



DRAFT Strategic Directions, Goals & Tactics

The following Strategic Directions are NOT listed in priority order. Goals and tactics ARE listed in staff-suggested priority order underneath each Strategic Direction.

We have taken a departure from ensuring each goal is fully “SMART” (Specific Measurable Achievable Relevant Timebound) and have shifted focused to prioritizing goals and tactics under each Strategic Direction. After priority goals and tactics are confirmed by staff and board, we will determine key performance measures to track progress within each Strategic Direction.

Goals & tactics are listed under the Strategic Direction they most directly impact with the note that there will be overlap with reaching multiple Strategic Directions for some. When overlap has been found, notes after the goal indicate the overlap with “(SD#).”

Goals and tactics that are new areas of work are highlighted in yellow. *Those that require more development and capacity building before implementation are italicized.*

Strategic Directions

Strategic Directions #1-3 – equity & inclusion, organizational health and financial sustainability – are considered foundational and necessary. Strategic Directions #5, 6, 7, 9, 10 are focused on our conservation scope. Strategic Direction #8 – conservation information – intersects and supports all of the conservation scope Strategic Directions.

- 1) **Equity & Inclusion:** Embed equity and inclusion in all that we are and all that we do. (p. 2-3)
- 2) **Organizational Health:** Ensure we are welcoming, adaptable, supportive, effective, and sustainable in our practices (p. 4-5)
- 3) **Financial Sustainability:** Ensure we are financially sustainable. (p. 6)
- 4) **Water & Soil:** Protect and improve water quality and soil health. (p. 7-8)
- 5) **Habitats & Biodiversity:** Protect, enhance, and restore biodiversity, native landscapes, habitats, and ecological function. (p. 8-10)
- 6) **Farm, Forest & Garden Health:** Enhance the long-term health and productivity of farms, forests, woodlands, and gardens. (p. 11)
- 7) **Climate Change:** Promote resilient environments and communities in the face of climate change. (p. 11-13)
- 8) **Conservation Information:** Share conservation information so people have the knowledge and confidence to take action. (p. 13-15)
- 9) **Relationships with the Land:** 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. 15-16)
- 10) **Long-term Success:** Provide for the long-term continuous success of our conservation actions. (p. 16-18)



Comprehensive List of Strategic Directions, Goals & Tactics

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

- **GOAL 1.1: Continue to support, foster, and further grow staff, board, and partners' capacity to embed equity and inclusion.**

TACTICS

- a. Support and uphold a committee comprised of staff and board directors devoted to diversity, equity and inclusion (DEI) who review our policies 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. 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.
- d. 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.
- e. Host a DEI internship to help assess and inform our equity initiatives including staff/board trainings, partnership development, workplan development, DEI committee meetings, and analyzing 2020 census data.
- f. Annually hold or support at least 2 inclusivity and equity speaker topics or events delivered by us or our partners.

- **GOAL 1.2 : Proactively implement decision-making strategies that lead to more equitable and clusive 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. Continue valuing and implementing transparent and shared decision making through leadership team model and open, publicly accessible and welcoming board meetings.
- d. Develop and use land acknowledgements to understand the longstanding and tragic history that has brought the opportunity for us to work on the land, and to seek to understand our place within that history including our commitment to address the history.



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- **GOAL 1.3: Work to welcome, increase and maintain diversity within our 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

- 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.*
 - Set board and staff recruitment and retention goals around demographic data findings to achieve a state where our board and staff, the contractors we hire, and the people who benefit from our work reflect the demographics of our service area.*
 - Set up mechanisms, including anonymous platforms, to understand how those interacting with our organization feel when interacting, with an emphasis on ensuring a welcoming and safe environment. (SD2)*
- **GOAL 1.4: Ensure broader accessibility and remove barriers to access organizational resources and opportunities at every level of our organization.**

TACTICS

- Complete website updates to ensure broader accessibility for all visitors and improve visibility of DEI-related work.*
 - Keep abreast of current and emerging best practices that ensure equity in hiring and use them in our hiring process as appropriate and feasible.
 - 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 our DEI work.
 - Develop and incorporate equitable funding/cost-share models into the delivery of our programs.*
- **GOAL 1.5: Foster a sense of belonging for all in the environmental sector. (SD 2)**

TACTICS

- Showcase diverse partners, professionals, community members and community leaders sharing a diversity of perspectives in our field.
- 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.



2. Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices

- **GOAL 2.1: Ensure staff and board have sufficient support and recognition as well as capacity to adapt as needed.**

TACTICS

- a. Identify and support annual board trainings (SD 1)
- b. Support development and implementation of annual professional development plans for each staff member. (SD 1)
- c. 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. (All Other SDs)
- d. Continue to value and provide staff flexibility in their scheduling and work load management.
- e. Develop board advocacy and community engagement plans that ensure consistent messaging and reach target audiences and board position descriptions (SD 1)
- f. Encourage employee cross-training and/or project “showcases” in order to connect staff with the work happening across the district and to develop increased understanding and experience with each other’s work.
- g. Identify internal or external resources that can serve as a back-up for priority work during a period of extended or desired absence of any staff member.
- h. 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.

- **GOAL 2.2: Continue to support and build on opportunities to foster a welcoming environment.**

TACTICS

- a. *Develop and support affinity groups that meet our needs. Address affinity group best practices; how to get started and implement affinity groups as desired; how to incorporate regional partnership opportunities. (SD 1)*
- b. Continue to make time and space for voluntary staff conversations and check-ins (on equity or otherwise). (SD 1)
- c. Continue to organize and support staff and board social gatherings to get to know one another and welcome one another outside of the work realm.
- d. Dedicate time on board meeting agendas for Director/Associate Director check-ins.
- e. *Develop and implement welcoming recruitment and onboarding procedures for those new to our organization (new Associate Directors, budget committee members, advisory committee members, volunteers, and staff).*
- f. *Feature more images of staff, board, partners/people we work with in all publications (welcoming).*



- g. Create and maintain/update 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.*

▪ **GOAL 2.3: Identify and modify processes that can be made more efficient and/or effective.**

TACTICS

- a. Identify and implement workflow auditing resources such as workflow mapping to help evaluate and manage staff workloads, including examination of applied business models including task times, project oversight, role of partners and landowners, and incorporate changes that lead to efficiencies in time and resources into workplans and job descriptions.
- b. Develop an organizational chart to demonstrate staff position and administrative workflows to help keep things efficient.
- c. Identify and implement strategies to make administrative processes such as payments, contracting, and payroll more efficient.

▪ **GOAL 2.4: 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.
- b. Encourage staff measures that increase sustainability through modified individual actions and/or spearheading programmatic or operational measures (e.g. managing office compost wastes, recycling and sourcing materials).
- c. Create and support employee and contractor programs encouraging alternative forms of transportation and other ways to reduce carbon emissions from our activities.
- d. Examine and upgrade 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 suggest improvement ideas to management).



3. Ensure we are financially sustainable

- **GOAL 3.1: Remain fully compliant with local budget law, Oregon public contracting law, financial reporting and audit requirements, and all other laws and regulations pertaining to public entities.**

TACTICS

- a. Manage accounting and finances to maximize efficiency and effectiveness.
 - b. Manage development and filing of our budget, ensuring that all local, state, and federal standards and laws are met.
 - c. Manage budget development to ensure that the Budget Committee and public are fully engaged in a transparent process that holds us accountable.
 - d. Manage budget to ensure that authorized limits are not exceeded.
 - e. Report to board monthly financial results as compared to budgeted amounts, highlighting variances.
 - f. Manage annual audit, ensuring that government-wide and fund financial statements are in compliance with accounting standards without exception.
 - g. Support Board of Directors to ensure compliance with all public meeting laws and relevant Oregon Revised Statutes.
 - h. Manage contracts to ensure compliance with policies and all laws.
 - i. Manage human resources and benefits, ensuring compliance with all labor laws and regulations.
- **GOAL 3.2: Use best practices for budgeting and long-term forecasts, working to enhance revenues, contain costs, and allocate resources strategically.**

TACTICS

- a. Develop an annual budget that supports our mission, strategic goals, and annual work plans
- b. **Diversify the Budget Committee** to ensure a variety of perspectives are incorporated into the budget process.
- c. **Use a financial sustainability lens to examine proposed budget changes and any post-budget adoption requests to better ensure funds are strategically utilized.**
- d. Solicit, develop, and maintain support of and engagement with strategic partnerships to leverage our funds and operations while also generating a variety of funding sources.
- e. Look ahead to ensure we can weather financial threats or take advantage of financial opportunities as they arrive.
- f. Build sufficient long-term reserves to ensure resiliency during economic downturns and the capacity to support capital projects.



