

West Multnomah Soil & Water Conservation District

Long-Range Business Plan

2015-2019



Conserve and protect soil and water resources for people, wildlife
and the environment.

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Monthly Meetings

Board Meetings are held the second Wednesday of the month at the District Office, at 6:00 PM. The public is invited.

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EXECUTIVE SUMMARY

This Business Plan (2015-2019) details the West Multnomah Soil & Water Conservation District (the “District”) services, activities, resources, staffing, and finances currently available and planned to carry out the District’s mission. The Business Plan also contains general information about the District and Multnomah County and guides the development of the District’s annual work plans and budget.

The District serves residents within its boundaries (the portion of Multnomah County west of the Willamette River, all of Sauvie Island, and the Bonny Slope area of the Tualatin Mountains in Washington County) with information and assistance on conservation planning, invasive weeds, native plants, livestock management, grant funding, wildlife, healthy woods, habitat restoration, school gardens, stormwater management and other conservation projects. How will the District look if our staff, board, and volunteers do their work well?

- More urban and rural landowners will know about invasive plant species and be diligent about controlling them on their property.
- Horses, cows, goats and llamas will enjoy lush pastures without polluting our streams and rivers.
- Our streams, rivers and watersheds will be healthier, supporting the return of endangered salmon species.
- Birds and bees will thrive with ample food and shelter and will co-exist with people on farms and in suburban backyards.
- Rare habitats, such as oak savannas, ash swales and sedge meadows, will be appreciated and restored.
- Private landowners will be thoughtful and knowledgeable stewards of their forests and small wood lots.
- District residents will enthusiastically tackle conservation initiatives like rain gardens, bioswales, hedgerows, and other native planting projects.
- District residents will enjoy more locally-grown food, farmed with methods that contribute to the long-term health of the land.

Public Participation

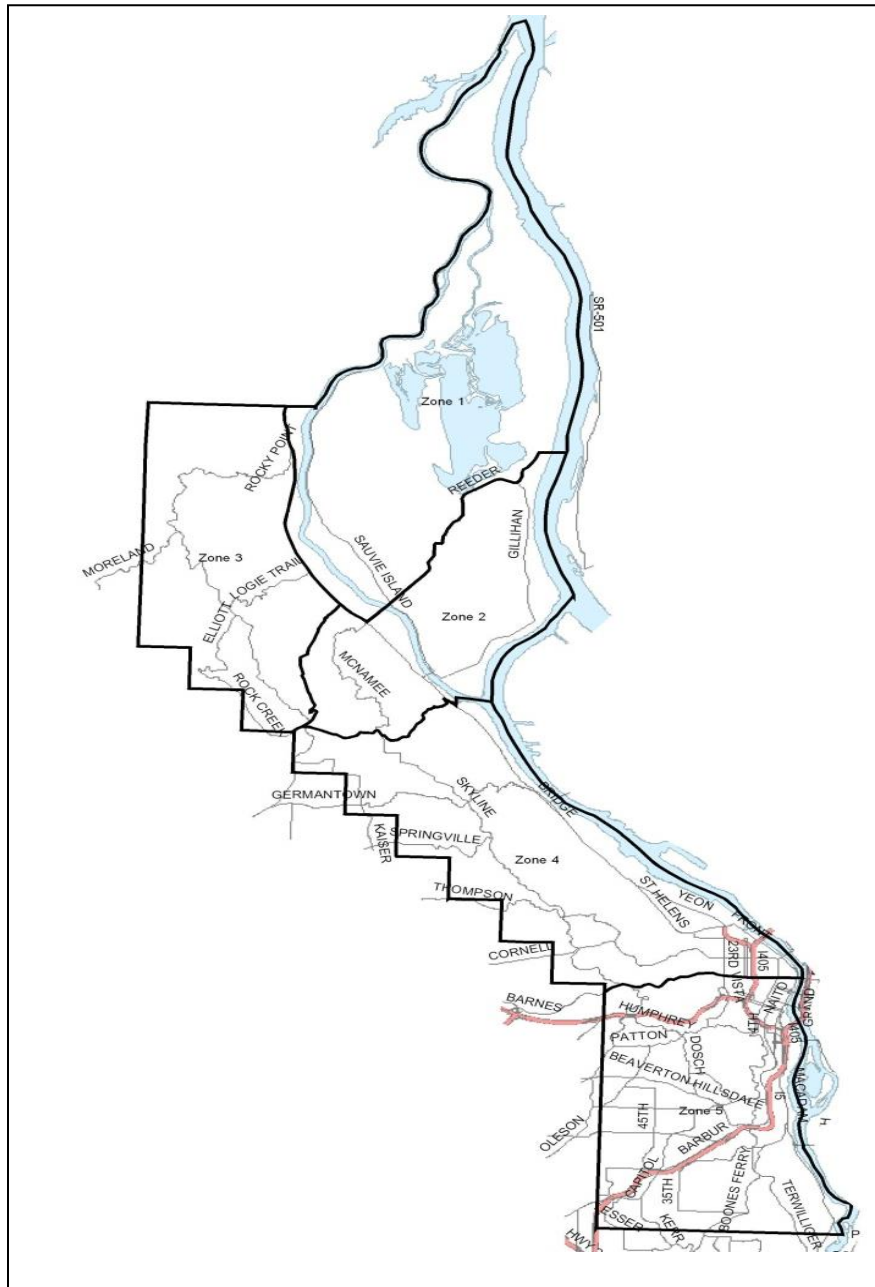
This Plan was prepared with input from staff, board members, community members and partners. As part of the process we identified visions for the future, current and potential clients, geographic attributes, landowner needs, partner agencies and non-profit organizations, and strategies to achieve our goals and objectives while ensuring socially equitable access to our services by all citizens.

Audience

This Plan is intended for District’s residents, Multnomah County officials, funding sources, legislators, and partner agencies. It will be a useful document for District landowners, partners, stakeholders, and others who seek to understand the District’s work. It will also be a living document to guide District staff and board in their day-to-day operations and to help ensure that policies, programs, services and decisions are beneficial to the District.

GEOGRAPHY AND AGRICULTURE

The District's service area includes the portion of Multnomah County west of the Willamette River and all of Sauvie Island. It is divided into five zones and represents a highly diverse area of urban and rural dwellings, forest and farm land, and owners of small and large properties.



Zone 1: The East limit is the middle of the Columbia and Willamette Rivers. South limit is the middle of the Multnomah Channel. West limit is south of the Gillihan/Reeder Road intersection-property lines on East side of Reeder Road. North of Gillihan/Reeder Road intersection-property lines on west side of Reeder Road (Includes Columbia County tip).

Zone 2: North limit is Multnomah/Columbia county line. West limit is middle of Multnomah Channel. East & South is Zone 1.

Zone 3: North and West limit is Multnomah County line. East limit is center of the Multnomah Channel. South limit is property lines on south side of Cornelius Pass Road.

Zone 4: North limit is Zone 3. East limit is center of Multnomah Channel & Willamette River. South limit is line of county sections 22-24 and 19 to the middle of Willamette River. West limit is Multnomah County line.

Zone 5: North limit is Zone 4. East limit is center of Willamette River. South & West limits are Multnomah County line.

Topography

Our service area contains approximately 86,260 acres, of which 17,097 are non-industrial private forestland and 3,691 are industrial forestland. Public forestland includes 1,035 acres of Federal land, 2,181 acres owned by Metro, 89 acres owned by the State of Oregon and 21 acres owned by Multnomah County. According to the U.S. Census Bureau, the county has a total area of 466 square miles (1,206 km²), of which 435 square miles (1,127 km²) are land and 79 km² (30 sq. mi or 6.53%) are water.

Land Use

Our District is a diverse landscape of urban and rural uses. The urban area includes downtown Portland, made up of businesses properties, private apartments and condominiums, small and large public parks, a large university system, public transit including light rail and street cars, tourist attractions and outdoor gathering places. Outside of downtown Portland, the urban area is comprised of residential neighborhoods with diverse housing options interspersed by substantial natural areas.

The rural area includes small and large agricultural operations, from small, organic farms to hobby farms, including stables, livestock operations, kennels, private land, public natural areas, organic and non-organic food production, and creeks and streams.

About 20 percent of the county is classified as commercial forestland; of this, about 30 percent is publicly owned.

STRUCTURE AND GOVERNANCE

Enabling and Governing Legislation

The Soil Conservation Service was authorized by Federal Legislation in 1937. The District is one of 45 conservation districts in Oregon, which are defined in Oregon law as political subdivisions of state government. The District is not a state agency. Rather it is classified as a municipal corporation, a form of local government, which is required to follow many of the same laws that govern state agencies and special districts. It is specifically governed by ORS 568.210 to 568.890 and ORS 568.900 to 568.933. See Appendix A for the specific powers and authorities granted to districts. Appendix B lists other statutes and administrative rules to which the District is subject.

The Oregon Revised Statutes (ORS) that established and govern Oregon's SWCDs (except the federal tribal Tiicham Conservation District) were significantly revised by the 2009 Legislative Assembly under House Bill 2082. The origin of the House Bill was a collaborative effort among the Oregon Association of Conservation Districts, member Conservation Districts, and the Oregon Department of Agriculture. It was designed to address the evolving challenges and opportunities presented to today's SWCDs that were not envisioned when the statute originated, and to eliminate antiquated provisions in the previous editions.

In addition to the general purpose of SWCDs under ORS 568.225 in the previous editions, the following was added: **“promote collaborative conservation efforts to protect and enhance healthy watershed functions, assist in the development of renewable energy and energy efficiency resources.”**

History

The District was established in 1944 to direct agricultural producers to technical assistance resources, such as our partners the Natural Resource Conservation Service (NRCS). In recent years, NRCS and the District have successfully partnered to plan and implement conservation practices on private lands in the basin.

The District was organized as the Sauvie Island Soil Conservation District. The District expanded to its current size in April 1975 and changed to its existing name. District voters approved a tax base in November 2006, ensuring a stable revenue source for programs delivered to west side citizens beginning in fiscal year 2007-2008.

Leadership

Directors

A board of seven directors governs the District. Directors are elected by voters in the District’s service area at the November General Election, held during even-numbered years. Director positions are elected in staggered terms to provide continuity on the board and maintain consistent operations. The District Board may appoint a person to fill a board vacancy between elections for the duration of that position’s term. Five of the seven positions are classified as zone positions and must meet the zone requirements and terms of office as specified in ORS 568.560 as follows: “Zone directors must own or manage 10 or more acres of land in the district, be involved in the active management of that property, reside within the boundaries of the district, and be a registered voter.”

An individual may serve as a zone director in lieu of land ownership or management requirements if the individual resides within the zone that is represented, has served at least one year as a District Director or Associate Director and has a conservation plan approved by the District Board. The other two positions are at-large. To qualify for an at-large position, a person must reside in the District’s service area and be a registered voter. No land ownership or management requirements are needed for an at-large position, which is also governed by ORS 568.560.

An individual director has power only when acting as a part of the District Board. Individual board members may be delegated authority or power to act on behalf of the Board in specific, limited tasks. This authority or power is granted through board action (resolution, motion, policy, etc.) and must be recorded in the meeting minutes.

The District Board works cooperatively as a unit to plan and oversee implementing District programs. As a representative of the District Board, opinions expressed publicly by individual board members should be consistent with established board policy, not the individual’s personal agenda or opinions.

ORS 568.560 requires all SWCDs to select a Chair and Secretary from among its directors. The District may elect other officers as desired.

The **Chair** is granted the responsibility to represent the District with other districts, agencies, associations, partners, organizations, legislators, and property owners consistent with the policies, plans, and interests of the District. The Chair will also conduct regular and special meetings of the Board.

The **Vice-Chair** is given authority to act as the Chair in case of the absence or unavailability of the Chair.

The **Secretary** is the custodian of all the District records, minutes, contracts, and other official documents.

The **Treasurer** reviews the District's monthly receipts and expenditures and presents the financial statements and associated updates to the Directors at District board meetings.

Committees can be an effective way for the District to plan and implement the District's functions as well as bring in points of view from our District that might otherwise be underrepresented by our elected board of directors. This helps ensure our policies, programs, services and decisions result in socially equitable outcomes for all citizens of our District. Committees can be comprised of board members, associate directors, District advisors, representatives of cooperating agencies and associations, or interested citizens. Committees can be ad hoc or standing. Currently the District has a standing Personnel committee and has on occasion formed ad hoc committees (e.g. Nominating committee). Ad hoc committees are charged with specific tasks over a specific time period and are then disbanded after the assigned task and/or timeframe is completed.

Associate Directors

Associate Directors are non-voting members of the District Board. They are appointed by the Directors to serve as advisors and representatives. Associate directorship offers a way to educate potential directors, broaden community input to the District, and expand District programs.

MISSION, VALUES, AND GUIDING PRINCIPLES

Mission

Conserve and protect soil and water resources for people, wildlife, and the environment.

Vision

The District is committed to working with its constituents to meet the demand for natural resource education and technical assistance to urban and rural residents, farmers, business owners, public schools and the general public and to increase the economic viability and environmental health of the rural and urban regions.

Guiding Principles and Values

Guiding Principles

1. We provide assistance to the public and respond to requests in a timely and courteous way. If we cannot provide direct assistance we strive to find other resources that meet landowners' needs.
2. We form strategic partnerships to maximize our work and minimize duplication with other agencies.
3. We focus our efforts on underserved populations and geographic areas.
4. To maximize our limited resources and impact, our urban focus is on leveraging landowner partnerships to spread participation through targeted watershed areas.
5. As an organization, we conserve natural resources (e.g. Reduce, Reuse & Recycle, Energy Conservation, etc.).
6. We address conservation problems methodically; we identify and analyze resource concerns before we determine solutions, as called for by sound conservation science and planning principles.
7. We complete project planning and assess viability according to our Goals & Strategies before seeking funding.
8. We urge voluntary commitments to conservation; we are not a regulatory body and do not enforce compliance. We maintain political neutrality and respect the privacy of all landowners.
9. We work as members of a flexible, respectful and responsive team.
10. We maintain a vibrant, culturally agile and cooperative board that helps outreach to and engage fellow landowners/partners.
11. We value and reward staff for hard work and innovation and provide staff/board development and training to maintain skills and science-based knowledge to better serve our constituents, maximize our credibility, and increase the success of on-the-ground conservation.
12. We incorporate equity and inclusion awareness and practice into our work process and programs.
13. We act with integrity and operate with transparency.

