

## **WMSWCD Board of Directors Meeting**

**June 15, 2021**

### **Approval of District Annual Work Plan for the Fiscal Year Ending June 30, 2022**

---

#### **Requested Board Action**

A motion to approve the District Annual Work Plan for the fiscal year ending June 30, 2022.

#### **Background and information for Discussion**

1. The District is legally required per Oregon Revised Statutes (ORS) 568.554 to submit annual work plans to the Oregon Department of Agriculture (ODA).
2. A requirement of the ODA Capacity Grant (representing approximately \$88,000 annually in funds for technical and administrative support) is board approval of the District's annual work plans.
3. These plans were presented to the board at the March meeting and all program budgets in the approved budget were based on the work plans.
4. Modifications to the plans reflect input from the Board and personnel changes resulting from an Interim Forestry Conservationist and an open Conservationist position.

#### **Attachment**

District Work Plan consisting of individual program area work plans for the fiscal year ended June 30, 2022.

**West Multnomah Soil & Water Conservation District**  
**FY2021-22 Annual Work Plans**  
**In Support of Long Range Business Plan Adopted on June 15, 2021**

<b>Program Area</b>	<b>Staff</b>	<b>Page</b>
Introduction	Cathcart	1
Diversity Equity and Inclusion	Gall	2
Rural	Gall	4
Healthy Streams & Special Habitats	Kern-Korot	6
Urban	Logalbo	8
Invasive Species	Delepine	10
Forestry	Taylor (Interim)	12
Conservation & Education	Position Open	14
Communications and Outreach	Magyar	17
Fiscal and Administrative Services	Levis & Razalenti	19

## INTRODUCTION

---

The District's annual work plans address the next fiscal year's work on the long-term conservation services, and the supporting financial sustainability and organizational health initiatives to implement our services, that are discussed in our Long Range Business Plan for 2021 through 2025. Our District budget for fiscal year 2021-2022 is based on these annual work plans.

## STRATEGIC DIRECTIONS & GOALS

---

Our strategic directions support the District vision and goals. Strategic directions #1-3 (equity & inclusion, organizational health, and financial sustainability) are considered foundational. Strategic direction #4 (sharing conservation information) intersects and supports all of the conservation scope strategic directions (#5-10).

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

## Diversity Equity and Inclusion (DEI) Committee 2021-22 ANNUAL WORKPLAN

Item #	Strategic Direction	Goal	Tactic(s)	Outcome	STAFF, BOARD AND/OR PARTNERS INVOLVED
1	SD1 – Embed equity and inclusion in all that we are and all that we do.	1.1 Support, foster, and further grow staff, board, and partners’ capacity to embed equity and inclusion	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.	Leadership, policy recommendations, and feedback are provided as needed or requested by WMSWCD Staff and Board for DEI-related topics.	DEI Committee
2	SD1 - Embed equity and inclusion	1.1 Support, foster, and further grow staff, board, and partners’ capacity to embed equity and inclusion	B. Provide annual trainings for board and staff on specific DEI topics. Ensure trainings are delivered and a DEI training plan for any new hires is developed.	New interns, staff, and board are trained in Racial Equity 101 within 1 year of onboarding. Offer advanced trainings as they become available to staff, board, and partners, or as further training is requested by staff or board.	Office Manager / Supervisor of new staff (as applicable) with help from DEI Committee; all staff and board
3	SD1 - Embed equity and inclusion	1.1 Support, foster, and further grow staff, board, and partners’ capacity to embed equity and inclusion	C. Devote staff time to DEI work in annual work plans and all workplans are vetted for opportunities to support DEI through an equity lens review. (NEW)	- staff actively and regularly devoting time to deepening their understanding of DEI topics and creating a work environment where these topics openly discussed and addressed.	Communications, assist from DEI comm.
4	SD1 - Embed equity and inclusion	1.1 Support, foster, and further grow staff, board, and partners’ capacity to embed equity and inclusion	D. 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. (New focus)	- Sharing the report's stories by working with those who have expertise/experiences in the same. - In partnership with PSU’s Hatfield School of Government	Urban Conservationist; Communications & Outreach Manager
5	SD1 - Embed equity and inclusion	1.1 Support, foster, and further grow staff, board, and partners’ capacity to embed equity and inclusion	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. (NEW)	- capacity to work on DEI initiatives, policings and advancements is increased and expedited.	Supervisor (yet to be determined); DEI Committee assist with position description and workplan with input from all staff
6	SD1 - Embed equity and inclusion	1.1 Support, foster, and further grow staff, board, and partners’ capacity to embed equity and inclusion	F. Integrate at least two inclusivity and equity speaker topics per year into existing district events. (NEW)	- 1-2 Speakers that bring a perspective outside the dominant culture	Communications & Outreach Manager with support from all staff as needed
7	SD1 - Embed equity and inclusion	1.2 Proactively implement decision-making strategies that lead to more equitable and inclusive outcomes.	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.	Plan in place for forming advisory committee	Urban Conservationist as lead; District manager, DEI Committee & Board, CELs & Community members
8	SD1 - Embed equity and inclusion	1.2 Proactively implement decision-making strategies that lead to more equitable and inclusive outcomes.	B. Use Equity Lens prior to all key decision points (i.e., 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 that incorporates DEI in every facet of the organization.	DEI Committee serves as a facilitator for equity lens exercises as requested. Capture and apply learnings from applying the lens.	DEI Committee, all staff

## Diversity Equity and Inclusion (DEI) Committee 2021-22 ANNUAL WORKPLAN

Item #	Strategic Direction	Goal	Tactic(s)	Outcome	STAFF, BOARD AND/OR PARTNERS INVOLVED
9	SD1 - Embed equity and inclusion	1.2 Proactively implement decision-making strategies that lead to more equitable and inclusive outcomes.	C. 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.	Develop 1 or more versions of a land use acknowledgement, tailored for specific use at events, in presentations, on the website and in other key communications. All versions are vetted by members or representatives of at least 3 different Tribal organizations, and further tailored as needed for a specific use, especially if the event or presentation involves Tribal participation.	District manager & Urban Conservationist with review by committee, Tribal organizations
10	SD1 - Embed equity and inclusion	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.	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. (NEW)	-Better understanding of the racial make up of the district. - Demographic analysis completed to inform other DEI related goals	DEI Intern & supervisor, Urban Conservationist
11	SD1 - Embed equity and inclusion	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.	B. 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. (NEW)	- Use 2020 Census Data to provide recommendations to the Board as to how staff, board, and contractors may reflect the demographics of our service area. - Finalize Associate Board Director recruitment process and actively recruit new Associate directors, per the above.	DEI Committee; Board
12	SD1 - Embed equity and inclusion	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.	C. Set up mechanisms, including anonymous platforms, to understand how those interacting with our organization feel about the interaction, with an emphasis on ensuring a welcoming and safe environment.	Staff, board, and contractors feel the District is a welcome and safe environment.	Leadership Team; DEI committee
13	SD1 - Embed equity and inclusion	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.	D. Evaluate the percentage of contracts and the amount of purchases from minority-owned business enterprises (MBE) and women-owned business enterprises (WBE) with which we contract.	District maintains or increases the diversity of contractors we hire.	Leadership Team; DEI committee
14	SD2 - Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices.	2.3 Support and build on opportunities to foster a welcoming environment.	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. (NEW)	- staff are enabled to join affinity groups of their choice - working with regional partners to expand potential network for these groups	DEI Committee
15	SD2 - Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices.	2.3 Support and build on opportunities to foster a welcoming environment.	B. Make time and space for voluntary staff conversations and check-ins (on equity or otherwise).	Staff feel supported, welcome, and have a platform to openly brainstorm together on concepts to improve District's goals related to DEI.	Co-Chairs, Randi
16	SD2 - Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices.	2.3 Support and build on opportunities to foster a welcoming environment.	C. 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	- Associate Board Director Recruitment process is inclusive and welcoming. - Recruit Associate Board Directors have skillsets that help the Board and mission of the district. - Diversity within the board and organization. Utilizing facilitation as necessary.	DEI Committee

ANNUAL WORK PLAN FOR: RURAL					TIME PERIOD					
Strategic Direction	GOAL	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	DAYS /YEAR	% ANNUAL TIME
1	1	Serve as DEI Co-Chari/ Assist SWCD Board and Staff with development of DEI policy, actions and programs.	6+ committee meetings along with prep, 1-2 trainings, additional partner meetings		X	X	X	X	20	7.7%
1	1	DEI Internship	Assist with development of DEI internship work plan				x	x	2.0	0.8%
1	2	Equity Lens	Use equity lens, with assistance from other staff, Board or partners to ensure Soil Health Program is as equitable and inclusive as possible.				X		4.0	1.5%
1	3	2020 Census Data	Assist with 2020 Census data collection and analysis				x	x	3.0	1.2%
1	5	DEI Partnerships	Seek and develop one partnership with a community organization that promotes or identifies as BIPOC, LGBTQ+, or differently abled. - Coordinate with regional partners on DEI related questions for Tribal interaction		x	x	x	x	6.0	2.3%
1	Embed equity and inclusion in all that we are and all that we do.	Professional training and development including motivational speeches, stories. Includes mentoring partners in their development of diversity, equity and inclusion. Apply equity lens to annual work plan and budget. OM on DEI committee.	Fostering a more inclusive culture, developing shared language, continued evaluation of internal and external policies and procedures, sharing info and resources, removing bias in our hiring and being more socially aware and sensitive as we develop our programs	All Staff	X	X	x	x	4.9	2.0%
1 & 2	1.2 & 2.5	Attend trainings as available	CONNECT, OSSS Conference, 1 additional training		X	X	X	X	8.3	3.2%
2	5	Administrative & Operations tasks (time sheets, health plan enrollment, employee handbook review, LRB update), Staff & Board meeting attendance, presentations and participation	active participation in all staff meetings; 3 board meetings; timely, complete, accurate reporting and input on LRBP and other plans as needed		X	X	X	X	5	1.9%
2	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	Attendance at staff meetings. Workflow assessments. Participation in recruitments. Participation in affinity groups. Ensuring the environmental sustainability of our operations.	Welcoming and vibrant organization that values the work life balance of all employees.	All Staff	X	X	X	X	4.7	1.8%
3	Ensure we are financially sustainable	Annual work planning and budget development. Budget tracking. Preparing grant reports.	Balanced budget; expenditures in line with planned or modified budget and annual "clean" audit.	All Staff	X	X	X	X	4.7	1.8%
4	1	Conservation planning with rural landowners with a focus on farms, ranches, horse owners and other ag related land uses.	2-3 plans/projects especially those with a definite water quality impact.	Forest Conservationist (8 hours), Senior Conservationist (8 hours), Cons Tec (10 hours), Invasives (4 hours), interns (8)	X	X	X	X	19	7.3%
4	1	Provide one-time technical assistance for a host of habitat and ecosystem function concerns via phone, email and other communications	Provide direct technical assistance to 40 landowners		X	X	X	X	15	5.8%
4	4	Use diverse forms of outreach appropriate to the audience, e.g. word of mouth, mailings, website, social media, etc.	Support communications coordinator to help deliver Soil School. 6 articles, 100+ attendees at SS; coordinate Equity Lens review of Soil School	Interns (16 hours) - soil school	X	X	X	X	9	3.5%
4	7	Other partnership, outreach, education opportunities as available.	East-West Collaboration; 2-4 partnership meetings; 2-4 additional education events. Coordinate WFI Tour or assist Forestry Cons with similar.		X	X	X	X	10	3.8%
4	Share conservation information so people have the knowledge and confidence to take action	Contributing to quarterly newsletter, forwarding suggestions and photos for social media, contributing to the annual report.	Understandable and easy-to-find educational materials about conservation and our services.	All Staff	X	X	X	X	4.7	2.0%
5	1	Implement projects on Sauvie Island aimed at address concerns identified within the canals. This can include nutrient management on farms and management of the canals	-Work with NRCS to develop new CIS if possible centered on water quality on Sauvie. Assist with plans, site visits, etc. - Attend SIDIC meetings bimonthly -local work group - Reinitiate relations with large acreage landowners; develop funding pool in partnership with NRCS		X	X	X	X	19	7.3%
5	2	Soil Health	- Assist 4 Famers, Improve 40 acres; - assist School, community and Demo Garden program(s) with soil TA and funding to improve soil		X	X	X	X	19	7.3%