4. Protect and improve water quality and soil health.

- **GOAL 4.1: Assist farms, livestock operations, ranches, and horse owners with comprehensively addressing water quality concerns based on Oregon Department of Agriculture's (ODA) agricultural water quality standards.**

TACTICS

- a. Impliment our responsibilities while adhering to the ODA Agricultural Water Quality Management Plan including identifying focal areas and management concerns.
 - b. Assist with manure management, livestock fencing, heavy use areas, stormwater management on agricultural buildings, and other practices aimed at addressing non-point source agricultural water quality pollution in the North Coast, Tualatin & Lower Willamette Agricultural Water Quality Management Area Plans. (SD5)
 - c. 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 (SD5).
- **GOAL 4.2: Encourage farms, forests and community gardens throughout the district to implement practices that conform to at least one of the four principles of soil health, thereby 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.
 - b. Improve soil health on xx acres of forestland.
 - c. Improve soil health on xx number of community and school gardens.
 - d. Continue to provide financial incentives to improve soil health through cost-share, grant funding, federal incentive payments (Natural Resources Conservation Service - NRCS), and other economic offsets including local working group continuing Soil Health Conservation Implimentation Strategy (CIS), Oregon Watershed Enhancement Board (OWEB), and/or ODA funding.
- **GOAL 4.3: Maintain and widen riparian buffers on streams within priority watersheds and restore diverse native plant communities and habitat features (e.g., snags and down wood) within buffers to help filter sediment and other pollutants, control streamside erosion, and provide shade as well as important fish and wildlife habitat. (SD 5 & 10)**

TACTICS

- a. Continue monitoring, maintaining and enhancing (~25) Healthy Streams Program projects with particular emphasis on McCarthy Creek.
- b. Add new riparian restoration projects in priority watersheds (Abby Creek, Balch Creek, Crapapple Creek, McCarthy Creek, Rock Creek, Tryon Creek, and Sauvie Island), as landowner interest, staff capacity and resources allow, particularly where contiguous



habitat will be added. Identify funding sources or partnerships that allow for expanded staff capacity and implementation of these riparian restoration efforts. (SD 5 & 10)

- c. Plan and implement upland forest restoration practices within priority watersheds to protect and enhance small stream tributaries and drainages through the control of invasive species and planting of trees and understory vegetation.

- **GOAL 4.4: Serve as a convener, active partner, and technical resource with key stakeholders that directly impact water quality within the district.**

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 so as to identify opportunities that better protect and enhance water quality and ecosystem function, reduce local flooding, and respond to continued development and redevelopment.
- b. Facilitate a discussion with the Sauvie Island Drainage Improvement Company (SIDIC) on how to reduce nutrient loading in the SIDIC canal system, reduce erosion and loss to canal integrity and conveyance due to improper canal maintenance, and maintain and restore riparian habitats along SIDIC canals.
- c. Provide outreach, education, technical assistance and possibly cost-share, grant funding, federal incentive payments (NRCS) to livestock, horse operations, and forest landowners.
- d. Partner with Scappoose Bay Watershed Council to provide outreach, education, technical assistance and possibly cost-share, grant funding, federal incentive payments (via NRCS) to landowners – including the moorage community – in projects and practices along the Multnomah Channel that benefit water quality.
- e. Partner with and provide funding to the Watershed Resource Center to engage with homeowners, tenants, businesses and other organizations interested implementing stormwater runoff projects (e.g., Stormwater Stars Program) that benefit water quality (and native habitat coverage) in our shared service area.
- f. Collaborate with City of Portland Bureau of Environmental Services (BES) staff and nonprofit partners, including watershed councils, on stormwater projects that intersect public and private jurisdictions to leverage funding and technical capacities (i.e. 1% for Green Project & Boones Ferry Crossing).

5. Protect, enhance, and restore biodiversity, native landscapes, habitats, and ecological function

- **GOAL 5.1: Maintain and increase native habitat coverage and connectivity throughout the district. (Goals 5.3-5.5, addressing wetland, floodplain, and oak habitats)**

TACTICS

- a. Conserve, enhance, and restore priority habitats such as estuarine wetlands, oak prairie, and native insect habitat features to support connectivity and ecosystem functionality throughout and beyond the district.



