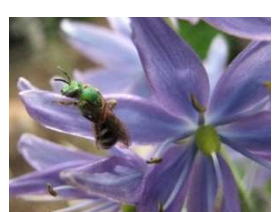

Special Note regarding COVID-19: To meet the continued high demand and interest in webinars that resulted from the on-going COVID-19 restrictions, staff offered additional RECORDED webinars (instead of adding more live webinars). This was a win-win for both participants and staff. The recorded webinars do not require staff time, plus they allow participants to view the webinar at their convenience, since they are available on-demand. With this change, we slightly exceeded our expected goals for the number of live workshops offered, and we more than doubled the target number of participants. The various workshops and presentations offered are described in Table 7 and Appendix 4, below.

Table 7. Urban Lands Workshops.



Short (1hr) Educational Presentations: Urban Lands staff provide short (1-1.5hr) presentations on a variety of topics to community groups on a per-request basis. These are often requests from groups such as garden clubs and businesses such as real estate agents, insurance and other companies, etc.	10 presentations 1273 participants	
Naturescaping Basics Workshop (4 hours) This workshop explores the core concepts of naturescaping (Water conservation, stormwater management, wildlife habitat, and toxics reduction/pollution prevention), and introduces attendees to watershed connections, native plant identification, and site planning principals. Every participant also receives a comprehensive workbook to help them get started.	6 workshops 250 attendees	



East Multnomah Soil & Water Conservation District

<p>Rain Gardens 101 Workshop (4 hours)</p> <p>This workshop teaches participants how to properly site and construct a rain garden. They learn how to utilize a site assessment to determine the best location and size, calculate impervious surfaces, determine soil suitability, choose appropriate plants, and how to build and maintain a new rain garden. Participants also receive a comprehensive rain garden manual, and when in-person, take a field trip to a nearby rain garden.</p>	<p>6 workshops 222 attendees</p>	
<p>Native Plant Workshop (2.5 hours)</p> <p>Participants are introduced to common native plant communities in Portland, shown examples of species that do well in similar growing conditions, offered successful planting tips that will help them thrive, and more! A native plant slideshow highlights the characteristics and desired growing conditions of many local favorite native groundcovers, shrubs, and trees.</p>	<p>5 workshops 339 attendees</p>	
<p>Creating an Edible Landscape Workshop (2.5 hours)</p> <p>This workshop offers insight and tools for thoughtfully incorporating edible plants into the landscape – from annual veggies and herbs to perennial berries and fruit trees. Discussed topics: design tips, ways to build fertile soil, and how to conserve water while creating a healthy and toxin-free landscape.</p>	<p>7 workshops 409 attendees</p>	
<p>Urban Weeds Workshop (2.5 hours)</p> <p>This workshop walks participants through the identification, prevention, and control of the most common garden and landscape weeds, along with some of the other more notorious plant invaders of the region.</p>	<p>5 workshops 248 attendees</p>	
<p>Pollinator Workshop (2.5 hours)</p> <p>Mostly familiar with European honeybees, few realize the numerous flies, beetles, moths, and butterflies that provide critical pollination services. In this workshop, participants learn about the different kinds of pollinators, discover a plant palette to help attract and support pollinators, and go beyond the bloom to consider ways to provide shelter, water, nesting, and overwintering sites.</p>	<p>6 workshops 132 attendees</p>	
<p>Beneficial Insects Workshop (2.5 hours)</p> <p>In this workshop, participants meet the beetles, bugs, flies, lacewings, and other invertebrates such as spiders and centipedes that can provide free pest control in the landscape. Also discussed are plant types and management practices that provide food, water, and shelter to attract and sustain beneficial insects that help the garden thrive. For a fully rounded workshop, participants also learn how to keep an eye out for some of the invasive insect pests that have made their way to Oregon.</p>	<p>6 workshops 115 attendees</p>	



<p>Voz Hands on Workshops (4 hours) Bilingual (Spanish/English) hands-on workshops with Voz and community partners at June Key Delta, Northeast Coalition of Neighborhoods, and Nadaka Nature Park. Curriculum was co-created with community partners and includes English language learning component. COVID-19 strict safety protocols were put in place for the safety of participants and instructors.</p>	<p>20 workshops 98 participants</p>	
<p>Growing Green Communities (2-4 hours) These workshops are the newest addition to the Urban Lands curriculum. These workshops are culturally specific, often bi-lingual, and designed specifically for the communities with whom they are given. These workshops aim to engage traditionally marginalized and underserved communities. Due to COVID-19 restrictions we are currently not offering these workshops.</p>	<p>Cancelled due to COVID-19 pandemic</p>	

6.1.3 Events

Annual Bare-root Native Plant Sale: Due to the continued COVID-19 restrictions, we made the difficult decision to cancel the Annual Plant Sale for FY 20-21. Pre-COVID-19, EMSWCD's native plant sale was considered unique within the region in that it focuses almost exclusively on bare-root trees and shrubs, ensuring customers receive quality native plants at inexpensive prices. In place of the event, we engaged with constituents and offered alternative sources for native plants through an on-line/virtual native plant swap Facebook Group. The Urban Lands team also began researching ways to make Plant Sale more equitable, adapted to COVID-19 restrictions, and streamlined. From these meetings another committee around Equitable Native Plant Distribution Planning team was formed.

Equitable Native Plant Distribution Planning Team: Staff formed a special team with the goal of developing a long-term plan for increasing access to native plants in a way that will benefit communities who are under-resourced. Climate change and equity are the overarching lens through which the team was planning. Over the course of seven months, the team met regularly with each other as well as with external groups doing similar work to develop a menu of ideas for possible partnerships and collaborations to realize this goal. The most promising ideas that were developed will provide a framework that will be brought to strategic planning where they can be further explored. As a result of this programmatic inquiry, we were presented with an opportunity to provide 500 native plants to BIPOC community members through a partnership with Equitable Giving Circle. We look forward to finding other creative ways to engage with under-represented communities while providing education and supporting sustainability.

Virtual Native Plant Swap Facebook Group: Due to the continued COVID-19 restrictions, the traditional Annual Bare-root Native Plant Sale was transitioned to a Virtual Native Plant Swap Group on Facebook. The Facebook Group provided an opportunity for community members to safely connect, share resources, and swap native plants among themselves while practicing safe COVID-19 protocol (emphasized throughout the FB group). This included links to local sources of native plants, helpful



information to start your own Naturescaped yard, and guidance on how to coordinate friends, family, and/or neighbors to place wholesale orders with local nurseries throughout the planting season (November - February). The Facebook Group has 693 active members.

Virtual Yard Tour: Due to continued COVID-19 restrictions, we once again decided to cancel our in-person yard-visiting tour and instead held our second Virtual Yard Tour Group on Facebook. The EMSWCD Virtual Yard Tour was a great opportunity for interested community members to both share and explore creative naturescaped yards and gardens in the Portland Metro Region from the comfort of home. Community members were able to engage with EMSWCD Staff and other community members by posting photos and descriptions of what was happening in their yards. Participants were invited to share the environmentally friendly practices and projects they were working on, see what others were doing in their space, ask questions, and be inspired to learn more. The Facebook Group has 599 active members.

6.2 Technical and Financial Assistance

The Urban Lands Program provides technical assistance to landowners and managers to help them implement more sustainable management techniques. Technical assistance addresses stormwater management, green infrastructure, invasive plant management, native plant installation, water conservation, and more. Technical consultations may result in site-level conservation plans being developed. Plans for specific conservation measures may also be eligible for and result in financial assistance in the form of cost-share, where EMSWCD contributes a portion of funding for the implementation of conservation practices on the ground. Cost-share funding is implemented through EMSWCD's Cooperative Landowner Incentive Program (CLIP) grant program. Site visits resumed in FY 20-21 under EMSWCD's COVID-19 site visit protocols.

During FY20-21 significant accomplishments included:

- Completed **133 Technical Assistance requests** (133% of target).
- Processed **24 inquiries for CLIP**, went on **22 site visits**, and started on **two new restoration projects**.
- Provided technical assistance on **nine grant project requests**.

6.3 Partnerships

Numerous local, state, and national organizations undertake natural resource conservation activities in the Portland metro area. Key to working within such a diverse and populated area as Portland is to engage partners and participate in regional, multi-organizational campaigns. These engagement efforts multiply the reach and magnitude of change that the Urban Lands Program can achieve. Significant accomplishments in FY20-21 include:

Solve Pest Problems Web Tool: Throughout FY20-21, staff continued to work in partnership with the Solve Pest Problems steering and advisory teams. This collaborative includes Oregon State University Extension, Metro, City of Portland, City of Gresham, and others. They are working to create an online tool to help urban residents, Master Gardeners, and landscape professionals manage their pests with the best and safest possible methods. In FY20-21, staff attended stakeholder meetings, helped to solicit additional partners, guided the content development, and provided input on user-interface and design. EMSWCD contributed funding for web tool development and engagement with underserved communities. A soft launch of the web-tool is scheduled to "go live" in Summer of 2022.



Native Plants Web Tool: Urban Lands staff helped support the creation of a mobile-friendly, visually appealing, in-depth native plants database. This project is a partnership between the Oregon Flora Project (OSU-OFPP) and members of the Adult Conservation Education (ACE) collaborative (which includes several Soil and Water Conservation Districts, Metro Regional Government, Clean Water Services, City of Portland, City of Gresham, Backyard Habitat Certification Program, and others). This webtool is housed on Oregon State University's Oregon Flora Project website. In FY20-21, content was finalized and final refinements of the user-interface to improve the layout of information and navigability of the site were completed. You can see and use the site here:

<https://oregonflora.org/garden/index.php>

VOZ Day-labor Partnership: A partnership with Voz Day-Labor organization, EMSWCD, June Key Delta (JKD), Northeast Coalition of Neighborhoods (NECN), Master Gardeners, Nadaka Nature Park, and the City of Gresham was partially funded by a PIC grant for restoration, environmental education, and green workforce development. The partnership helped build capacity of Voz by assisting with coordination of partner organizations, scheduling, and co-creation of programming. Staff worked with Voz to develop and implement an "evaluation of skills" document for green workforce development by documenting day-laborer participation and skill levels during hands-on workshops. Staff also worked with Master Gardener representatives to develop bilingual workshops on food gardening (support role) and developed bilingual workshops specific to Naturescaping principles.

During FY20-21 significant accomplishments included:

- Held **38 meetings** related to Voz Project and related partnerships.
- Co-created/created **14 bilingual educational handouts** for workshops at JKD and NECN.
- Successfully hosted **20 bilingual (Spanish/English) hands-on workshops** with Voz and community partners at June Key Delta, NECN, and Nadaka Nature Park.
- A cohort of four to five individuals regularly attended workshops, with additional participants on occasion. **98 people** attended bilingual workshops.

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

Together for Watersheds Collaborative (Formerly COVID-19 Collaboration for Environmental Orgs):

This collaborative is comprised of watershed councils, SWCDs, and a variety of environmental organizations that came together to address COVID-19 challenges, environmental justice, and how to maximize efforts by working together on initiatives. Staff continued to engage with this group as COVID-19 restrictions persisted through 2020. The Together for Watersheds Facebook Group continues to post weekly educational videos from different organizations and is cross promoted by partners.

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

6.4 Demonstration Projects

The Urban Lands Program utilizes demonstration projects to make on-the-ground change while educating others about conservation and inspiring similar efforts throughout the region and beyond.



6.4.1 Conservation Corner



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

Tours: Due to ongoing COVID-19 restrictions, in-person tours were not an option for most of this year. After vaccines were widely available and in accordance with social distancing and office COVID-19 protocols, three small tours were provided to an Americorps team and the Rockwood Condominiums Homeowners Association Native Plant Committee.

Maintaining existing and establishing new demonstrations on-site: Both Urban Lands and Finance and Operations (F&O) Teams are responsible for distinct aspects of Conservation Corner’s management. The F&O Facilities Manager handles overall infrastructure maintenance, while the Urban Lands team guides the development and maintenance of the demonstration aspects of the site and provides tours of the Conservation Corner upon request. Urban Lands staff has primary responsibility for overseeing landscape maintenance, including managing annual and project-specific contracts, seasonal task prioritization, and overseeing work crews. This has resulted in closer collaboration between the technical and outreach aspects of our program.

Due to COVID-19, several planned projects for FY 20-21 had to be put on hold. Over the winter, however, staff installed sheet mulching in one of the north flowerbeds and along the southwestern slope below the parking lot to control grass, and in summer 2021 staff arranged a targeted grass eradication work session for the entire property. Routine monthly oversight of landscapers continued as normal.

6.4.2 Large-Scale Demonstration Projects

The Urban Lands Program collaborates with partners to implement large-scale demonstration projects. While aimed at significantly improving resource conditions at specific sites on a meaningful scale, these projects are also meant to educate others about conservation and serve to catalyze similar efforts elsewhere.

Mt. Hood Community College Salmon-Safe Retrofit: During FY20-21, the Urban Lands Program continued to engage in a partnership to transform the Mt. Hood Community College (MHCC) campus. Partners include MHCC staff and faculty, the Sandy River Basin Watershed Council, the City of Gresham, Metro Regional Government, Spirit Mountain Community Fund, and other community partners.





This year the partnership made retrofit adjustments in the form of stormwater planters in six different parking lots to treat and manage stormwater. In total, six new stormwater facilities were constructed.

As a result of this construction, the project:

- Removed over **4176 square feet of impervious area**.
- Treated over **3.9 million gallons of stormwater annually**.
- Reduced run-off by over **2.8 million gallons per year**.

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

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

This year, a consultant was selected to lead and complete a campus-wide Assessment and Opportunities Analysis. The consultant worked with the Canemah partnership to create the analysis and draw up concept designs for the initial projects so that they could be used to acquire additional funding for full designs and implementation.

6.5 Monitoring and Evaluation

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

The Urban Lands staff tracks programmatic efforts in addition to following and utilizing the monitoring efforts of partners. During FY20-21 staff continued to gather demographic data along with survey data tracking the efforts and behaviors of workshop attendees.

Significant accomplishments in FY20-21 included:

- Monitored and evaluated MHCC’s large-scale demonstration project.
- Two staff participated in a PSU Professional Certificate Course: Nonprofit Program Evaluation to assist in the development of culturally responsive program evaluation aimed at helping EMSWCD better meet the needs of diverse populations and guide processes for developing future programs that respond to changing community needs and natural resource concerns.
- Staff began charting a course for the development of an organization-wide demographic data collection plan.

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



7. Rural Lands

The Rural Lands program, with 6.5 full time equivalents (FTEs), operated with a total budget of \$1,152,999 for FY20-21. The program provided technical and financial assistance to help landowners improve and protect natural resources on their land. The goals of the Rural Lands program are pursued through the following strategies:

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

EMSWCD's rural water quality-related efforts focus on outreach and engagement, providing consultations to rural landowners, restoring riparian revegetation and monitoring water quality. Throughout FY20-21, 1.5 FTEs focused on landowner consultations and site improvements. In addition to EMSWCD's property tax levy, this work was partially funded by the Oregon Department of Agriculture (ODA). One FTE was dedicated to outreach and one FTE was focused on riparian revegetation.

A narrative summary of major accomplishments related to rural water quality improvement is provided in sections 7.1 to 7.4 below while details relative to the FY20-21 Work Plan are provided in Appendix 5. The FY20-21 Work Plan identified 32 activities for the Rural Lands program, of which 29 (or 91%) were completed, two (or 6%) were not completed as planned because the goal was not entirely met, and one (or 3%) was not completed.

7.1 Outreach and Engagement

During FY20-21, EMSWCD continued its work with rural landowners to help them improve and protect natural resources on their properties, with a focus on water quality. We successfully increased engagement with the commercial and hobby farm communities. Staff went from having more capacity than there was demand for service to having a waiting list. We believe this increase in demand is related to offering online one-on-one conversations with people prior to a site visit; an effort known as office hours. Mailings to publicize office hours led to a larger response than when these were held in person, and most of these virtual meetings resulted in site visits.

Thirty people attended an online workshop where they learned about creating or enhancing wildlife habitat. Other outreach work is described under both the StreamCare and weed control sections.

One planned outreach activity was not completed. The intention was to evaluate outreach methods and materials with an equity focus to identify needed changes. Due to a continued need at the organizational level, staff capacity was instead focused on finishing the organization-wide equity plan and chairing the equity team.

7.2 Landowner Technical and Financial Assistance

A total of 52 technical assistance site visits were conducted with landowners in FY20-21, including 10 first time visits. Five cost share applications were awarded funding through EMSWCD's Cooperative Landowner Incentive Program (CLIP). One of these will fund installing drip irrigation and soil moisture sensors on two acres of vegetable crops next fiscal year. Another funded installation of a heavy use area to keep horses off the pastures during the rainy season to prevent damage and potential erosion. In addition, another heavy use area was installed from a CLIP grant that was awarded during FY19-20.