ANNUAL WORK PLAN FOR: RURAL					TIME PERIOD					
Strategic Direction	GOAL	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	DAYS /YEAR	% ANNUAL TIME
5	2	Grant writing and management as needed to support program areas. Manage existing grants (non-sturgeon lake), s Manage ODA grant	write 1-2 grants to support programs; 4 quarterly reports and 1 application for ODA TA/LMA grant	Admin (16 hours)	X	X	X	X	4	1.5%
6	3	Sturgeon Lake Restoration Project: Updating funders, reporting and additional fundraising as needed; community outreach	- Assist DM with update ceremony in Sept. - produce one project progress report	Communications Coordinator (4 hours)	X	X			5	1.9%
6	3	Sturgeon Lake Restoration Project: manage restoration activities on Dairy Creek; monitoring (habitat, invasives); Agua-weed watchers;	Restore and maintain 15 acres of habitat along Dairy Creek. - complete annual summer aquatic weed survey of Sturgeon Lake - update SL conservation plan and provide to landowners	Invasives Species (6), Interns (4), Senior Conservationist (1), Const Tech (3)	X	X	X	X	24	9.2%
6	3	Sturgeon Lake Restoration Project: Easements	- meeting with 4 private landowners and ODFW once per year -fulfill obligations as outlined w/ the easement documents - Finish Baseline Report		X	X	X	X	3	1.2%
6	3	Assist NRCS and Senior Conservationist with activities related to McCarthy Creek Wetland Reserve Easement contract.	site visits with Senior Cons, assist NRCS with Compatible Use Agreement		X	X	X	X	2	0.8%
9	2	B. Connect willing landowners with available acreage to those in need of access to lands	- Develop program to encourage landowners to provide access to land for tribal, immigrant, BIPOC and other communities that have holistically been removed or denied access to the land.		X	X	X	X	7	2.7%
10	2	Monitoring Water Quality in Target Watersheds (McCarthy, Miller, Crabapple, SIDIC). Create year end report.	8-10 sites in West Hills. Assist with implementation and data analysis associated with SIDIC WQ monitoring	Interns (24 hours)	X	X		X	5	1.9%
Subtotal of non-leave days									208.3	80%
2	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	VACATION & COMP							28.0	10.8%
2	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	PERSONAL TIME							2.0	0.8%
2	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	SICK LEAVE							12.0	4.6%
2	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	LEGAL HOLIDAYS							10.0	3.8%
Subtotal of leave days									52.0	20.0%
TOTAL PAID DAYS ACCOUNTED FOR									260	100%
Assumes FTE of									FTE	1.0

ANNUAL WORK PLAN FOR: HEALTHY STREAMS & SPECIAL HABITATS / SENIOR CONSERVATIONIST						TIME PERIOD					
Strategic Direction	GOAL	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	DAYS /YEAR	% ANNUAL TIME	
5,6	5.3, 6.1	Continue to Manage Healthy Streams (full-funding model) (& Special Habitats) Program and projects	22+ well-maintained, adaptively managed, and increasingly successful existing HSP habitat enhancement projects...	technical support Conservationist, Permanent Seasonal Technician...	X	X	X	X	36.0	15.4%	
		<i>Details:</i> Do program management planning & field work -- in McCarthy, Sauvie, & Abbey target watersheds; Manage and direct vegetation management contracts to maintain existing HS projects not maintained by landowners; Co-direct monitoring and (use monitoring data to) adaptively manage and re-plant as needed. Communicate & share results w/landowners; educate re: longterm maintenance. Respond to landowner requests for assistance. Consider landowner ability to pay for this and other conservation programs & balance against ecological priorities and focus areas. Explore funding sources or partnerships that allow for expanded capacity to do riparian restoration. ( <i>Background:</i> HS projects restore dense native woody --and herbaceous in certain circumstances-- vegetation to degraded riparian lands, and fence out or otherwise exclude livestock, where needed. The goal is to improve water quality, e.g. temperature and sediment, and habitat --for salmonids and other aquatic life, plus terrestrial wildlife -- and minimize erosion.)	...along ~4.2 miles of shoreline/streambank and on ~36 acres of priority habitat. 1-2 well managed vegetation management contracts. Clear scopes of work and related documentation. Projects re-planted, as needed. Data synthesized for monitored sites. <i>Technical Outcomes: Monitoring data collected and well synthesized at ~30% of the sites; short-term plant survival &gt;50-75%; increased riparian canopy with longterm increase in streamside shade from &lt;50% to &gt;75%, sediment filtration and reduced (or maintained, in the face of warmer summers) stream temperature over the longterm (hard to measure in situ).</i>	Office Manager, Invasive Species Prog. Coordinator, Urban conservationist							
4, 5, 6	4.1.d, 5.3.b	Add 1 new HSP project on McCarthy Cr. with new landowner (with WMSWCD funding) to fill in gap on middle McCarthy. Hire and direct work crews as needed.	1 conservation plan (& contractor scope of work) for the property with site-adapted conservation practices; satisfied landowner; site planted winter 21-22 (assuming no delays)	technical support Conservationist	x	x	x	x	5.0	2.2%	
5, 6	4.1.d, 5.3.b	Plan one new riparian project in Crabapple watershed; work with seasonal technician on this or above plan	1 conservation plan (& contractor scope of work) for the property with site-adapted conservation practices; satisfied landowner	technical support Conservationist, Permanent Seasonal Technician	x	x	x	x	5.0	2.2%	
5, 6	5.3, 6.3.b, 6.1.a., 6.4.c	Continue to do planning and manage habitat restoration at large (WRE) conservation easement site on lower McCarthy Creek, including riparian, enhanced wetlands, and upland oak and pollinator habitat; oversee vegetation management contracts and scopes of work; plan for re-planting, including plant orders, after CREST final wetland restoration phase wraps up in summer 2021; oversee monitoring; prepare documentation for CREST & NRCS; coordinate & collaborate w/landowner & partners; implement cooperative agreement with CREST	9.25 acres of well managed riparian, wetland and upland areas with >50% survival of woody plantings; Adequate and timely monitoring, including photo and other documentation provided to partners. Adapted seed mix and plantings scheduled and installed in marshplain and wetland enhancement areas by end of winter 21-22.	NRCS, CREST, Rural Conservationist, technical support Conservationist	X	X	X	X	15.2	6.5%	
6	6.4.c, 6.4.d, 6.4.f, 6.5.c	Continue participation in the Cackanomah Oak Conservation Implementation Strategy (CIS): Implement 2 funded conservation projects; assess need for new Oak-related CIS in 2023.		NRCS, technical support Conservationist, CSWCD	X	X	X	X	24.0	10.3%	
		<i>Details:</i> Assist landowner with implementation and administration of final phase of existing 10 acre CIS oak savanna project in the upper Abbey Creek watershed. If funds allow, plan & re-plant Upper Abbey Oak CIS slope due to landslide in early 2021; potentially fence & re-plant hedgerows browsed by elk; plan wildlife structures	Additional conservation work imlemented according to specifications, site adaptively managed; NRCS certification and payment of practices. Effective communication with landowner, contractor(s), partners.								
		<i>Details:</i> Begin Implementation of new 10 acre Oak CIS project on Sauvie Island, starting site preparation	well developed & understood specifications and contractor scopes of work; implementation of year 1 practices, effective weed control & communication								
5, 6	5.3.b, 6.4.d, 6.5.c	Implement new OWEB-funded Gilbert riparian, forest and oak project on Sauvie Island; refine conservation plan and practices	implementation of year 1 practices, effective weed control/site prep., supported landowner	Forest, Rural, field support Conservationist	X	X	X	X	5.9	2.5%	
6		Support landowners and managers, via the Special Habitats Program, with technical assistance and education to promote protection, enhancement and expansion of oak woodlands and savanna, meadow, native plant hedgerows, wetlands, ponds & other special habitats. Participate in regional efforts to map, value and promote of these habitat types, as time permits.	timely and credible information provided to interested parties upon request; site visits as appropriate		X	X	X	X	9.4	4.0%	
4 (+5-9)	4.1 etc.	Miscellaneous technical assistance to landowners, land managers & partners and those interested in land	timely and credible information; connections made		X	X	X	X	5.9	2.5%	
5,6	5.4.d	Continue to oversee and develop annual partner agreement with SBWC. Deliverables may include: 1) habitat projects at Multnomah Channel moorages, e.g. along the shoreline or creeks, around ponds and in open areas (such as Oregon oak planting), and 2) community education, including re: content of the revised WMSWCD/SBWC Living on the Water Guide and re: aquatic invasive species, which might take the form of on-the-water water training in identification and signage or other customized written materials. Mentor new staff. Encourage growth in DEI areas.	Partner agreement in place with Scappoose Bay Watershed Council. Deliverables received from SBWC, e.g. 1-2 effectively designed and implemented habitat projects and/or educational activities for moorages. Additional distribution and presentation of Living on the Water update to multiple moorages.	SBWC, Communications & Invasive species staff	X	X	X	X	9.1	3.9%	
4	4.7	Organize and/or attend meetings to maintain and develop partner relationships and opportunities for collaboration, to stay current with conservation activities in the region and state, to develop strategic focus, etc.	6 productive meetings and outcomes shared with fellow staff; match provided to partner groups, as appropriate; East-West Mult. Co. & NRCS Collaboration	Rural & Forest Conservationist, District Manager	X	X	X	X	2.9	1.3%	
2, 4, 8	2.2, 4.7, 8.4, etc.	Attend trainings, seminars, field visits, etc. and review literature to improve technical literacy and relevance to landowners and stay current with the latest in conservation science and communications, e.g. climate change adaptation and issues, habitat management, technology & quantitative analysis tools, supervisory/managerial training, and indigenous ways of knowing. Do cross-training with fellow staff & partners.	Participation in 8-12 trainings, conferences, workshops, brown bags, webinars or field days	Admin. Staff; all tech. staff	X	X	X	X	11.7	5.0%	



