



ANNUAL REPORT

Fiscal Year 2018-2019

East Multnomah Soil & Water Conservation District

Helping people care for land and water since 1950

November 2019
Version 1.1



**East Multnomah Soil & Water Conservation District
Annual Report for Fiscal Year 2018-2019
November 25, 2019
Version 1.1**

**This report was approved by the
East Multnomah Soil & Water Conservation District Board of Directors
on: December 2, 2019.**

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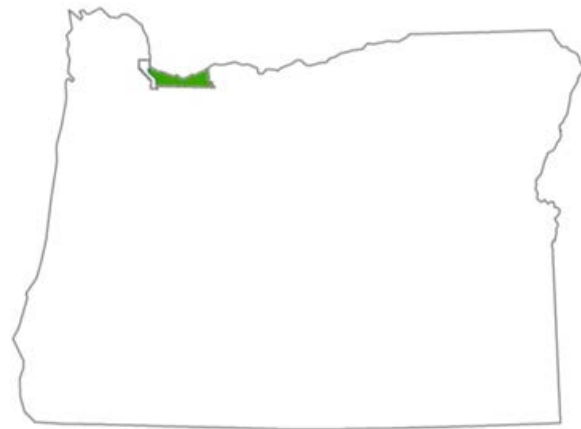


1. Executive Summary

The East Multnomah Soil and Water Conservation District (EMSWCD), located in northwestern Oregon, is a local, non-regulatory government agency that operates east of the Willamette River within Multnomah County (see Map 1). During the Fiscal Year 2018-2019 (FY18-19), the EMSWCD's mission was: *To help people care for land and water*. The EMSWCD fulfills its mission by providing technical, capacity, and financial assistance to landowners, land managers, and other residents to help establish and maintain healthy ecosystems, with a focus on soil, water, and natural habitats. With 20 full time staff and an annual operating and capital budget of \$13.7 million for FY18-19, the EMSWCD implemented its activities through four organizational units: 1) Finance and Operations; 2) Rural Lands; 3) Urban Lands; and 4) Conservation Legacy. This annual report describes the activities and accomplishments of these programmatic units from July 2018 through June 2019.

Throughout the fiscal year, the Finance and Operations unit focused on the administrative aspects of the EMSWCD's work, including budgeting, contracting, human resources, office management, facilities management, and marketing. The Rural Lands unit focused on providing advice to farmers and other landowners/managers on best practices, improving riparian habitats, and eradicating invasive weeds. The Urban Lands unit provided workshops, project consultations, demonstration project leadership, and a native plant sale. And the Conservation Legacy unit focused on helping new farmers get established, protecting agricultural, natural resource, and access to nature lands, as well as providing grant funding for the conservation-related activities of partner organizations.

Map 1: EMSWCD Location



Significant accomplishments during this reporting period included:

- Caring for **730 acres of natural habitat extending along 26 miles** of area streams;
- Surveyed over **600 acres for invasive weed species** on rural lands, including land burned by the Eagle Creek Fire;
- Holding or participating in **91 outreach and education events**, extending our reach to over **3,174 constituents** with messaging about sustainable urban landscapes;
- Committing to provide **\$1.3 million** to private organizations, public agencies, businesses, and individuals for conservation-related projects.
- Assisting **15 new farm businesses** take root through the Headwaters Incubator Program; and
- Purchasing a **20-acre farm property** to protect for agriculture use and completing the sale of a **57-acre farm property subject to a working farmland conservation easement**.



Table 1 below summarizes activities and accomplishments for each programmatic unit relative to activities that were identified in the FY18-19 Work Plan. Overall, the EMSWCD:

- **Completed or is progressing satisfactorily with 85% of planned activities;**
- Did not complete or progress as planned, but substantive progress was made and **success is likely for 7% of planned activities;** and
- **Did not complete or progress as planned 8% of planned activities.**

Table 1: FY18-19 Annual Work Plan Progress Summary

FY17-18 Annual Work Plan Progress Summary	Completed or progressing as planned, targets met or largely met	Not completed as planned, but substantive progress made and success likely	Not completed or progressing as planned; little substantive progress made
Finance & Operations	39 (75%)	6 (12%)	7 (13%)
Rural Lands: Water Quality	25 (96%)	0	1 (4%)
Rural Lands: Weed Control	18 (100%)	0	0
Urban Lands	37 (86%)	5 (12%)	1 (2%)
Cons. Legacy: Headwaters Farm	29 (88%)	2 (6%)	2 (6%)
Cons. Legacy: Land Legacy	23 (77%)	1 (3%)	6 (20%)
Cons. Legacy: Grants	20 (84%)	2 (8%)	2 (8%)
TOTAL:	191 (85%)	16 (7%)	19 (8%)

The percentages of activities and deliverables achieved represents a slight improvement on those achieved in the previous fiscal year FY2017-18 of 77% complete, 15% in progress, and 8% not completed.

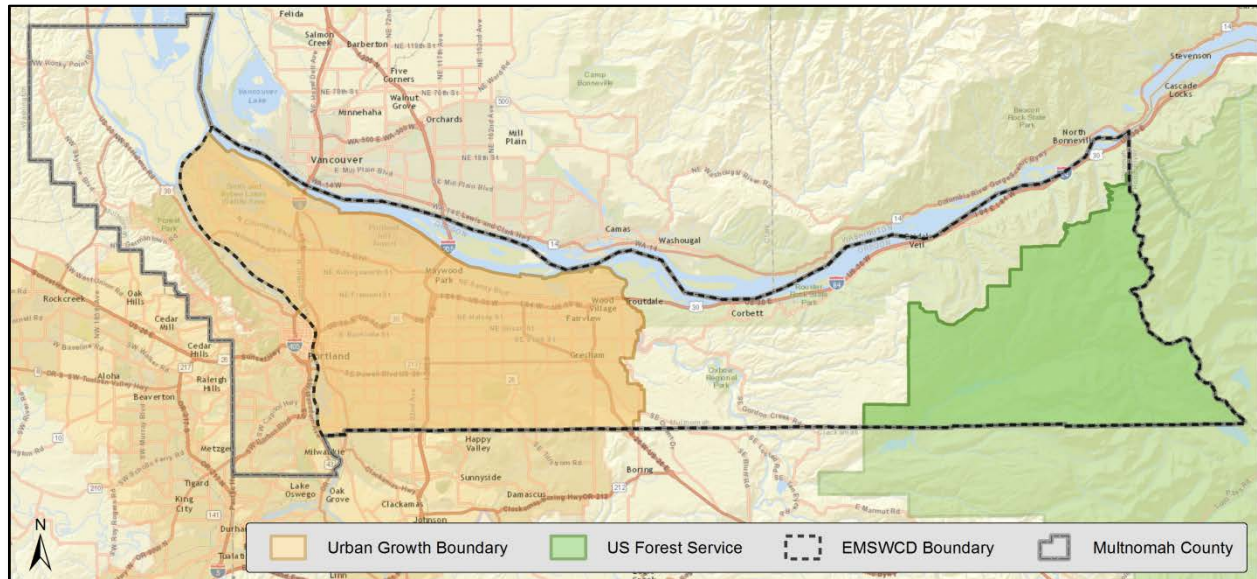
Narrative descriptions of the accomplished work are given in Sections 3.0 – 7.0. Detailed information on progress relative to activities and deliverables identified in the FY18-19 Work Plan are provided in Appendices 3 - 8.



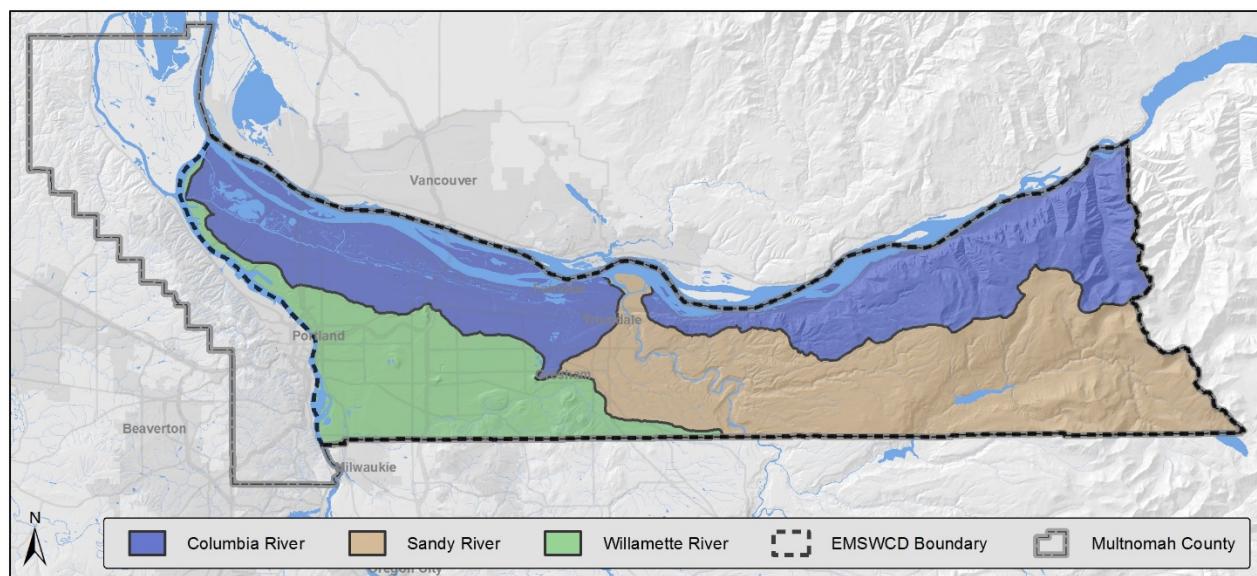
2. Introduction

The EMSWCD serves approximately 700,000 residents who live and manage land east of the Willamette River in Multnomah County, Oregon. Approximately one third of the EMSWCD's service area is urban, another third is populated rural area, and another third is managed directly by the United States Forest Service (see Map 2).¹ The area encompasses approximately 230,000 acres and includes three major watersheds – the Columbia River, Sandy River, and Willamette River — all of which contribute to the Greater Columbia River Basin (see Map 3).

Map 2: EMSWCD Service Area



Map 3: Watersheds of the EMSWCD



¹ Areas outside the Urban Growth Boundary along the Columbia River are also managed by the U.S. Forest Service as Columbia River Gorge National Scenic Area, but the EMSWCD operates in this area as well.



A board of five directors, two associate directors, and one director emeritus guided the policy and program direction of the EMSWCD in FY18-19. The daily operations of the EMSWCD were led by an Executive Director and implemented by 20 full time staff, one part-time seasonal employee and a part-time intern. During the fiscal year, the EMSWCD was organized in four programmatic units: 1) Finance and Operations; 2) Urban Lands; 3) Rural Lands; and 4) Conservation Legacy.

2.1 Organizational Vision, Mission, Values, and Strategic Goals

In January 2015, the EMSWCD Board of Directors approved an updated five-year strategic plan that identified the vision, mission, broad goals, and organizational values below.

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.

Organizational Values:

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

2.2 Purpose of this Report

The primary purpose of this FY18-19 Annual Report is to document the progress EMSWCD has made from July 2018 through June 2019. Progress is measured relative to the activities that were planned for in the EMSWCD's FY18-19 Annual Work Plan. This report also serves to satisfy the requirements of Oregon Revised Statute 568.580, which directs all Oregon soil and water conservation districts to call an annual meeting of landowners (and other residents and constituents) and present an annual report and audit.

This annual report is one of many tools the EMSWCD uses to plan, track, improve, and report on activities and progress. Individual staff and EMSWCD-wide work plans are established early in each fiscal year, reporting on progress is completed quarterly and at the end of the fiscal year. Budgeting is initiated at the mid-point of each fiscal year and completed by the end of the year. The public can participate at any point in this cycle through board and committee meetings as explained in Section 3 below.

Annual activities are guided by the 5-year strategic plan for the organization. FY17-18 was the last year EMSWCD operated under the revised 2012-2017 Strategic Plan, and work continued this year towards the formulation of a new strategic plan to guide the next 5-year period.



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.

From July-December 2018, the EMSWCD Board was composed of two zone Directors, two at-large Directors, two Associate Directors, and one Director Emeritus. An election held in November 2018 resulted in a new Zone 1 Director, Gabrielle Rossi, who was sworn in at the January 2019 Board meeting. One of the two associate directors, Mike Gerel, resigned at the January meeting because he was moving out of state. From January-June 2019, the EMSWCD Board had three zone Directors, two at-large Directors, one Associate Director, and one Director Emeritus. (see Table 2 and Table 3)

EMSWCD had five standing board committees: Land Legacy Committee, Personnel Committee, Grants Committee, PIC Committee, and SPACE Committee. Board member assignments to the committees during FY18-19 are shown in Table 2 and Table 3. The EMSWCD zones associated with the zone Directors are shown in Map 4.

The Board met once per month during the fiscal year, except for July of 2018. The Land Legacy Committee met every other month. All other committees met on an as-needed basis. All Board and committee meetings were open to the public. The schedule of board and committee meetings that took place in FY18-19 is shown in Table 3.

Table 2: Board Directors and Committee Assignments (July – December 2018)

EMSWCD Board (July – Dec 2018)			EMSWCD Committees						
Members	Positions	Officers	Budget	Land Legacy	Personnel	Grants	PIC ²	CLIP	SPACE
<i>Vacant</i>	Director - Zone 1								
Laura Masterson	Director - Zone 2		X	Chair	X			X	
Mike Guebert	Director - Zone 3	Treasurer	X	X	Chair				X
Rick Till	Director - At-Large 1	Chair	X	X	X	X	X		
Allison Hensey	Director - At-Large 2	Secretary	X	X				X	
Carrie Sanneman	Director – Associate		X	X					X
Mike Gerel	Director – Associate		X	X					
Dianna Pope	Director - Emeritus		X						

² External Committee members in 2019 included: Jessica Rojas (NE Coalition of Neighborhoods); Sheilagh Diez (Metro); Katie Holzer (City of Gresham); and Jennifer Aron (farmer).



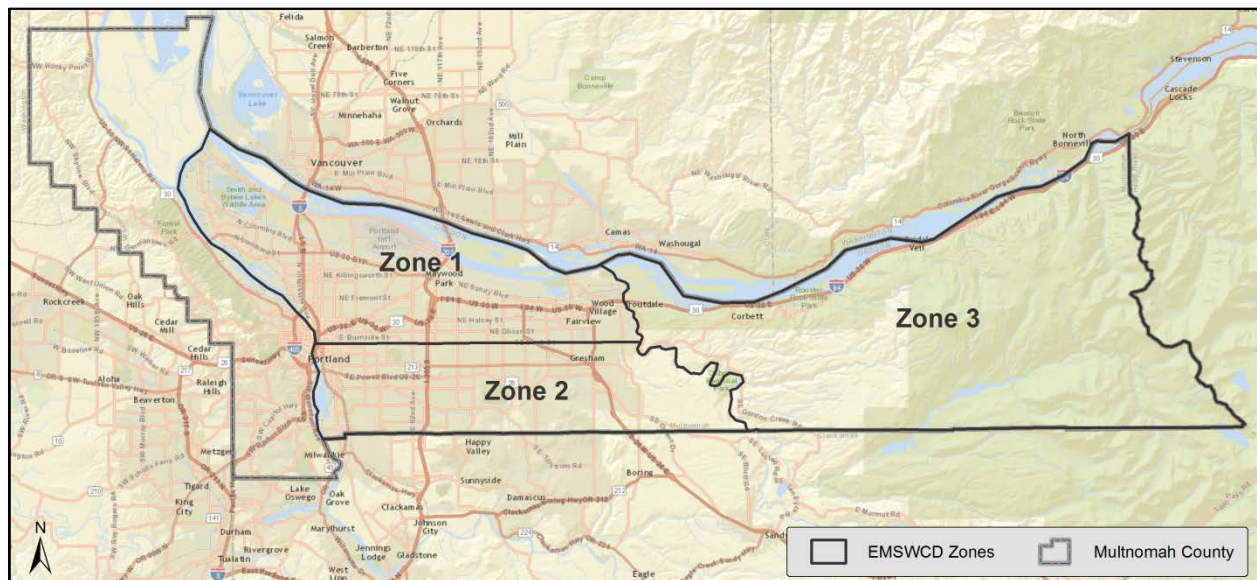
Table 3: Board Directors and Committee Assignments (January – June 2019)

EMSWCD Board (2018-2019)			EMSWCD Committees						
Members	Positions	Officers	Budget	Land Legacy	Personnel	Grants	PIC	CLIP	SPACE
Gabrielle Rossi	Director - Zone 1	Treasurer	X	X					
Laura Masterson	Director - Zone 2	Vice-Chair	X	Chair	X			X	
Mike Guebert	Director - Zone 3		X	X	Chair	X			X
Rick Till	Director - At-Large 1	Secretary	X	X	X	X	X		
Allison Hensey	Director - At-Large 2	Chair	X	X				X	
Carrie Sanneman	Director - Associate		X	X		X			X
Dianna Pope	Director - Emeritus		X						

Table 4: FY18-19 Board and Committee Meeting Dates

Meeting Dates								
Year	Month	Board	Budget	Land Legacy	Personnel	Grants	PIC	SPACE
2018	July	--		30	27			No formal meetings held; monthly work conducted
	August	6						
	September	10		24		12		
	October	8						
	November	5		26				
	December	3			10			
2019	January	7		28				
	February	4					27/28	
	March	4	4	25				
	April	1	1					
	May	6	6	20				
	June	3						

Map 4: District Zones





3.2 Executive Director

The Executive Director (ED) is responsible for all EMSWCD operations, including supervising staff, managing budgets, developing long range plans, representing EMSWCD to the public and partners, and providing support to the Board of Directors and staff. Highlights of the ED's work and accomplishments during FY18-19 include:

- Led the five-year strategic partnership with three local watershed councils;
- Continued engagement with partners, such as the Multnomah County Farm Bureau, West Multnomah Soil and Water Conservation District, USDA Natural Resources Conservation Service, and the Oregon Association of Conservation Districts (OACD);
- Engaged local government leaders in diversity, equity, and inclusion; and
- Revised and improved internal policies and procedures.

Executive Director Jay Udelhoven stepped down from his position with EMSWCD near the end of the fiscal year on June 20th, 2019. EMSWCD will be recruiting for a new Executive Director in FY19-20.

3.3 District-wide Initiatives

3.3.1 Equity, Diversity and Inclusion

FY18-19 saw EMSWCD continue efforts to advance equity, diversity and inclusion through the work of the organization, building on the initial work by the internal Equity Team and the training received by the board and staff from the Center for Equity and Inclusion (CEI) undertaken the previous year.

The Equity Team continues to lead EMSWCD's equity initiative. The Equity Team met more or less monthly, and consisted for most of the year of at least one representative from each program area, as well as a Management Team and a Board representative.

Following the conclusion of EMSWCD's work with CEI in the fall of 2018, the Equity Team has focuses on spearheading an inclusive process of developing an organization-wide Equity Plan, that involves input from Staff, Board, and Community. It is anticipated that the first iteration will be finalized in FY19-20. Once finalized, the plan will help guide EMSWCD on its path towards becoming a more inclusive organization and developing programs that effectively serve the region's diverse communities.

Staff also initiated an internal process to continue promoting and support the equity work of the organization while the plan is in development. Part of this is ensuring that staff is continuing to focus on individual learning and awareness building around equity work. Dedicated time for all staff has been built into their individual work plans to dedicate to DEI work. Small internal discussion groups, that meet monthly to discuss a variety of topics, were initiated to help provide a collective learning environment for EMSWCD staff. The goal is to bridge the gap between formal education and work experience and provide a platform for deliberate sharing and co-creating knowledge and ideas. This platform will also provide a safe space to communicate the intersection of EMSWCD's work with racial and other disparities.

