



Long Range Business Plan (LRBP) Board Report

12/8/20

Progress:

- The Organizational Health Planning Team met in November to screen question responses and amended principles and values with evolving success criteria.
- The Community Engagement Liaisons (CELs) that gathered initial surveys from diverse community members met to provide input on our draft SMART goals & tactics. Only one CEL, the individual that works closely with Vietnamese community members, needed to miss the meeting held on 12/7/2020. They provided many insights including the following:
 - The CEL that works with African immigrants and refugee community members discussed how many of his community members were farmers in their home country, but are now disconnected with the land and how working through community gardens (provided example with the Oregon Food Bank) where all can have access is a great way to regain that connection.
 - The CEL that work with Chinese community members as well as the CEL that works with Slavic community members expressed the need to reach people by relating our conservation work to the things they love as those surveyed were not connected to the idea of conservation in and of itself (i.e. relate water quality & habitat work to someone who likes to fish).
 - The CEL that works with Chinese community members raised the point that now, during the pandemic, could be a very effective time to further survey community members and how the complexity of the survey was a challenge and that future surveys, especially with community members not familiar with the organization, could benefit from being less complex and iterative (i.e. start with a do you know us survey and then educate on what the district does and then go back out with a values/priorities survey after that education is in place). Other CELs agreed with the survey comment and explained how much effort was needed to translate materials and walk community members through all the questions.
 - The CEL that works with Slavic community members expressed how important establishing a solid channel to connect with community members and how this critical word of mouth is to that channel. Reaching people through their home garden work and community garden work could be a good place to start.
 - The CEL that works with Arabic community members discussed his concerns with the main stream language of the document in total and that this does not leave those not in the mainstream with a feeling of belonging. He explained he felt it was well-written, but not approachable for all.
 - Logalbo explained that the goals and tactics are likely destined to be in fairly mainstream language due to the primary audience being a guiding plan for staff and board, but that there is a goal and tactics around making communication outputs much more accessible with measures like



simplifying communication materials to ensure they're readable at the 6th grade level and translation of materials into languages other than English.

- The CELs agreed that some of the language used to discuss equity and inclusion work that speaks to “historically underserved” puts immigrant and refugee community members, currently underserved, far below the radar, so there’s a suggestion to amend that language (we responded by removing “historically”).
- The CEL that works with Black community members discussed how impactful increased community garden work and support would be for engaging Black, Indigenous and People of Color (BIPOC) community members and shared the importance of continued targeted community engagement efforts, including the continuing to have an advisory committee to provide guidance as the plan is implemented and workshops and classes to make information more accessible.
- The CELs had a robust conversation around invasive species that was started by the CELs that work with Latinx, Native American and African American immigrants and refugee community members. The following was shared:
 - The community member that works with African American immigrants shared how his thinking has evolved and grown around why invasive species work is conducted in natural areas and gave an example of changing fish he’d once enjoyed back in Ethiopia due to introduced species.
 - The CEL that works with Latinx community members shared how, in his upbringing, plants are seen and discussed in different ways – there is no good and bad plants, but there are times where a plant might be removed for food (gave the example of growing corn) yet is still valued and was used (for medicine in the example given).
 - The CEL that works with Native American community members shared the similar cultural views that community members he works with share with the Latinx perspective given. He shared how all things, including plants, are to be treated with respect and actions to work with these things much be approached carefully by first asking (1) What is this plant, (2) What is it used for, (3) Why is it there and (4) Is this a food or medicine? In addition, he emphasized the concern with the current way of discussing and managing plants – we are not at war with plants – they offer us food and medicine and this combative view with plants is embedded in historical colonial dominant culture ways that are damaging to nature and people.
 - Another CEL shared, the one that works with Slavic community members, emphasized how shocked and shamed she felt when she said she liked and wanted vinca from a city staffer. She explained that she feels this issue is very inapproachable to anyone not rich – how shall we make it a priority for others – it starts by changing the discussion & “chilling out” when speaking to someone new to the topic.



- The CEL that works with Native American community members shared his vision for us all to depart from the above mentioned way we discuss and work with plants and move into a more respectful way that centers on the indigenous knowledge that can be brought from those indigenous to where those plants come from (this includes immigrants and refugees that can inform us on plants that have been brought here). After hearing from this CEL, other CELs applauded these ideas. Cathcart was asked to summarize what he heard from this CEL and Cathcart reported back the following to incorporate in our upcoming SMART goals that starts this dialogue and learning at a regional level:
 - Work with 4-County Cooperative Weed Management Area to review priority weed list for early detection and rapid response and learn more about the origins of these plants. What are their medicinal qualities or their first food qualities to immigrant indigenous communities or their naturalized use by native indigenous communities? Does better understanding of the relationship indigenous communities have with our target species shift our priority ranking of species to control and does what we learn change how we wish to manage these species?
- Another CEL, the one that works with Arabic community members, emphasized the benefit of having more interactive cross-cultural conversations about plants and training community leaders to help spur and foster open dialect. The elders that carry knowledge from the homeland should be involved in this.
- The Conservation Scope Advisory Committee (CSAC), comprised of valued partners and community members that are making recommendations to the board as we develop the LRBP, had its last meeting on 12/11/20 from 4-6pm. Notes from this last meeting will be available in the January board packet.
- Staff have worked together to help incorporate and respond to LRBP Planning Team and CSAC input on the draft SMART Goals & Tactics (attached).
- Staff have created a matrix that shows current programs and their proposed status in the next LRBP (continuing, discontinuing or assessing models/continuation). This matrix will help the board and staff understand impacts to current offerings and help with understanding capacity and prioritization of these programs alongside new initiatives outlined. This matrix will be presented in January with revised SMART Goals & Tactics.
- The CEL that works with African immigrant and refugee community members emphasized a desire for the district to share different ways of growing that enrich gardens and food growing and he discussed layered food forests that he learned about. The CELs that work with Latinx and Native American community members agreed this is an important step and brought up the 3 sisters as an example of layered food growing/companion planting.
- The Latinx community member urged the district to craft a communications plan.