Guiding Values

1. Clean water is vital to people and wildlife.
2. Good soil is a life-sustaining, non-replaceable resource.
3. Healthy ecosystems are essential to humans and native wildlife.
4. Humans have a responsibility to, and self-interest in, being good stewards of the natural world.
5. A steady supply of locally-produced food is important to the quality of life, sustainability and economy of our District.
6. Well-managed agricultural and forest operations can co-exist with wildlife.
7. Informed and engaged board, staff and landowners are key to the success of our mission.
8. Our community conserves natural resources most effectively when all stakeholders are engaged and welcomed.
9. The strength and vibrancy of our District rests on its diversity.

Equity & Diversity

District Non-Discrimination Policy

The District prohibits discrimination on the basis of race, color, sex, national origin, age, disability, gender, marital status, religion, sexual orientation, genetic information and political beliefs. The District is an equal opportunity employer.

Racial Equity Policy

In 2015, staff and board members completed a Racial Equity Assessment through a program organized by the Intertwine. By initially focusing on racial equity, we can address Portland's most glaring inequities while developing policies and practices that result in more accessible programs and services for all. Upon completion of the training, the District developed a defined Racial Equity Policy with strategies to implement it.

Why the District Needs a Racial Equity Policy:

1. Environmental health impacts all and engaging and welcoming all stakeholders is crucial to ensuring this success.
2. The District's staff and board have a low level of racial diversity.
3. Having diverse perspectives engaged in organizational decisions would increase our District's overall strength and relevance.
4. District programs fail to engage many racially diverse audiences (no demographics data is currently collected to support this, but this has been determined by a staff survey).
5. The District lacks partner and grant requirements to demonstrate or encourage equity.
6. The District will be better able to identify and address community priorities if it partners with underserved communities of color, and works with them to ensure messages and programs are meaningful and accessible to them.
7. Demographic data (Curry-Stevens, A., Cross-Hemmer, A., & Coalition of Communities of Color (2010). *Communities of Color in Multnomah County: An Unsettling Profile*. Portland, OR: Portland State University) predicts that in several decades Caucasians will not be the majority in NW Oregon. Organizations that do not make the effort to better include and serve people of color will be unable to successfully engage more than half of their future constituents.

Our Racial Equity Policy includes the following:

1. A vision statement that highlights the aim to welcome, engage and provide open access to people of color in all facets of our organization.
2. District Non-Discrimination Policy (see above)
3. Intended outcomes
4. A plan for resource allocation
5. The role partnerships will play in addressing equity
6. Offer concrete next steps and accountability mechanisms
7. Action items in staff members work plans that address equity through District programming

ROLES AND RESPONSIBILITIES

The District works with agencies and individuals as partners in efforts to achieve our vision. Various memorandums of agreement and/or understanding, working agreements, intergovernmental agreements and informal arrangements, formalize the partnerships. The agreements outline the responsibilities of

each partner and identify the types of assistance, resources, and support each will provide to accomplish common conservation goals.

The District believes that our existing partners, which currently include non-profits, government organizations, private companies, landowners and volunteers, and yet-to-be determined partners are crucial to us reaching our equity goals. Our work will only be successful if we are able to truly partner with the community, engage with respect, authentically listen – and have the commitment to share decision making, control and resources. We must further examine and prioritize working with partners that share our equity goals to further maximize impacts with underserved communities.

Local Level

Landowners, Producers, General Public

The general public uses the District as its primary point of contact for not only District programs but those of the Oregon Department of Agriculture and the USDA's Natural Resource Conservation Service. Landowners and agricultural producers can avail themselves of technical assistance with natural resource concerns and assistance in securing grant or loan funding for an array of natural resource conservation projects.

West Multnomah Soil & Water Conservation District

The District assists the general public with conservation planning, technical and financial assistance, Federal farm bill program opportunities, and answers to conservation-related questions.

The District provides residents of its service area with information on and assistance with conservation planning, invasive weeds, native plants, pasture and livestock, soil health, soil erosion, funding assistance, wildlife, healthy woods, habitat restoration, stormwater management, water-quality protection, school gardens and other conservation-related projects.

OSU Extension Service

The District maintains a working relationship with the Multnomah County office of Oregon State University Extension Service. The District welcomed the Oregon State University Extension Master Gardeners into our office in 2009, giving the hotline and 600 Master Gardener volunteers a presence in the county it had been lacking after falling victim to county budget cuts.

County Government

The District works with a diverse group of key partners in local government agencies: City of Portland (Parks, BES, and Planning & Sustainability), Metro, Multnomah County, Clackamas County and Washington County.

Other Local Partnerships

The District partners with many other local groups that help us achieve our mission: Linnton Neighborhood Association, Skyline Ridge Neighbors, Scappoose Bay Watershed Council, Backyard Habitat Certification Program, Tryon Creek Watershed Council, West Willamette Restoration Partnership, Forest Park Conservancy, SW Watershed Resources Center and Depave. The District also works with the Sturgeon Lake Work Group including the Bonneville Power Administration, Ducks Unlimited, Oregon Dept. of Fish and Wildlife (ODFW), the Dept. of State Lands and scores of groups to fund the Save Sturgeon Lake restoration project. Specific groups on Sauvie Island (SI) that we work with regularly include: SI Community Association, SI Drainage Improvement Company and SI Grange. The District works closely with neighboring SWCDs, including Tualatin, Columbia, Clackamas and East Multnomah.

Regional Level

The District works with the following partners across most or all of the geographic areas in which we focus our efforts:

Four County Cooperative Weed Management Area, Department of Environmental Quality, Metro, Intertwine Alliance, Multnomah County, Northwest Weed Management Partnership, Oregon Department of Agriculture, Oregon Department of Forestry, Oregon Department of Transportation, Oregon Invasive Species Council, Oregon State University Extension Services, SOLVE, and others.

USDA Natural Resource Conservation Service (NRCS)

The District maintains a Cooperative Working Agreement with the NRCS to provide assistance with conservation planning and the implementation of conservation practices in its service area. From time to time, the District also enters into Contribution Agreements with NRCS to produce complete conservation plans. The NRCS provides technical assistance to the District and directly to county landowners and producers. The District is served through NRCS offices in the Portland Metro area.

Local Advisory Committee

Local Advisory Committees (LAC) are made up of landowners, agricultural producers, and an environmental representative whose charge is to develop an Agricultural Water Quality Management Area Plan. District staff participate in three local advisory committees: North Coast LAC, Lower Willamette LAC, and Tualatin LAC.

Additionally, staff and board members have been involved in Citizen Advisory and Technical Advisory Committees that are working on issues of importance to citizens in our service area (issues such as the Sauvie Island Multnomah Channel land use / transportation policy review and Portland Harbor Superfund studies and implementation).

State Level

Oregon Department of Agriculture (ODA)

The Oregon Department of Agriculture Natural Resources Division provides administrative oversight and partial administrative and technical support funding.

OWEB, DEQ, and other State Agencies

The Oregon Watershed Enhancement Board (OWEB), the Department of Environmental Quality (DEQ), Oregon Department of Fish and Wildlife (ODFW), and Department of State Lands (responsible for navigable waters, submerged and submersible land plus leases for marinas, and moorages) provide funding.

Oregon Association of Conservation Districts

The OACD provides technical and administrative support to the District and is the main conservation district advocacy organization with the Oregon State administration and legislature.

National Level

USDA NRCS

The national NRCS office provides funding of work agreements with the District.

Revenue to the County Economy

Landowners and community partners who work with the District on restoration and conservation projects are making a wise investment. Growing evidence indicates that land conservation and restoration projects produce significant economic benefits and result in increased property values. Communities with healthy lands and clean water are perceived as nicer places to live, attracting businesses and people, including non-resident visitors who put new dollars into local economies. Healthy soil captures precipitation, reduces stormwater management costs and, by protecting underground water sources, can reduce the cost of drinking water up to tenfold. In addition, District-funded projects and partnerships provide business to local private companies, spur new companies to form and increase employment opportunities for local non-profits.

The District has funded research studies with local experts and consultants regarding hydrology of the Sauvie Island drainage canals, ditches and remnant Gilbert River. The District also serves as local sponsor and founding partner with the US Army Corps of Engineers for a \$7 million restoration project to save Sturgeon Lake on Sauvie Island.

Our contracts with local restoration providers fund work for hundreds of employees (part-time) and nearby suppliers of tree starts, understory native plants and related materials.

GOALS

The District's goals are to:

- 1: Improve water quality in our watersheds
- 2: Minimize erosion and build healthy soils
- 3: Enhance habitats, biodiversity and ecosystem function
- 4: Enhance the productivity and sustainability of working lands
- 5: Cultivate land stewards of all ages
- 6: Ensure that the District is a vibrant agency

These broad strategic goals help focus our efforts to ensure that we are working toward the same end. Each program described in District Programs below helps achieve one or more of the above broad goals. Additionally, staff develop work plans on an annual basis which are a comprehensive list of the strategies, objectives and metrics by which we strive to achieve our goals and measure progress. See the current year's annual work plans and our metrics table showing how we annually measure our progress against our goals in Appendix E.

DISTRICT PROGRAMS

The District strives to obtain equity on all programs. We seek to understand the conservation needs and desires of diverse communities within our District. Just as ecosystems are more resilient when they are diverse, the strength and viability of our District rests on its diversity. We invest in relationships and seek to support and add value to the work of a wide range of organizations and communities when our priorities align. We support and include different approaches to and ways of addressing the issues our communities face, and respect the wisdom and values of the people who live here.

Board and management are committed to and work towards ensuring that organizational infrastructure, leadership, and staff represent regional demographics. We incorporate equity and inclusion awareness and practices in all work processes and programs. We work with and learn from partner organizations that have developed tools and practices for cultural awareness and inclusion and adapt them to District work. We continue to learn and improve our processes over time. We have developed a system-wide approach to integrate equity, diversity and inclusion.

All of our District's programs are designed to help us achieve our broad strategic goals. The following table summarizes which programs support each goal. The bolded uppercase "X" shows the main focus of the program, and the non-bolded lowercase "x" indicates supplemental goals addressed.

Programs	Goals					
	Water Quality	Healthy Soil	Habitat & Ecosystem	Working Lands	Land Stewards	Vibrant Agency
Conservation Planning	x	x	x	x	x	x
Healthy Streams	X	x	x		x	x
Neighborhood Demonstration Projects	x	x	x		X	x
EDRR (Early Detection and Rapid Response)	x	x	X	x	x	x
Partner Funding Program	x	x	x	x	x	x
Sturgeon Lake	x		X			x
Outreach & Education Programs	x	x	x	x	X	x
Stormwater Programs	X	x	x	x	x	x
Priority Habitat Restoration	x	x	X	x	x	x

Working Lands (agriculture and forestry)	x	x	x	X	x	x
Soil Health	x	X	x	x	x	x

1. Conservation Planning

Conservation professionals work with landowners to develop individual plans that identify practices and management behavior to best protect soil and water quality, enhance plant and animal health, and financially benefit landowners. The conservation planning process looks at a number of tools landowners can use to meet their goals, whether they have forest, farm, or riparian properties.

2. Healthy Streams

Funding and technical assistance is provided to landowners for streamside restoration to improve water quality and wildlife habitat. Current target watersheds in our rural areas, which are eligible for increased cost share, include McCarthy, Abbey, Rock and Crabapple creeks in the West Hills and waterways on Sauvie Island. Fencing to protect and exclude livestock from riparian areas may be included in *Healthy Streams* projects.

3. Neighborhood Demonstration Projects

The District assists engaged landowners and community groups, including schools and communities of faith, focused on demonstrating ways to conserve natural resources and/or improve their community's ability to access and learn about growing local food. These on-the-ground conservation projects also serve as education and outreach tools to the larger community through signage, tours and public access/visibility. Some of these projects, like the *Meadowscaping* program, are testing new techniques to conserve natural resources, so that we might learn from and showcase such practices.

4. EDRR (Early Detection, Rapid Response) Invasive Species Program

The *EDRR Invasive Species Program* focuses on prevention and spread of high-priority invasive species that are not yet well established in our region. The District works closely with landowners and partnering agencies to strategically manage target species on a local and regional scale. In addition, this program seeks to raise awareness of priority invasive plants through direct outreach and *Weed Watcher* workshops.

5. Partner Organization Funding

The *Financial Incentives for Sustainable Habitats* (FISH) program advances the mission of the District by leveraging funds through conservation-related work carried out by partner organizations and cooperating landowners. This program provides cost-share funds (up to \$10,000/project) to support conservation projects, conservation education, and community events that promote natural resource conservation. The District's Partner Funding programs provide strategic financial support to maximize our resources and minimize duplication with other organizations that efficiently and effectively perform

work that supports our goals. Generally, Partner Funding supports pre-existing programs within partnership organizations while the District's FISH Grant program supports new projects.

6. Sturgeon Lake

Dedicated funding has been allocated for the restoration of this 3,200 ac. wildlife refuge, owned and managed by Oregon Department of Fish and Wildlife. This lake is a critical habitat for endangered salmon, sturgeon and lamprey and is an integral part of the Pacific flyway for pacific coast migratory waterfowl. It is one of the premier natural and biologically significant aquatic and wildlife habitats in the state. Sturgeon Lake is identified in the Oregon Conservation Strategy as a "conservation opportunity area" and restoring flushing flows to the lake for salmon habitat restoration is specifically named as a state strategy. The District, US Army Corps of Engineers, and the Sturgeon Lake Restoration Partners are seeking to reopen the Dairy Creek channel, including installing a bridge to allow it to pass under Reeder Road. This project will be completed by 2020.