A Diversity, Equity, and Inclusion page was added to the EMSWCD website in FY18-19, highlighting our work and providing resources to the community. The Equity Team continues to refine an Equity Lens and Diversity, Equity, and Inclusion Statement.

3.3.2 Strategic Planning

The strategic planning effort that started in 2017 to develop a new five-year plan to guide EMSWCD's activities continued in FY18-19. The formulation of a final new strategic plan was delayed in favor of focusing on advancing EMSWCD's diversity, equity and inclusion planning process, as well as addressing



other organizational challenges. A complete draft of the new 2019-2024 strategic plan was produced in the spring of 2019, that will be finalized for approval by the Board in FY19-20.

4. Finance and Operations

The Finance and Operations unit consisted of 3.5 FTEs (full-time-equivalents), including the Chief of Finance and Operations (CFO), Office Manager, Facilities Manager, and Marketing and Media Manager. For budgetary purposes the Executive Director is also included in Finance and Operations costs. The operating and capital budget for Finance and Operations during FY18-19 was \$738,546. Contractual services were used for legal, 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 FY18-19 Work Plan are provided in Appendix 3. The FY18-19 Work Plan identified 52 specific activities related to Finance and Operations, of which 39 (or 75%) were completed, six (or 12%) were not completed as planned but had substantive progress made and are likely to be completed soon, seven activities (or 13%) did not have substantial progress made or were postponed indefinitely.

4.1 Financial Management and Budgeting

In November 2004, a permanent property tax rate limit for EMSWCD was approved by the voters of the district, with the property tax rate limit set at 10 cents per \$1,000 of assessed property value. The property tax generated \$4.97 million in revenues during FY18-19. Revenues from property taxes represented the largest source of new funding for FY18-19 accounting for 80% of total new funds. Approximately 12% of the revenue received in FY18-19 was the proceeds from the sale of the Oxbow property representing over \$760,000. 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 FY18-19 at \$10.1 million (see Table 5 and Figure 1).

The total EMSWCD budget for FY18-19 was \$13.7 million (see Table 6 and Figure 2). Of this, the total amount allocated for program operational expenditures in FY18-19 was \$3,325,780. In addition, funds from the Land Conservation Fund (\$7,015,000) was available for land acquisitions and the Grants Fund (\$1,839,000) for grants to external organizations.

The budgeting process for the subsequent fiscal year, FY19-20 was initiated in January 2019 and was managed by the CFO, who also acted as the EMSWCD's Budget Officer. The 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 district with a population of over 200,000, the EMSWCD Board of Directors served as the Budget Committee.

Significant accomplishments in FY18-19 included:

- Completed the FY17-18 financial audit;
- Managed FY18-19 finances to stay within budget limits and meet all legal requirements; and
- Managed the FY19-20 budget process to create a balanced budget that met with the approval of Budget Committee and the TSCC.



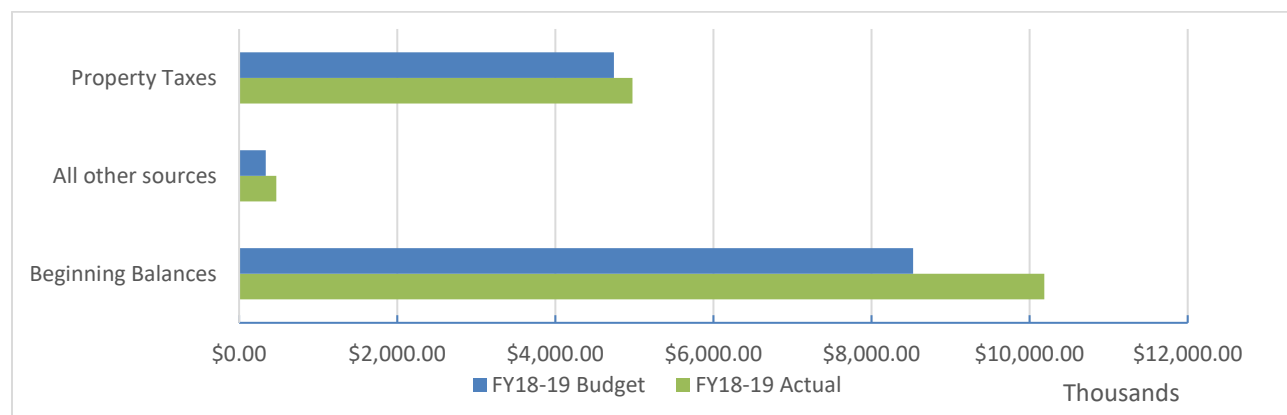
An audited summary statement regarding the EMSWCD's revenues, expenditures and changes in fund balances for FY18-19 is provided in Appendix 2. The comprehensive FY18-19 financial statements and respective notes once approved can be accessed at the EMSWCD's office or online at:

www.emswcd.org.

Table 5: FY18-19 Budgeted vs. Actual Revenues

	Source	Purpose	FY18-19 Budgeted	FY18-19 Actual	Variance
New Revenue	Taxes	Property taxes	\$4,742,473	\$4,974,571	\$232,098
	Grants	ODA Administrative Grant	\$23,546	\$23,546	\$0
		ODA Focus Area Funding	\$54,942	\$54,942	\$0
		Partner Grants pass through	\$35,000	\$27,172	(\$7,828)
	Income	Events: Native Plant Sale	\$35,000	\$42,456	\$7,456
		Farm lease payments	\$38,900	\$64,296	\$25,396
		Miscellaneous	\$12,000	\$9,290	(\$2,710)
	Interest	General Fund interest on bank/investment accounts	\$28,000	\$66,856	\$38,856
		Conservation Fund interest	\$90,000	\$159,257	\$69,257
		Grants Fund interest	\$19,000	\$24,501	\$5,501
	Sub-total new revenues		\$5,078,861	\$5,446,887	\$368,026
Carry-over funds	Beginning balances	General Fund carry-over from prior FY	\$1,360,000	\$2,244,968	\$884,968
		Conservation Fund carry-over from prior FY	\$6,250,000	\$6,860,191	\$610,191
		Grants Fund carry-over from prior FY ³	\$916,000	\$1,079,779	\$163,779
		Partners Grant Management carry-over from prior FY	\$0.00	\$7,172	\$7,172
	Sub-total carry-over funds		\$8,526.000	\$10,184,938	\$1,658,938
	Total		\$13,604,861	\$15,631,825	\$2,026,964

Figure 2: FY18-19 Budgeted vs. Actual Revenues



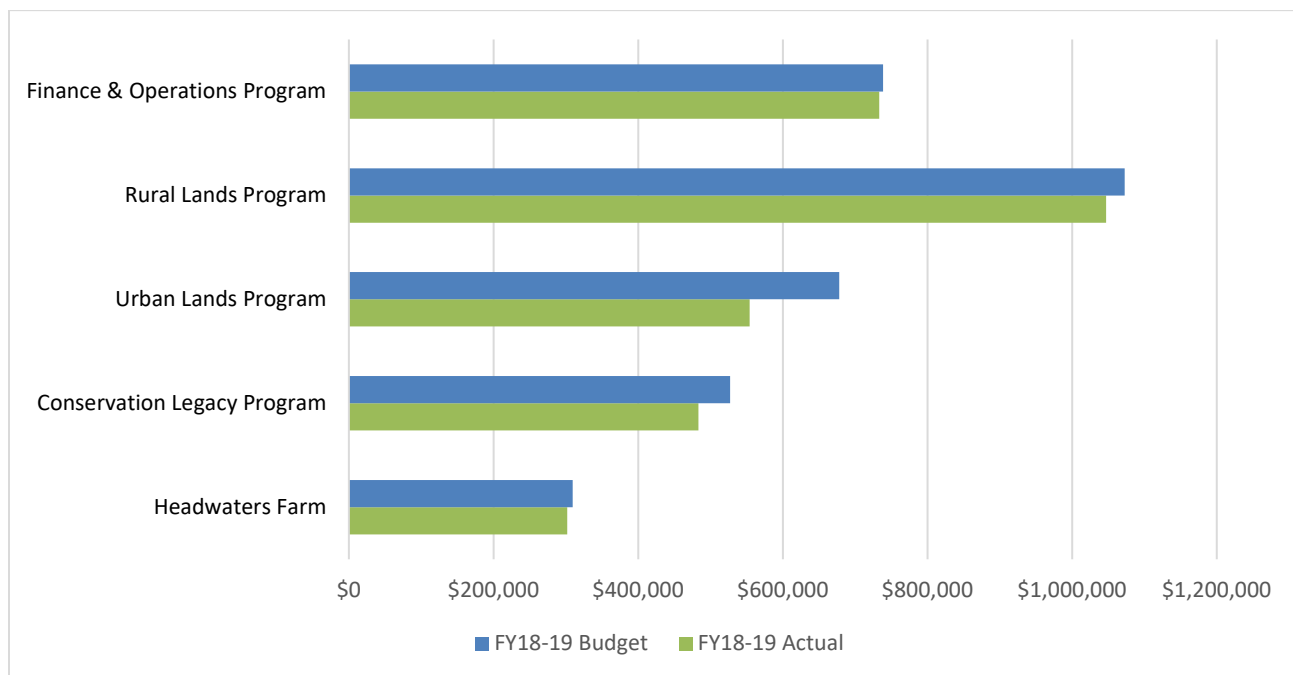
³ Grants Fund carry-over constitutes previously committed grant funding for external entities.



Table 6: FY18-19 Budgeted vs. Actual Expenditures

Category		Purpose	FY 2018-19		
			Total Annual Budget	Actual Expenditure	% of Budget Expended
Operations	Finance & Operations	Staffing, facilities, and operations	\$738,546	\$733,379	99.3%
	Rural Lands	Staffing, contracting, and operations	\$1,072,873 ⁴	\$1,047,050	97.6%
	Urban Lands	Staffing, contracting and operations	\$677,874	\$554,270	81.8%
	Conservation Legacy	Staffing and operations	\$527,077	\$483,355	91.7%
	• Headwaters Farm	Farm-specific staff and operations	\$309,410	\$301,942	97.6%
Sub-total Operations			\$3,325,780	\$3,115,409	93.7%
Capital, Grants, & Contingency/Unappropriated	Land Conservation Fund	Acquisitions	\$7,015,000	\$1,006,117	14.3%
	Grants	External grants	\$1,839,000	\$1,013,831	55.1%
	Partner Grants Mgt.	Pass through funds	\$35,000 ⁵	\$20,000	57.1%
	Contingency Funds	Unanticipated costs	\$350,000	\$0	0%
	Unappropriated Funds	Funds held in reserve	\$1,147,531	\$0	0%
Sub-total Grants, Funds and Reserves			\$10,386,531	\$2,039,948	19.6%
Total EMSWCD Budget			\$13,712,311	\$5,159,944	37.6%

Figure 2: FY18-19 Budgeted vs. Actual Operations Expenditures



⁴ Includes supplemental budget amendment (Resolution No. 2018-10-02) for Rural Lands for funds from the US Forest Service (\$14,750)

⁵ Includes supplemental budget amendment (Resolution No. 2018-09-01) adding \$10,000 for LEPC to the Partners Grants Management Budget



4.2 Office Management, Human Resources, Board & Committee Support

Throughout FY18-19, office operations of the EMSWCD were carried out by the Office Manager who served multiple roles in the following areas:

- Customer service: Acted as the face and voice of EMSWCD in performing front office reception and responding to public information requests.
- 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 FY18-19 included:

- Hiring and onboard of new CFO, Dan Mitten in August 2018.
- Scheduling, noticing, preparing logistics, and distributing materials for 12 Board Meetings, five Special Board Meetings, and one Board DEI working session.
- Scheduling and coordinating organizational consultant's meetings and working sessions with Board, entire staff, and management team.

4.3 Facilities Management

During FY18-19, a 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 included: 1) the headquarters office located at N. Williams Avenue in Portland, Oregon; 2) the Headwaters Farm located on Orient Drive near Gresham, Oregon; and 3) various farm properties EMSWCD owns and leases to farmers as part of the Land Legacy Program.

Significant accomplishments in FY18-19 included:

- Researched options for electric vehicles for the EMSWCD fleet.
- Installation of electric vehicle charging station.
- Prepared for complete repainting of exterior of Williams Headquarters.
- General maintenance of buildings and facilities at Oxbow Farm, Mainstem, Gordon Creek, and Headwaters Farm.
- Repairs and other work completed on Oxbow farm preparing for the sale of the property.

4.4 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 FY18-19 included:

- Researched and implemented new phone system for the office.
- Completed new office server acquisition, installation, and setup.
- Converted Plant Sale web site to stand alone e-commerce site for the 2019 Plant Sale.



4.5 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. Marketing and media efforts were largely carried out by the Marketing and Media Manager 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 FY18-19 included:

- Finalized and implemented Branding and Identity Guide for ESWCD.
- Developed and produced program displays and other outreach material.
- Coordinated and conducted various press outreach.
- Developed and integrated social media to drive traffic to website, encourage event participation in EMSWD services and promote conservation practices.

5. Rural Lands

The Rural Lands Program, with seven FTEs, operated with a total budget of \$ 1,072,873 for FY18-19. 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, riparian revegetation and monitoring water quality in two streams. Throughout FY18-19, 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 1 FTE was focused on riparian revegetation.

A narrative summary of major accomplishments related to rural water quality improvement is provided in sections 5.1 to 5.4 below while details relative to the FY18-19 Work Plan are provided in Appendix 5. The FY18-19 Work Plan identified 26 specific activities related to rural water quality improvement, of which 25 (or 96%) were completed and one (or 4%) was not completed.

5.1 Outreach and Engagement

During FY18-19, EMSWCD continued its work with rural landowners to help them improve and protect natural resources on their properties, with a focus on water quality. Landowners found out about EMSWCD services through word of mouth, direct mailings, advertisements, social media and outreach events. Some landowners contacted the EMSWCD with questions by phone or email. Others preferred that staff visit their property to identify site-specific conservation opportunities.

Displays with water quality information were set up at the Oregon Association of Nurseries Far West Show, Small Farm School, and the Columbia Grange plant share. A total of three workshops were held



with a total of 73 attendees. One of the workshops was a screening of and discussion about the film *Farmers for America*, concerning the challenges of farm succession and beginning farmers entering farming. The other two workshops covered native plants and wildlife. The topic of wildlife was new this year and, in addition to the workshop, a presentation was given at Tree School.

One planned outreach activity was not completed. The intention was to use the draft equity lens to evaluate outreach methods and materials to identify needed changes. Due to staffing changes, capacity was shifted to working on the organizational equity plan and chairing the equity team.

5.2 Landowner Technical and Financial Assistance

A total of 21 technical assistance site visits were conducted with landowners in FY18-19, including seven first time visits. Five cost share projects funded by EMSWCD's Cooperative Landowner Incentive Program (CLIP) were implemented this fiscal year; rainwater harvesting and drip irrigation at an urban farm, fencing to exclude livestock from the riparian area on a future StreamCare site, and three projects at nurseries that are described below under Erosion Solutions.

Erosion Solutions: Three cost share projects were implemented at nurseries during FY18-19. A large erosion prevention cost share project was implemented during the first quarter. The complexity of the slopes on the site and the proximity to Johnson Creek led to the installation of pipes to move water down slope underground, a sediment basin, and repair of a gravel road. Drip irrigation was installed at another nursery to reduce water use and irrigation induced erosion. A third nursery repaired a gravel road to reduce erosion during the rainy season and dust during the dry season. See Section 7.3.5 for details on the CLIP cost share grant expenditure.

5.3 StreamCare

The 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 while details relative to the FY18-19 Work Plan are provided in Appendix 5. StreamCare staff were also responsible for management and improvement of the Dianna Pope Natural Area (DPNA). Information regarding the DPNA can be found in Section 7.2.3 of this report.

StreamCare efforts have established native tree and shrub stands along 25.5 miles of EMSWCD waterways. 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.

Beyond its primary goal to lower summer stream temperatures, StreamCare work contributes to wildlife habitat, improves additional water quality measures, and has helped build relationships with landowners. Table 7 provides a summary of the sites, miles, and acreage affected by StreamCare in FY18-19 and since the start of the program.



Map 5: StreamCare Sub-Watersheds

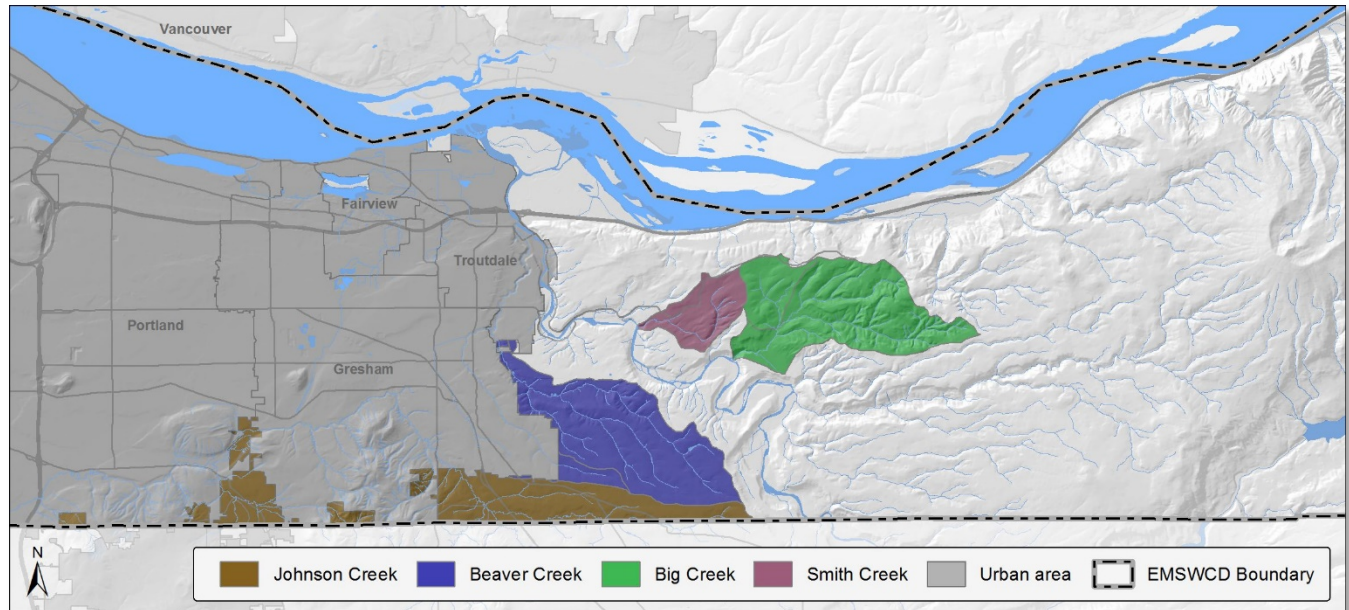


Table 7: StreamCare Sites Summary

StreamCare Results	FY18-19	Total all years
New sites prepared and planted	9	206
Area of new sites	31.45	722
Stream miles of new sites	1	27
Native trees and shrubs planted on sites	35,460	478,168
Sites graduated	20	121
Sites cancelled	0	20

As the current five-year StreamCare agreements end, Rural Lands staff are looking at extending some of the agreements where the weeds are still inhibiting tree growth (i.e., the trees are not 'free to grow'). Three site agreements were extended during FY18-19. For sites that are ready to graduate from the StreamCare program, 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 this survey have been overwhelmingly positive.

