

**West Multnomah Soil & Water Conservation District  
FY 2022-2023 Annual Work Plans**

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## INTRODUCTION

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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 2022-2023 is based on these annual work plans.

## STRATEGIC DIRECTIONS & GOALS

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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.

ANNUAL WORK PLAN FOR: HEALTHY STREAMS & SPECIAL HABITATS / SENIOR CONSERVATIONIST						TIME PERIOD						
Strategic Direction	GOAL	TACTIC	PROJECT DETAILS	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: Soil & Water 6: Habitats & Biodiversity 10: Long-term success 4: Sharing Conservation Information	5.3: Maintain and widen riparian buffers* 6.1: Maintain and increase native habitat coverage and connectivity 10.2: Monitor the effectiveness of our conservation projects and respond to findings with an adaptive management approach... 4.1: Promote and conduct conservation assessments 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	5.3.a. Monitor, maintain, and enhance (approximately 25) Healthy Streams Program projects, with particular emphasis on McCarthy Creek. b. Add new riparian restoration projects in priority watersheds... as resources allow... d. Encourage landowners who wish to conserve or restore riparian habitats to enroll in the Riparian Lands Tax Incentive Program. 6.1.a. Conserve, enhance, and restore priority habitats... to support connectivity and ecosystem functionality... 10.1.a. Strengthen partnership with OSU Extension and other organizations to educate landowners on forest, farm... 10.1.b. Emphasize the actions that landowners can take on their own to manage weed species... and protect the water and soil 10.2.b. Strategically monitor restoration sites to track the successes and threats facing our projects... 4.1d. Encourage property owners who are hosting Healthy Stream or Healthy Habitat projects on their property to have a conservation plan developed for their property	Continue to Manage <b>Healthy Streams</b> (full-funding model) (& Special Habitats) Program and projects [Responsibility for Healthy Streams may shift in part of full to Field Conservationist; train and assist with transition; a total of 40 hrs. is estimated to be needed collectively.]	<b>Stream length enhanced: 4.2 miles (SD 5)</b> <b>Native habitats conserved, enhanced and/or restored (SD 6)</b> <b>Native Plants Installed: TBD</b> <b>Acres treated: 36</b> <b>Monitor restoration sites and respond to findings (SD 10)</b> <b># of residents &amp; land managers served</b>	Field Conservationist, Permanent Seasonal Technician...	X	X	X	X	13.0	5.0%	
	*5.3 cont'd: ...on streams within priority watersheds and restore diverse native plant communities and habitat features (e.g., snags and downed wood) within buffers to help filter sediment and other pollutants, control streamside erosion, and provide shade as well as important fish and wildlife habitat.		<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: long-term 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: 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.)</i>	[22+ well-maintained, adaptively managed, and increasingly successful existing HSP habitat enhancement projects 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 long-term 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 long-term (hard to measure in situ).]</i>	Office Manager, Invasive Species Prog. Coordinator, Urban conservationist							
4, 5, 6	4.1, 5.3, 6.1 (see above)	4.1.d, 5.3.b, 6.1.a (see above)	Work with new McCarthy Cr. landowner to fill in gap and enhance riparian forest on middle McCarthy. Hire and direct work crews as needed. [This responsibility may shift fully or partly to Field Conservationist]	See metrics above for Healthy Streams 1 conservation plan (& contractor scope of work) for the property with site-adapted conservation practices; satisfied landowner; site planted winter 22-23 (assuming no delays)	Field Conservationist	x	x	x	x	2.1	0.8%	
5, 6, 10, 4	5.3.b, etc. (see above)	5.3.b: Add new riparian restoration projects in priority watershed... Identify funding sources... (SD 5 & 10)	Plan one new riparian project in a priority watershed. Seek grant funding and contractor for implementation, as needed. [This responsibility may shift full or partly to Field Conservationist; provide training and support, if so]	See metrics above for Healthy Streams [1 conservation plan (+ project budget, contractor scope of work and grant application submitted, if needed) for the property with site-adapted conservation practices; satisfied landowner]	Field Conservationist, Permanent Seasonal Technician	x	x	x	x	5.7	2.2%	
6, 5, 3, 10	5.3, 6.1(a) (see above) 6.3: Enhance, maintain, and protect wetland and Multnomah & Columbia River floodplain habitats... 6.4: Conserve and restore Oregon white oak prairie, savanna, and woodland habitats Other goals as noted in habitat projects above & below	6.3.b Conduct conservation planning and site management to steward lower McCarthy Creek Restoration Projects including the 120-acre U.S. Department of Agriculture, Natural Resources Conservation Services' Wetland Reserve Easement. 6.4.c Manage...newly-created oak savanna and associated hedgerows	Continue to do planning and manage habitat restoration at large (WRE) conservation easement site on <b>Lower McCarthy Creek</b> , 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, if needed; oversee monitoring; prepare documentation for CREST & NRCS; coordinate & collaborate w/landowner & partners, including re: funding. Prepare project budget that meets maintenance commitments made to CREST.	See metrics above for Healthy Streams [10.25 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. Winter 2022-23 re-planting in floodplain/riparian and wetland enhancement areas, if/as warranted by monitoring results. Project budget prepared for 2023-24.]	NRCS, CREST, Rural/Soil Conservationist, Field Conservationist, Seasonal Technician	X	X	X	X	8.1	3.1%	
6: Habitats & Biodiversity 5: Soil & Water 3: financial sustainability 10: Long-term success 4: Sharing Conservation Information	6.1: Maintain and increase native habitat coverage and connectivity 6.4: Conserve and restore Oregon white oak prairie, savanna, and woodland habitats 6.5: Protect and enhance regional pollinator, native insect, and plant biodiversity 5.3: Maintain and widen riparian buffers 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 10.2: Monitor the effectiveness of our conservation projects and respond to findings with an adaptive management approach... 4.1: Promote and conduct conservation assessments	6.1.f. Remove and replace invasive species with diverse native plant communities in priority habitats... 6.4.d. Provide incentives for habitat restoration and enhancement such as cost-share, grant funding... Work with new landowners to restore habitat through the planting of new Oregon white oak seedlings and enhance accompanying habitat in suitable locations, prioritizing large sites. 6.5.c. Integrate herbaceous plantings... 6.5.d. ...support landowners enhancing pollinator and other native insect habitat on farms... 5.3.b: Add new riparian restoration projects in priority watersheds (...Sauvie Island...)... Identify funding sources... (SD 5 & 10) 10.1.b. Emphasize the actions that landowners can take on their own to manage weed species... and protect the water and soil 10.2.b. Strategically monitor restoration sites to track the successes and threats facing our projects...	Complete implementation of <b>OWEB-funded Gilbert riparian, forest and oak project on Sauvie Island</b> , including weed control; plan next project phase, if desired by landowner. Assess success of planting (fall monitoring) and seeding (spring monitoring) and do herbaceous plant inventory in newly planted savanna and riparian area and seeded forested wetland.	<b>Native habitats conserved, enhanced / restored (SD 6)</b> <b>Stream length enhanced (SD 5): 2,400 linear feet (nearly 1/2 mile)</b> <b>Monitor restoration sites and respond to findings (SD 10)</b> <b># acres treated for invasive plants: 9.4</b> <b># of residents and land managers served: 2</b> [Implementation of year 2 practices, effective weed control/maintenance, supported landowner; grant completion report submitted and approved; reimbursement payment received. Spring plant inventory & monitoring and fall survival monitoring completed, w/support of Field Conservationist.]	Field Conservationist	X	X	X	X	6.0	2.3%	
6: Habitats & Biodiversity 10: Long-term success	6.4: Conserve and restore Oregon white oak prairie, savanna, and woodland habitats 6.5: Protect and enhance regional pollinator, native insect, and plant biodiversity Other goals as noted in habitat projects above & below	6.4.c.... support landowners with active, existing oak habitat restoration projects through financial and technical assistance 6.5.a. Implement pollinator habitat projects on farms, forests... 6.5.c. Integrate herbaceous plantings and bare ground into all habitat projects, where feasible and appropriate, to further enhance native insect habitat	Wrap up participation in the <b>Clackamas Oak Conservation Implementation Strategy (CIS)</b> . Complete implementation of 1 funded project + forestry component of conservation plan; assess need for new Oak-related CIS in 2023. Coordinate w/partners.	<b>Native habitats conserved, enhanced and/or restored (SD 6)</b> <b>Monitor restoration sites and respond to findings (SD 10)</b> <b>Maintain &amp; secure long-term agreements (SD 10)</b>	NRCS, Forest Conservationist, Field Conservationist, CSWCD	X	X	X	X	6.5	2.5%	
			<i>Details:</i> Assist landowner with implementation and administration of final phase of existing 10 acre CIS oak savanna project (+ adjacent forest stand improvement) in the upper Abbey Creek watershed. Monitor success of forb and grass seeding and planting. If needed and funds allow, and slope has stabilized, plan & re-plant area of early 2021 landslide; plan wildlife structures; check in on status of Open Space Deferral	[Additional conservation work, including wildlife structures, completed according to specifications, site monitored and adaptively managed; NRCS certification and payment of practices. Effective communication with landowner, contractor(s), partners.]								