Upcoming Planning Team Meetings:

- Financial Sustainability Planning Team will hold its next meeting on 12/16 from 2:30-3:30 pm. All board & staff are welcome to join this meeting, please follow-up with mary@wmswcd.org if you'd like the zoom invite

Upcoming Board Meeting Discussion & Decisions:

- December:
 - Discussion: Review revised Strategic Directions
 - Discussion: Provide input on draft SMART (Specific, Measurable, Achievable, Relevant, Timebound) Goals & Tactics
- January:
 - Discussion & Decision: Finalize Strategic Directions, SMART Goals & Tactics for external review
- February:
 - Presentation: Community input received & key revisions made in response
 - Discussion: Provide input on LRBP Draft
- March
 - Decision: Adopt LRBP



LONG RANGE BUSINESS PLAN (2021-2025) -- STRATEGIC DIRECTIONS

- 1) Embed equity and inclusion in all that we are and all that we do
- 2) Ensure the District is welcoming, adaptable, supportive, viable, effective, and sustainable in our practices
- 3) Protect and improve water quality and soil health
- 4) Protect, enhance and restore biodiversity, native landscapes, habitats, and ecological function
- 5) Enhance the long-term health and productivity of farms, forests, woodlands, and gardens
- 6) Promote resilient environments and communities in the face of climate change
- 7) Share conservation information so people have the knowledge and confidence to take action
- 8) Enhance, support, and create opportunities for all people, especially those historically and presently displaced from and deprived of land, to foster mutually beneficial relationships with the land
- 9) Provide for the long-term continuous success of our conservation actions

Notes for reference:

Strategic Directions Purpose: Broad overarching aims that provide a high-level view of what the District wishes to work towards serving as a guide as we develop SMART (Specific Measurable Achievable Relevant Timebound) Goals & Tactics. SMART Goals & Tactics will be nested under the Strategic Directions to provide well-defined targets that illuminate the purpose of these broad strategic aims.

Primary & Secondary Audiences: The primary audience for goals is staff and board to develop programming, policy and practice that aligns with these broad strategic aims. The secondary audience is partners and general public to understand aims.

For goal 2, viable speaks to financial viability and sustainability speaks to environmental sustainability in our practices, if we add qualifiers for these, we may need to for all so its preferred to leave these vague.

Strategic Directions aren't listed in priority order, however the advisory committee did recommend starting with #1 to convey the importance of centering on these as we develop the Long Range Business Plan (LRBP). The board recommended listing #2 second.



DRAFT SMART Goals & Tactics

Background

WMSWCD staff have crafted SMART (Specific Measurable Achievable Relevant Timebound) Goals & Tactics that we propose to focus on over the next 5 years to address key community needs/concerns and targeted future threats/opportunities as identified in our information gathering phase. This draft is now at more of a brainstorm phase that needs to be prioritized, refined and winnowed to ensure its realistic for our organization to accomplish. Also, as we move forward, we'll decide if any of these goals are low enough priority, in the near future, that any action towards them may be deferred until next LRBP either thus making them mute to call out at this point and/or very explicitly calling out that we will plan to get to this, but not w/in the next 5 years due to competing higher priority goals.

SMART Goals & Tactics are listed under the Strategic Direction they most directly impact with the note that there will be overlap with reaching multiple goals for some. When overlap has been found notes after the goal indicate the overlap with "(See also SD #X)." SMART Goals & Tactics should illuminate purpose of Strategic Direction Goals – we will revisit Strategic Directions after firming up SMART Goals & Tactics.

Draft Strategic Directions (Pages Covered)

- 1) Embed equity and inclusion in all that we are and all that we do (p. 2-3)
- 2) Ensure the District is welcoming, adaptable, supportive, viable, effective, and sustainable in our practices (p. 3-6)
- 3) Protect and improve water quality and soil health (p. 6-8)
- 4) Protect, enhance and restore biodiversity, native landscapes, habitats, and ecological function (p. 8-10)
- 5) Enhance the long-term health and productivity of farms, forests, woodlands, and gardens (p. 10-11)
- 6) Promote resilient environments and communities in the face of climate change (p. 11-12)
- 7) Share conservation information so people have the knowledge and confidence to take action (p. 12-14)
- 8) Enhance, support, and create opportunities for all people, especially those historically and presently displaced from and deprived of land, to foster mutually beneficial relationships with the land (p. 14-15)
- 9) Provide for the long-term continuous success of our conservation actions. (p. 15-17)



DRAFT STRATEGIC DIRECTIONS, SMART GOALS & TACTICS

1) Embed equity and inclusion in all that we are and all that we do

1. SMART GOAL: Continue to support, foster and further grow staff, board and partners' capacity to embed equity and inclusion.

