



WEST MULTNOMAH
Soil & Water Conservation District



Long Range Business Plan

2021-2026



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

This Long Range Business Plan was a guiding document for the West Multnomah Soil and Water Conservation District (WMSWCD) for fiscal years 2021-2025, ending June 30, 2026.

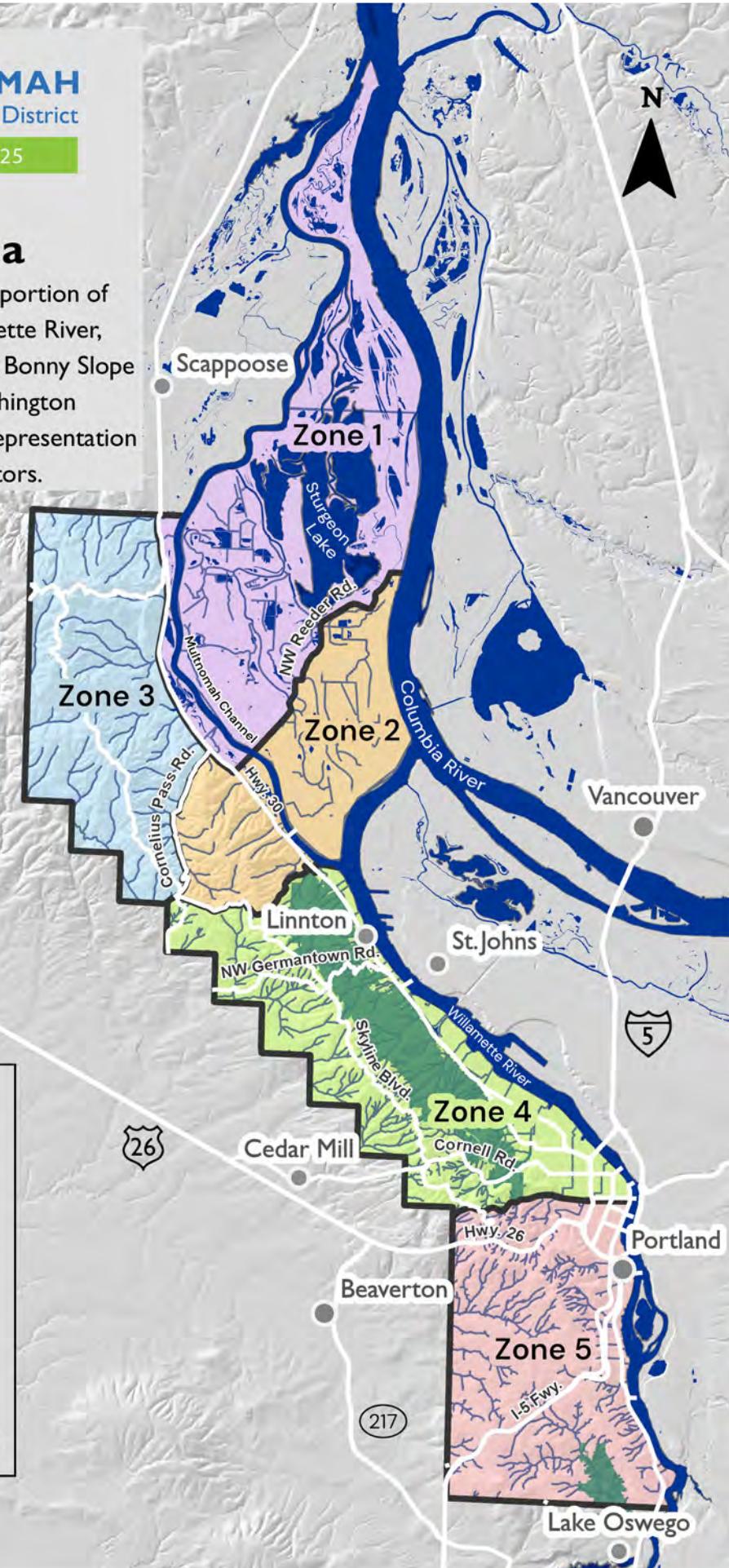
On December 16, 2025, the WMSWCD Board of Directors adopted Resolution No. 2025.12.16, extending the use of this Long Range Business Plan through the next fiscal year, ending June 30, 2027.

This page was added in January 2026 to document that extension. Please note, while the cover page has been updated to reflect the revised timeframe, the dates throughout the document have not been revised. References to fiscal years 2021-2025 should be understood to apply through the end of the 2026-2027 fiscal year.



District Service Area

The District's service area includes the portion of Multnomah County west of the Willamette River, all of Sauvie Island, and a portion of the Bonny Slope region of the Tualatin Mountains in Washington County. The zones ensure geographic representation on the District's elected board of directors.



District Zones

- Zone 1
- Zone 2
- Zone 3
- Zone 4
- Zone 5
- Forest Park & Tryon Creek State Natural Area

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Cover photos, top to bottom
Osprey (*Pandion haliaetus*), a Willamette Valley native bird found in habitat along lakes and rivers; Grand Collomia (*Collomia grandiflora*), a Willamette Valley native plant used in meadows; Replacing sod grass with meadowscaping plants; Cover crops in a field, oats on left and a combination of rye and vetch on right.

Osprey photo by Pat Welle (patwelle.com).

Grand Collomia by Mary Bushman, City of Portland, Bureau of Environmental Services, all others by West Multnomah Soil & Water Conservation District (wmswcd.org).



Executive Summary

The West Multnomah Soil & Water Conservation District (“District”) is excited to have developed this Long Range Business Plan (LRBP) – the product of a novel development process which involved community outreach and surveys, partner interviews, equity lens reviews, external draft reviews, and robust staff and board engagement. The result of this process led to the new mission, vision, strategic directions, goals, tactics, and organizational values and principles that are outlined in this plan. The LRBP is a strategic planning document that guides the scope of the District’s conservation work and the supporting financial sustainability and organizational health initiatives needed to implement this work over the next 5 years (2021-2025). The plan is centered on diversity, equity, and inclusion. This LRBP will guide the development of the District’s annual work plans and budget for fiscal years (July 1 through June 30) 2021-22, 2022-23, 2023-24, 2024-25, and 2025-26.

Our Mission

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

Our Vision

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

Information Gathering, Purpose, and Audience

To better inform this plan we reached out to community members, community leaders, owners of farms and forests, other conservation program participants, organizational partners, staff and board. After gathering initial input through interviews, surveys, and working sessions, we developed a diverse conservation scope advisory committee comprised of partners, community members, landowners, and community leaders to help shape the strategic directions, goals, and tactics included in this plan. This plan is intended to be a living document that guides District staff and board in conducting our work and helps ensure that policies, programs, services, and decisions are beneficial to people, wildlife, and the environment. We hope that external audiences such as our

partners and others with whom we work find this to be a useful document for tracking and holding us accountable in our behaviors, operations, and actions.

History

The West Multnomah Soil & Water Conservation District was first established in 1944 as the Sauvie Island Soil Conservation District to direct agricultural producers on Sauvie Island to soil conservation technical assistance resources. Over time, the District followed the national trend to include addressing water quality, forest health, and habitat diversity as part of our mission; expanding in size to include the urban areas of downtown, northwest, and southwest Portland, and the forests of the Tualatin Mountains. In 2006, voters passed a permanent property tax levy that allowed for the expansion of staff to include professional expertise in urban conservation, habitat conservation, community garden conservation, conservation education, forest conservation, invasive species prevention and control, in addition to existing rural conservation expertise for agriculture. Key to our understanding of how to improve upon our scope of work is understanding our shared history with Black, Indigenous, and other people of color who have collectively been displaced from or denied ownership access to the land. In 2019, the District released the paper [Whose Land is Our Land? Spatial Exclusion, Racial Segregation, and the History of the Lands of Western Multnomah County](#). This research spotlights the challenge of pursuing equitable and inclusive outcomes in an area that has inherited roughly two centuries of legal, institutional, and economic factors that have inequitably distributed land and access to natural resources to predominately white communities.

Strategic Directions

The following Strategic Directions (SD) define the scope of our work.

- EQUITY AND INCLUSION** | Embed equity and inclusion in all that we are and all that we do.
- ORGANIZATIONAL HEALTH** | Ensure we are welcoming, adaptable, supportive, effective, and sustainable in our practices.
- FINANCIAL SUSTAINABILITY** | Ensure we are financially sustainable.
- SHARING CONSERVATION INFORMATION** | Share conservation information so people have the knowledge and confidence to take action.

5. **WATER AND SOIL** | Protect and improve water quality and soil health.
6. **HABITATS AND BIODIVERSITY** | Protect, enhance, and restore biodiversity, native landscapes, habitats, and ecological function.
7. **WORKING FARMS, FORESTS AND 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.