ANNUAL WORK PLAN FOR:				HEALTHY STREAMS & SPECIAL HABITATS / SENIOR CONSERVATIONIST				TIME PERIOD			
Strategic Direction	GOAL	TACTIC	PROJECT DETAILS	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: Sharing Conservation Information 10: Long-term success 6: Habitats & Biodiversity	4.7: Encourage collaboration, strengthen staff expertise, and promote adaptive management principles (SD 10) 10.3: Identify the types of long-term agreements we should use ...	4.7.a. Encourage staff participation in conservation-focused partner dialogues 4.7.c. Seek, support, and share data collection and mapping efforts that support conservation implementation and prioritization 10.3.e Identify priority focal areas and habitats that have properties of significant conservation value...such as... oak prairie and woodlands... 6.4.a. Identify quality oak habitat on private lands and conduct targeted education and outreach to the landowners that own these habitats. 6.4.b. Promote the retention of mature Oregon white oak trees... through education and outreach 6.4.f Participate in and support regional oak habitat coordination efforts such as The Intertwine Alliance Oak Prairie Work Group and provide resources to help develop and implement regional strategies such as oak habitat mapping and oak habitat education and outreach	Clacka-noma-tin regional coordination around oak habitat; delve into regional prioritization mapping data, with support from seasonal technician, to understand habitat scores, connectivity value of various properties with oak, and inform outreach. Work w/communications staff to distribute materials produced by partners. Participate in content development, as time permits.	Understandable & culturally accessible (SD 4) Science-based credible information that includes other, non-dominant culture ways of knowing (SD 4) # of residents & land managers served	Permanent Season Technician; Communications	X	X	X	X	6.5	2.5%
9: Relationships with the Land 6: Habitats & Biodiversity 4: Sharing Conservation Information	9.2: Assess and address opportunities that provide increased land access for cultural purposes and other local connections to the land 6.1: Maintain and increase native habitat coverage and connectivity 6.4: Conserve and restore Oregon white oak prairie, savanna, and woodland habitats 6.5: Protect and enhance regional pollinator, native insect, and plant biodiversity 4.3: Seek and support opportunities to recognize Traditional Ecological Knowledge (TEK) as being an important understanding of the landscape to learn and apply these teachings	9.2.a. Engage with local tribes and tribal groups early in program development and planning processes to learn more about what they see as cultural resources in our area and how we can provide for these resources through our operations 4.3.a. Foster expansion and diversity of staff conservation knowledge by seeking and supporting Indigenous-mentored opportunities to learn and practice working with the land using TEK 4.3.b Develop relationships with Indigenous community members, leaders, and culturally specific organizations including partner Tribal advisory committee members to increase collaborative and respectful discussions about working with and giving back to the land. 6.1.a Conserve, enhance, and restore priority habitats such as...wetlands, oak prairie... to support connectivity ... to support connectivity and ecosystem functionality... 6.4.d Provide incentives for habitat restoration and enhancement such as cost-share, grant funding... Work with new landowners to restore habitat through the planting of new Oregon white oak seedlings and enhance accompanying habitat in suitable locations, prioritizing large sites 6.5.c Integrate herbaraceous plantings ...	Work with tech. staff team to assist interested tribe with conservation planning, project funding and implementation, as needed and desired, on large privately owned Sauvie Island property accessible by public transit; integrate Indigenous cultural practices and restoration of native woodland and wetland plant communities to facilitate native plant harvest	Secure 1 new priority habitat project Native habitats conserved, enhanced / restored (SD 6) People have access to land: Facilitate and support land access for cultural benefits (SD 9) # acres treated for invasive plants [Completed conservation plan + grant application and budget, if needed. Satisfied landowner and tribal partner. Positive relationship established with tribal staff.]	Rural/Soil Conservationist; Field Conservationist	X	X	X	X	3.9	1.5%
6: Habitats & Biodiversity	6.3: Enhance, maintain, and protect wetland and Multnomah & Columbia River floodplain habitats...	6.3.c Work with partners to seek new...projects that restore critical and unique floodplain and wetland habitats...	Work w/tech. staff team to assist Sauvie Island large acreage landowner and partners, including Ducks Unlimited, to complete conservation plan, grant application(s) and budgets, and begin implementation of habitat restoration/enhancement project for wetland/riparian and upland areas, including addition of Oregon oak habitat. Provide support for inventory and monitoring and direction of contractor work, as needed.	Secure 1 new priority habitat project Native habitats conserved, enhanced / restored (SD 6) People have access to land: Facilitate and support land access for cultural benefits (SD 9) # acres treated for invasive plants [Completed conservation plan + grant application and budget and contractor scope of work, if needed. Site preparation underway. Satisfied landowner and partners.]	Rural/Soil Conservationist; Field Conservationist	X	X	X	X	5.2	2.0%
6: Habitats & Biodiversity 4: Sharing Conservation Information 8: Climate change 10: Long-term success	6.1: Maintain and increase native habitat coverage and connectivity 4.1: Promote and conduct conservation assessments 8.2...practices that promote resilience (see below) 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	6.1.a. Conserve, enhance, and restore priority habitats... to support connectivity and ecosystem functionality... 8.2.b. Market our technical offerings that lead to increased resilience, including building soil health, riparian and pollinator habitat plantings that increase biodiversity and sequester carbon... 8.2.c... include guidance on how land stewards can improve soil health and plant and protect trees and other vegetation... 10.1.b Emphasize the actions that landowners can take on their own to manage weed species... and protect the water and soil	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. Climate change adaptation integrated into conservation plans and projects, including plant selection and possible quantification of carbon sequestration from planting projects. Utilize NRCS COMET tool for at least one conservation plan practice.]	Understandable & culturally accessible Science-based credible information that includes other, non-dominant culture ways of knowing # of residents and land managers served Native habitats conserved, enhanced / restored (SD 6) [Timely information provided; site visits conducted, as appropriate, conservation plan developed, if capacity allows]	Field Conservationist	X	X	X	X	10.4	4.0%
4 (+5-8)	4.1: Promote and conduct conservation assessments 8.2: Help farms, working forests...adapt to climate change by encouraging conservation practices that support resilient environments and sequester carbon Etc.	8.2.b Market our technical offerings that lead to increased resilience, including building soil health, riparian and pollinator habitat plantings that increase biodiversity and sequester carbon... 8.2.c... include guidance on how land stewards can improve soil health and plant and protect trees and other vegetation...	Miscellaneous technical assistance to landowners, land managers & partners and those interested in land	Understandable & culturally accessible Science-based credible information that includes other, non-dominant culture ways of knowing # of residents and land managers served Native habitats conserved, enhanced / restored (SD 6) [Timely information provided; connections made]	Permanent Season Technician	X	X	X	X	5.9	2.3%
5: Soil & Water 6: Habitats & Biodiversity	5.4: Serve as a convener, active partner, and technical resource with key stakeholders	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.	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 WMSWCD/SBWC Living on the Water Guide V.2 and re: aquatic invasive species, which might take the form of hands-on training in identification and signage or other customized written materials. Conduct introductory site visits and mentor new staff. Facilitate collaboration w/WM staff. Encourage participation in water quality monitoring (and eDNA sampling for salmonids) in WM. Encourage growth in DEI areas.	\$ in support of partner projects # of partners engaged [Partner agreement in place with Scappoose Bay Watershed Council. Deliverables received from SBWC, e.g. 1-2 conservation plans, 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. Possible completion of water quality monitoring in McCarthy (along with eDNA sampling), Miller and Crabapple Creeks.]	SBWC, Rural/Soil or Field Conservationist, Communications & Invasive species staff	X	X	X	X	3.9	1.5%
4: Sharing Conservation Information 8: Climate Change	4.7: Encourage collaboration, strengthen staff expertise... 8.4: Increase internal capacity to understand and impact climate change	4.7.a Encourage staff participation in conservation-focused partner dialogues 8.4.b Support staff in participating in strategic partnerships and collaborations that seek to impact climate change through conservation actions	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 and optimize efforts, etc.	# of partners engaged Science-based credible information that includes other, non-dominant culture ways of knowing [6 productive meetings and outcomes shared with fellow staff; match provided to partner groups, as appropriate; East-West Mult. Co. & NRCS Collaboration' partner relationships enhanced.]	Rural/Soil & Forest Conservationist, District Manager	X	X	X	X	3.3	1.3%
2: Organizational Health 4: Sharing Conservation Information 8: Climate Change	2.2: Support & capacity 4.7: ...Strengthen staff expertise... 8.4: Increase internal capacity to understand and impact climate change	4.7.a. Encourage staff participation in conservation-focused partner dialogues. b. Encourage staff participation in conservation and ecology-focused conferences and other peer learning events annually c. Seek, support, and share data collection and mapping efforts that support conservation implementation and prioritization. Increase internal capacity to understand and impact climate change 8.4.a Support staff in attending at least one climate change-focused training event annually	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, issues and tools, habitat management, technology & quantitative analysis tools, supervisory/managerial training, and indigenous ways of knowing. Do cross-training with fellow staff & partners. Attend training or self-teach to learn NRCS COMET tool to assess benefits of conservation to climate change mitigation.	Efficiency and effectiveness [Participation in 8-12 trainings, conferences, workshops, brown bags, webinars or field days. Climate change adaptation learnings integrated into conservation plans and projects, including plant selection and possible quantification of carbon sequestration from planting projects. Utilize NRCS COMET tool for at least one conservation plan practice.]	Admin. Staff; all tech. staff	X	X	X	X	12.0	4.6%

ANNUAL WORK PLAN FOR: HEALTHY STREAMS & SPECIAL HABITATS / SENIOR CONSERVATIONIST					TIME PERIOD						
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2 Organizational Health	2.2: Ensure staff and board have sufficient support as well as capacity to adapt	2.2.c Provide an internship program...2.2.f Encourage employee cross-training and/or project "showcases" in order to connect staff with the work happening across the district and to develop increased understanding and experience with each other's work	Support to other district conservation programs; provide projects, learning opp's and mentorship to interns	<b>Efficiency and effectiveness</b> <b>Staff and board feel welcomed</b> [tech. staff feel supported, 2 fulfilled interns]	All tech staff	X	X	X	X	3.9	1.5%
2 Organizational Health	2.5: Ensure continuity of all district business and processes 2.6: Increase the environmental sustainability of our operations	mostly n/a 2.5.d ....research office location alternatives... 2.6.a-d	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	<b>Efficiency and effectiveness</b> [timely submissions and review; active participation, 1-2 board presentations; 12 all-staff meetings, up to 24-tech. staff meetings; welcoming organization; <b>workplan completed</b> with integration of LRBP goals]	All staff, leadership staff, tech staff, admin. staff, Board	X	X	X	X	18.2	7.0%
2 Organizational Health	2.2: Ensure staff and board have sufficient support as well as capacity to adapt 2.3: Support and build on opportunities to foster a welcoming environment 2.5: Ensure continuity of all district business and processes	Multiple, including: 2.2.b. Support the development and implementation of annual professional development plans for each staff member d. Value and provide staff flexibility in their scheduling and work load management. f. Encourage employee cross-training... g. Identify internal or external resources that can serve as a back-up for priority work ... h. Recognize staff...achievements... 2.3.b Make time and space for voluntary staff conversations and check-ins 2.5.a.a. Maintain clear job descriptions	<b>Additional Senior Conservationist Duties:</b> Supervise & provide strategic direction to 5 conservationists and 1 permanent seasonal technician; facilitate communication & coordination across team; plan and lead tech. staff meetings; oversee development of technical staff workplans, budgets and revisions to position descriptions; complete performance reviews and regular check-ins with tech. staff; approve trainings, timesheets, invoices and leave, etc.; direct and participate in hiring of new technical staff; serve on management / leadership team and participate in strategic decisions for the district [Amount of time to be spent on these mostly new duties and new hires is a best estimate.]	<b>Staff work-life balance</b> <b>Efficiency and effectiveness</b> <b>Staff and board feel welcomed</b> [1-2 productive tech. meetings/ month and sharing and collaboration across programs; joint work products; conservationists and technician workplans, budgets and performance reviews completed in timely and satisfactory manner; timely review of timesheets, reimbursement, leave, etc. requests; responsiveness to requests for guidance; attendance at up to 36 leadership team mtg's; effective engagement on leadership issues]	District Manager, Leadership Team, all tech. staff	X	X	X	X	78.0	30.0%
1 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; vet all work plans for opportunities to support DEI through an equity lens review	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; continue to learn about traditional ecological knowledge	<b># partners engaged</b> <b>Favor the award of contracts .from Minority Business Enterprises (MBE) and Women (WBE)</b> {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; equity lens applied to key decisions}	All	X	X	X	X	5.5	2.1%
3 Financial Sustainability	3.2: Use best practices for budgeting and longterm forecasting, working to enhance revenues, contain costs, and allocate resources strategically	a. Develop an annual budget that supports our mission, strategic goals, and annual work plans	Annual work planning and budget development. Budget tracking. Preparing grant reports, including for OWEB small grant(s).	<b>...expenditures in line with planned or modified budget...</b>	All Staff	X	X	X	X	6.5	2.5%
4 Conservation Information	Share conservation information	4.2: Produce and promote understandable...educational materials about conservation and our services. 4.4: Increase awareness among... rural land managers... of the importance of healthy soil for people and ecosystems, and educate them about ways to impact contemporary conservation topics	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	<b>Understandable &amp; culturally accessible</b> <b>Science-based credible information</b> that includes other, non-dominant culture ways of knowing [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	6.5	2.5%
Subtotal of non-leave days										210.5	81.1%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices		VACATION & COMP							25.0	9.6%
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										49.0	18.8%
STRATEGIC DIRECTIONS											
1)	Equity & Inclusion		<b>TOTAL PAID DAYS ACCOUNTED FOR</b>							380	100%
2)	Organizational Health		Assumes FTE of							1,000	
3)	Financial Sustainability		which represents paid days of							280	
4)	Sharing Conservation Information										
5)	Soil & Water										
6)	Habitats & Biodiversity										
7)	Working Farms, Forests, and Gardens										
8)	Climate Change										
9)	Relationships with the Land										
10)	Long-Term Success										