5.4 Water Quality Monitoring

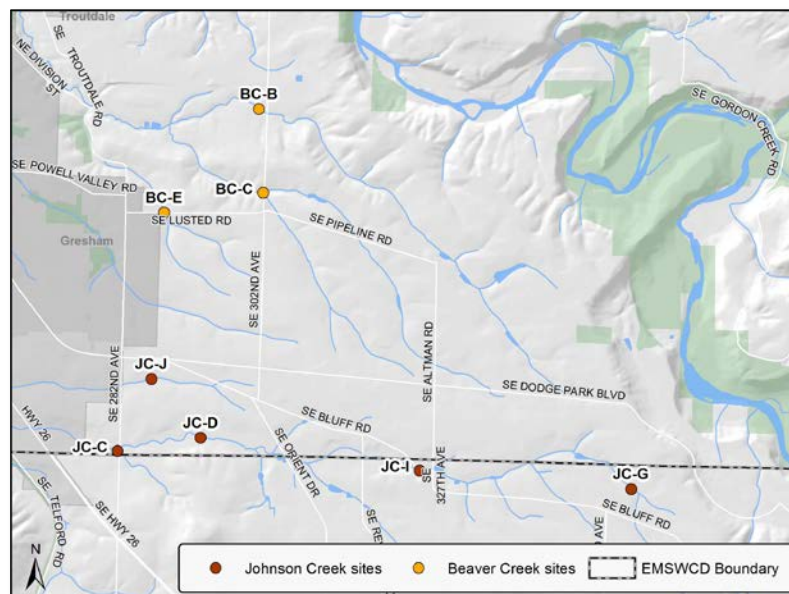
EMSWCD Rural Lands staff collected monthly water quality samples at five sites in upper Johnson Creek, a tributary to the Willamette River, and at three sites in Beaver Creek, a tributary to the Sandy River (see Map 6). The data are collected to establish a baseline and determine water quality trends 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 2018. Continuous temperature loggers were also installed for the second time in the Big and Smith Creek watersheds. Unfortunately, two of the three temperature loggers in Beaver Creek, one of the four in Johnson Creek, and the only deployed in Big Creek were programmed incorrectly. All three of the loggers in Smith Creek showed that it met the temperature standard all summer, unlike previous years.

This is the seventh year of monitoring in Johnson Creek and the sixth 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 confirm 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.

Map 6: Water Quality Monitoring Locations



5.5 Weed Control

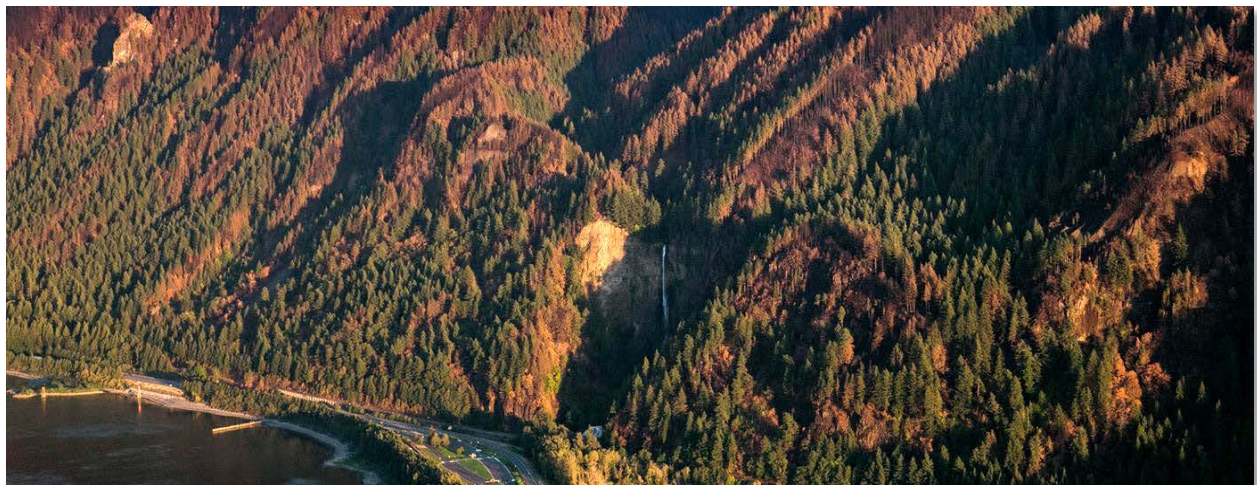
Throughout FY18-19, EMSWCD continued to reduce populations of invasive weeds in the Sandy River Basin and the Columbia River Gorge National Scenic Area. A narrative summary of major accomplishments related to weed control is provided below, while details relative to the FY18-19 Work Plan are provided in Appendix 5. The FY18-19 Work Plan identified 18 specific activities related to weed control, of which all 18 (or 100%) were completed.

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) are able to 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.



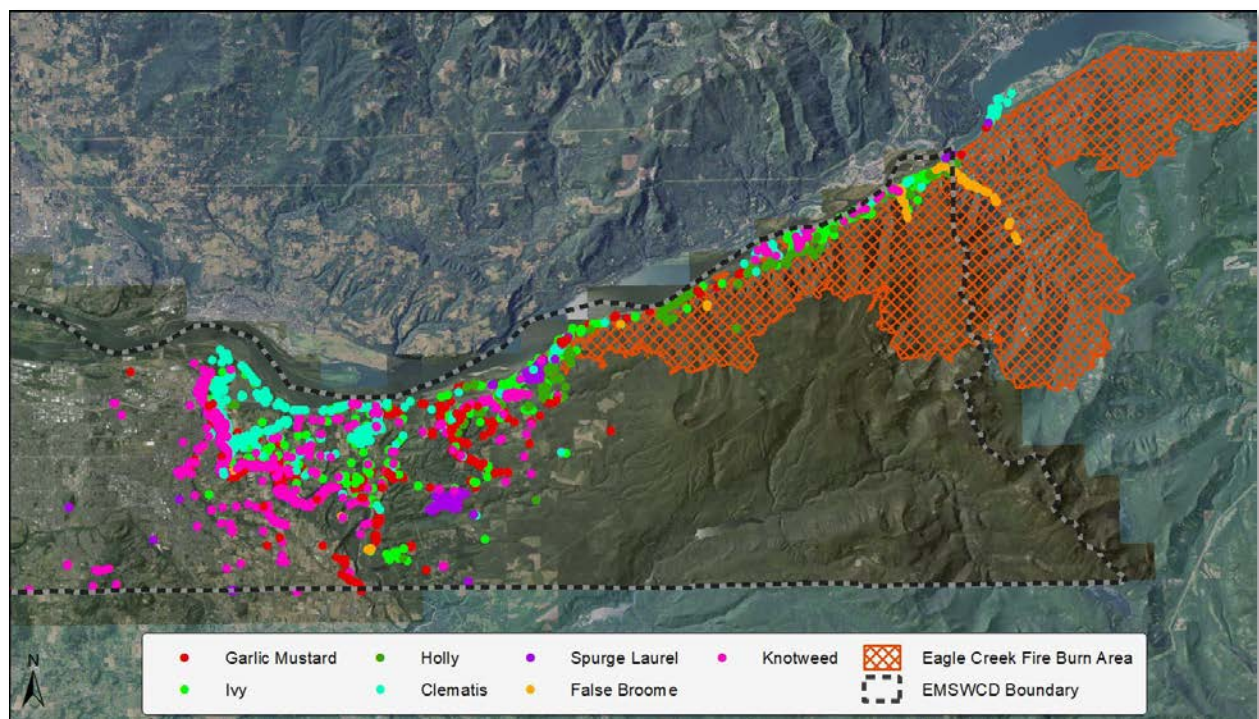
The Eagle Creek fire started on September 2, 2017 and by the time the fire was declared contained on November 30, 2017 it had impacted 48,000 acres (See Map 7). In partnership with the US Forest Service and Oregon State Parks, access to closed trails was provided for weed control. Weed control work in the burn area focused on the control of weeds that limit the natural re-generation of native plants. A total of 205 acres were surveyed for weeds and control took place as needed during FY18-19.

Figure 3: Multnomah Falls surrounded by mosaic burn left by the Eagle Creek Fire



(photo credit: Trip Jennings/Balance Media)

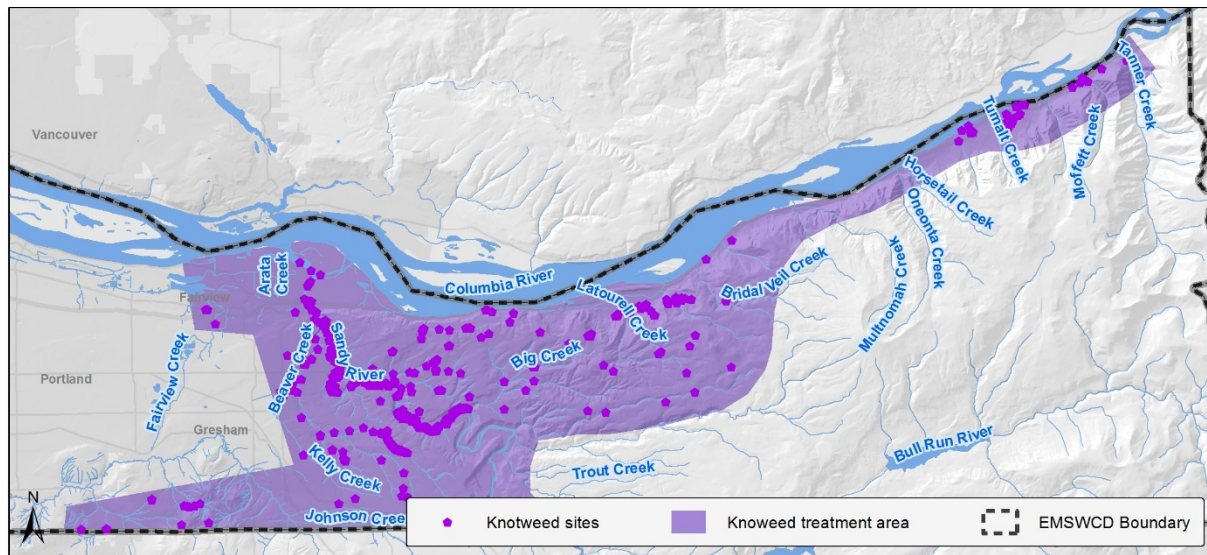
Map 7: Eagle Creek fire and weed control locations





Knotweed survey and control work included re-visiting sites on the main stem of the Sandy River and in Beaver Creek and Johnson Creek. A total of 120 acres on 43 previously treated riparian as well as 46 non-riparian knotweed locations were surveyed, and 1/3 of an acre required treatment (see Map 8). Many of the sites had no visible growth. While it is hoped that knotweed does not re-grow on these sites, staff will continue to monitor to ensure it does not. Additional surveys identified an infested area of 130 square feet.

Map 8: Knotweed Survey Area



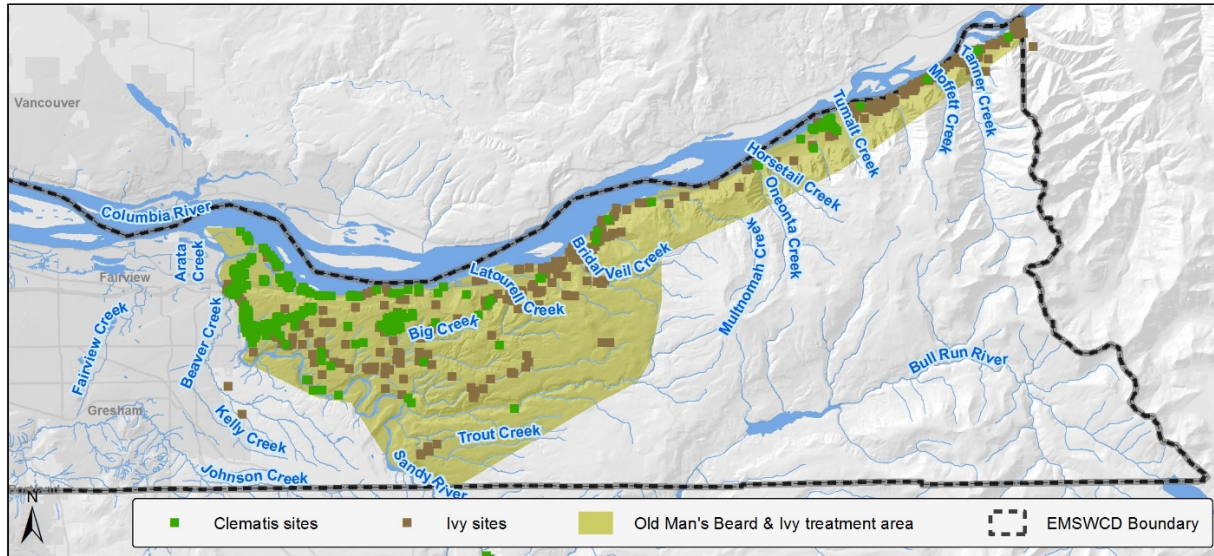
False brome surveys took place across 48 acres where it was previously found, with only 94 square feet found and controlled. A total of 10 acres were surveyed to search for new false brome infestations, but none were found. Just under an acre of spurge laurel was controlled across 31 acres that were surveyed.

Work to reduce the populations of *Clematis vitalba* (old man's beard) and *Hedera helix* (ivy) on both private and public land in the Columbia River Gorge continued throughout FY18-19 (see Map 9), but efforts were limited because of the capacity invested in controlling weeds in the area of the Eagle Creek fire. Ivy was cleared from trees on 47 acres, and 3 acres of ground ivy was treated. Fifteen acres of old man's beard was treated.

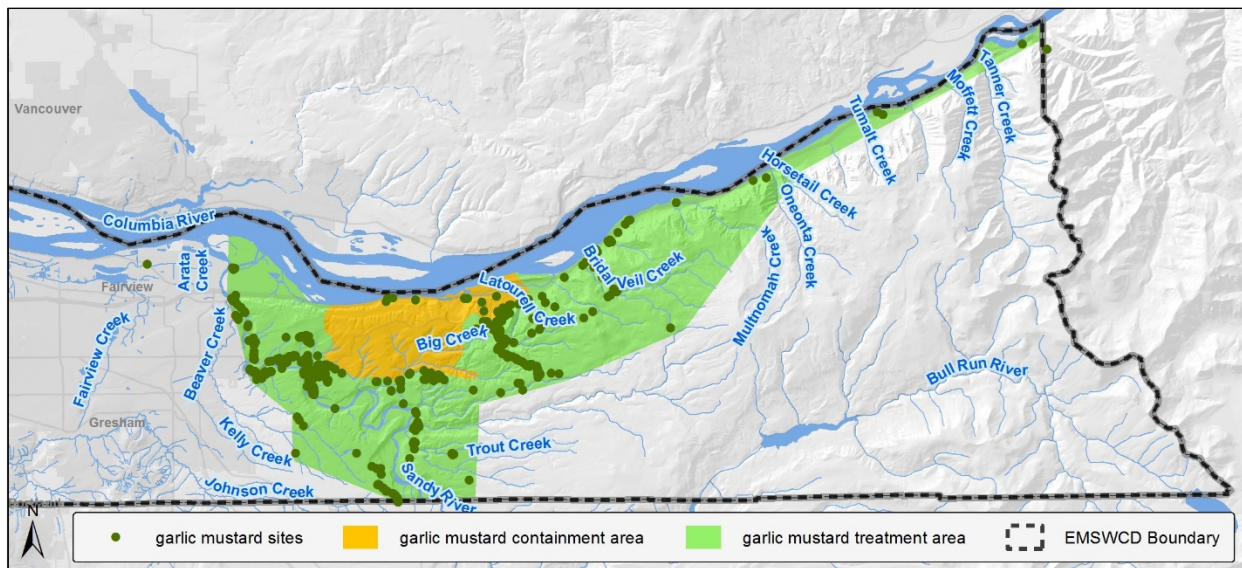
The garlic mustard project focuses on preventing spread from a containment area around Corbett to new locations (see Map 10). The known infestations outside the containment zone are on 241 properties. All of these were visited at least twice during flowering to ensure that no seed set. Garlic mustard is rarely found in new locations outside of the containment zone and the EMSWCD objective of annually eliminating all known reproductive plants outside of the containment zone is being achieved. In the spring of 2019, 0.06 acres of infestation was found across 85 acres surveyed.



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



Map 10: Garlic Mustard Containment Area



6. Urban Lands

The EMSWCD's Urban Lands program work primarily within the cities of Portland, Gresham, Fairview, and Troutdale (i.e., within the Urban Growth Boundary). During FY18-19, the Urban Lands staff consisted of four FTEs and one part-time intern, and operated with a budget of \$677,874.

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. This is achieved through 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 through large-scale demonstration projects.

A narrative summary of major accomplishments related to Urban Lands activities is provided in Sections 6.1 - 6.5, while details relative to the FY18-19 Work Plan are provided in Appendix 4. The FY18-19 Work Plan identified 43 specific activities related to Urban Lands, of which 37 (or 86%) were completed, and five (or 12%) were in progress with success likely in the future. One event, the Naturescaped yard Tour, was cancelled in lieu of another event, The EMSWCD Open House and Landscape Tour.

6.1 Outreach and Education

The Urban Lands program focuses much of its effort on helping people understand natural resource issues, and with that new understanding, help them make the changes necessary to impact those natural resources. Urban Lands staff strives to meet the community where they are; by attending community meetings, events, and by working with community members to bring EMSWCD workshops and presentations to their communities. In FY18-19 the Urban Lands program contracted with five professionals 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 in Table 7. In total, 91 separate presentations, events and workshops were held that resulted in over 3,174 public contacts.

Table 7: Summary of Public Participation in Urban Lands Education and Outreach Activities

Presentations/ Workshops/ Events		# Held	# Contacts
General	Conservation Corner Tours	3	66
	Outreach Presentations	13	293
	Tabling at Partner Events	13	626
	Sub-total	29	985
Events	Annual Native Plant Sale	1	1000
	EMSWCD Open House	1	65
	Sub-total	2	1065
Workshops	Native Plants Workshops	10	194
	1 hr Sustainable Landscaping presentations	12	236
	Naturescaping Workshops	9	175
	Rain Gardens Workshops	6	108
	Urban Weeds Workshops	4	71
	Beneficial Insects Workshops	5	88
	Edible Landscaping Workshops	9	182
	Pollinator Workshops	4	51
	Growing Green Communities – Pollinators	1	19
	Sub-total	60	1124
TOTAL		91	3174



6.1.1 Outreach

Staff offered short informational outreach presentations on EMSWCD offerings to community groups, with a total of 13 presentations involving 293 attendees given in FY18-19.

When invited, Urban Lands staff promote EMSWCD programs with informational displays at partner events. Staff participated in 13 tabling events with 626 individual contacts this year.

“Nature Notes” a periodic web outreach tool was developed this year to bring naturalist observations to our constituents. This fun and accessible teaching tool helps the reader explore and better understand some of the tangible impacts of sustainable landscaping. Three Nature Notes were posted to the EMSWCD website and shared on social media in FY 18-19.

6.1.2 Education and Workshops

The Urban Lands Program provides a variety of workshops and educational opportunities. This year 60 workshops were held with 1124 participants. While there is a goal of a certain number of workshops per topic, it should be noted that the program offers its workshop to communities that request them. As a result, some workshop get requested more (and goal is exceeded) or less than others (and the goal was not met). The various workshops offered are described in Table 8 below.