ANNUAL WORK PLAN FOR: HEALTHY STREAMS & SPECIAL HABITATS / SENIOR CONSERVATIONIST						TIME PERIOD					
Strategic Direction	GOAL	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	DAYS /YEAR	% ANNUAL TIME	
2	2.5.i, etc.	Support to other district conservation programs; provide projects, learning opp's and mentorship to interns	fellow tech. staff feel supported, 2 fulfilled interns	All tech staff	X	X	X	X	4.7	2.0%	
2	2.5	Administrative & operations tasks: monthly reports, LRBP review, time sheets, time tracking, health plan enrollment, employee handbook review, monthly all-staff, bi-monthly tech staff, & annual/biannual Board meetings & presentations; participate in recruitments and district-wide planning, e.g. re: office space, environmental sustainability	timely submissions and review; active participation, 1-2 board presentations; 12 all-staff meetings, up to 24-tech. staff meetings; welcoming organization; familiarity w/new LRBP	All staff, leadership staff, tech staff, admin. staff, Board	X	X	X	X	24.6	10.5%	
2 Organizational Health	2.5, etc.	Additional Senior Conservationist Duties: organize tech. staff meetings, facilitate communication & coordination across tech. team; supervise permanent seasonal technician; leadership team participation	1-2 productive tech. meetings/ month and sharing across programs; joint work products; satisfied and productive technician with thoughtful workplan and performance reviews; timely review of timesheets and reimbursement requests; attendance at up to 36 leadership team mtg's.; effective engagement on leadership issues		X	X	X	X	15.9	6.8%	
1 Equity and Inclusion	Embed equity and inclusion in all we do	Participate in training, presentations, reading and staff discussions around DEI issues; share resources; apply equity lens to programs & staff actions, including hiring and funding, as appropriate; consider equitable funding models; pursue and engage in DEI-related partnerships, as opportunities arise; work across programs to expand access to, and relationships and experience with, diverse work crews; offer mentoring and shared learning, as appropriate	Increased understanding & humility regarding, and increased attention to DEI issues and disparities in programming, contracting & hiring; shared language, a more inclusive culture; more sensitive communication	All	X	X	X	X	4.9	2.1%	
3 Financial Sustainability	\$ sustainability	Annual work planning and budget development. Budget tracking. Preparing grant reports.	Balanced budget; expenditures in line with planned or modified budget and annual "clean" audit.	All Staff	X	X	X	X	4.7	2.0%	
4 Conservation Information	Share conservation information	Contribute to quarterly newsletter; provide suggestions and photos for social media posts; contribute to the annual report and meeting; provide and review content for improved website; participate in community events, e.g. Soil School, NRCS local workgroup, volunteer field days	Informative materials about conservation. 2+ articles /yr; improved webpage content re: habitats; compelling and timely photos for social media shared with communications staff; contribute to 1-2 events	Communications	X	X	X	X	4.7	2.0%	
Subtotal of non-leave days									189.5	81.0%	
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	VACATION & COMP							22.5	9.6%	
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	PERSONAL TIME							1.8	0.8%	
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	SICK LEAVE							10.8	4.6%	
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	LEGAL HOLIDAYS							9.0	3.8%	
Subtotal of leave days									44.1	18.8%	
TOTAL PAID DAYS ACCOUNTED FOR									234	100%	
Assumes FTE of									FTE 0.900		

ANNUAL WORK PLAN FOR: URBAN					TIME PERIOD						
					Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE			
Strategic Direction	GOAL	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED					DAYS /YEAR	% ANNUAL TIME	
4 Sharing Information	G 4.6: Promote & support conservation project demonstrations	Provide annual funding and support for partner-led educational events like Stormwater Stars, Watershed 101 workshops, and Watershed Wide Event.	Directly reach at least 100 land stewards with hands-on demonstrations that provide on-the-ground conservation impacts.	Admin staff, Invasive Species Coordinator, TCWC, WRC, WWRP	X	X	X	X	5.2	2%	
4 Sharing Information	G 4.1: Promote and conduct conservation assessments GOAL 4.2: Produce and promote understandable and easy-to-find educational materials about conservation and our services. GOAL 4.3: Seek and support opportunities to learn and practice working with the land using Traditional Ecological Knowledge.	Offer onsite and remote technical conservation planning assistance to all interested urban land stewards. Work with partners and communications and outreach manager on simplified and streamlined messages to reach broader and historically underserved audiences with simplified materials and messaging. 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 (TEK).	Create at least 5 new conservation plans and deliver technical assistance promptly upon request. Produce simplified materials outlining our basic conservation planning and technical assistance offerings and guidance on key partner offerings. Contribute to staff understanding of how to work with the land using TEK.	Communications & Outreach Manager, Conservationist & Education Coordinator, Seasonal Conservationist Technician, Interns, FPC, WRC, TCWC, BHCP, CELS, WOE	X	X	X	X	46.8	18%	
5 Soil & Water	G 5.3: Maintain and widen riparian buffers G 5.4: Serve as a convener, active partner & technical resource	Identify funding sources or partnerships that allow for expanded staff capacity and implementation of riparian restoration efforts in priority watersheds. 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.	Identify and support projects, partnerships and fund raising efforts for priority urban riparian and upland work. Identify opportunities that better protect and enhance the West Hill's at the subwatershed level.	Senior Conservationist, BES, BPS, TCWC, WRC, FPC, OWEB, Metro, WWRP	X	X	X	X	10.4	4%	
6 Habitats and Biodiversity	G 6.1: Maintain and increase habitat coverage and connectivity G 6.5: Protect and enhance regional pollinator, native insect, and plant biodiversity.	6.1.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 5). 6.1.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. (SD4). Engage in partnerships that promote native insect habitat and support habitat installations. 6.1.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. 6.1.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). 6.5.a & d. Implement and promote pollinator habitat projects in gardens and neighborhoods.	Hundreds of habitat features are installed and monitored through partner efforts. Priority connectivity projects are identified and funding is pursued to implement said projects. Key materials to translate are identified and promoted. Remove invasive plants in priority Regional Conservation Strategy habitat areas (i.e. Canopy Weeds). Provide support to help plan and implement pollinator gardens (i.e. Demonstration Program).	Communications & Outreach Manager, Conservationist & Education Coordinator, WWRP, BES, Metro, FPC, WRC, TCWC, BHCP, CELS, PP&R	X	X	X	X	15.6	6%	
7 Working... Gardens 9 Relationship with Land 1 Equity & Inclusion 5 Water & Soil 8 Climate Change	G 7.2: Partner on efforts that ensure the long-term health of school and community gardens. G 9.1: Support school and community gardens, especially in the most racially diverse neighborhoods. G 9.3: Support efforts that help all people see themselves in natural areas G 1.4: Ensure broader accessibility and remove barriers to access organizational resources and opportunities G 5.2: Encourage... community gardens to implement practices that improve soil health G 8.2: Help... community and school gardens adapt to climate change	Support Community Garden niche finding exercise by reaching out to relevant partners and stakeholders including those currently engaged and culturally specific partners that have expressed an interest in accessing garden space. Work with the Conservationist & Education Coordinator to share niche finding learnings to develop strategies for promoting inclusive and sustainable school & community gardens and environmental education. Work with the Rural Conservationist to market access to our Soil Health programming as a potential community garden offering. Planning should incorporate increased access to and relationship with the land, improved soil health, resilience to climate change, and equitable funding models.	The District's School & Community Programs niche(s) and functions are determined with appropriate stakeholders and partners engaged. Opportunities to facilitate cultural connections to the land through school and community gardens as well as private landowner spaces are identified. Opportunities to combine and continue the demonstration garden program in tandem with the school and community garden program is determined. Culturally specific partners are heard from and responded to in new program strategies and offerings.	Conservationist & Ed Coordinator, Rural Conservationist, Portland Parks and Recreation, EMSWCD, OSU Extension, Growing Gardens, Grow Portland, CELS, HAKI, WOE	X	X	X	X	18.2	7%	
8 Climate Change	G 8.1: Address wildfire risk and landscape resiliency G 8.2: Encourage conservation practices that support resilient environments and sequester carbon G 8.4: Increase capacity to understand and impact climate change	8.1.b. Play a supporting role with our Forest Conservationist leading efforts to partner with Oregon State University Extension, Oregon Department of Forestry, and Portland Fire & Rescue to deliver education and outreach to urban and rural neighborhoods abutting large areas of natural vegetation or open space on wildfire risk reduction including reducing wildfire fuels within 100-300' of homes with resources tailored to our local ecology. (SD 4) 8.2 a. Understand unfilled niches and needs we might address through proactive discussions with land owners and key partners to ensure efforts are strategic and leveraged and better assure we reach a broader audience. 8.2 c. 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.	Targeted wildfire educational materials are developed and delivered to at-risk homes. Provide technical assistance with a climate change lens. Work with partners to better understand our climate change niche.	All technical staff, FPC, Portland Fire & Rescue, OSU Extension, FPC, ODF, WWRP	X	X	X	X	7.8	3%	
8 Climate Change	GOAL 8.3: Increase community resiliency to climate change in the Northwest Industrial/Portland Harbor and most vulnerable downtown areas.	a. Develop partnerships with stakeholder groups to identify priorities and assess needs, and work on both sides of the Willamette River by developing a coordinated initiative with the East Multnomah Soil & Water Conservation District. Work with Portland Harbor Community Coalition and others to better understand how to support impacted communities goals to set aside riverfront land for community use and opportunities to work with impacted communities in the design, development, cleanup and restoration of sites. 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). c. Support urban planning/engineering strategies shown to be effective at improving air quality, reducing runoff, and creating urban native habitats.	Better understand our niche in Portland Harbor area. Work to identify strategies and opportunity areas to decrease heat-island effect and improve air and water quality in target areas.	District Manager, Portland Harbor Community Coalition, Linnton Neighborhood Association, BES, EMSWCD, Portland Urban Forestry, Friends of Trees, DEPAVE, Central City Concern, CLT	X	X	X		18.2	7%	
9 Relationships with the Land	GOAL 9.2: Assess and address opportunities that provide increased land access for cultural purposes and other local connections to the land. 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.	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. Partner on local conservation and education events such Trillium Festival that connect community members with conservation. (SD 1 & 4) 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, 7 & 4)	Better understand and support cultural land access needs for community members in our district. Directly at least 100 reach people at community events and through targeted outreach connecting them to their land and our organization.	HAKI, CELS, WOE, Verde, Falling Creek Neighborhood Association, IRCO, BHCP, Home Forward, TCWC, WRC, WWRP	X	X	X	X	15.6	6%	