ANNUAL WORK PLAN FOR: RURAL SOILS						TIME PERIOD					
Strategic Direction	GOAL	TACTIC	PROJECT DETAILS	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 - 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 DEI who review our policies and actions, seek and encourage staff/board trainings, and work towards continued growth by all within the organization and those with whom we partner. b. Provide annual trainings for board and staff on specific DEI topics; develop and deliver a DEI training plan for any new hires. c. Devote staff time to DEI work in annual work plans; vet all work plans for opportunities to support DEI through an equity lens review.	Serve as DEI Co-Chair/ Assist SWCD Board and Staff with development of DEI policy, actions and programs. Lead and assist with development of DEI focused trainings for WMSWCD Board and Staff. Lead and assist with arranging DEI focused voluntary discussions and training debriefs	6+ committee meetings along with prep, 1-2 trainings, additional partner meetings	DEI Committee, Office Coordinator	X	X	X	X	20	7.7%
1	1.1	b. Provide annual trainings for board and staff on specific DEI topics; develop and deliver a DEI training plan for any new hires.	Attend DEI related trainings as available.	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	2.0%
1	1.1	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	DEI Internship	Assist with development of DEI internship work plan	DEI Committee			x	x	2.0	0.8%
1	1.4: Ensure broader accessibility and remove barriers to access organizational resources and opportunities at every level of our organization.	d. Develop and incorporate equitable funding/cost-share models into the delivery of our programs.	Use equity lens on Soil Health, farms, and wetland projects to determine if these programs are as equitable and inclusive as possible.	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	DIDN'T Fit neatly in any goal/tatic. 1.5 - Foster a sense of belonging for all in the environmental sector. 9.2 - Assess and address opportunities that provide increased land access for cultural purposes and other local connections to the land.	1.5.b. Support and partner with green workforce development efforts to build coalitions and relationships that help further diversify the environmental field and allow for learning from one another along the way. 9.2.a. Engage with local tribes and tribal groups early in program development and planning processes to learn more about what they see as cultural resources in our area and how we can provide for these resources through our operations. 9.2.a2 Develop relationships and work with culturally specific organizations to understand how we might facilitate access to land to fulfill cultural needs	Develop Partnerships	Seek and develop at least 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 - work with BIPOC organizations to promote access to land, conservation services, and funding.		x	x	x	x	6.0	2.3%
2 - Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our	2.2: Ensure staff and board have sufficient support as well as capacity to adapt.	b. Support the development and implementation of annual professional development plans for each staff member	Attend technical trainings as available	CONNECT, OSSS Conference, 1 additional training (water quality, climate change, soil health, etc)		X	X	X	X	8.0	3.1%
2	2.5: Ensure continuity of all District business and processes.	NOT really a good tactic for this a. Maintain clear job descriptions with details such as organizational context, duties, essential areas of responsibility, minimum qualifications, core competencies, preferred knowledge skills and ability, desired interpersonal and professional attributes and work environment.	Administrative & Operations tasks (time sheets, health plan enrollment, employee handbook review, LRBP update), Staff & Board meeting attendance, presentations and participation Attendance at staff meetings. Workflow assessments. Participation in recruitments. Participation in affinity groups. Ensuring the environmental sustainability of our operations.	active participation in all staff meetings; 3 board meetings; timely, complete, accurate reporting and input on LRBP and other plans as needed Welcoming and vibrant organization that values the work life balance of all employees.		X	X	X	X	10	3.8%
3 - Ensure we are financially sustainable	3.2: Use best practices for budgeting and longterm forecasting, working to enhance revenues, contain costs, and allocate resources strategically.	a. Develop an annual budget that supports our mission, strategic goals, and annual work plans	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	1.9%
4 - Share conservation information so people have the knowledge and confidence to take action.	4.1: Promote and conduct conservation assessments on non-governmental properties and provide guidance on voluntary conservation actions that can be taken to improve air and water quality, fish and wildlife habitat, and/or soil health, consistent with the objectives of the property owner or steward.	a. Write conservation plans annually for farms or forests to ensure people have the assistance needed to care for healthy and productive working lands.	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. PM: 10 plans/year for entire tech staff (this includes assisting with soil health practices and TA)	Forest Conservationist (8 hours), Senior Conservationist (8 hours), Cons Tec (10 hours), Invasives (4 hours), interns (8)	X	X	X	X	20	7.7%

ANNUAL WORK PLAN FOR: RURAL SOILS						TIME PERIOD					
Strategic Direction	GOAL	TACTIC	PROJECT DETAILS	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	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	4.4 Increase awareness among district farmers, foresters, other rural land managers, gardeners, backyard habitat providers, and students of the importance of healthy soil for people and ecosystems, and educate them about ways to impact contemporary	a. Host an annual event (i.e. Soil School) with presentations on a broad range of topics related to priority contemporary conservation issues.	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	4.2: Produce and promote understandable and easy-to-find educational materials about conservation and our services.	a. Craft and implement a communications plan that includes sharing information about our services, soil and habitat health, and other relevant topics via Community Engagement Liaisons (CEL)-identified channels including radio stations, community newsletters, and social media, in CEL-identified languages	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	2.0%
4	4.7: Encourage collaboration, strengthen staff expertise, and promote adaptive management principles.	a. Encourage staff participation in conservation-focused partner dialogs.	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	6	2.3%
5 Protect and improve water quality and soil health.	5.1: Assist farms, livestock and horse operations, and ranches with comprehensively addressing water quality concerns	a. Implement our conservation efforts while adhering to the ODA Agricultural Water Quality Management Plan including identifying focal areas and management concerns. b. Assist with manure management, livestock fencing, management of heavy use areas, stormwater management on agricultural buildings, and other practices aimed at addressing non-point source agricultural water quality pollution in the North Coast, Tualatin, and Lower Willamette Agricultural Water Quality Management Area Plans. (SD5) c. Promote and support stream and waterway (vegetative) buffers and off-stream water for livestock to protect water quality (e.g. filter nutrients from fertilizer and manure and minimize erosion) and habitat on farmland (SD5).	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 implement relevant CIS's Assist with plans, site visits, etc. - Attend SIDIC 1-2 meetings -local work group - Reinitiate relations with large acreage landowners; develop funding pool in partnership with NRCS		X	X	X	X	7	2.7%
5	5.2: Encourage farms, forests, and community gardens throughout the district to implement practices that conform to at least one of the four principles of soil health	a. Improve soil health on farmland using regenerative techniques to protect water quality, increase fertility, decrease nutrient requirements, absorb and hold water, reduce pest/disease management, provide habitat for beneficial insects, store carbon, prevent erosion, and to create climate change resiliency. b. Improve soil health on community and school gardens using regenerative farming techniques that improve water quality outputs and increase carbon storage.	- Act as lead for soil health and soil related expertise. -Promote Soil Health and facilitate soil health practices throughout the District	- Assist 4 Famers, improve 30 acres; - assist School, community and Demo Garden program(s) with soil TA and funding to improve soil PM: Improve 30 acres per year PM from SD6: Annually support 6 school and/or community gardens		X	X	X	X	28	10.8%
5	5.2	a. Improve soil health on farmland using regenerative techniques to protect water quality, increase fertility, decrease nutrient requirements, absorb and hold water, reduce pest/disease management, provide habitat for beneficial insects, store carbon, prevent erosion, and to create climate change	Grant writing and management as needed to support program areas. Manage existing grants (non-sturgeon lake), 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	5	1.9%

ANNUAL WORK PLAN FOR: RURAL SOILS						TIME PERIOD					
Strategic Direction	GOAL	TACTIC	PROJECT DETAILS	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
6 Protect, enhance, and restore biodiversity, native landscapes, habitats, and ecological function	6.1: Maintain and increase native habitat coverage and connectivity throughout the district.	a. Conserve, enhance, and restore priority habitats such as lower Columbia River estuarine, wetlands, oak prairie, and native insect habitat features to support connectivity and ecosystem functionality throughout and beyond the district.	Enhance emergent wetland habitat around ponds On Sauvie Island	Planning, grant writing and project management on two large properties on Suavie Island within the SIDIC <b>PM: Secure 1 new priority habitat project</b>	Senior Conservationist	X	X	X	X	10	3.8%
6	6.3: Enhance, maintain, and protect wetland and Multnomah and Columbia River floodplain habitats including wet prairies for the benefit of water quality, amphibians, juvenile salmonids, waterfowl, turtles, and other fish and wildlife species.	a. Conduct conservation planning and site management to steward the Sturgeon Lake Restoration Project to ensure this system and the wildlife depending upon it are thriving.	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	20	7.7%
6	6.3	b. Conduct conservation planning and site management to steward lower McCarthy Creek Restoration Projects	Assist NRCS and Senior Conservationist with activities related to McCarthy Creek Wetland Reserve Easement contract.	site visits with Senior Cons,		X	X	X	X	2	0.8%
7 Enhance the long-term health and productivity of farms, forests, woodlands, and	7.3: Assist farms, livestock operations, ranches, and horse owners to maintain and enhance the productivity and long-term health of the land.	a. Promote and share technical and funding resources offered by partners to enhance productivity, marketing and access to markets for producers	Manage NACD Grant	Managet NACD Grant and reports	Forest Conservationist, District Manager, Office Coordinator, other staff that meet grant	X	X	X	X	5	1.9%
9 Enhance, support, and create opportunities for all people, especially those historically and presently displaced from and deprived of land, to foster positive relationships with the land.	9.2: Assess and address opportunities that provide increased land access for cultural purposes and other local connections to the land.	a. Develop relationships and work with culturally specific organizations to understand how we might facilitate access to land 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.	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 historically been removed or denied access to the land.		X	X	X	X	7	2.7%
10 -Ensure the long-term success of our conservation actions.	10.2: Monitor the effectiveness of our conservation projects and respond to findings with an adaptive management approach to conservation.	a. Annually monitor and maintain the conservation values protected by the permanent conservation easements on private lands for the Sturgeon Lake Restoration Project.	Sturgeon Lake Restoration Project: Easements	- meeting with 4 private landowners and ODFW once per year -fulfill obligations as outlined w/ the easement documents <b>PM: 2 total agreements held &amp; maintained (Sturgeon Lake &amp; McCarthy Creek)</b>		X	X	X	X	4	1.5%
10	10.2	b. Strategically monitor restoration sites to track the successes and threats facing our projects, such as invasive species infestations, and deliver monitoring results to project managers promptly for use in adaptive management.	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										208.0	80%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices		VACATION & COMP							28.0	10.8%
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										52.0	20.0%
TOTAL PAID DAYS ACCOUNTED FOR										260	100%
Assumes FTE of										FTE	1.0