7. Outreach & Education Programs

The District provides media and consumer outreach and education, including workshops and trainings, on a wide range of conservation issues related to invasive weeds, native plants, stormwater management, farm and forestry practices, wildlife and restoration. We also provide financial and technical support to a variety of school and non-profit organizations engaged in educating students of all ages in conservation, clean watersheds, soil composition, and organic gardening.

8. Stormwater Programs

The urban sections of our District have many water and soil health challenges due to development, infrastructure and other urban pressures. In response to these pressures and their impacts to natural resources, the District offers direct landowner technical assistance and educational workshops and materials to help landowners better manage stormwater on their land.

9. Priority Habitat Restoration

Throughout our District staff help provide technical assistance to landowners to help restore priority habitats, which include oak woodland/savanna, upland forest and riparian zones. Conservation planning and cost share assistance are only provided in target areas which may be determined by watershed, geographic boundaries, number of contiguous landowners engaged and/or proximity to larger "anchor" habitats. In addition, there are some unique projects embedded in this area that aim to engage and educate landowners in aspects of restoring their land while providing some direct on-the-ground and/or technical assistance; the *Canopy Weed Program*, for example, provides treatment of invasive vines (ivy and clematis) that threaten a wide host of habitat types in target geographical areas.

10. Working Lands (agriculture and forestry)

The District seeks to ensure working lands stay in production while also enhancing conservation goals on each site and surrounding landscape. The District works with farmers to buffer waterways, provide pollinator and beneficial insect habitat, and manage nutrient inputs. The District also assists livestock and horse owners with mud, manure and pasture management to limit the movement of nutrients and bacteria into waterways and control weeds. On forest properties the District helps landowners improve forest health, reduce wildfire risk, enhance wildlife habitat,

and plan thinning operations to improve tree vigor and reduce sedimentation to streams from roads and trails.

11. Soil Health

The District helps crop producers improve soil health to increase production and/or reduce fertilizer and pesticide inputs. In the urban realm, the District provides landowner guidance and workshops on restoring disturbed soils. The District works with landowners on the four principles of soil health: 1) minimize disturbance, 2) diversity above ground equals diversity below ground, 3) provide a living root year round, and 4) maintain cover over bare soil year round. The District provides incentives for farmers to try cover crops and works with OSU extension to provide recommendations. The District also works with the NRCS to enroll farmers in Farm Bill programs which further encourage the adoption of these practices.

CONSERVATION OPPORTUNITY AREAS AND ISSUES

The District has outlined three conservation opportunity areas: the Rural West Hills, Multnomah Channel and Sauvie Island, and the Urban area. Listed below are some of the associated issues of concern and potential conservation opportunities within these areas.

1. RURAL WEST HILLS (includes a section of the Tualatin Mountains): Abbey, Crabapple, McCarthy, and Rock Creeks

Abbey/Rock Creeks

Issues:

- Early detection, Rapid response (EDRR) invasive plant species
- Forests impaired by blackberry, ivy, holly, and other invasive species
- Inadequate native riparian vegetation
- Oak woodlands with weed problems and conifer encroachment
- Water Quality, particularly temperature (The Tualatin River is WQ-limited for temperature; District data suggest temperature and sediment are issues in McCarthy & Crabapple)
- Horse stables and concentrated livestock areas may impair water quality via nutrients and bacteria
- Overgrazed areas contribute to soil compaction and erosion as well as weed encroachment
- Livestock access to streams
- Lack of species diversity in forest stands
- Highly Erodible Lands (HEL)

Opportunities:

- Riparian restoration
- Oak habitat, wetland, and pond enhancements
- Mud and manure control, pasture management
- Fencing to exclude livestock from streams
- Invasive species control

- Forest stand management/restoration

Crabapple Creek

Issues:

- Forests impaired by blackberry, ivy, holly, and other invasive weeds, including EDRR species
- Denuded streams at Wildwood golf course and higher in the watershed
- Lack of species diversity in forest stands
- Out of all the watersheds in the District, this one has the most acreage managed with forest clear-cuts
- Warm summertime stream temperatures

Opportunities:

- Green golf course certification and Wildwood golf course riparian enhancement
- Forest stand management/restoration

McCarthy Creek

Issues:

- Overstocked forest stands where forest health is depleted, as well as clear-cut areas not adequately reforested
- Inadequate or downward trending native riparian vegetation along this salmon-bearing stream, particularly on the mainstem middle and lower reach, impacts soil erosion, water quality, fish and other wildlife habitat, and wildlife corridors.
- EDRR species present
- Erosion and water quality, i.e. sediment and temperature, impairment from aforementioned land-use conditions and effects on fish habitat and roadways
- Forests impaired by blackberry, ivy, holly, and other invasive species (including knotweed along streams)
- Upland habitat connectivity may be limited; wildlife need a corridor from Forest Park to rest of the Coast Range
- Excess sediment in McCarthy Creek; high summertime stream temperatures

Opportunities:

- Riparian and other wetland habitat restoration
- Control of EDRR species & other priority invasive species including canopy weeds
- Upland habitat enhancement
- Conservation enhancements for water quality & erosion control on forest / private roads
- Invasive species control
- Forest stand management/restoration

2. MULTNOMAH CHANNEL AND SAUVIE ISLAND

Multnomah Channel

Issues:

- Insufficient side channels and connected wetlands for salmonid refugia
- Invasive species, particularly reed canary grass invading ~30 acres at Wapato Access area, and elsewhere; scattered yellow flag iris, possible indigo bush (mostly along the Columbia)

- Hydrology altered by Columbia River dams (diminished spring freshets, loss of wetland connectivity)
- Loss of large tree canopy and adequate riparian forest buffers along the waterway, in part due to removal at moorages / floating home communities
- South facing slopes in the watershed with Oregon white oak in need of protection
- Industrial land uses contaminated with toxins (Portland Harbor Superfund) along the main stem of the Willamette River
- EDRR species & other more common invasive species
- Impaired water quality and habitat from specific houseboat and moorage practices

Opportunities:

- Restoration of forested wetland in low lying areas and streams along Multnomah Channel in partnership with Metro and NRCS
- Aquatic EDRR invasive plant control with ODA
- Education and outreach, including development of BMPs for living on the water, and potential pilot projects at moorages, such as shoreline habitat enhancement and water quality swales

Sauvie Island

Issues:

- Sturgeon Lake, the largest lake on the island, is filling with silt due to hydrologic issues
- Reed canary grass and other invasive species dominate wetlands and some ponds
- Significant lack of riparian vegetation along the Gilbert River and other canals contributes to bank sloughing, soil erosion, reduced uptake of excess nutrients, and lost diversity of pollinator and other wildlife habitat and corridors.
- Reed canary grass and other invasive species dominate wetlands and some ponds
- Sheet erosion on farm fields without vegetation cover
- Livestock access to moist soils contributes to soil compaction, weed spread and mud issues
- Degraded oak woodlands, including invasive plant encroachment
- Unproductive or under-used open areas or habitats, often overtaken by invasive weeds
- Overuse of nitrogen-based fertilizers by farmers is creating water quality concerns
- Soil health/quality
- Horse stables and concentrated livestock areas may impair water quality via nutrients and bacteria
- Loss of historic grassland habitat and prairie habitat
- Diminished wetland habitat; there has been a 45% reduction in open bodies of water on Sauvie Island since 1944. (Bennet, Joelle. "Dairy Creek Planning Workshop January 2012." HDR, Inc. Portland, Oregon. 01 12 12.)
- Loss of historic oak savanna
- EDRR species

Opportunities:

- Riparian planting projects along the Gilbert River, other waterways and canals and ponds
- Marginal farmland and wetland restoration
- Sturgeon Lake Restoration Project

- Landowner education re: regionally specific habitats, such as oak woodlands and savanna, and wildlife, including pollinators
- Oak and grasslands/prairie restoration projects, including those in conjunction with ODFW and Oregon State Parks
- Plant pollinator hedgerows
- Landscape mapping of restoration opportunity areas in conjunction with Sauvie Island Habitat Partnership
- Sauvie Island Pond Project: private pond habitat enhancement for amphibians and turtles
- Sauvie Island Soil Health Program
- Mud and manure control, pasture management
- Invasive plant management, including EDRR species

3. URBAN: Tualatin River Headwaters, Forest Park Watersheds, Tryon Creek and West Willamette Watersheds

Tualatin River Headwaters (includes Fanno and Cedar Mill Creeks)

Issues:

- The primary land use in this watershed is single-family residential housing, with very limited parks and open space.
- The watershed contains steep slopes and mainly sandy clay loam soil.
- Streets, parking lots, and buildings contribute to large impervious surface areas.
- Narrow riparian corridors commonly consist of native species like western red cedar, Douglas fir, vine maple, and sword fern, as well as invasive species like English ivy and Armenian blackberry.
- Native fish populations are limited, however, steelhead and cutthroat trout are present in upper Fanno Creek. Steep slopes and poorly draining soils are prevalent
- Numerous water quality impairments exist in this watershed including temperature and sedimentation.
- EDRR species
- Unimproved Right of Ways/Streets have sedimentation/drainage/filtration stormwater runoff issues

Forest Park Watersheds (includes Balch & Linnton's Willamette Watersheds)

Issues:

- Substantial ivy, clematis and other invasive species bordering Forest Park, a crucial urban "anchor" habitat type
- Soil erosion along steep hillsides
- EDRR species
- Balch Creek water quality—High *E. coli* counts as well as other impairments including sedimentation
- Impaired wildlife corridor connections from Willamette River to Tualatin Mountains on US Highway 30
- Industrial land uses along the main stem of the Willamette River including the Portland Harbor Superfund
- Overstocked forest stands where forest health is depleted with potential fire risk

Tryon Creek and West Willamette Watersheds

Issues:

- Degraded natural areas—choked with common and EDRR invasive species (blackberry, ivy, clematis, etc.)
- Water runoff/quality (bacteria, oxygen, copper, lead, and temperature are the primary water quality parameters of concern)
- Relatively high proportion of impervious surface relative to total area
- Development in the floodplain and alterations in channel banks have destroyed or degraded floodplain and off-channel habitats.
- Unimproved Right of Ways/Streets have sedimentation/drainage/filtration stormwater runoff issues
- Wildlife corridor barriers (including fish passage of salmonid species)

Urban Opportunities:

- Priority habitat restoration
- Stormwater management improvement projects
- Wildlife enhancement and access projects
- Conservation education for landscape contractors & landowners
- Urban Watershed Mentors; a volunteer leadership conservation plan and implementation training and engagement program
- Demonstration gardens
- Pollinator improvement projects – Including *Meadowscaping* and citizen scientist monitoring
- Targeted invasive treatments: Canopy Weed Programs & EDRR
- Soil restoration trials
- Engage diverse audiences through equity policy identified initiatives

DISTRICT CAPACITY

Staff

The current staff consists of six full time employees and four part time employees. Additional seasonal employees (interns) are hired to assist with restoration and other conservation related projects as needed during the spring and summer. The District also relies on outside contractors to fulfill some of its conservation work objectives.

District Manager – 1 FTE

This position supports the District's conservation mission by working directly with our elected board, and with a wide variety of organizations and individuals, such as local, regional, state and federal government agencies, non-profits, citizens, community groups, elected officials, and private businesses, to move forward the goals and initiatives of the District. In particular, this position is instrumental in all fundraising goals and overall program management related to the multi-year Sturgeon Lake /Dairy Creek Restoration project. This position oversees all staff in support of District programs.

Controller and Budget Officer – .8 FTE

This position is responsible for ensuring that the organization is fully compliant with Local Budget Law, Oregon Public Contracting Law, and all other laws and regulations pertaining to public funds. This position is also responsible for a comprehensive system of fiscal and budgetary controls and reporting functions. In addition to financial oversight and budgeting responsibilities, this position oversees office management and human resources.

Office Manager – 1 FTE

This position is responsible for Board of Director meeting preparations, providing administrative support to District Manager and office staff, and facilitating all tasks related to office operations, vendor issues, office equipment, supplies, and personnel-related needs.

Senior Conservationist – .9 FTE

This position provides program management, technical staff coordination, and conservation planning and technical assistance to landowners primarily in the portion of the District's service area that is outside the City of Portland (including all of Sauvie Island). This position manages the District's *Healthy Streams* program and assists, primarily rural, land managers with special habitat, farm planning and education projects, and provides mentoring to the technical staff team.

Forest Conservationist – 1 FTE

This position provides conservation planning and technical assistance to woodland owners throughout the District and oversees all forestry management programs. Responsibilities include: conservation plan creation, native and invasive plant identification, field work & data collection including forest stand measurements and analysis, GIS/GPS mapping, community outreach, development of local forestry initiatives, report & article writing, project management, grant management, and program budget management.

Rural Conservationist – 1 FTE

This position provides conservation planning and technical assistance to landowners primarily in the portion of the District's service area that is outside the City of Portland (including all of Sauvie Island) and runs the farm & livestock conservation, soil health, water quality monitoring, Sturgeon Lake restoration and Internship programs. Other responsibilities include: conservation plan creation, field

work & data collection, GIS/GPS mapping, community outreach, report & article writing, project management, grant management, project and partner coordination and funding.

Urban Conservationist – 1 FTE

This position provides conservation planning and technical assistance to landowners in the District's service area within the City of Portland and runs the urban conservation programs (including Urban Watershed Mentors training, stormwater management, canopy weed, demo gardens, habitat restoration and conservation-related presentations to community groups). Responsibilities include: conservation plan creation, native and invasive plant identification, field work & data collection, GIS/GPS mapping, community outreach, report & article writing, project management, grant management, project and partner coordination and funding.