ANNUAL WORK PLAN FOR: URBAN					TIME PERIOD						
Strategic Direction	GOAL	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	DAYS /YEAR	% ANNUAL TIME	
1 Equity & Inclusion	G 1.1: Support, foster, and further grow staff, board, and partners' capacity to embed equity and inclusion. GOAL 1.2 : Proactively implement decision-making strategies that lead to more equitable and inclusive outcomes	1.1d. 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. 1.1d & 1.2d Further develop the indigenous Whose Land narrative and build off of our understanding of local tribal history and relationship with the land through research, discussions and an eventual vetting of found information for accuracy.	Assist w/ PSU co-sponsored speaking series highlighting local "Whose Land" stories to more deeply understand and share uncovered history. Deepen our understanding the longstanding and tragic history that has brought the opportunity for us to work on the land, and seek to understand our place within that history including our commitment to address the history (through developed land acknowledgements).	Indi Namkoong, PSU, Oregon Historical Society, WOE, CELs, Tribal Liaison and/or Advisory Committees (if available)	X	X			13.0	5%	
1 Equity & Inclusion	G 1.2 : Proactively implement decision-making strategies that lead to more equitable and inclusive outcomes.	Continue to maintain and develop relationships with LRBP advisory committee members through sharing of our progress and welcoming feedback. Work with DEI Committee to formulate a plan to form an advisory committee that provides biannual recommendations on our operations and workplans.	Receive and respond to partner feedback as we firm up LRBP implementation plans. Work with the DEI Committee and District Manager to develop a plan for a standing District advisory committee.	DEI Committee, District Manager, Admin Staff, Communications & Outreach Manager, LRBP Advisory Committee Members (including representatives from HAKI, 350 PDX, BHCP, ODA, NRCS, Sauvie Island Center, community members and leaders)	X	X	X	X	13.0	5%	
10 Long-term success 1 Equity & Inclusion	G 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. G 10.2: Monitor the effectiveness of our conservation projects and respond to findings with an adaptive management approach to conservation. G 1.4: Ensure broader accessibility and remove barriers to access organizational resources and opportunities 1.5: Foster a sense of belonging for all in the environmental sector.	10.1e. 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. 10.2b. Strategically monitor restoration sites to track the successes and threats facing our projects. Complete a review and redesign of funding models that will be focused on long-term program outcomes, including equity considerations, to craft a strategy that is centered on greater on-the-ground success overtime and serving those historically underserved. Continue to reach out to older sites to assess and address maintenance needs with FPC Green Workforce team, providing cost-share treatments as needed.	Determine potential for BHCP expansion to larger acreage properties in WMSWCD. Continue to collect, assess and share conservation site monitoring data. Protect historic site investments with monitoring and maintenance treatments. Through a historic site review better understand and address maintenance needs/barriers. Develop a plan for managing key restoration investments into the future and craft a revised strategy for investment in any new urban conservation projects.	Seasonal Conservation Technician, Interns, BHCP, FPC, TCWC	X	X	X	X	15.6	6.0%	
2 Organizational Health 4 Sharing Information 8 Climate/Change	G 2.2: Support & capacity Strengthen staff expertise Internal capacity to understand climate change	Attend trainings and events relevant to professional development (including new climate change work)	CONNECT, UERC Conference, Climate Change Events	350 PDX, PSU, OACD, OCEAN	X	X	X	X	9.9	3.8%	
1 Equity and Inclusion	Embed equity and inclusion in all that we are and all that we do.	Professional training and development including motivational speeches, stories. Includes mentoring partners in their development of diversity, equity and inclusion. Apply equity lens to annual work plan and budget. OM on DEI committee. Rejoin DEI Committee (added 2.6 days).	Fostering a more inclusive culture, developing shared language, continued evaluation of internal and external policies and procedures, sharing info and resources, removing bias in our hiring and being more socially aware and sensitive as we develop our programs	All Staff	X	X	X	X	7.8	3.0%	
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	Attendance at staff (12), board (2) and tech staff (18) (added 2.6 days for added tech staff) meetings. Workflow assessments. Participation in recruitments. Participation in affinity groups. Ensuring the environmental sustainability of our operations.	Welcoming and vibrant organization that values the work life balance of all employees.	All Staff	X	X	X	X	7.8	3.0%	
3 Financial Sustainability	Ensure we are financially sustainable	Annual work planning and budget development. Budget tracking. Preparing grant reports.	Balanced budget; expenditures in line with planned or modified budget and annual "clean" audit.	All Staff	X	X	X	X	5.2	2.0%	
4 Conservation Information	Share conservation information so people have the knowledge and confidence to take action	Contributing to quarterly newsletter, forwarding suggestions and photos for social media, contributing to the annual report.	Understandable and easy-to-find educational materials about conservation and our services.	All Staff	X	X	X	X	5.2	2.0%	
Subtotal of non-leave days									215.3	83%	
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	FFRCA Family leave = Families First Coronavirus Response Act for caring for family members [limits: \$200/day; \$2,000 per 2-week period] *Could be up to 200 hours - put in 38 in hopes of a decreased average of 6 hours/month.	If I need to take this leave, I would plan to take from the following: 12 days from line 4 (crafting of new materials), 6 days from line 5 (fundraising), 3 days from line 6 (crafting new materials), 7 days away from line 14 (workshops/trainings), 10 days from 13 (less on-site monitoring, lean on Green Workforce staff and Ari to get work done). Items highlighted in grey represent impacted areas.		X	X			38	14.6%	
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	VACATION & COMP			X	X	X	X	20.7	8.0%	
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	PERSONAL TIME			X				2.0	0.8%	
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	SICK LEAVE			X	X	X	X	12.0	4.6%	
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	LEGAL HOLIDAYS			X	X	X	X	10.0	3.8%	
Subtotal of leave days									44.7	17.2%	
TOTAL PAID DAYS ACCOUNTED FOR									260	100%	
Assumes FTE of									FTE 1.0		

ANNUAL WORK PLAN FOR:		CONSERVATIONIST & INVASIVE SPECIES COORDINATOR				TIME PERIOD					
					Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE			
Strategic Direction	GOAL	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED					DAYS /YEAR	% ANNUAL TIME	
6 Habitats and Biodiversity	Goal 6.2 Prevent, slow or stop the establishment of biological invasions.	Detect, document and control invasive species on the District's EDRR list through landowner outreach, surveying, mapping, data collecting, controlling (via established integrated pest management (IPM) principles), and monitoring. Coordinate day-to-day work of contractors, Seasonal Permanent Conservation Tech, and interns (during field season). Collaborate with partners to improve strategies. Maintain sUAS (ie Drone) equipment and recordkeeping--log practice flights and capture imagery, including around Sturgeon Lake.	Outreach to 150 new property owners to increase survey area, inventory 400 properties each year and treat all permitted properties with infestations (approximately 300). Complete 25 hours of flight time. Capture drone imagery from around 3 miles of shoreline.	Conservation Tech, Interns, Admin staff, Communication/Outreach, BES, TSWCD, PP&R, 4C-CWMA, TCWC, JCWC, SRN, CWS, ODFW	X	X	X	X	91	35%	
6 Habitats and Biodiversity	Protect, enhance, and restore biodiversity, native landscapes, habitats, and ecological function	Develop and implement restoration practices, either by connecting people to internal or external assistance or providing direct technical assistance.	Provide technical guidance to 100 people. Connect 50 people to additional resotation opportunities. Write 1 conservation plan. Revisit past sites opportunistically and provide maintenance support.	All technical staff, as needed (<1%), BHCP, etc	X	X	X	X	39	15%	
5 Soil and Water	Protect and improve water quality and soil health.	<ul style="list-style-type: none"><li>• Be technical, and timely, resource to other staff conservationists for integrated pest management information to support District invasive species management activities.</li><li>• Ensure District pesticide storage and use continues to meet and exceed OSHA standards.</li><li>• Review and address staff questions related to contractor herbicide records.</li><li>• Stay current on new literature and best management practices, and relay important updates to staff.</li><li>• Maintain current records for staff pesticide certifications.</li><li>• Keep District informed of new or adapted best management practices.</li><li>• Stay informed and assist with outreach related to invasive insects and other pests of environmental concern.</li></ul>	Provide timely replies to staff needs. Develop 2 seasonal contractor check-ins. Review herbicide record templates & reporting protocols, communicate with contractors and make improvements. Track NPDES documenting and reporting requirements. Provide tech staff with new best management practice information as it becomes available and respond to requests from staff and community.	All technical staff (>1%), 4C-CWMA, OSU, ODA	X	X	X	X	13	5%	
5 Soil and Water	Protect and improve water quality and soil health.	<ul style="list-style-type: none"><li>• Work with partners to develop IPM resources, such as solvepestproblems.edu website.</li><li>• Stay informed and well-connected with research.</li><li>• Collaborate on invasive pest management with partners across region.</li><li>• Keep ear to ground on relevant policy, and provide testimony when appropriate.</li></ul>	Serve on solvepestproblems.org advisory committee and provide feedback on plans, outreach strategies, mock-ups, content and more. Assist with outreach and support for invasive insect pests. Serve as reviewer for one regional IPM or strategic plan or one species listing nomination. Comment and provide testimony as needed.	CWMA, OSU Extension, Metro, District Manager and/or Board Chair (for signing letters)	X	X	X	X	5.2	2%	
4 Sharing Conservation Information	Goals 4.3 Seek and understand TEK on the landscape and 4.5:" Work with 4-County Cooperative Weed Management Area to develop culturally-responsive messaging guidelines related to invasive species work.	Work proactively with partners, 4-County CWMA and community groups to host cross conversations on invasive species approach and messaging to cultivate respect and sensitivity to cultural values and personal connections. Participate in regional and national "Just Language" focus groups devoted to these issues. Seek opportunities to learn and apply TEK principles. Revist and revise EDRR plant lists and priorities.	Participate actively in 3 CWMA meetings devoted to this topic, 3 "Just Language" meetings, and 3 community or cultural conversations with affinity groups. Attend 2 TEK seminars on indigenous traditional ecological knowledge and application of principles. Publish annually revised EDRR list for the District.	4C-CWMA, BES, EMSWCD, King County Noxious Weed Control, "Just Language" partners, and community partners/groups					5.2	2%	
4 Sharing Conservation Information	Share conservation information so people have the knowledge and confidence to take action.	Serve as the co-chair of the Technical & Scientific Review Committee. Participate in the Steering Committee, Education & Outreach, Mapping & Data and Event Planning Committees.Provide assistance with developing technical resources for local natural resource professionals.	Assist in providing guidance to the Coordinator, Annual Work Plans, and all CWMA activities. Host one general meeting, participate in two general meetings, plan Pull Together event, and participate in all activities, including CELs outreach planning and outcomes.	4C-CWMA, BES, EMSWCD, CSWCD, Clark Noxious Weed Control Board, TSWCD, Metro, many more...etc	X	X	X	X	10.4	4%	
5 Soil and Water	Goal 5.4.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.	Aquatic Invasives Outreach Assistance to staff and partners, including Sauvie Island Drainage Improvement Company.	Provide 15 hours f technical and education assistance for Moorage/Aquatic Invasives Outreach work with Scappoose Bay Watershed Council.	Communications, Senior Conservationist, SBWC	X	X	X	X	2.6	1%	
3 Financial Sustainability	Goal 3.2.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.	Facilitate Oregon State Weed Board grant application, and complete all necessary project reporting.	Submit one Oregon State Weed Board application, interim report and final report. Complete reporting requirements on Oregon Watershed Resources Inventory.	Admin staff, Budget Officer, BES, PP&R, TSWCD, CWS, JCWC, ODA, OWEB	X	X	X	X	2.6	1%	
4 Sharing Conservation Information	Share conservation information so people have the knowledge and confidence to take action.	Develop and lead Weed Watcher program. Partner with community groups and assist with trainings. Present at community organization meetings. Assist with Backyard Habitat invasives training.	Organize 1 weed watcher workshop. Present at community meetings as needed, such as Master Gardener training events. Lead one Backyard Habitat training.	Communications, Conservation Tech, Interns, SWNI, TCWC, Friends of TC, CWS, TSWCD, 4C-CWMA, SRN, SBWC, Audubon, BHCP, Zoo, Multnomah Master Gardeners	X	X	X	X	5.2	2%	