ANNUAL WORK PLAN FOR:				URBAN	TIME PERIOD								
Strategic Direction	GOAL	TACTIC	PROJECT DETAILS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q3	Q4	Q1	Q2	Q3	Q4	DAYS YEAR	% ANNUAL TIME
						JULY/AUG/SEP	OCT/NOV/DEC	JAN/FEB/MAR	APR/MAY/JUNE				
4 Sharing Information	G 4.6: Promote & support conservation project demonstrations	4.6.a. Provide annual funding and support for partner-led educational events like Stormwater Stars, Watershed 101 workshops.	Partner and staff support of these organizations and events to be maintained this coming year, but may be altered in related to equity lens analysis and widening applicant pool. Expansion of Stormwater Stars to WA county still likely coming. Interested in pursuing multiyear support for partners. Include funding for WRC / SWNI Beaver Fest this year.	Historic metrics: # residents served (100), # people served at outreach events (75), # \$ in support of partner projects (see budget)	Admin staff, Invasive Species Coordinator, TCWC, WRC, WWRP	X	X					5.2	2%
4 Sharing Information	G 4.1: Promote and conduct conservation assessments G 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.	4.1.b.-f. Offer onsite and remote technical conservation planning assistance to all interested urban land stewards. 4.2.a. 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. 4.3.a-c. 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).	Contributing to quarterly newsletter, forwarding suggestions and photos for social media, contributing to the annual report. Supporting communications coordinator with CELs informed communications plan. Partner and staff support of BHPCC to be maintained this coming year, but may be altered in following years related to equity lens analysis and widening applicant pool. Interested in pursuing multiyear support for partners. Interested in firming up TEK liaison and/or advisory opportunities to inform ours and partners work.	Success Criteria: Complete CELs-guided communications plan, complete 5 conservation plans, assessed tribal liaison for board and/or staff	Communications & Outreach Manager, Conservationist & Education Coordinator, Seasonal Conservationist Technician, Interns, FPC, WRC, TCWC, BHPCC, CELs, WOE, Confluence, local Tribes, Indigenous community members, and Intertribal organizations	X	X	X	X			46.8	18%
5 Soil & Water	G 5.3: Maintain and widen riparian buffers 5.4: Serve as a convener, active partner & technical resource	5.3. Partner with and provide funding to the Watershed Resource Center to engage with homeowners, tenants, businesses and other organizations interested in implementing stormwater runoff projects that benefit water quality and native habitat coverage in our shared service area. 5.4. Collaborate with City of Portland Bureau of Environmental Services (BES) staff and nonprofit partners, including watershed councils, on stormwater projects that intersect public and private jurisdictions to leverage funding and technical capacities.	Identify funding sources or partnerships that allow for expanded staff capacity and implementation of riparian restoration efforts in priority watersheds. Continue to provide technical support to landowners and partnering organizations for watershed restoration projects.	Streamlength enhanced: 50 linear feet, # Native Plants Installed: 500, # acres treated for invasive plants: 1, \$ in support of partner projects (noted above, but also goes to this goal, see budget)	Senior Conservationist, BES, BPS, TCWC, WRC, FPC, OWEB, Metro, WWRP	X	X	X	X			13.0	5%
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).	Historic: \$ in support of partner projects (noted above, but also goes to this goal - denote FPC Monies here see budget). # acres treated for invasives (10)	Communications & Outreach Manager, Conservationist & Education Coordinator, WWRP, BES, Metro, FPC, WRC, TCWC, BHPCC, CELs, PP&R	X	X	X	X			18.2	7%
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. 9.1: Support school and community gardens, especially in the most racially diverse neighborhoods. 9.2: 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	7.2.a. Provide direct planning assistance to school and community gardens to ensure they have the knowledge and resources to maintain healthy land. 7.2.b. Work with other stakeholders to manage school and community gardens long-term in a way that provides for the sustained access of thriving garden spaces. 7.2.c. Provide technical and financial support for schools to incorporate environmental education programming into their lessons to better connect people with the land and its care. 9.1.a. Develop a comprehensive list of all schools in the district, assess demographic, socioeconomic and garden/environmental funding needs for each, and reach out to key partners or stakeholders, including Portland Public School District and East Multnomah SWCD, to develop an equitable decision-making framework for allocating funding. 9.1.b. Secure necessary funding (based on findings from 1.a and b) from greater internal budget allocations and possibly external grant funding and develop a more stable funding model for school gardens so schools can plan their garden education program more long-term (SD 1).	Implement School & Community Garden strategies discovered through the niche finding project (*still in process) 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 will incorporate increased access to and relationship with the land, improved soil health, resilience to climate change, and equitable funding models. Opportunities to facilitate cultural connections to the land through school and community gardens as well as private landowner spaces are identified. Serve on the Oregon Technical Advisory Committee (OTAC) Urban Ag Subcommittee to provide input on urban issues, partners, and opportunities as they relate to urban conservation, urban agriculture, and urban partner funding and updating funding mechanisms, outreach, and criteria for both school and education partner funding and exploring partnerships with EMSWCD for the same. Funding from NRCS Peoples Garden & NACD Urban Garden Fund to be pursued in alignment with niche finding needs uncovered.	Success Criteria: Annually support 6 school and/or community gardens (Same PM across all 5 years) (SD7). Implement school and community garden programming (Same PM across Years 2-5) (SD 9). Facilitate and support land access for cultural benefits (Same PM across Years 2-5) (SD 9) Historic Metric: \$ in support of partner projects. 5 to on-the-ground projects, # partners engaged, # people served by educational opportunities (TBD) *existing work well supported by findings PLUS support of new efforts	Conservationist & Ed Coordinator, Rural Conservationist, Portland Parks and Recreation, EMSWCD, OSU Extension, Growing Gardens, Grow Portland, CELs, HAKI, WOE, NRCS, NACD	X	X	X	X			41.6	16%
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 about 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 unfulfilled 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 delivered to at-risk homes. Provide technical assistance with a climate change lens. Work with partners to better understand our climate change niche. Work with Forest Conservationist and partners to pursue resources from SB 762 including being prepared for the next round of Firewise community grants.	Success criteria: Develop relationships	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.	Continue to deepen our understanding our niche in Portland Harbor area. Work with partners to identify strategies and implement opportunities (strategic tree and veg plantings & depaving, heat event community emergency response planning) to decrease heat-island effect and improve air and water quality in target areas. Partner on tree code advocacy that impacts urban heat island impacts (tree protection, tree care, tree incentives, tree code zone exclusions). Continue to engage as a partner on the Connecting Canopies initiative.	Success Criteria: Develop partnerships (Connecting Canopies, PDX Harbor groups, PSU) (SD: 8)	District Manager, Portland Harbor Community Coalition, Portland Harbor Community Advisory Group, Linnton Neighborhood Association, BES, EMSWCD, Portland Urban Forestry, Friends of Trees, DEPAVE, Central City Concern, CLT, Connecting Canopies initiative,	X	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.	9.2.a. Engage with local tribes and tribal groups early in program development and planning processes to learn more about what they see as cultural resources in our area and how we can provide for these resources through our operations. 9.2.b. Work with HAKI Community Organization, immigrant community members, cultural specialists, 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. 9.3.a. Support youth environmental education programs that connect diverse community members with natural areas and conservation actions. (SD 1 & 4) 9.3.b. Partner on local conservation and education events such as Trillium Festival that connect community members with conservation. (SD 1 & 4) 9.3.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.	Continue to deepen understanding and support of cultural land access needs for community members in our district. Directly at least 100 each people at community events and through targeted outreach connecting them to their land and our organization. Work with Rural & Forest Conservationist on access issues/opportunities. FPC Ancient Forest Preserve to provide potential related opportunities. Work with Rene and/or CELs on LRBP "launch ideas." Work with Confluence partners, local tribes, tribal groups, and Indigenous individuals to better understand cultural resources in our area and how we can support access and/or protection.	Success Criteria: Facilitate and support land access for cultural benefits (Same PM across Years 2-5) (SD 9). Historic Metric: # of people served by educational opportunities (100). \$ to partner funding support also related to this goal.	HAKI, CELs, WOE, Verde, Falling Creek Neighborhood Association, IRCO, BHPCC, Home Forward, TCWC, WRC, WWRP, FPC, Confluence, tech staff, communications coordinator, Confluence partners, local tribes, tribal groups, and Indigenous individuals	X	X	X	X			18.2	7%