Invasive Species Program Coordinator – 1 FTE

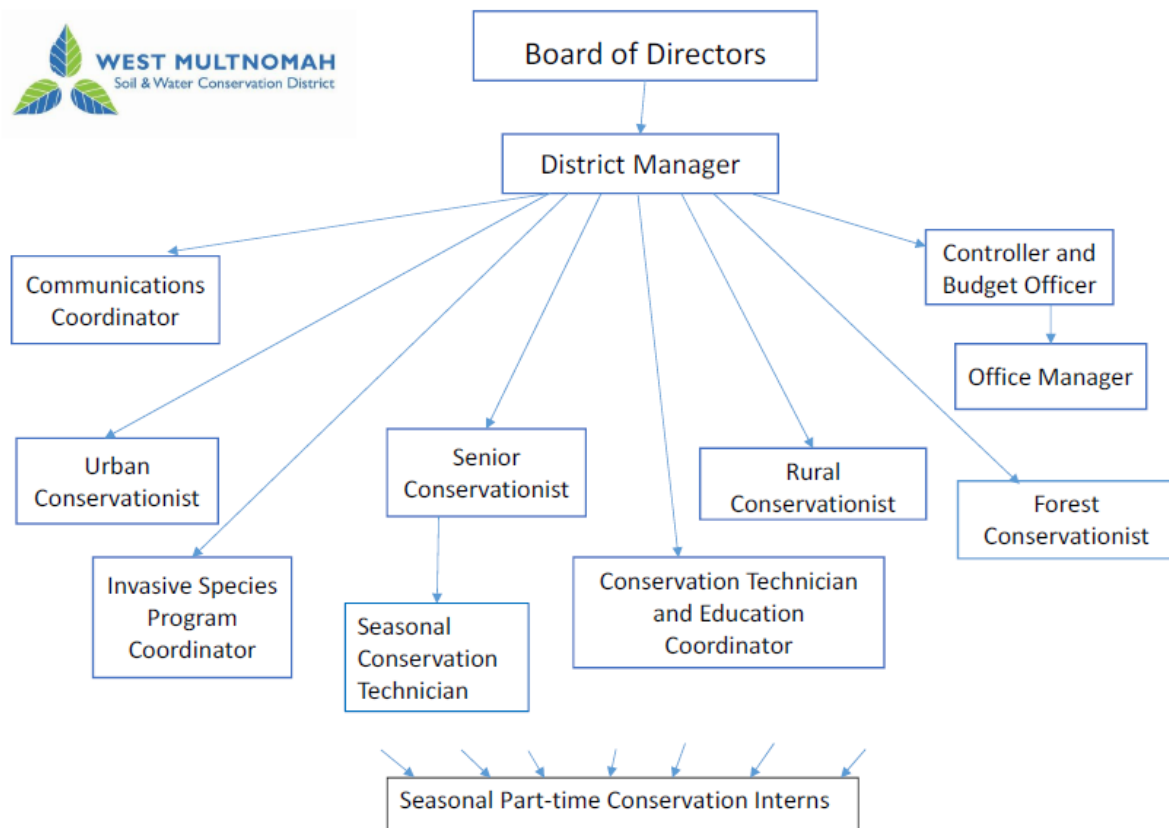
This position provides invasive species management plan creation, data tracking and program budget management, and coordination of the District's early detection-rapid response (EDRR) invasive plant program. Other responsibilities include managing the ODA OSWB grant, the Weed Watchers program, GIS/GPS mapping, community outreach, report & article writing, project management, and other invasive species-related programs and projects. Provides conservation planning and technical assistance to landowners, and participates in the local Cooperative Weed Management Area (CWMA) and other related interagency organizations and community groups.

Conservation Technician/Education Coordinator – 1 FTE

This position provides assistance to conservationist/technical staff with field work, outreach efforts and data collection and management. This position also coordinates the Conservation District's K-12 and garden program and manages outreach efforts related to the website and social media.

Communications Coordinator – .6 FTE

This position provides internal and external communications services for the District. This includes creating District marketing, branding and educational materials, including publications, newsletters, and Annual Reports and other materials such as signage to promote the District and its programs. Additionally, this position manages all publicity and media relations for the District, assists staff to determine how to reach constituents, message and deliver program information, manages signature annual workshops and events, and assists District Manager in fundraising and communications related to the Sturgeon Lake Restoration Project. This position also manages the District website and social media content.



Board of Directors

The Board of Directors consists of seven members elected countywide by voters. The Board works on a volunteer basis to set policy, plan goals, and enact a yearly budget for the District. Individual directors initiate and manage specific resource conservation projects through their involvement in watershed councils and non-profit organizations.

Volunteers

Volunteers include our associate directors and budget committee members. Additionally, community members help us with outreach efforts.

Partnerships

The District relies on partnerships with other local agencies and non-profit institutions to further its natural resource conservation goals. These partners are listed above in the Roles and Responsibilities section.

Facilities and Equipment

Staff is housed in the District's office, located in NW Portland, in the historic Montgomery Park office building at 2701 NW Vaughn Street, Suite 450; the District offices have been at this location since 2004. In 2009, the District signed an agreement with OSU Extension to house the Multnomah County Master Gardeners Hotline and volunteers at the District office.

Staff workstations are equipped with computers and phones. Staff share a copier and printer. Additional equipment includes a server and disk storage. The district owns three vehicles: a 2009 Ford Escape Hybrid (SUV Hybrid), a 1998 Ford Explorer (SUV), and a 2003 GMC Sonoma (Truck).

Funding

The District receives its funding primarily from property taxes and grants.

In 2006, voters in the District's service area approved a tax base beginning in fiscal year 2007-2008. This measure established a permanent rate limited at \$0.0750 (7.5¢) per \$1,000 of assessed property value.

Specific natural resource conservation projects are funded through grants from:

- Oregon Department of Agriculture (ODA)
- Oregon Watershed Enhancement Board (OWEB)
- Natural Resources Conservation Service (NRCS)
- Oregon State Weed Board
- Metro (Nature in Neighborhoods Grant)

The current fiscal year's budget is included in Appendix D.

APPENDIXES

Appendix A: General Powers of Soil and Water Conservation District Directors

ORS 568.550(1). The board of directors of a soil and water conservation district has the following powers: [*Letters correspond to actual statute format.*]

- a. To secure surveys and investigations and do research relating to:
 - The character of soil erosion
 - The character of floodwater and sediment damage
 - All phases of the conservation, development, utilization and disposal of water
 - The preventive measures, control measures and improvements needed
- b. To conduct demonstrational projects on lands within the district upon obtaining the consent of the owner and occupier of such lands.
- c. To carry out preventive and control measures on lands within the district upon obtaining the consent of the owner and occupier of such lands.
- d. To enter into written agreements (*see specifics in 568.330[(d)][A]&[(B)]*)
- e. To obtain options upon and to acquire by purchase, exchange, lease, gift, grant, bequest or devise any property, real or personal or rights therein, (*see specifics in 568.330[e]*)
- f. To borrow money and to mortgage personal property of the district as security (*see specifics in ORS 568.330[ff]*)
- g. To issue general obligation bonds of the district as provided in ORS 568.803
- h. To make available, on such terms as the directors shall prescribe, to landowners or occupiers within the district, agricultural and engineering machinery and equipment, fertilizer, seeds and seedlings and other material or equipment.
- i. To construct, operate and maintain such structures as may be necessary or convenient for performance of any of the operations authorized in ORS 568.210 to 568.880 and 568.900 to ORS 568.933.
- j. To develop comprehensive plans and specifications for the conservation of soil resources and for the continued control of soil erosion within the district, and to publish such plans, specifications and information and bring them to the attention of owners and occupiers of the lands within the district.
- k. To take over, by purchase, lease or otherwise, and to administer, any soil conservation, erosion control or erosion prevention project, or combination thereof, located within district boundaries undertaken by the United States or any of its agencies, or by this state or any of its agencies.
- l. To manage, as agent of the United States or any of its agencies, or of this state or any of its agencies, any soil conservation, erosion control or erosion prevention project, or combination thereof, within district boundaries.
- m. To act as agent for the United States or any of its agencies, in connection with the acquisition, construction, operation or administration of any soil conservation, erosion control or erosion control project, or combination thereof, within district boundaries.
- n. To accept donations, gifts and contributions in money, services, materials, or otherwise from the United States or any of its agencies, or from this state or any of its agencies, and to use or expend such moneys, services, materials or other contributions in carrying on its operations.
- o. To sue and be sued in the name of the district, to have a seal, which shall be judicially noticed, to have perpetual succession unless terminated as provided by law, to make and execute contracts and other instruments necessary or convenient to the exercise of its powers, and to make, and from time to time amend or repeal, rules not consistent with ORS 568.210 to 568.808 and 568.900 to 568.933 to carry into effect its purposes and powers.

- p. To purchase liability or indemnity insurance, in such amounts and containing such terms and conditions as the board believes necessary for the protection of directors, officers and employees of the district against claims incurred in the performance of their duties.
- q. To place liens on real and personal property.
- r. To enter into written agreements with, coordinate activities with and provide assistance to landowners, managers and residents within the districts and federal, state and local governments, relating to natural resource issues, including but not limited to issues of:
 - Agriculture and forestry
 - Economic development based upon natural resources
 - Watershed management and ecosystem health
 - Invasive species
 - Alternate and renewable energy
 - Air Quality
 - Animal waste and nutrient management
 - Carbon sequestration
 - Access to market-based services and certification
 - Fuel reduction and wildfire planning and management
 - Preservation of agricultural, forestry and other lands
- s. To conduct outreach and conservation education activities.
- t. To provide financial assistance, including but not limited to loans and grants to implement activities and projects authorized under ORS 271.715 to 271.795, 569.210 to 568.808 or 568.900 to 568.933.
- u. To hold patents, trademarks and copyrights.
- v. To hold conservation easements under ORS 271.715 to 271.795.

ORS 568.550(2). As a condition to the extending of any benefits under ORS 568.210 to 568.808 or 568.900 to 568.933 to lands or the performance of work upon lands, the directors may require contributions in money, services, materials or otherwise to any operations conferring such benefits, and may require landowners or occupiers to enter into and perform such agreements or covenants as to the permanent use of such lands as will tend to prevent or control erosion thereon.

ORS 568.550(3). In order to avoid duplication of activities under subsection (1)(a) of this section, the department may call upon other state and federal agencies for assistance and cooperation in their fields in accordance with memoranda of understanding to be signed by all cooperating agencies.

ORS 568.550(4). A district may not adopt land use regulations under ORS chapter 197, 215 or 227. A district has the standing of an affected landowner to participate in the public process involving administrative rules, regulations, goals, guidelines, plans or other public body actions that may affect one or more properties within the district.

Appendix B: Statutes and Administrative Rules

The District is specifically governed by Oregon Revised Statutes (ORS) 568.210 through 568.890. In addition, the Clatsop SWCD is subject, but not limited to, the conditions of several statutes and administrative rules as follows:

- ORS 568.900 through 568.933 (Agricultural Water Quality Management)
- ORS 561.395 (Soil and Water Conservation Commission)
- ORS 561.400 (Natural Resources Division)
- ORS 44.320 (Oath of Office)
- Oregon Constitution, Article XV, Section 3 (Oath of Office)
- ORS 190.003 through 190.110 (Intergovernmental Cooperation)
- ORS 192.001 (Public Records Policy)
- ORS 192.005 through 192.190 (Custody and Maintenance Records)
- ORS 192.310 (Records and Reports)
- ORS 192.410 (Inspection of Public Records)
- ORS 192.610 through 192.710 (Public Meetings)
- ORS 198.010 through 198.955 (Special Districts)
- ORS 198.330 through 198.365 (Dissolution of Inactive Districts)
- ORS 198.410 through 198.440 (Recall)
- ORS 240.379 through 240.394 (Employment of Persons with Severe Disabilities)
- Title VII, Civil Rights Act of 1964 (Equal Opportunity Employment/Sexual Harassment/Discrimination) (Federal)
- Americans with Disabilities Act of 1990 (Hiring Persons with Disabilities) (Federal)
- ORS 244.010 through 244.4000 (Conflict of Interest)
- ORS 247.035 (Residency)
- ORS 294.305 through 294.565 (Local Budget) (required of districts with a tax levy)
- ORS 297.005 through 297.712 (Contracting)
- ORS 297.405 through 297.485 (Municipal Audits)
- ORS 542.750 (watershed Protection and Flood Prevention)
- ORS 659.010 through 659.990 (Employment Practices)
- ORS 659.405 (State Policy/Employment of Disabled Persons)
- OAR 839-07-550 through 839-07-656 (Sexual Harassment Prevention)

Appendix C: Acronyms used in this Business Plan

AWQMP	Agriculture Water Quality Management Program
BMP	Best Management Practices
CWMA	Cooperative Weed Management Area
DEQ	Department of Environmental Quality (Oregon)
DSL	Department of State Lands (Oregon)
EQIP	Environmental Quality Incentives Program
ESA	Endangered Species Act (Federal)
EWPP	Emergency Watershed Protection Program
FTE	Full Time Equivalent Employee (2080 hours/year)
GIS	Geographic Information Systems
HEL	Highly Erodible Land
LAC	Local Advisory Committee
LMA	Local Management Agency (Oregon SB1010)
MOU	Memorandum of Understanding
NACD	National Association of Conservation Districts
NOAA	National Oceanic and Atmospheric Administration
NMFS	National Marine and Fisheries Service
NWMP	Northwest Weed Management Partnership
NRCS	Natural Resources Conservation Service (formerly SCS)
OACD	Oregon Association of Conservation Districts
OAR	Oregon Administrative Rule
OCEAN	Oregon Conservation Employees Association Network
ODA	Oregon Department of Agriculture
OFRI	Oregon Forest Resources Institute
ORS	Oregon Revised Statute
OSU	Oregon State University
OSWB	Oregon State Weed Board (ODA)
OWEB	Oregon Watershed Enhancement Board
SCS	Soil Conservation Service (currently NRCS)
SDAO	Special Districts Association of Oregon
SB1010	Agricultural Water Quality Management Act of 1993 (OR)
SWCC	Soil and Water Conservation Commission
SWCD	Soil and Water Conservation District
USDA	United States Department of Agriculture
USFS	United States Forest Service
WRP	Wetland Reserve Program

Appendix D: Budget

General and Special Funds	Adopted Budget FY 2018-19
Beginning Fund Balance/Net Working Capital	995,094
Federal, State and All Other Grants, Gifts, Allocations and Donations	380,178
All Other Resources Except Property Taxes	58,469
Property Taxes Estimated to be Received	1,595,000
Total Resources	3,028,741

Personnel Services	1,187,610
Materials and Services	900,439
Capital Outlay	67,500
Contingencies	50,000
Reserved for Future Expenditures	25,000
Unappropriated Ending Balance	798,192
Total Requirements	3,028,741

Introduction

The District's annual work plans form an integral part of and should be read in conjunction with the District's [Long Range Business Plan](#) and [Adopted Budget](#). Our annual work plans address the long-term conservation opportunities and associated concerns that are discussed in our Long Range Business Plan. Our District budget is based on the annual work plans proposed to our Board at the beginning of the budget process. Through consideration of our goals and also short-term factors, our annual work plans were finalized based on the approved and adopted budget for FY 2018-2019.