ANNUAL WORK PLAN FOR:		CONSERVATIONIST & INVASIVE SPECIES COORDINATOR				TIME PERIOD					
						Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE		
Strategic Direction	GOAL	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED						DAYS /YEAR	% ANNUAL TIME
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 positive relationships with the land.	Work with Watershed Council to manage, control and map priority weeds in the watershed. Serve as secondary District contact for TCWC Stewardship Committee and/or TCWC Watershed Council	Lead one Watershed Wide Event work party. Coordinate with urban conservationist on coverage of stewardship committee meetings. Provide tech assistance as needed.	TCWC, Urban Conservationist, District Manager	X	X	X	X		2.6	1%
4 Sharing Conservation Information	Share conservation information so people have the knowledge and confidence to take action.	Track and participate in the Education & Outreach/ <b>Communications</b> and Legislative committees. Assist with developing regional network framework for local representation, as requested. Represent local weed management organizations and act as a liaison to these groups. Remain active in OISC Network.	Attend or participate in two quarterly meetings and four committee meetings.	OISC, ODA, DEQ, ODF, USFS, BLM, Oregon Marine Board, ODFW, Tribes, Oregon Sea Grant, PSU, USDA-APHIS, etc	X	X	X	X		2.6	1%
4 Sharing Conservation Information	Share conservation information so people have the knowledge and confidence to take action.	Participate in annual mapping updates, and provide feedback to improve iMap Invasives platform. Contribute to ODA WeedMapper.	Submit mapping data once annually.	iMap Invasives, PSU, ODA			X			2.6	1%
4 Sharing Conservation Information	Share conservation information so people have the knowledge and confidence to take action.	Lead the PNW-Garlic Mustard Working Group in collaborations and communications. Develop and share applied science paper.	Organize and facilitate one meeting (annually). Co-curate the list-serv. Report on activities to 4-County CWMA, OISC, etc.	King County Noxious Weed Control Board, CWMA partners (listed above), Western Invasives Network, WSDA, ODA, BC Ministry of Forests, NAISMA etc.		X	X			5.2	2%
4 Sharing Conservation Information	Share conservation information so people have the knowledge and confidence to take action.	Partner with WAIN on aquatic invasive species initiatives, communications and other projects.	Participate in 2 meetings annually. Organizational support when needed. Contribute data. Review and provide feedback to action plan and <b>Wapato Revival initiative</b> .	Willamette Riverkeepers, Western Invasives Network, Benton SWCD, etc.		X	X			2.6	1%
4 Sharing Conservation Information	Share conservation information so people have the knowledge and confidence to take action.	Partner with WIN on developing information and resource sharing across CWMAs in Western Oregon.	Meet with WIN partner(s) 3x/annually.	Western Invasives Network, Benton SWCD, etc.	X	X	X			2.6	1%
1 Equity and Inclusion	Embed equity and inclusion in all that we are and all that we do.	Professional training and development including motivational speeches, stories. Includes mentoring partners in their development of diversity, equity and inclusion. Apply equity lens to annual work plan and budget. OM on DEI committee.	Fostering a more inclusive culture, developing shared language, continued evaluation of internal and external policies and procedures, sharing info and resources, removing bias in our hiring and being more socially aware and sensitive as we develop our programs	All Staff	X	X	X	X		5.2	2%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	Attendance at staff meetings. Workflow assessments. Participation in recruitments. Participation in affinity groups. Ensuring the environmental sustainability of our operations.	Welcoming and vibrant organization that values the work life balance of all employees.	All Staff	X	X	X	X		5.2	2%
3 Financial Sustainability	Ensure we are financially sustainable	Annual work planning and budget development. Budget tracking. Preparing grant reports.	Balanced budget; expenditures in line with planned or modified budget and annual "clean" audit.	All Staff	X	X	X	X		5.2	2%
4 Conservation Information	Share conservation information so people have the knowledge and confidence to take action	Contributing to quarterly newsletter, forwarding suggestions and photos for social media, contributing to the annual report.	Understandable and easy-to-find educational materials about conservation and our services.	All Staff	X	X	X	X		5.2	2.0%
		Subtotal of non-leave days								213.2	82%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	VACATION & COMP								23.0	8.8%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	PERSONAL TIME								2.0	0.8%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	SICK LEAVE								12.0	4.6%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	LEGAL HOLIDAYS								10.0	3.8%
		Subtotal of leave days								47.0	18.1%
TOTAL PAID DAYS ACCOUNTED FOR										260	100%

ANNUAL WORK PLAN FOR: FORESTRY					TIME PERIOD					
Strategic Direction		STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	DAYS /YEAR	% ANNUAL TIME
7		Provide landowners technical assistance, including stewardship plans, with science-based conservation and woodland management information.	Create 5-7 new stewardship/conservation plans with some of these focused on McNamee Road where Forest Park Conservancy holds easements. Revise 2 existing plans with updates (plans are 10 years old and need a revisit). More than 10 site visits to new landowners (meaning people we don't already have plans/projects with). Complete deliverables, including a technical report, for our Understory seeding (NRCS Grant funded) project.	Conservationist & Educ. Coord, Clean Water Services, Forest Park Conservancy, interns	X	X	X	X	52.0	20%
7		Assist landowners with contracting vegetation crews and project management related to weed control as site preparation and site maintenance to enhance restoration projects. Create specifications for the work ahead of time. Development of relationships with youth crews	Complete these activities on 15 properties	Conservationist & Educ. Coord, Invasive Species Coord, Seasonal Conserv Tech, Clean Water Services		X		X	40.0	15%
7		Assist landowners with contracting vegetation crews and project management related to forest stand management. May include thinning, conifer release, gap creation, etc. Create specifications for the work ahead of time.	Complete these activities on 3 properties, about 15 acres	Conservationist & Educ. Coord		X			10.0	4%
6		Plant ~15,000 native trees and shrubs to reduce erosion and add forest diversity/habitat on several properties	15,000 plants, 8 properties	Conservationist & Educ. Coord			X		10.0	4%
6		Grant Administration and fundraising. NACD Technical Assistance Grant, OWEB Small Grant. Collaboration with NRCS on developing new Conservation Implementation Strategy for woodland owners	meet deadlines for reports, timely reimbursement of expended funds	Admin Fiscal Staff, NRCS, OWEB	X	X	X	X	15.0	6%
1		Support the work of intern manager in mentoring our hired interns as well as Forest Park Conservancy interns that have shared duties with our staff. Provide additional job shadowing opportunities as needed. Assist in associated Human Resources components.	Provide 2-3 mentoring opportunities (job shadowing, meetings with interested people). Review intern applications and attend associated meetings during time of intern hiring.	OSU Extension 4-H, local schools	X	X	X	X	5.0	2%
4		Contact/educate landowners through mailings, newsletter articles, and web content. Teach at workshops such as Tree School and other local or regional events.	3 articles for various newsletters; participate in 1-2 workshops; develop web content; 1-2 partner meetings. Likely begin to host a forest field tour each year...perhaps in cooperation with Tualatin SWCD	Communications Manager, OSU Extension, Skyline Ridge Neighbors	X	X	X	X	10.4	4%
7		Fire related work: Work with communities who are initiating pursuit of Firewise designation. Coordinate with Portland Parks and fire protection bureaus on planning and risk reduction measures. Also encourage and plan risk reduction measures outside of Firewise opportunities including individual site visits and connections with other landowner groups such as Emergency Management Teams.	Assist in planning and implementation of at least 1 collaborative wildfire risk reduction project	Forest Park Neighborhood Association, Portland Fire Bureau, Tualatin Valley Fire & Rescue, ODF, Mary Logalbo, Skyline Ridge Neighbors, Skyline Neighborhood Emergency Team (NET).	X	X	X	X	15.0	6%
8		Forest Carbon - work with entities to form partnerships where woodland owners can get carbon assessments, and potentially payments.	Work with Skyline Ridge Neighbors and other organizations on workshop topics and field tours. 1-2 landowners apply with Forest Carbon Works to get an assessment	Skyline Ridge Neighbors, Forest Park Conservancy, OSU Extension, Forest Carbon Works	X	X	X	X	8.0	3%
7		Learn more about small forest properties that are not able to get tax deferral (forest deferral or wildlife habitat deferral) examining if this is having an effect on tree canopy or long term stewardship.	Determine if there is a program through city/county that could help these landowners get deferral for their stewardship efforts. Explore opportunities to create such a program that values the ecosystem services that these trees/habitats provide.	Portland Parks & Rec/Urban Forestry, Multnomah County Office of Sustainability, Multnomah County tax assessor, Portland Audubon	X	X	X	X	10.0	4%