- b. Collaborate and provide funding to key partnership initiatives focused on maintaining and increasing native habitat coverage and connectivity (as well as improving water quality) throughout the district such as the Backyard Habitat Certification Program, the Greater Forest Park Conservation Initiative, the West Willamette River Partnership and the Tryon Creek Watershed Council. (SD 4)
- c. Promote the adoption and maintenance of residential-scale nature-scaping, meadow-scaping, oak-scaping, rain garden and other urban habitat projects by making newly-created and existing educational resources more available to the public through awareness raising activities and accessibility measures including targeted outreach, translation of materials, workshops, events, simplified how-to guides, videos, and technical assistance. (SD8)
- d. Provide onsite planning advice to urban residents interested in forwarding urban habitats with an added emphasis on reaching those historically underserved through targeted outreach, tailored programming.
- e. Encourage forest management near headwater streams that would lead to older forests.
- f. Remove and replace invasive species with diverse native plant communities in priority habitats emphasized in the Regional Conservation Strategy including riparian and late-successional conifer forest habitats vulnerable to secondary waves of invasion (i.e. Canopy Weeds Program).
- g. Participate in and support regional habitat connectivity coordination efforts such as The Intertwine Alliance’s Regional Connectivity Working Group and provide resources to help develop and implement regional strategies.

▪ **GOAL 5.2: Prevent, slow or stop the loss of native habitats to biological invasions.**

TACTICS

- a. Cooperate with, support, and provide as applicable technical and financial resources for regional surveys of Early Detection, Rapid Response (EDRR) invertebrate species such as gypsy moth, emerald ash borer, Asian longhorned beetle, Japanese beetle, spotted lanternfly, including eradication efforts when found.
- b. Review and update the EDRR priority weed list biannually prioritizing those we might prevent establishment of or eradicate within our district (SD 8.5)
- c. Survey for and eradicate when found EDRR plant species. Conduct follow-up restoration practices at priority sites.
- d. Cooperate with, support, and provide as applicable technical and financial resources to community science and related volunteer early detection survey efforts such as Weed Watchers and Forest Pest Dectors; including the moorage community for the early detection of EDRR aquatic invasive species.

▪ **GOAL 5.3: Enhance, maintain, and protect critical wetland and Multnomah & Columbia River floodplain habitats for the benefit of water quality, amphibians, juvenile salmonids, waterfowl and other fish and wildlife species.**

TACTICS



- a. Conduct conservation planning to manage and steward the Sturgeon Lake Restoration Project.
- b. Conduct conservation planning to manage and steward the BPA-funded lower McCarthy Creek Restoration Project(s) and the 120-acre NRCS Wetland Reserve Easement site and the accompanying 10 acres of Healthy Streams/Healthy Habitats 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.

▪ **GOAL 5.4: Conserve and restore Oregon white oak prairie, savanna, and woodland habitats.**

TACTICS

- a. Identify quality oak habitat on private lands and conduct targeted education and outreach to the landowners that own these habitats. Develop and apply tools (e.g., right of first refusal agreements, easements) that secure habitat conservation and prevent the loss of these habitats to agricultural, non-oak forestry, and development – especially when properties are put up for sale.
- b. Promote the retention of mature Oregon white oak trees within neighborhoods, urban development and farms through education and outreach.
- c. Manage and continue investment in newly-created oak savanna and associated hedgerows at the lower McCarthy Creek Wetland Reserve Easement site and continue to support landowners with active, existing oak habitat restoration projects through financial and technical assistance.
- d. Provide incentives for habitat restoration and enhancement such as cost-share, grant funding, federal incentive payments (NRCS), and other economic offsets to project costs. Work with new landowners to restore habitat through the planting of new Oregon white oak seedlings and enhance accompanying habitat in suitable locations, prioritizing large sites.
- e. Participate in and support regional oak habitat coordination efforts such as The Intertwine Alliance Oak Prairie Work Group and provide resources to help develop and implement regional strategies such as oak habitat mapping and oak habitat education and outreach.