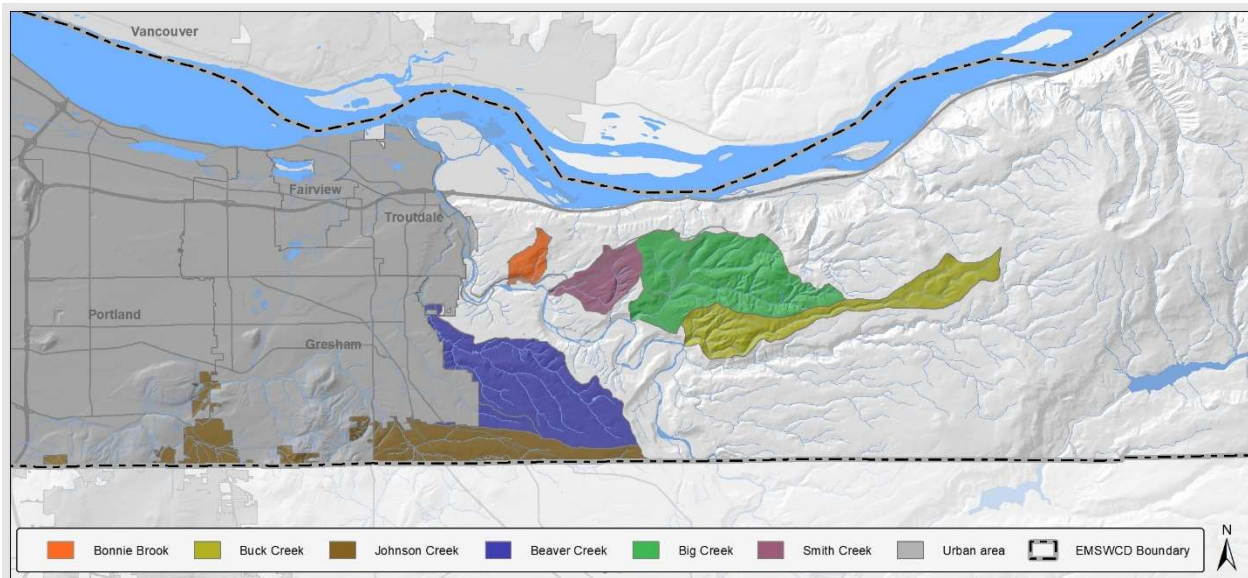
Outreach and relationship building with nurseries continued. Three of the cost share applications awarded during the fiscal year were on nurseries, and all three of these will be implemented next fiscal year. The first will install a variable frequency drive to improve irrigation efficiency on 19 acres and convert 4.2 acres from big gun sprinkler to drip tape irrigation. Another irrigation project will upgrade an existing system by incorporating flow and soil moisture sensors that will allow for more appropriate delivery of irrigation water with lower output sprinklers as well as more precise irrigation applications based on plant needs. The third cost share project will allow a nursery to experiment with establishing nursery stock with a perennial grass cover between tree rows. Normally, cover crops planted between rows of trees are sprayed or tilled in prior to the dry season and then re-planted in the fall. This cover will remain in place through harvest. The perennial cover is likely to improve infiltration of rainwater and offer greater protection from erosion.

7.3 StreamCare

EMSWCD's StreamCare Program restores and maintains riparian buffers at no cost to the landowner. A narrative summary of major accomplishments related to StreamCare is provided below. Details relative to the FY20-21 Work Plan are provided in Appendix 5. StreamCare staff were also responsible for management and improvement of the Dianna Pope Natural Area (DPNA) and natural areas on properties where EMSWCD holds a property interest (easements or fee). Information regarding these areas can be found in Section 8.2.3 of this report.

StreamCare efforts have established native tree and shrub stands along 29.4 miles of waterways in the EMSWCD service area. StreamCare has been implemented in four sub-watersheds: Johnson, Beaver, Big/Pounder, and Smith Creeks (see Map 5). The selection of these four areas was based on water temperature problems and a lack of riparian cover. An analysis was done to determine the next watersheds to offer StreamCare in, and outreach began in two tributaries to the Sandy River, Bonnie Brook and Buck Creek.

Map 5: StreamCare Sub-Watersheds



Beyond its primary goal to lower summer stream temperatures, StreamCare work contributes to wildlife habitat, improves additional water quality measures, increases the resilience of the watersheds as the



climate changes, and has helped build relationships with landowners. Table 8 provides a summary of the sites, miles, and acreage affected by StreamCare in FY20-21 and since the start of the program. A milestone was reached this year with the planting of the 500,000th plant. Promotion of this led to some press coverage of the work.

Table 8: StreamCare Sites Summary

StreamCare Results	FY20-21	Total all years
New sites prepared and planted	14	232
Area of new sites	36.7 acres	788.2 acres
Stream miles of new sites	1.4 miles	29.4 miles
Native trees and shrubs planted on sites	39,825	534,418
Sites graduated	11	133

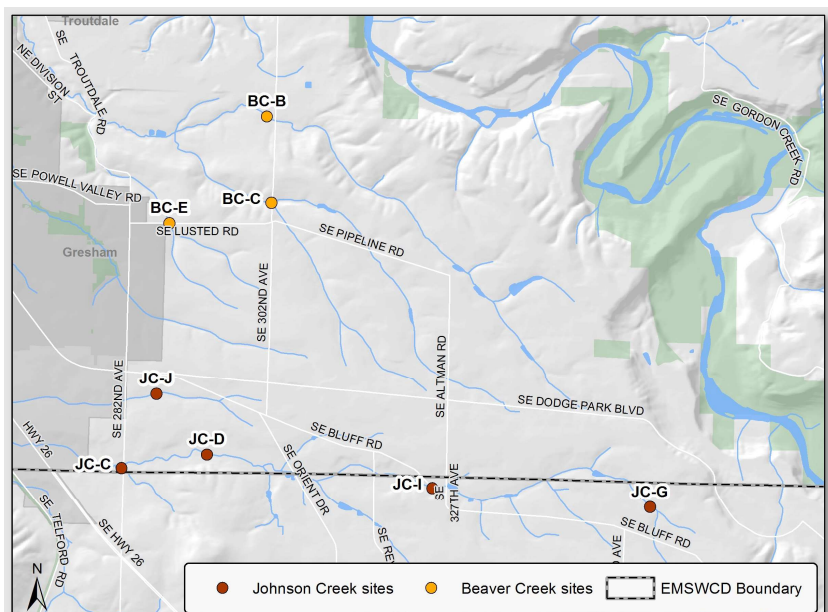
As the five-year StreamCare agreements end, Rural Lands staff offer extensions of the agreements on sites where the weeds are still inhibiting tree growth (i.e., the trees are not 'free to grow'). For sites that are ready to graduate from the StreamCare program, staff meet one-on-one with each landowner.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

7.4 Water Quality Monitoring

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

Continuous temperature loggers were installed at three sites in each watershed to collect data between May and October of 2020. Every site in Beaver Creek exceeded the temperature standard. The site on the south fork had the fewest number of days that exceeded the temperature standard at nine days total. A site on the north fork exceeded standards for 46 days and a site at the confluence of the north and south forks for 63 days. In Johnson Creek, three of the five sites exceeded the temperature standard between 30 and 70 days. There were no exceedances on

Map 6: Water Quality Monitoring Locations





two sites in Johnson Creek; one was a site highest in the watershed on the mainstem of Johnson Creek and the other was a site on the North Fork of Johnson Creek. Continuous temperature loggers were also installed for the second time in the Big and Smith Creek watersheds. There were not any exceedances of the temperature standard at the one site in Big Creek, and only four days exceeded the standard at one of three sites in Smith Creek.

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

We were also able to submit our monitoring data to the Oregon Department of Environmental Quality for the first time. They will use the data as they update the Total Maximum Daily Loads for Johnson and Beaver creeks. In addition, they will be able to run a statistical trends analysis for some of the data that we do not have the technical ability or software to run. Those results should be available next year.

7.5 Weed Control

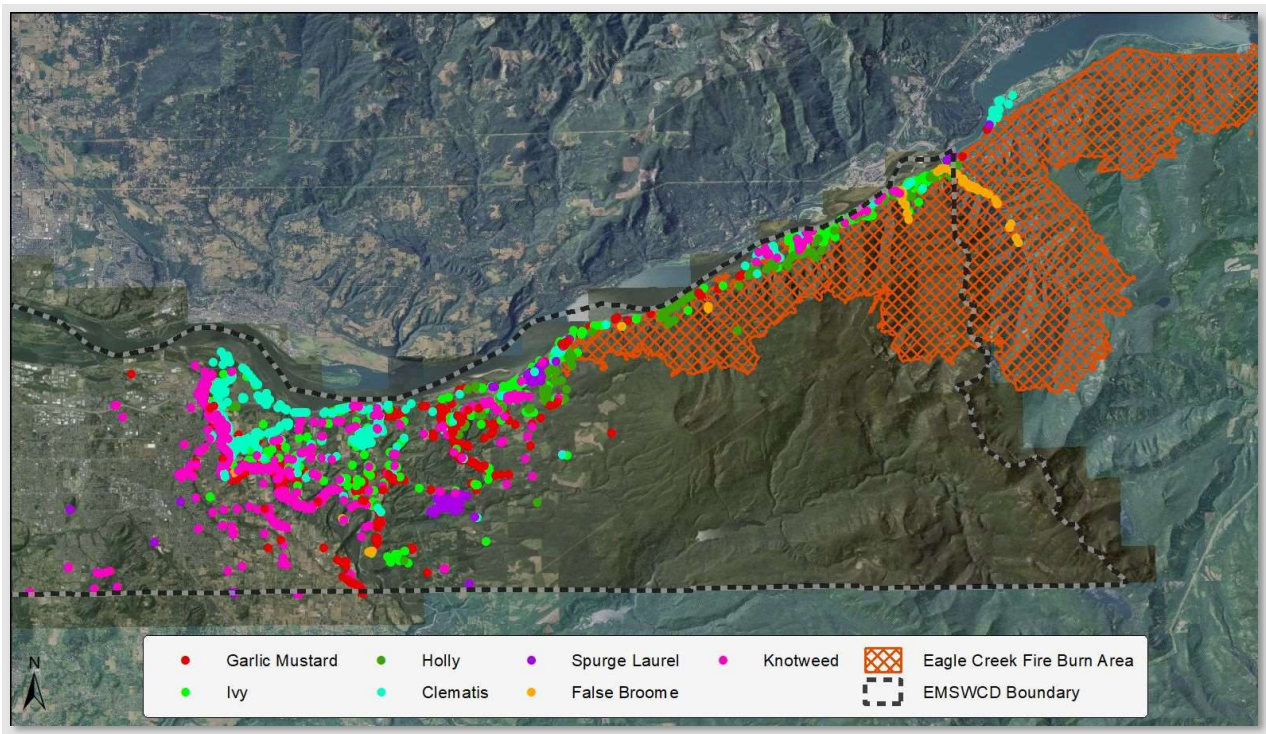
Throughout FY20-21, EMSWCD continued to reduce populations of invasive weeds in the Sandy River watershed and the Columbia River Gorge National Scenic Area. A narrative summary of major accomplishments related to weed control is provided below. Details relative to the FY20-21 Work Plan are provided in Appendix 5.

The primary weed species targeted for control included false brome, knotweed, English ivy, old man's beard, spurge laurel, and garlic mustard. These species were chosen because they: 1) can invade the undisturbed understory of native forest; 2) cannot be controlled manually; 3) inhibit new tree recruitment; and/or 4) threaten the survival of established trees.

The Eagle Creek fire started on September 2, 2017, and by the time the fire was declared contained on November 30, 2017, it had impacted 48,000 acres (See Map 7). Weed control work in the burn area focused on the control of weeds that limit the natural re-generation of native plants. A total of 256.5 acres were surveyed for weeds and control took place as needed during FY20-21.

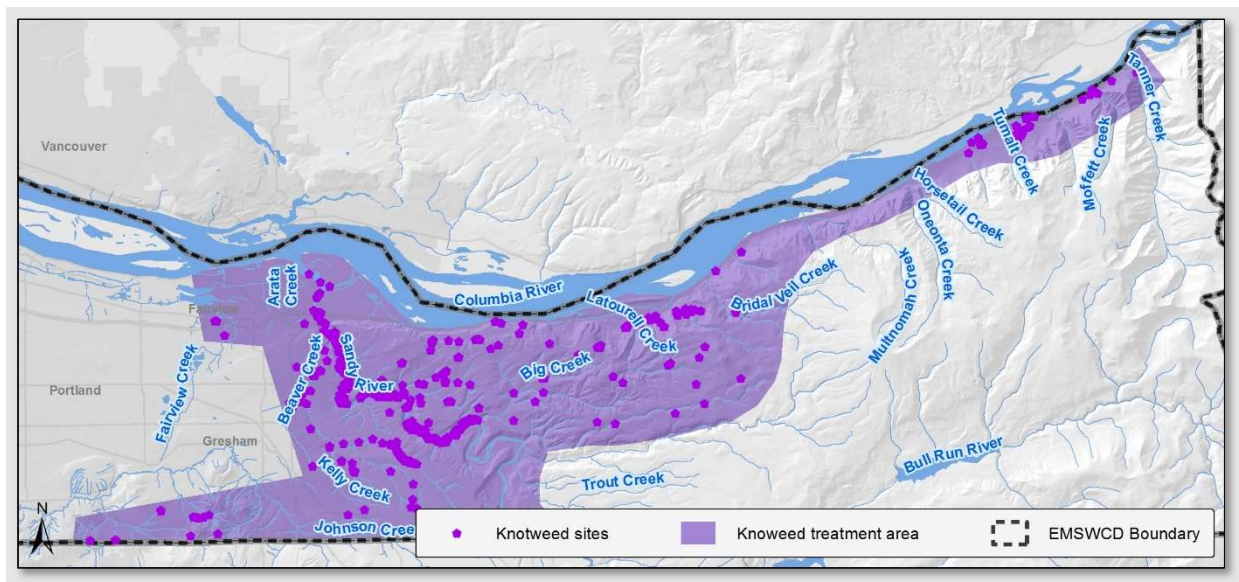


Map 7: Eagle Creek fire and weed control locations



Knotweed survey and control work was limited during FY20-21 due to a reduction in available staff time during the COVID-19 pandemic. The focus was on known riparian infestations in the Sandy River. Five acres were surveyed for new infestations and only 87 square feet of knotweed was found and treated. A total of 60 acres of previously treated riparian infestations were surveyed, and less than 1/10 of an acre required treatment (see Map 8).

Map 8: Knotweed Survey Area



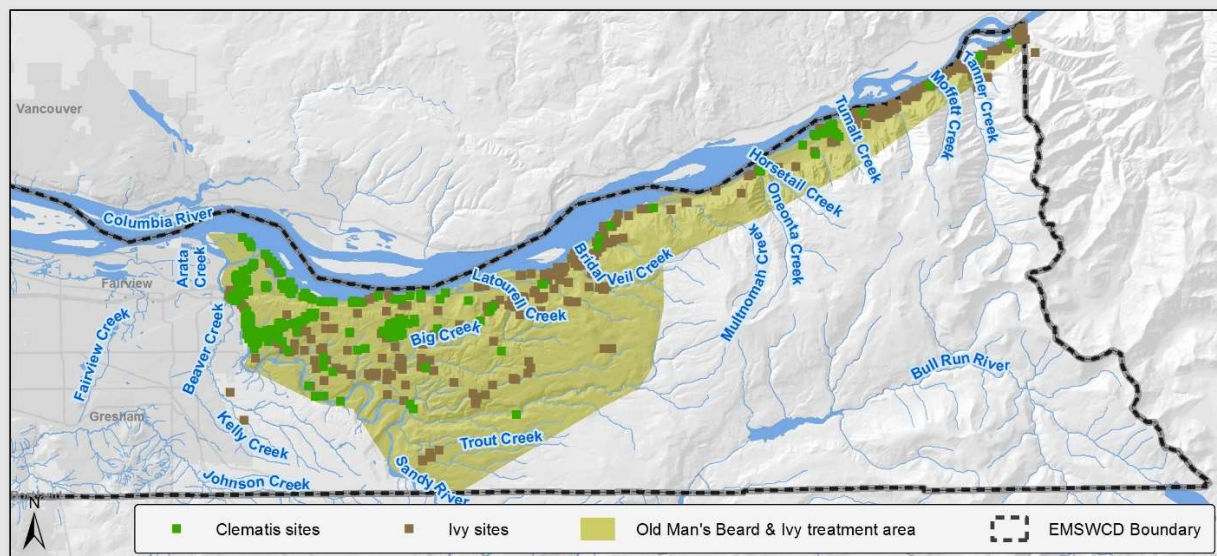


Knotweed on the Sandy River

False brome surveys took place across 61 acres where it was previously found, with 2482 square feet found and controlled. Four acres were surveyed for potential spurge laurel infestations, and only 2178 square feet were found and treated. Nineteen acres that were previously treated for spurge laurel were surveyed. An area just under 2000 square feet of spurge laurel re-growth was found and treated.

Work to reduce the populations of *Clematis vitalba* (old man's beard) and *Hedera helix* (ivy) in the Columbia River Gorge continued throughout FY20-21 (see Map 9). acres were surveyed to look for new infestations, with 3.5 acres found and treated. Two hundred twenty-eight acres previously treated were surveyed and 3.4 acres required treatment.