ANNUAL WORK PLAN FOR: FORESTRY					TIME PERIOD					
Strategic Direction		STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	DAYS /YEAR	% ANNUAL TIME
10		Collaborate with partners on forest land acquisition or other forms of long-term stewardship such as easements. Current activity around conservation of industrial lands in northern portion of our District	Progress with partners on fundraising to acquire/conserv forest land	Jim Cathcart, potentially other tech staff, Trust for Public Lands, ODFW, Forest Park Conservancy	x	x	x	x	12.0	5%
10		Attend trainings to broaden education and experience related for forestry and other natural resources topics. Research long term stewardship programs like conservation easements and funding for land purchases/easements. Potentially join the ODF Stewardship Committee that meets several times a year to discuss program needs/delivery.	Attend 1-2 pertinent trainings, workshops, and/or conferences. Attend 1 conference related to a professional development topic	various partner organizations	X	X	X	X	6.0	2%
2		LRBP Update Transition Management	Take the items we're discussing with our Long-range business plan update and integrate them into the forestry program.	WMSWCD staff, partner interviews	X	X	X	X	10.0	4%
2		Cyclical Admin and operations tasks (time sheets, health plan, employee handbook review, annual work plan, LRBP update as necessary)	Time sheets and health plan enrollment submitted on time Annual work plan developed; input into LRBP	Admin Staff, District Manager	X	X	X	X	2.6	1%
1 Equity and Inclusion		Professional training and development including motivational speeches, stories. Includes mentoring partners in their development of diversity, equity and inclusion. Apply equity lens to annual work plan and budget. OM on DEI committee.	Fostering a more inclusive culture, developing shared language, continued evaluation of internal and external policies and procedures, sharing info and resources, removing bias in our hiring and being more socially aware and sensitive as we develop our programs	All Staff	X	X	x	x	4.7	2%
2 Organizational Health		Attendance at staff meetings. Workflow assessments. Participation in recruitments. Participation in affinity groups. Ensuring the environmental sustainability of our operations.	Welcoming and vibrant organization that values the work life balance of all employees.	All Staff	X	X	X	X	4.7	2%
3 Financial Sustainability		Annual work planning and budget development. Budget tracking. Preparing grant reports.	Balanced budget; expenditures in line with planned or modified budget and annual "clean" audit.	All Staff	X	X	X	X	4.7	2%
4 Conservation Information		Contributing to quarterly newsletter, forwarding suggestions and photos for social media, contributing to the annual report.	Understandable and easy-to-find educational materials about conservation and our services.	All Staff	X	X	X	X	4.7	2%
		Subtotal of non-leave days	Red = changed, Grey = tentative with intermi forest conservationist						224.8	86%
2 Organizational Health		VACATION & COMP							12.0	4.6%
2 Organizational Health		PERSONAL TIME							2.0	0.8%
2 Organizational Health		SICK LEAVE							11.0	4.2%
2 Organizational Health		LEGAL HOLIDAYS							10.0	3.8%
		Subtotal of leave days							35.0	13.5%
TOTAL PAID DAYS ACCOUNTED FOR									260	100%

ANNUAL WORK PLAN FOR:		CONSERVATIONIST & EDUCATION COORDINATOR	Items that will need some change from this plan as written in general, more emphasis on supporting the Forestry Program. See Notes in column F	Items that LT won't be able to do if covering the Forest Conservationist	Items that LT can continue without modifications	TIME PERIOD					
STRATEGIC DIRECTION	GOAL(S) (listed in order of relevance/priority)	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Notes on LT's Adaptation to Covering the Forest Conservationist Position	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	DAYS /YEAR	% ANNUAL TIME
5 Water & Soil  6 Habitats & Biodiversity	G 5.3: Maintain and widen riparian buffers on streams within priority watersheds. G 6.1: Maintain and increase native habitat coverage and connectivity G 6.3: Enhance, maintain, and protect wetland and Multnomah & Columbia River floodplain habitats G 6.4: Conserve and restore Oregon white oak	Restoration <b>Project Maintenance</b> : monitor sites for maintenance needs, develop SOWs, coordinate and supervise maintenance crews, perform follow-up quality checks of crew work, and review contractor documentation	22+ Healthy Streams Sites maintained 4 Healthy Habitats Sites maintained Accurate and informative contractor records	Senior Conservationist	This work will be concurrent with managing forestry projects, so it will be difficult to do both at once.	x	x	x	x	26	10.0%
6 Habitats & Biodiversity  8 Climate Change	G 6.1: Maintain and increase native habitat coverage and connectivity G 6.4: Conserve and restore Oregon white oak G 6.5: Protect and enhance regional pollinator, native insect, and plant biodiversity G 8.2: Adapt to climate change by supporting resilient environments and sequestering carbon	Plan and implement the <b>planting and seeding</b> of riparian, oak, forest understory, and beneficial insect habitat projects incorporating woody and herbaceous plant species as appropriate to increase biodiversity, climate change resilience and carbon sequestration.	3 Healthy Streams/Habitats Sites planted 2-5 Forestry Sites planted	Senior Conservationist Forest Conservationist	Forestry planting will need to take priority over HSP projects.	x	x	x		10	3.8%
10 Long-term Success	G 10.2: Monitor the effectiveness of our conservation projects and respond to findings with an adaptive management approach to conservation.	<b>Spring UMP Monitoring</b> (office prep, field work, data management, analysis and project-level reporting)	2 Healthy Streams/Habitats Sites monitored 10 Forestry Sites monitored Monitoring results delivered to project managers resulting in adaptive site management	Senior Conservationist Forest Conservationist	This work will be partly concurrent with managing forestry projects, so it will be difficult to do both fully. May be able to do at a reduced level concentrating on Forestry projects.	x			x	15	5.8%
10 Long-term Success	G 10.2: Monitor the effectiveness of our conservation projects and respond to findings with an adaptive management approach to conservation.	<b>Fall Survival Monitoring</b> (office prep, field work, intern supervision, data management, analysis and project-level reporting)	27 Healthy Streams/Habitats Sites qualitatively monitored with descriptive reports provided, and ~4 recently planted sites also quantitatively monitored with comprehensive annual reports provided resulting in adaptive site management. 6-16 Forestry Sites monitored qualitatively and quantitatively	Senior Conservationist Forest Conservationist	This work will be concurrent with managing forestry projects, so it will be difficult to do both fully. May be able to do at a reduced level concentrating on Forestry projects.	x	x			26	10.0%
10 Long-term Success	G 10.2: Monitor the effectiveness of our conservation projects and respond to findings with an adaptive management approach to conservation.	<b>Understory</b> Revegetation CIG project: Follow-up monitoring	Photo points and year 4 data taken at 8+ Forestry Sites once in late May or early June	Forest Conservationist	OK to continue, minimal time investment and part of the Forestry Program				x	3	1.2%
4 Sharing Conservation Information 10 Long-term Success	G 4.7: Encourage collaboration, strengthen staff expertise, and promote adaptive management principles. G 10.2: Monitor the effectiveness of our conservation projects and respond to findings with an adaptive management approach to conservation.	<b>Program-level analysis and reporting of monitoring</b> results. Annually hold a tech staff meeting to debrief on monitoring findings and approaches to adapt site management. Send reports of program success to participating land owners, and share on our website.	Programmatic monitoring reports created for HSP/HH and Forestry Programs Staff learning and adaptive management of projects enhanced. Program achievements, trends, and progress shared with staff, land owners, and the public.	Senior Conservationist Forest Conservationist Other tech-staff, District manager, Communications	Can continue but may have more limited data to synthesize due to reduced monitoring.		x			4	1.5%
4 Sharing Conservation Information 7 Working Farms, Forests & Gardens	G 4.1: Promote and conduct conservation assessments G 7.1: Assist working forestlands Also see 5.3, 6.1, 6.4, 6.5, 8.2, 10.1, & 10.2	<b>Site Inventories</b> for new projects	1 Healthy Streams/Habitats Sites inventoried 1-2 Forestry Sites inventoried	Senior Conservationist Forest Conservationist	Priority given to forestry site inventories.	x	x	x	x	5	1.9%
4 Sharing Conservation Information 7 Working Farms, Forests & Gardens	G 4.1: Promote and conduct conservation assessments G 7.1: Assist working forestlands Also see 5.3, 6.1, 6.4, 6.5, 8.2, 10.1, & 10.3	<b>Provide landowners, schools, and community gardens with technical assistance</b> , including conservation plans, with science -based conservation information.	1-3 Conservation or Forest Stewardship Plans written 1-2 School or Community Garden conservation plans written	Senior Conservationist Forest Conservationist	The exception here is writing Forest Stewardship Plans. Forest Stewardship Plans will become a much larger portion of my time (52 days in F.C. work plan)	x	x	x	x	15	5.8%
4 Sharing Conservation Information	G 4.1: Promote and conduct conservation assessments	<b>GIS mapping</b> assistance for programmatic, special projects	Programmatic maps for HSP/HH Programs created annually, 2 - 5 Conservation Plan Maps created as needed	Senior Conservationist	Will need to direct mapping toward Forestry Program	x	x	x	x	10	3.8%
6 Habitats & Biodiversity	G 6.5: Protect and enhance regional pollinator, native insect, and plant biodiversity	<b>Pollinator Education</b> : Provide Pollinator workshops and Talks to the public Serve on the Oregon Bee Project Advisory Committee	1-3 talks/workshops offered to the public WMSWCD representation in the Oregon Bee Project Strategic Plan	Communications, Oregon Bee Project	May be able to continue. Not a huge commitment	x	x		x	4	1.5%