TACTICS

- a. Support and uphold a committee of Staff and Board Directors devoted to Diversity, Equity and Inclusion (DEI) who review District policy and actions, seek and encourage staff/board trainings, and work towards continued growth by all those within the organization and those with which we partner.
 - b. Annual trainings for Board and Staff on specific DEI topics are delivered and a DEI training plan for any new hires is developed
 - c. Annually hold or support at least 2 inclusivity and equity speaker topics or events delivered by the District or its partners.
 - d. Staff time devoted to DEI work in annual work plans and all workplans are vetted for opportunities to support DEI through an equity lens review (year 1 -5)
 - e. Continue to build on the "Whose Land is Our Land" report through events that help share the history uncovered about race, place and equity in Multnomah County.
 - f. Host a DEI Internship to help assess and inform District equity initiatives including staff/board trainings, partnership development, workplan development, DEI committee meetings and analyzing 2020 census data.
2. SMART GOAL: Proactively implement decision making strategies that lead to more equitable and inclusive outcomes

TACTICS

- a. Seek advice from diverse community leaders and members on how to best deliver our work by forming an advisory committee that provides biannual recommendations on our operations and workplans.
 - b. Include use of Equity Lens prior to all key decision points such as policy change, hiring, hiring practices, employee wellness, organizational health, work plan and budget reviews, and delivery of conservation practices in order to embed a system of checks and balances which seeks to incorporate DEI in every facet of the organization.
 - c. Set firm goals on how to diversify both our board and staff and what we are aiming for and then track progress on the same.
 - d. Continue valuing and implementing transparent and shared decision making through leadership team model and open, publically accessible and welcoming Board meetings.
3. SMART GOAL: Foster a sense of belonging for all in the environmental sector and a welcoming place at WMSWCD (See also SD 2)



TACTICS

- a. Showcase diverse partners, professionals, community members and community leaders in 4 articles/year sharing a diversity of perspectives in our field.
 - b. Continue to support and partner with green workforce development efforts to build coalitions and relationships that help further diversify the environmental field and allow for learning from one another along the way.
4. SMART GOAL: Ensure broader accessibility and remove barriers to access organizational resources and opportunities at every level of our organization

TACTICS

- a. Complete website updates to ensure broader accessibility for all visitors and improve visibility of DEI-related work by LRBP year 5.
 - b. Keep abreast of current and emerging best practices that ensure equity in hiring and use them in our hiring process as appropriate and feasible.
 - c. Ensure experiences (lived & professional) are valued criteria for any new hires and that clear expectations are set regarding how they will support and engage in District DEI work.
 - d. Develop (by year 2) and Incorporate (by year 3) equitable funding/cost-share models into the delivery of our programs.
5. SMART GOAL: Work to welcome, increase and maintain diversity within the District's board and staff, contractors we hire and the people who benefit from our work to better reflect the diverse demographics of our service area.

TACTICS

- a. Analyze results of the 2020 Census data to better understand the demographics of the district and use that information to inform strategies that focus on producing more equitable outcomes in the delivery of our services. and
- b. Set board and staff recruitment and retention goals around demographic data findings to achieve that the Board and staff of the District, the contractors we hire and the people who benefit from our work reflect the demographics of our service area.
- c. Set up mechanisms, including anonymous platforms, to understand how those interacting with our organization feel with an emphasis on ensuring a welcoming and safe environment.

2) Ensure the District is welcoming, adaptable, supportive, viable, effective, and sustainable in our practices

1. SMART GOAL: Update District materials to highlight our welcoming environment (See also SD 2 & 7)

TACTICS

- a. Feature more images of staff, board, partners/people we work with in all publications (welcoming)



- b. Create (by Year 1) and maintain/update (Year 2-5) an “Internship Program” web page that showcases the internship and interns both while they worked with us and a few case-studies of where they are now. Be sure the many forms of diversity embodied by our interns are well represented.

2. SMART GOAL: Increase the environmental sustainability of our operations

TACTICS

- a. Identify and implement ways to make office and field supplies and office space more environmentally sustainable while being financially sustainable and efficient (years 1-5)
- b. Encourage staff measures to increase sustainability through individual actions (i.e. taking alternative transportation) and/or spearheading programmatic or operational measures (i.e. managing office compost wastes, recycling and sourcing materials and participating on building task forces).
- c. Create and support employee and contractor programs that encourage alternative forms of transportation and other ways to reduce carbon emissions from District activities.
- d. Examine and improve upon our fleet of vehicles’ and management thereof with a goal of decreasing our carbon footprint.
- e. Get involved with efforts to increase building sustainability measures (e.g. join tenant group to improve measures and suggest improvement ideas to management)

3. SMART GOAL: Identify and modify district processes that can be made more efficient and/or effective.

TACTICS

- a. Identify and implement resources to help manage staff’s workloads including examination of task times, workplans and job descriptions, priority screening tool (e.g. evolving success criteria) and workflow mapping and strategy building (years 1-5)
- b. Develop an organizational chart to demonstrate workflows to help keep things efficient (by year 1)
- c. Identify and implement strategies to make administrative processes such as payments, contracting and payroll more efficient (year 1-3)

4. SMART GOAL: Ensure staff and board have sufficient support and recognition as well as capacity to adapt as needed

TACTICS

- a. Encourage employee cross-training and/or project “showcases” at least once per year in order to connect staff with the work happening across the District to develop increased understanding and experience with each others work.
- b. Identify internal or external resources that can fill in to provide to each staff member back-up for priority work during a period of extended absence. Continue to value and provide staff flexibility in their scheduling and work load management.