Table 8. 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 as well as insurance and other companies, etc.	12 presentations to 236 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.	9 workshops 175 attendees	
Rain Gardens 101 Workshop (4 hours) 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 where possible, take a field trip to a nearby rain garden.	6 Workshops 108 attendees	



Native Plant Workshop (2.5 hours) In this popular workshop 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 characteristics and desired growing conditions of many local favorite native groundcovers, shrubs and trees.	10 workshops 194 attendees	
Creating an Edible Landscape Workshop (2.5 hours) New this year! 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 are; design tips, ways to build fertile soil, and how to conserve water while creating a healthy and toxin-free landscape.	9 workshops 182 attendees	
Urban Weeds Workshop (2.5 hours) This workshop walks participants through 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.	4 workshops 71 attendees	
Pollinator Workshop (2.5 hours) Mostly familiar with European honey bees, 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.	4 workshops 51 attendees	
Beneficial Insects Workshop (2.5 hours) 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.	5 workshops 88 attendees	
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. During FY18-19 staff trialed a second culturally responsive workshop: a Spanish Pollinators workshop in collaboration with Johnson Creek Watershed Council.	1 workshop 9 participants	



6.1.3 Events

Annual Bare-root Native Plant Sale: EMSWCD's native plant sale is 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. During the January-February 2019 native plant sale, 95 volunteers were engaged, and 13,933 native plants were sold to 1000 customers. The sale generated \$43,873 in revenue.

EMSWCD Open House: This year EMSWCD opened its doors to the community with an Open House at the Williams Ave office held on the 1st of June 2019. The open house featured informational booths from each the EMSWCD programs while simultaneously offering guided tours of Conservation Corner – EMSWCD's demonstration landscape and grounds. The open house event attracted 65 attendees.

This year's open house event was hosted instead of the annual naturescaped yard tour that EMSWCD has organized in previous years. The next yard tour is scheduled again for the spring of 2020.

6.2 Technical and Financial Assistance

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

During FY18-19 significant accomplishments included:

- 100 Technical Assistance requests were completed (125% of target)
- 20 inquiries for CLIP were processed and four site visits were made; one restoration project signed.
- 13 grant projects received technical assistance.

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 FY18-19 include:

Solve Pest Problems Web Tool: Throughout FY18-19, staff continued to work in partnership with the Solve Pest Problems steering and advisory teams. This collaborative which includes Oregon State University Extension, Metro, City of Portland, City of Gresham, and others, is working to create an online tool to help urban residents, master gardeners, and landscape professionals manage their pests with the best possible methods. In FY18-19, staff attended stakeholder meetings, helped to guide the planning, provided input on needs and design, and contributed \$50,000 in funding for web tool development and engagement with underserved communities.

Native Plants Web Tool: In partnership with members of the Adult Conservation Education



collaborative (which includes several soil and water conservation districts, Metro, Clean Water Services, City of Portland, City of Gresham, Backyard Habitat Certification Program, and others) Urban Lands staff is working to create a mobile-friendly, visually appealing, in-depth native plants database. In FY18-19, work was done to refine the user-interface, to improve the layout of information and navigability of the site.

VOZ Day-labor organization: In April of 2019, a partnership began to take shape between VOZ, EMSWCD, People-Places-Things (P-P-T), City of Portland, OSU Master Gardeners, Verde, and Metro. The goal of the partnership is multi-fold:

- Build a restoration demonstration site at Voz's MLK Jr. Worker Center. The demonstration site will include native plant beds, a rain garden, and on-site stormwater management.
- Offsite Restoration: Working with partners, identify sites where laborers can provide labor while increasing their knowledge and skills in sustainable landscaping.
- Economic Opportunity: Help launch the Green Capacitación program and document day laborer participation in onsite and offsite activities that count towards skills certification.

6.4 Demonstration Projects

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

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 an eco-roof, a composting toilet, permeable pavement and paving, naturoscaping, rain gardens, and a number of other green infrastructure solutions including an artistic downspout solution. 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.

Educational Signage: In addition to the interpretive signage on-site, to assist tour-goers and users of the property in identifying the numerous native plants growing on-site in FY18-19, staff updated plant labels with more informative, sturdier signage throughout the demonstration area. Urban Lands staff continues to develop educational materials about existing sustainable features and reviews the site and facility for additional implementation opportunities.

Virtual Tour: Staff have been collaborating with a former Geoscience Instructor and member of the Greater Portland Sustainability Education Network to help create a virtual tour that showcases the sustainable practices that have been implemented on EMSWCD's property. This tour will be included in the network's library as a part of a larger project titled, "Virtual Walkabouts for Sustainability."

Tours: Tours and use of the Conservation Corner in FY18-19 included:

- Three tours to 66 people
- Over 1000 public visitors during the native plant sale event;
- Tours to 65 individuals at the EMSWCD Open House
- Numerous community members and groups attended workshops or participated in on-site meetings; and



- The building and its grounds have also become a popular space for partner and community meetings and even for local community members who sit to have a quiet lunch or bring their children to play in the trees and shrubbery.

Maintaining existing and establishing new demonstrations on-site: 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. While the Facilities Manager handles infrastructure maintenance, 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 and will improve our program's on-the-ground expression at our facility. Significant accomplishments in FY18-19 included:

- Red cinder ecoroof was installed on the outdoor bike shed.
- Green wall planters on bike shed were retrofitted with new soil and plants.
- Pervious pavers were sourced for EV charging station.

6.4.2 Large-Scale Demonstration Projects

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

Mt. Hood Community College Salmon-Safe Retrofit:

During FY18-19, 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, Spirit Mountain Community Fund, and other community partners.

This year the partnership used the prioritized list created during the initial campus assessment to engage additional partners, obtain additional funding, and completed retrofit construction of parking lots E & F at the entrance of the college. The construction included numerous swales and a large, visible rain garden.

What the project was able to accomplish:

- 11 areas were depaved with 140 volunteers in partnership with the non-profit DePave.
- Swales were installed along the entryway of and down the centers of parking lots E&F
- A very large rain garden installed right at the center entrance (between parking lots E & F).

As a result of this construction, the project was able to:

- Remove over 4600 square feet of impervious area
- Treat almost 2 million gallons of stormwater annually.
- Remove an estimated 1800 lbs of stormwater pollutants per year from entering Beaver Creek.

Figure 4: MHCC Large raingarden before and after construction



Figure 5: Installation of drywells at MHCC



Figure 6: Parking lot F during construction and after construction before planting





Native American Youth and Family Center (NAYA):

Also initiated this year was a partnership with NAYA, City of Portland, Columbia Slough Watershed Council, Multnomah County Drainage District, and Verde. This partnership and demonstration, now known as Canemah (Chinook Wa-Wa for “place for canoes”), focuses on transforming the NAYA campus in order 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; and
- Improve public access to nature, including views of slough riparian area from campus building.

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 begun to establish 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 the FY18-19 staff continued to gather demographic data along with survey data tracking the efforts and behaviors of workshop attendees.

Significant accomplishments in FY18-19 included:

- Monitoring and evaluation of MHCC large-scale demonstration.
- The need for a technical assistance survey was identified and survey design was undertaken.

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

7. Conservation Legacy

The EMSWCD's Conservation Legacy team, which consisted of 2.87 FTE and an operational budget of \$836,487 in FY18-19, helps other entities, such as conservation and environmentally oriented public and private organizations, schools and community organizations, and private rural landowners, 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 accomplished this by supporting beginning farmers establish viable farm businesses and be good stewards of land.

7.1 Headwaters Farm and Incubator Program

EMSWCD's Headwaters Farm is located in the southcentral part of the district, on the outskirts of Gresham, Oregon (see Map 11). Headwaters is a 60-acre parcel, of which approximately 30 acres is farmland that is available to incubator farmers (see Map 12). This area is divided into nineteen blocks. There are an additional 14 acres consisting of the Dianna Pope Natural Area which contains 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 individuals with agricultural experience, affordable access to 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, promoting conservation agriculture practices and good stewardship of agricultural land.

During FY18-19, the Headwaters Farm and related Headwaters Incubator Program were staffed primarily by 1.87 FTE's, a full-time Headwaters Farm Program Manager, who was assisted by the EMSWCD Facilities Manager (0.5 FTE) and a part-time and seasonal Headwaters Operations Assistant (0.37 FTE). While assisted from time to time by other EMSWCD staff, together, these three positions were responsible for site development, maintenance, and management, and the farm incubator



program development and management. The operational budget, including capital improvements, for the Headwaters Program in FY18-19 was \$309,410.

A narrative summary of major accomplishments for Headwaters is provided below while details relative to the FY18-19 Work Plan are provided in Appendix 6. The FY18-19 Work Plan identified 33 specific activities related to Headwaters and HIP, of which 29 (or 88%) were completed, two (or 6%) are in progress and will be completed in FY19-20, and two (or 6%) were not completed.

7.1.1 Headwaters Incubator Program

2019 was the seventh growing season that the HIP program has been operational. The end of the 2018 season also saw the second cohort of farms, who all started in 2014, graduate from the program. Other farms have graduated before their five-year window at Headwaters Farm concluded.

Farmer recruitment and retention: A major component of incubator program management is recruiting participants and assisting new farmers get established with their operations. In the fall of 2018, seven applications from new farmers were submitted to HIP for the 2019 farm season. Of these, four new farms were accepted into the program, making a total of 15 farms operating through HIP on roughly 18.4 acres during the 2019 growing season (see Table 8).

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.

A new Oregon Tilth and Oregon State University Cost Study Program cohort was also established at Headwaters Farm. This program is an approach to effectively and efficiently estimating labor and production costs for better decision making and more accurate farm financial projections.

Other trainings and workshops undertaken in FY18-19 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.
- Irrigation Management – taught by the Headwaters Farm Program Manager and Rogue Farm Corps.

Countless one-on-one exchanges were conducted between the Headwaters Farm Program Manager and incubator farmers or between the farmers themselves that contributed to HIP farmer learning.

HIP Graduate Support: Two farms graduated from HIP at the end of the 2018 growing season, Alquimia Botanicals and Full Cellar Farm.

Full Cellar Farm is now renting the adjacent Mainstem Farm that EMSWCD acquired by EMSWCD in 2017, on a three-year lease. Alquimia Botanicals passed on several land lease opportunities in favor of consolidating the business into an herbal starts enterprise.



Map 12: Headwaters Farm





Table 8: FY18-19HIP Farmers

Farm	Acres Leased	Farm Business Type	Sales Outlets	Years in HIP
Black Locus Farm	5.0	Mixed Veggies	Restaurants/Wholesale	5
Gentle Rain Farm	0.33	Mixed Veggies	Wholesale to Personal Cracker Business	5
Rainbow Produce	0.66	Mixed Veggies	Direct	5
Wild Roots Farm	2.8	Mixed Veggies	CSA/Restaurants/Wholesale	5
Springtail Farm	0.25	Strawberries	Farm Stand/Distributors	5
Glasrai Farm	1.5	Mixed Veggies	Farmers Markets	4
Fawnlily Farm	0.25	Flowers	Markets/Weddings	3
Flying Coyote Farm	3.25	Mixed Veggies	CSA	3
Amica Farm	0.66	Mixed Veggies	Farmers Markets	2
Mora Mora Farm	0.66	Mixed Veggies	Farmers Markets	2
Rise Up Remedies	0.7	Medicinal Herbs	Wholesale to Processors	2
Farm Punk Salads	0.25	Salads and Dressings	CSA/Markets/Wholesale	1
Heart & Spade Farm	0.5	Mixed Veggies	CSA	1
Lil Starts Farm	1.25	Veggies & Starts	Farmers Markets	1
Little Sun Farm	0.3	Mixed Veggies	Farmers Markets	1
15 Farms	18.36			

7.1.2 Natural Resource Protection and Soil Health

Another big success 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. Summer cover crops of Sudan Grass and red clover were used to improve soil conditions in fallowed fields. In areas with intense invasive weed pressure, silage tarps were used to smother weeds and improve the production quality in future seasons. This was an experiment attempt to eliminate problem weeds without heavy soil disturbance or chemicals.

7.1.3 Outreach and Education

As with previous years, a variety of tours were conducted at Headwaters Farm in FY18-19. These primarily consisted of informational tours for the general public and organizations interested in learning more about EMSWCD's farmer development and conservation agriculture efforts. Over a dozen tours were conducted, including a tour and listening session with Congressman Earl Blumenauer. Additional off-site outreach included opportunities at Small Farm School, the Oregon Small Farms Conference, and at the National Incubator Farmer Training Initiative's Field School.

Much of the program's outreach for new farmers came via partner organizations. Emails and updates were sent out at key times of the year to highlight upcoming tours, events, and the HIP application



period. The Headwaters Farm Program Manager worked closely with EMSWCD's Marketing and Media Manager to ensure regular social media posts and occasional advertisements and press releases.

7.1.4 Site Facilities, Infrastructure and Equipment

Several improvements were made to Headwaters Farm during FY17-18. The most notable addition to the farm was the realignment of the farm road in the Dianna Pope Natural Area. This included the construction of a new road away from the creek and the decommissioning of the existing road, which will be planted with natives during the dormant season.

Other notable improvements to Headwaters Farm during FY18-19 included:

- Earthmoving to prepare for the equipment shed, including the construction of a retaining wall.
- Grading along the main driveway to improve access and to manage stormwater better.
- Completion of the aerated compost boxes, which are now in use.

7.2 Land Legacy

The Land Legacy Program focuses on protecting, through outright acquisitions, easement interests or other interests, agricultural lands, natural resource lands, and access to nature lands. Lands can be acquired, retained, and managed over the long-term directly by the 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, including access to farmland, affordability, sustainable practices and the generational transition of farmland. In FY18-19, the Land Conservation Fund (capital fund) available for property interest acquisitions was \$6,838,456.

A narrative summary of major accomplishments related to the Land Legacy Program is provided in Sections 7.2.1 through 7.2.4 while details relative to the FY18-19 Work Plan are provided in Appendix 7. The FY18-19 Work Plan identified 25 specific activities related to the Land Legacy Program, of which 19 (or 76%) were completed, one (or 4%) substantively progressed but were not completed as planned, and five (or 20%) were not completed during the fiscal year.

7.2.1 Program Planning and Management

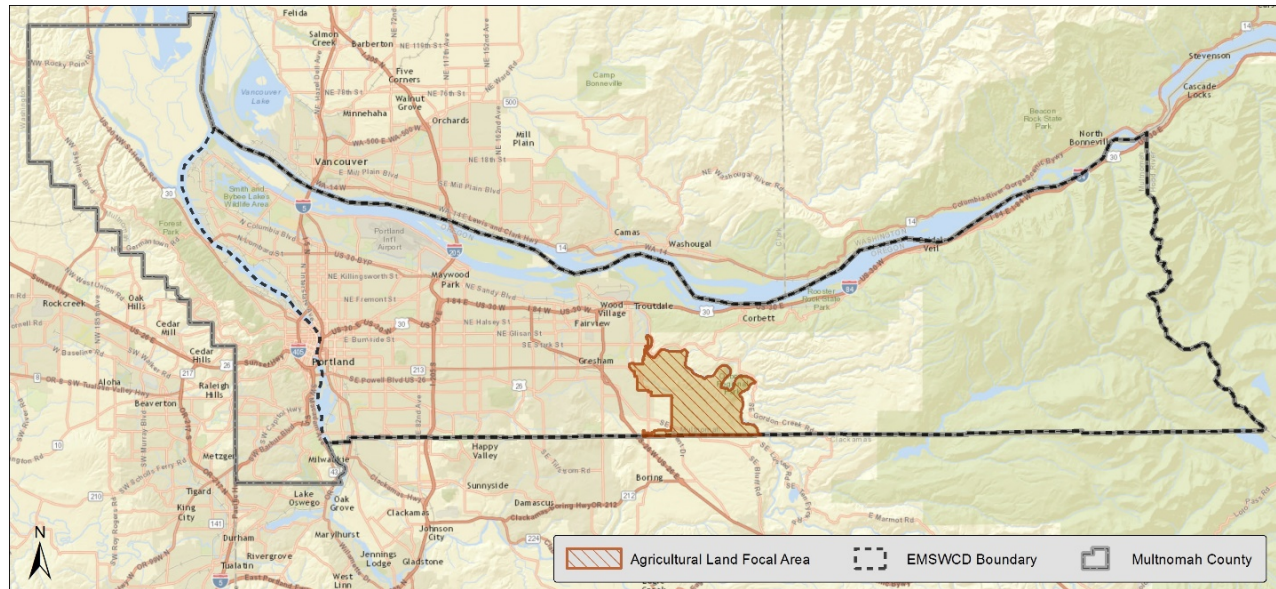
FY18-19 was the second full year for EMSWCD's new Land Legacy Program Manager, and the work products reflected substantive advancement of the program beyond the foundational work conducted in the preceding fiscal year. Significant programmatic accomplishments realized for the Land Legacy Program during FY18-19 included:

- The production and refinement of additional foundational documents for the agricultural land component of the program, including agricultural lease, agricultural management plan and baseline documentation templates. Conservation easement stewardship guidelines were also adopted.
- The development of outreach materials, including an overhaul of the working farmland protection component of the website and a working farmland protection program newsletter. Outreach efforts also included a film screening, a videographer interview, press releases, social media efforts and newspaper articles on Land Legacy Program protection projects, and a "kitchen table" conversation hosted by a working farmland protection program participant.
- The Land Legacy Program Manager played leadership role in the organization of the 2019 Land Camp conference, in which he provided coordination of a conference session and presented on farmland protection.

7.2.2 Working Farmland Protection

EMSWCD's working farmland protection program works to keep agricultural land available for farming and in active production and, where possible, to improve access opportunities, affordability and the maintenance or improvement of agricultural practices, focusing efforts on the area east of the urban growth boundary and west of the Sandy River, excluding the urban reserve (see Map 13).

Map 13: Land Legacy Program Focal Area for Agricultural Land Protection



In FY18-19, a right of first refusal was secured on a valuable farm property that EMSWCD elected not to move forward with a purchase on. Several important transactions were concluded in FY18-19, specifically:

Gordon Creek Farm (fee acquisition): The acquisition of this 20-acre farm property – which was listed for sale and threatened with becoming a residential estate property – closed in September 2018 (see Figure 7). The property contains excellent farm soils, a highly productive certificated water right, and comprehensive, newer and well-maintained farm infrastructure. It additionally contains a perennial tributary to Big Creek with opportunities for habitat enhancement that will benefit EMSWCD's existing StreamCare efforts within Big Creek. In addition to securing the property itself, EMSWCD also acquired an option for a working farmland easement on another property owned by the seller. The transaction also resulted in an important peer referral resource.

The property was leased back to the sellers upon sale in order to create the opportunity to assess disposition options and to avoid the management burden of a vacant property. EMSWCD expects to list the property for sale, subject to a working farmland easement, in the fall of 2019. Native trees and shrubs were planted in the riparian area in the winter of early 2019. These plantings will be managed, maintained and protected via the working farmland easement that the property will be sold subject to.

Figure 7: Gordon Creek Farm



Oxbow Farm (disposition, working farmland easement acquisition, option for working farmland easement): In 2011, EMSWCD acquired the 57-acre Oxbow Farm property, which at the time was listed for sale. The property was subsequently leased back to two agricultural operators, and EMSWCD invested in habitat improvements on the property. After consideration of many options, EMSWCD listed the property for sale in April 2018. The sale of the property closed in April 2019. The transaction yielded EMSWCD its first working farmland easement, leveraged an option for a working farmland easement on a 20-acre parcel owned by the purchaser and netted EMSWCD significant capital for additional conservation transactions.