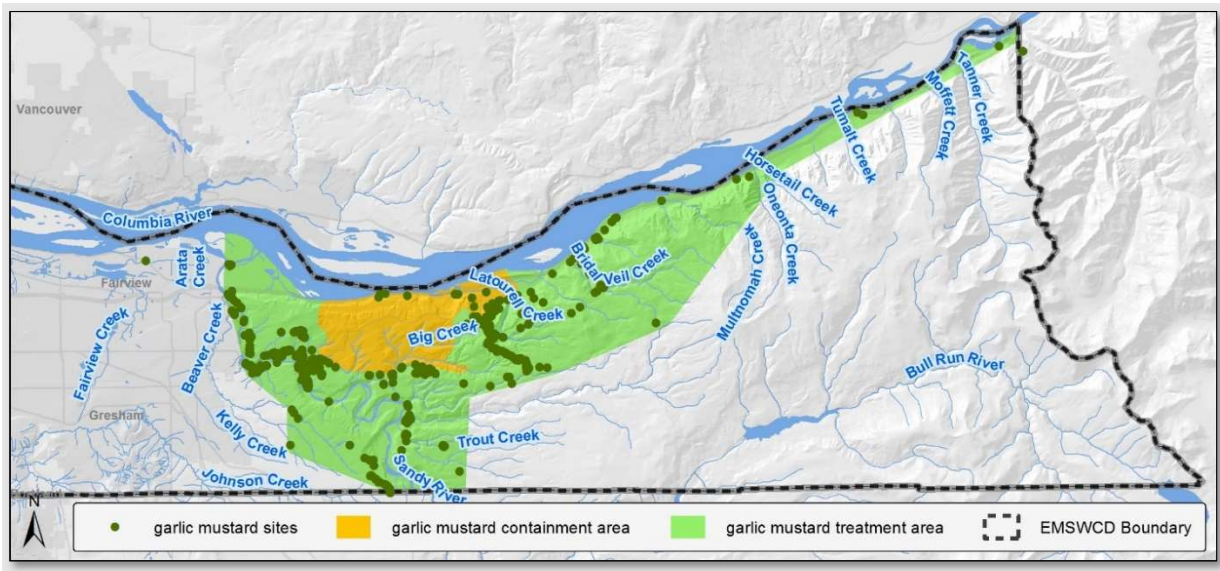
Map 9: Old Man's Beard and Ivy Treatment Area





The garlic mustard project focuses on preventing spread from a containment area around Corbett to new locations (see Map 10). The known infestations outside the containment zone are on 241 properties. In fall of 2020, staff were able to survey 55 previously infested acres and just under two2 acres across that acreage were treated. In spring of 2021, all the sites were visited at least twice during flowering to ensure that no seed set. Two acres of infestation were treated across 220 acres surveyed. Garlic mustard is rarely found in new locations outside of the containment zone and the objective of annually eliminating all known reproductive plants outside of the containment zone is being achieved.

Map 10: Garlic Mustard Containment Area





8. Conservation Legacy

EMSWCD's Conservation Legacy team consisted of 5.3 full time equivalent (FTEs) and an operational budget of \$912,083 in FY20-21. The department helps other entities, such as conservation and environmentally oriented public and private organizations, schools and community organizations, and private rural landowners, to create a conservation legacy. The Land Legacy Program accomplishes this primarily through land protection efforts, while the Grants Program accomplishes this by providing funding to external entities. The Headwaters Incubator Program (HIP) accomplishes this by supporting beginning farmers as they establish viable farm businesses and learn to be good stewards of land.

8.1 Headwaters Farm and Incubator Program

EMSWCD's Headwaters Farm is in the southcentral part of the district, on the outskirts of Gresham, Oregon (see Map 11). Headwaters is a 60-acre parcel, with about half the acreage serving as farmland available to incubator farmers (see Map 12). This area is divided into 19 blocks. There are an additional 14 acres consisting of the Dianna Pope Natural Area which provides a riparian corridor along the North Fork of Johnson Creek. There is also a two-acre privately owned residential inholding within the farm.

Map 11: Location of Headwaters Farm



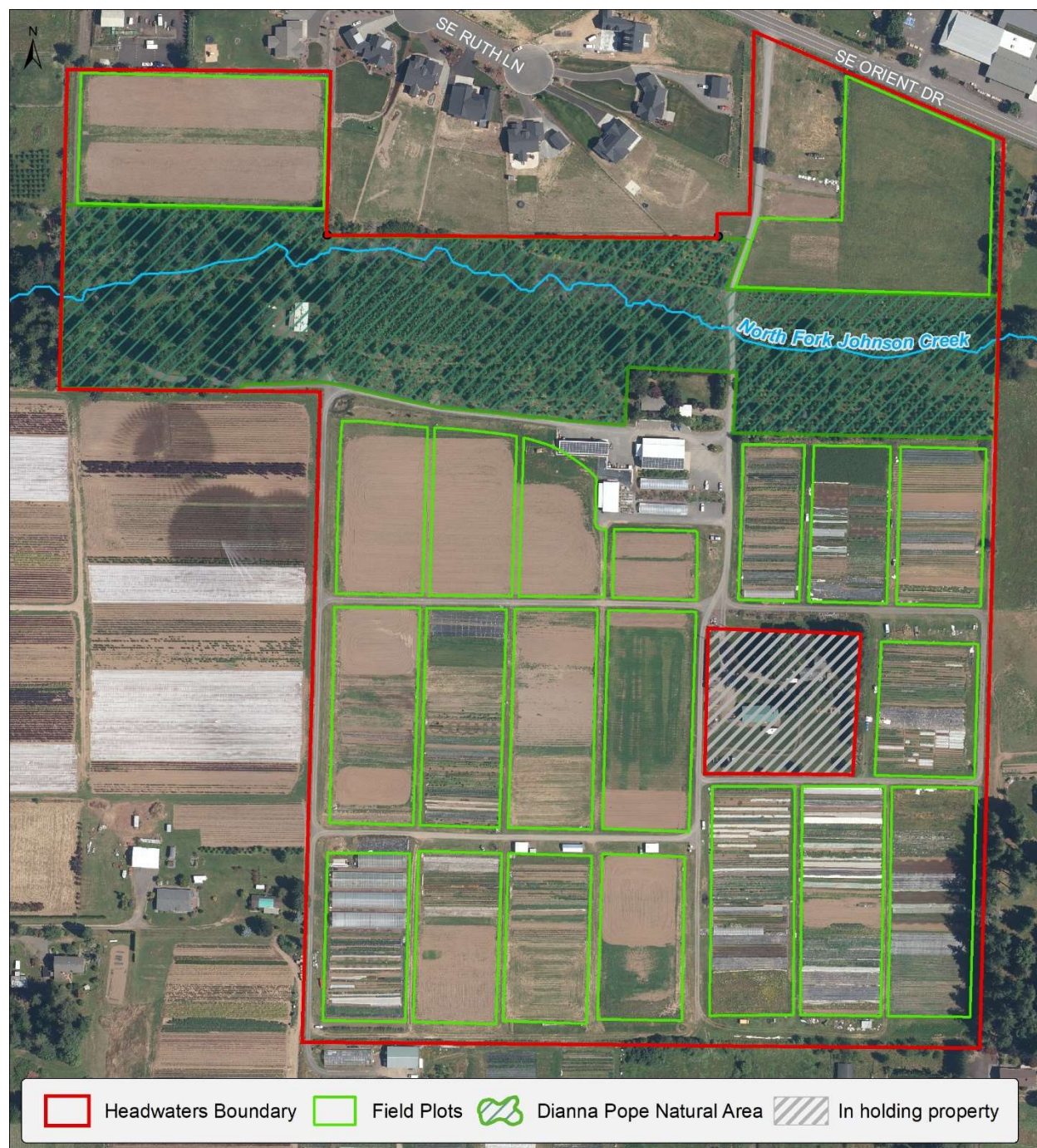
Headwaters Farm hosts the Headwaters Incubator Program (HIP). HIP helps launch private farm businesses by providing experienced farmers with access to affordable farmland and agricultural resources, information on best management practices, and connections to local small-farm networks. In overcoming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

During FY20-21, Headwaters Farm was staffed by 2.3 full time equivalent staff (FTE) – a full-time Headwaters Farm Program Manager, assisted by the EMSWCD Facilities Manager (0.5 FTE), and a Headwaters Farm Operations Assistant (0.8 FTE). While assisted from time to time by other EMSWCD staff, together, these three positions were responsible for farm development, maintenance, and management, as well as incubator program management. The operational budget, including capital improvements, for the Headwaters Program in FY20-21 was \$348,824. This figure was lower than previous HIP budgets because there were no significant capital projects planned for this year.



A narrative summary of major accomplishments for Headwaters is provided below while details relative to the FY20-21 Work Plan are provided in Appendix 6. The FY20-21 Work Plan identified 45 specific activities related to Headwaters and HIP, of which 38 (or 85%) were completed, six (or 13%) are in progress and will be completed in FY21-22, and one (or 2%) saw no progress.

Map 12: Headwaters Farm





8.1.1 Headwaters Incubator Program

2021 was the ninth growing season for the Headwaters Incubator Program. One program participant graduated from HIP at the conclusion of 2020. This grower purchased a 15-acre farm in Clackamas County.

Farmer recruitment and retention: A major component of incubator program management is recruiting participants and assisting new farmers establish their operations. In the fall of 2020, 17 applications from new farmers were submitted to HIP for the 2021 farm season. Of that, four new farms were accepted into the program, making a total of 17 farms operating at Headwaters Farm on about 14.6 acres (see Table 9).

Table 9: 2021 Season HIP Farmers

Farm	Acres Leased	Farm Business Type	Sales Outlets	Years in HIP
Fawnlily Farm	0.5	Flowers	Markets/Weddings	5
Lacewing Farm	0.7	Mixed Veggies	Farmers markets	4
Mora Mora Farm	1.0	Mixed Veggies	Farmers Markets	4
Rise Up Remedies	1.1	Medicinal Herbs	Wholesale to Processors	4
Storybook Farm	0.5	Mixed Veggies	Farmers Markets	4
Farm Punk Salads	0.5	Salads and Dressings	CSA/Markets/Wholesale	3
Heart & Spade Farm	0.7	Mixed Veggies	CSA	3
Lil Starts Farm	4.3	Veggies & Starts	CSA/Farmers Markets	3
Little Sun Farm	0.7	Mixed Veggies	Farmers Markets	3
Africans' Garden	0.5	Mixed Veggies	Farm Direct	2
Broden Family Farm	0.5	Mixed Veggies	Farmers Market	2
Good Rain Farm	1.5	Mixed Veggies	CSA	2
Love Letter Farm	0.5	Mixed Veggies	CSA/Farmers Market	2
1855 Plants	0.3	Native Plants	Farm Direct	1
Another Spring Farm	0.4	Mixed Veggies	Farmers Market	1
Lomita Farm	0.7	Mixed Veggies	CSA	1
Root Medicine Farm	0.2	Medicinal Herbs	Wholesale	1
15 Farms	14.6			

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

At the onset of 2021, HIP partnered with a farm business development specialist to pilot individualized business management supports for three incubator farms. This effort is proving to be more effective at helping beginning farmers identify and implement successful business practices and patterns.



Managing COVID-19 risk meant all trainings were conducted virtually or one-on-one, rather than group settings, during FY20-21. These included:

- Tractor Training – taught by the Headwaters Farm Program Manager.
- Nutrient Management – taught by the Headwaters Farm Program Manager.
- New Farmer Orientation – led by the Headwater Farm Program Manager.
- Farm Bookkeeping – taught by Kellee Boyer of Blackthorn Bookkeeping.

The Headwaters Incubator Program hired a consultant to provide three virtual sessions to all incubator farmers on community development, which covered topics like conflict resolution, direct and positive communication, and other tools for helping foster program health.

HIP Graduate Support: Glasrai Farm was the sole graduate at the conclusion of 2020. This farm successfully purchased a 15-acre property near Molalla, Oregon area where they continue their farm business.

8.1.2 Natural Resource Protection and Soil Health

Another big success this year was the continued use of cover crops to improve soil health and water quality at Headwaters Farm. Fall plantings of legumes and grains were used as a tool for remediating land and preparing it for crop production. Compost produced onsite was spread on fallow fields, resulting in a 2% increase in organic matter in one instance.

A dry farming assessment was conducted by a local farmer and member of the Dry Farming Collaborative. The report outlined a host of recommendations for how dry farming can be incorporated by incubator farmers.

8.1.3 Outreach and Education

Less in-person outreach was possible for a portion of FY20-21 because of COVID-19 safety precautions. However, tours were offered to interns at Zenger Farm and the Rogue Farm Corps as well as individual tours to a host of prospective program applicants. An article about HIP was written in “The Furrow” a John Deere publication for farmers.

Headwaters outreach presentations were given to the National Association of Conservation Districts, at WSU’s No Till Symposium, and at Oregon State University’s Small Farm School.

8.1.4 Site Facilities, Infrastructure and Equipment

Several improvements were made to Headwaters Farm during FY20-21. One involved finishing construction of the Headwaters Farm shop, which is the space staff uses to maintain the farm. The other was the installation of a safety rail along the top of a retaining wall. The Headwaters Incubator Program also invested in a power harrow, which is an implement that provides the same bed preparation product as a rototiller with much less disturbance to the soil.

Other farm improvements include:

- Converting two washing machines into salad spinners.
- Replumbing the farm office.
- Replacing the curing shed door.



8.2 Land Legacy

The Land Legacy Program (LLP) focuses on protecting agricultural lands, natural resource lands, and natural areas that provide opportunities for people to access nature. This is done through outright acquisitions, easement interests, or other interests. Lands can be acquired, retained, and managed over the long-term directly by EMSWCD or lands can be acquired by partner agencies or organizations for long-term management. In its agricultural work, the Land Legacy Program seeks to address a multitude of issues that challenge farmers, such as access to farmland (including but not limited to access for members of communities negatively impacted by racial discrimination and dispossession), affordability, sustainable agricultural and natural resource management practices, and the generational transition of farmland. In FY20-21, there was \$7,414,196 available for property interest acquisitions in the Land Conservation Fund (capital fund). A narrative summary of major accomplishments related to the Land Legacy Program is provided in Sections 8.2.1 through 8.2.4. Details relative to the FY20-21 Work Plan are provided in Appendix 7. The FY20-21 Work Plan identified 29 specific activities related to the Land Legacy Program, of which 24 (or 83%) were completed, three (or 10%) were in progress, and two (or 7%) were not completed during the fiscal year.

8.2.1 Program Planning and Management

In FY20-21 EMSWCD's Land Legacy Program focused on advancing land protection projects, stewarding and enhancing existing property interests and creating opportunities to advance EMSWCD's mission via the farm properties owned outright by EMSWCD. The Land Legacy Program also sought to expand the scope of its work and the resources available to it through the development of new partnerships and the enhancement of existing partnerships.

Significant programmatic accomplishments realized for the Land Legacy Program during FY20-21 included:

- The exercise of an option for a working farmland easement that closed in August 2020.
- The acquisition of 49 acre, highly productive working farm.
- Board approval for an affordable farm access strategy at EMSWCD's Mainstem Farm property.
- Board approval to advance two Natural Area / Access to Nature projects.
- The development of new and enhanced partnerships, including:
 - Engagement with Adelante Mujeres, a consultant to take forward EMSWCD's farm access equity work.
 - Providing a foundational grant for the newly formed Black Oregon Land Trust.
 - Expanding the scope of the Farm Transition Workshop Planning series by transitioning to a virtual format and including Clackamas and Tualatin SWCDs as partners.
 - Securing support of Metro staff and Council to explore a role for Metro in farmland protection and farmland access initiatives.
- Advancement of EMSWCD's work to broaden access to farmland for members of communities negatively impacted by racial discrimination and dispossession.

8.2.2 Working Farmland Protection

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



In FY20-21, the LLP worked to advance farmland protection efforts, as well as make investments in other agriculture viability initiatives. Staff developed multiple working farmland protection projects over the course of the year. Two transactions concluded in FY20-21. Specifically:

322nd Easement: In 2020, EMSWCD acquired an easement on this 20-acre property. This easement will ensure that productive, sustainable agriculture continues on this property into the future via the easement and the companion agricultural management plan. Residential use restrictions incorporated into the easement will help ensure the affordability of the property to future farmers. Sale of the easement provided important working capital to the farm owner, a commercial nursery operator.

Corbett-Springdale LLC: The purchase of this 49-acre, highly productive working farm sets the stage for the realization of multiple mission-related outcomes which may not have been possible if the prior owners had decided to list the property for sale. The property is directly across the street from EMSWCD's Gordon Creek Farm, which may create opportunities for synergy.

Several other transactions were substantially advanced, including:

Gordon Creek Farm: After the expected sale of the property to a beginning farmer (subject to the protections of a working farmland easement) fell through due to buyer challenges, staff proposed and secured the support of the Board to focus on creating opportunities on the property for members of communities negatively impacted by racial discrimination and dispossession. A consultant was engaged to lead a process with a Community Advisory Group that will result in recommendations for use. In the meantime, the residence and farm fields were leased for agricultural use.