- c. Recognize staff and board achievements, ideally in ways known to be appreciated by the individual getting recognized, which may include verbal or written praise or other recognition.
 - d. Support development and implementation of annual professional development plans for each staff member. (See also SD 1)
 - e. Identify and support annual board trainings
 - f. District advocacy and community engagement delivered by the board that ensures consistent messaging and reaches target audiences (See also SD 1)
 - g. Provide an internship program that supports all listed SDs in various capacities and helps with overall staff capacity to monitor and maintain priority projects while supporting the continued flow of experience for conservation professionals throughout our entire field. (See also All Other SDs)
5. SMART GOAL: Continue to support and build on opportunities to foster a welcoming environment

TACTICS

- a. Develop and support District affinity groups – best practices, how to get started and implement as desired, look into regional partnership opportunities, (years 1-3) (See also SD 1)
 - b. Continue to make time and space for voluntary staff conversations and check-ins (on equity or otherwise) (See also SD 1)
 - c. Continue to organize and support 1-2 staff and board social gatherings per year to get to know one another and welcome one another outside of the work realm.
 - d. Make sure there's time on board agenda for Director/Associate Director check-ins.
 - e. Develop and implement welcoming recruitment and onboarding for those new to our organization (new Associate Directors, budget committee members, advisory committee members, volunteers and staff).
6. SMART GOAL: Develop a shared vision for the District's financial position.

TACTICS

- a. Solicit, develop and maintain support of and engagement with strategic partnerships.
 - b. Ensure financial resiliency by using medium-term (3 years) and long-term (5 year) cost and revenue projections in annual budget development.
 - c. Identify foreseen financial threats and opportunities for the upcoming budget year.
7. SMART GOAL: Use collective and transparent decision making in developing an annual budget.

TACTICS

- a. Develop annual work plans for the upcoming fiscal year that sets the District's program focus in fulfilling its mission and vision as defined by LRBP strategic directions, goals and tactics.



- b. Use the following best practices in budget development:
 1. Zero sum budgeting where the annual budget for expenditures equals projected revenues after considerations from long-term reserve funds are taken into account.
 2. Have sufficient liquid cash reserves to cover at least 4.5 months of District operations.
 3. Budget for contingency funds that could be made available to cover unforeseen expenses.
 4. Build sufficient long-term reserves at a rate of at least \$25,000 per year to ensure resiliency during economic downturns and the capacity to support capital projects that exceed our ability to budget for annually.
 5. Leverage District funds with external funding resources such as grants and funds from other sources to ensure the best outcomes for our annual work plans.
 6. Addressed financial threats and opportunities with appropriate spending caps and strategies alongside appropriate financial growth plans to ensure the District can weather financial threats or take advantage of financial opportunities as they arrive.
 - c. Vet the budget by a public budget committee that further develops the budget as committee's recommended budget to the Board.
 - d. The Board receives the recommended budget, invites public comment and adopts a final budget based on changes the Board desires.

8. SMART GOAL: Develop clear rules that ensure the accountability on the use of funds.

TACTICS

- a. Monitor actual spending versus budgeted amounts so as to not overspend budget allocations and report to the Board through the use of monthly financial statements.
- b. Use a financial sustainability lens to examine proposed budget changes and any post-budget adoption requests to better ensure funds are strategically utilized on priority expenditures that are integral in fulfilling our mission, vision and strategic directions.
- c. Perform an annual financial audit of the use of funds.

3) **Protect and improve water quality and soil health**

1. SMART GOAL: Maintain and expand riparian restoration projects on prioritized waterways and diversify the plant communities and habitat types on these sites to help better filter pollutants, control erosion, maintain stable geomorphology and provide shade as well as critical wildlife habitat (Also see SD 4 & 9):

TACTICS

- a. Continue monitoring and maintaining (~25) Healthy Streams projects with particular emphasis on McCarthy Creek, which is essential salmonid habitat. Manage with a light touch those projects that have reached or are nearing ecological targets. Enhance ecological diversity with native herbaceous vegetation, as appropriate, including for pollinators on farmland and elsewhere. Monitor for new invasive weeds and catastrophic damage that warrants intervention.



- b. Add new riparian projects (e.g., 1-2 per year) in priority watersheds, as landowner interest, staff capacity and resources allow, particularly where contiguous habitat will be added.
 - c. Identify funding sources that allow for expanded staff capacity and implementation of riparian restoration efforts in identified priority watersheds, e.g. Abbey, Rock and on Sauvie Island, for which we haven't had resources to expand (Also see SD 4 & 9)
 - d. Increase educational resources and strategies, e.g. videos on website, workshops, access to affordable plants, project templates, etc. for how landowners could do their own riparian restoration (Also see SD 4 & 7)
 - e. Assess priority and capacity to maintain and continue Healthy Watershed riparian projects amongst other competing needs
 - f. Continue monitoring stream temperature on Miller, McCarthy and Crabapple Creeks during the spring, summer and early fall months to better understand the impacts from conservation actions, roads, development, and climate change for each of the next 5 years to inform the Districts future conservation actions alongside other available data
2. SMART GOAL: Encourage farms throughout the District to implement practices that conform to at least one of the four principles of Soil Health on farmland protecting viability and resilience on our productive lands while also ensuring less pollution and sediment make it to our waterways.