▪ **GOAL 5.5: Protect and enhance regional pollinator, native insect, and plant biodiversity.**

TACTICS

- a. Implement pollinator habitat projects on farms, forests, gardens and neighborhoods.
- b. Continue implementation of new understory seeding projects by converting bare ground and invasive monocultures into diverse forest understories.
- c. Integrate herbaceous plantings and bare ground into all habitat projects, where feasible and appropriate, to further enhance native insect habitat
- d. Engage in partnerships that promote native insect habitat (e.g. The Oregon Bee Project) and support landowners enhancing pollinator and other native insect habitat on farms, forests and gardens.



6. Enhance the long-term health and productivity of farms, forests, woodlands, and gardens

- **GOAL 6.1: Assist working forestlands to reduce competition in young forest stands and enhance diversity of merchantable forest tree species that generate forest products.**

TACTICS

- a. Plan 4-8 projects on 30-40 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

- **GOAL 6.2: Partner on efforts that ensure the long-term health of school and community gardens. (SD 9.1)**

TACTICS

- a. Provide direct planning assistance to school and community gardens.
- b. Work with other stakeholders to build capacity to manage school and community gardens long-term.
- c. Provide technical and financial support for schools to incorporate environmental education programming into their lessons.

- **GOAL 6.3: Assist farms, livestock operations, ranches and horse owners to maintain and enhance the productivity and long-health of the land.**

TACTICS

- a. Promote and share technical and funding resources (from OSU, ODA and NRCS) offered by partners to enhance productivity, marketing and access to markets for producers (e.g., ODA Specialty Crop Block Program, Farmer's Markets, etc).
- b. Promote on-farm irrigation, pest control and energy efficiency.

7. Promote resilient environments and communities in the face of climate change

- **GOAL 7.1: Address wildfire risk and landscape resiliency to wildfire in the North Tualatin Mountains.**

TACTICS

- a. Deliver education and outreach to neighborhoods on wildfire risk reduction including reducing wildfire fuels around homes (and on the benefits of native plants as well as species particularly impacted by climate change, amongst other topics). (SD 8)
- b. Partner with OSU Extension and ODF 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.



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- c. *Promote and advocate for the update and implementation of a wildfire risk reduction plan for Forest Park that identifies and creates essential fuel breaks and key areas along the outer most areas of Forest Park that abut neighborhoods and residences such as Linnton.*
- d. *Promote the creation of 1-2 more fire wise communities like Linnton in neighborhoods surrounding Forest Park.*

▪ **GOAL 7.2: Help farms, working forests and community and school gardens adapt to climate change by encouraging conservation practices that support resilient environments and sequester carbon.**

TACTICS

- a. *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.
- b. *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 adapted or appropriate for the site conditions* through the development of shared conservation guidance that can be used as a climate change response lens.
- c. Develop partnerships with organizations committed to providing ecosystem service payments to landowners that sequester carbon and assist with relevant field measurements and conservation planning..
- d. *Understand unfilled niches and needs we might address through proactive discussions with working land owners and key partners to ensure efforts are strategic and leveraged and better assure we reach a broader audience.*
- e. *Update relevant content on website and other publications to refer to climate change and facilitate actions that support a resilient environment.*

▪ **GOAL 7.3: Increase community resiliency to climate change and reduce pollution in the Northwest Industrial/Portland Harbor area.**

TACTICS

- a. Develop partnerships with stakeholder groups to identify priorities and needs through an assessment of need, and work on both sides of the Willamette River by developing a coordinated initiative with the East Multnomah Soil & Water Conservation District.
- 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 (including depaving and planting trees on school grounds).*
- c. *Support urban planning/engineering strategies shown to be effective at improving air quality, reducing runoff, and creating urban native habitats.*

▪ **GOAL 7.4: 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. Support each staff person in participating in strategic partnerships and collaborations that seek to impact climate change through conservation actions.

