

Urban Programs Development Initiative

Program Analysis & Improvement Strategies Summary

Why was this conducted?

August of 2018 marked the ten-year anniversary of our urban programs' creation. Strategies have been crafted to respond to natural resource & development policy and predicted urban growth impacts to ensure future success of our urban programs. A need to increase efficiencies, ensure effectiveness, respond to external changes, intentionally address equity and inclusion and glaring policy issues has been brought to the forefront.

What did the analysis include?

An organizational development, equity and policy lens have each been applied to the District's urban conservation programs. A set of objectives & evaluative criteria around each lens focal area has been applied to all existing urban programs. These criteria have been used to review existing programs as well as potential new program ideas. Improvement strategies to existing and newly crafted programs were reviewed with internal and external stakeholders. Immediate recommended actions are currently showcased in the FY 2019-20 Urban Programs Work Plan. *The comprehensive analysis and strategies document is available upon request.*

Lens Analysis Components

The following questions were used to analyze Urban District Programs to assess gaps and opportunities in the realms of organizational development, equity and policy.

- 1) Organizational Development:
 - a. Effectiveness: How well does this program work (in meeting District goals)? Is there a demand for this program?
 - b. Efficiency & Sustainability: How much work does it entail? Are there significant costs associated with this solution, and are they worth it? Does the work load preclude future growth (examine at ~5% increase estimate)? What processes, practices and/or partnerships might provide greater efficiencies?
 - c. Alignment: Is this program and its delivery aligned with external pressures? (Reference Appendix Figures 1 & 2 for understanding of organizational configuration & alignment)
 - d. Organizational Development Learnings: What developments might be considered to improve effectiveness, efficiency and/or alignment?
- 2) Equity:
 - a. What assumptions am I making about this program?
 - b. How will outcomes impact (increase or decrease) equity?
 - c. Does this program engage multiple perspectives?
 - d. What barriers to participation exist?

- e. What program changes may result in more equitable outcomes?
- 3) Policy:
 - a. What policies most directly impact this program (negatively and/or positively)?
 - b. Should the district consider action related to policy impacting this program?
- 4) Alternatives: What alternative models, tools, partnerships and/or structures might be explored to delivering this program's objectives?
- 5) Recommended Action: Should this program continue as is? Is it better to amend, replace, or cease implementation of this program? Should action be taken on impacting policy? How will equity issues be addressed?

Evaluative Criteria

Objectives	Evaluative Criteria
Increase Effectiveness	This program directly addresses at least one District goal and is in demand.
Efficiency is observed & sustainability with growing demand is feasible.	This program provides services in a way that is nonduplicative with partners, cost-effective and sustainable w/in 5% increase in demand within 2 years.
Equity & inclusion outcomes are intentionally improved.	This program intentionally improves equity and inclusion outcomes and addresses barriers for communities of color through an increased program participation rate of at least 5% of members of communities of color as well as satisfactory service reviews of program deliveries over the next 5 years.
Policy	There are no current policies that directly preclude the District from successfully implementing this program.

What did the analysis produce?

This process produced actionable items, program development guidance, and long-term strategies to improve Urban Program efficacy, efficiencies and equity in the face of increasing pressures and finite resources. Although programmatic in nature, many lessons and strategies are transferable across program areas.

What are the key take homes?

- **Efficacy:** A comprehensive look back at program objectives including resident and partner experiences alongside realized and sustained conservation outcomes must be done to ensure current programs are effective and that past investments are protected. There is a lack of meaningful long-term data and/or plans for sustaining long-term project successes. Antidotal and known conditions indicate a need for increased focus on long-term viability of projects. Overall efficacy and equity are critically interrelated.
- **Efficiency:** Partnership development and maintenance is critical to efficiency. A greater investment in District and partner capacity building completed in a co-production framework is needed to better realize efficient operations. Capacity building that enables organizational and individual strengths to be fully leveraged must be amply supported. Identified increases in service demands will necessitate increased and diversified resources, revenue and partnerships in addition to capitalizing on known and discovered efficiency-increasing measures.
- **Equity & Inclusion:** Often, no known intentional program planning, outreach and/or delivery work is crafted around equity outcomes nor are intentional inclusivity measures taken. Program access issues are layered starting with outreach and service awareness through delivery. Program relevancy and/or organizational trust throughout the diverse communities the District aims to serve was largely historically assumed and/or not considered within delivery strategies. The need to incorporate and engage multiple perspectives and participants from program conception through delivery to fully realize equitable and inclusive outcomes was highlighted. Similar to efficacy, a comprehensive look at equity and inclusion outcomes is needed and currently lacking.
- **Policy:** There are a number of program areas that may benefit from increased engagement in relevant policy. The majority of policy found to preclude the District from successfully realizing program goals or the full potential of outcomes stems largely (but not exclusively) from local City of Portland policy and related processes, however much of this policy is directly answering to regional, state and federal regulations. Recommendations for engagement in impacting policy and related processes is rooted in education and awareness building around its impacts through engagement with stakeholders including policy makers, but also includes submittal of letters and testimony for priority issues. Policy surrounding stormwater and invasive species programs were found to be most impactful. **Any such work must be fully vetted with organizational leadership and/or legal counsel to ensure work isn't in violation of any government lobbying laws and mustn't be done in any way that supports a particular candidate or piece of legislation.*