Metro Advocacy: While it was not identified on the FY18-19 work plan, an opportunity to help secure additional capital for working farmland protection, access and management was identified via the proposed Metro open space bond. In a very short period of time, the case for such funding with partners and Metro stakeholders was successfully built.

Farm Succession Planning: An in-depth farm succession planning workshop series was offered to targeted farmers in the winter of 2019 in collaboration with the Clackamas Small Business Development Center. This offered a valuable resource as well as an opportunity to share information on EMSWCD resources.



7.2.2.1 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 FY18-19 EMSWCD owned four such properties - Headwaters Farm, Oxbow Farm (part of the year), 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 7.1 and 7.2.3.

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. Approximately four acres were actively worked as a diversified vegetable and meat bird operation by the lessee and several sub-lessees. A new agricultural lease template was developed and utilized for the lease, and an agricultural management plan template was developed and implemented for the first time in connection with this lease. While a replacement of the failed septic system was planned for FY18-19, permitting issues delayed its completion; a replacement is expected to be completed in FY19-20.

7.2.3 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. Two natural resource acquisition opportunities were pursued in FY18-19 with potential partners. While they ultimately did not proceed to closing, EMSWCD played a substantial role in helping to advance these transactions. However, a commitment for a conservation easement donation was secured (see below).

EMSWCD also worked to help build regional capacity for natural habitat protection by participating in brainstorming efforts around the fall 2019 Metro open space bond measure.

Conservation Easement Donation: An opportunity to help protect a property adjoining Mainstem and Headwaters with significant natural resource values (established in part via EMSWCD's investments in StreamCare) was pursued. This resulted in a verbal commitment for the donation of a conservation easement; the transaction is expected to close in FY19-20.

7.2.3.1 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 7.1), and the restoration of the 14-acre riparian area along the North Fork Johnson Creek on the property was initiated shortly thereafter. 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 serves as the manager of the DPNA. Staff completed the five-year Dianna Pope Natural Area Site Conservation Plan for the DPNA, which is now in its second year of implementation during FY18-19. The plan was updated in January 2019 to reflect changes and additional information.

Maintenance was conducted within the DPNA, including weed control and planting predominantly on the site where structures had been removed. Ongoing maintenance was ceased on two areas of the site where riparian trees and shrubs were established that were deemed free to grow. These sites represent diverse conditions and management prescriptions and will serve as useful indicators of how StreamCare sites mature after graduation from the StreamCare program (see Section 5.3).

An interpretive sign was installed within the DPNA at a common stop for EMSWCD led tours. The interpretive sign was designed by EMSWCD staff and a small gravel pad was installed around the sign to allow visitors a place to step off the road and learn about and observe the DPNA. (see Figure 8).

Figure 8. Dianna Pope Natural Area Interpretive Sign



7.2.4 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. Two natural resource acquisition opportunities with significant access to nature components were pursued in FY18-19 with potential partners. While they ultimately did not proceed to closing, EMSWCD played a substantial role in helping to advance these transactions.

EMSWCD also worked to help build regional capacity for new parks and natural area establishment by participating in brainstorming efforts around the fall 2019 Metro open space bond measure.

7.3 Grants

EMSWCD administers a multi-faceted Grants Program that helps fund projects that are led by external entities, which also help achieve EMSWCD's goals. In FY18-19, \$1,300,000 was budgeted for existing and new grants. As briefly described below, EMSWCD grants fall into five categories: 1) Partners in Conservation; 2) Small Projects and Community Events; 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 7.3.1 through 7.3.6, while details relative to the FY18-19 Work Plan are provided in Appendix 8. The FY18-19 Work Plan identified 24 specific activities related to the Grants Program, of which 22 (or 92%) were completed or largely completed. The remaining tasks were related to evaluation



or partner coordination, which were postponed or cancelled, in favor of prioritizing the EMSWCD's DEI work.

7.3.1 Outreach, Engagement and Evaluation

Besides administering the various grant programs, for FY18-19, particular attention was given to strengthening all aspects of the Grants Program to reflect its commitment to serving and reaching the EMSWCD's diverse communities. This was accomplished through support of relevant conservation projects, as well as improving tools and knowledge to better understand the ways EMSWCD can engage, support and impact external entities through grants.

Significant accomplishments in FY18-19 included:

- Adopted a new strategic goal for the Grants Program: *Increase the urban tree canopy and support a sustainable urban forest*. This step reflects a growing recognition of the role of urban forestry in addressing climate change and existing geographic inequities in tree canopy benefits.
- Funded five Green Workforce Development projects through PIC for a total of \$163,680, the largest investment in this area in a single PIC cycle to date. These projects will help EMSWCD pilot funding in this area and better understand the effectiveness of various strategies and needed organizational capacity.
- Supported a small project rehabilitating a community garden that led to a longer-term partnership between EMSWCD, the June Key Delta Center (home to an African American Sorority), the Oregon Master Gardeners and Voz, an organization that works to support diverse day laborers and immigrants.

7.3.2 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. A PIC Review Committee makes recommendations for funding and the Board of Directors gives final approval.

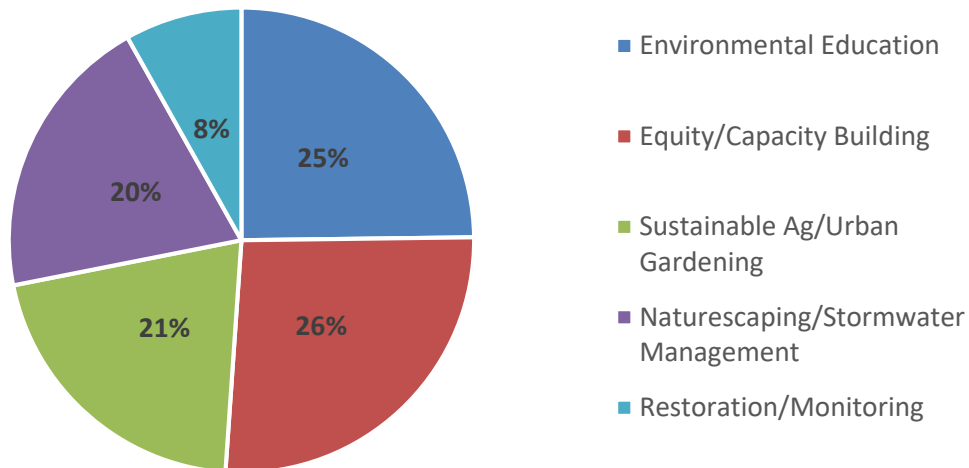
This year, EMSWCD awarded 20 PIC grants with an average grant size of \$31,118. Multi-year PIC Plus grants were not offered this year in part due to the reduction of the overall PIC budget. However, the timelines of eight grant projects extend from 18 months to two years. Multi-year projects are encouraged when appropriate to reduce the administrative burden on organizations that return for successive funding each year.

During FY18-19:

- Out of 29 total grant applications submitted, the EMSWCD Board of Directors awarded 20 PIC grants in 2019.
- Regular PIC grants ranged in size from \$15,000 to \$70,000. The average PIC grant size was \$31,000.
- Seventeen PIC projects funded in 2019 involved low-income communities, communities of color or other marginalized communities in the EMSWCD service area.
- A total of \$622,362 was awarded in PIC grants in 2019: 8% of funding went to restoration/monitoring projects, 20% to naturescaping/stormwater management, 21% to sustainable agriculture/urban gardening, 25% to environmental education, and 26% to

equity/capacity building for marginalized populations (see Figure 9). It is important to note however that outcomes typically overlap for several of the PIC grant projects in these categories.

Figure 9: FY18-19 PIC Grant Funding by Category



A complete list of the awarded PIC grants in FY18-19 is given in Appendix 9. PIC project highlights include:

- **Funded four PIC projects that support a variety of urban agriculture initiatives**, including the creation of one new community garden by Grow Portland in partnership with Portland Parks & Recreation Community Garden Program. We also continued significant funding to support garden education in schools and at local farms through groups such as the Sauvie Island Center and Janus Youth Programs.
- **Funded five restoration, naturescaping and/or water quality monitoring projects**, including the depaving and re-greening of two school sites in the Centennial School District, a lower income district in East Portland. Funds also support the design and transformation of a section of street into a small park and garden, providing nature space for the Tucker Maxon School for deaf and hard-of-hearing youth, along with the local community.
- **Funded three restoration/monitoring projects in the rural part of the district**, including the Lower Columbia Estuary Partnership, which received a two-year grant to assess the feasibility of and develop designs for a pilot technique to enhance cold water refuges for salmon at the mouths of lower Columbia Gorge tributaries.
- **Funded five projects focused on environmental education**, mostly involving youth from low income backgrounds. Camp ELSO received a grant for its program providing year-round opportunities for youth of color to gain STEM education in an outdoor setting and learn about careers in science and the environment. The program also enables young adults from marginalized communities to gain important environmental education experience by serving as counselors and instructors.



7.3.3 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. A board committee makes recommendations for funding and the Executive Director gives final approval.

During FY18-19:

- Out of 41 SPACE grant applications, EMSWCD approved 33 grant awards.
- A total of \$60,578 was awarded through the SPACE grant program for smaller community conservation and education projects and events.

A complete list of the awarded SPACE grants in FY18-19 is given in Appendix 10. SPACE grant highlights include:

- **Funded projects/events focused on environmental education that reached at least 500 EMSWCD residents.** At least 22 SPACE projects in FY18-19 had an educational component involving youth and/or adults. A grant was awarded to the Society for Ecological Restoration Northwest Chapter for an educational workshop on restoration of urban and agricultural landscapes for pollinator habitat. The workshop will be conducted in conjunction with staff from the Xerces Society of Portland.
- **Funded projects that prioritized reaching and involving communities of color and other historically marginalized communities.** Over a quarter of the SPACE grants awarded in FY18-19 were directly aimed at addressing the disparities in environmental benefits with the District. A grant to Urban Nature Partners supported low income youth in attending outdoor camps and outings. Another grant, to CityWildPDX, involved a summer hands-on environmental education program in Portland parks targeting youth receiving free lunches.

7.3.4 Strategic Partnership Agreements

In 2016, the EMSWCD entered into a five-year Strategic Partnership Agreement (SPA) with the three watershed councils that operate within the 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 FY18-19, the third 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.

7.3.5 Conservation Landowner Incentive Program

Conservation Landowner Incentive Program (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 up to \$10,000 per application.

Applications can be submitted at any time and are approved by the Board of Directors. In FY18-19, CLIP projects received cost share funding commitments totaling \$99,856. Conservation practices include, for example, irrigation efficiency, weed control, erosion control, and revegetation and maintenance.



7.3.6 Strategic Conservation Investments

Strategic Conservation Investments (SCI) grants support projects and partnerships that advance the EMSWCD's priority natural resource issues identified by the Board of Directors and 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 FY18-19.

8. Next Reporting

As identified in Section 2.1, progress for the period July 2019 through June 2020 will be reported to the Board of Directors and the public through quarterly reports in October 2019, January 2020, and April 2020. The next annual report, the FY19-20 Annual Report, will be completed in September 2020.



Appendix 1: Board and Staff Directory

Board of Directors	Zone 1 Director	Gabrielle Rossi		
	Zone 2 Director	Laura Masterson		
	Zone 3 Director	Mike Guebert		
	At-large Director	Allison Hensey		
	At-large Director	Rick Till		
	Associate Director	Carrie Sanneman		
	Director Emeritus	Dianna Pope		
Executive Director		(vacant)		
Finance & Operations	CFO	Dan Mitten	503-935-5353	dan@emswcd.org
	Office Manager	Lindsay Nelson	503-935-5350	lindsay@emswcd.org
	Facilities Manager	Scot Wood	503-935-5351	Scot@emswcd.org
	Marketing and Media	Alex Woolery	503-935-5367	alex@emswcd.org
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
	Conservation Specialist	Chris Aldassy	503-935-5372	chris@emswcd.org
	Conservation Specialist	Jon Wagner	503-935-5369	jon@emswcd.org
	Outreach Specialist	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 Specialist	Katie Meckes Brandi Boersma	503-935-5368	katie@emswcd.org brandi@emswcd.org
	Outreach Specialist	Monica McAllister	503-935-5371	monica@emswcd.org
	Urban Lands Intern	Rhesa Napoli		rhesa@emswcd.org
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	Stuart Moeller		stuart@emswcd.org

Updated: 11/2/2019



Appendix 2: Financial Statement Summary

EMSWCD		EMSWCD	
Balance Sheet		Income and Expense Statement	
As of June 30, 2019		For the Year Ended June 30, 2019	
ASSETS		Expenses:	
Current Assets:		Soil and Water Conservation	\$ 4,153,918
Cash and investments	\$ 10,383,326		
Property taxes receivable	\$ 147,952	Program Revenues:	
Accounts receivable	\$ 3,152	Operating Grants and Contributions	\$ 123,110
Prepaid assets\undeposited funds	\$ 1,157	Charges for Services and Sale of Products	\$ 42,456
Total current assets	\$ 10,535,587	Total Program Revenues	\$ 165,566
Noncurrent assets:		Net Program Expenses	\$ (3,988,352)
Land	\$ 4,564,541		
Capital assets, net of accumulated depreciation	\$ 1,213,201	General Revenues:	
		Property Taxes	\$ 4,911,105
Total assets	\$ 16,313,329	Interest Income	\$ 250,614
		Other Income	\$ 73,586
LIABILITIES		Loss on sale of capital assets	\$ (42,009)
Current Liabilities:		Total General Revenues	\$ 5,193,296
Accounts payable	\$ 153,775		
Accrued payroll	\$ 45,065	Change in Net Position	\$ 1,204,944
Other current liabilities	\$ 2,700		
Accrued compensated absences	\$ 99,287	Net Position, Beginning of Year	\$ 14,807,558
Total liabilities	\$ 300,827		
		Net Position, End of Year	\$ 16,012,502
EQUITY (NET POSITION)			
Invested in capital assets	\$ 5,777,742		
Restricted	\$ 1,073,510		
Unrestricted	\$ 9,161,250		
Total equity (net position)	\$ 16,012,502		
Total liabilities and equity	\$ 16,313,329		



Appendix 3: Finance & Operations Summary

Completed or progressing as planned, targets met or largely met	39/52	75%
Not completed as planned, but substantive progress made and success likely	6/52	12%
Not completed or progressing as planned	7/52	13%

FINANCE & OPERATIONS					
Program Goals: - 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	Timeframe				Year End Comments
	Q1	Q2	Q3	Q4	
Budget and Finance					
Complete FY17-18 budget audit.	In progress	Complete	Complete	Complete	The audit is complete. No findings of interest. The report was presented to the Board at the December 2018 Annual meeting and approved.
Track FY18-19 budget and produce budget to actual reports.	In progress	In progress	In progress	Complete	Completed for FY18-19. No issues to report.
Develop FY19-20 budget.	Not planned	Not planned	In progress	Complete	Completed as planned.
Review Fiscal Policies and recommend changes as needed.	Not planned	Not planned	Not planned	In progress	In progress. Changes will be suggested once complete.
Review Contracting Policies and recommend changes as needed.	In progress	In progress	In progress	In progress	In progress. Recommendations forthcoming once completed.
Review and monitor EMSWCD contractual agreements.	In progress	In progress	In progress	Complete	Continuous. Proceeding as expected with no issues to report. Reviewing PSCs and devising use-case templates. Completed for FY18-19.
Board and Committee Management					
Schedule, notice, prepare logistics, distribute materials for and host 11 Board of Directors meetings.	In progress	In progress	In progress	Complete	Completed for the FY18-19. Three board meetings, two special board meetings and 1 board DEI session held in the 4 th quarter.

**East Multnomah Soil & Water Conservation District**

Take and prepare minutes and maintain all records for Board of Directors meetings.	In progress	In progress	In progress	Complete	Completed for FY. 12 Board meetings, 5 special board meetings and 1 Board DEI working session.
Schedule, notice, prepare logistics, distribute materials for and help organize approximately 16 committee meetings.	In progress	In progress	In progress	Complete	Completed for the FY18-19. Two committee meetings successfully held in 4 th quarter (Budget and Land Legacy Committee meetings)
Take and prepare minutes and maintain all records for ~16 committee meetings.	In progress	In progress	In progress	Complete	Completed for the FY18-19. No issues to report.
Assess the opportunity for, and if viable, establish every other month Board of Directors meetings on a trial basis.	In progress	In progress	Not planned	No progress	Evaluated and discussed internally. On hold indefinitely pending new Executive Director and Board discussion and decision.
Support administration requirements for the November Director elections, including public notice, publicizing opportunity for candidates to file for elected Director positions, and responding to queries from the public.	In progress	Complete	Complete	Complete	Election administrative support completed, including responses to the public related to the open zone 1 Director position. One new Board of Director (for zone 1) and two re-elected Board members were sworn in on January 7 th , 2019.
Onboard at least two new directors or associate directors.	Not planned	In progress	Complete	Complete	Onboarded new Board member, Gabrielle Rossi, in January. Awaiting Board decision on Associate Directors.
Human Resources					
Conclude hiring for the vacant CFO position.	Complete	Complete	Complete	Complete	Recruitment of the new CFO was completed and new CFO, Dan Mitten, started work in August 2018.
Review health and other insurance benefits to determine if changes or enhancements are needed for upcoming fiscal year.	Not planned	Not planned	In progress	Complete	Completed for renewal year. No issues to report. Implemented FSA plan as additional benefit.
Review and update Employee Handbook in conjunction with Personnel Policies.	In progress	In progress	In progress	Complete	Ongoing and in progress. No updates to report. Completed for FY18-19.
Compile and provide an overview of EMSWCD's HR policies and benefits in comparison to other agencies.	Not planned	Not planned	In progress	Complete	Continuous. No updates to report. Completed for FY18-19.
Research options for a new web-based employee management system including annual work planning and performance management and review.	Complete	Complete	Complete	Complete	Research into possible systems was undertaken in March/April 2018. It was subsequently decided to put the purchased of an online program on hold, until the internal EMSWCD performance evaluation process is revisited.
Maintain confidential personnel files.	In progress	In progress	In progress	Complete	Completed for the FY18-19. No issues to report.
Research HR wellness and commute incentives.	In progress	In progress	In progress	In progress	Further research has been conducted on wellness programs and commute incentive programs for including in employee policies; however, Office Manager is waiting for a few



					responses and still compiling all information onto one document.
Facilities, Fleet and Equipment					
Facilities					
Staff kitchen re-design at Williams Ave. Headquarters.	In progress	In progress	In progress	In progress	Budget for project approved for FY19-20. Held off until later in FY19-20.
General maintenance of building and facilities at Williams Ave. Headquarters.	In progress	In progress	In progress	Complete	All maintenance has been completed as scheduled for FY18-19.
General maintenance of buildings, equipment and facilities at Headwaters Farm.	In progress	In progress	In progress	Complete	General maintenance of buildings, equipment and facilities have been completed as planned for FY18-19.
General maintenance of buildings and facilities at Oxbow Farm, Stone Rd (Mishima) Farm, Gordon Creek Farm, and other properties acquired through the Land Legacy Program.	In progress	In progress	Complete	Complete	Oxbow property sale closed in 4 th quarter. All other maintenance on other properties completed as scheduled.
Fleet and Equipment					
General maintenance of state vehicles	In progress	In progress	In progress	Complete	General maintenance and upkeep have been completed as scheduled and as needed for FY18-19. Continuous efforts.
Evaluate and, if deemed effective and efficient, implement electric vehicle fleet purchases.	Not planned	In progress	In progress	Complete	The research has been conducted and presented to the board on transitioning two fleet vehicles to electric vehicles. A PGE grant to help fund the EV charging station infrastructure was applied for and EMSWCD was awarded the grant. Budget approved. Vehicles to be purchased in FY19-20.
Information Technology					
IT support to ensure properly functioning equipment and timely troubleshooting of technology problems.	In progress	In progress	In progress	In progress	Progressing as planned. Staff and IT contractor worked on minor recurring technical issues.
Research and implement a new phone system	In progress	Complete	Complete	Complete	The new phone system was purchased in 1 st quarter, Installed early in 2 nd quarter.
Complete new office server acquisition, installation, and set-up.	Complete	Complete	Complete	Complete	This item was largely completed by the end of the 4 th quarter of FY2017-18, with some extensive remaining troubleshooting and fixes in the 1 st quarter of FY18-19.
Purchase and set-up scheduled replacement computers for staff.	In progress	In progress	In progress	Complete	Two replacement laptops were purchased during the 4 th quarter. Completed for FY18-19.