8. Share conservation information so people have the knowledge and confidence to take action

- **GOAL 8.1: Promote and conduct conservation assessments on non-governmental properties and provide guidance on voluntary conservation actions that can be taken to improve air and water quality, fish and wildlife habitat, and/or soil health, as consistent with the objectives of the property owner or steward.**

TACTICS

- a. Create 10-15 conservation plans annually for farms or forests.
- b. Promote and create conservation plans that encourage urban and suburban land stewards to work together to address shared conservation issues across habitat areas of 1 acre or greater.
- c. Encourage property owners who have hosted EDRR treatments to have a conservation plan developed for their property (for properties greater than 1 acre) or to enroll in the Backyard Habitat Certification Program.
- d. Encourage property owners who are hosting Healthy Stream or Healthy Habitat projects on their property to have a conservation plan developed for their property.
- e. *Craft and share simplified messaging about our conservation planning services and partner offerings (i.e. Backyard Habitat Certification Program) targeting both current and underserved audiences (including renters) to increase planning access and participation throughout the district. (SD 1)*
- f. Provide technical assistance and planning at sites that wish to serve as educational demonstrations (e.g., private businesses, schools, community gardens, etc). (SD 9.1)

- **GOAL 8.2: Produce and promote understandable and easy-to-find educational materials about conservation and our services.**

TACTICS

- a. *Craft and implement a communications plan that includes sharing information about our services, soil and habitat health, and other relevant topics via Community Engagement Liaisons (CEL)-identified channels including radio stations, community newsletters, and social media, in CEL-identified languages.*
- b. Present conservation topics to the public at 4-5 partner-led conferences or events annually, including, for example, OSU Tree School, Oregon Zoo Education Center, Trillium Festival and Neighborhood Association events.



- **GOAL 8.3: 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 Indigenous-mentored opportunities to learn and practice working with the land using Traditional Ecological Knowledge.
 - b. Continue relationship development with Indigenous community members, leaders and culturally specific organizations including partner Tribal advisory committee members to increase collaborative and respectful discussions about working with and giving back to the land.
- **GOAL 8.4: 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 impact contemporary conservation topics**

TACTICS

- a. Host an annual event (i.e. Soil School) workshop with presentations on a broad range of topics related to priority contemporary conservation topics. Include expert speakers from multiple disciplines, including from local tribes. Offer translation services.
 - b. Consult CELs for other contemporary conservation topics and platforms/mediums relevant to their communities, and for broader outreach to promote our workshopsto communities beyond those we already know.
- **GOAL 8.5: Work with 4-County Cooperative Weed Management Area to decolonize the war on species narrative that underpins current messaging in invasive species control.**

TACTICS

- a. Review priority weed list for early detection and rapid response and learn more about the origins of these plants (e.g., What are their medicinal qualities or their first food qualities to immigrant Indigenous communities and/or their naturalized use by other communities?).
 - b. Gain an understanding of the relationship Indigenous communities have with our target species, and discover if this understanding shifts our priority ranking of species to control or our tactics (i.e., use of herbicides) to control some EDRR species?
 - c. Develop and distribute education and outreach materials, as well as shared messaging used by partner organizations, that respond to expressed community concerns about the overly complex, xenophobic and colonial (i.e., elitist, alarmist) language used currently.
- **GOAL 8.6: Promote and support demonstrations of easy-to-implement conservation practices urban residents can take to improve water quality, soil health & enhance wildlife habitats. (SD 4)**

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 or event such as the Tryon Creek Watershed Wide Event that provides hands-on demonstration, community engagement and public access.

▪ **GOAL 8.7: Encourage collaboration, strengthen staff expertise, and promote adaptive management principles. (SD 10)**

TACTICS

- a. Staff members participate in conservation-focused partner dialogs.
- b. Staff participate in conservation and ecology focused conferences and other peer learning events annually.
- c. Seek, support and share data collection and mapping efforts that support conservation implementation and prioritization.

9. 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.

▪ **GOAL 9.1: 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. (SD 6.2)**

TACTICS

- a. *Develop a comprehensive list of all schools in the district, assess demographic, socioeconomic and garden/environmental funding needs for each, and reach out to key partners or stakeholders, including Portland Public School District and East Multnomah SWCD, to develop an equitable decision-making framework for allocating funding.*
- b. *Secure necessary funding (based on findings from 1.1a) from greater internal budget allocations and possibly external grant funding and develop a more stable funding model for school gardens so schools can plan their garden education program more long-term (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.*
- d. *Collaborate with partners, including Portland Parks & Recreation, to assess what niche we fill or support to help ensure community garden access is abundant and accessible.*

▪ **GOAL 9.2: Assess and address opportunities that provide increased land access for cultural needs and local connection to the land**