TACTICS

- a. Improve soil health on 150 acres of farmland over the next 5 years.
 - b. Coordinate with other agencies (such as the USDA-NRCS) to prioritize additional resources for soil health within the District.
3. SMART GOAL: Serve as a convener, active partner and technical resource with key stakeholders that directly impact District water quality.

TACTICS

- a. Facilitate a discussion with key stakeholders on stormwater permitting, policy and processes that emphasizes holistic sub-watershed issues in Portland's West Hills to follow-up on our Urban Conservationist's PSU research findings and proposed opportunities for consideration to better protect and enhance water quality and ecosystem function, reduce local flooding and respond to continued development and redevelopment.
- b. Continue to provide outreach, education and technical assistance and, possibly, project funding to the moorage community on Multnomah Channel, since their land-use activity directly affects water quality (and critical fish and wildlife corridors) and they are strategically located for early detention of aquatic invasive species (*See also SD 4 & 7)
- c. Continue to partner with Scappoose Bay Watershed Council to engage with landowners interested in projects along the Multnomah Channel and other projects that benefit water quality (and early-detection and rapid-response) in our shared service area
- d. Ensure critical wetlands and partnerships that protect them are supported.



4. SMART GOAL: Plan and implement upland forest restoration practices in priority watersheds to protect and enhance small stream tributaries and drainages.

TACTICS

- a. Emphasize invasive species control and planting of trees and understory vegetation to better cover soil within th forest
- b. Outreach to woodland owners in upper McCarthy, Rock, and Abbey creeks and create conservation plans on 100-150 acres over the next 5 years.
- c. Encourage forest management near the streams that would lead to older forest structure through thinning, conifer release, and planting of additional conifer.

4) Protect, enhance, and restore biodiversity, native landscapes, habitats, and ecological function

1. SMART GOAL: Protect and enhance regional pollinator and plant biodiversity and improve pollination services.

TACTICS

- a. Implement 2 to 4 pollinator habitat projects each year/(# acres by Year 5?)
- b. Continue implementation of new understory seeding projects by converting bare ground and invasive monocultures into diverse forest understories (2-3 per year)
- c. Integrate herbaceous plantings and bare ground into all habitat projects, where feasible and appropriate, to further enhance pollinator habitat
- d. Support landowners to enhance pollinator habitat on farms and forests
- e. Engage in partnership activities that promote pollinator habitat

2. SMART GOAL: Increase native habitat coverage and connectivity throughout the District.

TACTICS

- a. Continue to promote the adoption and maintenance of residential-scale nature-scaping, meadow-scaping, oak-scaping, and rain garden projects by creating new and promoting existing educational resources to the public such as workshops, how-to guide books, videos, and technical assistance (Including via staff and/or partner-led efforts including backyard habitat certification programming). Goal of 2? workshops per year, # BYHCP certifications in our district per year, # social media/newsletter posts per year on these topics, 1? video per year. 25% of small properties in our district participating in one or more of these by year 5.? (Goal 6 also applies here)
- b. Provide onsite planning advice to urban residents interested in forwarding this goal with an added emphasis on reaching those historically underserved through targeted outreach, tailored programming and 1-2 demonstration projects per year
- c. Work with 1+ new landowner every year to plant new Oregon white oak seedlings and enhance accompanying habitat in suitable locations, prioritizing large sites (Aim for # of landowners and # acres of new habitat gained by year



- d. 5.) Do oak-habitat associated education and outreach to generate interest and connect with relevant landowners, and engage in related partnerships. and campaigns.
 - e. Continue to support landowners with active, existing oak habitat projects and manage the newly created oak savanna and associated hedgerows at the McCarthy Creek wetland reserve easemetrn site (see Smart Goal 3 below)
 - f. Continue to provide incentives for habitat restoration/conservation such as cost-share, grant funding, federal incentive payments (NRCS), and economic offsets to project costs. Aim for covering at least 50% of costs through these means; and more for rare and declining or other highest priority habitats, such as Oregon oak habitat
 - g. Continue to replace invasive species monocultures with diverse native plant communities in priority habitats and areas vulnerable to secondary waves of invasion at # sites per year. Continue to enhance habitat and wildlife corridors at Healthy Streams / riparian restoration, forest, wetland, etc. conservation projects (see other goals)
3. SMART GOAL: Slow or stop the destruction of sensitive native habitats, ecosystem services and regional loss of species caused by development and biological invasions.