ANNUAL WORK PLAN FOR:				URBAN	TIME PERIOD									
Strategic Direction	GOAL	TACTIC	PROJECT DETAILS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED				Q3 AUG, SEPT	Q4 OCT, NOV, DEC	Q1 FEB, MARCH	Q2 APR, MAY, JUNE	DAYS /YEAR	% ANNUAL TIME
1 Equity & Inclusion	G 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. b. Create equity pauses by using the District's Equity Lens prior to all key decision points in order to embed a system of checks and balances that incorporates DEI in every facet of the organization. c. Continue development and use of land acknowledgement statements to remind ourselves of the history of displacement and cultural erasure faced by the original Indigenous people of the land that falls within our service area, and to acknowledge how this history impacts our work today and sets forth our commitment to	Continue to develop relationships with LRPB advisory committee members through sharing of our progress and welcoming feedback. Work with planning team and DEI committee to finalize and implement plan to form an advisory committee that provides biannual recommendations on our operations and workplans. Continue development of historic tribal understanding AND the development of more firm examples of the ACTIONS we speak to regarding our continued commitment to work with Indigenous individuals, nations and organizations. Finalize District demographic analysis by commissioning Metro & CCC as was done with 2010 data.	Success Criteria: Form and convene a diverse standing advisory committee (SD 1); Analysis of 2020 census and District demographic data completed (SD 1) (1 year behind - Metro commission w/ CCC)	DEI Committee, District Manager, Admin Staff, Communications & Outreach Manager, LRPB Advisory Committee Members, WMSWCD Board, Metro, Coalition of Communities of Color	X	X	X	X			15.6	6%	
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.	10.1.e. Work with Backyard Habitat Certification Program (BHCP) to assess expansion to larger urban and suburban properties to provide interested owners and tenants with larger acreage access to BHCP's long-term incentives and check-ins that are currently only available to landowners that own an acre or less of land. 10.2.b. 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 PFC Green Workforce team, providing cost-share treatments as needed. Determine potential for BHCP expansion to larger acreage properties in WMSWCD. Work with BES, PBOT, and Friends of Fanno Headwaters to support protection of an "unimproved roadway" and private lot at the headwaters of Fanno plus a restored and enhanced safe route to school corridor along SW 25th Ave the District has supported for years.	PM: 1 agreement held ;PM: # site monitored (8) SD 10	Seasonal Conservation Technician, Interns, BHCP, FPC, TCWC, BES, PBOT, Friends of Fanno Headwaters,	X	X	X	X			7.8	3.0%	
2 Organizational Health 4 Sharing Information 8 Climate Change	G 2.2: Support & capacity Strengthen staff expertise Internal capacity to understand climate change G 4.7: G 8.4:	2.2.b. Support the development and implementation of annual professional development plans for each staff member. (SD 1) 2.3.b. Make time and space for voluntary staff conversations and check-ins (on equity or otherwise). (SD 1) 2.3.c. Organize and support staff and board social gatherings to get to know one another and welcome one another outside of the work realm.4.7.a. Encourage staff participation in conservation-focused partner dialog. 4.7.b. Encourage staff participation in conservation and ecology focused conferences and other peer learning events annually. 8.4.a. Support staff in attending at least one climate change focused training event annually.	Attend trainings and events relevant to professional development (including new climate change work), CONNECT, UERC Conference, Climate Change Events. Attendance at staff (12), board (2) and tech staff (18) (added 2.6 days for added tech staff meetings). Workflow assessments. Participation in recruitments. Ensuring the environmental sustainability of our operations. Welcoming and vibrant organization that values the work life balance of all employees.	Success Criteria for SD2: Maintain detailed job descriptions; complete annual performance evaluation	350 PDX, PSU, OACD, OCEAN	X	X	X	X			9.9	3.8%	
1 Equity and Inclusion	GOAL 1.1: Support, foster, and further grow staff, board, and partners' capacity to embed equity and inclusion.	1.1.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 within the organization and those with whom we partner. b. Provide annual trainings for board and staff on specific DEI topics; develop and deliver a DEI training plan for any new hires. c. Devote staff time to DEI work in annual work plans; vet all work plans for opportunities to support DEI through an equity lens review. 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.	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. Continue as DEI Committee member. Continue partnering w/ office manager on MBE/WBE contracting issue. Reach out to PSU, confluence and partners to spotlight and learn more about stories highlighted through Whose Land through a PSU/WMSWCD speaker series. Continue co-authoring a chapter for an Urban Ecology Social Justice book, in partnership with Portland Park's Laura Guderyahn, that includes a case study of Portland's environmental organizations' efforts to devise a plan for crafting our outline.	Success criteria: Develop relationships	All Staff, PSU, Confluence, Special Districts Association, Business Oregon, Contractors, Communication Coordinator	X	X	X	X			7.8	3.0%	
3 Financial Sustainability	GOAL 3.2: Use best practices for budgeting and long-term forecasting, working to enhance revenues, contain costs, and allocate resources strategically.	a. Develop an annual budget that supports our mission, strategic goals, and annual work plans	Annual work planning and budget development. Budget tracking. Preparing grant reports.	Success Criteria: Independent audit of financial statements resulting in clean audit opinion and finding that District is in compliance with relevant laws and regulations. (Same PM across all 5 years)	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	n/a		X	X					0	0.0%	
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:				FORESTRY	TIME PERIOD						
Strategic Direction	GOAL	TACTIC	PROJECT DETAILS	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 Healthy Working Forests 4 Conservation Information 8 Climate Change	<u>GOAL 4.1:</u> Promote and conduct conservation assessments on non-governmental properties and provide guidance on voluntary conservation actions that can be taken to improve air and water quality, fish and wildlife habitat, and/or soil health, consistent with the objectives of the property owner or steward. <u>GOAL 7.1:</u> Assist working forestlands to reduce competition in young forest stands and enhance diversity, adaptability, and resiliency of merchantable forest tree species that generate forest products. <u>GOAL 8.2:</u> Help farms, working forests, and community and school gardens adapt to climate change by encouraging conservation practices that support resilient environments and sequester carbon.	<u>G 4.1 a.</u> Write conservation plans annually for forests to ensure people have the assistance needed to care for healthy and productive working lands. <u>G 7.1 a.</u> Regularly support and implement forest stand enhancement projects with developed conservation plans centered on regenerative techniques that allow for continued health and productivity. <u>G 8.2 c.</u> 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 <b>climate change response lens</b> .	Provide landowners <b>technical assistance, including stewardship plans</b> , with science-based conservation and woodland management information, including guidance on strategies to promote greater forest resiliency in the face of climate change.	Create 3-8 new <u>stewardship/conservation plans</u> with some of these focused on McNamee Road and the McCarthy Creek Watershed where Forest Park Conservancy holds easements. More than 5 site visits to new landowners (meaning people we don't already have plans/projects with).	Field Conservationist, Clean Water Services, Forest Park Conservancy, Interns	X	X	X	X	50	19%
7 Healthy Working Forests	<u>GOAL 7.1:</u> Assist working forestlands to reduce competition in young forest stands and enhance diversity, adaptability, and resiliency of merchantable forest tree species that generate forest products.	<u>c.</u> Support landowners in thinning dense forests to release healthy trees by controlling competition.	Assist landowners with contracting vegetation crews and project management related to <b>weed control as site preparation</b> 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 8 properties	Field Conservationist, Invasive Species Coord, Seasonal Conserv Tech, Clean Water Services		X		X	40	15%
7 Healthy Working Forests	<u>GOAL 7.1:</u> Assist working forestlands to reduce competition in young forest stands and enhance diversity, adaptability, and resiliency of merchantable forest tree species that generate forest products.	<u>b.</u> Assist in effective management of Douglas-fir and western red cedar forests while also educating landowners on the ecological benefits and economic opportunities of growing red alder, bigleaf maple, and other species. <u>c.</u> Support landowners in thinning dense forests to release healthy trees by controlling competition.	Assist landowners with contracting vegetation crews and project management related to <b>forest stand management</b> . May include <b>thinning, conifer release, gap creation</b> , etc. Create specifications for the work ahead of time.	Complete these activities on 1+ properties, about 10+ acres	Field Conservationist, Senior Conservationist	X	X			10	4%

ANNUAL WORK PLAN FOR:				FORESTRY		TIME PERIOD				DAYS / YEAR	% ANNUAL TIME
Strategic Direction	GOAL	TACTIC	PROJECT DETAILS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE		
6 Habitats & Biodiversity	<u>GOAL 6.1:</u> Maintain and increase native habitat coverage and connectivity throughout the district. <u>GOAL 6.5:</u> Protect and enhance regional pollinator, native insect, and plant biodiversity.	<u>G 6.1 a.</u> Conserve, enhance, and restore priority habitats such as... oak prairie, and native insect habitat features to support connectivity and ecosystem functionality throughout and beyond the district. <u>G 6.1 e.</u> Encourage forest management near headwater streams that fosters the development of older forests. <u>G 6.1 f.</u> Remove and replace invasive species with diverse and healthy 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. <u>G 6.5 a.</u> Implement pollinator habitat projects in... forests. <u>G 6.5 b.</u> Implement new understory seeding projects by converting bare ground and invasive monocultures into diverse forest understories to provide needed habitat, erosion control, and increase local groundcover plant diversity . <u>G 6.5 c.</u> Integrate herbaceous plantings and bare ground into all habitat projects, where feasible and appropriate, to further enhance native insect habitat.	<b>Plant native trees, shrubs, and ground cover plants</b> to reduce erosion and add forest diversity/habitat on several properties	33+ Acres of <u>Native habitat conserved, enhanced, connected and/or restored</u> , 3+ properties	Field Conservationist			X		12	5%
5 Water & Soil	<u>GOAL 5.4:</u> Serve as a convener, active partner, and technical resource with key stakeholders, such as the City of Portland... and community watershed committees, that directly impact water quality within the district.	<u>c.</u> Provide outreach, information, technical assistance and cost-share, grant funding, federal incentive payments (via NRCS) to... forest owners.	Support landowners in <b>NRCS funding enrollment</b> for priority forest health projects.	1+ Successful landowner enrollment in NRCS cost-share projects	Admin Fiscal Staff, NRCS, OWEB	X	X	X	X	10	4%
5 Water & Soil	<u>GOAL 5.2:</u> Encourage... Forests... throughout the district to implement practices that conform to at least one of the four principles of soil health	<u>c.</u> <b>Improve soil health on forestland</b> to increase carbon storage, provide increased wildlife habitat, and decrease erosion.	Incorporate <b>forest understory planting and forest road maintenance</b> into stewardship plans and projects as feasible.	<u>2+ Acres of forest receiving soil health technical assistance and improvement</u>	Field Conservationist, NRCS Road engineers	X	X	X	X	5	2%
5 Water & Soil	<u>GOAL 5.3:</u> Maintain and widen riparian buffers on streams within priority watersheds and restore diverse native plant communities and habitat features (e.g., snags and downed wood) within buffers to help filter sediment and other pollutants, control streamside erosion, and provide shade as well as important fish and wildlife habitat.	<u>c.</u> Plan and implement <b>upland forest restoration practices within priority watersheds</b> to protect and enhance small stream tributaries and drainages through the control of invasive species and planting of trees and understory vegetation.	McCarthy Creek Headwaters project and others	<u>1,365 ft or more of tributary stream length enhanced.</u> Implementation of 2+ projects in this strategic area	Field Conservationist	X	X	X	X	5	2%
4 Conservation Information 8 Climate Change	<u>GOAL 4.3:</u> Seek and support opportunities to recognize Traditional Ecological Knowledge (TEK) as being important to understanding the landscape and to learning and applying traditional teachings. <u>GOAL 4.7:</u> Encourage collaboration, strengthen staff expertise, and promote adaptive management principles. <u>GOAL 8.4:</u> Increase internal capacity to understand and impact climate change	<u>G 4.3 a.</u> Foster expansion and diversity of staff conservation knowledge by seeking and supporting Indigenous-mentored opportunities to learn and practice working with the land using TEK. <u>G 4.7 a.</u> Encourage staff participation in conservation-focused partner dialogs. <u>G 4.7 b.</u> Encourage staff participation in conservation and ecology-focused conferences and other peer learning events annually. <u>G 8.4 a.</u> Support staff in attending at least one climate change-focused training event annually.	Attend <b>trainings</b> to broaden education and experience related for forestry and other natural resources topics including TEK, climate change, fire ecology, etc.	<u>Gain greater capacity to provide Science-based credible information that includes other, non-dominant culture ways of knowing.</u> Attend 2-4 pertinent webinars, trainings, workshops, and/or conferences. Attend 1 conference related to a professional development topic	various partner organizations	X	X	X	X	5	2%