TACTICS

- a. *Work with HAKI Community Organization, immigrant community members, culturally specific organizations, landowners and other partners to understand how we might facilitate access to land to fulfill cultural needs and how we might connect willing landowners with community members seeking more local access.*
 - b. *Connect willing landowners with available acreage to those in need of access to lands to manage to harvest medicines and traditional foods with and for Indigenous groups.*
 - c. *Engage with local Tribes to learn more about what they see as cultural resources in our area. Discover the answers to the following questions: 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 we 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 and Verde, to help understand and inform our role in this goal.*
 - e. *Integrate and collaborate on opportunities to address cultural needs through school and community garden efforts (SD 6.2 & Goal 9.1)*
- **GOAL 9.3: Support efforts that help all people see themselves in natural areas, demonstrate that these places are for them, and convey that all people can play a role in protecting and enhancing these areas.**

TACTICS

- a. Continue support of youth environmental education programs that connect diverse community members with natural areas and conservation actions (e.g., Friends of Tryon Creek, Jackson SUN, Ecology in Classrooms and Outdoors, Salmon Watch, Camp ELSOetc) (Also see SD 1 & 7)
- b. Continue partnering on local conservation and education events such as Tryon Creek's Watershed Wide and Trillium Festival events and Stormwater Stars that connect community members with the conservation. (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 Certification Program) are available to help them manage their land (SD 1, 6 & 8)*
- d. *Reach out to the office's neighboring businesses to take them on "lunchtime learning" walks to engage and build relationships with these businesses and the diverse clients they serve.*

10. Ensure the long-term success of our conservation actions.

- **GOAL 10.1: Promote actions people can take to maintain the benefits from conservation projects and resources that they can use to help manage their own lands for conservation value long-term.**

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 individuals can take to realize conservation benefits.
 - d. Learn from and build on efforts that facilitate long term care of conservation projects through staff and partner sharing, assessment of monitoring, and surveying conservation project participants.
 - e. Work with Backyard Habitat Certification Program (BHCP) to assess expansion to larger urban and suburban properties to provide interested owners and tenants with larger acreage access to BHCP's long-term incentives and check-ins that are currently only available to landowners that own an acre or less of land.
- **GOAL 10.2: Monitor the effectiveness of 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. Strategically monitor 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.
 - c. Annually hold a tech staff meeting to debrief on monitoring findings and approaches to adapt site management.
 - d. Participate in the Unified Monitoring Protocol for the Greater Forest Park Conservation Initiative (GFPCI) and report findings for compilation in the GFPCI Year Impact Report.
 - e. 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 to inform our future conservation actions alongside other available data.
- **GOAL 10.3: Identify the types of long-term agreements we should use to secure conservation benefits from our projects and actions for the long-term, and the organizational capacity and infrastructure needed to use them.**

TACTICS

- a. *Co-lead a regional effort (with Clackamas Soil and Water Conservation District) to bring back a fully functional Wildlife Habitat Conservation and Management Program (a wildlife habitat tax deferral program of the Oregon Department of Fish and Wildlife) as a key incentive to conserving, enhancing, and restoring priority habitat such as Oregon white oak prairies and savannas.*



- b. Encourage landowners who wish to conserve or restore riparian habitats to enroll in the Riparian Lands Tax Incentive Program.
- c. Research the types of long-term agreements – such as conservation easements – that are used, or could be used, to protect investments in conservation.
- d. Identify priority focal areas and habitats that have properties of significant conservation value that would benefit from the use of long-term conservation agreements. Develop criteria for ranking prospective properties based on their conservation value for priority habitats such as wetlands, oak prairie, riparian and older conifer forest as well as their value in providing educational and management demonstration opportunity consistent with their conservation value.
- e. 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.
- f. Enter into 1 or 2 pilot long-term conservation agreements as a means to identify the partnerships and our administrative, legal, and monitoring capacity needed to enter into and enforce long term conservation agreements.
- g. Develop the organizational capacity and partnerships needed to expand the use of long-term conservation agreements.

▪ **GOAL 10.4: Research and market incentive programs to encourage continued care of valued habitat and past restoration project sites.**

TACTICS

- a. Continue working with NRCS' Conservation Stewardship Program (CSP) program and look into 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 developing local carbon markets for soil building and forest conservation measures.

Newly Adopted Mission & Vision

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, fish and wildlife.