2019-20 URBAN ANNUAL WORKPLAN (OVERALL GOALS)					TIMEFRAME				% 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	
5	Urban Landscape Demonstration	Explore opportunities to increase administrative efficiencies with similar programming (i.e. School & Community Garden Program, CWSP) and reach with partner organizations. Support and engage with Community Engagement Liaisons services (CELS) to assess demonstration site opportunities and gather input on increasing relevancy and access of program offerings with historically underserved communities starting with recommended follow-up from the Connect SW PDX project. Conduct review of historic sites to assess impact.	Complete 2 new demonstration plans and install 1 demonstration. Increase efficiency and reach through streamlining of forms, processes and outreach with internal and external partners. Assessment of program impact and relevancy through historic site review and CELs follow-up input.	Admin staff, District Manager, Conservationist & Education Coordinator, Communications and Outreach Manager, BES, CELs, Previous Demonstration Sites	X	X	X	X	5%
1, 2, 3	Urban Technical Assistance	Continue offering current modes of technical assistance with more proactive outreach of this service to marginalized or historically underserved communities. Craft a resource to better track incoming requests and their outcomes including a more responsive online intake form. Work on increased accessibility of technical information (i.e. language, location, modes). Increase ease of access to those seeking partner offerings through a niche finding exercise and resultant tool (i.e. interactive database and map).	Establish a more comprehensive baseline understanding of incoming requests and outcomes (regarding use of information provided) through a newly created or modified tool. Craft and begin implementation of strategies with CELs, Communications and Outreach Manager and partners to increase awareness and ease of those seeking assistance.	Admin staff, District Manager, Communications and Outreach Manager, Invasive Species Program Coordinator, CELs, BHCP, FPC, TCWC, TRWC, WRC, BES, BPS, CWMA, OSU Extension	X	X	X	X	10%
1, 2, 3, 6	Urban Natural Areas Restoration Program	Continue to offer onsite technical conservation planning assistance to all those that currently qualify while continuing with coordination of current cost-share projects, but cease taking on any new cost-shares to conduct a holistic program review and redesign. A green workforce development component, with both training and on-the-ground work, will serve as the key vehicle for conducting review and response to the needs of the suite of previous restoration project sites the District's Urban Programs have invested in.	A review of monitoring data, inventory of previously assisted sites, survey of partners and program participants, stormwater program findings and implementation of a habitat connectivity tool will serve as the foundation of the redesign. The review and redesign will be focused on long-term program outcomes, equity and organizational development issues to craft a strategy that is centered on greater on-the-ground success overtime. Through this work, we will better understand and address maintenance needs/barriers, develop a plan for managing key restoration investments into the future and craft a revised strategy for investment in any new projects.	Admin staff, District Manager, Conservationist & Education Coordinator, Seasonal Conservationist Technician, Interns, BES, CELs, Verde, WOE, Metro, TCWC, WWRP	X	X	X	X	20%
6	Urban Natural Areas Restoration Program	Policy and funding issues will be addressed through letter writing, testimony and partner collaboration and communications with a focus on upcoming impactful local decisions and funding source issues that directly impact the success of this program.	The following issues will be responded to, per board approval, through strategies mentioned: Invasives 2.0, residential infill project, south reach plan, capital improvement programs, OWEB and Metro funding needs. *Additional stormwater specific policy discussed in stormwater section.	Admin staff, Board, District Manager, Communications & Outreach Manager, Invasive Species Program Coordinator, BES, BPS, TCWC, WRC, FPC, OWEB, Metro	X	X	X	X	5%