ANNUAL WORK PLAN FOR:				FORESTRY		TIME PERIOD					
Strategic Direction	GOAL	TACTIC	PROJECT DETAILS	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
8 Climate Change	<u>GOAL 8.1:</u> Address wildfire risk and landscape resiliency to wildfire.	<u>a.</u> Promote and advocate for the <b>update and implementation of a wildfire risk reduction plan for Forest Park</b> and surrounding neighborhoods that identifies and creates essential fuel breaks in key areas along the outermost areas of Forest Park that abut neighborhoods and residences such as Linnton.	Work with / support partners in this effort.	<u>Develop partnerships</u> to assess and update a wildfire risk reduction plan for Forest Park and surrounding areas	Urban Conservationist, Forest Park Neighborhood Association, Portland Fire Bureau, Tualatin Valley Fire & Rescue, Forest Park Conservancy, Skyline Ridge Neighbors	X	X	X	X	2	1%
8 Climate Change	<u>GOAL 8.1:</u> Address wildfire risk and landscape resiliency to wildfire.	<u>b.</u> Partner with OSU Extension, Oregon Department of Forestry (ODF), and Portland Fire & Rescue to <b>deliver information and outreach on wildfire risk reduction</b> to urban and rural neighborhoods abutting large areas of natural vegetation or open space. Include information tailored to our local ecology on reducing wildfire fuels within 100-300' of homes, the benefits of native plants, and species particularly impacted by climate change. <u>c.</u> Partner with Portland Fire & Rescue, ODF, and Tualatin Valley Fire & Rescue to <b>provide Home Risk Assessments</b> , prioritizing areas where fire risk reduction would have the greatest impacts, and offer <b>technical and financial assistance to residents who are implementing high priority actions</b> . <u>d.</u> Promote the <b>creation of 1-2 new Firewise communities</b> like Linnton in neighborhoods facing threats from wildfire that may ignite in large nearby areas of natural vegetation or open space.	Fire related work: Work with communities who are initiating pursuit of Firewise designation. Coordinate with GFPCI partners on developing regionally ecologically appropriate risk reduction guidelines, and then planning and implementing 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. Pursue grant funding through ODF to support this work.	<u>Develop partnerships</u> to assist in planning and implementation of at least 1 collaborative wildfire risk reduction project	Urban Conservationist, Forest Park Neighborhood Association, Portland Fire Bureau, Tualatin Valley Fire & Rescue, ODF, Forest Park Conservancy, Skyline Ridge Neighbors, Skyline Neighborhood Emergency Team (NET).	X	X	X	X	10	4%
8 Climate Change	<u>GOAL 8.2:</u> Help farms, working forests, and community and school gardens adapt to climate change by encouraging conservation practices that support resilient environments and sequester carbon.	<u>a.</u> Understand unfilled niches and needs we might address through proactive discussions with working land owners and key partners to ensure efforts are strategic and leveraged and better assure we reach a broader audience. <u>b.</u> Market our technical offerings that lead to increased resilience, including building soil health, riparian and pollinator habitat plantings that increase biodiversity and sequester carbon, integrated pest management, active forest management, and irrigation efficiency.	<b>Forest Carbon</b> - work with entities to form partnerships where woodland owners can get carbon assessments, and potentially payments.	<u>Partnerships developed</u> to 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	2	1%
9 Relationships with the Land	<u>GOAL 9.2:</u> Assess and address opportunities that provide increased land access for cultural purposes and other local connections to the land.	<u>c.</u> 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.	Inform Forestry Program participants of possible opportunities to develop relationships with communities for land access, and keep track of those interested so that connections may be forged as this initiative becomes more well developed.	<u>Facilitate and support land access for cultural benefits</u>	Rural Conservationist, Woodland owners, Confederated Tribes of Grand Ronde and other local Tribes, Wisdom of the Elders, NAYA	x	x	x	x	2	1%

ANNUAL WORK PLAN FOR:				FORESTRY		TIME PERIOD				DAYS / YEAR	% ANNUAL TIME
Strategic Direction	GOAL	TACTIC	PROJECT DETAILS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1 JULY, AUG, SEPT	Q2 OCT, NOV, DEC	Q3 JAN, FEB, MAR	Q4 APR, MAY, JUNE		
10 Long-term Success	<u>GOAL 10.1:</u> 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.	a. Strengthen partnership with OSU Extension and other organizations to educate landowners on forest... conservation b. Emphasize the actions that landowners can take on their own to manage weed species, enhance growth and vigor of their crop, and protect the water and soil	Collaborate with partners to provide landowners with more support for maintenance and active management of their land.	Progress with partners on more efficient technical assistance to landowners for land management	Communications Manager, OSU Extension, Skyline Ridge Neighbors	x	x	x	x	4	2%
10 Long-term Success	<u>GOAL 10.3:</u> Identify the types of long-term agreements we should use to secure conservation benefits from our projects and actions for the long-term, and the organizational capacity and infrastructure needed to use them.	b. Work with NRCS' Conservation Stewardship Program (CSP) to learn what is required to start a program with our partners that follows CSP principles (i.e., awarding the most successful and sustainable projects and encouraging continued management and protection of the awarded lands).	Identify and work with landowners (eg Field-Williams) who would be a good fit for CSP enrollment, and work with NRCS to help them sign up and begin implementation.	Progress with NRCS partners on CSP enrollment.	NRCS	X	X	X	X	2	1%
10 Long-term Success	<u>GOAL 10.3:</u> Identify the types of long-term agreements we should use to secure conservation benefits from our projects and actions for the long-term, and the organizational capacity and infrastructure needed to use them.	f. Enter into 1 or 2 pilot long-term conservation agreements as a means to identify the partnerships and our administrative, legal, and monitoring capacity needed to enter into and enforce long-term conservation agreements	Develop a stewardship plan for one additional landowner interested in a conservation easement with land adjacent to or nearby existing FPC easements.	<u>1 new conservation easement developed.</u>	District Manager, Forest Park Conservancy	X	X	X	X	8	3%
4 Conservation Information	<u>GOAL 4.2:</u> Produce and promote understandable and easy-to-find educational materials about conservation and our services.	a. Craft and implement a communications plan that includes sharing information about our services, soil and habitat health, and other relevant topics via Community Engagement Liaisons (CEL)-identified channels including radio stations, community newsletters, and social media, in CEL-identified languages. b. Present conservation topics to the public at four to five partner-led conferences or events annually, including, for example, Oregon State University (OSU) Tree School, Oregon Zoo Education Center, Trillium Festival and Neighborhood Association events.	Contact/educate landowners through mailings, newsletter articles, web content, and the annual report. Teach at workshops such as Tree School, Soil School and other local or regional events.	<u>Deliver Science-based credible information that includes other, non-dominant culture ways of knowing.</u> 2 articles for various newsletters; present at 1-2 workshops; develop web content; 1-2 partner meetings.	Communications Manager, OSU Extension, Skyline Ridge Neighbors	X	X	X	X	4	2%
3 Financial Sustainability	<u>GOAL 3.1:</u> 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. <u>GOAL 3.2:</u> Use best practices for budgeting and long-term forecasting, working to enhance revenues, contain costs, and allocate resources strategically.	<u>G 3.1 d.</u> Manage budget to ensure that authorized limits are not exceeded. <u>G 3.1 h.</u> Manage contracts to ensure compliance with policies and all laws. <u>G 3.2 a.</u> Develop an annual budget that supports our mission, strategic goals, and annual work plans	Annual work planning and budget development. Budget tracking. Grant Administration and fundraising for the NACD Technical Assistance Grant and OWEB Small Grant.	Balanced budget, expenditures in line with planned or modified budget, additional revenue secured from grants, and annual "clean" audit.	Controller & Budget Officer, Office Manager, Senior Conservationist	X	X	X	X	12	5%
2 Organizational Health			Cyclical Admin and operations tasks (time sheets, health plan, employee handbook review, annual work plan, LRBP update as necessary)	<u>Create and evaluate realistic annual work plan.</u> Time sheets and health plan enrollment submitted on time	Admin Staff, District Manager	X	X	X	X	4	2%
2 Organizational Health	<u>GOAL 2.3:</u> Support and build on opportunities to foster a welcoming environment. Support / Participate in all Goals (1-6)	a. Develop and support shared-identity affinity groups that meet our needs. Address affinity group best practices; how to get started and implement shared-identity affinity groups as desired; assess and collaborate on opportunities to convene shared-identity affinity groups with other organizations. (SD 1) b. Make time and space for voluntary staff conversations and check-ins (on equity or otherwise). (SD 1) Support / Participate in all other applicable tactics	Attendance at staff meetings (9 d/yr!!). Workflow assessments. Participation in recruitments. Research and development of and participation in affinity groups. Help facilitate voluntary staff conversations on DEI topics. Ensuring the environmental sustainability of our operations.	Welcoming and vibrant organization that values the work life balance of all employees.	All Staff, EMSWCD, TSWCD	X	X	X	X	12	5%

ANNUAL WORK PLAN FOR:				FORESTRY		TIME PERIOD					
Strategic Direction	GOAL	TACTIC	PROJECT DETAILS	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 & Inclusion	<u>GOAL 1.1</u> : Support, foster, and further grow staff, board, and partners' capacity to embed equity and inclusion. Support for all other SD 1 Goals (3-5)	G 1.1 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 within the organization and those with whom we partner. G 1.1 b. Provide annual trainings for board and staff on specific DEI topics; develop and deliver a DEI training plan for any new hires. Support for many other tactics (1.3 b., 1.4 d.)	Serve as a Co-chair of the DEI Committee.	<u>Maintain or increase % contacts and purchases from MBE and WBE.</u>	All Staff	X	X	X	X	4	2%
1 Equity & Inclusion	<u>GOAL 1.1</u> : Support, foster, and further grow staff, board, and partners' capacity to embed equity and inclusion. <u>GOAL 1.2</u> : Proactively implement decision-making strategies that lead to more equitable and inclusive outcomes. Support for all other SD 1 Goals (3-5)	<u>G 1.1 c.</u> Devote staff time to DEI work in annual work plans; vet all work plans for opportunities to support DEI through an equity lens review. <u>G 1.2 b.</u> Create equity pauses by using the District's 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.	Professional training and development on DEI-related topics. Collaborating with partners on DEI efforts and learning. Apply equity lens to annual work plan and budget. Award forestry related work contracts to contractors representing diverse backgrounds. Collaborate with other staff to develop more equitable funding/cost share models for conservation programs.	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%
Subtotal of non-leave days										208	80%
2 Organizational Health			VACATION & COMP							20.0	7.7%
2 Organizational Health			PERSONAL TIME							2.0	0.8%
2 Organizational Health			SICK LEAVE							20.0	7.7%
2 Organizational Health			LEGAL HOLIDAYS							10.0	3.8%
Subtotal of leave days										52.0	20.0%
TOTAL PAID DAYS ACCOUNTED FOR										260	100%