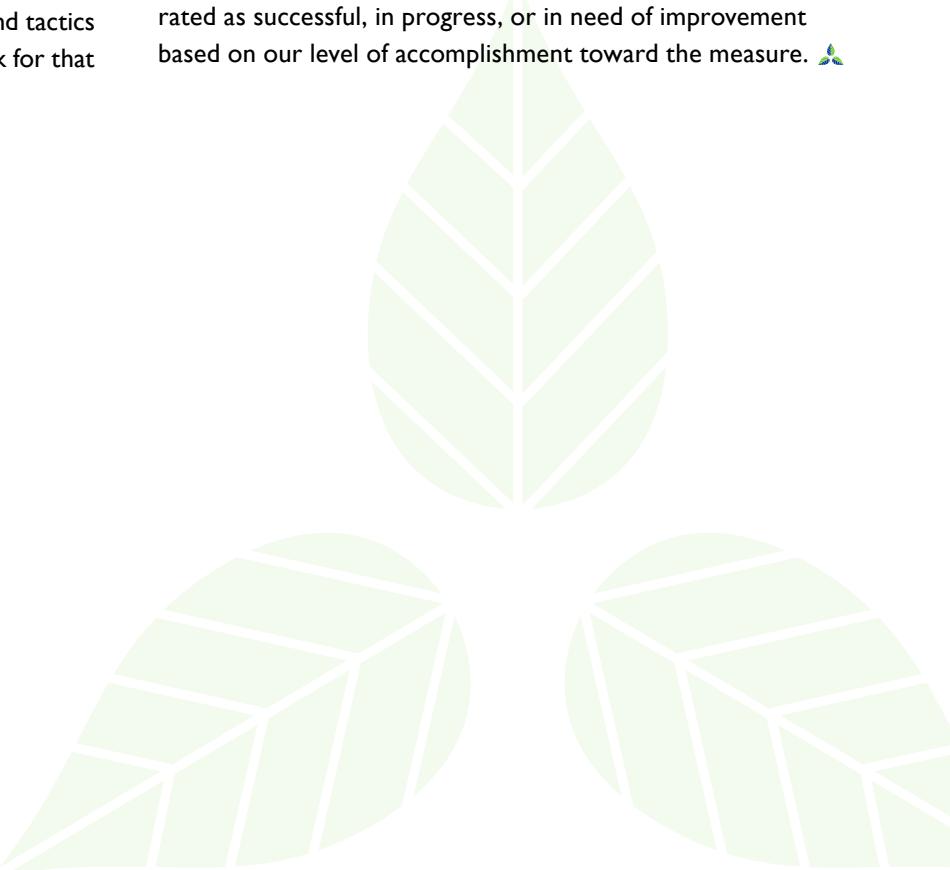
Strategic Directions #1 through #3 are foundational and necessary for the long-term success of the District. Strategic Direction #4 intersects and supports all of the strategic directions, especially the strategic directions (#5 through #10) that define the scope of our conservation work.

Each strategic direction has a set of prioritized goals and tactics that define more specifically the District's area of work for that

strategic direction. The tactics also describe actions that further illuminate the purpose of the goal to which they belong. Some of the District's work is prioritized by geographic focus areas; mapped areas help us allocate staff time and financial resources to where we believe District investment in conservation will have the greatest impact. The LRBP includes geographic focus areas for working lands, priority landscapes, priority habitats, priority watersheds, and priority environmental education areas. The District strives to maintain a balance between conducting targeted outreach so as to create conservation opportunity within a geographic focus area, but at the same time remain flexible to respond to a request for conservation assistance from outside a geographic focus area when the conservation need is ripe and ready for action.

Implementation and Performance

This LRBP will be implemented through the District's annual work planning and budget adoption process. Annual work plans determine which strategic directions and goals each staff member will be implementing through their programs of work. Not all goals will be implemented in any given year; especially those goals and tactics that the District needs to build capacity and better understanding in order to implement. Performance for implementing this LRBP will be based on an annual review of defined measures of success for each strategic direction. For each measure, performance will be rated as successful, in progress, or in need of improvement based on our level of accomplishment toward the measure. 



Introduction

This Long Range Business Plan (LRBP)¹ is a strategic planning document that guides the scope of the West Multnomah Soil & Water Conservation District's (the "District") conservation work and the supporting financial sustainability and organizational health initiatives needed to implement this work over the next 5 years (2021-2025). The plan is centered on diversity, equity, and inclusion. This LRBP will guide the development of the District's annual work plans and budget for fiscal years (July 1 through June 30) 2021-22, 2022-23, 2023-24, 2024-25, and 2025-26.

Divided into five geographic zones, the District provides voluntary conservation services to people who live, work, or otherwise have an interest in our geographic service area: the portion of Multnomah County west of the Willamette River, all of Sauvie Island including the Columbia County portion of Sauvie Island, and a portion of the Bonny Slope area of the Tualatin Mountains in Washington County (see *page 2*). The District provides resources, information, and expertise to inspire people to actively improve air and water quality, fish and wildlife habitat, and soil health. To accomplish our work, we work collaboratively with those who are caring for and giving to the land, including private owners of farms and forests, tenants, schools, non-profit organizations, culturally specific organizations, neighborhood and other local community centers, and government agencies.

We do this work so that all people in our district are informed about and able to engage confidently in the long-term caring for and giving back to the land, and everyone has the opportunity to connect or reconnect with the land, especially those who have been displaced from or deprived of land. We feel that people's engagement and connection to the land ensures clean water, clean air, healthy soil, and diverse habitats for thriving communities, fish, and wildlife.

Information Gathering

To better inform this plan we reached out to community members, community leaders, owners of farms and forests, other conservation program participants, organizational partners², staff and board. Our intent was to gather a diversity of perspectives to consider when planning for our organization's future, with the aim of embedding equity and inclusion as a founding value in all that we do. After gathering initial input through interviews, surveys, and working sessions, we developed a diverse conservation scope advisory committee comprised of partners, community members, landowners, and community leaders to help shape the strategic

directions, goals, and tactics included in this plan. The findings from this effort, as well as the resulting success criteria and priorities used to guide the development of this plan can be found in Appendices D-F.

Audience

This plan is intended to be a living document that guides District staff and board in conducting our work and helps ensure that policies, programs, services, and decisions are beneficial to people, wildlife, and the environment. We hope that external audiences find this to be a useful document for tracking and holding us accountable in our behaviors, operations and actions.

History

The District was established in 1944 as the Sauvie Island Soil Conservation District to direct agricultural producers to soil conservation technical assistance resources, such as those provided by the federal Soil Conservation Service, known today as the U.S. Department of Agriculture, Natural Resource Conservation Service (NRCS). In 1975, we expanded the scope of our conservation work, including the types of natural resource concerns we address and also our geographic service area, and became the West Multnomah Soil & Water Conservation District. Voters within our service area approved a permanent property tax levy in November 2006, ensuring a stable funding source for our work. Beginning in fiscal year 2007-2008, we grew our staff to provide conservation assistance and resources more broadly throughout our service area.

Soil and water conservation districts across the United States – born out of the need to foster local solutions to national conservation issues such as the Dust Bowl of the 1930's – have a tradition of serving rural communities and private owners of farms and ranches. The origins of the West Multnomah Soil & Water Conservation District are no different. Our work originally centered on providing soil conservation assistance to rural farms on Sauvie Island, which at the time (1944) were just becoming established after the federal installation of levees on the island created the opportunity to farm. The original idea behind soil and water conservation districts was to provide access to new technologies, technical assistance, and financial incentives to local farmers in partnership with the federal Soil Conservation Service. The goal was to address resource concerns that affected farm productivity. Districts were loosely organized by county boundaries within a state and are governed by a locally elected Board of Directors that are organized around district zones to ensure geographic representation across a district's service area (see *page 2*).

1. Appendix A includes a list of acronyms used in this plan.

2. Appendix C includes a list of current partners and their roles with the District.

Over time, districts evolved with the country's conservation concerns and grew in size and scope to address other resource issues such as water quality, forest health, and habitat diversity. The West Multnomah Soil & Water Conservation District followed this trend, expanding in size to include the urban areas of downtown, northwest, and southwest Portland, and the forests of the Tualatin Mountains and West Hills. The November 2006 tax levy allowed expansion of the District's staff to include professional expertise in urban conservation, habitat conservation, community garden conservation, conservation education, forest conservation, invasive species prevention and control, in addition to existing rural conservation expertise for agriculture. Through this expansion, the District developed programs and assistance centered on rural residences, farms, and forests, as well as neighborhoods, businesses, and communities within the District's urban areas. This LRB continues the legacy of our assistance to rural private landowners as an important part of the District's conservation work.

However, central to improving upon the scope of our work is understanding our shared history with Black, Indigenous, and other people of color who collectively have been displaced from or denied ownership access to land. As part of our 2019 celebration of our 75th anniversary as a soil and water conservation district, we released the paper [Whose Land is Our Land? Spatial Exclusion, Racial Segregation, and the History of the Lands of Western Multnomah County](#) researched and written by 2019 Field Conservationist Intern Indi (Keith) Namkoong. This research spotlights the challenge of pursuing equitable and inclusive outcomes in an area that has inherited roughly two centuries of legal, institutional, and economic factors that have inequitably distributed land and access to natural resources to predominately white communities. By synthesizing existing historical scholarship in a literature review focused on western Multnomah County, we identified how barriers to property ownership for Native Americans, Asian Americans, Black Oregonians and other people of color were created and reinforced throughout the 19th and 20th centuries.

These systemic barriers have consistently made this region's land and natural resources available to white communities while withholding them from communities of color, a pattern of inequity which persists today; the color of one's skin remains a strong predictor of whether one owns land in our district and of the environmental resources and hazards present in one's neighborhood. In examining our own policies and activities, we found that the District's work has reflected and was reinforced by these patterns of racial segregation. By focusing our efforts on privately-owned larger properties and the people who own them, we have been investing in and led by predominantly white communities while missing

opportunities, needs, and voices present in our racially diverse communities. These findings will inform the District's strategy as we build diversity, equity, and inclusion into this Long Range Business Plan, and we hope that they may foster critical inquiries around race, land, and equity in our broader professional community. Acknowledging this shared history sets the stage for deconstructing systemic and institutional racism so it does not enter our work going forward. Our Land Acknowledgment and our Racial Equity statements below remind us of this commitment to be anti-racist in our work.

Land Acknowledgment

It is important to acknowledge the original Indigenous people of the land that falls within our service area. We honor the original Indigenous people by committing to work with their descendants and learn from their traditional ecological knowledge and relational world view of the land and all things living upon it.