ANNUAL WORK PLAN FOR:		CONSERVATIONIST & EDUCATION COORDINATOR	Items that will need some change from this plan as written in general, more emphasis on supporting the Forestry Program. See Notes in column F	Items that LT won't be able to do if covering the Forest Conservationist	Items that LT can continue without modifications	TIME PERIOD					
STRATEGIC DIRECTION	GOAL(S) (listed in order of relevance/priority)	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Notes on LT's Adaptation to Covering the Forest Conservationist Position	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	DAYS /YEAR	% ANNUAL TIME
7 Working... Gardens 9 Relationship with Land 1 Equity & Inclusion 5 Water & Soil 8 Climate Change	G 7.2: Partner on efforts that ensure the long-term health of school and community gardens. G 9.1: Support school and community gardens, especially in the most racially diverse neighborhoods. G 9.3: Support efforts that help all people see themselves in natural areas G 1.4: Ensure broader accessibility and remove barriers to access organizational resources and opportunities G 5.2: Encourage... community gardens to implement practices that improve soil health G 8.2: Help... community and school gardens adapt to climate change	<b>School, Community Garden &amp; Environmental Education Program</b> development to align with new Long-Range Business Plan: Collaborate with staff, partners such as OSU Extension, Growing Gardens, and Grow Portland, School Districts, the City of Portland, and neighboring SWCD's to develop strategies for promoting inclusive and sustainable school & community gardens and environmental education. Planning should incorporate increased access to and relationship with the land, improved soil health, resilience to climate change, and equitable funding models.	Appropriate stakeholders and partners engaged. The District's Education Program re-evaluated and re-designed according to new priorities and findings.	Urban Conservationist, Rural Conservationist, Portland Public School District & Community Garden Program, EMSWCD, (OSU Extension, Growing Gardens, Grow Portland, other partners?)	This will need to be postponed or re-assigned	x	x	x	x	22	8.5%
7 Working... Gardens 9 Relationship with Land	G 7.2: Partner on efforts that ensure the long-term health of school and community gardens. G 9.1: Support school and community gardens, especially in the most racially diverse neighborhoods.	<b>School, Community Garden &amp; Environmental Education Program</b> coordination (Fulfilling and completing ongoing commitments under the current Education Program model)	4 gardens provided with technical assistance and funding 1 school provided with environmental education programming and funding	Communications, Admin Staff	I may be able to continue this (not a huge burden), or it could be re-assigned without overloading someone too much.	x	x	x	x	10	3.8%
1 Equity and Inclusion 9 Relationship with Land 3 Financial Sustainability	G 1.5: Foster a sense of belonging for all in the environmental sector. GOAL 9.2: Assess and address opportunities that provide increased land access for cultural purposes and other local connections to the land. G 9.3: Support efforts that help all people see themselves in natural areas G 3.2: Use best practices for budgeting and long-term forecasts, working to enhance revenues, contain costs, and allocate resources strategically.	<b>Education Partner Funding</b> coordination that will advance the following LRBP tactics: G 1.5 a. Showcase diverse partners, professionals, community members and community leaders sharing a diversity of perspectives in our field. G 1.5 b. Support and partner with green workforce development efforts. G 9.2 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. G 9.3 a. Support youth environmental education programs that connect diverse community members with natural areas and conservation actions. G 3.2 d. Solicit, develop, and maintain support of and engagement with strategic partnerships to leverage our funds	3 Partners engaged to support environmental education with a strong commitment to DEI and increased access to and relationship with land in our district. 1-2 relationships initiated with new partners who may play an important role in the new Education Program model.	Admin Staff, Friends of Tryon Creek, Sauvie Island Center, ECO, (Growing Gardens? Grow Portland? Others?)	I may be able to continue this (not a huge burden), or it could be re-assigned without overloading someone too much.	x		x		8	3.1%
1 Equity and Inclusion	G 1.1: Continue to support, foster, and further grow staff, board, and partners' capacity to embed equity and inclusion. G 1.2: Proactively implement decision-making strategies that lead to more equitable and inclusive outcomes.	<b>Co-chair the DEI committee:</b> collaborate on setting committee meeting agendas, facilitating meetings, developing partnerships and implementing committee work including that of a potential DEI intern	6 Productive DEI committee meetings that lead to improved District policies, actions and partnerships 1-2 DEI trainings organized for staff, board, and/or partners <i>tentative:</i> 1 DEI Intern successfully hired, oriented and supported in their role.	Rural Conservationist, DEI Committee members	I can continue this.	x	x	x	x	12	4.6%
4 Sharing Conservation Information 8 Climate Change	G 4.7: Encourage collaboration, strengthen staff expertise, and promote adaptive management principles. G 8.4: Increase internal capacity to understand and impact climate change	Attend and/or present at <b>Trainings and Conferences</b> to stay abreast of innovations and best management practices in the field, including trainings related to climate change	2-3 Natural resource oriented trainings or conferences attended 1-3 Presentations given to other natural resource professionals and/or members of the public	Admin Staff, District Manager	I can continue this, and would direct much of my training toward Forestry related learning.	x	x	x	x	12	4.6%
1 Equity and Inclusion	G 1.2: Proactively implement decision-making strategies that lead to more equitable and inclusive outcomes. G 4.3: Seek and support opportunities to learn and practice working with the land using Traditional Ecological Knowledge.	<b>Professional training and development and individual learning on DEI topics</b> including lectures, articles, and stories. Includes mentoring partners in their development of diversity, equity and inclusion. Apply equity lens to annual work plan and budget.	Fostering a more inclusive culture, developing shared language, continued evaluation of internal and external policies and procedures, sharing info and resources, removing bias in our hiring and being more socially aware and sensitive as we develop our programs	All Staff	I can continue this.	x	x	x	x	6	2.3%
4 Conservation Information	G 4.2: Produce and promote understandable and easy-to-find educational materials about conservation and our services.	<b>Communications Assistance:</b> Contributing to quarterly newsletter, forwarding suggestions and photos for social media, contributing to the annual report, education and outreach events and tabling, help with video content	Understandable and easy-to-find educational materials about conservation and our services.	All Staff	I can continue this.	x	x	x	x	6	2.3%
2 Organizational Health	G 2.1: Ensure safety G 2.2: Ensure staff and board have sufficient support G 2.3: Continue to support and build on opportunities to foster a welcoming environment.	Attendance at Staff, Tec staff, Board, & Annual meetings. Workflow assessments. Participation in recruitments. Participation in affinity groups. Ensuring the environmental sustainability of our operations.	Welcoming and vibrant organization that values the work life balance of all employees.	All Staff	I can continue this.	x	x	x	x	20	7.7%

ANNUAL WORK PLAN FOR:		CONSERVATIONIST & EDUCATION COORDINATOR	Items that will need some change from this plan as written. In general, more emphasis on supporting the Forestry Program. See Notes in column F	Items that LT won't be able to do if covering the Forest Conservationist	Items that LT can continue without modifications	TIME PERIOD					
STRATEGIC DIRECTION	GOAL(S) (listed in order of relevance/priority)	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Notes on LT's Adaptation to Covering the Forest Conservationist Position	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	DAYS /YEAR	% ANNUAL TIME
3 Financial Sustainability	G 3.2: Use best practices for budgeting and long-term forecasts, working to enhance revenues, contain costs, and allocate resources strategically.	Annual work planning and budget development. Budget tracking. Preparing grant reports.	Balanced budget; expenditures in line with planned or modified budget and annual "clean" audit.	All Staff	I can continue this.	x	x	x	x	9	3.5%
3 Financial Sustainability	G 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.	Cyclical Admin tasks (time sheets, health plan enrollment, employee handbook review)	Time sheets and health plan enrollment submitted on time, input on employee handbook	Admin Staff, District Manager	I can continue this.	x	x	x	x	1	0.4%
Subtotal of non-leave days										224	86%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	VACATION & COMP				x	x		x	20	7.7%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	PERSONAL TIME								2	0.8%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	SICK LEAVE								4	1.5%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	LEGAL HOLIDAYS				x	x	x	x	10	3.8%
Subtotal of leave days										36	13.8%
TOTAL PAID DAYS ACCOUNTED FOR										260	100%

ANNUAL WORK PLAN FOR:		COMMUNICATIONS & OUTREACH			TIME PERIOD					
Strategic Direction	GOAL	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	DAYS /YEAR	% ANNUAL TIME
1 Equity and Inclusion	1.1; 1.2; 1.3; 1.4	Professional training and development. Apply equity lens to annual work plan, budget, major projects. Incorporate accessibility features into new website and boost visibility of district's DEI-related work. Participate on DEI committee. Incorporate land acknowledgement into Soil School welcome. Assist with production (design and layout/or hire designer) of final public version of "Whose Land is Our Land" report. Hire contractors of diverse backgrounds as feasible. Feature BIPOC conservationists on website and/or in newsletter.	Fostering a more inclusive culture, developing shared language, continued evaluation of internal and external policies and procedures, sharing info and resources, removing bias in our hiring and being more socially aware and sensitive as we develop our programs	All Staff	x	x	x	x	4.9	2.7%
2 Organizational Health	2.1; 2.2; 2.3	Attend All-Staff, Tech-staff, board meetings. Participate in safety trainings & assessments. Participate in recruitments as able. Participation in affinity groups. Provide input on board position descriptions related to consistent messaging and reaching target audiences. Participate in voluntary staff DEI conversations, and staff/board social gatherings.	Welcoming and vibrant organization that values the work life balance and safety of all employees.	All Staff	x	x	x	x	4.9	2.7%
2 Organizational Health	2.1; 2.2; 2.3	Attend trainings, conferences, and peer learning groups to stay informed on issues and technology in the communications field & general conservation. Maintain & implement professional development plan (includes trainings other than DEI, safety). Actions may include: CONNECT conference; Willamette Valley SWCD outreach and educator group meetings; UERC; other trainings as available	Increased knowledge and understanding of developments in communications field & SWCD comms	Admin Staff, District Manager	x	x	x	x	4.9	2.7%
2 Organizational Health	2.1; 2.2; 2.3	Cyclical Admin and operations tasks (time sheets, monthly staff reports, annual work plan, misc tasking to support staff and constituents); Act as administrative back-up when Operations Manager and Budget Officer are both out of the office. (Time for this would be covered by comp time in addition to regular hours and are not included in the percentage calculations shown here.)	Time sheets and reports submitted on time; Annual work plan developed	Admin Staff, District Manager	x	x	x	x	5.9	3.2%
2 Organizational Health	2.1	Feature images of people in all publications as feasible/relevant. Hire photographer to accompany tech staff to site visits as able; capture photos of our community members	District has rich set of photos of people to use in new products: website, annual report, newsletters	Tech staff, District Manager	x	x		x	3.9	2.1%
2 Organizational Health	2.1	Oversee completion of <i>Business Continuity Plan</i> for staff and board reference in case of major disaster, including earthquake. Actions include: Supervise intern (TBD) and/or manage project, edit and/or write plan, consult on drafts with Leadership Team and Safety Committee, and board as needed.	Business Continuity Plan produced and distributed to board and staff. Plan components incorporated into regular safety meetings/trainings.	Leadership Team, Safety Committee	x	x	x	x	16.5	9.1%
3 Financial Sustainability	3.2	Annual work planning and budget development. Budget tracking. Support recruitment of Budget Committee members as needed: update & distribute recruitment materials	Balanced budget; expenditures in line with planned or modified budget and annual "clean" audit.	All Staff	x	x	x	x	4.9	2.7%
4 Conservation Information	4.1; 4.2	Educate, inform, and engage current and new customers, partners, and community members through <b>District's owned media channels</b> . Actions <u>will</u> include: Produce quarterly newsletter. Manage social media accounts. Manage new and existing content on current website. Support distribution of program reports/other mailings to participating land owners, Lead messaging/language development (who we are and what we do) and associated products. Manage marketing & promotions (swag products, advertising). Field and respond to info@ emails and request for assistance. Fill Meadowsclaping Handbook orders. Actions <u>may</u> include: Coordinate update to district general brochure or other print marketing materials	Understandable and easy-to-find educational materials about conservation and our services.	All Staff	x	x	x	x	40.0	22.0%
4 Conservation Information	4.1; 4.2	Inform District landowners and partners of District-wide program successes, news, events, and public meetings via <b>partner channels and other earned media outlets</b> . Actions include: Media list management, message development, news releases, outreach to partners	Earned media placement in partner and news media outlets	District Manager, Tech Staff, possible media contractor	x	x	x	x	2.2	1.2%