ANNUAL WORK PLAN FOR:		CONSERVATIONIST & INVASIVE SPECIES COORDINATOR				TIME PERIOD					
Strategic Direction	GOAL	PROJECT DETAILS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1	Q2	Q3	Q4	DAYS /YEAR	% ANNUAL TIME	
					JULY, AUG, SEPT	OCT, NOV, DEC	JAN, FEB, MAR	APR, MAY, JUNE			
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 <b>175 new people</b> to increase survey area, inventory <b>450 properties</b> by June 30, and treat all permitted properties with infestations (approximately 300). Along with Conservation Technician, complete <b>10 hours of drone flight time total</b> . Capture drone imagery from <b>3 stream, channel or shoreline miles</b> .	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 <b>300 people</b> . Connect 50 people to additional restoration opportunities. Write 1 conservation plan for a priority project. Revisit past sites opportunistically and provide maintenance support. <b>Provide 1500 native plants to people for restoration at EDRR sites.</b>	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 complete reporting requirements by June 30th. Provide tech staff with new best management practice information as it becomes available and respond to requests from staff and community. <b>Revise, update and/or develop integrated pest management factsheets for land managers and rural properties.</b>	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. Assist with outreach and support for invasive insect pests.</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>	<b>Participate in three Solve Pest Problems Steering Committee meetings and review 10 Solve Pest Problems webpages.</b> Send 4 Technical IPM updates to Tech Staff. Serve as reviewer for <b>one ODA species listing nomination</b> . Comment and provide testimony as needed.	CWMA, OSU Extension, Metro, District Manager and/or Board Chair (for signing letters)	X	X	X	X	2.6	1%	
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 Cooperative Weed Management Area (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. Revise and revise EDRR plant lists and priorities.	Participate actively in 3 CWMA meetings devoted to this topic, 3 "Just Language" and/or Education & Outreach 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	X	X	X	X	2.6	1%	
4 Sharing Conservation Information	Share conservation information so people have the knowledge and confidence to take action.	Serve as the chair of the 4-County CWMA 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.	Attend 4 Steering Committee Meetings, Develop 1 Committee Annual Work Plan, Attend 8 Website Redevelopment Meetings. By end of Quarter 1: revise 4 CWMA Technical Committee Best Management Practices Sheets. By end of year: Host one general meeting, participate in two general meetings, plan Pull Together event.	4C-CWMA, BES, EMSWCD, CSWCD, Clark Noxious Weed Control Board, TSWCD, Metro, many more...etc	X	X	X	X	10.4	4%	



ANNUAL WORK PLAN FOR:		CONSERVATIONIST & INVASIVE SPECIES COORDINATOR				TIME PERIOD					
Strategic Direction	GOAL	PROJECT DETAILS	METRIC / OUTCOME	OTHER STAFF AND/OR PARTNERS INVOLVED	Q1	Q2	Q3	Q4	DAYS /YEAR	% ANNUAL TIME	
					JULY, AUG, SEPT	OCT, NOV, DEC	JAN, FEB, MAR	APR, MAY, JUNE			
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.	Provide Aquatic Invasives Outreach Assistance <b>and develop and coordinate aquatic survey opportunities</b> with partners, including Scappoose Bay Watershed Council, Sauvie Island Drainage Improvement Company, ODA, and PSU Center for Lakes and Reservoirs.	Provide 15 hours of technical and education assistance for Moorage/Aquatic Invasives Outreach work with Scappoose Bay Watershed Council.	Communications, Senior Conservationist, SBWC	X	X	X	X	7.8	3%	
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. <b>Administer ODA High Priority Noxious Weed Grant (if awarded).</b>	Admin staff, Budget Officer, BES, PP&R, TSWCD, CWS, JCWC, ODA, OWEB	X	X	X	X	5.2	2%	
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 (eg. Scappoose Bay Watershed Council & Tryon Creek Watershed Council) 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%	
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.	Empower community to connect with the land by providing weed watcher trainings. Work with Watershed Council to manage, control and map priority weeds in the watershed. Serve as secondary District contact for Tryon Creek Watershed Council (TCWC) Stewardship Committee and/or TCWC Watershed Council. <b>Host Weed Watchers Workshop in neighborhood serving those that are historically underserved. Acknowledge and highlight diverse values of all plants, regardless of their origin or management priority status.</b>	Lead one Watershed Wide Event work party. Coordinate with urban conservationist on coverage of stewardship committee meetings. Provide tech assistance as needed. <b>Lead Weed Watcher Workshop in West Portland Park neighborhood. Add language to all (175) outreach letters to those sent across District that highlight diversity of plant values.</b>	TCWC, Urban Conservationist, <b>Communications Coordinator</b> , 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 Oregon Invasive Species Program Council's Education & Outreach/Communications 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 Portland State to improve iMap Invasives platform. Contribute to ODA WeedMapper.	Submit mapping data once annually by end of fiscal year.	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 with 4 posts a year. Report on activities to 4-County CWMA, OISC, etc. Find a co-facilitator.	King County Noxious Weed Control Board, CWMA partners (listed above), Western Invasives Network, WSDA, ODA, BC Ministry of Forests, NAISMA 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 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 Wapato Revival initiative.	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. <b>Contribute one article to Western Invasives Network quarterly newsletter.</b>	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 <b>outreach letters</b> , annual work plan and budget. Attend 2 DEI committee meetings and/or trainings.	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. <b>Send 100 culturally responsive outreach letters to those in West Portland Park. Equity lens applied to 8 activities by end of year.</b>	All Staff	X	X	X	X	5.2	2%	

ANNUAL WORK PLAN FOR:		CONSERVATIONIST & INVASIVE SPECIES COORDINATOR				TIME PERIOD					
Strategic Direction	GOAL	PROJECT DETAILS	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	
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	Attendance at staff <b>and safety committee</b> 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. <b>Take on Office Manger's Safety Committee responsibilities.</b>	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									<b>213.2</b>	<b>82%</b>	
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	VACATION & COMP							<b>23.0</b>	8.8%	
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	PERSONAL TIME							<b>2.0</b>	0.8%	
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	SICK LEAVE							<b>12.0</b>	4.6%	
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	LEGAL HOLIDAYS							<b>10.0</b>	3.8%	
Subtotal of leave days									<b>47.0</b>	<b>18.1%</b>	
TOTAL PAID DAYS ACCOUNTED FOR									<b>260</b>	<b>100%</b>	

ANNUAL WORK PLAN FOR:		COMMUNICATIONS & OUTREACH			TIME PERIOD						
Strategic Direction	GOAL	TACTIC	PROJECT DETAILS	<u>METRIC / OUTCOME</u>	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	1.1.b; 1.1.c; 1.2.b; 1.2.d; 1.3.c; 1.4.a; 1.5.a	<ul style="list-style-type: none"> <li>.Professional training and development in DEI-related topics.</li> <li>.Apply equity lens to annual work plan, budget, major projects.</li> <li>.Incorporate accessibility features into new website and boost visibility of district's DEI-related work.</li> <li>.Hire contractors of diverse backgrounds as feasible.</li> <li>.Feature BIPOC conservationists on website, social media, and/or in newsletter.</li> <li>.Maintain land acknowledgement in Soil School opening remarks.</li> <li>.Create mechanism on website to capture feedback from external visitors</li> <li>.Support recruitment of Advisory Committee members as needed: review &amp; distribute recruitment materials</li> </ul>	<ul style="list-style-type: none"> <li>.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</li> <li>.Website update is complete with upgraded accessibility features and method of capturing feedback</li> </ul>	All Staff	x	x	x	x	5.0	2.7%
2 Organizational Health	2.1; 2.2; 2.3; 2.5	2.1.a; 2.2.b; 2.2.c; 2.2.e; 2.3.b; 2.3.c; 2.5.a	<ul style="list-style-type: none"> <li>.Attend All-Staff, Tech-staff, and board meetings regularly</li> <li>.Participate in safety trainings &amp; assessments.</li> <li>.Participate in recruitments as able.</li> <li>.Participate in affinity groups as applicable.</li> <li>.Provide input on board position descriptions related to consistent messaging and reaching target audiences.</li> <li>.Participate in voluntary staff DEI conversations, and plan &amp; participate in staff/board social gatherings in conjunction with Annual Work Plan presentations and winter holidays.</li> <li>.Keep an updated job description</li> <li>.Assist as needed with transition to new office location FY23</li> </ul>	Welcoming and vibrant organization that values the work life balance and safety of all employees.	All Staff	x	x	x	x	7.5	4.1%
2 Organizational Health	2.1; 2.2; 2.3	2.2.b	<ul style="list-style-type: none"> <li>.Attend trainings, conferences, and peer learning groups to stay informed on issues and technology in the communications field &amp; general conservation.</li> <li>.Maintain &amp; implement professional development plan (includes trainings other than DEI, safety).</li> <li>.Actions may include: CONNECT conference; Willamette Valley SWCD outreach and educator group meetings; UERC; other trainings as available</li> </ul>	Increased knowledge and understanding of developments in communications field & SWCD comms	Admin Staff, District Manager	x	x	x	x	5.0	2.7%
2 Organizational Health	2.5	2.4.c; 2.5.b	Cyclical Admin and operations tasks (time sheets, monthly staff reports, misc tasking to support staff and constituents); Act as administrative back-up when Operations Manager and Controller 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	Admin Staff, District Manager	x	x	x	x	6.0	3.3%
2 Organizational Health	2.3	2.3.f; 2.3.g	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 incorporate images of staff, board, partners, service users in new website; maintain internship website page ( <i>welcoming</i> )	District has rich set of photos of people to use in new products: website, annual report, newsletters to illustrate that we are a welcoming to staff, board, partners, and public	Tech staff, District Manager	x	x		x	3.0	1.6%
2 Organizational Health	2.1	2.5.e	Participate in annual update of Business Continuity Plan	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	4.0	2.2%
3 Financial Sustainability	3.2	3.2.a	Annual work planning	Annual work plan developed that makes best use of funds							
3 Financial Sustainability	3.2	3.2.a; 3.2.b	<ul style="list-style-type: none"> <li>.Communications budget request, budget tracking for communications projects.</li> <li>.Support recruitment of Budget Committee members as needed: update &amp; distribute recruitment materials</li> </ul>	Balanced budget; expenditures in line with planned or modified budget and annual "clean" audit.	All Staff	x	x	x	x	5.0	2.7%
4 Conservation Information	4.2	4.2.a	<b>Craft communications plan</b> with strategies for reaching key audiences. Incorporate CEL identified outreach channels. May include Brand Essence work/analysis.	Communications plan is developed and appropriately scaled to available staff capacity and funds. Plan incorporates CELs feedback on components related to outreach to their communities. Plan leads to understandable and culturally accessible communications products.	Leadership Team	x	x			6.0	3.3%
4 Conservation Information	4.2	4.2.a	Educate, inform, and engage current and new customers, partners, and community members through <b>District's owned media channels and publications</b> . Actions include: Produce quarterly newsletter, annual report, annual meeting. 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.	Understandable and easy-to-find educational materials about conservation and our services.	All Staff	x	x	x	x	39.5	21.7%