The West Multnomah Soil & Water Conservation District acknowledges the original people whose land we are utilizing today; the Clackamas Chinook, the Willamette Tumwater, the Wasco-Wishram, the Watlata, the Multnomah, and other Chinookan peoples, as well as the Tualatin Kalapuya, the Cayuse, the Molalla, the Yakama, and other tribes and bands of the Columbia and Willamette Rivers. We recognize that we are here because of the land displacement, cultural erasure, and other sacrifices that were forced upon them. We remind ourselves that we are guests of the land that falls within our geographic service area, now known as the City of Portland, Sauvie Island, and the Tualatin Mountains. We must do our best to honor the original peoples and build a better future together. We do this by learning from Indigenous peoples and stories, valuing Indigenous voices and priorities, and continued caring of, and giving to, the air, water, plants, animals, and the ecosystems that make up this land community. To follow this acknowledgment with action, we pursue impactful partnerships with Indigenous people, tribes and their sovereign governments, and inter-tribal organizations. 

Equity and Inclusion

Commitment

As summarized above, our District has taken the initiative to review the history of racial disparity in Oregon and how this history persists in the form of unconscious biases and cultural barriers that contribute to disparities in how we work, with whom we work, and who we serve. We recognize that gaining the perspectives of, and working with, Black, Indigenous, and people of color the District will increase our organization's overall strength. The District acknowledges

that racism must be assertively rejected for long-term change to take place. We understand that as we deepen our ability to understand and eliminate racism, we are better equipped to transform individual actions, systems, and institutions to enhance equity outcomes for all. While the District leads with race, we recognize that many other forms of marginalization and oppression are perpetuated by institutions, individuals, and other forms of traditionally white dominant cultures. We maintain an approach that recognizes that all oppressions are inter-connected. The District is committed to actions that lead to increased diversity, equity, and inclusion outcomes for all.

Racial Equity Statement

VISION | The West Multnomah Soil & Water Conservation District is a culturally inclusive organization that welcomes and engages people of color in all facets of our organization, activities and programs. The Board and staff of the District, the customers we serve, the contractors we hire and the people who benefit from our work resemble the racial diversity found within our service area. The District reaches out to communities of color to determine their conservation priorities for the purpose of enhancing livability through healthy soil, clean water, and diverse habitats. We willingly share with others our experiences in pursuing racial equity.

NEED | Our District has taken the initiative to review the history of racial disparity in Oregon, and how this history persists in the form of unconscious biases and cultural barriers that contribute to disparities in how we work, with whom we work, and whom we serve. We recognize that gaining the perspectives of, and working with, communities of color will increase our organization's overall strength. By working proactively and deliberately to be equitable and inclusive, we will be more successful in our work.

ACCOUNTABILITY | We will hold ourselves accountable to racial equity by addressing disparities when found, and by developing, implementing, tracking and reporting on racial equity goals. Priorities include fully understanding the demographics of the communities we serve, developing new and lasting partnerships with communities of color and organizations that represent them, and recruitment and retention of people of color on our Board, staff, and supporting committees.

Principles for the Advancement of Diversity, Equity, and Inclusion

INCLUSIVITY | The District is an inclusive organization that welcomes and engages all people in all facets of our organization, activities, and programs.

DIVERSITY | The Board and staff of the District, the contractors we hire, and the people who benefit from our work reflect the demographics of our service area.

ENGAGEMENT | The District meaningfully engages historically marginalized communities in our decision making, programs, and policy.

ACCOUNTABILITY | The District works proactively and deliberately to understand and advance equity outcomes.

FOCUS | The District will lead with racial inclusivity, diversity, equity and accountability actions and policies that result in positive outcomes for all. 

Who We Are and What Guides Our Behavior

Mission

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

Vision

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

Guiding Values – Expressions of What We Believe.

EQUITY | Diversity, equity, and inclusion strengthen our work.

RECIPROCITY | Land, water, and all living things and the ecosystems that support them have intrinsic value; if we take care of the land and resources, the land and resources will take care of us.

ADAPTIVE | Effective and lasting conservation is community-based, science-based, and adaptive to new knowledge and other ways of knowing, including Traditional Ecological Knowledge.

ENGAGEMENT | For our conservation work to be successful, people and communities must connect to and benefit from it.

Guiding Principles – Determinants that Explain Our Behavior.

CONSERVATION PLANNING | We engage people and communities through deliberate processes that identify conservation opportunities that align with people's goals and objectives.

SCIENCE-BASED | We address conservation problems methodically. We identify and analyze natural resource concerns before determining best solutions, as called for by conservation science including other ways of knowing such as Traditional Ecological Knowledge.

CLIMATE CHANGE | We work to reduce the threats to the health of local ecosystems, communities, and economies caused by climate change.

RELATIONSHIP WITH THE LAND | We work so that all people have the opportunity to build positive relationships with the land.

OPPORTUNITY | We engage people in conservation by sharing information, demonstrating practices, and directly involving them in projects.

PARTNERSHIPS | We form partnerships to leverage our resources and funds, expand our reach, and to avoid duplicating efforts.

FINANCIAL ACCOUNTABILITY | The public entrusts us with their funds. Our responsibility is to expend funds for the public good in an efficient and effective manner compliant with budget laws, subject to independent audit.

TIMELY SERVICE | We respond to requests for information and assistance in a timely and courteous manner; if we cannot provide direct assistance, we strive to find others who can.

NON-REGULATORY | We are a non-regulatory organization that encourages and provides incentives for voluntary conservation.

NON-PARTISAN | We respect the privacy and individuality of people.

INTEGRITY AND BALANCE | We act with integrity and operate with transparency; we encourage and support a healthy work-life balance for our board, staff and volunteers, and work as members of a flexible, respectful, and responsive team. 

Strategic Directions, Goals, and Tactics

Strategic Directions define the scope of our work. Strategic Directions #1-3 – Equity and Inclusion, Organizational Health and Financial Sustainability – are foundational and necessary for the long-term success of the District. Strategic Direction #4 – Sharing Conservation Information – intersects and supports all of the strategic directions, especially the remaining conservation strategic directions: Water and Soil (#5), Habitats and Biodiversity (#6), Working Farms, Forests and Gardens (#7), Climate Change (#8), Relationships with the Land (#9) and Long-term Success (#10).

Each strategic direction has a set of goals and tactics that define more specifically the District's area of work for that strategic direction over the next five years. Goals, and their associated tactics, are each listed in priority order of importance. Tactics provide specific actions that further illuminate the purpose of the goal they belong to as well as provide direction for the District's annual work plans and corresponding budget. Goals and tactics that reflect new areas of work that require more development and capacity building before implementation are *italicized*. Some goals and tactics have references (e.g., SD1) to other related Strategic Directions. For example, SD1 relates the goal or tactic to Strategic Direction 1 – Equity and Inclusion.

Some of the District's work is prioritized to occur within defined geographic focus areas (Appendix F). Geographic focus areas are a guide to help allocate staff time and financial resources to specific areas of the district because our staff time and financial resources are limited. Geographic focus areas are determined through an analysis of resource concerns and conservation opportunity where District investment in conservation will have the greatest impact – either ecologically, socially, or economically – and in some cases all three. The geographic focus areas depicted in Appendix F pertain to: working lands, priority landscapes, priority habitats, priority watersheds, and priority education focus areas. However, geographic focus areas are not meant to be mutually exclusive or prohibitive of conducting work outside of these areas. The District strives to maintain balance between conducting outreach to interested parties, as a way to create conservation opportunity within a geographic focus area, and remaining flexible and able to respond to a request for conservation assistance in an area falling outside a geographic focus area.

Strategic Directions

1. EQUITY AND INCLUSION: Embed equity and inclusion in all that we are and all that we do.

The District believes all people deserve improved quality of life through clean water, healthy soil, and diverse habitats. We seek to welcome, engage, and better serve Black, Indigenous, and people of color (BIPOC) and other historically marginalized communities in all facets of our organization, activities, and programs. By working proactively and deliberately to be equitable and inclusive, we will be more successful in our work.

2. ORGANIZATIONAL HEALTH: Ensure we are welcoming, adaptable, supportive, effective, and sustainable in our practices.

Maintaining and enhancing the District's organizational health is paramount to ensuring our ability to carry out our mission. The District seeks to ensure our ability to function effectively and efficiently, to cope adequately, to change appropriately, and to grow from within as well as be influenced from the outside. An important piece of our health is guaranteeing a safe and welcoming environment for our employees and others we work with. To be prepared for upcoming threats and opportunities, our District will continually plan for a sustainable and successful future.

3. FINANCIAL SUSTAINABILITY: Ensure we are financially sustainable.

The District will implement an organizational framework that establishes the long-term financial capacity to successfully fulfill our mission while being good stewards of our public funds. The District will manage our finances, budget, contracts and human resources through transparent, efficient, and effective methods that remain fully compliant with all relevant laws and regulations. Best practices will be used to enhance revenues, contain costs and allocate resources strategically.

4. SHARING CONSERVATION INFORMATION: Share conservation information so people have the knowledge and confidence to take action.

The District will gather and share conservation information with others so people are confidently engaged in the long-term caring for and giving back to the land. District staff will continue to offer interested land stewards technical assistance and conservation plans. The information we share and the ways we share it will be in alignment with a new culturally-sensitive communications plan that aims to broaden our reach, pursue other ways of understanding conservation and remove barriers to accessing information.

5. WATER AND SOIL: Protect and improve water quality and soil health.

The District will engage land stewards throughout our service area to protect and conserve soil and water resources. We will continue to engage with working lands managers, including farms and forests, as well as urban land stewards, including gardeners, to address statewide water quality concerns and improve local soil health. The District will protect and build on the work it has done to improve and enhance watershed health through streambank enhancements. District staff will serve as a convener, collaborative partner, and technical resource in stakeholder conversations and projects that improve water quality.

6. HABITATS AND BIODIVERSITY: Protect, enhance, and restore biodiversity, native landscapes, habitats, and ecological function.

Throughout the District, we will maintain and increase native habitat coverage and connectivity. Priority habitat types include lower Columbia estuarine, wetland, Oregon white oak and native pollinator habitats. Priority habitats will be enhanced, maintained and protected. All of these habitat types will be better protected through the District's work to prevent, slow, or stop the harmful impacts from invasive species.