Investigate subscription-based solutions for the office software, and if deemed cost effective, purchase and implement.	Not planned	No progress	In progress	No progress	Little progress made by end of the fiscal year, after reviewing Office 365 and cloud-based options versus Microsoft Office Suite of programs.
Marketing and Media					
Finalize (and implement) five-year Marketing Plan.	No progress	In progress	In progress	No progress	No progress made during this period due to competing internal priorities and time constraints.
Finalize the Branding and Identity Guide.	In progress	No progress	In progress	Complete	Completed.
Evaluate options for and establish an unpaid social media intern position.	No progress	No progress	Not planned	Complete	This work was not requested or planned in the 3 rd or 4 th quarters. Marketing Manager has been working with different program staff on social media activity. Position not being pursued any further.
Evaluate use of billboards, public transportation, radio, local community newspapers and newsletters.	In progress	In progress	In progress	Complete	Proceeding as planned. Spoke to various advertising/media companies, and pertinent information discussed with staff. Completed for FY18-19.
Develop, revise, maintain and add content to the website.	In progress	In progress	In progress	Complete	Updates to the About, Grants, Headwaters, Urban Lands, Workshops and Events, and created other sections or subsections. Edited and published several new front-page posts, existing posts archived or updated, photos & layout updated, plugins & core updated. Completed for FY.
Develop and integrate social media to drive traffic to website, encourage event participation and promote conservation practices.	In progress	In progress	In progress	Complete	Posted frequently to Facebook, LinkedIn and Twitter for EMSWCD services, workshops and updates, grantee and partner events, EMSWCD general news and updates. Completed for FY18-19.
Coordinate and conduct press outreach.	In progress	In progress	In progress	Complete	In the 4 th quarter helped draft, edit and send releases for Board/Committee events, followed up on previous press outreach with staff and media, monitored stories relating to EMSWCD and related pertinent updates and opportunities to staff. Continuous but completed for FY18-19.
Identify and implement advertising opportunities.	In progress	In progress	In progress	Complete	Investigated print, digital and social advertisement avenues, spoke with advertising reps, highlighted opportunities program staff could take advantage of.
Develop and produce program displays and other outreach material.	In progress	In progress	In progress	Complete	In progress, helped develop printed outreach materials, including mailers and display materials. Worked with staff on developing, proofing and printing program materials, conducted research and fielded quotes for new materials. Completed for FY.

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Coordinate translations of various materials.	No progress	No progress	No progress	No progress	This work was not requested or planned in FY18-19.
Evaluate new website hosting platforms.	In progress	In progress	No progress	No progress	No progress from 2 nd quarter, not planned for 3 rd or 4 th quarters. Postponed due to organizational changes and competing priorities.
Plan, evaluate bids for, and conduct a new marketing survey	Not planned	Not planned	In progress	In progress	In progress. Recommended option pending completion.
Develop, test and implement a new online plant sale system.	In progress	In progress	Complete	Complete	Completed in 3 rd quarter.
Office Administration					
General office support and public reception.	In progress	In progress	In progress	Complete	Continuous, no issues to report. Completed for FY18-19.
Historical information organization, retention, filing, and archiving.	In progress	In progress	In progress	Complete	Continuous, no issues to report. Completed for FY18-19.
Current records management in accordance with Oregon public records law.	In progress	In progress	In progress	Complete	Continuous. New policy and retention schedule developed. Completed for FY18-19.
Research and/or develop needed policies and procedures.	In progress	In progress	In progress	Complete	Continuous. Progressing smoothly. Several policies under development. Completed for FY18-19.
Establish and maintain public access to Board and Committee information.	In progress	In progress	In progress	Complete	Progressing smoothly. Board & Committee meeting information retained at office & online. Completed for FY18-19.
Improve internal management of and access to Board and Committee information.	Not planned	In progress	In progress	Complete	Progressing smoothly. No issues to report.
Develop schedule of community meetings/events for engagement purposes.	Not planned	No progress	No progress	No progress	Put on hold due to competing priorities.
Establish contact list of the elected officials representing the district.	Not planned	No progress	No progress	No progress	Put on hold due to competing priorities.



Appendix 4: Urban Lands Summary

Completed or progressing as planned, targets met or largely met	37/43	86%
Not completed as planned, but substantive progress made and success likely	5/43	12%
Not completed or progressing as planned, little substantive progress made	1/43	2%

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.					
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	Timeframe				Year End Comments
	Q1	Q2	Q3	Q4	
Outreach and Education					
Outreach					
Recruit education and outreach intern.	Complete	Complete	Complete	Complete	New intern began work on September 19. Outreach for position, reviewed applications, held interviews, hired intern.
Develop 3 new educational documents (web and/or print).	In progress	In progress	In progress	Complete	Drafting content for placement on EMSWCD website. Lawn removal pamphlet completed. Created/updated Open House Self-guided Tour. Updated the local sources of native plants and separate handout for where to see local native plants.
Update Urban Lands web content.	In progress	In progress	In progress	Complete	Three "Nature Notes" were posted in FY 18-19. Native Plant Sale pages and Native Plants database were updated in 2 nd quarter. Created website page for Open House Event with team. Updated accessibility language.
Translate selected workshop and outreach materials.	In progress	In progress	In progress	Complete	Urban Lands team planning and scheduling Spanish language workshops. Hosted bilingual Pollinators workshop in April. Translated 3 handouts into Spanish and Vietnamese.



Investigate ways to address impacts of climate change.	In progress	In progress	In progress	In Progress	Staff continue to research and stay abreast of current thinking and planning regarding climate change. However, with staffing challenges and turn-over no formal actions were implemented as a result of this investigation this fiscal year.
Design and produce promotional materials.	In progress	Complete	Complete	Complete	Promotional postcard and web page for the Open House and Garden Event were created. Instagram was utilized to distribute materials to new, diverse audiences.
Engage 12 new and existing community leaders/ groups/ organizations in priority areas each quarter. Q1=4, Q2=2, Q3=2, Q4=4.	In progress	No progress	In progress	Complete	3rd quarter: Connected with 7 partner organizations related to partnerships, grant opportunities, and hosting workshops. Staff attended 6 community partner meetings and promoted EMSWCD programs/resources. Attended/supported 5 partner events as EMSWCD representative, 2 with DEI focus. 4 th quarter: Connected with 12 partner organizations. Supported 12 partner events (11 had DEI focus).
Table at community events with literature about EMSWCD programs and events.	In progress	In progress	In progress	Complete	1 st quarter: 2 events, 70 connections. 2 nd quarter: 3 events, 149 connections. 3 rd quarter: 4 events, 150 connections. 4 th quarter: 5 events, 272 connections.
Attend 6 community meetings to promote EMSWCD workshops and introduce public to the benefits of sustainable landscaping/green infrastructure practices.	In progress	No progress	In progress	Complete	No presentations in 1 st quarter. 2 nd quarter: 0 presentations. This is due to UL staff vacancy and focus being given to native plant sale preparations. 3 rd quarter: 1 presentation, 31 attendees. 4 th quarter: 13 community meetings to promote EMSWCD general and Open House Event; 293 attendees. Goal exceeded.
Workshops 48/year; 1,250 participants					
1-hour presentations: <i>Sustainable Landscaping/Green Infrastructure</i> 10/year; 200 participants	In progress	In progress	In progress	Complete	1 st quarter: 1 presentation, 27 attendees. 2 nd quarter: 3 presentations, 43 attendees. 3 rd quarter: 5 presentations, 122 attendees 4: quarter: 3 presentations, 44 attendees. Goal exceeded
2-hour workshops: <i>Native Plants</i> 5/year; 150 participants	In progress	In progress	Complete	Complete	1 st quarter: 1 workshop, 27 attendees. 2 nd quarter: 1 workshop, 29 attendees. 3 rd quarter: 5 workshops, 96 attendees 4 th quarter: 3 workshops, 42 attendees. Goal exceeded



<i>Urban Weeds</i> 5/year; 150 participants	In progress	In progress	In progress	Complete	1 st quarter: 1 workshop, 18 attendees. 2 nd quarter: 1 workshop, 23 attendees. 3 rd quarter: 1 workshop, 12 attendees. 4 th quarter: 1 workshop, 18 attendees.
<i>Pollinators</i> 6/year; 150 participants	No Progress	In progress	In progress	Complete	1 st quarter: 0 workshops requested. 2 nd quarter: 2 workshops, 30 attendees. 3 rd quarter: 0 workshops requested. 4 th quarter: 2 workshops, 21 attendees. Plus 1 culturally-responsive Spanish language pollinators workshop with 19 attendees
<i>Beneficial Insects</i> 6/year; 150 participants	No Progress	In progress	In progress	Complete	1 st quarter: 0 workshops requested. 2 nd quarter: 2 workshops, 35 attendees. 3 rd quarter: 2 workshops, 34 attendees. 4 th quarter: 1 workshop, 19 attendees.
<i>Landscaping with Edibles</i> 6/year; 150 participants	Not planned	In progress	In progress	Complete	1 st quarter: 0 workshops requested. 2 nd quarter: 5 workshops, 95 attendees. 3 rd quarter: 1 workshop, 24 attendees. (Note: An additional workshop was cancelled due to inclement weather.) 4 th quarter: 3 workshops, 63 attendees.
4-hour workshops: <i>Naturescaping Basics</i> 5/year; 150 participants	In progress	In progress	In progress	Complete	1 st quarter: 1 workshop, 28 attendees. 2 nd quarter: 4 workshops, 73 attendees. 3 rd quarter: 2 workshops, 36 attendees 4 th quarter: 2 workshops, 38 attendees.
<i>Rain Gardens</i> 5/year; 150 participants	In progress	In progress	In progress	Complete	1 st quarter: 2 workshops, 30 attendees. 2 nd quarter: 2 workshops, 30 attendees. 3 rd quarter: 1 workshop, 28 attendees. 4 th quarter: 1 workshop, 20 attendees.
Events 2/year; 1,300 participants					
Host Native Plant Sale to provide a diverse selection of affordable native plants top constituents. 800 participants; 10,000+ bare-root trees and shrubs sold.	Not planned	In progress	Complete	Complete	Successful plant sale was held, with 1000 participants/orders and 13,933 plants sold. Goal exceeded
Organize Naturescaped Yard Tour to demonstrate and encourage naturescaping and green infrastructure principles. 500 attendees.	Not planned	Not Planned	No Progress	No Progress	With staffing challenges and turn-over, a decision was made to hold yard tour every other year in lieu of a Conservation Corner Open House/Garden event.

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Research opportunities for on-the-ground community involvement event that would alternate (every other year) with yard-tour.	Not planned	No Progress	In progress	Complete	Conservation Corner Open House/Garden event held on June 1 st with 65 attendees
Technical and Financial Assistance					
Provide technical consultations and site visits to residential, commercial, and industrial landowners. 80/year, 20/quarter.	In progress	In progress	In progress	Complete	1 st quarter: 26 technical requests completed. 2 nd quarter: 13 technical requests completed 3 rd quarter: 30 technical assistance requests completed. 4 th quarter: 31 technical assistance requests completed Goal exceeded
Provide technical consultations and site visits to grants program applicants and/or projects. 20 consults/year.	In progress	In progress	In progress	Complete	1 st quarter: 3 requests for SPACE projects completed. 2 nd quarter: 1 technical request/site visit for a potential PIC project completed. 3 rd quarter: 7 requests for technical assistance with SPACE and PIC grant applications and/or projects. 4 th quarter: 4 grant-related TA requests completed (15 total for FY 18-19 for 13 projects, 100% of requests)
Work with local jurisdictions to address green infrastructure barriers.	In progress	in progress	In progress	Complete	Attended Soaking it In: stormwater management symposium for professionals, and two MCDD landowner meetings in the 3 rd quarter. 4 th quarter: Attended East County Urban Forestry meeting.
Connect with 3 large land managers to build relationships, encourage sustainable land management practices, and promote EMSWCD services.	In progress	in progress	In progress	Complete	Meetings, tabling, and/or discussions with Kelly Creek HOA, Blue Heron Shores HOA, Tucker Maxon School, Levee Ready Columbia, and MCDD. 3 rd quarter: Continuing to build/maintain relationships with OMSI, MCDD, etc. 4 th quarter: Attended CWMA field day and Green Schoolyards Project team mtg. Goal Exceeded
Cooperative Landowner Incentive Program					
Finalize CLIP funding criteria	In progress	Complete	Complete	Complete	Urban CLIP funding criteria and eligibility map completed.
Provide cost-share assistance for rain gardens and other practices. 5 projects/year	In progress	in progress	In progress	Complete	1 st quarter: Responded to 3 rain-garden related requests and 4 potential CLIP project inquiries. 2 nd quarter: Responded to 2 potential CLIP projects & received approval for one; conversations continuing. 3 rd quarter: Responded to 9 new inquiries and made 3 site visits about rain garden & CLIP eligibility; signed 1 new CLIP project.



					4 th quarter: 8 rain garden inquiries, including 5 potential CLIPs, 1 CLIP site visit, and 1 RG registration. Complete, but goal not met
Partnerships and Regional Campaigns					
Help develop native plants web tool by participating in guidance committee and providing support to Oregon Flora Project.	In progress	In progress	In progress	Complete	Project was on-hold due to loss of web developer. New developer has been identified and work has resumed. The partnership hired a consultant to assist with user-interface and continued design assistance in 3 rd quarter.
Help develop IPM web tool (Solve Pest Problems) by participating on OSU project teams.	In progress	In Progress	In progress	Complete	Participate in Steering and Advisory Committees, guiding content, layout, inclusive engagement, marketing plan and evaluation plan.
Utilize and promote community organizations or non-profit services to increase wildlife and pollinator habitat within targeted neighborhoods via community action projects, workshops and citizen science.	In progress	In Progress	In progress	Complete	Regularly recommended Backyard Habitat program, Audubon, Xerces, Friends of Trees, Master Gardeners, and other partners to technical assistance requests.
Work with and support PDX Greywater Partnership and other water conservation groups and initiatives.	In progress	In Progress	In progress	Complete	Recommended Greywater Partnership resources to several technical assistance requesters. Provided TSWCD with guidance to begin working with PDX Greywater Partnership.
Participate in the Grant Butte and other land-use planning groups.	In progress	In progress	No Progress	Complete	Grant Butte partnership meetings are on hold until Master Planning process (to be led by Metro) starts up, hopefully to begin in November 2019. Gabbert Butte Master Plan was approved by Gresham City Council 6/6/19.
Collaborate with Watershed Councils within EMSWCD boundaries.	In progress	In progress	In progress	Complete	Staff attended all regularly scheduled Watershed Council & Johnson Creek IJC meetings.
Demonstration Projects					
Implement the Conservation Corner outreach plan to enhance the visibility and educational value of the site.	In progress	In progress	In progress	Complete	Outreach plan is in progress. Planning got underway in the 3 rd quarter to hold open house June 1 st . Held a successful Open House 6/1. Did a variety of outreach for event including canvassing the surrounding neighborhood. Began participating in Walk Williams monthly event 6/12, tabling outside of Conservation Corner and engaging our direct neighbors.
Oversee maintenance and improvements to Conservation Corner landscape, green infrastructure (pervious pavement, roofs, walls, etc.), and Green Streets.	In progress	in progress	In progress	Complete	Tree of Heaven removed; bike shed green roof installed; green wall planters renovated; pervious pavers sourced for EV charging station. Arranged for irrigation specialist to assess the system.

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Provide group tours of the EMSWCD facilities to demonstrate naturescaping and green infrastructure principles in practice. 4 tours/year; 100 attendees.	In progress	In progress	In progress	Complete	1 st quarter: 0 tours. 2 nd quarter: 1 tour, 26 attendees. 3 rd quarter: 1 tour, 27 attendees. 4 th quarter: 1 tour, 13 attendees. Complete, but goal not met
Participate in outreach team for the MHCC retrofit project.	In progress	In progress	In progress	Complete	Staff provided additional guidance and support to MHCC & SRWC staff on the Salmon Safe Outreach Plan.
Participate in Steering committee for the MHCC retrofit Project.	In progress	In progress	In progress	Complete	Staff met bi-weekly and as needed to keep project on task.
Develop and initiate contracts and agreements as needed and necessary to begin implementation of the top priority projects on the MHCC Campus.	In progress	In progress	In progress	In Progress	Working with MHCC to develop Salmon-Safe outreach plan and working with MHCC Facilities to incorporate Salmon-Safe into the Facilities Management Master Plan.
Work with partners to implement top priority projects identified in the MHCC assessment.	Not planned	In Progress	In progress	Complete	Retrofit construction of parking lots E & F completed. Plans are underway to complete parking lots G&H in Summer of 2019
Engage with community organizations, jurisdictions and non-profits to identify/explore potential large-scale demonstration projects within targeted neighborhoods.	In progress	In Progress	In progress	Complete	Conversations held with partners and NAYA to discuss possible project on NAYA property.
Monitoring and Evaluation					
Meet with partners, review partner monitoring reports, studies and findings.	In progress	In progress	In progress	In Progress	Attend Beaver Creek partnership and work with Wood Village and Gresham to discuss partnership.
Define program monitoring and evaluation metrics.	Not planned	No Progress	In progress	In Progress	3 rd quarter: GIS projects to track Urban outreach and implementation discussed. 4 th quarter: Drafting and preparing a survey to recipients of technical assistance. Due to staffing challenges and turn-over, staff continues to refine evaluation tracking metrics.
Identify relevant information and review the results of partner tracking efforts.	Not planned	No Progress	No Progress	In Progress	Reviewing partner efforts and adjusting program



Appendix 5: Rural Lands Summary

Completed or progressing as planned, targets met or largely met	43/44	98%
Not completed as planned, but substantive progress made and success likely	0/44	0%
Not completed or progressing as planned, little substantive progress made	1/44	2%

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	Timeframe				Year End Comments
	Q1	Q2	Q3	Q4	
Technical and Financial Assistance					
Landowners Consultations					
Conduct 20 site visits including first-time site visits with 5 landowners.	In progress	In progress	In progress	Complete	A total of 21 site visits were conducted including 7 first-time visits.
Develop 5 technical recommendations and/or conservation plans that include recommendations to address erosion and/or water quality.	In progress	In progress	In progress	Complete	A total of 6 practice recommendations were developed. Practices included manure composting, heavy use area, drip irrigation and rain water harvesting.
Assist 4 landowners with cost share applications.	In progress	In progress	In progress	Complete	A total of 4 cost share applications were submitted and awarded funding. One was for fencing to keep livestock out of the riparian area at a future StreamCare site and a second was for drip irrigation and rainwater harvest at an urban farm. The other two projects are described below under Erosion Solutions.