Annual Measurement of Progress on Goals to Fulfill our Mission

The District's mission is to conserve and protect soil and water resources for people, wildlife, and the environment. The District operates around six strategic goals to fulfill our mission: (1) improve water quality in our watersheds; (2) minimize erosion and build healthy soils; (3) enhance habitats, biodiversity and ecosystem function; (4) enhance the productivity and sustainability of working lands; (5) cultivate land stewards of all ages; and (6) ensure that the District is a vibrant agency.

These broad strategic goals help focus our efforts to ensure that we are working toward the same end. Each program area Annual Work Plan contains a comprehensive list of the strategies, objectives and metrics by which we strive to achieve our goals and measure progress. We measure our progress, summarized in the table below, annually.

Metrics	FISCAL YEAR TOTAL				Goals					
	2015-2016	2016-2017	2017-2018	2018-2019	Water Quality	Healthy Soil	Habitat & Ecosystem	Working Lands	Land Stewards	Vibrant Agency
Conservation Plans Completed	34	39	40	41	✓	✓	✓	✓		
On-the-Ground Project Spending	\$ 238,114	\$ 233,454	\$ 234,000	\$ 241,020	✓	✓	✓	✓		
Landowners Served	649	825	825	850	✓	✓	✓	✓	✓	✓
Acres Treated for Invasive Plants	237	129	130	134	✓	✓	✓			
Acres of Native Habitat Enhanced	281	251	250	258	✓	✓	✓	✓		
Native Plants Installed	150,004	55,623	55,000	56,650	✓	✓	✓	✓		
Linear Feet of Streams/Banks	28,261	46,090	46,000	47,380	✓	✓	✓			
People Served at Outreach Events	3,585	1,237	2,000	2,060					✓	✓
Acres of Cropland Improved through Soil	-	38	38	39		✓		✓		
Public Meetings Held (Board Meetings, DEI Meetings, Annual Meeting)	15	17	17	18						✓
Recognition Awards	7	5	5	5						✓
Partners Engaged	-	44	59	61						✓

Annual Work Plans by Program Area

On the following pages, our annual work plans are presented by program area. Acronyms used throughout the annual work plans are defined in the table below.

4C-CWMA	4 County Cooperative Weed Mngmnt Area	ODFW	Oregon Department of Fish & Wildlife
BC	British Columbia	OISC	Oregon Invasive Species Council
BES	City of Portland, Bureau of Environ. Services	OWEB	Oregon Watershed Enhancement Board
BHCP	Backyard Habitat Certification Program	PBOT	City of Portland Bureau of Transportation
BLM	Bureau of Land Management	PP&R	Portland Parks & Recreation
CSWCD	Clackamas SWCD	PSU	Portland State University
CWS	Clean Water Services	SBWC	Scappoose Bay Watershed Council
DEI	Diversity, Equity, and Inclusion	SOW	Scope of Work
DEQ	Department of Environmental Quality (Oregon)	SRN	Skyline Ridge Neighbors
EDRR	Early-Detection, Rapid Response	SWNI	Southwest Neighborhoods, Inc.
EQIP	Environmental Quality Incentives Program	TCWC	Tryon Creek Watershed Council
FOM	Friends of Marquam	TSCC	Tax Supervising and Conservation Commission
FOT	Friends of Terwilliger	UMP	Unified Monitoring Protocol
FPC	Forest Park Conservancy	USDA-APHIS	United States Department of Agriculture-Animal Plant Health Inspection Service
Friends of TC	Friends of Tryon Creek	USFS	United States Forest Service
HH	Healthy Habitats Program	WRC	Watershed Resource Center (Southwest)
HSP	Healthy Streams Program	WSDA	Washington State Department of Agriculture
JCWC	Johnson Creek Watershed Council	WWRP	West Willamette Restoration Partnership
LRBP	Long Range Business Plan		
NIN	Metro Nature in Neighborhoods		
NNRG	Northwest Natural Resources Group		
NRCS	Natural Resources Conservation Service		
NWNW	Neighbors West Northwest		
ODA	Oregon Department of Agriculture		
ODF	Oregon Department of Forestry		

**West Multnomah Soil & Water Conservation District
FY2018-19 Annual Work Plans**

Program Area	Prepared by	Page
Conservation & Education	Laura Taylor	1
Urban Programs	Mary Logalbo	3
Communications	Carolyn Myers Lindberg	5
Rural Programs	Scott Gall	7
Healthy Streams & Special Habitats	Kammy Kern-Korot	9
Forestry Programs	Michael Ahr	11
Invasive Species Coordination	Michelle Delepine	12
Fiscal and Administrative Area	Michele Levis	14

2018-19 CONSERVATIONIST & EDUCATION COORDINATOR ANNUAL WORKPLAN (OVERALL GOALS)					TIME PERIOD				% ANNUAL TIME
GOAL (narrow down to priority goals)	PROGRAM	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	
1, 2, 3	Healthy Streams & Habitats, Forestry	Restoration Project Maintenance: monitor sites for maintenance needs, develop SOWs, coordinate and supervise maintenance crews, and perform follow-up quality checks of crew work	22+ Healthy Streams Sites maintained 4 Healthy Habitats Sites maintained 14 Forestry Sites maintained	Senior Conservationist Forest Conservationist	x	x		x	9%
1, 2, 3	Healthy Streams & Habitats, Forestry	Planting + planting plan development	5 Healthy Streams/Habitats Sites planted 9 Forestry Sites planted	Senior Conservationist Forest Conservationist		x	x		5%
2, 3	Healthy Streams & Habitats, Forestry	Fall seeding + seeding plan development	1-3 Healthy Streams/Habitats Sites seeded 2-3 Forestry Sites seeded	Senior Conservationist Forest Conservationist	x	x			2%
1, 2, 3	Healthy Streams & Habitats, Forestry	Spring UMP Monitoring (office prep, field work, data management and reporting)	5 Healthy Streams/Habitats Sites monitored 13 Forestry Sites monitored	Senior Conservationist Forest Conservationist				x	7%
1, 2, 3	Healthy Streams & Habitats, Forestry	Fall Survival Monitoring (office prep, field work data management and reporting)	28 Healthy Streams/Habitats Sites qualitatively monitored and ~50% of those also quantitatively monitored. 12 Forestry Sites monitored qualitatively and quantitatively	Senior Conservationist Forest Conservationist	x	x			13%
2, 3	Forestry	Monitor Understory Revegetation CIG projects	8 Forestry Sites monitored twice per year	Forest Conservationist	x			x	5%
1, 2, 3	Healthy Streams & Habitats, Forestry	Site Inventories for new projects	1-2 Healthy Streams/Habitats Sites inventoried 5-8 Forestry Sites inventoried	Senior Conservationist Forest Conservationist	x	x	x		4%
4, 5	Healthy Streams & Habitats, Forestry	Provide landowners technical assistance, including conservation plans, with science -based conservation information.	1-3 Conservation or Forest Stewardship Plans written	Senior Conservationist Forest Conservationist	x	x			5%
1, 2, 3	Healthy Streams & Habitats	GIS mapping assistance for programatic, special projects and fulcrum upkeep	Programatic maps for HSP/HH Programs and Fulcrum data updated annually	Senior Conservationist	x	x	x		4%
1, 2, 3	Healthy Streams	Targeted outreach to recruit new HSP participants	1-2 priority land owners contacted and enrolled	Senior Conservationist	x				1%
6	District-wide	Communication among staff and clients to implement conservation work	Clear conscise communication among staff. Prefessional informative responses to clients and partners with 1-3 day turn-around.	All Staff	x	x	x	x	9%
5	Education	Pollinator monitoring program coordination	12-20 return volunteers engaged in 2018 12-20 properties monitored 3-6 times 15-20 volunteers recruited and trained in 2019	Communications, The Xerces Society, Oregon Master Naturalist Program	x	x		x	9%
5	Education	School, Community Garden & Environmental Education program coordination	4-7 gardens provided with technical assistance and funding 3 schools provided with environmental education programing and funding	Communications, Admin Staff	x	x	x	x	6%
5	Education	Education Partner Funding coordination	3-4 Partners engaged to support environmental education in our district.	Admin Staff, Oregon Master Naturalist Program, Dig In Community, Friends of Tryon Creek, Sauvie Island Center			x		3%
5	Communications & Ourtreach	Assist Communications (newsletter articles, annual meeting & report prep, videos, tabling, zoo education, etc.)	3-4 Newsletter articles written Annual report content developed for Education and Healthy Streams programs	Communications	x	x	x	x	4%

2018-19 CONSERVATIONIST & EDUCATION COORDINATOR ANNUAL WORKPLAN (OVERALL GOALS)					TIME PERIOD				% ANNUAL TIME
GOAL (narrow down to priority goals)	PROGRAM	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	
1 - 6	Healthy Streams & Habitats, Forestry, Education	Attend Trainings and Conferences to stay abreast of innovations and best management practices in the field.	2-3 Natural resource oriented trainings or conferences attended	Admin Staff, District Manager	x			x	4%
6	District-wide	Assist with Intern hiring	2 excellent interns hired	Intern supervisor, Admin Staff			x		2%
6	District-wide	Attend meetings (Staff, Techstaff, Board, Annual)	Productive staff and Board collaboration	Staff, Board of Directors	x	x	x	x	5%
6	District-wide	Cyclical Admin tasks (time sheets, health plan enrollment, employee handbook review, annual work plan, LRB update as necessary)	Time sheets and health plan enrollment submitted on time 1 annual work plan developed	Admin Staff, District Manager	x	x	x	x	3%

100%

Conservationist 71%
Education Coordination 18%
General District Support 11%

2018-19 URBAN ANNUAL WORKPLAN (OVERALL GOALS)					TIMEFRAME				
GOAL (narrow down to priority goals)	PROGRAM	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	% ANNUAL TIME
Priority G 6 Additionally, G 1-5	Urban Programs Development Initiative	Urban Conservationist to pursue Executive Masters in Public Administration (EMPA). This program increases the efficacy of public officials for ethical, competent, and effective public service leadership. The program integrates theory and practice through a process of co-production, engaging community groups and citizens, public service executives, academic colleagues, and practitioners with the Center for Public Service.	Complete 18 credits of coursework in leadership, organizational theory, public policy and administrative theory & behavior. Course work will be applied to and of direct benefit to WMSWCD with case studies and recommendations for program areas and initiatives including urban programs, budget administration and diversity, equity and inclusion efforts.	District Manager, Admin staff, Portland State University,	X	X	X	X	15
Priority G 6 Additionally, G 1-5	Urban Programs Development Initiative	Urban Conservationist to complete a capstone project through the EMPA program. Groundwork has been laid to address "unimproved roadway" stormwater impacts including an initial paper exploring the issues and meeting with City staff, landowners and on the same.	Complete a capstone project that will result in meaningful change that utilizes new models to tackle a "wicked challenge" that touches on policy, partnerships and effective public engagement. The planned capstone is focused on SW Portland stormwater issues with an emphasis on the unimproved roadways.	District Manager, BES, PSU, WRC, PBOT	X	X	X	X	5
Priority G 6 Additionally, G 1-5	Urban Programs Development Initiative	Create strategies in response to organizational, administrative and public policy, practice and procedure analysis findings for urban programs (created in FY 2017-18) proposals for improved efficacy and efficiencies.	A plan will be crafted with strategies to improve the efficacy, efficiency and resilience of our urban programing in response to the administrative structure and public policy that influences this work both currently and within the context of predicted future urban growth pressures and climate change impacts.	Admin staff, District Manager, BES, PSU	X	X	X	X	5
Priority G 6 Additionally, G 1-5	Urban Programs Development Initiative	Review and provide input on outreach materials and respond to survey results for City of Portland's NW Expansion Plan. The NW Expansion Plan is a City led effort to explore NW Portland residents stormwater issues and concerns and to respond to the same with on the ground efforts with partners.	City survey information will be reviewed to inform tailored outreach materials will be delivered to NW Portland residents focused on residents priorities, needs and understanding of stormwater issues. The City and WMSWCD will explore helping upstart a NW Watershed Resource center and position.	BES, NWNW, PSU	X	X	X	X	2
Priority G 1-3, Additionally, G 5-6	Urban Technical Assistance	Provide landowners technical assistance with science-based conservation information.	Respond to all incoming calls, emails and walk-ins promptly with conservation information.	Admin staff	X	X	X	X	10
Priority G 1-3, Additionally, G 5-6	Urban Natural Areas Restoration Program	Provide landowners projects >1 acre conservation plans. Work with BES to ensure stormwater recommendations are in alignment.	Create 5 new conservation plans. Secure permission forms for any found priority EDRR invasive plant species. Offer interns opportunity to work on plans.	BES, Invasive Species Program Coordinator, Interns	X	X	X	X	10
Priority G 1-3, Additionally, G 5-6	Urban Natural Areas Restoration Program	Coordinate conservation plan implementation and funding cost-share assistance to landowners in target areas that meet acreage requirements and rank out on top with other criteria (including streams, proximity to other projects/naturals and # of people impacted). Monitor pre-existing and new restoration sites that we provide cost-share funding and project management assistance on.	Manage implementation, including contractor oversight, of 5 continuing project and 1 new project that implement conservation plans that enhance native habitat and watershed health. Ensure treatment of any found EDRR invasive plant species. Monitor 7 sites with the Unified Protocol in the Spring & 4 CWS Survival Monitoring Protocol in the Fall. Track and report out on OWEB Small Grants funding this work.	Admin staff, Invasive Species Program Coordinator, OWEB	X	X	X	X	20