7. WORKING FARMS, FORESTS AND GARDENS: Enhance the long-term health and productivity of farms, forests, woodlands, and gardens.

The District will work with land stewards to increase the health of working lands over time. Working forestland managers will be provided assistance with managing lands to reduce competition between trees and enhance forest product outputs. School and community gardens will be offered support that better ensures longevity and productivity. The District will promote resources for farms to enhance efficiency, productivity, and access to markets.

8. CLIMATE CHANGE: Promote resilient environments and communities in the face of climate change.

With new and existing partners, the District will proactively address and support climate change actions including wildfire risk reduction, resilient environments, and carbon sequestering efforts. The District will track knowledge of regional and local climate-related trends and responses to assess the need for adaptation of the District's conservation planning, programming and projects. The District will play a part in supporting the intersection of environmental and community resiliency in the Northwest Industrial Portland Harbor and most vulnerable downtown areas.

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.

The District will deliver new initiatives to provide access to and connection with the land, emphasizing those marginalized from such opportunities. School and community garden support has been identified as a key program area that we should further grow and develop to provide a space where community members can nurture reciprocal relationships with the land. The District will seek and support opportunities that provide increased local land access for cultural purposes and other local connections to the land. We will pursue and support efforts that help all people see themselves welcomed in natural areas and playing a part in protecting them.

10. LONG-TERM SUCCESS: Provide for the long-term continuous success of our conservation actions.

The District will promote actions that people can take to maintain conservation projects for the long-term. We will continue to use monitoring to inform how best to protect and enhance the effectiveness of our conservation projects. We will pilot strategies to protect our investment in past projects and ensure continued benefits.

Goals and Tactics

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

GOAL 1.1: Support, foster, and further grow staff, board, and partners' capacity to embed equity and inclusion.

TACTICS:

- a. Support and uphold a committee comprised of staff and board directors devoted to diversity, equity, and inclusion (DEI) who review our policies and actions, seek and encourage staff/board trainings, and work towards continued growth by all 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; yet 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.

- e. Host a DEI internship to help assess and inform our equity initiatives including staff/board trainings, partnership development, workplan development, DEI committee meetings, and analyzing 2020 census data.
- f. Provide or support at least two inclusivity and equity speaker topics or events per year.

GOAL 1.2: Proactively implement decision-making strategies that lead to more equitable and inclusive outcomes.

TACTICS:

- a. Seek advice from diverse community leaders and members on how to best deliver our work by forming an advisory committee that provides biannual recommendations on our operations and workplans.
- b. 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.
- c. Value and implement transparent and shared decision making through a leadership team model and open, publicly accessible, and welcoming board meetings.
- d. Develop and use a land acknowledgment statement 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 address this history in our work going forward.

GOAL 1.3: Work to welcome, increase, and maintain diversity within our board and staff, contractors we hire, and the people who benefit from our work to better reflect the diverse demographics of our service area.

TACTICS:

- a. Analyze results of the 2020 US Census data and 2017 Census of Agriculture 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.
- b. Set board and staff recruitment and retention and contract and purchasing award goals around demographic data findings to measure our performance towards achieving a state where

- our board and staff, the contractors we hire, and purchases we make at least reflect the 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. (SD2)*

GOAL 1.4: Ensure broader accessibility and remove barriers to access organizational resources and opportunities at every level of our organization.

TACTICS:

- a. Complete website updates to ensure broader accessibility for all visitors and improve visibility of DEI-related work.
- b. Keep abreast of current and emerging best practices that ensure equity in hiring and use them in our hiring process as appropriate and feasible.
- c. Ensure experiences (lived and professional) are valued criteria for any new hires and that clear expectations are set regarding how they will support and engage in our DEI work.
- d. *Develop and incorporate equitable funding/cost-share models into the delivery of our programs.*

GOAL 1.5: Foster a sense of belonging for all in the environmental sector. (SD 2)

TACTICS:

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

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

GOAL 2.1: Ensure the safety and health of our employees, volunteers, partners, and others we work with.

TACTICS:

- a. Affirm that safety and health are our number one priority for our operations, and all employees have a shared responsibility in ensuring a safe and healthy work environment.

- b. Maintain a District Safety Committee consisting of 3 employees with at least one non-management member.
- c. Hold monthly safety trainings and quarterly safety planning and incident review meetings.

GOAL 2.2: Ensure staff and board have sufficient support as well as capacity to adapt.

TACTICS:

- a. Identify and support annual board trainings (SD 1)
- b. Support the development and implementation of annual professional development plans for each staff member. (SD 1)
- c. Provide an internship program that supports all listed SDs in various capacities and helps with overall staff capacity to monitor and maintain priority projects while supporting the continued flow of experience for conservation professionals throughout our entire field. (All Other SDs)
- d. Value and provide staff flexibility in their scheduling and work load management.
- e. Develop board position descriptions and advocacy and community engagement plans that ensure consistent messaging and reach target audiences (SD 1)
- f. Encourage employee cross-training and/or project “showcases” in order to connect staff with the work happening across the district and to develop increased understanding and experience with each other’s work.
- g. Identify internal or external resources that can serve as a back-up for priority work during a period of extended or desired absence of any staff member.
- h. Recognize staff and board achievements, ideally in ways known to be appreciated by the individual being recognized, which may include verbal or written praise or other recognition.

GOAL 2.3: Support and build on opportunities to foster a welcoming environment.

TACTICS:

- 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)
- c. Organize and support staff and board social gatherings to get to know one another and welcome one another outside of the work realm.

- d. Dedicate time on board meeting agendas for Director/Associate Director check-ins.
- e. Develop and implement welcoming recruitment and onboarding procedures for those new to our organization (new Associate Directors, budget committee members, advisory committee members, volunteers, and staff).
- f. Feature more images of staff, board, partners/people we work with in all publications (welcoming).
- g. Create and maintain/update an “Internship Program” web page that showcases the field internship program and current and past interns, as well as a few case-studies of where past interns are currently working. Be sure the many forms of diversity embodied by our interns are well represented.

GOAL 2.4: Identify and modify District processes that can be made more efficient and/or effective.

TACTICS:

- a. Identify and implement workflow auditing resources such as workflow mapping to help evaluate and manage staff workloads, including examination of applied business models such as task times, project oversight, role of partners and landowners; incorporate changes that lead to efficiencies in time and resources into workplans and job descriptions.
- b. Expand upon organizational chart to demonstrate staff position and administrative workflows to help keep things efficient.
- c. Identify and implement strategies to make administrative processes such as payments, contracting, and payroll more efficient.
- d. Identify new skills needed and obsolete skills that are no longer required for staff positions based on updates to the long range business plan in order to focus education, training, and mentoring of existing employees to enable them to take on new key roles.

GOAL 2.5: Ensure continuity of all District business and processes.

TACTICS:

- 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.
- b. Cross-train staff in respective specialized duties (or retain outside resources to perform) to ensure uninterrupted services during emergencies or times of extended leave

- and periodically swap employees in positions to keep newly acquired skills fresh.
- c. Anticipate staff turnover in key positions (due to retirement or other announced departures) such as the District Manager, Controller, Office Manager, and Senior Conservationist in order to plan for an orderly succession of responsibilities.
- d. Conduct an assessment of office needs and research office location alternatives (including cost comparisons) that would best serve those needs within one year of upcoming lease expiration/renewal dates.
- e. Develop a Business Continuity Plan to guide the District’s recovery in case of disaster. Include risk analysis, disaster preparation and mitigation, guidance on what to do during a disaster, and steps and timeline for recovery efforts following a disaster event.

GOAL 2.6: Increase the environmental sustainability of our operations.

TACTICS:

- a. Identify and implement ways to make office and field supplies and office space more environmentally sustainable while being financially sustainable and efficient.
- b. Encourage staff actions that increase sustainability through individual actions and/or programmatic or operational measures (e.g. managing office compost wastes and recycling).
- c. Create and support employee and contractor programs encouraging alternative forms of transportation and other ways to reduce carbon emissions from our activities.
- d. Examine and upgrade our fleet of vehicles and management thereof with a goal of decreasing our carbon footprint.
- e. Get involved with efforts to increase building sustainability measures (e.g. join tenant group to suggest improvement ideas to management).

STRATEGIC DIRECTION 3: Ensure we are financially sustainable.

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

TACTICS:

- a. Manage accounting and finances to maximize efficiency and effectiveness.

- b. Manage development and filing of our budget, ensuring that all local, state, and federal standards and laws are met.
- c. Manage budget development to ensure that the Budget Committee and public are fully engaged in a transparent process that holds us accountable.
- d. Manage budget to ensure that authorized limits are not exceeded.
- e. Report to the board monthly financial results as compared to budgeted amounts, highlighting variances.
- f. Manage annual audit, ensuring that government-wide and fund financial statements are in compliance with accounting standards without exception.
- g. Support Board of Directors to ensure compliance with all public meeting laws and relevant Oregon Revised Statutes.
- h. Manage contracts to ensure compliance with policies and all laws.
- i. Manage human resources and benefits, ensuring compliance with all labor laws and regulations.

GOAL 3.2: Use best practices for budgeting and long-term forecasting, working to enhance revenues, contain costs, and allocate resources strategically.

TACTICS:

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

STRATEGIC DIRECTION 4: Share conservation information so people have the knowledge and confidence to take action.

GOAL 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.