Mainstem Farm: Staff proposed and secured Board approval to create a mechanism for affordable access to this 14-acre farm property for a beginning farmer (who is also a Headwaters graduate) via a long-term lease twinned with a purchase option. A small portion of the farm will also be made available for a minimum of five years to beginning farmers and/or farmers from communities negatively impacted by racial discrimination and dispossession.

8.2.2.1 Agricultural Land Stewardship

Site stewardship activities include direct management of infrastructure, natural resources, and private or public use of any properties owned by EMSWCD. In FY20-21 EMSWCD owned three such properties - Headwaters Farm, Mainstem Farm and the Gordon Creek Farm (see Section 7.2.2 above for a description of the activities on the Gordon Creek Farm). The Headwaters Farm, which also includes the Dianna Pope Natural Area, is addressed in this report in Sections 8.1 and 8.2.3.

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

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



8.2.2.2 Farm Succession Planning

For the third year, an in-depth farm succession planning workshop series was offered to targeted farmers in collaboration with the Clackamas Small Business Development Center. The virtual format likely increased participation, as did partnering with the Tualatin and Clackamas SWCD's to deliver the workshop series.

8.2.3 Natural Habitat Protection

EMSWCD is committed to protecting important habitats in the district by helping partners protect priority areas identified in conservation plans. EMSWCD plays a supporting role in the work of others. Several natural resource acquisition opportunities with significant access to nature components were pursued in FY20-21 with potential partners. Two projects advanced to the point of securing Board approval. One of these projects is described below, with the other described below under Section 8.2.4.

EMSWCD agreed to provide the principal funding for a large forestland conservation transaction being led by the Columbia Land Trust in partnership with a conservation minded landowner. EMSWCD funding will help ensure the protection of important habitats and water quality, create demonstration learning opportunities, areas for public access, and carbon sequestration.

8.2.3.1 Dianna Pope Natural Area

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

In 2015, this site was designated as the Dianna Pope Natural Area (DPNA) in recognition of Dianna Pope's 30-plus years of service on the EMSWCD's Board. A Rural Lands staff member serves as the manager of the DPNA. Staff completed the five-year Dianna Pope Natural Area Site Conservation Plan for the DPNA, which was in its fifth year of implementation during FY20-21. The plan was updated in early 2021 to reflect changes and additional information.

To date, just under 16,000 native trees and shrubs have been installed in the DPNA. Maintenance in the form of weed control was continued within the DPNA to ensure the success of the native plantings. Staff engaged proactively and reactively with the three owners of property subject to an easement held by EMSWCD that adjoins the DPNA and helps to protect the natural resources found in the DPNA. The planned outreach event for the surrounding landowners was postponed due to COVID-19.

8.2.4 New Parks and Natural Area Establishment

The Land Legacy Program also seeks to help secure access to open spaces for those residents that are currently lacking meaningful access. Several natural resource acquisition opportunities with significant access to nature components were pursued in FY20-21 with potential partners. Two projects advanced to the point of securing Board approval. One of these projects is described below, with the other described above under Section 8.2.3.

Shaul Property: EMSWCD is contributing funds towards the acquisition of an eight-acre property in the City of Gresham identified as key conservation priority by residents. The property has a grove of Douglas Firs that will create an attractive and highly accessible entry point into adjoining public park properties. This includes the Grant Butte Natural Area properties EMSWCD previously helped fund and facilitate the



acquisition of, for protection under public ownership. EMSWCD's commitment to this property is a satisfying capstone to earlier efforts by partners to protect it. EMSWCD also participated in those earlier efforts, including offering to provide bridge funding for the purchase.

8.3 Grants

EMSWCD administers a multi-faceted Grants Program that helps fund projects that are led by external entities whose work helps achieve EMSWCD's goals. In FY20-21, \$1,382,352 was budgeted for existing and new grants. As briefly described below, EMSWCD grants fall into five categories: 1) Partners in Conservation (PIC); 2) Small Projects and Community Events (SPACE); 3) Conservation Landowner Incentive Program; 4) Strategic Partnership Agreements; and 5) Strategic Conservation Investments.

A narrative summary of major accomplishments related to the Grants Program activities is provided below in Sections 8.3.1 through 8.3.6, while details relative to the FY20-21 Work Plan are provided in Appendix 8. The FY20-21 Work Plan identified 26 specific activities related to the Grants Program, of which 23 (or 88%) were completed or largely completed, two (or 8%) advanced but were still in progress at the end of the year, and no progress was made on one task (or 4%) due to COVID-19.

8.3.1 Outreach, Engagement and Evaluation

Besides administering the various grant programs, for FY20-21 particular attention was given to strengthening all aspects of the Grants Program to reflect its commitment to serving and reaching EMSWCD's diverse communities. This was accomplished through support of relevant conservation projects, as well as improving tools and conducting a program evaluation to better understand the ways EMSWCD can engage, support and impact external entities through grants.

Significant accomplishments in FY20-21 included:

- New and continued PIC funding for 19 organizations and SPACE funding for 30 organizations.
- Conducted an evaluation of the five-year SPA Program, a funded collaboration with the three watershed councils in the EMSWCD service area.
- Conducted an evaluation of the Partners in Conservation (PIC) grant program with a focus on equity, involving an online survey as well as targeted interviews of BIPOC grantees and partners.

8.3.2 Partners in Conservation Grants

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

Last year, many of our grantee organizations were deeply affected by the work constraints and uncertainty created by the COVID-19 pandemic and racial unrest across the country. The EMSWCD Grants Program wanted to offer ways to support our communities and partners. These extraordinary times presented a rare opportunity to consider how EMSWCD could do things differently and take advantage of a "slowing down" to reflect on our Grants Program.

In the fall of 2020, EMSWCD decided to take a "strategic pause" for the 2021 Partners in Conservation (PIC) grant cycle – suspending the competitive grant opportunity for one year. This involved forgoing the

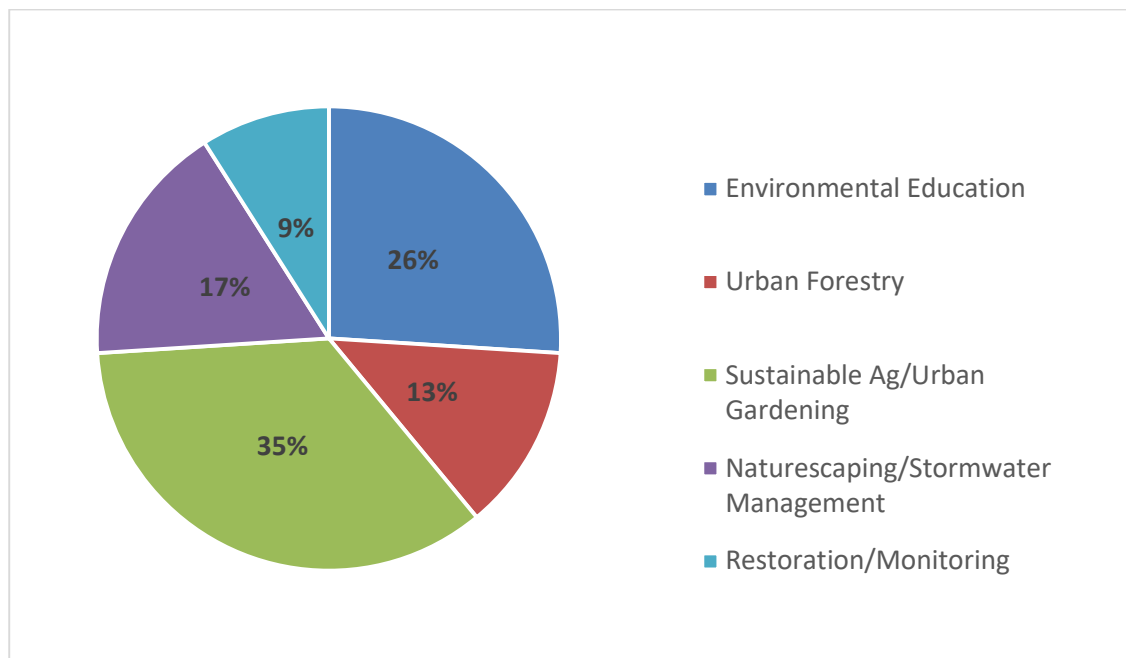


normal application and review process, but with a commitment to supporting our grantees and partners through this challenging time. This was done by offering funding support to EMSWCD's regular grantees for the FY20-21 fiscal year, with minimal application requirements and an internal review process. Existing grants were extended along with additional funding, and by awarding new grants to regular grantees that recently completed PIC projects. The process went smoothly, and grantees were exceedingly appreciative of the opportunity. The "pause" also enabled Grants Program staff to devote time and energy to program evaluation work during this period.

During FY20-21:

- **Seven new PIC grants were awarded** under the non-competitive process of the PIC Pause. **Twelve extensions were granted** to current grantees with additional funding.
- PIC grants ranged in size from \$18,500 to \$50,000. The average PIC grant size was **\$29,500**.
- **17 PIC projects funded** in 2021 involved low-income communities, communities of color or other marginalized communities in the EMSWCD service area.
- A total of **\$561,538 was awarded** in PIC grants in 2021: 9% of funding went to restoration/monitoring projects, 17% to naturescaping/stormwater management, 35% to sustainable agriculture/urban gardening, 26% to environmental education, and 26% to urban forestry (see Figure 3). It is important to note that project outcomes typically overlap for several of the PIC grant projects in these categories. In addition, equity is embedded and prioritized in each category.

Figure 3: FY20-21 PIC Grant Funding by Category



A complete list of the awarded PIC grants in FY20-21 is provided in Appendix 10. PIC project highlights include:

- **Funded six PIC projects that support a variety of urban agriculture initiatives**, including a grant to a new organization, Our Village Gardens, that will support the transition of the group from Janus Youth to its own non-profit. The project will allow Our Village Gardens to deepen current strategies



that ensure access to free urban garden space, provide ongoing garden education and skill-sharing, expand sustainable seed to harvest practices, and magnify food equity in Oregon's largest affordable housing neighborhood. Significant funding was continued for garden education in schools and at local farms and gardens through groups such as the Growing Gardens and Friends of Zenger Farm.

- **Funded five restoration, naturescaping, and/or water quality monitoring projects**, including the Backyard Habitat Conservation Program (BHCP) that provides technical assistance, incentives, resources, and recognition to urban and sub-urban residents as they create backyard habitats and manage stormwater. The program is widely recognized as an integral component of conservation education and habitat enhancement across the region. The extended grant supports BHCP investment in East County services areas, implementation of their programmatic DEI Plan, and a comprehensive review process to gain a deeper understanding of community members' barriers to engaging with the program.
- **Funded two urban forestry projects that address both workforce development and increasing tree canopy in low-income neighborhoods.** Multnomah County (in partnership with Friends of Trees) is working closely with the City of Gresham, focused on increasing environmental justice in Rockwood, Wilkes East, and North Gresham, by increasing the tree canopy and its related benefits. Activities include planting trees in areas of East County with low tree canopy cover and no established tree planting program, providing meaningful youth employment opportunities that prioritize young people from the same area that is being served and that introduces those young people to the field of urban ecology and forestry, and finally to seed the notion in Gresham government that continued investment in urban forestry is vital to healthy thriving communities.
- **Funded six projects focused on environmental education**, involving youth from low-income backgrounds as well as adult training programs. Wisdom of the Elders received continued support to expand their capacity to conduct restoration in the Portland Metro area, which in turn, will provide a more secure conservation work for Native adults. Activities include invasive plant removal at restoration sites and expanding professional development for staff and crew leaders. ELSO Inc. received a grant for its program providing year-round opportunities for youth of color to gain STEM (science, technology, engineering, and mathematics) education in an outdoor setting and learn about careers in science and the environment.

8.3.3 Small Project and Community Event Grants

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

During FY20-21:

- Out of 31 eligible SPACE grant applications, EMSWCD approved **30 grant awards**.
- A total of **\$55,017 was awarded** through the SPACE grant program for smaller community conservation and education projects and events.
- There was an uptick in applications compared to the previous year with the anticipated post-COVID-19 opening in early 2021.

A complete list of the awarded SPACE grants in FY20-21 is given in Appendix 11. SPACE grant highlights include:

- **Funded projects/events focused on environmental education that reached at least 500 EMSWCD residents.** At least nine SPACE projects in FY20-21 had an educational component involving youth



and/or adults. A grant to Clear Creek Middle School in Gresham supported the Clear Creek Pond reclamation project to restore the native habitat around a nearby pond area. The school stands on a lot with a spring that flows into a freshwater retention pond. Over the years, the spring has been diverted and the pond has become overgrown with invasive species. The project creates an outdoor space where science, STEM, and other curriculum can take students out of the classroom to enrich their learning experience.

- **Funded projects that prioritized reaching and involving communities of color and other historically marginalized communities.** Two thirds of the SPACE grants awarded in FY20-21 were directly aimed at addressing the disparities in environmental benefits within the EMSWCD service area. A grant to the Immigrant and Refugee Community Organization (IRCO) supported African families, some of the most marginalized communities in Oregon. The project removed invasive English ivy at IRCO's new Africa House site and involved community members in the re-establishment of a culturally relevant native landscaping.

8.3.4 Strategic Partnership Agreements

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

In FY20-21, the fifth year of the SPA agreement implementation, EMSWCD awarded a total of \$230,000 under the SPA to support the operations and projects of the three watershed councils. Late in FY20-21 The EMSWCD Board agree to extend the SPA funding for an additional two years.

8.3.5 Strategic Conservation Investments (SCI)

SCI grants support projects and partnerships that advance EMSWCD's priority natural resource issues identified by the Board of Directors and that generally do not lend themselves to any of the EMSWCD's other grant opportunities. A Board member or the Executive Director must sponsor a project for funding to be considered. No SCI grants were awarded in FY20-21.

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

In FY20-21, CLIP projects received cost share funding commitments totaling \$100,000. Conservation practices include irrigation efficiency, weed control, erosion control, and revegetation and maintenance, among others.



9. Finance and Operations

In the first half of the fiscal year, the Finance and Operations unit consisted of 3.5 full time equivalents (FTEs), including the Chief of Finance and Operations (CFO), Office Manager, Facilities Manager, and Marketing and Media Manager. Beginning in November 2020, the new Executive Director was brought on board and the Finance and Operations unit consisted of 4.5 FTEs. For budgetary purposes the Executive Director is also included in Finance and Operations costs. The operating and capital budget for Finance and Operations during FY20-21 was \$1,106,838. Contractual services were used for legal, HR consultative, bookkeeping, and auditing services. The Finance and Operations unit oversaw administrative functions that cut across all EMSWCD activities and areas of operation, including budgeting and accounting, contracting, board and committee coordination, office management, human resources, information technology, facilities management, and marketing and media.

A narrative summary of major accomplishments for the Finance and Operations unit is provided below while details relative to the FY20-21 Work Plan are provided in Appendix 9. The FY20-21 Work Plan identified 48 specific activities related to Finance and Operations, of which 33 (or 69%) were completed, six (or 12%) were not completed as planned but had substantive progress made and are likely to be completed soon, nine activities (or 19%) did not have substantial progress made or were postponed indefinitely.

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

- The continued development, implementation and evolution of safety protocols and measures for staff that enter the Williams Office as well as the satellite office located at Headwaters Farm. The Williams Ave. headquarters office remains closed to the public.
- Capital projects planned for the Williams Avenue office were delayed due to COVID-19.
- Regular daily, weekly, and monthly tasks were able to be completed throughout FY20-21; however, it was more time consuming to perform these functions remotely. Remote payroll and payables processes continued throughout the fiscal year.
- The Fiscal Policy & Procedure was overhauled and updated to include electronic payments while maintaining proper control measures and GASB/GAAP compliance.
- Electronic payment of payables via ACH, Bill-Pay, and Wire methods were developed and implemented in accordance with the updated and approved Fiscal Policy and Procedure. Physical check payments still occur as needed.
- Finance and Operations staff continued to assist staff with remote work needs.
- Finance and Operations staff onboarded and set up the new Executive Director remotely.
- Some staff had altered or reduced schedules to support children with remote schooling utilizing the board-approved COVID-19 leave policy.

9.1 Financial Management and Budgeting

The budgeting process for the subsequent fiscal year, FY21-22 was initiated in January 2020 and was managed by the CFO, who also acted as EMSWCD's Budget Officer. EMSWCD established a Budget Committee, held public meetings for the review of the upcoming year's budget, and held a public budget hearing through the Multnomah County Tax Supervising and Conservation Commission (TSCC). In keeping with Oregon Local Budget Law for a special district with a population of over 200,000, the EMSWCD Board of Directors served as the Budget Committee.



Significant accomplishments in FY20-21 included:

- Completed the FY19-20 financial audit.
- Managed FY20-21 finances successfully.
- Managed the FY21-22 budget process remotely during COVID-19 to create a balanced budget that met with the approval of Budget Committee and the TSCC.
- Completed transition to electronic payment methods (ACH, EFT, Bill-Pay), replacing most physical checks and maintained sound fiscal control measures.
- Updated Fiscal Policy & Procedures to reflect electronic payments, update, and strengthen control measures.
- Continued to set up and evolve COVID-19 safety protocols, office access process and guidelines, and sanitation stations to ensure staff ability to access office safely in compliance with OR OSHA, OHA and CDC guidelines.