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5	Urban Education & Outreach	Work on making District-created and co-created information resources and events more available, relevant and accessible. Review options to move from a more passive model to a more active approach focused on reaching diverse audiences and providing resources of interest in accessible formats. Continue to work with adult education collaboratives to produce and share co-created materials, events and messaging.	Table and disseminate district information at events (Multnomah Days & State of the Watershed) and lead 1 volunteer work party (TCWC State of the Watershed Event). Conduct workshops on an on-demand basis. Submit quarterly eNewsletter articles & 2 timely articles for PR. Work with equity and culturally specific partners and education collaboratives to better assess awareness of this service, relevancy and how to expand reach. Support Watershed 101 & Stormwater Stars workshops.	District Manager, Communications & Outreach Manager, WRC, TCWC, CELs, OEHR, WOE, ACE, Urban Conservation Education, Verde	X	X	X	X	5%
5	Urban Watershed Mentors	Work with green workforce collaboratives and partner volunteer programs to provide resources and presentations originally created for this program. Reach out to partners to assess completely sunsetting the program and a partner taking on the listserv, the most active part of the program, through a user-opt in model.	Support programs that provide residents with the hands-on educational and volunteer leadership opportunities this program sought to provide like Watershed 101 workshops as well as green workforce collaboratives. Transfer the listserv to a partner with more volunteer leadership opportunities and sunset the program.	Dig In, SOLVE, Hands On Greater Portland, WRC, TCWC, WOE, Verde, Blue Print Foundation, R. Franco Twinning Project, OSU Master Naturalist	X	X	X	X	1%
1, 6	Urban Stormwater Management	The Urban Conservations will serve as a catalyst and convenor in processes that facilitate policy, permitting and process improvements (informed by PSU EMPA Capstone findings in June 2019 and complimentary OSU & Oregon Solutions Project effort).	Priority policy, permitting and process improvements and pilot project findings will be presented to key partners. The District will aim to identify more long-term sustainable solutions through options that address multi-stakeholder benefits and holistic subwatershed centered strategies.	District Manager, Communications & Outreach Manager, BES, BPS, Metro, OSU, Oregon Solutions Project, WRC, SW Watershed Committee	X	X	X	X	10%
1, 6	Urban Stormwater Management	Interested residents, developers and permitting agencies will be supported in piloting needed low impact development and retrofit projects to both spotlight implementation feasibility, management issues, and permitting and policy barriers and opportunities. Any direct service visits will incorporate a survey focused on site conditions and equity concerns.	Current unimproved roadway project and 1% for Green Grant completed and findings will be shared out. Survey findings for other sites served will also be shared with relevant partners. Key partners will be pursued to collaborate on sourcing funding, data management and response resources to better address stormwater issues on the subwatershed level.	District Manager, Communications & Outreach Manager, BES, BPS, Metro, OSU, Oregon Solutions Project, WRC, SW Watershed Committee	X	X	X	X	10%
3, 4	Urban Canopy Weeds Program	Coordinate planning and mapping efforts for pre-existing and new targeted canopy weed focal areas. Create outreach materials and forms for canopy weed program. Survey past participants and monitoring pre-existing sites to understand outcomes.	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 outcomes and protect investments. Engage 10 new landowners and monitor sample of pre-existing sites.	Admin staff, Communications & Outreach Manager, FPC, PP&R, Interns	X	X	X		4%

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3,6	Urban Partner Support	Continue to collaborate with pre-existing local partners to map & restore key habitats and wildlife corridors. Participate/coordinate meetings with local partners focused on relevant conservation issues (6 WWRP, 4 TCWC, 1 GFPCI). Explore opportunities to aid in building partner capacities as well as collective capacity of partnership efforts. Continue and expand efforts to build and maintain partnerships with equity focused and/or culturally specific organizations. Support and engage with Community Engagement Liaisons services (CELS) to assess partnership opportunities and gather input on increasing relevancy and access of program offerings with historically underserved communities starting with recommended follow-up from the Connect SW PDX project.	Review/revise existing maps with partners as is needed, complete 1 new urban strategies map w/ interns and conduct the wildlife connectivity tool in the WWRP corridor. Coordinate on localized restoration projects. Participate in the following meetings: 6 WWRP (Current Co-Chair), 4 TCWC, 1 GFPCI, 2 NIN Grant Partners. Attend at least 3 new CELS affiliated partner organizations' meetings to explore potential partnership opportunities. Pursue opportunities to meet with WOE to explore further partnership. Support partners on at least one capacity building project (TCWC Assessment). Work with Verde and GFPCI partners to implement the OWEB plan focused on building out a non-contractual capacity building partnership.	Admin staff, District Manager, Interns, BHCP, TCWC, WWRP, BES, WRC, FPC, PP&R, WOE, Verde and CELs, Seasonal Conservationist Technician,	X	X	X	X	20%
6	Intra-organization communication & support	Participate in staff, tech staff, special board meetings and other organizational meetings. DEI co-chair responsibilities including coordinating committee meetings and related special projects. and other organization meetings. Reply to information and support requests promptly.	Attend 18 tech staff meetings, 12 staff meetings, 6 DEI committee meetings and 2 board meetings. Continue to spearhead DEI projects and serve as DEI co-chair.	All WMSWCD staff & board, DEI committee	X	X	X	X	10%
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