TACTICS:

- a. Write conservation plans annually for farms or forests to ensure people have the assistance needed to care for healthy and productive working lands.
- b. Promote and create conservation plans that encourage urban and suburban land stewards to work together to address shared conservation issues across habitat areas of 1 acre or greater to support people in caring for the land, watersheds, and wildlife in a collective and community-led manner.
- c. Encourage property owners who have hosted invasive species treatments to have a conservation plan developed for their property (for properties greater than 1 acre) or to enroll in the Backyard Habitat Certification Program to better ensure holistic restoration.
- d. Encourage property owners who are hosting Healthy Stream or Healthy Habitat projects on their property to have a conservation plan developed for their property to better address natural resource issues throughout the entirety of these properties.
- e. *Craft and share simplified messaging about our conservation planning services and partner offerings targeting both current and underserved audiences (including renters) to increase planning access and participation throughout the district. (SD 1)*
- f. Provide technical assistance and planning at sites (e.g., private businesses, schools, community gardens, etc) that wish to demonstrate effective conservation practices. (SD 9.1)

GOAL 4.2: Produce and promote understandable and easy-to-find educational materials about conservation and our services.

TACTICS:

- a. *Craft and implement a communications plan that includes sharing information about our services, soil and habitat health, and other relevant topics via Community Engagement Liaisons (CEL)-identified channels including radio stations, community newsletters, and social media, in CEL-identified languages.*
- b. Present conservation topics to the public at 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.

- c. Redesign the district's website so that it is easy to navigate and provides visitors with relevant, engaging information about conservation and clearly shows the services we offer.

GOAL 4.3: Seek and support opportunities to recognize Traditional Ecological Knowledge (TEK) as being important to understanding the landscape and to learning and applying traditional teachings.

TACTICS:

- a. Foster expansion and diversity of staff conservation knowledge by seeking and supporting Indigenous-mentored opportunities to learn and practice working with the land using TEK.
- 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.
- c. Explore and pursue opportunities for staff and/or board tribal liaisons positions.

GOAL 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 conservation topics.

TACTICS:

- a. Host an annual event (i.e. Soil School) with presentations on a broad range of topics related to priority contemporary conservation issues. Include expert speakers from multiple disciplines, including from local tribes. Offer translation services.
- b. Consult CELs for other contemporary conservation topics and platforms/mediums relevant to their communities, and for broader outreach to promote our workshops to communities beyond those we already know.

GOAL 4.5: Work with 4-County Cooperative Weed Management Area to gain immigrant, refugee, and Indigenous community leaders' perspectives related to invasive species, and develop and adopt culturally-sensitive management approaches and messaging.

TACTICS:

- a. Review priority weed list for Early Detection and Rapid Response (EDRR) and learn more about the origins of these plants (e.g., What are their medicinal qualities, their first food qualities for immigrant Indigenous communities, and/or their naturalized use by other communities?).

- b. Gain an understanding of the relationship Indigenous communities have with our target species, and discover if this understanding shifts our priority ranking of species for control or our tactics (i.e., use of herbicides) of control for some EDRR species?
- c. Develop and distribute education and outreach materials, as well as shared messaging used by partner organizations, that respond to expressed community concerns about the overly complex, xenophobic, and colonial (i.e., elitist, alarmist) language used.

GOAL 4.6: Promote and support demonstrations of easy-to-implement conservation practices urban residents can adopt to improve water quality and soil health, and enhance wildlife habitats. (SD 5)

TACTICS:

- a. Provide annual funding and technical support for partner-led educational events like Stormwater Stars and Watershed 101 workshops that provide hands-on demonstrations of conservation practices.
- b. Support annually at least one high-value educational demonstration project or event such as the Tryon Creek Watershed Wide Event that provides hands-on demonstration, community engagement, and public access.

GOAL 4.7: Encourage collaboration, strengthen staff expertise, and promote adaptive management principles. (SD 10)

TACTICS:

- a. Encourage staff participation in conservation-focused partner dialogs.
- 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.

STRATEGIC DIRECTION 5: Protect and improve water quality and soil health.

GOAL 5.1: Assist farms, livestock and horse operations, and ranches with comprehensively addressing water quality concerns based on Oregon Department of Agriculture's (ODA) agricultural water quality standards.

TACTICS:

- 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).

GOAL 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 – maximize continuous living roots, minimize disturbance, maximize soil cover, and maximize biodiversity – in order to protect viability and resilience on our productive lands and ensure that less pollution and sediment end up in our waterways.

TACTICS:

- 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.
- c. Improve soil health on forestland to increase carbon storage, provide increased wildlife habitat, and decrease erosion.
- d. Provide financial incentives to improve soil health through cost-share, grant funding, federal incentive payments (e.g., NRCS Soil Health CIS) and other incentive programs such as OWEB grants and/or ODA funding.

GOAL 5.3: 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. (SD 5 and 10)

TACTICS:

- a. Monitor, maintain, and enhance (approximately 25) Healthy Streams Program projects, with particular

- emphasis on McCarthy Creek, to increase streamside habitat function and the viability and health of watersheds.
- b. Add new riparian restoration projects in priority watersheds (Abby Creek, Balch Creek, Crapapple Creek, McCarthy Creek, Rock Creek, Tryon Creek, and Sauvie Island), as landowner interest, staff capacity, and resources allow, particularly where contiguous habitat will be added. Identify funding sources or partnerships that allow for expanded staff capacity and implementation of these riparian restoration efforts. (SD 5 and 10)
- c. Plan and implement upland forest restoration practices within priority watersheds to protect and enhance small stream tributaries and drainages through the control of invasive species and planting of trees and understory vegetation.
- d. Encourage landowners who wish to conserve or restore riparian habitats to enroll in the Riparian Lands Tax Incentive Program.

GOAL 5.4: Serve as a convener, active partner, and technical resource with key stakeholders, such as the City of Portland, Sauvie Island Drainage Improvement Company, moorage communities and community watershed committees, that directly impact water quality within the district.

TACTICS:

- a. Facilitate a discussion with key stakeholders on stormwater permitting, policy, and processes that emphasizes holistic sub-watershed issues in Portland's West Hills so as to identify opportunities that better protect and enhance water quality and ecosystem function, reduce local flooding, and respond to continued development and redevelopment.
- b. Facilitate a discussion with the Sauvie Island Drainage Improvement Company (SIDIC) on how to reduce nutrient loading in the SIDIC canal system, reduce erosion and loss to canal integrity and conveyance due to improper canal maintenance, and maintain and restore riparian habitats along SIDIC canals.
- c. Provide outreach, information, technical assistance and cost-share, grant funding, federal incentive payments (via NRCS) to livestock operations, horse facilities, and forest owners.
- d. Partner with Scappoose Bay Watershed Council to provide outreach, education, technical assistance and possibly cost-share, grant funding, federal incentive payments (via NRCS) to landowners – including the moorage community – in projects and practices along the Multnomah Channel that benefit water quality.

- e. Partner with and provide funding to the Watershed Resource Center to engage with homeowners, tenants, businesses and other organizations interested in implementing stormwater runoff projects (e.g., Stormwater Stars Program) that benefit water quality and native habitat coverage in our shared service area.
- f. Collaborate with City of Portland Bureau of Environmental Services (BES) staff and nonprofit partners, including watershed councils, on stormwater projects that intersect public and private jurisdictions to leverage funding and technical capacities (i.e., 1% for Green Project and Boones Ferry Crossing).
- f. 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.
- g. Participate in and support regional habitat connectivity coordination efforts such as The Intertwine Alliance's Regional Connectivity Working Group and provide resources to help develop and implement regional strategies.

GOAL 6.2: Prevent, slow, or stop the loss of native habitats to biological invasions.

TACTICS:

- a. Cooperate with, support, and provide as applicable technical and financial resources for regional surveys of Early Detection, Rapid Response (EDRR) invertebrate species such as gypsy moth, emerald ash borer, Asian longhorned beetle, Japanese beetle, and spotted lanternfly. Include eradication efforts when found.
- b. Review and update the EDRR priority weed list biannually, prioritizing those we might prevent establishment of or eradicate within our district (SD 4.5)
- c. Survey for EDRR weed species as well as non-EDRR weed species in priority habitat where they are not yet established and eradicate when found. Conduct follow-up restoration practices at priority sites.
- d. Cooperate with, support, and provide as applicable technical and financial resources to community science and related volunteer early detection survey efforts such as Weed Watchers and Forest Pest Detectors. Include the moorage community for the early detection of EDRR aquatic invasive species.

GOAL 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.

TACTICS:

- 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.
- 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 to continue enhancement and maintenance of this important watershed.

STRATEGIC DIRECTION 6: Protect, enhance, and restore biodiversity, native landscapes, habitats, and ecological function.

GOAL 6.1: Maintain and increase native habitat coverage and connectivity throughout the district. (Goals 6.3-6.5, addressing wetland, lower Columbia River estuarine, Oregon White Oak and native pollinator habitats)

TACTICS:

- 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.
- 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 Restoration Partnership, and the Tryon Creek Watershed Council. (SD 5)
- c. Promote the adoption and maintenance of residential-scale nature-scaping, meadow-scaping, oak-scaping, rain gardens, and other urban habitat projects by making newly-created and existing educational resources more available to the public through awareness raising activities and other measures including targeted outreach, translation of materials, workshops, events, simplified how-to guides, videos, and technical assistance. (SD4)
- d. Provide onsite planning advice to urban residents interested in stewarding urban habitats with an added emphasis on reaching those historically underserved through targeted outreach and tailored programming.
- e. Encourage forest management near headwater streams that fosters the development of older forests.

- c. Work with partners to seek new and protect active projects that restore critical and unique floodplain and wetland habitats along the Columbia River and Multnomah Channel, consistent with the needs of identified priority species.

GOAL 6.4: Conserve and restore Oregon white oak prairie, savanna, and woodland habitats.