An audited summary statement regarding EMSWCD's revenues, expenditures and changes in fund balances for FY20-21 is provided in Appendix 2. The comprehensive FY20-21 financial statements and respective notes once approved can be accessed at EMSWCD's office or online at: www.emswcd.org.

9.2 Office Management, Human Resources, Board & Committee Support

Throughout FY20-21, office operations of EMSWCD were carried out by the CFO and the Office Manager who served multiple roles in the following areas:

- **Customer service:** Acted as the primary point of contact for EMSWCD, albeit remotely, in responding to public information requests. The office building remained closed to the public in FY20-21.
- **Administration and records:** Organized current and historical records in accordance with state law and retention schedules.
- **Human resources:** Assisted with recruitment and on-boarding of new staff, and human resources administration.
- **Boards and committees:** Served as Clerk for the Board of Directors, preparing for, coordinating, and hosting all board and committee meetings.

Significant accomplishments in FY20-21 included:

- Scheduled and coordinated Executive Director Search Firm interviews, meetings and candidate interviews with Executive Director Search Committee and candidates.
- Participated in the Executive Director Search Committee interviews with candidates.
- Assisted in procuring COVID-19 safety equipment and helped implement measures at the office.
- Assisted with the onboarding of new Executive Director, Nancy Hamilton.
- Investigated and implemented Employee Assistance Program (EAP) for staff.
- Scheduled, noticed, prepared logistics, and distributed materials for all Board Meetings, Special Board Meetings, and Committee meetings.

9.3 Facilities Management

During FY20-21, the Facilities Manager was responsible for the maintenance, repair and improvements of EMSWCD-owned and managed facilities, infrastructure, and equipment. The major facilities owned and managed by EMSWCD include: 1) the headquarters office located at N. Williams Avenue in Portland; 2) the Headwaters Farm located on Orient Drive near Gresham, and 3) various farm properties EMSWCD owns and leases to farmers as part of the Land Legacy Program (see Section 8.2).



Significant accomplishments in FY20-21 included:

- Initiated the Williams office exterior front steps replacement project. Due to COVID-19 safety restrictions, the permit has been stalled in the city permitting office. The project continues to be worked on in FY21-22.
- Assisted with setting up safety measures for the Williams office to allow for staff to access the office safely and in line with OR OSHA protocols and COVID-19 safety guidelines.
- Assisted at Headwaters Farm setting up COVID-19 protocols and safety measures to ensure all farmers and staff operate in a safe and efficient manner.
- Maintained the Gordon Creek property in accordance with the lease with the current tenant.
- Assisted with the installation of a retaining wall as well as roof repair for a small barn on the Gordon Creek property.

9.4 Information Technology

EMSWCD owns and operates the standard office and field-related information technology (IT) tools and systems necessary to complete its mission. IT responsibilities are shared between the Finance and Operations staff, supported by a contracted IT service provider. In collaboration with one another, they acquire and maintain EMSWCD-owned phones, computers, tablets, projectors, recording and other devices, as well as purchase and maintain various software solutions being used.

Significant accomplishments in FY20-21 included:

- Continuing to provide comprehensive support to staff, including remote access/VPN support and technology upkeep/replacements, as staff continued working from home.
- Ordered and set up several new laptops and peripheral devices to support staff and allow them to work directly on work devices rather than needing to remote into office workstations.

Impact of COVID-19 on Information Technology work:

- Focus was taken away from planned work on office technology improvements; most work focused instead on supporting staff remotely and keeping the office network (and access to it) running well.

9.5 Marketing and Media

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

Significant accomplishments for FY20-21 included:

- Supported all programs in communicating COVID-related program changes to the public, as well as information on how people could still participate in virtual program offerings or find related resources.
- Assisted Rural Lands outreach staff in promoting the 500,000th native plant through the StreamCare program.

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Impact of COVID-19 on Marketing & Media work:

- The cancellation of the Native Plant Sale due to safety concerns freed up significant time normally spent developing and promoting the plant sale.
- In-person events continued to be held virtually. Marketing efforts altered to fit virtual platforms and events. Assisted other program outreach staff on those initiatives.
- Assisted in communicating relevant updates to the public about how various programs were either put on hold or changed.



Appendix 1: Board and Staff Directory (snapshot from June, 2020)

Board of Directors	Zone 1 Director	Joe Rossi		
	Zone 2 Director	Laura Masterson		
	Zone 3 Director	Mike Guebert		
	At-large Director	Jim Carlson		
	At-large Director	Jasmine Zimmer-Stucky		
Executive Director		Nancy Hamilton	50-935-5352	nancy@emswcd.org
Finance & Operations	CFO	Dan Mitten	503-935-5353	dan@emswcd.org
	Facilities Manager	Scot Wood	503-935-5351	scot@emswcd.org
	Marketing and Media	Alex Woolery	503-935-5367	alex@emswcd.org
	Office Manager	Lindsay Nelson		
Rural Lands	Program Supervisor	Julie DiLeone	503-935-5360	julie@emswcd.org
	Senior Conservationist	Aaron Guffey	503-935-5362	aaron@emswcd.org
	Senior Conservationist	Jeremy Baker	503-935-5361	jeremy@emswcd.org
	Senior Conservationist	Lucas Nipp	503-935-5363	lucas@emswcd.org
	Senior Conservationist	Chris Aldassy	503-935-5372	chris@emswcd.org
	Senior Conservationist	Jon Wagner	503-935-5369	jon@emswcd.org
	Senior Outreach Coordinator	Chelsea White-Brainard	503-935-5376	chelsea@emswcd.org
Urban Lands	Program Supervisor	Kathy Shearin	503-935-5365	kathy@emswcd.org
	Senior Conservationist	Whitney Bailey	503-935-5366	whitney@emswcd.org
	Outreach & Education Specialist	Katie Meckes	503-935-5368	katie@emswcd.org
	Community Connections Liaison	Monica McAllister	503-935-5371	monica@emswcd.org
	Outreach & Education Technician	Brandi Boersma		
	Outreach & Education Intern	Rhesa Ramdeen		
Conservation Legacy	Program Supervisor	Andrew Brown	503-935-5354	andrew@emswcd.org
	Land Legacy Manager	Matt Shipkey	503-935-5374	matt@emswcd.org
	Grants Manager	Suzanne Easton	503-935-5370	suzanne@emswcd.org
	Headwaters Manager	Rowan Steele	503-935-5355	rowan@emswcd.org
	Headwaters Assistant	Nick Pfeil	971-347-6654	nick@emswcd.org



Appendix 2: Financial Statement Summary

EMSWCD		EMSWCD	
Balance Sheet		Income and Expense Statement	
As of June 30, 2021		For the Year Ended June 30, 2021	
ASSETS		Expenses:	
Current Assets:		Soil and Water Conservation	\$ 4,481,859
Cash and investments	\$ 10,902,729		
Property taxes receivable	\$ 139,137	Program Revenues:	
Accounts receivable	\$ 14,377	Operating Grants and Contributions	\$ 97,315
Prepaid assets\undeposited funds	\$ 5,532	Charges for Services and Sale of Products	\$ 60,121
Total current assets	\$ 11,061,775	Total Program Revenues	\$ 157,436
Noncurrent assets:		Net Program Expenses	\$ (4,324,423)
Land	\$ 5,741,336		
Capital assets, net of accumulated depreciation	\$ 1,413,095	General Revenues:	
		Property Taxes	\$ 5,301,898
Total assets	\$ 18,216,206	Interest Income	\$ 91,557
		Other Income	\$ 88,213
LIABILITIES		Total General Revenues	\$ 5,481,668
Current Liabilities:			
Accounts payable	\$ 234,560	Change in Net Position	\$ 1,157,245
Accrued payroll	\$ 60,221		
Other current liabilities	\$ 2,700	Net Position, Beginning of Year	\$ 16,613,887
Accrued compensated absences	\$ 147,593		
Total liabilities	\$ 445,074	Net Position, End of Year	\$ 17,771,132
EQUITY (NET POSITION)			
Invested in capital assets	\$ 7,154,431		
Restricted	\$ 811,100		
Unrestricted	\$ 9,805,601		
Total equity (net position)	\$ 17,771,132		
Total liabilities and equity	\$ 18,216,206		



Appendix 3: Equity, Access, and Inclusion

Completed or progressing as planned, targets met or largely met	5/12	41%
Not completed as planned, but substantive progress made and success likely/	4/12	33%
Not completed or progressing as planned	3/12	25%

EQUITY, ACCESS, AND INCLUSION		
Annual Activities and Deliverables		COMMENTS
Facilitate small discussion groups among staff on issues related to equity, access, and inclusion.	Complete	Met monthly throughout the year.
Provide opportunity for equity, access, and inclusion onboarding of new staff/board members and additional training for current staff as desired.	Complete	All new district staff attended trainings at CEI. Board was provided with the opportunity. Current staff continued to identify and share opportunities for furthering their equity literacy.
Engage staff, board, and community in development of organization-wide DEI plan.	Complete	Staff were engaged at each step in the process of developing the plan.
Complete organization-wide equity plan.	Complete	The plan has been adopted by the organization and implementation of the action plan has begun.
Co-create a Land Acknowledgement Statement with representatives of the Native American community.	In Progress	This is going to be a multi-year effort, but prework and relationship building was started this year.
Work with Ping Khaw Services International to engage members of historically underrepresented communities.	Complete	Survey was completed in collaboration with the Community Engagement Liaisons. A report was prepared by the Coalition for Communities of Color and presented to Staff and Board.
Work with consultants to review and make changes to policies, procedures, and processes to be more equitable.	In Progress	EMSWCD has contracted with various entities to review and improve upon policies, procedures, and processes through an equity lens.
Work with consultants to provide support for employees who identify as members of the BIPOC (Black, Indigenous, and People of Color) community and other marginalized groups.	In Progress	Mentorship was offered to BIPOC staff through (re)solution lab.



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Identify and collect priority demographic and other baseline data.	No Progress	Waiting on new census data.
Research and plan historical/cultural displays for the EMSWCD office.	No Progress	Delayed due to COVID-19.
Translate and adjust materials and communication tools to be more culturally responsive.	In Progress	Some progress has been made by individual programs, but a coordinated effort at the district level has not yet been initiated.
Make changes to our physical spaces to make them more welcoming and inclusive.	No Progress	Delayed due to COVID-19.



Appendix 4: Urban Lands Summary

Completed or progressing as planned, targets met or largely met	35/37	95%
Not completed as planned, but substantive progress made and success likely	1/37	3%
Not completed or progressing as planned, little substantive progress made	1/37	3%

URBAN LANDS		
Strategic Goals: 1. Protect and improve water quality and quantity. 2. Protect and improve soil quality and quantity. 3. Protect and improve natural habitats. 5. Increase the sustainability of agriculture		
Program Goals: 1. Decrease urban stormwater runoff by reducing impervious surfaces and retaining stormwater on-sites. 2. Reduce the use of synthetic landscaping chemicals and pesticides. 3. Reduce the area of lawn and other high-water-use ornamental plants. 4. Increase the use of urban landscape water conservation methods and tools. 5. Increase the number of native plants, and area of green infrastructure within the urban growth boundary. 6. Increase public understanding of water quality, water quantity and natural habitat conservation concerns and inspire action to address those concerns.		
Annual Activities and Deliverables	Year-end Status	COMMENTS
Outreach and Education		
Outreach		
Recruit education and outreach intern.	In Progress	A decision was made to discontinue the internship position in favor of a full-time, temporary position. Recruitment was instead initiated for this new position.
Update Urban Lands web content.	Complete	Made numerous updates including the addition to making all workshop hand-outs available via the website, content, and formatting to clarify multi-step webinar registration process, general language and formatting updates for readability, added resources and links to promote partner programs. Updated Native Plants page and associated "Local Sources of Native Plants".
Coordinate with partners to develop workshops and outreach materials that engage diverse audiences	Complete	Worked with NECN, Master Gardeners, and Voz, to co-create hands-on workshops for Voz Day Laborers.


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Identify how Urban Lands offerings can address the impacts of climate change and incorporate into outreach materials and technical assistance.	Complete	Compiled jurisdictional resources on water conservation incentives and resources, worked to identify stormwater and depaving opportunities in low-income and underserved areas, attended professional development on Soil Carbon Sequestration and began process to determine the best ways to incorporate that information into materials and TA.
Design and produce educational and promotional materials.	Complete	Began compiling resources and drafting content for new educational material on outdoor water conservation, a "What is a Native Plant" hand-out, and a short video "how to conduct a percolation test". (Due to COVID-19 restrictions, staff had to halt production.). Staff also created bilingual handouts for Voz workshops.
Engage 12 new and existing community leaders/groups/organizations in priority areas each quarter. Q1=4, Q2=2, Q3=2, Q4=4.	Complete	Staff attended 10 partner-specific Meetings and 15 Partner-Building Events (most were virtual).
Table at community events with literature about EMSWCD programs and events.	No Progress	The COVID-19 protocol has restricted opportunities to table as most annual events have been canceled.
Attend 6 community meetings to promote EMSWCD workshops and introduce the public to the benefits of sustainable landscaping and/or green infrastructure practices.	Complete	Attended 5 virtual community meetings
Education 48/year; 1,250 participants		
1-hour presentations: <ul style="list-style-type: none"> Sustainable Landscaping/Green Infrastructure. 10/year; 200 participants 	Complete	10 virtual presentations were delivered to a total of 1273 participants: New this year was a Educational Presentation Series offered to recertifying OSU Master Gardeners. (1) Beneficial Insects presentation: 138 people (3) Urban Weeds presentations: 416 people (3) Intro to Naturescaping presentations: 243 people (1) Water Conservation presentation: 148 people (2) Intro to Stormwater presentations: 328 people
2-hour workshops: <ul style="list-style-type: none"> Native Plants. 5/year; 150 participants 	Complete	Held 5 live webinars: 167 participants. Webinar recordings reached an additional 172 participants. 339 total people served.
<ul style="list-style-type: none"> Urban Weeds. 5/year; 150 participants 	Complete	Held 5 live webinars: 139 participants. Webinar recordings reached an additional 109 participants. 248 total people served.



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<ul style="list-style-type: none"> • Pollinators. 6/year; 150 participants 	Complete	Held 6 live webinars: 132 participants. (Recordings for this workshop/with this presenter are not available as a recorded webinar.)
<ul style="list-style-type: none"> • Beneficial Insects. 6/year; 150 participants 	Complete	Held 6 live webinars: 115 participants. (Recordings for this workshop/with this presenter are not available as a recorded webinar.)
<ul style="list-style-type: none"> • Landscaping with Edibles. 6/year; 150 participants 	Complete	Held 7 live webinars: 205 participants. Webinar recordings reached an additional 204 participants. 409 total people served.
4-hour workshops: <ul style="list-style-type: none"> • Naturescaping Basics. 5/year; 150 participants 	Complete	Held 6 live webinars: 103 participants. Webinar recordings reached an additional 147 participants. 250 total people served.
<ul style="list-style-type: none"> • Rain Gardens. 5/year; 150 participants 	Complete	Held 6 live webinars: 115 participants. Webinar recordings reached an additional 107 participants. 222 total people served.
<ul style="list-style-type: none"> • Voz Bilingual Workshops. 20/year; 98 participants 	Complete	Held in person Bilingual workshops: 20/year; 98 participants
Events	2/year; 1,300 participants	
Host Native Plant Sale to provide a diverse selection of affordable native plants to constituents, including researching how to continue to safely host this popular sale, considering COVID-19. 800 participants/customers; at least 10,000 bare-root trees and shrubs sold.	Complete	Due to the continued COVID-19 restrictions, the traditional Annual Bare-root Native Plant Sale canceled and transitioned to a Virtual Native Plant Swap Group on Facebook; 693 active members. UL staff also provided 500 native plants with educational material to an Equitable Giving Circle event.
Provide a "Virtual Yard Tour" that allows any of our constituents to participate. Tour is designed to demonstrate and encourage the sharing of naturescaping and green infrastructure principles; 500 attendees.	Complete	Due to continued COVID-19 restrictions, we once again decided to cancel our in-person yard-visiting tour and instead hold our second Virtual Yard Tour Group on Facebook; 599 active members.
Technical and Financial Assistance		
Provide technical consultations and site visits to residential, commercial, and industrial landowners. 100/year, 25/quarter.	Complete	Responded to 133 Technical assistance requests
Provide technical consultations and site visits to Grants Program applicants and/or projects. 20 consults/year.	Complete	Technical assistance provided to 2 current PIC recipient and 7 current and potential SPACE applicants

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Work with local jurisdictions to address barriers to the adoption and implementation of green infrastructure.	Complete	Researched opportunities for stormwater and green infrastructure improvements to low-income multifamily housing complexes; reached out to Gresham, Troutdale, Fairview, and Wood Village to discuss, had discussions with three of the four.
Connect with 3 large land managers to build relationships, encourage sustainable land management practices, and promote EMSWCD services.	Complete	Worked with 13 large land managers in FY 20-21 including NAYA, Rockwood Condominiums, Pittick Grove Condominiums, Binford Lakes HOA, Sabin CDC, Rose City CDC, Lents Village, Leach Botanical Gardens, a private landowner with 7 acres on Johnson Creek, Florence Terrace Condominiums, Blue Heron Shores HOA, Trammel Crowe/Blue Lake Corporate Park, and Meriwether Lewis Elementary School.
Cooperative Landowner Incentive Program		
Provide cost-share assistance for rain gardens and other practices. 5 projects/year	Complete	Provided TA & cost-share to 1 current CLIP and 8 potential projects.
Partnerships and Regional Campaigns		
Help develop IPM web tool (Solve Pest Problems) by participating in OSU project teams.	Complete	UL staff continue to guide the process through the Steering and advisory committees
Assist and promote community organizations and non-profit services that increase green infrastructure, wildlife, and pollinator habitat.	Complete	Frequently recommended Audubon Society and Backyard Habitats in TA; also recommended CSWC, JCWC, Portland's CWSP, and other SWCDs at various times.
Work with and support other water conservation groups and initiatives.	Complete	Compiled water conservation incentives spreadsheet by jurisdiction; directed several TA inquiries to Greywater Action Network, ConserveH2O, and City of Portland water conservation information. Participated in "Together for Watershed" group.
Collaborate with Watershed Councils within EMSWCD boundaries.	Complete	UL Staff continues to represent EMSWCD on the CSWC by serving as Vice Chair on the CSWC board, as well as participating in the CSWC's Healthy Industrial Lands Initiative (formerly the Green Infrastructure Advisory Committee). The staff is also collaborating closely with JCWC on 2 CLIP projects and 6 contiguous JCWC Creek Care projects.
Demonstration Projects		
Implement the Conservation Corner outreach plan to enhance the visibility and educational value of the site.	Complete	Began preparing for a virtual/video tour of the demonstrations at Conservation Corner. Continue to recommend groups and individuals visit CC to view naturescaping and demonstrations.
Oversee maintenance and improvements to Conservation Corner landscape, green infrastructure (pervious	Complete	Continue to oversee and guide landscapers that maintain the property. Installed sheet mulching in two areas to control grass and arranged a grass-specific work session in summer 2021.