2018-19 URBAN ANNUAL WORKPLAN (OVERALL GOALS)					TIMEFRAME				
GOAL (narrow down to priority goals)	PROGRAM	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	% ANNUAL TIME
Priority G 5, Additionally, G 1-3 & 6	Urban Education & Outreach	Educate landowners, gardeners and landscapers on a host of natural resource topics (Provide messages to residents and partners through workshops, mailings, social media, PR, website, tabling events and direct technical assistance).	Table and disseminate district information at 4 events (Zoo, Multnomah Days, Trillium Fest & State of the Watershed) and lead 1 volunteer work party (TCWC State of the Watershed Event) to reach at least 500 residents. Conduct workshops on an on-demand basis. Submit quarterly eNewsletter articles & 2 timely articles for PR. Support communications coordinator to deliver NIN social media campaign & garden tour.	District Manager, Communications Coordinator, BHCP, TCWCI, Friends of Tryon, WWRP	X	X	X	X	5
Priority G 5, Additionally, G 1-3 & 6	Urban Watershed Mentors	Explore Urban Watershed Mentors engagement opportunities. Build capacity and find volunteer opportunities for pre-existing Urban Watershed Mentors.	Identify one site for trained Urban Watershed Mentors to work on and four continuing educational opportunities that participants may attend. Send out opportunities via at least four emails to the listserv.	Dig In, SOLVE, Hands On Greater Portland, WRC, TCWC	X	X	X	X	1
Priority G 5, Additionally, G 1-3 & 6	Urban Stormwater Management	Stormwater Stars: share District developed "Stormwater Stars" Best Management Practice (BMP) factsheets & videos with interested landowners & landscape professionals. Offer design-build workshops to provide hands-on training. Firm up expansion and complete partner MOUs.	Coordinate planning and debrief meeting with Stormwater Stars partners. Provide District BMP training and factsheets to 40 interested landowners & landscapers through 4 design build workshops that enhance 4 sites. Revise webpage, partner MOU, rebranded fact sheets and expansion plan solidified. Provide more year-round participant support and engagement opportunities.	Admin staff, BES, Communications Coordinator, WRC, Verde	X	X	X	X	5
Priority G 3, Additionally G 1 & 2, 5 & 6	Urban Canopy Weeds Program	Coordinate planning and mapping efforts for targeting canopy weed focal areas. Create outreach materials and forms for canopy weed program w/ communications coordinator and partners. Our out a strategy for monitoring pre-existing sites.	Hold partner meeting, select priority area to focus on and compile canopy weed maps. Create landowner letter and permission form for program. Craft and implement a monitoring strategy to assess upkeep. Engage 20 new landowner and monitor sample of pre-existing sites.	Admin staff, Communication Coordinator, FPC, PP&R	X				2
Priority G 3 & 6 Additionally, G 1, 2, 5	Urban Partner Support	Continue to collaborate with regional partners to map & restore key habitats and wildlife corridors within target urban areas. Participate/coordinate meetings with regional partners focused on relevant conservation issues (6 WWRP, 4 TCWC, 1 GFPCI & 2 NIN Grant Partners). Provide follow-up support to partners and landowners following the door-to-door listening and engagement process in SW Portland. Assess overall project successes and capture lessons learned. Continue to develop new partnerships and related opportunities with a focus on culturally-specific partners.	Review/revise existing maps with partners as is needed, complete 1 new urban strategies map w/ interns. Coordinate on localized restoration projects. Participate in the following meetings: 6 WWRP (Current Co-Chair), 4 TCWC, 1 GFPCI, 2 NIN Grant Partners. Continue to coordinate translation service needs and technical information responses. Coordinate 1 debrief meeting to capture partners experiences. Complete final grant report. Revised partner support application and supporting materials, coordinate application process, review & award support and provide partner input/feedback. Serve on Wisdom of the Elders Advisory Council (Discovering Yidong Xinag). Support the GFPCI OWEB project focused on increasing Verde's capacity.	Admin staff, Interns, BHCP, TCWC, WWRP, BES, WRC, FPC, PP&R, Wisdom of the Elders, Verde.	X	X	X	X	10
Priority G 5 & 6 Additionally, G 1-3	Intra-organization communication & support	Participate in staff, tech staff, special board meetings DEI committee and other organization meetings. Reply to information requests promptly.	Attend 18 tech staff meetings, 12 staff meetings, 6 DEI committee meetings and 2 board meetings. Continue to spearhead DEI projects, if requested.	All WMSWCD staff & board, DEI committee	X	X	X	X	10
									100

2018-19 COMMUNICATION'S ANNUAL WORKPLAN (OVERALL GOALS)									
GOAL	PROGRAM	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	% ANNUAL TIME
6	District-wide	Write, design and print compelling brochures, books, news releases, and other printed materials to support District programs.	Ongoing	District Manager, Tech Staff	x	x	x	x	8.0
6	District-wide	Communicate the District's work and programs to landowners, partners and media, and manage media coverage.	Ongoing	District Manager, Tech Staff	x	x	x	x	6.0
6	District-wide	Coordinate outreach materials and activities, such as speaking/tabling, at targeted public events and with targeted organizations to provide information about the District and its programs.	Ongoing	All staff	x	x	x	x	7.5
6	District-wide	Manage District website and provide seasonal educational information on website, social media and in newsletters to inform residents of District programs and increase website's ADA access.	Ongoing web work; newsletters are quarterly	All staff	x	x	x	x	8.0
3	District-wide	Provide public outreach regarding the Sturgeon Lake Restoration Project, including a newsletter, with affected landowners, funders, partners, media and general public.	Ongoing	District Manager, Rural Conservationist, CREST, Oregon Wildlife Foundation, BPA, Metro	x	x	x	x	4.0
6	District-wide	Manage and produce Annual Meeting to engage residents in District work and report successes over preceding fiscal year in compliance with state law.	Annual Meeting produced	All staff	x	x		x	3.0
6	District-wide	Manage, edit/write, compile and print Annual Report detailing program success over preceding fiscal year in compliance with state law.	Annual Report produced	All staff	x	x		x	3.0
6	District-wide	Work with staff on events, such as Soil School, and managing those events to inform public about District programs, work and opportunities.	Maintain 100+ attendance at Soil School	Rural Conservationist, Tech Staff		x	x	x	8.0
6	District-wide	Work on District 75th Anniversary event, video, materials.	Anniversary event produced, District historic video produced	District Manager, Office Manager, Videographer, Planning Committee, New Communications Hire	x	x	x	x	5.0

2018-19 COMMUNICATION'S ANNUAL WORKPLAN (OVERALL GOALS)									
GOAL	PROGRAM	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	% ANNUAL TIME
5	Targeted SW neighborhoods	Provide Communications services in accordance with the grant for Connect SW PDX neighborhood engagement campaign, including web page design and maintenance, social media, signage and events.	Tied to grant deadlines	Urban Conservationist, Grant Partners	x	x			4.0
6	District-wide	Inform and update long-range business plan with input from District residents	Hold 3 Listening Sessions in targeted District Zones	District Manager, Board	x	x			1.0
6	District-wide	Attend Trainings and Conferences to stay abreast of issues and technology in the communications field.	Ongoing	Admin Staff, District Manager	x		x	x	1.0
6	District-wide	Attend meetings (Staff, Techstaff, Board, Annual)	Productive staff and Board collaboration	Staff, Borad of Directors	x	x	x	x	2.0
6	District-wide	Cyclical Admin tasks (time sheets, health plan enrollment, employee handbook review, annual work plan, LRBP updatae as necessary)	Time sheets and health plan enrollment submitted on time 1 annual work plan developed	Admin Staff, District Manager	x	x	x	x	2.0
FTE									62.5

2018-19 RURAL ANNUAL WORKPLAN (OVERALL GOALS)						
GOAL	PROGRAM	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	TIMEFRAME	% ANNUAL TIME
3	Sturgeon Lake	Assist CREST with Construction Oversight (with focus on protecting resource concerns and landowner obligations); continue as POC for landowner; mapping for project needs; Fish Salvage with ODFW	Successful implementation of the Sturgeon Lake Restoration Project and set up project for long-term success.	District Manager; Interns (8); Cons Tech (8)	July-Jan	38.5%
3	Sturgeon Lake	Updating funders, reporting and additional fundraising as needed; community outreach	Keep community and funders engaged in project	Communications Coordinator (8), District Manager (8)	Ongoing	2.3%
3	Sturgeon Lake	manage restoration activities on Dairy Creek outside of CREST project area; monitoring (habitat, invasives); Agua-weedwatchers;	Restore and maintain 15 acres of habitat along Dairy Creek. This includes ~7 acres of plants and area outside the construction zone.	Invasives Species (2), Interns (8), Senior Conservationist (4), Const Tech (2)	Ongoing	6.9%
3	Sturgeon Lake	Finalize maintenance plan and work with partners to implement post-construction;	Ensure long-term success of project	District Manager (4)	Ongoing	3.1%
2	Soil Health	Work with NRCS to implement their Soil Health Initiative. Promote cover crops -add acreage of cover crops to existing farms to improve soil health, capture nutrients and reduce weeds.	4 landowners, 40 acres	Communications Coordinator (24 hours),	Ongoing	7.7%
6	Diversity, Equity and Inclusion	Assist SWCD Board and Staff with development of DEI policy, actions and programs.	6 committee meetings, 1-2 trainings, additional partner meetings		Ongoing	5.8%
3	McCarthy Creek WRE	Assist NRCS Senior Conservationist and CREST with activities related to McCarthy Creek Wetland Reserve Easement	Two 6-month reports for Cooperative Agreement, site visits with Senior Cons, assist NRCS with Compatible Use Agreement		Ongoing	5.8%
1	Water Quality Monitoring	Monitoring Water Quality in Target Watersheds (McCarthy, Miller, Crabapple, SIDIC). Create year end report.	8-10 sites in West Hills. Assist with implementation and data analysis associated with SIDIC WQ monitoring	Interns (24 hours)	July-Dec; May-June	2.1%
2	Conservation Planning	Conservation planning with rural landowners with a focus on farms, ranches, horse owners and other ag related landuses.	2-3 plans (include Beovitch, Pastorino)	Forest Conservationist (8 hours), Senior Conservationist (8 hours), Cons Tec (4 hours), Invasives (4 hours), interns (4)	Ongoing	7.7%
5	Education and Outreach	Use diverse forms of outreach appropriate to the audience, e.g. word of mouth, mailings, website, social media, etc.	Submit quarterly eNewsletter articles & 2 timely articles for PR. Support communications coordinator to help deliver Soil School.	6 articles, 100+ attendees at SS	Ongoing	1.9%
5	Education and Outreach	Provide one-time technical assistance for a host of habitat and ecosystem function concerns via phone, email and other communications	Provide direct technical assistance to 40 landowners		Ongoing	3.8%
5	Education and Outreach	Other partnership, outreach, education opportunities as available.	2-4 partnership meetings; 2-4 additional education events, 1 zoo shift. Coordinate WFI Tour or assist Forestry Cons with similar.		Ongoing	1.7%

2018-19 RURAL ANNUAL WORKPLAN (OVERALL GOALS)						
GOAL	PROGRAM	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	TIMEFRAME	% ANNUAL TIME
6	Admin	Program presentations and other attendance needs at board meeting. Other Board interaction	3 board meetings		Ongoing	1.5%
6	All	Grant writing and management as needed to support program areas. Manage existing grants (non-sturgeon lake), serve as OWEB LWW Small Grant Team Leader - work toward transition Team Leader Role to another SWCD; Manage ODA grant	write 1-2 grants to support programs; 4 quarterly reports and 1 application for ODA TA/LMA grant	Admin (16 hours)	Ongoing	4.6%
6	Professional Development	Attend trainings as available	CONNECT, OSSS Conference, 1 additional training		Ongoing	2.7%
6	Assist other staff	Assist other staff as needed			Ongoing	3.8%