TACTICS:

- a. Identify quality oak habitat on private lands and conduct targeted education and outreach to the landowners who own these habitats. Develop and apply tools (e.g., right of first refusal agreements, easements) that secure habitat conservation and prevent the loss of these habitats to agricultural, non-oak forestry, and development – especially when properties are put up for sale.
- b. Promote the retention of mature Oregon white oak trees within neighborhoods, urban development, and farms through education and outreach.
- c. Manage existing and future investments in newly-created oak savanna and associated hedgerows at the lower McCarthy Creek Wetland Reserve Easement site and support landowners with active, existing oak habitat restoration projects through financial and technical assistance.
- d. Provide incentives for habitat restoration and enhancement such as cost-share, grant funding, federal incentive payments (NRCS), and other economic offsets to project costs. Work with new landowners to restore habitat through the planting of new Oregon white oak seedlings and enhance accompanying habitat in suitable locations, prioritizing large sites.
- e. Co-lead a regional effort (with Clackamas Soil and Water Conservation District) to bring back a fully functional Wildlife Habitat Conservation and Management Program (a wildlife habitat tax deferral program of the Oregon Department of Fish and Wildlife) as a key incentive to conserving, enhancing, and restoring priority habitat such as Oregon white oak prairies and savannas.
- 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.

GOAL 6.5: Protect and enhance regional pollinator, native insect, and plant biodiversity.

TACTICS:

- a. Implement pollinator habitat projects on farms, forests, gardens and neighborhoods to increase overall habitat

coverage for these critical species throughout the district.

- b. 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.
- c. Integrate herbaceous plantings and bare ground into all habitat projects, where feasible and appropriate, to further enhance native insect habitat.
- d. Engage in partnerships that promote native insect habitat (e.g. The Oregon Bee Project) and support landowners enhancing pollinator and other native insect habitat on farms, forests, and gardens.

STRATEGIC DIRECTION 7: Enhance the long-term health and productivity of farms, forests, woodlands, and gardens.

GOAL 7.1: 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.

TACTICS:

- a. Regularly support and implement forest stand enhancement projects with developed conservation plans centered on regenerative techniques that allow for continued health and productivity.
- b. Assist in effective management of Douglas-fir and western redcedar forests while also educating landowners on the ecological benefits and economic opportunities of growing red alder, bigleaf maple, and other species.
- c. Support landowners in thinning dense forests to release healthy trees by controlling competition.

GOAL 7.2: Partner on efforts that ensure the long-term health of school and community gardens. (SD 9.1)

TACTICS:

- a. Provide direct planning assistance to school and community gardens to ensure they have the knowledge and resources to maintain healthy land.
- 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.
- c. Provide technical and financial support for schools to incorporate environmental education programing into their lessons to better connect people with the land and its care.

GOAL 7.3: Assist farms, livestock operations, ranches, and horse owners to maintain and enhance the productivity and long-term health of the land.

TACTICS:

- a. Promote and share technical and funding resources (from OSU, ODA and NRCS) offered by partners to enhance productivity, marketing and access to markets for producers (e.g., ODA Specialty Crop Block Program, Farmer's Markets, etc).
- b. Promote on-farm irrigation, integrated pest management, and energy efficiency to reduce carbon footprints, decrease wildlife and water quality impacts, decrease local air pollution, conserve financial resources and increase the marketability of farms with potential certifications (e.g., Organic, Salmon Safe, etc).

STRATEGIC DIRECTION 8: Promote resilient environments and communities in the face of climate change.

GOAL 8.1: Address wildfire risk and landscape resiliency to wildfire.

TACTICS:

- a. Promote and advocate for the update and implementation of a wildfire risk reduction plan for Forest Park 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.
- b. Partner with OSU Extension, Oregon Department of Forestry (ODF), and Portland Fire & Rescue to deliver information and outreach on wildfire risk reduction 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. (SD 4)
- c. Partner with Portland Fire & Rescue, ODF, and Tualatin Valley Fire & Rescue to provide Home Risk Assessments, prioritizing areas where fire risk reduction would have the greatest impacts, and offer technical and financial assistance to residents who are implementing high priority actions.
- d. Promote the creation of 1-2 new Firewise communities like Linnton in neighborhoods facing threats from wildfire that may ignite in large nearby areas of natural vegetation or open space.

GOAL 8.2: Help farms, working forests, and community and school gardens adapt to climate change by encouraging conservation practices that support resilient environments and sequester carbon.

TACTICS:

- a. 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.
- b. Market our technical offerings that lead to increased resilience, including building soil health, riparian and pollinator habitat plantings that increase biodiversity and sequester carbon, integrated pest management, active forest management, and irrigation efficiency.
- 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.
- d. Develop partnerships with organizations committed to providing ecosystem service payments to landowners who sequester carbon, and assist with relevant field measurements and conservation planning.
- e. Update relevant content on website and other publications to refer to climate change and facilitate actions that support a resilient environment.

GOAL 8.3: Increase community resiliency to climate change in the Northwest Industrial/Portland Harbor and most vulnerable downtown areas.

TACTICS:

- 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.
- b. Promote actions that reduce the urban heat-island effect such as protecting mature urban trees, planting trees and other vegetation, depaving, and installing green infrastructure including eco roofs and planters in areas with low canopy cover and high levels of impervious surface.
- c. Support urban planning and/or engineering strategies shown to be effective at improving air quality, reducing runoff, and creating urban native habitats.

GOAL 8.4: Increase internal capacity to understand and impact climate change

TACTICS:

- a. Support staff in attending at least one climate change-focused training event annually.
- b. Support staff in participating in strategic partnerships and collaborations that seek to impact climate change through conservation actions.

STRATEGIC DIRECTION 9: Enhance, support, and create opportunities for all people, especially those historically and presently displaced from and deprived of land, to foster positive relationships with the land.

GOAL 9.1: Support school and community gardens, especially in the most racially diverse neighborhoods in our district, as a place where students and families can nurture reciprocal relationships with the land. (SD 7.2)

TACTICS:

- a. Collaborate with partners, including OSU Extension Farm to School Team, Portland Parks & Recreation, Portland Public Schools, and East Multnomah SWCD, to assess what niche we could fill or support to help ensure people's access to community and school gardens.
- a. Develop a comprehensive list of all schools in the district, assess demographic, socioeconomic and garden/environmental funding needs for each, and reach out to key partners or stakeholders, including Portland Public School District and East Multnomah SWCD, to develop an equitable decision-making framework for allocating funding.
- b. Secure necessary funding (based on findings from 1.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).
- c. Develop welcoming garden signage for use at the school and community gardens we support, translated into languages used in our district so families with English as a second language will know that these are community spaces where they are welcome and invited to participate.

GOAL 9.2: Assess and address opportunities that provide increased land access for cultural purposes and other local connections to the land.

TACTICS:

- 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.
- b. Develop relationships and work with culturally specific organizations including HAKI Community Organization, Wisdom of the Elders, Verde and Native American Youth and Family Center (NAYA) along with immigrant community members, landowners, and other partners to understand how we might facilitate access to land to fulfill cultural needs, how we might connect willing landowners with community members seeking more local access, and inform our role in delivery of this goal.
- c. 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.
- d. Integrate and collaborate on opportunities to address cultural needs through school and community garden efforts (SD 8.2 and Goal 9.1)

GOAL 9.3: Support efforts that help all people see themselves in natural areas, demonstrate that these places are for them, and convey that all people can play a role in protecting and enhancing these areas.

TACTICS:

- a. Support youth environmental education programs that connect diverse community members with natural areas and conservation actions (e.g., Friends of Tryon Creek, Jackson SUN, Ecology in Classrooms and Outdoors, Salmon Watch, Camp ELSO, etc.) (SD 1 and 4)
- b. Partner on local conservation and education events such as Tryon Creek's Trillium Festival that connect community members with conservation. (SD 1 and 4)
- c. Collaborate on outreach to Home Forward and other rental and low-income housing partners to let them know that our services and our partners (such as the Backyard Habitat Certification Program) are available to help them manage their land (SD 1, 7 and 4)
- d. Reach out to businesses nearby to the District office to take them on "lunchtime learning" walks to engage and build relationships with these businesses and the diverse clients they serve.

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

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

TACTICS:

- a. Strengthen partnership with OSU Extension and other organizations to educate landowners on forest, farm, and community garden conservation
- b. Emphasize the actions that landowners can take on their own to manage weed species, enhance growth and vigor of their crop, and protect the water and soil
- c. Work with Coalition for Clean Rivers, City of Portland, and other NGO partners to share messaging and resources that encourage and facilitate simple actions individuals can take to realize conservation benefits.
- d. Learn from and build on efforts that facilitate long term care of conservation projects through staff and partner sharing, assessment of monitoring, and surveying conservation project participants.
- e. Work with Backyard Habitat Certification Program (BHCP) to assess expansion to larger urban and suburban properties to provide interested owners and tenants with larger acreage access to BHCP's long-term incentives and check-ins that are currently only available to landowners who own an acre or less of land.

GOAL 10.2: Monitor the effectiveness of our conservation projects and respond to findings with an adaptive management approach to conservation.

TACTICS:

- a. Annually monitor and maintain the conservation values protected by the permanent conservation easements on private lands for the Sturgeon Lake Restoration Project.
- b. Strategically monitor restoration sites 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.
- c. Hold an annual tech staff meeting to debrief on monitoring findings and approaches to adapt site management.
- d. Participate in the Unified Monitoring Protocol for the Greater Forest Park Conservation Initiative (GFPCI) and report findings for compilation in the GFPCI Year Impact Report.

- e. Monitor stream temperature on Miller, McCarthy, and Crabapple Creeks during the spring, summer, and early fall months to better understand the impacts from conservation actions, roads, development, and climate change to inform our future conservation actions alongside other available data.

GOAL 10.3: Identify the types of long-term agreements we should use to secure conservation benefits from our projects and actions for the long-term, and the organizational capacity and infrastructure needed to use them.