TACTICS

- a. Survey and control priority weed species at 250 sites each year. Expand early detection, rapid response program each year by 25 new participants. ()
 - b. (Partner to develop and ?) Promote to relevant landowners tools that aim to conserve mature Oregon white oak trees where present. (Aim for less than #% of the district's current mature habitat lost by year 5. Promote habitat protection tools such as conservation easements, rights of first refusal to secure easements or purchase, and tax incentives, such as the Wildlife Habitat Conservation and Management Program, aka "wildlife habitat tax deferral.")
 - c. Promote the retention of mature trees within the urban landscape by highlighting their values to residents via education and outreach methods. Aim to retain 95% of current urban canopy by year 5. (See Also SD #7).
 - d. Work with 4-County Cooperative Weed Management Area to review priority weed list for early detection and rapid response and learn more about the origins of these plants. What are their medicinal qualities or their first food qualities to immigrant indigenous communities or their naturalized use by native indigenous communities? Does better understanding of the relationship indigenous communities have with our target species shift our priority ranking of species to control and does what we learn change how we wish to manage these species?
4. SMART GOAL: Enhance, maintain and protect critical wetland and Multnomah & Columbia River Floodplain habitats for the benefit of water quality, amphibians, juvenile salmonids, water fowl and other fish & wildlife species.

TACTICS

- a. Continue to support, manage, and advance the Sturgeon Lake Restoration Project.



- b. Continue to support and advance the BPA-funded lower McCarthy Creek Restoration Project(s) and manage the 120 acre NRCS Wetland Reserve Easement site and the accompanying 10 acres of riparian and upland habitat.
 - c. Work with partners to seek new and protect active projects that restore critical and unique floodplain and wetland projects along the Columbia River and Multnomah Channel.
5. SMART GOAL: Encourage collaboration, strengthen staff expertise, and promote adaptive management principles

TACTICS

- a. Each staff member participates in at least 1 conservation-focused partner dialog each year.
- b. Staff participate in # conservation and ecology focused conferences and other peer learning events annually.

5) Enhance the long-term health and productivity of farms, forests, woodlands, and gardens

1. SMART GOAL: Assist working forestlands in reducing competition in young forest stands and enhance biodiversity of merchantable forest tree species that generate forest products.

TACTICS

- a. Plan 4-8 projects on about 35 acres annually
 - b. Assist in effective management of Douglas-fir and western redcedar forests while also educating landowners on the ecological benefits and economic opportunities of growing red alder, bigleaf maple, and other species.
 - c. Thin dense forests and release healthy trees by controlling competition
2. SMART GOAL: Proactively address priority bioinvasions that pose threats to working lands' health and productivity.

TACTICS

- a. Work with federal or state resources(/partners?) to place and monitor high-priority, early detection forest insect pest traps at 5 sites every year..
 - b. Deliver information about invasive insect pests to XX people each year. (See also Goal 6)
3. SMART GOAL: Partner on efforts that ensure the long-term health of school & community gardens.

TACTICS

- a. Provide direct planning assistance to 6 school and community gardens per year
 - b. Work with other stakeholders to build capacity to manage gardens long-term
4. SMART GOAL: Assist farms, livestock operations, ranches and horse owners to comprehensively address water quality concerns based on Oregon Dept of Agriculture



Agricultural water quality standards as well as habitat, productivity and long-health of the land.

TACTICS

- a. Provide comprehensive conservation management plans on 1-2 properties annually.
- b. Assist with manure management, livestock fencing, heavy use areas, stormwater management on ag buildings, and other practices aimed at addressing non-point source ag water quality pollution. (also see Strategic Direction 2)
- c. Encourage and support pollinator hedgerows and other pollinator friendly practices on farms and ranches. (also see Strategic Direction 3)
- d. Promote and support stream and waterway (vegetative) buffers and off stream water for livestock to protect water quality (e.g. filter nutrients from fertilizer and manure and minimize erosion) and habitat on farmland (also see Strategic Direction 2).
- e. Promote on farm irrigation and energy efficiency. (also see Strategic Direction 5).
- f. Promote soil health practices for long-term viability of farms and ranches (also see Strategic Direction 2).

6) **Promote resilient environments and communities in the face of climate change**

1. SMART GOAL: Help farms, working forests and food systems adapt to climatic events

TACTICS

- a. Understand unfilled niches and needs the District might address through proactive discussions with working land owners and key partners
 - b. Market our technical offerings that lead to increased resilience including building soil health, riparian and pollinator habitat plantings that increase biodiversity and sequester carbon, integrated pest management, active forest management, and irrigation efficiency.
2. SMART GOAL: Encourage conservation actions to support resilient environments and communities.

TACTICS

- a. Partner with others sharing climate action information to ensure efforts are strategic and leveraged and better assure we reach a broader audience.
- b. Deliver education and outreach to _ (who is the target, all residents or specific residents on the rural/urban interface?) on wildfire risk reduction including reducing wildfire fuels around homes (and potentially constructing ponds after researching pond strategy) and on the benefits of native plants as well as species particularly impacted by climate change amongst other topics. (See also Goal 6)
- c. Update relevant content on website and other publications to refer to climate change and encourage actions that support resilient environment (invasive removal, native plantings, drought tolerant landscapes, etc)



- d. Promote the creation of 1-2 more fire wise communities like Linnton by LRBP year 5 in neighborhoods surrounding forest park.
 - e. Partner with OSU Extension and other organizations to educate about fire risk and behavior in NW Oregon while promoting fire safe practices within 100-300' of homes with resources tailored to our local ecology.
3. SMART GOAL: Promote actions that foster carbon sequestration and reduce climate change impacts.