100.0%

2018-19 ANNUAL WORKPLAN (OVERALL GOALS)									
GOAL	Program	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	% FTE
1, 2, 3	Healthy Streams	Manage Healthy Streams (full-funding model) (& Special Habitats) Program; do program management planning & field work -- in McCarthy, Sauvie, & Abbey target watersheds; do outreach as needed; Manage and direct vegetation management contracts to maintain existing HS projects not maintained by landowners; Co-direct monitoring and (use monitoring data to) adaptively manage and re-plant as needed. Collaborate with SIDIC as needed and potentially direct and employ Scappoose Bay Watershed Council to assist with project management and vegetation contractor oversight of McCarthy Creek and Sauvie Island projects, as part of partner funding support. <i>(HS projects restore dense native woody --or herbaceous in certain circumstances-- vegetation to degraded riparian lands, and fence out or otherwise exclude livestock, where needed, to improve water quality, e.g. temperature and sediment, and habitat --for salmonids and other aquatic life, plus terrestrial wildlife, and minimize erosion.)</i>	~22 well-maintained and increasingly healthy existing HSP habitat enhancement projects along 4.2 miles of shoreline and on ~36 acres of priority habitat. 1-3 well managed vegetation management contracts. Clear scopes of work and related documentation. Phase 2 of new lower McCarthy HSP project successfully planted. Other projects re-planted, as needed. <i>Technical Outcomes: Monitoring data collected at >50% of the sites; short-term plant survival >50-75%; increased riparian canopy with longterm increase in streamside shade from <50% to >75%, sediment filtration and reduced stream temperature over the longterm (hard to measure in situ).</i>	technical-support- "Conservationist," Office Manager/Admin. Asst, Invasive Species Prog. Coordinator, possibly SIDIC, SBWC, CWS and TSWCD	X	X	X	X	17%
1, 2, 3	Healthy Streams	Assist technical-support-Conservationist to develop 1-2 new HSP conservation plans	1-3 priority landowners contacted re: opportunity for new projects with 1-2 new plans developed (by "Conservationist")	technical-support- "Conservationist"	X	X	X	X	1%
1, 2, 3	Healthy Streams, NRCS Wetland Reserve Easement	Manage habitat restoration at Enyart WRE on lower McCarthy Creek, including riparian wetlands and upland oak and pollinator habitat; develop and manage vegetation management contracts and scopes of work, prepare planting plans, schedules and specifications, order plants, direct contractors and invoicing, do or direct photo monitoring, coordinate with partners and landowner; provide and review necessary documentation for NRCS	8 acres of well managed riparian and upland areas; 6,000 new wetland / riparian plants installed in winter 2019 + well-designed upland oak and hedgerow plantings. Adequate and timely photo and other documentation provided to NRCS.	NRCS, Rural Conservationist	X	X	X	X	6%
1, 2, 3	Healthy Streams / Partner Funding	Oversee implementation of DEQ grant, including development of an Operations and Maintenance Plan for Sauvie Island Canals and water quality monitoring by SBWC. Work may include development of a pilot project to re-shape or manage eroding canal banks.	Water quality monitoring data for Sauvie Island canals, O&M plan for SI canals, presentations to and engagement of SIDIC board of directors / key stakeholders, identification of pilot projects and new BMPs	SBWC, SIDIC, Rural Conservationist	X	X			3%
1, 2, 3	Healthy Streams / Special Habitats / Rural Partner Funding	Develop and oversee partner agreement with SBWC. Deliverables additional to those noted above may be educational activities for and development of habitat projects at moorages and / or on Sauvie Island and promotion of the (hopefully) just-completed <i>Sauvie Island and Scappoose Bay Bottomlands Conservation Opportunities Strategy</i> (which assumes coordination with The Wetlands Conservancy, Metro, ODFW, State Parks and other major land managers in the planning area). Finalize updates to Living on the Water guide if not completed pre-July 1, 2018. Solicit input on both documents from Invasive Species staff, as needed.	Partner agreement in place with Scappoose Bay Watershed Council. Deliverables received from SBWC, e.g. 1-2 effectively designed and implemented educational activities or habitat projects for moorage and marina residents and owners on best management practices and / or water-quality and habitat related conservation practice(s). Updated <i>Living on the Water</i> guide completed <i>SI & SBB Conservation Opportunities Strategy</i> (both may be completed before July 1, 2018).	SBWC, Communications & Invasive species staff	X	X	X	X	5%
3	Special Habitats	Manage WMSWCD's participation in the Clackanomah Oak Conservation Implementation Strategy. Do targeted landowner outreach and conservation planning with interested landowners. Develop specifications (and NRCS "Job Sheets") and assist landowner(s) and crews to implement conservation practices to specification. Develop contractor scopes of work. Coordinate, negotiate and collaborate with NRCS.	Conservation work begun at 1 Oak CIS site, according to specification. Outreach to ~50 target landowners. Begin planning with 1 additional landowner.	NRCS, CSWCD, Forest Conservationist	X	X	X	X	6%

2018-19 ANNUAL WORKPLAN (OVERALL GOALS)									
GOAL	Program	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	% FTE
3	Special Habitats	Continue to support landowners, via the Healthy Habitats Program, with funding and technical assistance to protect, enhance and expand oak woodlands and savanna, meadow, native plant hedgerows, wetlands, ponds & other special habitats. Promote oak planting and / or understory seeding, planting and maintenance (and release for competing fir trees) via mailing, workshop or other outreach. Participate in regional efforts to promote the value of these habitat types, as time permits.	1-2 landowner plans / projects that enhance special habitats; ~4 well maintained and adaptively managed existing habitat projects; participation in or development of 1+ workshop or presentation; 1+ newsletter articles or social media posts on related topics		X	X	X	X	6%
1,2,3,4,5	Conservation Planning, Education & Outreach	Miscellaneous technical assistance to landowners & partners	timely and science-based information provided to interested parties upon request		X	X	X	X	6%
3, 5	Special Habitats/~Partner Funding/DEI	Work with Wisdom of the Elders at NARA site to do habitat restoration and engage the community; develop scope(s) of work and provide on-the-ground direction, as needed. Do conservation planning and coordinate with NARA staff.	1 Conservation plan for NARA site and well-defined contract and scope(s) of work ; successful restoration of ~1.5 ac. of targeted habitat area; residents engaged in at least one activity	Wisdom of the Elders, NARA	X	X	X	X	3%
1,2,3,4,5	All programs; Outreach	Support to other district programs; provide projects, learning opp's and mentorship to interns Participate in community workshops or events, e.g. presentation at Rural Living Field Day, Soil School, habitat workshop on Sauvie, volunteer field day, shift at Zoo conservation education center, as time permits	fellow tech. staff feel supported, 2 fulfilled interns; work 1-2 events	Forest Conservationist, Rural Conservationist, Communications / Outreach staff	X	X	X	X	3%
5	Outreach	Write articles for quarterly district e-newsletter, community and other publications, e.g. SRN, SICA; provide / develop misc. ed. & outreach / web content (e.g. Oak factsheets) and links; possibly participate in video development and shoot re: riparian, oak or other special habitat restoration, if time permits; take and share photos for use in articles, our website, Facebook Twitter, etc.	4+ articles; improved content of webpages on riparian and special habitats; compelling and timely photos for social media shared with communications staff	Communications/ Outreach staff, Office Manager re: video	X	X	X	X	2%
6	Professional Development/ All programs	Attend trainings/seminars/field visits and review literature to improve technical relevance to landowners and stay current with the latest in conservation science (e.g. wetlands, soils and erosion, water quality, farm conservation, new invasives, pollinator monitoring, restoration ecology)	Participation in 4 - 6 trainings / conferences / workshops; 4-6 brown bags, webinars or field days- e.g. CONNECT, UERC, CWMA Pull-Together, NRCS, OSU and partner organization trainings & field days, professional association conferences, etc.	Admin. Staff	X	X	X	X	6%
	Admin./All programs	Organize and / or attend relevant partner meetings to develop and maintain partner relationships and opportunities and stay current with conservation activities in the region and state, to support partner grants and pursue collaborative grants, to develop strategic focus, etc.	6 productive productive meetings and outcomes shared with fellow staff; match provided to partner groups, as appropriate		X	X	X	X	2%
	Admin.	Staff & Board meetings (Staff, Leadership Team, Tech Staff, Board)	active participation in bi-weekly, weekly and montly meetings; 2 board presentation	All staff, tech. staff, leadership staff	X	X	X	X	5%
6	Admin.	Monthly and quarterly reporting; annual report content and coordination; annual work planning and budgeting; may include some grant reporting	timely, complete and informative reports and plans	Admin. Staff; all staff; technician for mapping	X	X	X	X	6%
6	Admin.	Senior Conservationist Duites: organize tech. staff meetings, facilitate communication & coordination across tech. team	1-2 productive meetings/ month and sharing across programs; joint work products; satisfied and productive technician with thoughtful workplan and performance reviews		X	X	X	X	9%
TOTAL									85%

2018-19 Forest Conservationist ANNUAL WORKPLAN (OVERALL GOALS)										
GOAL	PROGRAM	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	TIMEFRAME	% ANNUAL TIME
Goals 1-5; Main goal: 4	Forest program	Provide landowners technical assistance, including stewardship plans, with science-based conservation and woodland management information.	Create 6 new stewardship/conservation plans.	Laura Taylor, Clean Water Services, Forest Park Conservancy	X	X	X	X	Ongoing	30
Goals 1-5; Main goal: 4	Forest program	Assist landowners with contracting vegetation crews and project management related to weed control as site preparation and site maintenance to enhance restoration projects. Create specifications for the work ahead of time. Development of relationships with youth crews	Complete these activities on 20 properties	Laura Taylor, Michelle Delepine, Ari DeMarco, Clean Water Services		X		X	Ongoing, heaviest in the fall	10
Goals 1-5; Main goal: 4	Forest program	Assist landowners with contracting vegetation crews and project management related to forest stand management. May include thinning, conifer release, gap creation, etc. Create specifications for the work ahead of time.	Complete these activities on 5 properties, about 25 acres	Laura Taylor		X			Late fall/early winter	10
Goals 1-5; Main goal: 3	Forest program	Plant ~13,000 native trees and shrubs to reduce erosion and add forest diversity/habitat on several properties	13,000 plants, 9 properties	Laura Taylor			X		February	10
Goal 6	Forest Program	Grant Administration. Oregon Department of Forestry/Western Competitive Grant, NRCS Conservation Innovation Grant, Beginning Farmer and Rancher grant with Northwest Natural Resources Group	meet deadlines for reports, timely reimbursement of expended funds	Randi Razalenti, Michele Levis, ODF, NRCS, Forest Park Conservancy, NNRG	X	X	X	X	Ongoing	5
Goals 1-6; Main Goal: 6	Internship	Manage intern program. Assure that interns are scheduled with staff for learning experiences and opportunities to assist with conservation planning and implementation. Problem solve with interns and staff to make sure the experience is good for all parties.	2 interns successfully complete internship; Each intern achieves most goals identified in their work plan.	Randi Razalenti, Jim Cathcart, Tech Staff	X			X	July-September	15
Goals 1-6; Main Goal: 6	Youth Mentoring	Work with high schools in Portland to hold field trips and service learning opportunities at WMSWCD project sites in an effort to educate youth about the environmental restoration field	Support 3 field trips to project sites with classes from 1-2 schools in Portland	OSU Extension 4-H, local schools	X	X	X	X	Ongoing	5
Goals 5-6; Main Goal: 6	Diversity, Equity, and Inclusion	Participate in the DEI committee; work on special projects including development of a mentorship program for younger environmental professionals	Creation or significant progress towards a DEI Mentorship Program, attendance at all or most committee meetings.	DEI Committee, Nonprofit Association of Oregon, Intertwine	X	X	X	X	Ongoing	5
Goals 5-6; Main Goal: 5	Education and Outreach	Contact/educate landowners through mailings, newsletter articles, and web content. Teach at workshops such as Tree School and other local or regional events	6 articles for various newsletters; participate in 1-2 workshops; develop web content	Carolyn Lindberg, OSU Extension, Northwest Natural Resources Group	X	X	X	X	Ongoing	5
Goal 6	Education/Forest Program	Attend trainings to broaden education and experience related to forestry and other natural resources topics	Attend 1-2 pertinent trainings, workshops, and/or conferences	various partner organizations	X	X	X	X	Ongoing	5
										100

2018-19 INVASIVE SPECIES PROGRAM COORDINATOR ANNUAL WORKPLAN (OVERALL GOALS)					TIMEFRAME				
GOAL (narrow down to priority goals)	PROGRAM	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	% ANNUAL TIME
Goals 1 - 3 (goals 4-5 are supported, but secondary focus)	Early Detection, Rapid Response	Detect, document and control invasive species on the District's EDRR list through landowner outreach, surveying, mapping, data collecting, controlling (via established integrated pest management (IPM) principles), and monitoring.	Outreach to 100 new property owners to increase survey area, inventory 450 properties each year and treat all permitted properties with infestations (approximately 400).	Conservation Tech, Interns, Admin staff, Communication/Outreach, BES, CWS, PP&R, 4C-CWMA, TCWC, JCWC, SRN	X	X	X	X	45
Goals 1-3, 5	EDRR Restoration	Work with property owners of early detection, rapid response sites to develop conservation plans and implement restoration practices.	Actively manage 6 projects; recruit 2 new projects.	All technical staff, as needed (<1%)	X	X	X	X	15
Goals 1-3, 5	Riverview Canopy Weeds Program	Outreach to landowners to provide control of canopy vines.	Expand project scope to include an additional 25 priority properties.	Communications/Outreach		X	X	X	2
Goal 5	Education & Outreach	Provide one-time technical assistance for a host of habitat and ecosystem function concerns via phone, email and other communications.	Provide assistance to 75 landowners, residents & community members.	All technical staff, as needed (<1%)	X	X	X	X	5
Goal 5	Education & Outreach	Develop and lead Weed Watcher program. Partner with community groups to host invasive species demos at native plant sales. Present at community organization meetings. Assist with Backyard Habitat invasives training. Table at the Zoo Education Center.	Organize 1 weed watcher workshop. Participate in 5 native plant sales. Present at community meetings as needed. Lead one Backyard Habitat training. Table at least once at the Zoo Education Center.	Communications/Outreach, Conservation Tech, Interns, SWNI, TCWC, Friends of TC, CWS, TSWCD, 4C-CWMA, SRN, SBWC, Audubon, BHCP, Zoo	X	X	X	X	2
Goal 5	Education & Outreach	Contribute to, and develop, printed content for communications and outreach.	Submit quarterly newsletter articles, and contribute to annual report. Develop and distribute EDRR annual report.	Communications/Outreach, CWMA	X	X	X	X	3
Goals 1-3, 5	Integrated Pest Management	Be source of integrated pest management information to support District invasive species management activities. Work with partners to develop IPM resources, such as solvepestproblems.edu website†.	Develop 2 seasonal contractor check-ins. Track NPDES documenting and reporting requirements. Provide new best management practice information as it becomes available and respond to requests from staff and community.	CWMA, All technical staff (>1%)	X	X	X	X	5
Goals 1-3	4-County Cooperative Weed Management Area†	Serve as the co-chair through June 2019. Lead the Steering Committee and participate on the Mapping & Data Committee, Education & Outreach Committee, and Technical & Scientific Review Committees.	Provide guidance to the Coordinator, Annual Work Plans, and all CWMA activities. Host one general meeting, participate in two general meetings, plan Pull Together event, and participate in all activities.	4C-CWMA, BES, EMSWCD, CSWCD, Clark Noxious Weed Control Board, TSWCD	X	X	X	X	10