TACTICS:

- a. Conduct a survey of landowners to better understand project successes and failures and to assess their willingness to enter into long term conservation agreements as a means to protect projects for the long term.
- 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).
- c. Research what is required to develop local carbon markets for soil building and forest conservation measures.
- d. Research the types of long-term agreements – such as conservation easements – that are used, or could be used, to protect investments in conservation.
- e. Identify priority focal areas and habitats that have properties of significant conservation value that would benefit from the use of long-term conservation agreements. Develop criteria for ranking prospective properties based on their conservation value for priority habitats such as wetlands, wet prairies, oak prairie and woodlands, riparian and older conifer forest as well as their value in providing educational and management demonstration opportunity consistent with their conservation value.
- 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



Implementation and Performance

This is a 5-year strategic plan that will be implemented through the District's annual work planning and budget adoption process for fiscal years 2021-22, 2022-23, 2023-24, 2024-25 and 2025-26. This process precedes the District's

fiscal year which runs from July 1st through June 30th. Each January preceding the beginning of the fiscal year, District staff develop annual work plans for the upcoming fiscal year. The annual work plans determine which strategic directions and goals each staff member will be implementing through their programs of work. Annual work plans are derived from and further define the goals and tactics, and contain the timing and staff and partner resources needed to implement them. Staff then develop program budgets to identify the funds needed to implement the annual work plans, which are compiled into the District's proposed balanced budget which is presented to the District's Budget Committee. The Budget Committee then discusses and recommends an approved budget for consideration by the District's Board of Directors. The Board then further discusses and adopts a final budget in June.

Not all LRBP goals or tactics will be implemented in any given year; as a reminder those *in italics* are those goals and tactics that the District has to build capacity in order to implement. Performance of LRBP implementation will be assessed according to the measures of success identified for each strategic direction as described below. The measures of success are a combination of measurable or descriptive criteria that define the desired level of progress the District would like to achieve with respect to each strategic direction. The measures of success will be evaluated annually as either being “successful” (i.e., the measure of success was achieved or exceeded), “in progress” (i.e., some accomplishment on the measure of success but not full achieved) or “needs improvement” (i.e., progress was not made). The annual evaluation will include a listing of the factors encountered that led to “in progress” or “needs improvement” outcomes.

Measures of Success

STRATEGIC DIRECTION 1: Embed equity and inclusion in all that we are and all that we do.					
Success Criteria	Measures of Success				
	LRBP Year 1	LRBP Year 2	LRBP Year 3	LRBP Year 4	LRBP Year 5
Internal staff and board diversification and capacity development	Plan developed for a diverse advisory committee; Capacity developed with trainings and facilitated discussions	Relationships developed with potential advisory committee members; Analysis of 2020 census and District demographic data completed	Form and convene a diverse standing advisory committee; Set board and staff diversification goals	Convene formed advisory committee	Convene formed advisory committee
Service benefits are increased for historically underserved communities	District-wide assessments of program benefits and access issues	Develop plans to address assessment findings. Complete website accessibility and other updates	Annually evaluate the distribution and receipt of benefits with advisory committee		
Address any found disparities in our contracting, supplies, and/or procurements to ensure our expenditures are equitably distributed.	Set up tracking mechanisms to evaluate the % of contracts and purchases from Diverse Suppliers registered through the State of Oregon Certification Office for Business Inclusion and Diversity (COBID) or self-reported equivalent qualifications.	Evaluate the percentage of contracts and purchases from Diverse Suppliers registered through the State of Oregon Certification Office for Business Inclusion and Diversity (COBID) or self-reported equivalent qualifications with respect to number and value awarded.			

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

Success Criteria	Measures of Success				
	LRBP Year 1	LRBP Year 2	LRBP Year 3	LRBP Year 4	LRBP Year 5
Staff work-life balance	Staff surveys show they feel healthy about work-life balance; Create and evaluate realistic annual work plan; Ensure regular communication-feedback processes	Create and evaluate realistic annual work plan; Ensure regular communication-feedback processes	Staff surveys show they feel healthy about work-life balance; Create and evaluate realistic annual work plan; Ensure regular communication-feedback processes	Create and evaluate realistic annual work plan; Ensure regular communication-feedback processes	Staff surveys show they feel healthy about work-life balance, Create and evaluate realistic annual work plan; Ensure regular communication-feedback processes
Safety	All incidents are reported in a timely manner with corrective and preventative action taken				
Efficiency and effectiveness	Maintain detailed job descriptions; Identify and implement workflow auditing; Complete annual performance evaluations	Maintain detailed job descriptions; Identify and implement workflow auditing; Complete annual performance evaluations	Maintain detailed job descriptions; Respond to workflow auditing; Complete annual performance evaluations	Maintain detailed job descriptions; complete annual performance evaluations	Maintain detailed job descriptions; Complete annual performance evaluations; Develop Business Continuity Plan in the event of a disaster
Staff and board feel welcomed	Exit interviews and new staff interviews/ surveys report out a welcoming environment	Affinity group needs and potential partners are identified	Develop and support affinity groups that meet our needs. Website updates show a wider diversity of perspectives	Develop and support affinity groups that meet our needs	Develop and support affinity groups that meet our needs

STRATEGIC DIRECTION 3: Ensure we are financially sustainable.

Success Criteria	Measures of Success				
	LRBP Year 1	LRBP Year 2	LRBP Year 3	LRBP Year 4	LRBP Year 5
Remain fully compliant with all laws and regulations pertaining to public entities.	Independent audit of financial statements resulting in clean audit opinion and finding that District is in compliance with relevant laws and regulations				
Use best practices for budgeting and forecasting, working to enhance revenues, contain costs, and allocate resources strategically.	Annually receive the Government Finance Officers Association's Distinguished Budget Presentation award				

STRATEGIC DIRECTION 4: Share conservation information so people have the knowledge and confidence to take action.

Success Criteria	Measures of Success				
	LRBP Year 1	LRBP Year 2	LRBP Year 3	LRBP Year 4	LRBP Year 5
Understandable and culturally accessible	Work with Community Engagement Liaisons (CELs) to develop communications plan	Complete CELs-guided communications plan	Website redesign completed; Translate materials according to communications plan	Deliver a CELs-vetted and -guided communication plan that reaches broader audiences	
Science-based credible information that includes other, non-dominant culture ways of knowing	10 conservation plans completed; Technical staff participate in at least one training or opportunity that involves learning about Traditional Ecological Knowledge (TEK)	10 conservation plans completed; Review feasibility of tribal liaison for board and/or staff	10 conservation plans completed; Technical staff participate in at least one training or opportunity that involves learning about TEK; Pursue tribal liaison for board and/or staff	10 conservation plans completed	10 conservation plans completed; Evaluate invasive species priorities, tactics, and messaging with increased indigenous cultural perspectives gained through regional dialogue

STRATEGIC DIRECTION 5: Protect and improve water quality and soil health.

Success Criteria	Measures of Success				
	LRBP Year 1	LRBP Year 2	LRBP Year 3	LRBP Year 4	LRBP Year 5
Cropland improved	30 acres per year				
Stream length enhanced	Minimum 22,910 feet by Year 5				

STRATEGIC DIRECTION 6: Protect, enhance, and restore biodiversity, native landscapes, habitats, and ecological function.

Success Criteria	Measures of Success				
	LRBP Year 1	LRBP Year 2	LRBP Year 3	LRBP Year 4	LRBP Year 5
Native habitats conserved, enhanced and/or restored	9 acres of priority habitat restored or enhanced	Secure 1 new priority habitat project	1 acre of priority habitat enhanced or enhanced	Secure 1 new priority habitat project	9 acres of priority habitat restored or enhanced
Preventing and/or eliminating new invasive species threats	Annually survey at least 300 properties and respond to any detected priority Early Detection, Rapid Response (EDRR) species found quickly and collaboratively				

STRATEGIC DIRECTION 7: Enhance the long-term health and productivity of farms, forests, woodlands, and gardens.

Success Criteria	Measures of Success				
	LRBP Year 1	LRBP Year 2	LRBP Year 3	LRBP Year 4	LRBP Year 5
Working forestlands and farms covered by conservation plans	Annually complete 6 conservation plans				
School and community gardens receiving technical or financial assistance	Annually support 6 school and/or community gardens				

STRATEGIC DIRECTION 8: Promote resilient environments and communities in the face of climate change.

Success Criteria	Measures of Success				
	LRBP Year 1	LRBP Year 2	LRBP Year 3	LRBP Year 4	LRBP Year 5
Wildfire risk reduction	Find niche	Develop partnerships	Deliver localized community wildfire protection plan	Deliver localized community wildfire protection plan	Increase fire wise communities and those w/ completed assessments, evaluate impact
Reduce heat island impacts for those most vulnerable	Find niche	Develop partnerships	Identify projects and actions	Implement projects and actions	Implement projects and actions

STRATEGIC DIRECTION 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.