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pavement, roofs, walls, etc.), and Green Streets installations.		
Provide group tours of the EMSWCD office facilities to demonstrate naturescaping and green infrastructure principles in practice, as possible under COVID-19 restrictions. 4 tours/year; 100 attendees.	Complete	Began initial steps to develop CC videos to replace in-person tours that have, for the most part, been suspended due to COVID-19. Provided 3 tours to 15 people, including Americorps and the Rockwood Condominiums HOA Native Plant Committee.
Participate in Steering committee for the MHCC retrofit project.	Complete	Staff continues to participate in the steering committee that guides the MHCC stormwater retrofits.
Work with partners to implement top priority projects identified in the MHCC assessment.	Complete	Partners completed additional stormwater retrofits in parking lots M, N, & P and began work on Parking lot Q.
Engage with community organizations, jurisdictions, and non-profits to identify and explore potential eligible large-scale demonstration projects.	Complete	Working to identify east county low-income multifamily housing who might be interested in native garden demo projects.
Monitoring and Evaluation		
Meet with partners, review partner monitoring reports, studies, and findings.	Complete	Attended monthly IJC and various regular CSWC meetings (Tech Team, Healthy Industrial Lands Initiative)
Identify relevant monitoring and evaluation efforts as they pertain to Urban Lands programmatic goals.	Complete	Used BranchOutPDX and treesandhealth.org findings along with affordable housing maps to begin developing more equitable TA and outreach strategies.
Explore, develop, and implement potential new program monitoring and evaluation metrics.	Complete	UL Staff began work to improve programmatic surveys
Participate in PSU's NPS's <i>Professional Certificate in Nonprofit Program Evaluation</i> courses to learn how to design and implement a culturally-responsive program evaluation	Complete	Two staff participated in a PSU Professional Certificate Course: Nonprofit Program Evaluation to assist in the development of culturally-responsive program evaluation aimed at helping EMSWCD better meet the needs of diverse populations and guide processes for developing future programs that respond to changing community needs and natural resource concerns.

Additional substantive activities that were undertaken in FY20-21 not included in the FY20-21 annual plan:

- Participated in monthly Equity groups and engaged with a variety of content- see Equity Team Annual Report.
- Members of UL Team served as Equity Team Members for most of if not all FY 20-21. See Equity Team Annual Report for more details.
- EMSWCD joined the Oregon Land Justice Project's Learning Journey- a unique year-long program that creates intentional sheltered space for learning together and making progress together, targeted to a non-Indigenous land trust audience who own or manage lands and/or work with private landowners and funders in Oregon and/or Pacific Northwest region. The purpose of the learning journey is to foster shifts in thinking and worldview that allows us to collectively accomplish the goals of the OLJP.



Appendix 5: Rural Lands Summary

Completed or progressing as planned, targets met or largely met	29/32	91%
Not completed as planned, but substantive progress made and success likely	2/32	6%
Not completed or progressing as planned, little substantive progress made	1/32	3%

RURAL LANDS		
Strategic Goals: 1. Protect and improve water quality and quantity. 2. Protect and improve soil quality and quantity. 3. Protect and improve natural habitats. 5. Increase the sustainability of agriculture		
Program Goals: 1. Decrease erosion from working lands in the rural part of the district to prevent sediment and bacteria from entering waterways. 2. Improve the efficiency of irrigation on working lands. 3. Increase stream shading to protect water temperature and improve riparian habitat in priority watersheds. 4. Understand water quality baseline levels in priority watersheds and trends over time. 5. Reduce the impacts of ecosystem altering weeds species on natural habitats in the rural part of the district, focusing on protecting high value native forest and riparian areas. 6. Limit invasive species pressure on natural regeneration of native forest in areas burnt by the 2017 Eagle Creek fire. 7. Increase awareness among landowners and managers about protecting and improving water quality, water quantity, soil health, riparian health, natural habitats, and reducing populations of invasive weeds.		
Annual Activities and Deliverables	Year-end Status	COMMENTS
Technical and Financial Assistance		
Landowners Consultations		
Conduct 20 site visits including first-time site visits with 5 landowners.	Complete	Conducted 52 site visits including 10 first-time
Develop 5 technical recommendations and/or conservation plans that include recommendations to address erosion and/or water quality.	Complete	Developed 12 technical recommendations
Assist 4 landowners with cost share applications.	Complete	Assisted 6 landowners with applying for cost share
Partner with NRCS to promote and deliver cost share assistance.	Complete	Helped publicize and host a Local Working Group meeting
Erosion Solutions		



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Network within the nursery industry.	Complete	Included attending Oregon Association of Nurseries events and meetings of the local chapter
Work with cooperators to design and implement erosion prevention practices.	Complete	Assisted one nursery with planning and implementing a strip till trial as part of a cost share project.
StreamCare		
Site restoration and maintenance		
The existing, planted StreamCare areas on 223 acres along 8 miles of stream will be maintained to ensure good rates of plant survival.	Complete	
An additional 25 acres planted in FY20-21.	Complete	36.7 acres planted
Coordinate contracted labor crews for site preparation, weed control, and planting.	Complete	Followed COVID-19 safety protocols.
Manage wholesale plant orders, delivery, and storage.	Complete	
StreamCare sites that reach the five-year mark will be evaluated to determine if the site is ready to graduate or if the landowner agreement should be extended.	Complete	
For landowners that are graduating from StreamCare, offer a site visit. Approximately 27 acres along 1.25 stream miles are scheduled to graduate during FY20-21.	Complete	All 27 acres along 1.25 stream miles graduated
Monitoring and evaluation		
Maintain GPS and GIS data; maintain StreamCare "database" to track and compile deliverables.	Complete	
Outreach		
Use mailings, advertisements, web and social media to promote conservation, outreach events and program offerings.	Complete	
Coordinate four workshops to provide conservation education and program information.	Not completed as planned	One virtual workshop and virtual office hours completed.
Use equity lens to evaluate outreach methods and materials to identify needed changes.	No Progress	



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Water Quality Monitoring		
Collect monthly samples in upper Beaver and Johnson Creeks. This will include on-site measurement of turbidity as well as laboratory analysis for fecal bacteria, total suspended solids, total phosphorous, and nitrate.	Complete	
Install continuous temperature loggers in multiple locations in Beaver, Johnson, Big, and Smith creeks each April. Remove temperature loggers in the fall.	Complete	
Analyze and report on water quality data in collaboration with other partners' monitoring efforts.	Complete	
Weeds		
<i>Early detection and rapid response</i>		
Verify, assess, and perform necessary control for all reports of species from the Early Detection & Rapid Response list.	Complete	
Control 50% of known riparian knotweed infestations annually.	Complete	
Annually control all accessible false brome infestations (acreage unknown due to Eagle Creek fire) to prevent establishment in the rural areas of the district.	Complete	
Survey for new false brome populations along plausible vectors.	Complete	
Control 20% of known infested acreage (~200 acres) of spurge laurel annually, where access has been granted by the landowner.	Not completed as planned	Due to limited capacity, only 4 acres surveyed
Monitor/control existing ivy and clematis project sites in natural areas east of the Sandy River corridor as possible. (~250 acres/year). Maintain all sites undergoing post ivy/clematis infestation re-vegetation (~60 acres).	Complete	Across 278 acres of new area surveyed, 3.5 acres required treatment. Over 228 acres where these weeds had previously been treated, 3.4 acres required re-treatment.
Annually control all known infestations (241 properties) of garlic mustard outside the containment zone a minimum of 2 times.	Complete	



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Survey plausible vectors and outlying areas for spread of garlic mustard.	Complete	
<i>Eagle Creek Fire response</i>		
In collaboration with partners, undertake weed control in priority areas.	Complete	
<i>Regional coordination</i>		
Provide technical assistance with weed identification and control methods.	Complete	
Participate in both the 4-county and Columbia Gorge Cooperative Weed Management Areas.	Complete	
<i>Monitoring and evaluation</i>		
Maintain weed location information in GIS, including abundance information for the target species.	Complete	
Evaluate the need to alter the garlic mustard containment zone.	Complete	



Appendix 6: Headwaters Program Summary

Completed or progressing as planned, targets met or largely met	38/45	85%
Not completed as planned, but substantive progress made and success likely	6/45	13%
Not completed or progressing as planned, little substantive progress made	1/45	2%

HEADWATERS		
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.		
Program Goals: 1. Maintain and improve the natural resources at Headwaters Farm to support sustainable agriculture. 2. Facilitate the establishment of viable new farm businesses, that are good stewards of land. 3. Increase the visibility of conservation farming practices. 4. Headwaters Farm facilities, infrastructure and equipment supports the HIP program and EMSWCD's mission.		
Annual Activities and Deliverables	Year-end Status	COMMENTS
Natural Resources Management		
Plan, implement and monitor a suite of practices that promote good stewardship, including: organic practices, cover cropping, nutrient management, integrated pest management, reduced and appropriately timed tillage, drip irrigation, soil compaction alleviation, among others.	Complete	Staff and HIP farmers worked together to follow all Headwaters conservation agriculture guidelines to foster positive soil health and clean water outcomes.
Soil Health Improvements		
Cover crop or silage tarp (for weed suppression) farmable areas of Headwaters Farm while not in production - approximately 34 acres possible.	Complete	Cover cropping was used judiciously throughout the farm, especially during the off season when more farmland was out of production.
Soil samples taken for all fields in October, both in production or not, to help determine fertility needs and document change over time.	Complete	Over 40 soil samples were taken across Headwaters Farm in the fall of 2020.



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Manage invasive weeds, including through trialing Weed Slayer, an organic herbicide.	Complete	The Weed Slayer trial was ceased after the product was deemed by the USDA to have non-organic ingredients. Instead, a combination of mechanical cultivation and agricultural vinegar was used to manage weeds.
Apply compost on fallowed fields.	Complete	Compost was applied to several fallowed fields during the course of the growing season.
Erosion and Stormwater Management		
Install native plants and improve vegetation within a primary stormwater basin	Complete	Native willows and <i>Douglas spirea</i> were planted in the stormwater basin.
Irrigation efficiency		
Work with incubator farmers to encourage appropriate irrigation amounts and methods.	Complete	The Headwaters Farm Program Manager met with incubator farmers to discuss water management, timers, overhead and drip, calculating output, and how everything relates to well output and shared irrigation.
Natural Habitat		
Maintain existing pollinator habitat and hedgerows.	Complete	Weeding and in-fill planting was conducted in all the pollinators. Spring mowing occurred in the pollinator to the north of the in-holding property in accordance to recommendations from the Xerces Society.
Remove blackberries from the frontage along Orient Drive	Complete	Rural Lands team treated the blackberries along Orient Drive.
Re-establish a beetle bank.	No Progress	An ideal location for a new beetle bank is yet to be determined.
Live-stake native shrubs into the fabric adjacent to the interceptor drain	Complete	Almost 400ft of new hedgerow was established adjacent to the interceptor drain.
Headwaters Incubator Program (HIP)		
Update the Farmer's Manual	Complete	The 2021 Farmer's Manual was updated and distributed in a timely manner.
Develop a draft Headwaters Farm Food Safety Plan	In Progress	Considerable progress was made on the Headwaters Farm Food Safety Plan, but it still has gaps that will need to be filled in before it is a useful tool and ready for distribution.
Make progress on the Headwaters Guide to Good Farming that outlines best practices for starting a farm business.	Complete	The Guide to Good Farming at Headwaters is close to completion.



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Compile current farm and program management files into a single document.	In Progress	A file has been created to house farm management resources, but additional elements need to be created.
Provide a shared market booth at the Portland State University Farmers Market.	Complete	The Beginning Farmers Booth at the Portland State University Farmers Market was available to incubator farmers through FY20-21.
HIP Farmer recruitment and retention		
Obtain at least 10 HIP applicants for the 2021 growing season.	Complete	17 applications were received for the 2021 growing season.
Two-to-five new farms recruited in FY20-21.	Complete	Four new farm businesses were recruited for 2021.
Host at least 12 incubator farmers.	Complete	17 farm businesses are participating in the 2021 growing season at Headwaters Farm.
HIP Farmer Support and Training		
Meet with each farm business mid-season and at the conclusion of the calendar year to discuss mitigating challenges and capitalizing on opportunities.	Complete	All Mid-Season and End of Year Meetings were conducted.
Work closely with Outgrowing Hunger to offer a robust HIP experience for immigrant and refugee program participants.	Complete	Outgrowing Hunger provided support for two farms in the second half of 2020 and one farm at the onset of 2021.
New farmer orientation.	Complete	Orientation was held for the new farms in February. A second offering was provided in March for the one grower who was unavailable for the first session.
Tractor safety and operation training.	Complete	A tractor safety workshop was conducted both virtually and as one-on-one trainings.
BCS farmer operation trainings.	Complete	BCS trainings were provided to new growers as well some of their crew members.
Nutrient management training.	Complete	Nutrient management trainings were offered to each farm individually.
Integrated Pest Management	Complete	COVID-19 safety precautions required that these trainings be offered one-on-one, as opposed to a workshop setting.
Irrigation management training.	Complete	COVID-19 safety precautions required that these trainings be offered one-on-one, as opposed to a workshop setting.
HIP Graduate Support		



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Work with graduating farmers to identify best landing options for their farm businesses.	Complete	The one graduate was able to find and purchase a farm.
Maintain ongoing relationship with HIP graduates and connect them to various support services.	Complete	Headwaters program graduates were included in communications about educational opportunities and other important farm-related updates, especially pertaining to COVID-19 and smoke regulations for farms. Supports were provided to several graduates looking to transition from renting to farm ownership.
Conduct survey of HIP graduates.	Complete	HIP graduates were surveyed, and a high response rate was achieved.
Outreach and Education		
Highlight and promote key conservation efforts by keeping an active social media presence and updating the HIP page on the EMSWCD website regularly.	Complete	Social media outreach was done primarily on Instagram, but also other outlets.
Lead tours at Headwaters Farm for prospective farmers, program partners, and the general public, as COVID-19 restrictions and guidelines allow.	Complete	Tours were provided to two partner organizations, Zenger Farm and Rogue Farm Corps. Other tours were offered to applicants and other individuals interested in HIP.
Implement an outreach plan for sharing information about the solar system.	Complete	An outreach plan was developed which included creating a new website to highlight the solar installation, coming up with a press release, and doing social media engagement.
Explore partnerships to pursue programming and/or services that utilizes Headwaters Farm resources to create farming opportunities for underserved groups.	In Progress	Initial steps were taken to build relationships with organizations run by, and supporting, black and brown farmers. This includes working with Outgrowing Hunger and BIPOC farmers who provided feedback on the HIP application process and led culture development efforts for the Headwaters community.
Facilities, Infrastructure and Equipment		
Complete the build-out of the farm shop.	Complete	The shop build-out was completed at the onset of FY20-21.
Convert two washers into salad spinners.	Complete	The salad spinners were built and used regularly during the season.
Repair the curing shed door so it does not stick shut and closes automatically.	Complete	A contractor was hired to replace the human door on the curing shed. Staff installed a commercial grade door stop to prevent repeat damage.
Install a safety rail along the top of the retaining wall.	Complete	The safety rail posts were fabricated and then installed by staff. Quarter-inch cable was run between the posts with a wooden top rail.