2018-19 INVASIVE SPECIES PROGRAM COORDINATOR ANNUAL WORKPLAN (OVERALL GOALS)					TIMEFRAME				1
GOAL (narrow down to priority goals)	PROGRAM	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	% ANNUAL TIME
Goals 1-3	Tryon Creek Watershed Council	Work with Watershed Council to manage, control and map priority weeds in the watershed. Participate in TCWC Stewardship meetings, events etc.	Participate in 4 TCWC Stewardship Meetings and 1 TCWC event. Assist with PSU weeds mapping project.	TCWC	X	X	X	X	3
Goal 6	iMap Invasives †	Participate in annual mapping updates, and provide feedback to improve platform.	Submit mapping data once annually.	iMap Invasives, PSU			X		1
Goals 5-6	Oregon Invasive Species Council	Serve on the OISC and participate in the Education & Outreach and Legislative committees. Represent local weed management organizations and act as a liaison to these groups.	Participate in 4 quarterly meetings and 4 committee meetings. Present 4 updates to 4-County CWMA, and at least one outside CWMA.	OISC, ODA, DEQ, ODF, USFS, BLM, Oregon Marine Board, ODFW, Oregon Sea Grant, PSU, USDA-APHIS, etc.	X	X	X	X	2
Goals 1-3, 6	Pacific Northwest Garlic Mustard Working Group	Lead the PNW-Garlic Mustard Working Group in collaborations and communications.	Organize and facilitate one meeting (annually). Co-curate the list-serv. Develop materials such as minutes, IPM matrices, and poster presentations, when necessary.	King County Noxious Weed Control Board, CWMA partners (listed above), Western Invasives Network, Yamhill SWCD, WSDA, ODA, BC Ministry of Forests, etc.		X	X		1
Goal 1	Willamette Aquatic Invasives Network	Partner with WAIN on aquatic invasive species initiatives, communications and other projects.	Participate in 2 meetings annually. Organizational support when needed.	Willamette Riverkeepers, Western Invasives Network, Benton SWCD, etc.		X	X		1
Goals 1-6	Support to other Staff	Lend assistance to other staff to duties beyond those described above.	Participate in staff & tech staff meetings; act as District Safety Officer; Demonstration gardens; invasive ID; vehicle maintenance; administrative assistance review and tracking etc.	WMSWCD staff	X	X	X	X	5
† indicates recommended funding recipient									100

2018-19 FISCAL ADMINISTRATION ANNUAL WORKPLAN (OVERALL GOALS)					TIME PERIOD				% ANNUAL TIME	
GOAL	PROGRAM AREA	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	CONTROLLER	OFFICE MANAGER
6	Accounting and Finance	Manage and/or support all monthly accounting to maximize efficiency and effectiveness; includes accounts payable, accounts receivable, payroll, banking, tax filings, financial statements and budget vs. actual reporting	Financial records are in order and finances are managed in accordance with policies and are in compliance with all laws and regulations; all items available in time for processing and vendors paid on-time	All Staff; Vendors	X	X	X	X	20%	10%
6	Audit	Complete annual audit	Audit reflects "clean" opinion and financial statements present financial position of governmental activities in accordance with generally accepted accounting principles without exception	Auditor	X	X			12%	
6	Board Support	Support board as needed and attend all board meetings (minutes, public meeting announcements, board package, etc.)	All Board files updated and accurate with agenda, minutes, staff reports, resolutions, postings, notices, etc.	Board; District Manager; Admin staff	X	X	X	X	1%	16%
6	Budget	Develop and file the annual budget	All local, state and federal standards and laws met; staff, board and public participate	All Staff; TSCC			X	X	24.5%	
5	Communications	Assist Communications (newsletter articles, annual meeting & report prep, tabling, zoo education, website support, etc.)	Financial updates prepared for 2 Newsletters per year and for Annual report; website is up-to-date with public meeting announcements, financial information and other administrative compliance information	Communications	X	X	X	X	1%	
6	Communications	Continue committee work with contracted historian videographer to document history of district for 75th Anniversary celebration at Annual Meeting in fall 2019	Contracted historian is supported in efforts to produce a video documenting WMSWCD history	Communications; contracted videographer		X	X	X		1%
5	Communications	Videos: shoot & edit conservation program videos for District website	Internal videos posted to District YouTube/website	Communications; tech staff	X	X	X	X		3%
6	DEI	Support Diversity, Equity, and Inclusion (DEI) Committee as needed and attend all meetings (minutes, SharePoint site management, public meeting announcements, scheduling, follow-up tasks, etc.)	DEI Committee functions optimally and is well supported	All Staff and DEI committee	X	X	X	X		3%
6	Grants	Quarterly reporting; compiling documentation and support; monitoring requirements; budget tracking, gathering approvals and filing	Grant reporting current; management and filing kept up-to-date in accordance with agreements	Applicable Staff and Grantor entities	X	X	X	X	3%	5%
6	Human Resources	Recruitment, hiring, Employee Handbook changes; timesheet gathering/pre-approval; expense report pre-approval; assistance with benefits, new hire paperwork, timesheet submittal, etc.	In compliance with all labor laws and regulations	All Staff	X	X	X	X	1%	3%
6	Human Resources	Safety: Emergency binder kept up-to-date; OSHA binder kept up-to-date; attend trainings as needed; safety sub committee annual evaluation; Fire warden; bulletin board postings	In compliance with OSHA	All Staff	X	X	X	X		2%
6	Human Resources	Assist with ensuring all Staff and Directors are receiving professional training and attending seminars/workshops applicable to their areas of responsibility	Training adequate for SDAO Best Practices discount	All Staff; Board	X	X	X	X		1%

2018-19 FISCAL ADMINISTRATION ANNUAL WORKPLAN (OVERALL GOALS)					TIME PERIOD				% ANNUAL TIME	
GOAL	PROGRAM AREA	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	CONTROLLER	OFFICE MANAGER
6	Office Management	Ensure all areas related to office operating smoothly (including computer and all office equipment, systems, files, reception duties, mail distribution, admin, scheduling, etc.) are all in order and functionaing optimally	Everything working and all documents are up-to-date and can be located	All Staff	X	X	X	X		25.0%
6	Office Management	Maintain all district files and archives, both paper and electronic, to ensure compliance with ODA SWCD and SDAO requirements (record retention laws, statutory laws, and administrative rules)	District in compliance with records managmeent rules for public agencies	Admin Staff, District Manager	X	X	X	X	1%	5%
6	Office Management	Support and/or lead planning for internal staff events (staff meetings, minutes, refreshments, celebrations, etc.)	District is a great place to work	Admin Staff	X	X	X	X		2%
6	Office Management	Office space improvements: display cases; Storage space improvements: continue organizing and labeling	Optimal work environment	All Staff	X	X	X	X		1%
1-5	Operations Support	Support all staff as needed with admin aspects of their work (examples include tracking landowner cost-share contributions, tracking match-time related grants, producing and sending grant close-out letters, documenting NPDES treatment, conference and workshop registration and travel arrangements)	Staff feel supported	All Staff	X	X	X	X		8%
1-5	Operations Support	Manage District's Vehicles & potential DAS rentals (mileage logs, servicing, repairs, etc.)	Vehicles are optimally maintained and meet the needs of staff	Tech Staff	X	X	X	X		1%
6	Public Contracting and Procurement	Support all staff as needed with contracting issues, facilitating contract processing, gathering of supporting documentation, providing guidance	Contracting Guidance will be a value added resource for staff when working with contractors; all contractor files are up-to-date, and maintained in compliance with all contract requirements	All Staff	X	X	X	X	3%	3%
6	Supervision	Guide and supervise work of Office Manager and Admin Asst.	Postion Descriptions, Professional Development Plans, Annual Work Plans and Annual Performance Reviews are completed and up-to-date; supervised employees are given direction and are supported	All Staff	X	X	X	X	3%	
6	Tasks Applicable to all Staff	Cyclical Admin tasks (time sheets, health plan enrollment, employee handbook review, annual work plan, LRBP updateae as necessary)	Time sheets and health plan enrollment submitted on time 1 annual work plan developed	Admin Staff, District Manager	X	X	X	X	3%	3%
6	Tasks Applicable to all Staff	Attend Trainings (including DEI) and Conferences in accordance with Professinal Development Plan	Annual continuing education requirements to keep licenses active are completed; workshop and training relevant to work are attended as necessary	Training Organizations	X	X	X	X	5%	5%
6	Tasks Applicable to all Staff	Attend meetings (Staff, Board, Annual, Leadership, etc.)	Productive staff and Board collaboration	Staff, Board of Directors	X	X	X	X	2.5%	2.5%
FTE									80%	100%

Appendix F: Priority Animal Species of our Foodshed, Watershed and Woodshed

The District endeavors to restore habitats that benefit federal and state listed species, including state “sensitive” species, and other declining species, as determined by Oregon Department of Fish & Wildlife, US Fish and Wildlife Service, National Marine Fisheries Service and other national or regional wildlife authorities, such as Audubon Society, The Xerces Society for Invertebrate Conservation, etc. The following is a list of just some of the species we hope to benefit from our restoration work.

- Acorn woodpecker
- Band-tailed pigeon
- Bat (various species)
- Bald Eagle
- Chinook, coho, steelhead, and other salmonids
- Coastal cutthroat trout
- Columbia White-tailed Deer
- Common nighthawk
- Common yellowthroat
- Douglas squirrel
- Dusky Canada goose
- Lamprey species
- Lewis’s woodpecker
- Mink
- Northern oriole
- Oregon vesper sparrow
- Osprey
- Pileated woodpecker
- Purple martin
- Red-legged frog
- Sandhill crane
- Slender-billed nuthatch
- Short-eared owl
- Spotted sandpiper
- Streaked horned lark
- Varied thrush
- Western blue bird
- Western bumblebee
- Western gray squirrel
- Western meadowlark
- Western painted turtle
- Western pond turtle (various species)
- Western toad
- White sturgeon
- Willow flycatcher
- Yellow-billed cuckoo
- Yellow-breasted chat

Appendix G: Anticipating and Adapting to Climate Change

The District considers climate change in its conservation planning, long-range plans and other activities. As described in the Oregon Climate Assessment Report (<http://occri.net/ocar>) and other scientific sources, habitats and wildlife populations are sensitive to climatic conditions, namely precipitation and temperature. Observed 20th century and future anticipated impacts include increased temperatures; stream flows that are higher in winter, lower in summer, and peak earlier in spring; the timing of bird migration, plant bud break, and insect life cycles; and vulnerability to other stressors such as more aggressive or new invasive species and pathogens.

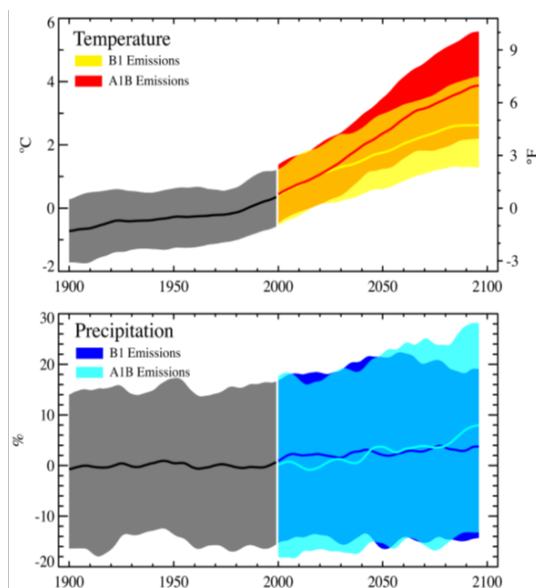
The region’s changing climate highlights the importance of the District's efforts to create healthy and resilient ecosystems, including enhanced upland and riparian forest, floodplains, wet meadow, marsh and other wetland and aquatic habitats. These improved ecosystems provide flood relief and habitat for salmon and other wildlife. Certain ecosystems, such as Oregon white oak habitat, may fare better than

others and, therefore, get increasing attention from the District. The potential for increased forest fire risk in the Pacific Northwest will increase the importance of creating healthy forests in the District. Increasingly high flows and arid summers call for greater attention to erosion control on slopes and in farm fields. The inclusion of a diversity of species in our habitat restoration projects, including those adapted to a warmer climate, will improve our chances of success.

The District will work with agricultural producers to become more resilient to climate change and its effects on crop production, water usage, rotations, species selection, soil management, and pest control. The District will also work with woodland owners to manage healthy and diverse forests that store carbon to slow climate change as well as build resiliency to the deleterious effects of warmer temperatures, altered hydrologic regimes, and increased insect, pathogen and invasive species pressure.

The District will track knowledge of regional and local climate-related trends to assess the need for adaptation of the District's conservation programming and projects. Relevant research findings include the Willamette Valley vulnerability assessment, anticipated updates to the Oregon Conservation Strategy – for the Willamette Valley – by the Oregon Department of Fish and Wildlife, The Nature Conservancy's upcoming revision to the Willamette Valley Conservation Opportunities Map, and the (Portland Metro area) Intertwine regional assessment of biodiversity and wildlife corridor analysis.

Figure 1. Historic and projected temperature change (top panel) and percent precipitation change (bottom panel) in the Pacific Northwest from 20th and 21st century global climate model simulations.



The black curve for each panel is the weighted average of all models during the 20th century. The colored curves are the weighted average of all models in that emissions scenario ("low" or B1, and "medium" or A1B) for the 21 century. The colored areas indicate the range (5th to 95th percentile) for each year in the 21st century. All changes are relative to 1970-1999 averages.

Credit: Mote and Salathé, 2009 and 2010:

Mote, P.W., Salathé E.P. 2010. Future climate in the Pacific Northwest. *Climatic Change* 102(1-2): 29-50, doi: 10.1007/s10584-010-9848-z

Mote, P.W. Salathé, E.P. 2009. *Future Climate in the Pacific Northwest*. Chapter 1 in: *The Washington Climate Change Impacts Assessment*. [Littell, J., M. M. Elsner, L. W. Binder, A. Snover (eds)]. Climate Impacts Group, University of Washington, Seattle, WA.