ANNUAL WORK PLAN FOR:		COMMUNICATIONS & OUTREACH			TIME PERIOD					
Strategic Direction	GOAL	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	DAYS /YEAR	% ANNUAL TIME
4 Conservation Information	4.1; 4.2	Website update: Oversee a <b>significant update and/or redesign of the website</b> to ensure accessibility and ease of use Actions include: Collect input from staff and board; manage contract, contractor, and project	An attractive, accessible, and easy to navigate website is successfully launched	All staff, board, website development contractor	x	x	x		36.5	20.1%
4 Conservation Information	4.1; 4.2	Engage, educate, and inform District's partner communities and potential new customers on conservation practices and District's work through District events. Actions include: <b>Produce Soil School event</b> targeted at gardener, landscape, small farm communities	Produce Soil School with 100+ attendance, diverse presenters, and positive feedback from attendees	Rural Conservationist, all staff		x	x	x	9.9	5.4%
4 Conservation Information	4.1; 4.2	Inform District's landowners, partners, board of District-wide program success over preceding fiscal year, in compliance with state law Actions include: <b>Produce Annual Report. Produce Annual Meeting.</b>	Annual Report produced and distributed to target recipients. Annual Meeting produced with attendees from outside community	All staff, Design contractor	x				9.9	5.4%
4 Conservation Information	4.1; 4.2	Engage, educate, and inform District's partner communities on conservation practices and District's work through support of <b>tabling at targeted partner events (TBD)</b> . Actions include: coordinate outreach materials and activities for various partner events; Exhibit at various public events	Engage with 30+ attendees at each partner org event; 50+ Tree School attendees through exhibit table	Tech staff, District Manager	x			x	4.9	2.7%
4 Conservation Information	4.1; 4.2	Support <b>programs' &amp; project-specific communications &amp; outreach needs</b> to enable and expand delivery of services on the ground. Actions may include: Support production & distribution of EDRR and Healthy Streams FY reports; EDRR outreach mailing; Sturgeon Lake progress report; other landowner mailings; Help produce simplified and streamlined messages to reach broader and historically underserved audiences with simplified materials and messaging. Promote district- and partner-hosted neighborhood events.	Program publications reach intended recipients and generate desired response per individual program metrics. Partner and district-hosted events are attended by current and new service users.	Tech staff, District Manager	x		x	x	4.5	2.5%
Subtotal of non-leave days									153.8	85%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	VACATION & COMP							12.0	6.6%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	PERSONAL TIME							1.4	0.8%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	SICK LEAVE							5.0	2.7%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	LEGAL HOLIDAYS							9.8	5.4%
Subtotal of leave days									28.2	15.5%
TOTAL PAID DAYS ACCOUNTED FOR									182.0	100%
Assumes FTE of 28 hours per week									FTE 0.70	

ANNUAL WORK PLAN FOR:			FISCAL & ADMINISTRATIVE SERVICES		TIME PERIOD				DAYS /YEAR		% ANNUAL TIME	
Strategic Direction	GOAL	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	CONTROLLER	OFFICE MANAGER	CONTROLLER	OFFICE MANAGER
1 Equity and Inclusion	Embed equity and inclusion in all that we are and all that we do.	Professional training and development. Includes mentoring partners in their development of diversity, equity and inclusion. Apply equity lens to annual work plan and budget. Participate in internal DEI discussion. OM on DEI committee.	Fostering a more inclusive culture, developing shared language, continued evaluation of internal and external policies and procedures, sharing info and resources, removing bias in our hiring and being more socially aware and sensitive	All Staff; some partners may be involved in trainings, and/or hiring processes	X	X	x	x	2.6	10.4	1.0%	4.0%
2 Organizational Health	2.1: Ensure the safety of our employees, volunteers, partners and others we work with.	Monthly safety committee and quarterly planning meetings; hazard investigations; Fire warden; bulletin board posting; emergency binder kept up-to-date; OSHA binder kept up-to-date; attend tenant safety meetings	In compliance with OSHA	All Staff	X	X	X	X	2.6	13.0	1.0%	5.0%
2 Organizational Health	2.2 Ensure staff and board have sufficient support as well as capacity to adapt	Support board as needed and attend all board meetings (minutes, public meeting announcements, board package, etc.) Draft or update as needed board policies and other relevant documents	All Board files updated and accurate with agenda, minutes, staff reports, resolutions, postings, notices, track staff presentations, etc.; Policies are up-to-date and in compliance with relevant laws	Board; District Manager; Admin Staff	X	X	X	X	2.6	31.2	1.0%	12.0%
2 Organizational Health	2.2 Ensure staff and board have sufficient support as well as capacity to adapt	Guide and supervise work of Office Manager and Communications and Outreach Manager	Position Descriptions, Professional Development Plans, Annual Work Plans and Annual Performance Reviews are completed and up-to-date; supervised employees are given direction and are supported.	Office Manager, Communications & Outreach Manager	X	X	X	X	7.8	0.0	3.0%	
2 Organizational Health	2.2 Ensure staff and board have sufficient support as well as capacity to adapt	Attend Trainings and Conferences in accordance with Professional Development Plan	Annual continuing education requirements to keep licenses active are completed; workshop and training relevant to work are attended as necessary	Training Organizations	X	X	X	X	10.4	10.4	4.0%	4.0%
2 Organizational Health	2.2: Continue to support and build on opportunities to foster a welcoming environment	Benefits management, annual enrollments, Employee Handbook updates, workers compensation management, recruitment and hiring, ensuring equitable practices, on- and off-boarding, payroll processing and recording, timesheet gathering/pre-approval, personnel record maintenance, expense report pre-approval. Serve on team to evaluate office	In compliance with all labor laws and regulations; supervisors are supported in job description and salary matrix preparation and updates; recruiting, onboarding, etc. are efficient and successful	All Staff	X	X	X	X	15.6	33.8	6.0%	13.0%
2 Organizational Health	2.3: Identify and modify processes that can be made more efficient and/or effective.	Ensure all areas related to work processes operating smoothly (including computer and all office and home office equipment & software, vehicles, systems, files, mail distribution, admin, scheduling, etc. ) are all in order and functioning optimally.	District is a great place to work, an optimal work environment exists and all staff feel supported, with everything working	All Staff	X	X	X	X	2.6	46.8	1.0%	18.0%
2 Organizational Health	2.3: Identify and modify processes that can be made more efficient and/or effective.	Maintain all district files and archives, both paper and electronic, to ensure compliance with ODA SWCD and SDAO requirements (record retention laws, statutory laws, administrative rules, and SDAO and other Best Practices)	District in compliance with records management rules for public agencies, and all items and documents are up-to-date and can be located; SDAO Best Practices discount received annually	Admin Staff, District Manager	X	X	X	X	2.6	7.8	1.0%	3.0%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	Attendance at staff, leadership, LRBP, and all internal meetings. Workflow assessments. Participation in recruitments. Identification of affinity groups as applicable. Ensuring the environmental sustainability of our operations.	Welcoming and vibrant organization that values the work life balance of all employees.	All Staff	X	X	X	X	13.0	13.0	5.0%	5.0%
3 Financial Sustainability	3.2: Use best practices for budgeting and long-term forecasts, working to enhance revenues, contain costs, and allocate resources strategically.	Develop and file the annual budget, including annual work planning, budget development and tracking.	All local, state and federal standards and laws met; staff, board and public participate	District Manager; Staff; TSSC			X	X	57.2	5.2	22.0%	2.0%
3 Financial Sustainability	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	Manage and/or support all monthly accounting to maximize efficiency and effectiveness; includes accounts payable, accounts receivable, grant reporting, payroll, banking, tax filings, financial statements and budget vs. actual reporting	Financial records are in order and finances are managed in accordance with policies and are in compliance with all laws and regulations; all items available in time for processing and vendors paid on-time	All Staff; Contractors; Vendors	X	X	X	X	62.4	18.2	24.0%	7.0%
3 Financial Sustainability	3.1: Remain fully compliant with financial reporting and audit requirements.	Manage and complete annual audit	Audit reflects "clean" opinion and financial statements present financial position of governmental activities in accordance with generally accepted accounting principles without exception	Auditor	X	X			26.0	1.3	10.0%	0.5%
3 Financial Sustainability	3.1: Remain fully compliant with Oregon public contracting law.	Support all staff as needed with contracting issues, providing guidance as needed, working with contractors to obtain insurance and other documentation to support payments under contract. Ensure policies are up-to-date	All contractor files are up-to-date, and maintained in compliance with all contract requirements. Guidance up-to-date and available to all staff.	All Staff	X	X	X	X	2.6	2.6	1.0%	1.0%
3 Financial Sustainability	3.2: Use best practices, working to enhance revenues, contain costs, and allocate resources strategically.	Monthly reporting; compiling documentation and support; monitoring requirements; budget tracking, gathering approvals (payable, timesheets, expense reports) and filing.	Grant reporting current; management and filing kept up-to-date in accordance with agreements	Applicable Staff and Grantors	X	X	X	X	2.6	7.8	1.0%	3.0%

ANNUAL WORK PLAN FOR:			FISCAL & ADMINISTRATIVE SERVICES		TIME PERIOD				DAYS /YEAR		% ANNUAL TIME	
Strategic Direction	GOAL	STRATEGIES & ACTIONS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE	CONTROLLER	OFFICE MANAGER	CONTROLLER	OFFICE MANAGER
4 Conservation Information	Share conservation information so people have the knowledge and confidence to take action	Contributing to quarterly newsletter, forwarding suggestions and photos for social media, contributing to the annual report; Videos: shoot & edit conservation program videos for District website.	Understandable and easy-to-find educational materials about conservation and our services.	All Staff	X	X	X	X	5.2	6.5	2.0%	2.5%
Subtotal of non-leave days									215.8	208.0	83.0%	80.0%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	VACATION & COMP							20.0	20.0	7.7%	7.7%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	PERSONAL TIME							2.0	2.0	0.8%	0.8%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	SICK LEAVE							12.0	20.0	4.6%	7.7%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	LEGAL HOLIDAYS							10.0	10.0	3.8%	3.8%
Subtotal of leave days									44.0	52.0	16.9%	20.0%
TOTAL PAID DAYS ACCOUNTED FOR									260	260	100%	100%
Assumes FTE of									FTE	1.0	1.0	