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Install a frontage sign at the main driveway along Orient Drive.	In Progress	A private sign contractor was engaged, and an engineered design was created. The sign will be installed in FY21-22.
Improve driveway access around the curing shed.	In Progress	Procurement was undertaken and a contractor was selected. The work is scheduled for FY21-22.
Build a root washing station.	In Progress	The root station will be part of the work to improve access around the curing shed. A carport-style shelter has been selected to house the root station.
Conduct maintenance of farm vehicles and equipment.	Complete	All farm vehicles and equipment were regularly maintained both by staff and, as needed, by mechanics.
Conduct facilities, road and path safety inspections and address issues that arise.	Complete	The roadways are monitored on a weekly basis and any observed issues are address immediately.
Track COVID-19 guidelines and implement on-farm health and safety protocols and policies accordingly.	Complete	The Headwaters Farm Program Manager monitored all County, State, and Federal COVID-19 guidelines and adjusted the Headwaters COVID-19 Policy as needed.
Conduct COVID-19 sanitation and disinfecting cleanings.	Complete	Staff or the Headwaters Caretaker sanitized common touchpoints daily throughout FY20-21 using alcohol with concentrations at least 70%.



Appendix 7: Land Legacy Program Summary

Completed or progressing as planned, targets met or largely met	24/29	83%
Not completed as planned, but substantive progress made and success likely	3/29	10%
Not completed or progressing as planned, little substantive progress made	2/29	7%

LAND LEGACY		
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.		
Program Goals: 1. Protect agricultural land east of the Urban Growth Boundary, excluding the urban reserve. 2. Help partners protect one to two urban farms and community gardens projects through financial and technical assistance. 3. Protect priority habitats in the district by helping partners protect areas identified in conservation-related plans. 4. Assist partners establish new parks and natural areas in underserved communities.		
Annual Activities and Deliverables	Year-end Status	COMMENTS
LLP Program		
Maintain effective records management for all property interests.	Complete	Property interest related records were maintained throughout the year.
Apply equity lens to LLP activities	Complete	Advanced farm access equity efforts, advocacy for new Equity Focused Strategic Opportunity Grant.
Serve on Land Camp Leadership Committee	Complete	Raised substantial sponsorship funds used for participant scholarships
Working Farmland Protection		
Continue development and implementation of an outreach program for the Ag community. Provide at least one distinct opportunity for the 75 highest priority landowners to learn about the working lands easement program.	Complete	Newsletter, website postings, Farm Succession Planning sessions.
Identify and implement new plan for use of Gordon Creek Farm property.	Complete	Interim use plan implemented; LLC support to pursue longer term farm access equity strategy for the property.



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Close on Sester 322 nd Easement acquisition.	Complete	Easement closed in July 2020.
Opportunities rapidly and creatively responded to; four or more ag properties will be brought before the EMSWCD Board to consider for protection.	In Progress	3 parcels advanced for consideration.
Close on or substantively advance at least one other farmland transaction.	Complete	Corbett-Springdale LLC property acquired, 322 nd working farmland easement acquired.
Continue to advance and enhance organizational partnerships that assist in EMSWCD's agricultural land protection and stewardship work.	Complete	Collaborations with Oregon Agricultural Trust and others.
Identify and begin to implement a plan for the use of Mainstem farm after the expiration of current lease.	Complete	Board approval secured for long term lease with purchase option.
Decision on exercise, deferral or extension of conservation easement option.	Complete	Did not exercise option but instead engaged with current farm manager/prospective buyer using a culturally relevant approach.
Continue to develop and advance opportunities for farmland access for socially historically disadvantaged and beginning farmers. Develop partnerships with Metro and others.	Complete	Opportunities for farm access equity advanced at Gordon Creek and Mainstem Farms, engaged consultant to lead up effort with community based Advisory Group, made foundational grant to Black Oregon Land Trust.
Inform and participate in efforts that could help support EMSWCD and regional agricultural land protection efforts, including the Metro Open Space Bond, the Oregon Agricultural Trust and other cohort groups.	Complete	Continued engagement with Metro.
Farm succession resources offered, including workshop, if time and other circumstances permit.	Complete	Virtual workshop offered in collaboration with Clackamas & Tualatin SWCD's.
Agricultural Land Stewardship		
Working farmland easement interests monitored and managed.	Complete	All easement monitoring for the 2020 cycle was completed as planned.
Agricultural / Habitat management plans monitored and managed.	Complete	All AMP/HMP were monitored in 2020 as planned. Some violations of AMP provisions were identified and addressed.
Lease interests monitored and managed.	Complete	All lease interests were monitored as needed. Several property management tasks identified and addressed through the year.
Natural Resource Lands Protection		



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Support partner protection efforts financially with partner entity in the lead, as opportunities arise.	Complete	Secured Board approval to fund 2 projects.
Continue to advance and enhance organizational partnerships that assist in EMSWCD's natural resources land protection work.	Complete	Deepened collaboration with Columbia Land Trust via project partnership, partnership with Gresham and Metro on Shaull project.
Assist in implementation of Metro Open Space Bond, and clarify the most appropriate role for EMSWCD with these new resources.	In Progress	Roll-out delayed, strategic planning will help define role for EMSWCD.
Natural Area Stewardship / DPNA		
Undertake weed control and plant maintenance, in-fill planting where required, in the DPNA.	Complete	DPNA maintenance completed as planned.
Conduct regular wildlife surveys in DPNA, install and analyze wildlife camera footage as desired.	Complete	Wildlife surveys were undertaken regularly throughout the year. No wildlife cameras were deployed this year.
Design and install signage denoting DPNA.	No Progress	This signage was not pursued this year due to other priorities and is planned for FY21-22.
Plan and conduct open house/tour of DPNA for neighbors of DPNA and Headwaters Farm.	No Progress	Postponed due to COVID-19 considerations.
Undertake weed control and plant maintenance at Oxbow easement interest, including the pollinator hedgerow habitat, as well as infill planting where required.	Complete	Maintenance at Oxbow completed. A decision was made for safety reasons to remove the hedgerow on the Oxbow Drive frontage
Conduct site preparation, planting, and plant maintenance of non-planted areas in Foltz Natural Area Zone and plant maintenance for the entire Natural Area Zone.	Complete	Site preparation and planting was completed to the new natural area portion of the Foltz property.
Access to Nature		
Support partner protection efforts financially with partner entity in the lead, especially those targeted to park deficient and/or under-served communities.	Complete	Secured Board approval to fund two projects
Continue to advance and enhance organizational partnerships that assist in EMSWCD's land protection work.	Complete	Deepened collaboration with Columbia Land Trust via project partnership, partnership with Gresham and Metro on Shaull project
Assist in implementation of Metro Open Space Bond, and these new Metro resources, clarify the most appropriate role for EMSWCD in new parks and natural area establishment.	In Progress	Roll-out delayed, strategic planning will help define role for EMSWCD.



Appendix 8: Grants Program Summary

Completed or progressing as planned, targets largely met	23/26	88%
Not completed as planned, but substantive progress made and success likely	2/26	8%
Not completed or progressing as planned, little substantive progress made	1/26	4%

GRANTS		
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.		
Program Goals: 1. Complement other EMSWCD program efforts in water quality, soil health, habitat restoration and sustainable agriculture. 2. Increase environmental literacy of EMSWCD residents. 3. Increase capacity and strengthen organizational structures needed to advance equitable conservation outcomes. 4. Establish and support sustainable school and community gardens throughout the urban areas of the EMSWCD service area. 5. Increase conservation benefits for communities and populations experiencing disparities in environmental health, environmental education, and natural amenities.		
Annual Activities and Deliverables	Year-end Status	COMMENTS
Outreach, Engagement and Evaluation		
Conduct survey of past grantees and applicants to gain information on DEI outcomes and opinions on future program direction.	Complete	A consultant was hired to conduct a survey of recent PIC grantees and to interview BIPOC leaders of grantees and partners. A final report entitled "EMSWCD Partners in Conservation (PIC) Grants Program Evaluation Report" by Jamie Stamberger provides the results of the survey and recommendations based on the findings.
Develop an Equity Grant Program Plan, incorporating survey and demographic information (gathered through organization-wide DEI efforts).	In Progress	During the year, it was decided by the Equity Team that individual Equity program plans would be put on hold indefinitely. The report and additional evaluation work will contribute to strategic planning regarding DEI and the grant program.



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Implement and evaluate a pilot technical assistance program for PIC applicants and grantees in grant writing and grant management.	In Progress	A contractor was hired to provide technical assistance to grantees. Because of COVID-19, there were minimal opportunities. The service will continue and be assessed once it has been fully implemented and utilized.
PIC Grants		
<i>PIC Grant administration</i>		
Update PIC grant application and supporting materials, receive applications.	Complete	A reduced version of these activities was conducted to allow for a simplified non-competitive application process during COVID-19.
Conduct due diligence, prepare for and host Review Committee meeting, make recommendations to the Board for PIC grant awards.	Complete	Modified version of these tasks, no Review Committee activity, but recommendations presented to the Board.
Contract with grantees for 19 PIC awards	Complete	Seven new grants, 12 Amendments to current grants.
<i>Compliment other EMSWCD Program Efforts</i>		
Fund at least three restoration or monitoring projects.	Complete	This deliverable was partially met. Funded two projects – community-based restoration at Nadaka Nature Park and Columbia Riverkeeper E. coli monitoring in the Columbia River.
Fund at least three projects that address stormwater runoff, water quality/ conservation, and/or soil erosion.	Complete	Funded three projects including Depave projects that managed stormwater and created nature spaces at school.
Fund at least one project that promotes sustainable agriculture.	Complete	Funded three project – including on to Outgrowing Hunger that increase the health of the environment and the community by enhancing access to sustainable, watershed-friendly urban agriculture. This project also provides gardening support to marginalized and under-served communities throughout East Multnomah County.
<i>Environmental Literacy</i>		
Fund at least three mission-specific environmental and/or garden education projects for youth.	Complete	Funded ten educational projects that focused on environmental education and/or garden education and involved District 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.	Complete	18 projects contained an educational component – virtually all. Education is integral to most projects. It was more difficult this year to include volunteers in on-the-ground efforts.



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<i>Sustainable School and Community Gardens</i>		
Fund the development of at least two new community or school garden spaces.	Complete	Two new community gardens were created – one through Outgrowing Hunger and one through the Sauvie Island Center.
Fund the upgrade and/or maintenance of at least three community or school gardens.	Complete	Through support of Growing Gardens and Grow Portland, the District continued its support of multiple school gardens and ongoing refurbishing.
<i>Urban Tree Canopy</i>		
Recruit for and convene at least one meeting of the Urban Forestry partnership and assist in planning for PIC or other grant applications.	Complete	Met twice with the Urban Forestry group of grantees and partners to discuss ongoing work and the FY21-22 funding opportunity.
Fund at least two projects that increase the urban tree canopy in underserved areas of the EMSWCD service area.	Complete	Funded two projects – Multnomah County and the City of Gresham – both for work in East County.
<i>Equitable conservation outcomes and benefits</i>		
Plan and execute evaluation of past and current funding/projects on Green Workforce Development to examine types of programs, longevity, challenges, effectiveness, future role for EMSWCD.	No Progress	Put on hold indefinitely due to COVID-19 and future consideration of PCEF funding in this area – that could have major impact on need for EMSWCD funding in this area.
Develop RFP to hire consultant for the purpose of providing technical assistance to low-capacity organizations with limited experience in grant-writing, budgeting, on-line application, and/or project development experience.	Complete	Hired consultant.
Fund projects of at least two culturally specific organizations to help build organizational and technical capacity for conservation work.	Complete	Funded two culturally specific organizations: ELSO – Black led and providing environmental education to BIPOC youth; Wisdom of the Elders – Native American led and providing restoration training and workforce development for Native youth and adults.
Participate in the Equity Grant Makers group, seek out training opportunities to address barriers to greater equity in grantmaking, and provide assistance on an as needed basis to the EMSWCD Equity Team.	Complete	Equity Grant Makers had one meeting, minimal interest due to virtual meetings. Staff assisted on some Equity Team matters.
SPACE Grants		
Fund projects that address restoration of urban habitat, stormwater management, water quality, and other on-the-ground conservation needs.	Complete	Nearly two thirds of the SPACE grants awarded planned for or had on-the-ground impact. The Human Access grant provided important



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		research on how to address harmful algae blooms in the Ross Island Lagoon.
Fund projects that upgrade and/or maintain community and school gardens.	Complete	Nine SPACE projects funded school and community garden projects.
Fund projects that contain an educational component: hands-on involvement of students or volunteers; work skills training (restoration, gardening, sustainable agriculture); and/or demonstration/interpretive elements.	Complete	All projects contained some type of educational component. Grantees managed to adapt learning methods in response to the limitations on group activities.
Fund educational community events focused on conservation and/or agricultural issues that reach significant numbers of EMSWCD residents.	Complete	Many events were cancelled or not initiated. However, we did fund several that pivoted to virtual events, including a celebration and learning events at Zenger Farm.
SPA Grants		
Attend SPA meetings and maintain familiarity with the contracts and projects.	Complete	Continued to support the SPA projects and grantees.
Administer individual agreements: reimbursements, reporting and electronic files.	Complete	Assisted with communication, managed reimbursements and files.
Undertake an evaluation of the SPA program and make recommendations to the Board for future support for the watershed councils after FY20-21 and/or for future similar strategic partnership funding agreements.	Complete	Conducted interviews and wrote report: Strategic Partnership Evaluation. The results of the evaluation were presented to the Board.



Appendix 9: Finance & Operations Summary

Completed or progressing as planned, targets met or largely met	33/48	68.7%
Not completed as planned, but substantive progress made and success likely	6/48	12.5%
Not completed or progressing as planned	9/48	18.8%

FINANCE & OPERATIONS		
Program Goals: <ol style="list-style-type: none"> Promote equity and embrace the diversity of humanity of our workplace. Recruit, develop and retain a professional, diverse and responsive workforce. Increase the percentage of residents who know about EMSWCD. Increase the percentage of residents who understand what EMSWCD does. Ensure that residents know how to access EMSWCD services. Ensure that residents have a positive perception of EMSWCD. 		
Annual Activities and Deliverables	Year-end Status	COMMENTS
Budget and Finance		
Complete FY19-20 budget audit.	Complete	Audit completed. No adverse findings. Completed and clean report presented to the Board at the December 2020 Annual meeting and approved.
Track FY20-21 budget and produce budget to actual reports.	Complete	Completed. No issues to report.
Develop FY21-22 budget.	Complete	Completed as planned. Approved in May, 2020. Adopted in June, 2020.
Review Fiscal Policies and recommend changes as needed, including in response to the COVID-19 pandemic.	Complete	Fiscal Policy & Procedures overhauled and updated. Approved in June, 2021.
Review and monitor EMSWCD contractual agreements.	Complete	Completed for the fiscal year. Ongoing as expected with no issues to report.



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Review remote bookkeeping & payroll process, implement improvements as needed, including in response to the COVID-19 pandemic.	Complete	Completed for the fiscal year. E-payments and process improvements implemented during fiscal year. Will continue to review and evolve accordingly.
Monitor payroll, time off, COVID-19-leave time usage, cash flows, bank accounts, transfers.	Complete	Completed for fiscal year. Continuous and no issues to report.
Develop bank reconciliation reports with bookkeeper for Treasurer review.	Complete	Completed for fiscal year. Continuous and no issues to report.
Board and Committee Management		
Schedule, notice, prepare logistics, create virtual meeting environment, distribute materials for, and host 12 Board of Directors meetings.	Complete	Completed for fiscal year. No issues to report.
Take and prepare minutes and maintain all records for 12 Board of Directors meetings.	Complete	Completed for fiscal year. No issues to report.
Schedule, notice, prepare logistics, distribute materials for, and help organize approximately 13 committee meetings.	Complete	Completed for fiscal year. No issues to report.
Take and prepare minutes, and maintain records for, approximately 13 committee meetings.	Complete	Completed for fiscal year. No issues to report.
Serve on and support the Executive Director Search Committee.	Complete	No issues to report. Executive Director hired in November 2020.
Human Resources		
Review health and other insurance benefits to determine if changes or enhancements are needed for upcoming fiscal year.	Complete	Implemented Board Approved Employee Assistance Program (EAP)
Review and update Employee Handbook/Personnel Policies.	In Progress	Reviewed by outside consultancy in HR policies evaluations.
Research personnel-related issues re: BOLI information/changes that might affect EMSWCD.	No Progress	No research performed on these specific topics due to competing priorities.
Research potential Personnel-related incentives.	No Progress	No other research on incentives performed due to competing priorities.
Maintain confidential personnel files.	In Progress	Continuous.
Assist in recruitment, hire process and on-boarding of new Executive Director.	Complete	Completed in November 2020 and onboarding continued beyond.