TACTICS

- a. Ensure all conservation plans and most technical requests include guidance on how land stewards can improve soil health and plant and protect trees and other vegetation that are[is?] adapted or appropriate for the site conditions.
 - b. Promote actions that reduce the urban heat-island effect such as protecting mature urban trees, planting trees and other vegetation in areas with low canopy cover and high levels of impervious surface (depaving and planting trees on school grounds included), and supporting urban planning/engineering strategies shown to be effective at this. This could involve getting more involved with city policy on urban canopy issues, and direct outreach and education to the public on the value of urban canopy (# social media/newsletter posts per year). (See Goal 6 also)
 - c. Nurture partnerships with organizations committed to providing ecosystem service payments to landowners that sequester carbon in their forest and/or soil.
4. SMART GOAL: Increase internal capacity to understand and impact climate change

TACTICS

- a. Support each staff person in attending at least one climate change-focused training event annually
- b. Ensure space is made for staff to participate in strategic partnerships and collaborations that seek to impact climate change through conservation actions

7) Share conservation information so people have the knowledge and confidence to take action

1. SMART GOAL: Increase awareness among (#) District farmers, foresters, other rural land managers, gardeners, backyard habitat providers, and students of the importance of healthy soil for people and ecosystems, and educate them about ways to improve soil health

TACTICS

- a. Host an annual Soil School workshop with presentations on a broad range of topics related to soil health. Include expert speakers from multiple disciplines, including from local tribes. Offer translation services. Consult CELs for broader outreach to promote the event to communities beyond those already known to the District.
- b. By LRBP year 2, develop an educational poster and fact sheet or brochure written at the 6th grade level (after researching and making sure such a resource doesn't exist) that



showcase the importance of soil and ways to improve soil health. Distribute these materials in printed and/or digital form, in English and Spanish to District followers of our website and social media, to partners (for redistribution), and to all schools, landscape professionals, and landscape & garden retail shops in the District's urban neighborhoods.

2. SMART GOAL: Provide conservation guidance to land stewards and partners seeking assistance to enhance private lands

TACTICS

- a. Create 10 conservation plans annually for land stewards (everywhere?)
- b. Present conservation topics to the public at 4-5 partner-led conferences or events annually, including, for example, OSU Tree School, and Neighborhood Association meetings
- c. Provide ad-hoc technical assistance, including to those that contact us, while doing EDRR, maintenance and monitoring work, etc.

3. SMART GOAL: Produce easy-to-find and -understand educational materials

TACTICS

- a. Craft articles (6 per year) on conservation topics related to current District programs with actions that can be done by all viewers. Distribute via District-owned and maintained communication channels (website, social media, newsletter) and outside earned media.
- b. Create or post videos re: how-to do riparian restoration (see SD 3, Smart Goal 1b above)
- c. Pending funding from MHCRC Community Technology Grant, produce educational outreach videos (1-2 per year) that close the gap between District services and previously underserved (CELS-identified and -connected) communities. Address stated conservation threat and environmental justice issue that the District and our services are not known to these communities and, therefore, remain underserved.

4. SMART GOAL: Provide technical and financial support for schools to incorporate environmental education programming into their lessons.

TACTICS

- a. Research more equitable and stable funding models by Year 1 and implement in Year 2-5. (See also SD 1).

5. SMART GOAL: Seek and support opportunities to learn and practice working with the land using traditional ecological knowledge.

TACTICS



- a. Foster expansion and diversity of staff conservation knowledge by seeking and supporting 1 Tribal-mentored opportunity per year per staff person to learn and practice and working with the land using traditional ecological knowledge.
6. SMART GOAL: Promote and support demonstrations of simple conservation practices urban residents can take to improve water quality, soil health & enhance wildlife habitats.

TACTICS

- a. Annually provide funding and technical support for partner-led educational events like Stormwater Stars and Watershed 101 workshops that provide hands-on demonstrations of conservation practices.
 - b. Annually support at least one high-value educational demonstration project that provides hands-on demonstration, community engagement and public access
- 8) **Enhance, support, and create opportunities for all people, especially those historically and presently displaced from and deprived of land, to foster positive relationships with the land**

1. SMART GOAL: Assess and address opportunities that provide increased land access for cultural needs and local connection to the land

TACTICS

- a. Work with HAKI and other immigrant communities along with landowners and partners to understand how we might assist those traveling a long ways to have access to land to fulfill cultural needs and explore how we might connect willing landowners with community members seeking more local access (i.e., Halal meats).
- b. Create a new program that connects willing landowners with available acreage to provide access to lands to manage and harvest medicines and traditional foods with and for indigenous groups. Some %age of their property – to interested small scale growers with an emphasis on indigenous growers. Community garden model but on private land. Small budget that grows over 5 year plan if successful? Or on a matched funding basis – landowner contributes X dollars, we match up to X dollars/year. More funds available to incentivize restoration where traditional foods are present/supported [wapato, e.g.]
- c. Engage with local tribes to learn more about what they see as cultural resources in our area. Are there tree species with significance that we should highlight more with landowners? What do they think of our oak prioritization work? Work with tribal representative and experts to determine what, if any, local tribal members may have for gathering of culturally significant food, medicines, and other materials and how the District can facilitate access and or production of those on private land.
- d. Continue developing relationships with culturally specific organizations, such as Wisdom of the Elders, to help understand and inform our role in this goal.
- e. Normalize staff use and co-development of land acknowledgements to understand the longstanding history that has brought the District to work on the land, and to seek to understand our place within that history including our commitment to address the history and present situations learned.