Partner with NRCS to promote and deliver cost share assistance.	In progress	In progress	In progress	Complete	Monthly meetings held with NRCS and West Multnomah SWCD to coordinate efforts.
Erosion Solutions					
Implement erosion practices on 60-acre nursery property.	Complete	Complete	Complete	Complete	Project completed during the 1 st quarter.
Network within the nursery industry.	In progress	In progress	In progress	Complete	Attended meetings of the Mt Hood Chapter of the Oregon Association of Nurseries and the annual nursery show, Far West.
Work with cooperators to design and implement erosion prevention practices.	In progress	In progress	In progress	Complete	Two cost share projects were implemented in addition to the erosion prevention project listed above. The first was for drip irrigation at a nursery container yard to reduce water use and erosion. The second was farm road improvements at a bare root nursery to prevent erosion.
StreamCare					
Site restoration and maintenance					
The existing, planted StreamCare areas on 403 acres along 15 miles of stream will be maintained to ensure good rates of plant survival.	In progress	In progress	In progress	Complete	Maintenance was completed on all existing, planted StreamCare sites.
Another 25 acres prepared and planted in FY18-19.	In progress	In progress	In progress	Complete	A total of 46.3 acres were prepared for planting.
Coordinate contracted labor crews to prepare new sites for planting, control weeds on existing sites, and plant native trees and shrubs.	In progress	In progress	In progress	Complete	39,685 trees and shrubs were planted on 32.95 acres along 1.5 miles of stream
Manage wholesale plant orders, delivery, and storage.	In progress	In progress	Complete	Complete	Completed 3 rd quarter.
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.	In progress	In progress	In progress	Complete	Agreements were extended at 3 sites for additional weed control.
For landowners that are graduating from StreamCare, offer a site visit. Approximately 63 acres along 2 stream miles are scheduled to graduate during FY18-19.	In progress	In progress	In progress	Complete	All sites that graduated from StreamCare were offered a site visit. A total of 62.5 acres along 2 stream miles graduated.
Program development					
Develop options for long term protection of graduated StreamCare sites.	Not planned	No progress	In progress	Complete	Long term agreements and terms offered by another SWCD were reviewed. Draft options and cost estimates were discussed at a Land Legacy committee meeting. A more detailed draft will be developed during FY19-20.



Estimate based on graduations when a new watershed can be added.	Not planned	No progress	In progress	Complete	Some analysis and evaluation of new watersheds is underway. The timing of adding new watershed will be dependent on whether or not long-term protection of existing sites is pursued.
Monitoring and evaluation					
Maintain GPS and GIS data; maintain StreamCare "database" track and compile deliverables.	In progress	In progress	In progress	Complete	Ongoing.
Complete shade modelling of Johnson Creek.	Not planned	No progress	No progress	Complete	Staff from The Freshwater Trust completed modelling of future shade on StreamCare sites. The results will be evaluated next fiscal year.
Outreach					
Use mailings, advertisements, web and social media to promote conservation, outreach events and program offerings.	In progress	In progress	In progress	Complete	Used to promote all workshops. Also included a blog post about water quality and StreamCare on the SRWC's web site.
Coordinate four workshops to provide conservation education and program information.	In progress	In progress	In progress	Complete	73 people attended 3 workshops.
Develop video content for website and social media.	Not planned	In progress	In progress	Complete	Assisted a film maker on a video to promote our farm incubator.
Partner with other SWCDs to fund, develop and staff a booth at the Far West Show. Table at two partner events.	In progress	Not planned	Not planned	Complete	The focus of the Far West Show booth was erosion prevention products. Also tabled at Small Farm School.
Use equity lens to evaluate outreach methods and materials to identify needed changes.	Not planned	No progress	No progress	No progress	This item was postponed as capacity was redirected to chairing the Equity Team during development of the draft equity plan for EMSWCD.
Water Quality Monitoring					
Collect monthly samples in upper Beaver and Johnson Creeks. This will include on-site measurement of pH, conductivity, and turbidity as well as laboratory analysis for fecal bacteria, total suspended solids, total phosphorous, and nitrate.	In progress	In progress	In progress	Complete	Monthly sampling is ongoing and was completed as planned.
Install continuous temperature loggers in multiple locations in Beaver, Johnson, Big, and Smith creeks each April.	Not planned	Not planned	Not planned	Complete	Temperature loggers were installed 4 th quarter. Will be removed next fiscal year during the 1 st quarter.
Remove temperature loggers in the fall.	Complete	Complete	Complete	Complete	Completed as planned in the 1 st quarter.
Analyze and report on water quality data in collaboration with other partners monitoring efforts.	In progress	In progress	In progress	Complete	Water quality data was compiled and presented as part of the Agricultural Water Quality Plan Biennial Reviews.
Weeds					



Early detection and rapid response					
Verify, assess, and perform necessary control for all reports of species from the Early Detection & Rapid Response list.	In progress	In progress	In progress	Complete	Received and verified one report of <i>Impatiens bicolor</i> aka two-colored impatiens. Control took place during the 3 rd quarter.
Control priority weeds					
Control all known riparian knotweed infestations every two years (85 properties total, 43 for FY18-19)	Complete	Complete	Complete	Complete	Surveyed 43 knotweed sites. Found and treated new infestations on private property totaling 130sqft. Treated regrowth of known infestations totaling 8100sqft on private and 3700sqft on public properties.
Survey and control all non-riparian knotweed locations every two years (91 properties total, 46 for FY18-19).	Complete	Complete	Complete	Complete	Surveyed 46 properties; area controlled included above.
Annually control of all accessible false brome infestations (acreage unknown due to Eagle Creek fire) to prevent establishment in the rural areas of the district.	Complete	Complete	Complete	Complete	Controlled 35sqft across 2.7 acres of private land and 59sqft across 45.1 acres of public land.
Survey for new false brome populations along plausible vectors.	Complete	Complete	Complete	Complete	Surveyed 3.2 acres of private and 6.6 acres of public land for new false brome infestations. None found.
Control 20% of known infested acreage (~200 acres) of spurge laurel where access has been granted by the landowner.	Not planned	Not planned	Complete	Complete	Just under an acre of Spurge laurel was controlled across 31 acres of public and private land.
Control at least ~550 acres of English ivy and old man's beard in current projects areas (~2800 acres).	No progress	In progress	In progress	Complete	Complete but unable to do as much as was planned due to weed control in the area of the Eagle Creek fire. 47 acres of tree ivy cleared. 3 net acres of ground ivy pulled or sprayed. 15 acres of old man's beard treated.
Monitor half (~1400 acres) of the current project acreage (~2800 acres) of English ivy and old man's beard.	No progress	In progress	In progress	Complete	Complete but did not reach goal due to work in the Eagle Creek fire area. Surveyed 10 acres for ivy; 7 acres infested.
Annually control all known infestations (241 properties) of garlic mustard outside the containment zone a minimum of 2 times.	Not planned	In progress	Not planned	Complete	Visited all invested sites at least twice to control garlic mustard outside the containment area.
Survey plausible vectors and outlying areas for spread of garlic mustard.	Not planned	Not planned	Not planned	Complete	Surveyed 85 acres for new infestations. Only found 0.06 acres.
Eagle Creek Fire response					
Monitor post fire recovery and identify areas of weed pressure in collaboration with USFS, OR State Parks and other organizations.	In progress	In progress	In progress	Complete	Ongoing.
In collaboration with partners, undertake weed control in priority areas	In progress	In progress	In progress	Complete	A total of 205 acres surveyed for weeds in the burn area and controlled as needed.

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Regional coordination					
Provide technical assistance with weed identification and control methods.	In progress	In progress	In progress	Complete	Ongoing
Participate in both the 4-county and Columbia Gorge Cooperative Weed Management Areas.	In progress	In progress	In progress	Complete	Ongoing
Monitoring and evaluation					
Maintain special location information in GIS, including abundance information for the target species.	In progress	In progress	In progress	Complete	Ongoing
Derive invasive weed control treatment polygons to track weed treatment efforts.	In progress	In progress	In progress	Complete	Post fire weed control areas defined.
Evaluate the feasibility of reducing the garlic mustard containment area and identify priority areas to target.	No progress	In progress	Complete	Complete	The current thinking is that it will not be feasible this fiscal year due to the uncertainty concerning the potential spread of garlic mustard infestations by machinery and landslides in the area of the Eagle Creek fire.
Analysis to determine if the reduce coverage goals for false brome, English ivy, Old man's beard and spurge laurel were met and to set new goals.	No progress	No progress	Complete	Complete	It was determined that because the reduced coverage goals were set prior to the Eagle Creek Fire it would be impossible to determine if the goals were met. Since the re-growth of these weeds in the fire area is still an unknown, it is also a difficult time to set new goals.



Appendix 6: Conservation Legacy – Headwaters Summary

Completed or progressing as planned, targets met or largely met	29/33	88%
Not completed as planned, but substantive progress made and success likely	2/33	6%
Not completed or progressing as planned, little substantive progress made	2/33	6%

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	Timeframe				Year End Comments
	Q1	Q2	Q3	Q4	
Natural Resources Management					
Plan, implement and monitor a suite of practices that promote good stewardship through a conservation planning approach, including: organic practices, cover cropping, nutrient management, reduced and appropriately timed tillage, drip irrigation, compaction alleviation, among others.	In progress	In progress	In progress	Complete	New stormwater facilities functioned well in the wet weather, there are excellent stands of cover crop across the farm, HIP farmers are making good choices about not driving tractors on wet soil, the compost pile has been covered, a bulk purchase of organic amendments was facilitated.
Soil Health Improvements					
Cover crop or silage tarp all farmable areas of Headwaters Farm while not in production (approximately 34 acres possible).	In progress	In progress	In progress	Complete	All areas of the farm that aren't in winter production have been cover cropped with a mixture of vetch, peas, clover, and winter rye. Summer cover cropping will begin in May.
Soil samples taken for all fields in October - both in production or not - to help determine fertility needs and document change over time.	Not planned	Complete	Complete	Complete	Samples were taken in mid-October.
Manage invasive weeds.	In progress	In progress	In progress	Complete	Primary management tools have been silage tarps, cultivations, hand weeding, and incentivizing incubator farmers to keep weeds controlled. Silage tarps in Field 5 remain the organic management tool for the horsetails.

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Lime fields and applications of other amendments as needed.	Not planned	Complete	Complete	Complete	Soil samples indicate there won't be a need for large scale liming in 2019. However, some HIP farmers will apply small amounts of lime/dolomite as their crops and specific fields warrant.
Erosion and Stormwater Management					
Realignment of roadway in close proximity of the North Fork of Johnson Creek within the Dianna Pope Natural Area, including 275ft of new gravel road situated away from the water resource and deconstruction and planting of 325ft of the existing roadway.	In progress	In progress	In progress	Complete	This project was completed at the conclusion of the fiscal year, during the optimal time for grading and soil disturbance. The planting of the decommissioned road will happen in the wet season.
Incorporate legacy nursery stock piles into the fields and begin to remediate them with cover crops.	Not planned	Not planned	In progress	In progress	These piles will be included in the scope of work with other projects requiring earthmoving equipment. This is planned to occur in the spring/summer of 2019.
Irrigation efficiency					
Work with incubator farmers to encourage the use of low-output irrigation and developing and utilizing an Irrigation Water Management Plan.	In progress	In progress	In progress	Complete	New guidelines have been put into the Farmer's Manual as to water application expectations and record keeping requirements. HIP and Rural Lands staff will work together to design a program for supporting the farmers in implementing sound irrigation strategies.
Natural Habitat					
Establish an additional 6,500ft ² of pollinator habitat (2,000ft ² between the propagation houses and 4,500ft ² to the east of the in-holding property).	Not planned	Complete	Complete	Complete	Planting concluded at the end of November and mulch has been installed over the planting.
Maintain existing pollinator habitat, hedgerows and beetle bank.	In progress	In progress	In progress	Complete	Weeding in the hedgerows now focuses on thistles and other invasive plants. The native plants are well established and won't be impacted by annual forbes or grasses, which offer habitat and ground coverage.
Headwaters Incubator Program (HIP)					
Complete Headwaters 5-year plan	Not planned	No Progress	No Progress	No Progress	This project has been delayed in favor of focusing attention on the Food Safety Plan.
HIP Farmer recruitment and retention					
Obtain at least 10 HIP applicants for the 2018 growing season.	In progress	Complete	Complete	Complete	Complete, but target not met. Seven applications were received, of which four strong candidates were brought into the incubator program for the 2019 season.



Two-to-five new farms recruited in FY18-19.	Not planned	Complete	Complete	Complete	Four new farmers joined HIP for the 2019 growing season, totaling roughly two acres of production.
Host at least 12 incubator farmers at all times.	In progress	Complete	Complete	Complete	There are 15 farms (20 farmers) participating in HIP for the 2019 growing season.
HIP Farmer Support and Training					
Tractor safety and operation training.	Not planned	Not planned	Complete	Complete	Group training was offered on March 15. Individual trainings to clear farmers to operate the machinery independently followed as needed.
Record keeping cohort, participation in farm business record keeping training.	Not planned	Not planned	Complete	Complete	The cohort has begun. Tanya Murry met with incubator farmers on February 6. The Headwaters Farm Program Manager checks in with participants on a bi-weekly basis to track progress and answer questions. All participants are making progress on their time trials.
BCS maintenance and individual farmer operation trainings.	Not planned	Not planned	Complete	Complete	Occurred during the month of March.
New farmer orientation.	Not planned	Not planned	Complete	Complete	Was conducted on February 20. All new farmers attended.
Nutrient management training.	Not planned	Not planned	Not planned	Complete	Occurred in May at Dancin' Roots Farm.
Irrigation management training.	Not planned	Not planned	Not planned	Complete	Occurred in May at Headwaters Farm.
HIP Graduate Support					
Identify one or more HIP graduates to lease Mishima Farm.	Complete	Complete	Complete	Complete	Selection process successfully completed, with Full Cellar Farm signing a three-year lease of Mainstem Farm starting in 2019.
Work with graduating farmers to identify best landing options for their farm businesses.	In progress	Complete	Complete	Complete	Full Cellar Farm leased Mainstem Farm property which EMSWCD owns. Alquimia Botanicals passed on a solid landing opportunity in favor of relegating the business to selling nursery starts this year. They will be keeping planting stock to begin actively farming again in subsequent seasons.
Maintain ongoing relationship with HIP graduates and connect them to various support services.	In progress	In progress	In progress	Complete	An End of Year Survey was sent to graduates, with a 57% response rate. Graduates receive emails for land opportunities, events, and other points of interest from the Headwaters Farm Program Manager on a regular basis.
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.	In progress	In progress	In progress	Complete	Numerous updates were made on social media relating to conservation practices. Several blogs have been written and



					will be published in a staggered fashion over the coming months.
Create plan for the incorporation of interpretive signage and other informational documentation at the farm; begin making and displaying signs.	Not planned	In progress	In progress	In progress	An interpretive signage was installed in the Dianna Pope Natural Area. Building signs were placed on all structures. Additional operational/policy signs are in development and will be placed through the farm to improve shared usage and safety.
Lead tours at Headwaters Farm for prospective farmers, program partners, and the general public.	In progress	In progress	In progress	Complete	Over a dozen tours were conducted in FY18-19, including one with Congressman Earl Blumenauer and his staff. An orchard restoration workshop was held at Mainstem Farm with about 20 attendees.
Tabling, presentations, events, and other outreach opportunities as they arise.	In progress	In progress	In progress	Complete	Presented to 200 attendees at the OSU Pollinator Conference, attended and networked at the Oregon Small Farms Conference, and participated in smaller outreach opportunities throughout the year.
Provide onsite training opportunities for Farmers of Color Apprenticeship Program.	In progress	In progress	In progress	Complete	Hosted Mudbone Grown's community for a tour of Headwaters Farm. The Headwaters Farm Program Manager is participating in a farmer development white affinity group, in hopes of better understanding his own whiteness and making small-steps toward a farmer development system that is more equitable creates safe opportunities for farmers of color.
Explore partnerships and grant funding to pursue programming that utilizes Headwaters Farm resources to create farming opportunities for underserved groups.	Not planned	No Progress	No Progress	No Progress	No progress has been made on this front. This will likely remain incomplete until other avenues are fully explored.
Facilities, Infrastructure and Equipment					
Construction of three forced air compost boxes.	In progress	Complete	Complete	Complete	The boxes are in full operation.
Design, permit, and build equipment shed.	In progress	In progress	In progress	Complete	The equipment shed permitting is complete and the bidding process has begun for the contract to construct.
Ongoing maintenance of farm vehicles and equipment	In progress	In progress	In progress	Complete	General maintenance was performed on machinery with a major servicing outstanding on the New Holland TC40.
Conduct facilities, road and path safety inspections and address issues that arise.	In progress	In progress	In progress	Complete	Weekly inspections of primary access routes were conducted. No notable events or requiring immediate attention were observed.



Appendix 7: Land Legacy Program Summary

Completed or progressing as planned, targets met or largely met	23/30	77%
Not completed as planned, but substantive progress made and success likely	1/30	3%
Not completed or progressing as planned, little substantive progress made	6/30	20%

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	Timeframe				Year End Comments
	Q1	Q2	Q3	Q4	
LLP Program					
Backfill outstanding records management needs for all property interests.	In progress	In progress	In progress	Complete	Created paper and electronic files on all EMSWCD property interests
Finalize remaining identified program foundational documents.	In progress	In progress	In progress	Complete	Significant documents were finalized, including the easement baseline documentation template, easement stewardship guidelines and agricultural management plans.
Consider and potentially implement streamlined approach to transaction review and approval.	Not Planned	Not Planned	No Progress	No Progress	No capacity existed to pursue this low-priority item.
Design and produce Land Legacy Program poster displays.	In progress	In progress	No Progress	No Progress	One of three posters have been completed, no pressing need and no capacity to pursue development of additional posters during the 3 rd and 4 th quarters.
Working Farmland Protection					
Refine agricultural property prioritization for the agricultural focal area as well as non-focal area agricultural properties east of the Sandy River.	Not Planned	No Progress	No Progress	No Progress	No capacity existed to pursue this lower priority outcome.
Conduct analysis of changes in the area and use of farmland over time, to determine extent of farmland loss within the district.	Not Planned	No Progress	No Progress	No Progress	No capacity existed to pursue this lower priority outcome.