ANNUAL WORK PLAN FOR:		COMMUNICATIONS & OUTREACH			TIME PERIOD						
Strategic Direction	GOAL	TACTIC	PROJECT DETAILS	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	4.2	4.2.a	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	8.0	4.4%
4 Conservation Information	4.2	4.2a	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. Maintain Performance Measures tracking</b>	Annual Report produced and distributed to target recipients. Annual Meeting produced with attendees from outside community	All staff, Design contractor	x				12.0	6.6%
4 Conservation Information	4.2	4.2.a	Support <b>programs' &amp; project-specific communications &amp; outreach needs</b> to enable and expand delivery of services on the ground. Actions may include: EDRR outreach mailing; other landowner mailings; Help edit and 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	5.0	2.7%
4 Conservation Information	4.2	4.2.c	Website update - <b>Continued from previous year</b> : 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 and project	An attractive, accessible, and easy to navigate website is successfully launched (Refers also to SD1, website accessibility)	All staff, board, website development contractor	x	x	x		32.0	17.6%
4 Conservation Information	4.4	4.4.a	Engage, educate, and inform District's partner communities and potential new service users 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; support, promote, outreach for <b>community garden tour or other event for new CEL-connected communities</b>	Produce Soil School with 100+ attendance, diverse presenters, and positive feedback from attendees	Rural Conservationist, all staff		x	x	x	5.0	2.7%
4 Conservation Information	4.6	4.6.a	Engage, educate, and inform District's partner communities on conservation practices and District's work through <b>support of tabling or presenting at targeted partner events (actual events TBD, may include speaker series in partnership with Portland State University)</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	3.0	1.6%
Subtotal of non-leave days										146.0	80%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices		VACATION & COMP							20.0	11.0%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices		PERSONAL TIME							1.5	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							9.5	5.2%
Subtotal of leave days										36.0	19.8%
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	OTHER STAFF AND/OR PARTNERS INVOLVED	TIME PERIOD				DAYS /YEAR		% ANNUAL TIME	
Strategic Direction	GOAL	TACTIC	PROJECT DETAILS	METRIC / OUTCOME		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.	Goal 1.1, tactics a-d Goal 1.2, tactics b, c, d Goal 1.3, tactics b, c Goal 1.4, tactics b, c	Professional training and development. Includes mentoring partners in their development of diversity, equity and inclusion. Apply equity lens to annual work plan and budget and as needed to any program/procedure changes/new initiatives. Participate in internal DEI discussion. Office Manager continue to work with DEI Committee as needed for equity training needs, equitable hiring practices, and working in a sub-workgroup with Urban Conservationist regarding diverse supplier money tracking/contracting goals.	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; some partners may be involved in trainings, and/or hiring processes	X	X	x	x	2.6	6.5	1.0%	2.5%
2 Organizational Health	2.1: Ensure the safety of our employees, volunteers, partners and others we work with.	Goal 2.1, tactics a, c	participate in 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	5.2	1.0%	2.0%
2 Organizational Health	2.2 Ensure staff and board have sufficient support as well as capacity to adapt	Goal 2.2, tactic a	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	18.2	1.0%	7.0%
2 Organizational Health	2.2 Ensure staff and board have sufficient support as well as capacity to adapt	Goal 2.2, tactic b,d,f,g,h	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		3.0%	
2 Organizational Health	2.2 Ensure staff and board have sufficient support as well as capacity to adapt	Goal 2.2, tactic b	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	2.6	2.6	1.0%	1.0%
2 Organizational Health	2.2: Continue to support and build on opportunities to foster a welcoming environment	Goal 2.2, tactics c, d, f, g, h	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	13.0	33.8	5.0%	13.0%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective and sustainable in our practices	Goal 2.1, tactic a Goal 2.2, tactic d Goal 2.5, tactic d Goal 2.4, tactic c Goal 2.6, tactics a, b, e	Office move logistics, staff input gathered/synthesized for decision making that effects all staff, coordination of service changes (internet, phones, equipment, etc.); new equipment purchasing/documenting, old equipment selling/donating/documenting; research for sustainable office practices while using a financial sustainability & equity lens and all ongoing work processes operating smoothly and	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	26.0	104.0	10.0%	40.0%
2 Organizational Health	2.4: Identify and modify processes that can be made more efficient and/or effective.	Goal 2.4, tactic c	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	6.5	6.5	2.5%	2.5%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices	Goal 2.1, tactics b, c Goal 2.2, tactics c, f, g Goal 2.3, tactics b, c, d, e Goal 2.4, tactics	Attendance at staff, leadership, and other 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	7.8	7.8	3.0%	3.0%
3 Financial Sustainability	3.2: Use best practices for budgeting and long-term forecasts, working to enhance revenues, contain costs, and allocate resources strategically.	Goal 3.2, tactics a-f	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	1.3	22.0%	0.5%
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	Goal 3.1, tactics a-i	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	52.0	13.0	20.0%	5.0%
3 Financial Sustainability	3.1: Remain fully compliant with financial reporting and audit requirements.	Goal 3.1, tactic f	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		10.0%	
3 Financial Sustainability	3.1: Remain fully compliant with Oregon public contracting law.	Goal 3.1, tactic h	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.	Goal 3.2, tactic a-f	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	5.2	5.2	2.0%	2.0%

ANNUAL WORK PLAN FOR:				FISCAL & ADMINISTRATIVE SERVICES	TIME PERIOD	DAYS /YEAR		% ANNUAL TIME					
Strategic Direction	GOAL	TACTIC	PROJECT DETAILS	<a href="#">METRIC / OUTCOME</a>	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	Goal 4.2, tactic a, c	Contributing to quarterly newsletter, forwarding suggestions and photos for social media, contributing to the annual report, new website design team member	Understandable and easy-to-find educational materials about conservation and our services.	All Staff	X	X	X	X	2.6		1.0%	
Subtotal of non-leave days										217.1	206.7	83.5%	79.5%
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							11.0	21.0	4.2%	8.1%
2 Organizational Health	Ensure we are welcoming, adaptable, supportive, viable, effective, and sustainable in our practices		LEGAL HOLIDAYS							10.0	10.0	3.8%	3.9%
Subtotal of leave days										43.0	53.0	16.5%	20.4%
TOTAL PAID DAYS ACCOUNTED FOR										260	260	100%	100%
Assumes FTE of										FTE	1.0	1.0	

**Diversity Equity and Inclusion (DEI) Committee 2022-23 ANNUAL WORKPLAN**

Item #	Strategic Direction	GOAL	TACTIC	PROJECT DETAILS	METRIC / OUTCOME	OTHER STAFF 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.	Proposed staff training: Trauma informed care Proposed Board/Staff training: communications, openness and diversity in a healthy organization	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. Some requested topics to consider: Trauma-informed care, Creating a more welcoming environment for people with disabilities and LGBTQ+ folks, Facilitated Board discussion on the benefits of diversity in our leadership and barriers to this.	Scott and Laura (Co-Chairs) with assist from Office Manager ; Internship Supervisor(s) of new staff
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.	Tracked by supervisors	- 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.	All staff, DEI Committee assistance
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	Mary (Urban Conservationist); Renee (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, work plan development, DEI committee meetings, and analyzing 2020 census data.		- for FY 22-23, create position description and workplan with input from all staff with the intent to start internship in FY 23-24	Position Supervisor (TBD); DEI Committee
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.		- 1-2 Speakers that bring a perspective outside the dominant culture (e.g. TEK)	Renee (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.		From LRBP: Relationships developed with potential advisory committee members; Advisory Committee Formed and functioning	Mary (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 exercise as requested. Capture and apply learnings from applying the lens.	DEI Committee, all staff
9	SD1 - Embed equity and inclusion	1.2 Proactively implement decision-making strategies that lead to more equitable and inclusive outcomes.	D. Develop and use land acknowledgements to understand the longstanding and tragic history that has brought the opportunity for us to work on the land, and to seek to understand our place within that history including our commitment to address the history.		Research historical and current tribal demographics, interests, within WMSWCD’s service area; address what we are committing to with ACTION; 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. Tailored as needed for a specific use, location of use, and/or audience. All versions are vetted by members or representatives of Tribal organizations.	Jim (District manager) & Mary (Urban Conservationist) with review by committee, Tribal organizations  THIS MAY CHANGE
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.	Contract with Metro to complete analysis for WMSWCD Boundaries and vet through partner organization (e.g. CCC or other)	- Carried over from FY 21-22 - Better understanding of the racial make up of the district. - Demographic analysis completed to inform other DEI related goals	Mary (Urban Conservationist)

**Diversity Equity and Inclusion (DEI) Committee 2022-23 ANNUAL WORKPLAN**

Item #	Strategic Direction	GOAL	TACTIC	PROJECT DETAILS	<u>METRIC / OUTCOME</u>	OTHER STAFF AND/OR PARTNERS INVOLVED
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.		- 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.	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.		Internal feedback thru Leadership Team/HR; DEI committee; External: Communications possibly thru website update, surveys?  Staff, board, and contractors feel the District is a welcome and safe environment.	Internal: Leadership Team/HR; DEI committee; External: Renee
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.		- Review Data from FY 21-22, set percentage targets for contract #'s and/or funding amounts. District maintains or increases the diversity of contractors we hire	Leadership Team; DEI committee
14	SD1 - Embed equity and inclusion	1.4 Ensure broader accessibility and remove barriers to access organizational resources and opportunities at every level of our organization.	D. Develop and incorporate equitable funding/cost-share models into the delivery of our programs.		-District-wide assessments of program benefits and access issues - Develop plans to address assessment findings.	Laura and Scott facilitate assessment with tech staff Program leads develop plans to address findings.
15	SD2 - Ensure we are welcoming, adaptable, supportive, viable,	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.		work with partners to assess regional need/availability of affinity groups Work with those partners to set up and support affinity	Laura; DEI Committee
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.	B. Make time and space for voluntary staff conversations and check-ins (on equity or otherwise).		Host every other-month Voluntary DEI Discussions amongst Staff. -this will include discussions of relevant podcast, readings, training debriefs and other timely topics brought up by staff.	Scott and Laura (Co-Chairs), volunteers as available.
17	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.	E. Develop and implement welcoming recruitment and onboarding procedures for those new to our organization (new Associate Directors, budget committee members, advisory committee members, volunteers, and staff		- 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