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Facilities, Fleet and Equipment		
Facilities		
Staff kitchen re-design and remodel at Williams Ave. Headquarters.	No Progress	Postponed. Engineers determined load bearing wall support and changes needed made the entire project cost prohibitive as well as insufficient funding budgeted.
General maintenance of building and facilities at Williams Ave. Headquarters.	Complete	The general maintenance has been completed as expected without any issues.
Complete front step and landing replacement at Williams Ave. Headquarters.	In Progress	Ongoing. Project pending results from City of Portland Permit offices
Complete repair/replace of interior main staircase at Williams Ave. Headquarters.	No Progress	Postponed. Waiting on accessibility audit to be performed to determine accessibility issues and prioritization of such with any other building upgrades.
General maintenance of buildings, equipment and facilities at Headwaters Farm.	Complete	The general maintenance has been completed as expected without any issues.
Assist in other capital projects and planning as needed at Headwaters Farm.	Complete	Assisted where needed in all aspects of planning and projects.
Fleet and Equipment		
Ensure electric vehicles and charging stations are maintained and operating efficiently.	Complete	Completed as planned. No issues to report.
General maintenance of two state motor pool vehicles.	Complete	Completed. Determining cost benefit of continued leasing.
Information Technology		
IT support to ensure properly functioning equipment and timely troubleshooting of technology problems.	Complete	Completed for the fiscal year. Continuous. Assisted staff with software, hardware, and network issues.
Liaise with contracted IT Services to maintain EMSWCD network, security, and ability to work-remotely.	Complete	Completed for fiscal year. Continuous. Worked with contracted IT company and with staff directly to assist staff with VPN and remote connections, and to ensure network was online and secure throughout the year.
Research technology improvements and upgrades for office and work with staff and partners to implement.	No Progress	Initial progress at end of fiscal year when return to the office plans were underway. Postponed due to the Delta variant and surge. Currently in progress again, but not completed in FY20-21.



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Purchase and set-up scheduled replacement computers for staff as needed.	Complete	New laptops, peripherals and other equipment were furnished and set up for staff throughout the year as needed.
Investigate subscription-based solutions for the office software, and if deemed cost effective, purchase and implement.	Complete	Investigated options and rolled out a complete transition to Office 365 platform for all staff.
Marketing and Media		
Review, revise, and restructure Marketing Plan and create program appendices.	No Progress	Postponed. Put on hold pending new Executive Director hire and upcoming strategic plan.
Collect information on advertising, analytics, costs, and effectiveness of marketing campaigns.	In Progress	Progressing. Most analytics have consisted of passive monitoring, such as website traffic to different portions of the site and using various analytical tools. Regularly performed social media analytics. With several program events cancelled in the year, there were no coordinated marketing campaigns. Conducted a comprehensive study of plant sale data over several years and presented to staff.
Develop, revise, maintain and add content to the website.	Complete	Completed for the fiscal year. Added and revised content on the website throughout the year and maintained and upgraded it on a constant basis. Program areas that received significant content changes or additions include Urban Lands, Grants, Headwaters, Land Legacy (in particular Working Farmland Succession content), and district-wide/F&O content.
Develop and integrate social media to drive traffic to EMSWCD website, encourage event participation and promote conservation practices.	In Progress	Progressing. Posted to social media throughout the year to reflect updates, conservation events and opportunities in the area, urgent news (such as resources during the extreme heat wave), and EMSWCD program offerings. Researched and joined "LinkTree" platform as portal to link all social media sites together. Will continue to research and implement new social media outreach platforms and opportunities.
Coordinate and conduct press outreach.	Complete	Completed for the fiscal year. Continuous. Conducted some press outreach at various points throughout the year. Reviewed and updated media/outreach contact list. This effort will be continuous. Some outreach included topics such as a new conservation easement, PIC grants awarded, the hiring of our new Executive Director, and assisted in the press outreach campaign on the milestone half million trees planted through StreamCare.



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Identify and implement advertising opportunities.	No Progress	Not progressing due to most large annual events and all outdoor or in-person events were cancelled or suspended, there was no advertising this year. Staff did receive and evaluate various advertising opportunities.
Manage uploads and organization from 3 time-lapse cameras at Headwaters monthly. Create a video collage of content, publish and promote online.	No Progress	This has been put on hiatus for now. Staff have not been collecting new footage from the timelapse cameras.
Continue to track direct outcomes of marketing, action-driven website content (downloads, registrations, etc.). Continue to employ analytic tools and metrics.	Complete	Completed for fiscal year. Continuous. Staff monitored workshop registrations and effectiveness of outreach approaches such as social media promotion and website posts, and regularly used various analytical tools to monitor traffic and engagement.
Manage and respond to any potential crises, including pandemic response and any other events affecting work, staff and/or infrastructure.	Complete	Continuous monitoring and responses as needed. Assisted staff as needed to help relay important news or updates on the site and social media. Significant examples of this would be compiling and sharing important relief/safety information during the extreme heat wave event and wildfire events on the website and social media channels.
Office Administration		
General office support and public reception, depending on COVID-19 restrictions and when the office is reopened to the public.	Complete	Completed for the fiscal year. Office support continuous. Responses to public remote as office closed to public.
Ensure the records management in accordance with Oregon public records law.	Complete	Completed by CFO in fiscal year.
Research and/or develop needed policies and procedures.	In Progress	Some COVID-19-related protocols developed as pandemic evolved. Policies evaluated by outside consultancy. Continuing in progress.
Establish and maintain public access to Board and Committee information.	Complete	Completed for fiscal year. No issues to report.
Provide assistance as needed to all staff working remotely during COVID-19.	Complete	Completed for fiscal year as needed. No issues to report.
Assist with research and cost comparisons for vendors and equipment to maintain cost effectiveness and quality.	No Progress	Task not completed or initiated due to competing priorities.
Coordinate materials for meetings, training sessions, and other activities of the organization.	Complete	Completed for fiscal year as needed, requested, or appropriate. Continuous.



Appendix 10: 2021 PIC Grants (New Awards and Extensions)

TOTAL: \$561,538

Audubon Society of Portland/Columbia Land Trust

Backyard Habitat Certification Program - East Multnomah County Engagement and Equity \$35,000

The BHCP provides technical assistance, incentives, resources, and recognition to urban and sub-urban residents as they create backyard habitats and manage stormwater. The program is recognized as an integral component of conservation education and habitat enhancement across the region. The grant will support BHCP investment in East County services areas, continue to implement the programmatic DEI Plan, and begin implementing a comprehensive review process to gain a deeper understanding of community members' barriers to engaging with the program.

Camp E.L.S.O. Inc.

Wayfinders Program Expansion \$30,000

This project expands and improves the Wayfinders Summer Program. It will create opportunities for more children of color to receive science-based environmental education. The project will also deliver trauma informed, age-appropriate experiential learning opportunities, increase evaluation capacity, provide professional development opportunities for young environmental leaders of color, and improve cultural responsiveness of other environmental education programs.

City of Gresham

Urban Forestry Program Assistance \$25,000

This project will build on the first-year results with the goal to enhance and expand Gresham's urban forestry program: 1) update Urban Forestry Management Plan (UFMP) with climate resilience and heat action planning metrics, 2) hire a municipal urban forestry expert to assist with developing regulatory and non-regulatory tools to implement action items identified in the UFMP, and 3) collect citywide, neighborhood scale and parcel level data for a Tree Canopy and Inventory Initiative.

Columbia Riverkeeper

Columbia River Monitoring and Outreach Project \$25,000

The project will: 1) engage diverse communities who fish near Bradford Island, one of the most contaminated sites on the Columbia; 2) encourage safe swimming by collecting E. coli water quality data at ten popular beaches; and 3) improve service to communities of color by supporting diversity, equity, and inclusion (DEI) training for staff and board.

Depave

Depave 2021/22 \$40,000

Depave will develop, plan, and implement four depave and re-greening projects at Centennial and Portland Public School District elementary schools and one healing garden in Gresham, removing 13,600 square feet of pavement, creating outdoor nature elements, installing native plants, and incorporating sustainable stormwater features. Depave will also cultivate and develop future projects and provide stewardship at past sites needing weeding/maintenance.

Ecology in Classrooms and Outdoors

Ecology Enrichment in Elementary Schools \$25,000

This project will reach students at Lent, Kelly, and Marysville elementary schools with ECO's hands-on lessons in classrooms, schoolyards, and natural areas (or remotely depending on COVID-19 status). Integrated into curriculum is the opportunity for students to practice what they learn through habitat



restoration under the mentorship of Native American interns. The goal is for students to increase their knowledge of local ecology, enhance their affinity for nature, and view themselves as advocates for a healthy environment.

Friends of Nadaka Nature Park (Outgrowing Hunger -fiscal agent)

Nadaka Restoration Stewardship & Education \$25,000

This project will continue previous stewardship and environmental education programming at Nadaka Park including removal of invasives and restoration in the 10-acre forest, the Nadaka Ambassador program, internships to provide income and workforce readiness to low-income BIPOC youth, and stewardship events and seasonal volunteers. Partners include: Play, Grow Learn, the City of Gresham, the Blueprint Foundation, Tivnu, and Voz.

Friends of Zenger Farm

Reducing Barriers: Developing Future Farmers and Relevant Youth Programming \$50,000

This project aims to reduce barriers and increase interest among a diverse range of potential farmers through its farmer training program. It also will provide support to students in the David Douglas School District, and their families, through weekly activities at schools, distributions at IRCO SUN food pantries, and family visits during Open Farm Days.

Growing Gardens

School Gardens: A Continuum of Programming for Youth Development \$35,000

The project goal is to develop a continuum of school garden education, starting with young children and their families, and extending into adulthood. Continued programming in 21/22 will support: high School and middle school clubs, Community Food Systems internships, lessons delivered to Early Childhood Education programs, new partnerships with Early Childhood Education Centers, and youth-oriented lessons at Home Gardens workshops.

Grow Portland

Sustaining School Garden Programming at Title 1 Schools \$40,000

This project provides school-based outdoor learning for children who lack an equitable level of access to experiential education: students of color, students who live at or below the poverty line, and students with disabilities. Programming is integrated into the school day in primarily Title I schools, engaging thousands of students each month. Utilizing Learning Gardens, staff teach lessons using standards-based environmental education curriculum and engage all students in caring for the earth.

Multnomah County

Green Gresham / Healthy Gresham \$50,000

This project focuses on increasing environmental justice in Rockwood, Wilkes East, and North Gresham by increasing the tree canopy and its related benefits. Activities include planting trees in areas of East County with low tree canopy cover and no established tree planting program, providing meaningful youth employment opportunities for young people from the service area, introduce those young people to the field of urban ecology and forestry, and finally to seed the notion in Gresham government that ongoing investments in urban forestry are vital to healthy thriving communities.

Northwest Youth Corps

East Multnomah Inclusion Stewardship Crews \$23,411

Funds will support a four-week summer session of tree care activity and education including watering, daylighting, mulching, and weeding several sites where trees and native plants have been installed or stewarded by Friends of Trees in recent years. After each work day, the crews return to their meeting



site, where they engage in environmental education lessons. The program also enables students to earn money and academic credit.

Our Village Gardens

Growing Deeper: Intergenerational Community Organizing Through Food and Farming \$25,000

This project will allow Village Gardens to deepen current strategies that ensure access to free urban gardens space, provide ongoing garden education and skill-sharing, expand sustainable seed to harvest practices, and magnify food equity in Oregon's largest affordable housing neighborhood. The program is building an on-site greenhouse to facilitate and promote sustainable seed to harvest practices and develop seasonal extension techniques. They will also launch an Ambassador program and recruit new gardener families.

Outgrowing Hunger

Gardens for Health \$25,000

This project will increase the health of the environment and the community by enhancing access to sustainable, watershed-friendly urban agriculture and gardening, and provide support for highly successful natural gardening to marginalized and under-served communities throughout East Multnomah County. One new community garden will be built. It will also build capacity toward a vision of being an ongoing resource for disadvantaged gardeners across the District, including connecting underserved populations with other EMSWCD programs.

Portland Opportunities Industrialization Center Inc.

Student Crew Leadership Training Program \$25,000

Through partnerships with Friends of Trees and Portland Parks & Recreation, this project will engage low-income youth and youth of color in project-based education and career-track natural resource mentorship. Students develop an appreciation for local urban forests and watersheds through site-based experiences, including leading native restoration projects and building a conservation culture in the community through volunteer recruitment and training.

Sauvie Island Center

Growing Environmental Literacy Inclusively through Farming & Gardening \$19,627

SIC moved to a new location at Topaz Farm last year. This move has allowed them to build on their success in youth programming. This project will continue efforts to: 1) expand reach and impact by enhancing and growing current programming to include learners of all ages; and 2) expand partnerships with BIPOC organizations and other environmental educators to lead and host community-centered learning workshops that will continue the SIC tradition of hands-on, place-based garden and environmental education.

Verde

Community Rain Garden and Naturescapes \$20,000

Funds will be used for the Community Rain Garden and Naturescape Program, which provides resources and education material for low-income residents and residents of color to plan, develop, install, and maintain a rain garden/naturescape on their private properties. Verde will also provide education about naturescaping and the Backyard Habitat Certification Program, conducting site visits with homeowners and providing them with a site report for their property that they can use towards achieving certification. Verde staff have deepened their partnership with Backyard Habitat and are now trained as backyard habitat technicians.

**Wisdom of the Elders, Inc.*****Wisdom Workforce Development Capacity Project*** \$25,000

This project will expand WWD's capacity to perform restoration in the Portland Metro area, which in turn, will provide a more secure conservation work path for Native adults. Activities include conducting non-chemical invasive plant removal in natural areas and expanding professional development for assistant crew leaders. Partnerships include participation in the Green Workforce Collaborative and a renewed relationship with the Native Gathering Garden at Thomas Cully Park.

World Salmon Council***Salmon Watch*** \$18,500

Salmon Watch is an outdoor environmental education program that reaches over 1,000 middle and high school students in the Portland Metro and Columbia Gorge regions per year through field trips, service-learning projects, and classroom curriculum. Focusing on salmon as a keystone species of Northwest ecosystems, the program provides students with a unique opportunity to learn about ecosystem and watershed health through hands-on, multidisciplinary education in the classroom and in the field.



Appendix 11: 2020-21 SPACE Grants

TOTAL: \$55,017 awarded (89% of budget)

30 SPACE grants were approved for funding, one application was declined, and one was not eligible.

Organization Name	Proposal Title	Award Amount
Albina Cooperative Garden	Albina Cooperative Garden Water Conservation Project	\$2,000
Columbia Grange	Corbett Community Biochar Kiln	\$2,000
ELSO Inc.	Abbey Garden Build Project	\$2,000
Friends of Sellwood Community House	Sellwood Community House Courtyard: Habitat by Design	\$2,000
Friends of Zenger Farm	Harvest Festival	\$2,000
Friends of Zenger Farm	Spring for Zenger	\$2,000
Gresham Barlow School District	Clear Creek Eco Field Study Grant	\$2,000
Home Builders Foundation	St Johns Village	\$2,000
Human Access Project	Harmful Algae Bloom 2D Modeling	\$2,000
Human Access Project	Harmful Algae Bloom Fact Sheet	\$1,000
Immigrant and Refugee Community Organization - IRCO	Africa House Naturescaping	\$2,000
Johnson Creek Watershed Council	Spatial and seasonal variations of microplastic concentrations in Portland streams	\$2,000
Kindness Farm	Hands-On Community Learning Garden to Teach Regenerative Practices & Feed those in Need	\$2,000
Latino Network	Memorial Garden - Garden Beds	\$1,250
Leaven Community/Salt and Light Lutheran	Summer Youth Garden Program @ Leaven	\$2,000
Metropolitan Family Service	West Powellhurst Green Space Volunteer Day	\$1,977
Oliver P. Lent PTA	Lent School Garden Information Board	\$420
Oregon State University Extension	Small Farm School Speakers and Scholarships	\$2,000
Our Happy Block with Calvary Lutheran Church	Neighborhood Gardens	\$2,000
Parkrose Community United Church of Christ	Courtyard and Community Art Project	\$2,000
Portland Area CSA Coalition	CSA Share Fair 2021	\$2,000
Portland Fruit Tree Project	Community Barrier to Utilizing/Accessing Harvested Fruit Research	\$2,000
Portland Fruit Tree Project	Equity Education for Leadership	\$2,000
Reparations and Earth Restoration Initiative	Anti-Oppression Permagarden	\$1,470



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East Multnomah Soil & Water Conservation District

Rigler Elementary Padres Unidos PTA	La Colectiva de la Comida Hoop House	\$1,700
ROSE Community Development	Garden Support at Affordable Housing Sites	\$2,000
St Johns Swapnplay (Swap)	St. Johns Swapnplay Habitat Restoration	\$2,000
Urban Greenspaces Institute	Trees for Life video project	\$2,000
Urban Nature Partners PDX	Supporting Youth Outdoor Camps and Outings	\$2,000
Vanport Placemarking Project	Vanport Placemarking Project Outreach Event	\$1,200