2. SMART GOAL: Support school and community gardens, especially in the most racially diverse neighborhoods in our district, as a place where students and entire families can nurture reciprocal relationships with the land.

TACTICS

- a. Develop a comprehensive list of all schools in the district, assess demographic, socioeconomic and garden/environmental funding needs for each, and from this information design an equitable decision-making framework for allocating funding (by year 1).
 - b. Secure \$# more funding (based on findings from 2a) from greater internal budget allocations and possibly external grant funding (by year 2) and develop a more stable funding model (by year 2 or 3) for school gardens so they can plan their garden education program more long-term (through year 5). (Also see SD 1).
 - c. Develop welcoming garden signage for use at the school and community gardens we support translated into languages used in our district so families with English as a second language will know that these are community spaces where they are welcome and invited to participate.
3. SMART GOAL: Support efforts that help all people see themselves in natural areas and shows that them that these places are for them and that they can play a role in protecting and enhancing these areas.

TACTICS

- a. Continue support of youth education programs that connect diverse community members with natural areas and conservation actions (i.e. Friends of Tryon, Jackson SUN, ECO, Etc) (Also see SD 1 & 7)
- b. Continue partnering on Watershed Wide Events, Trillium Fest and other local events that connect community members with the conservation of District lands (Also see SD 1 & 6)
- c. Collaborate on outreach to Home Forward and other rental and low-income housing partners to let them know that our services and our partners (such as Backyard Habitat Certificatio Program) are available to help them manage their land (Also see SD 1, 2-4 & 7)
- d. Reach out to the office's neighboring buisnesses to take them on lunch learning walks to engage and build relationships with these businesses and the diverse clients they serve.
- e. Continue to develop relationships with the Linnton communtiy to understand issues around the Portland Harbor and our role, if any, in contributing to the connecting communities to the enhancement of this area (Also see SD 1, 3-5)

9) Provide for the long-term success of our conservation actions.

1. SMART GOAL: Identify the types of long-term agreements the District should use and the organizational capacity and infrastructure needed to begin using them by LRBP year 5.



- TACTICS
- a. Research the types of long-term agreements – such as conservation easements – that are used, or could be used, to protect investments in conservation by LRBP year 1.
 - b. Identify focal areas and priority conservation projects that would benefit from the use of long-term conservation agreements by LRBP year 1.
 - c. Conduct a survey of landowners to better understand project successes and failures and their willingness to enter into long term conservation agreements as a mean to protect projects for the long term by LRBP year 2.
 - d. Enter into 2 pilot long-term conservation agreements as a means to identify the partnerships and District administrative, legal and monitoring capacity needed to enter into and enforce long term conservation agreements by LRBP year 3.
 - e. Develop the organizational capacity and partnerships needed to expand the use of long-term conservation agreements by LRBP year 5.
2. SMART GOAL: Monitor the effectiveness our conservation projects and respond to findings with an adaptive management approach to conservation.

- TACTICS
- a. Annually monitor and maintain the conservation values protected by the permanent conservation easements on private lands for the Sturgeon Lake Restoration Project.
 - b. Monitor 40 to 60 (or perhaps a subset thereof) restoration sites annually to track the successes and threats facing our projects and deliver monitoring results to project managers promptly for use in adaptive management of each site. (Also Hits Goals 2-6).
 - c. Annually hold a tech staff meeting to debrief on monitoring findings and approaches to adapt site management to better ensure success.
3. SMART GOAL: Promote actions people can take and resources that they can use to help manage their own lands long-term and emphasize responsibility and collective impact around the same

- TACTICS
- a. Strengthen partnership with OSU Extension and other organizations to educate landowners on forest, farm and community garden conservation
 - b. Emphasize the actions that landowners can take on their own to manage weed species, enhance growth and vigor of their crop, and protect the water and soil
 - c. Work with coalition for clean rivers, City of Portland, and other NGO partners to share messaging and resources that encourage and facilitate simple actions they can take to maintain conservation benefits.
 - d. Learn from and build on efforts that facilitate long term care of conservation projects
 - e. Work with Backyard Habitat Certification Program to assess expansion to larger urban and suburban plots to partner on long-term incentives and check-ins with interested property owners.



4. SMART Goal: Research and market incentive programs to encourage continued care of valued habitat and past restoration project sites

TACTICS

- a. Continue working with NRCS' CSP program and look into WMSWCD starting a program inspired by CSP principles with its partners (i.e. awarding the best of the best and encouraging continued management/protection of the same)
- b. Promote and support engagement with available tax incentives such as the ODFW Wildlife Habitat Conservation and Management Program.
- c. Look into carbon markets for soil building and forest conservation measures.

Newly Adopted Mission & Vision for Reference

MISSION

We provide resources, education, and expertise to inspire people to actively improve air and water quality, fish and wildlife habitat, and soil health.

VISION

Our vision is that all people in our district are informed and confidently engaged in the long-term caring for and giving back to the land. Everyone has the opportunity to connect or reconnect with the land, especially those who have been displaced from or deprived of land. People's engagement and connection to the land ensures clean water, clean air, healthy soil, and diverse habitats, for thriving communities and wildlife.