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Continued development and implementation of outreach program for the Ag community. Provide at least one distinct opportunity for the 75 highest priority landowners to learn about the working lands conservation easement program.	In progress	In progress	In progress	Complete	Substantive activities included multiple newspaper articles on transactions, kitchen table discussion, four-part farm succession planning workshop and a newsletter on working farmland program activities.
Close out disposition of Oxbow property.	In progress	In progress	Complete	Complete	The sale of the property was recorded in April 2019.
Close on fee acquisition of Gordon Creek farm property.	Complete	Complete	Complete	Complete	20-acre farm closed successfully in the 1 st quarter.
Close on or substantively advance at least one other farmland transaction.	In progress	In progress	In progress	Complete	Acquired Right of First Refusal for 20-acre farm property. Closed on option for 20 acre working farmland easement, recorded April 9.
Opportunities rapidly and creatively responded to; four or more ag properties will be brought before the EMSWCD board to consider for protection.	In progress	In progress	In progress	Complete	Multiple land conservation opportunities advanced for consideration.
Further develop partnerships with SWCDs and Land Trusts in support of agricultural land protection.	In progress	In progress	In progress	Complete	Served in leadership role for Land Camp conference.
Support the Oregon Ag Heritage Program and Willamette Valley Ag Preservation initiative and ensure these programs help support EMSWCD agricultural land protection efforts.	In progress	In progress	In progress	Complete	Helped support these advocacy efforts.
Farm succession resources developed if resources permit.	In progress	In progress	Complete	Complete	Four-part Farm Succession Planning workshop held in Jan/Feb; 12 participants.
Agricultural Land Stewardship					
Fee interest and conservation easement management guidelines adopted and implemented for current EMSWCD holdings.	In progress	In progress	In progress	In progress	Conservation easement management guidelines were adopted by Board. No capacity to advance fee management guidelines.
Agricultural Management Plan guidelines finalized.	In progress	In progress	In progress	Complete	AMP guidelines adopted by the Board in June 2019.
Agricultural management plans developed and implemented for Mainstem (formally Mishima), Oxbow, and Gordon Creek properties.	In progress	In progress	Complete	Complete	Mainstem and Oxbow AMPs finalized. Gordon Creek property practice requirements incorporated into lease agreement.
Develop and finalize lease for Mainstem property.	In progress	In progress	Complete	Complete	Executed in early January 2019.
Prepare sites and complete native plant installation to restore riparian habitat on the Mainstem property and Gordon Creek property.	In progress	In progress	Complete	Complete	Riparian planting completed on Mainstem and Gordon Creek properties. Additional Natural Area reforestation planting also occurred on Oxbow.
Natural Resource Lands Protection					
Support partner protection efforts financially with partner entity in the lead, as opportunities arise.	In progress	In progress	In progress	Complete	Substantially engaged in advancement of 2 projects, including consideration of EMSWCD serving in a bridge-

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					funding role. Secured verbal commitment for donation of a conservation easement on a principally Natural Resource lands project.
Update Natural Lands component of website.	No Progress	No Progress	In progress	Complete	New photos and content, including profiles on EMSWCD funded projects.
To the extent allowed by law, support efforts by external entities to secure funding for natural area protection and ensure the sustainable management of natural areas in the region.	In progress	In progress	In progress	Complete	Participated in Metro Bond partner engagement efforts associated with the likely Open Space Bond Measure on the November 2019 ballot.
Natural Area Stewardship / DPNA					
Weed control and plant maintenance, in-fill planting where required.	Not Planned	Not Planned	In progress	Complete	Maintenance carried out in DPNA as planned.
Conduct regular wildlife surveys, install and analyze wildlife camera footage.	In progress	In progress	In progress	Complete	Planned monitoring for 3 rd quarter was undertaken.
Install DPNA interpretive signage.	In progress	Complete	Complete	Complete	DPNA interpretive sign was installed in the 2 nd quarter.
Design and install welcome/entrance sign.	Not Planned	No Progress	No Progress	No Progress	This project was put on hold in lieu of other priorities.
Finalize permitting and construction of road realignment to move roadway further from the North Fork of Johnson Creek	In progress	In progress	In progress	Complete	Permit has been approved and received from Multnomah County. Construction will take place in the 4 th quarter once the ground dries out sufficiently.
Access to Nature					
Update Access to Nature component of website.	No Progress	No Progress	In progress	Complete	New photos and content, including profiles on EMSWCD funded projects.
If capacity permits, assess and prioritize potential access to nature protection opportunities.	Not Planned	No Progress	No Progress	No Progress	No capacity to pursue given other more urgent priorities.
Support partner protection efforts financially with partner entity in the lead, especially those targeted to under-served communities.	In progress	In progress	In progress	Complete	Substantially engaged in advancement of 2 Natural Resource Lands projects that had Access to Nature components.



Appendix 8: Grants Program Summary

Completed or progressing as planned, targets largely met	20/24	84%
Not completed as planned, but substantive progress made and success likely	2/24	8%
Not completed or progressing as planned, little substantive progress made	2/24	8%

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. Increase the urban tree canopy and support a sustainable urban forest. 5. Establish and support sustainable school and community gardens throughout the urban areas of the EMSWCD service area. 6. Increase conservation benefits for communities and populations experiencing disparities in environmental health, environmental education, and natural amenities.					
Annual Activities and Deliverables	Timeframe				Year End Comments
	Q1	Q2	Q3	Q4	
Outreach, Engagement and Evaluation					
Conduct survey of 2018 PIC applicants and present results.	Complete	Complete	Complete	Complete	2018 PIC applicant survey completed, and results presented at September Grants Committee meeting.
Conduct 1-2 case studies of past grantees and/or assessment of a particular funding area (restoration or equity).	No Progress	No Progress	No Progress	No Progress	Postponed indefinitely due to additional workload on the Grants Manager with the SPACE grants administration.
PIC Grants					
PIC Grant administration					
Update PIC grant application and supporting materials, receive applications, conduct due diligence, prepare for and host Review Committee meeting, make recommendations to the Board for PIC grant awards.	Not Planned	In progress	Complete	Complete	Thorough review of 2019 PIC applications occurred in the 3 rd quarter. PIC Review Committee meetings were held in February. Recommendations were prepared to present to the Board. The Board approved 20 grants, totaling \$622,362.
Contract with grantees for 19 PIC awards	In progress	Not planned	Not planned	Complete	The 2019 contracting process began in the 4 th quarter.
Consider changes to PIC/PIC Plus grant structure and funding levels for consideration by the Grants Committee.	Complete	Complete	Complete	Complete	Grants Committee recommended and the Board approved changes to the PIC grant program structure. PIC Plus will be



					discontinued, and all PIC grants duration lengthened to up to two years, and the maximum PIC grant amount increased up to \$100,000 per grant.
Compliment other EMSWCD Program Efforts					
Fund at least three restoration or monitoring projects.	Not Planned	Not Planned	Complete	Complete	3 restoration/monitoring projects were funded through PIC, including a grant to the Columbia Estuary Partnership to assess the feasibility and develop designs for a pilot technique to enhance cold water refuges for salmon at the mouths of lower Columbia Gorge tributaries.
Fund at least three projects that address stormwater runoff, water quality/ conservation, and/or soil erosion.	Not Planned	Not Planned	Complete	Complete	3 projects were funded through PIC that address stormwater runoff, including the de-paving and re-greening of an area at a school site and support for transforming a section of street into a naturescaped parklet.
Fund at least one project that promotes sustainable agriculture.	Not Planned	Not Planned	Complete	Complete	4 PIC projects were funded that address sustainable agriculture in the urban sector, including a two-year grant awarded to Outgrowing Hunger, providing garden space and education to marginalized and underserved farmers and gardeners.
Sustainable School and Community Gardens					
Re-convene PIC grantees and other key stakeholders involved in school and community gardens to check in on respective roles, current issues and area to consider for PIC 2019.	Not Planned	No progress	No Progress	No Progress	Convening postponed until next year due to staff capacity constraints. This was determined to be low priority since two key grantees have active multi-year grants, precluding them from applying for 2019 PIC. Meeting planned for November 2010.
Fund the development of at least two new community or school garden spaces.	Not Planned	Not Planned	Complete	Complete	2 new community garden spaces were funded through PIC, one through a grant to Grow Portland for a new City of Portland community garden, and one for a garden serving residents of East County.
Fund the upgrade and/or maintenance of at least three community or school gardens.	Not Planned	Not Planned	Complete	Complete	2 PIC grants will support improvements to existing gardens. Janus Youth will continue to work at Village Gardens, involving the community in site preparation and planting, and maintenance of orchards.
Environmental Literacy					
Fund at least three mission-specific environmental and/or garden education projects for youth.	Not Planned	Not Planned	Complete	Complete	5 PIC projects funded this quarter are primarily focused on environmental education for youth, including Camp ELSO, a program that provides year-round opportunities for youth of



					color to gain STEM education in an outdoor setting and learn about careers in science and the environment.
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.	Not Planned	Not Planned	Complete	Complete	Almost all the PIC projects funded had an educational component, involving either students, volunteers and/or public education. PIC 2019 grants were awarded to five organizations focused on green workforce development.
Equitable conservation outcomes and benefits					
Support, through grants and/or facilitation, at least two partnerships that cross traditional sector lines and help to build alliances between conservation groups and culturally specific community organizations.	Not Planned	In Progress	Complete	Complete	Staff worked with members of the Delta Sigma Theta Sorority at the June Key Delta Center, helping to create a partnership with the Oregon Master Gardeners to upgrade the Center's garden space. A PIC grant to Ecotrust will support a Green Workforce Collaborative, bring together culturally specific groups and the conservation community to provide training for green jobs.
Fund projects of at least two culturally specific organizations to help build organizational and technical capacity for conservation work.	Not Planned	Not Planned	Complete	Complete	3 culturally specific organizations were awarded PIC grants: Camp ELISO, Verde, and Wisdom of the Elders. Funding will enable these groups to build their respective programs, retain and hire staff, and receive training to enhance technical capacity.
Participate in the Equity Grant Makers group, EMSWCD's Equity Team, and training opportunities to address barriers to greater equity in grantmaking and conservation funding.	In progress	In Progress	In Progress	In Progress	Staff attended quarterly Equity Grantmakers Network meeting, continued to participate in the Equity Team and complete assigned tasks related to EMSWCD Equity Plan and other efforts.
Convene informal, small groups to share information and explore collaboration opportunities in equity-related work.	Not Planned	In Progress	In Progress	In Progress	Staff has met with colleagues through Equity Grantmakers Network, EMSWCD Equity Team, as well as one-on-one with grantees and other partners to discuss opportunities. Staff met with East County Urban Forestry stakeholders to discuss investment in regions with relatively low tree canopy.
SPACE Grants					
Manage the transition of SPACE onto ZoomGrants online platform.	Complete	Complete	Complete	Complete	SPACE grants administration has been successfully transitioned onto the ZoomGrants platform. July 2018 was the first month of applications were received online. Staff continue to make improvement in the online platform.
Fund projects that address restoration of urban habitat, stormwater management, water quality, and other on-the-ground conservation needs.	In progress	In progress	In progress	Complete	A total of 10 SPACE projects were funded in FY18-19, including those that involved weed removal and

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					naturescaping of a public open space, building rain gardens, and creating pollinator habitat.
Fund projects that upgrade and/or maintain community and school gardens.	In progress	In progress	In progress	Complete	A total of 8 SPACE projects were funded in FY18-19 that improved community and school garden spaces, including creating new raised beds for the Produce for People program in a City of Portland community garden. Another grant upgraded a small neighborhood garden and supported volunteer workdays.
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.	In progress	In progress	In progress	Complete	22 SPACE projects were funded in FY18-19 had an educational component involving both youth and adults. A grant to Portland Public Schools Indian Education Program, enabled students to participate in a canoe trip as part of a spring break camp. Another grant supported a workshop for practitioners on urban and agricultural pollinator habitat restoration.
Fund educational community events focused on conservation and/or agricultural issues that reach significant numbers of EMSWCD residents.	In progress	In progress	In progress	Complete	6 SPACE grants in FY18-19 provided funding for conservation themed events, including the annual City of Troutdale Earth Day celebration where volunteers removed weeds and planted natives in Helen Althaus Park.
SPA Grants					
Attend SPA meetings and maintain familiarity with the contracts and projects.	In progress	In progress	In progress	Complete	Staff met with the watershed councils and continued general monitoring of progress.
Administer FY18-19 individual agreements: reimbursements, reporting and electronic files.	In progress	In progress	In progress	Complete	Staff communicated with watershed councils regarding reporting requirements, processed reimbursements and maintained electronic files.



Appendix 9: 2019 PIC Grants

TOTAL: \$622,362

Adventures Without Limits

Equity in the Outdoors \$15,000

AWL will partner with community organizations to host outdoor educational kayaking and rafting trips for underserved youth. Participants gain outdoor skills and learn about river habitat and wildlife, as well as the impacts of climate change on local watersheds.

Audubon Society of Portland/Columbia Land Trust

Backyard Habitat Certification Program - East Multnomah County Engagement and Equity \$70,000

This 2-year project will provide technical assistance, incentives, resources, and recognition to urban and sub-urban residents as they create backyard habitats and manage stormwater.

Camp E.L.S.O. Inc.

Camp ELSO Expansion Project \$30,000

This project expands hands-on environmental education programming to reach youth and families of color, partner with schools and communities, and expand professional development opportunities for diverse educators.

Columbia Riverkeeper

Columbia River Monitoring and Restoration Project \$45,000

This 2-year project engages diverse communities who fish near Bradford Island, one of the most contaminated sites on the Columbia; encourages safe swimming by collecting E. coli water quality data; and supports diversity, equity, and inclusion training for staff and board.

Depave

Depave 2019 - Centennial School District \$60,000

Depave will develop, plan, and implement two projects at Centennial School District elementary schools, removing pavement, creating natureplay elements, installing native plants, and incorporating on-site sustainable stormwater management.

Ecology in Classrooms and Outdoors

Ecology Enrichment in Elementary Schools \$20,500

ECO will expand its ecology enrichment program to include additional classroom from underserved Title I schools. Students will participate in a pilot program - Hop, Skip, Jump - that involves deeper partnerships with schools and teachers to define and implement environmental education programs.

Ecotrust

Green Workforce Collaborative \$40,000

The Green Workforce Collaborative is a partnership of conservation, workforce development, and community-based organizations focused on promoting culturally specific workforce development in environmental careers for Black and Native American young adults.



Friends of Nadaka Nature Park

Community Restoration and Workforce Project \$25,000

This project enables culturally relevant, and community-based environmental education programming and restoration at Nadaka Nature Park in Gresham's Rockwood neighborhood.

Grow Portland

Glenhaven Community Garden \$15,000

Grow Portland is supporting the construction of a new community garden at Glenhaven Park to be operated by Portland Parks & Recreation's Community Gardens Program.

Janus Youth Programs, Inc.

Growing Deeper: Intergenerational Community Organizing Through Food and Farming \$43,989

The 2-year initiative enables low-income youth/adults to become effective and independent stewards of the Village Garden food projects. Different generations will work together across sites to connect communities with natural spaces, gardening and farming.

Lower Columbia Estuary Partnership

Feasibility Assessment of Pilot Cold Water Refuge Enhancement Technique \$30,000

This project will assess the feasibility and develop 30% designs for a pilot technique to enhance cold water refuges at the mouths of lower Columbia Gorge tributaries to benefit salmon and steelhead in the face of warming climate conditions.

Northwest Youth Corps

East Multnomah Youth Stewardship Program \$20,000

Four weeks of summer programming will include environmental education and stewardships experience for low-income youth crews, with partners Friends of Trees and Girl's Inc.

Outgrowing Hunger

Gardens for Health \$50,000

This 2-year project will provide access to sustainable, watershed-friendly urban agriculture and gardening, provide education and technical support for marginalized and under-served gardeners, and build one new community garden.

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.

Sauvie Island Center

DEI on the Farm & in the Classroom \$20,393

This project will support farm field trips and classroom visits for 2nd and 3rd grade students from Title 1 schools, with a focus on increasing the cultural relevancy of the program's farm-based education.



The Wetlands Conservancy

Healing Habitats \$20,706

This project is a partnership between The Wetlands Conservancy, Ecology in the Classrooms and Outdoors, Springwater Trail High School, and The City of Gresham. We will be working together to educate a community about local natural areas and to enhance a small but incredibly valuable wetland in the middle of a Gresham neighborhood.

Tucker Maxon School

SE 28th Place Parklet \$20,350

A street block with severe drainage problems will be converted into a small neighborhood park with native plant and pollinator gardens. It will provide space for environmental and art education for both deaf and hearing students at the school, as well as a gathering place for community.

Verde

Verde Landscape Training Program \$40,000

The Verde Landscape Training Program will implement the first year of an updated curriculum. The program provides low-income people of color on-the-job and classroom training, individualized learning plans, and connections to destination employers.

Wisdom of the Elders

Wisdom Workforce Development Capacity Project \$38,680

This project will expand capacity of the workforce development program to carry out restoration activities and will provide a more secure conservation work pathway for Native American adults. This project will also allow Wisdom to further its Traditional Ecological Knowledge educational role with colleagues, students and the public.

World Salmon Council

Salmon Watch \$18,842

Focusing on salmon as a keystone species of the Northwest ecosystem, Salmon Watch reaches over 1,500 middle and high school students through field trips, service-learning projects, and classroom curriculum. The program partners with The Blueprint Foundation and the "Unidos" Latinx student club at Jefferson High School.



Appendix 10: 2018-19 SPACE Grants

TOTAL: \$60,578

Organization Name	Proposal Title	Award Amount
St. Ignatius Parish	St. Ignatius Vines Project	\$1,640
Young Audiences of Oregon, Inc. (dba Young Audiences of Oregon & SW Washington)	Dance and Songwriting at Camp ELSO Outdoor Education Summer Camp	\$2,000
Urban Nature Partners PDX	Supporting Youth Outdoor Camps and Outings	\$2,000
NatureSpace Project	Wilshire Park NatureSpace	\$2,000
Cleveland High School PTA	Cleveland High School Weekend Warriors Backyard Habitat Certification	\$1,500
International Bethel City Church	International Bethel City Church Garden Project	\$2,000
Bridger School	Garden food for the cafeteria	\$2,000
David's Harp	Parkrose Heights Community Garden Improvements	\$2,000
The Portland Montessori School	"Sweetening Our Soil" - Enriching Our Soil Quality and Attracting Pollinators	\$2,000
Woodland School	Tree Planting & Site Restoration	\$1,075
Friends of Nadaka Nature Park	No Ivy Day Cleanup Event at Nadaka Nature Park	\$2,000
Grow Portland	Water Meter for Cesar Chavez Community Garden	\$2,000
Cascade Pacific Resource Conservation & Development Area	Willamette-Laja Twinning Project	\$1,191
Metropolitan Family Service	Gresham High School SUN Hiking Club	\$2,000
Citizens Church	Community Garden, Raingarden and Native Plants	\$1,072
Friends of Portland Community Gardens	Brentwood South Community Garden PFP Raised Bed Project	\$2,000
Oregon State University Extension	Growing Farms Scholarships	\$2,000
Young Audiences of Oregon, Inc. (dba Young Audiences of Oregon & SW Washington)	Arts & Entomology at Camp ELSO	\$1,400
Portland Public Schools Title VI Indian Education Program	Spring Break Land & Leadership Camp	\$2,000
Bridgeton Neighborhood Association	Bridgeton Triangle Sustainability Project	\$1,200
Multnomah County Chapter of the Oregon Master Gardeners Association	June Key Delta Community Center Garden	\$2,000
Birch Community Services. INC.	Sunderland Teaching Garden Maintenance, Restoration and Nature-Scaping	\$2,000
Centennial School District, Centennial Middle School	Native Garden Outdoor Classroom	\$2,000

**East Multnomah Soil & Water Conservation District**

City of Troutdale	Earth Day Event/Helen Althaus Park	\$2,000
Latino Network	Latinx Parks, Growing, and Gardening	\$2,000
Buckman PTA	Buckman Playground Rain Garden	\$2,000
Confluence	Sandy River Delta Signage	\$2,000
Friends of Outdoor School	Common Ground Network	\$2,000
Emerson Street Garden Community Group	Emerson Street Garden Community Revival	\$1,500
Rogue Farm Corps	Exploring Whiteness in Farmer Development	\$2,000
Society for Ecological Restoration Northwest Chapter	Urban & Agricultural Pollinator Habitat Restoration	\$2,000
Verde	Explorando El Columbia Slough, 2019	\$2,000
CityWildPDX	Summer Programming: Our Parks, Our Land Community	\$2,000