Success Criteria	Measures of Success				
	LRBP Year 1	LRBP Year 2	LRBP Year 3	LRBP Year 4	LRBP Year 5
People have ways to connect with the land	Find niche to provide school and community garden support	Implement school and community garden programming			
People have access to land	Identify strategies to facilitate land access for cultural benefits	Facilitate and support land access for cultural benefits			

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

Success Criteria	Measures of Success				
	LRBP Year 1	LRBP Year 2	LRBP Year 3	LRBP Year 4	LRBP Year 5
Monitor restoration sites and respond to findings	Annually monitor all sites that require it to inform (adaptive) management and/or to meet reporting requirements or document success.				
Maintain and secure long-term agreements	2 total agreements held and maintained (Sturgeon Lake and McCarthy Creek)	2 total agreements held and maintained	3 total agreements held and maintained	3 total agreements held and maintained	4 total agreements held and maintained

APPENDIX A

Acronyms Used in This Business Plan

BES	Bureau of Environmental Services (City of Portland)	ODA	Oregon Department of Agriculture
BIPOC	Black, Indigenous and People of Color	ODF	Oregon Department of Forestry
BHCP	Backyard Habitat Certification Program	ODFW	Oregon Department of Fish & Wildlife
CEL	Conservation Engagement Liaison(s)	OISC	Oregon Invasive Species Council
CIS	Conservation Implementation Strategy	OSU	Oregon State University
CWMA	Cooperative Weed Management Area	OSWB	Oregon State Weed Board (ODA)
CSP	Conservation Stewardship Program	OWEB	Oregon Watershed Enhancement Board
DEI	Diversity, Equity and Inclusion	SI	Sauvie Island
DEQ	Department of Environmental Quality (Oregon)	SD	Strategic Direction
GFPCI	Greater Forest Park Conservation Initiative	SIDIC	Sauvie Island Drainage Improvement Company
LAC	Local Advisory Committee	SWCD	Soil and Water Conservation District
LRBP	Long Range Business Plan	TEK	Traditional Ecological Knowledge
MBE	Minority Business Enterprise	USDA	United States Department of Agriculture
NGO	Non-governmental Organization	US	United States
NAYA	Native American Youth and Family Center	WBE	Women Business Enterprises
NRCS	Natural Resources Conservation Service (USDA)		

APPENDIX B

Partnership Roles and Responsibilities

The District works with agencies and individuals as partners in efforts to achieve our vision. Various memorandums of agreement and/or understanding, working agreements, intergovernmental agreements, and informal arrangements formalize the partnerships. The District believes that our existing partners, which include non-profits, government organizations, private companies, community organizations, landowners and volunteers, and yet-to-be determined partners are crucial to us reaching our goals. Our work will only be successful if we are able to truly partner with communities, engage with respect, authentically listen, and have the commitment to share decision making, control, and resources. We must further examine and prioritize working with partners that share our equity goals to further maximize impacts with underserved communities.

Local Level

Landowners, renters, producers, schools, community organizations, general public

The general public uses the District as its primary point of contact for not only District programs and information, but those of the Oregon Department of Agriculture and the USDA's Natural Resource Conservation Service. Landowners, renters, schools, community organizations, and agricultural and forest products producers can avail themselves of technical assistance with natural resource concerns and assistance in securing grant or loan funding for an array of natural resource conservation projects.

Culturally-Specific Organizations

The District understands that we must further develop and support relationships with culturally-specific organizations. Culturally specific organizations are led and developed by the communities they serve. Through authentic and respectful

partnerships with culturally specific organizations we are able to make more informed and effective impacts in our equity and conservation efforts at large together with the communities we wish to serve.

Local Government

The District works with a diverse group of key partners in local government agencies: City of Portland (BES, Parks, and Planning & Sustainability), Clackamas County, Metro, Multnomah County, and Washington County.

OSU Extension Service

The District maintains a working relationship with the Multnomah County office of Oregon State University Extension Service. The District welcomed the Oregon State University Extension Master Gardeners into our office in 2009, giving the hotline and 600 Master Gardener volunteers a presence in the county it had been lacking after falling victim to county budget cuts.

Other Local Partners

The District partners with many other local groups that help us achieve our mission including: Backyard Habitat Certification Program, Depave, Forest Park Conservancy, Linnton Neighborhood Association, Scappoose Bay Watershed Council, Skyline Ridge Neighbors, Tryon Creek Watershed Council, Watershed Resources Center, and West Willamette Restoration Partnership. The District also works with the Sturgeon Lake Work Group including the Bonneville Power Administration, Ducks Unlimited, Oregon Dept. of Fish and Wildlife (ODFW), Oregon Dept. of State Lands, and scores of groups to fund the Save Sturgeon Lake restoration project. Specific groups on Sauvie Island (SI) that we work with regularly include: SI Community Association, SI Drainage Improvement Company and SI Grange. The District works closely with neighboring SWCDs, including Clackamas, Columbia, East Multnomah, and Tualatin.

Regional Level

The District works with the following regional partners to better coordinate efforts and maximize impacts: Four County Cooperative Weed Management Area (CWMA), Intertwine Alliance, Metro, Northwest Weed Management Partnership, SOLVE, and others.

Advisory Committees

Staff and board members have been involved in various Citizen Advisory and Technical Advisory Committees that are working on issues of importance to citizens in our service area. In addition, staff have continued to engage in Local Advisory Committees (LAC) made up of landowners, agricultural producers, and environmental representatives to develop Agricultural Water Quality Management Area Plans. District staff participate in three local advisory committees: Lower Willamette LAC, North Coast LAC, and Tualatin LAC.

State Level

The Oregon Department of Agriculture (ODA) Natural Resources Division provides administrative oversight and partial administrative and technical support funding. The Oregon Department of Environmental Quality (DEQ), Oregon Department of Fish and Wildlife (ODFW), Oregon Department of State Lands (responsible for navigable waters, submerged and submersible land plus leases for marinas, and moorages), and Oregon Watershed Enhancement Board (OWEB) provide funding. The Oregon Association of Conservation Districts (OACD) provides technical and administrative support to the District and is the main conservation district advocacy organization with the Oregon State administration and legislature. We coordinate with numerous state agencies to carry out our work including Oregon Invasive Species Council (OISC), Oregon Department of Forestry and others.

National Level

The national Natural Resource Conservation Services (NRCS) office provides funding for work agreements with the District.

Tribes, Tribal Government and Inter-Tribal Organizations

As we approach partnerships with Native American tribes, we do so with the understanding that they are sovereign nations and acknowledge indigenous community members as the original inhabitants of the land the District now aims to serve. We understand that partnering with tribes, tribal organizations, and tribal individuals is instrumental to better serving all of our constituents and reaching our conservation and equity goals. 

APPENDIX C

Long Range Business Plan Conservation Scope Information Gathering Report

May 12, 2020

Background

To better inform our Long Range Business Plan (LRBP) Update we reached out to community members, program participants, organizational partners, staff and board to gather a diversity of perspectives to consider in planning for our organization's future scope, financial sustainability and overall health with an aim of embedding equity and inclusion as a founding value in all that we do. We gathered input through:

- 32 partner and community organization interviews
- 160 historically underserved community members were surveyed by 8 hired Community Engagement Liaisons (CELS) comprised of community leaders, translating as needed, within the following communities: Arabic, African American, Chinese, Latinx, Native American, Slavic, and Vietnamese.
- 183 online and in-person surveys
- Staff and Board online surveys and follow-up discussions
- Partner and community meeting discussions

Report Intent: This report provides high-level summary findings key to the conservation scope discussion from these efforts, but more detailed reports on findings are available upon request.

Report Content

Partner Interviews	Page 2
Community Engagement Liaisons (CELS) Surveys	Page 3
Online and In-Person Surveys	Page 4
Staff and Board Surveys	Page 5

Overarching Themes/Findings

- The top threat and barrier to people engaging in voluntary action with the District was found to be lack of awareness of our District and conservation issues in general.
- The need for more conservation education and clarity/simplification of messaging was highlighted throughout.
- Clean water or water quality remains a top concern across all datasets.

- Climate change, air quality, soil health and access to land have surfaced as priority issues to many surveyed in concert with identified opportunities to work on these issues and better meet prioritized historically underserved community members' needs.
- Wildlife habitat and connectivity certainly ranked towards the top for partner interviews and online surveys, but the CELs surveys didn't showcase wildlife as a key concern for community members responding.
- Cultural conflicts with our invasive species management philosophies and/or tools has surfaced in surveys and interviews alongside partner interviews finding invasive programming as critical to that stakeholder group.
- Increasing pressures of development and urbanization along with related concerns for wildlife habitat/connectivity and watershed health have been emphasized in the results.

Interview Findings

The following showcases the most frequently mentioned candid feedback we received in conducting 32 interviews with partners, program participants and other stakeholders to better understand what we do well, where we can improve, and what programs or areas of work we should prioritize over the next five years.

- **What we do well (and multiple partners would like to see continued):**
 - Convening and collaborating
 - Diversity, equity and inclusion
 - Customer support/responsive/technical advice
 - Conservation planning
 - Working with landowners
- **Improvements:**
 - Better outreach and communications around services/offerings
 - Increase/expand collaboration
 - Address climate change
 - More or sustained capacity, to do what we already do
- **Conservation issues:**
 - Most Mentioned: Education and outreach,

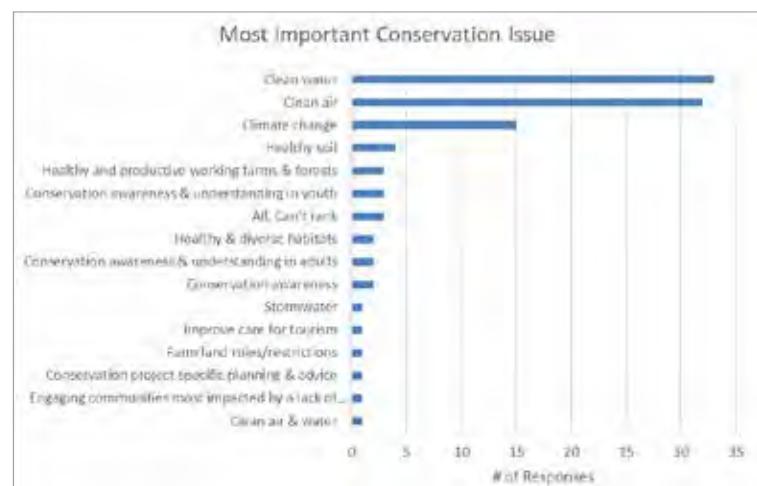
- watershed health and water quality, wildlife needs/habitat/connectivity
- Frequently Mentioned: Climate change, invasive species
- Next Most Mentioned: Diversity equity and inclusion, wildfire risk reduction and forest health
- Greatest threats:
 - Lack of education/awareness/information
 - Climate change
 - Development and urbanization
 - Capacity and lack of funding
- Most valued programs/services:
 - All of them, Youth Education and Support
 - EDRR Invasives
 - Canopy Weeds, Forest Health, Healthy Streams
- Top Barriers:
 - Awareness
 - Time
 - Funding
- Opportunities:
 - Outreach and communications
 - Collaboration and sharing
 - Upcoming events and school events
 - Forest resiliency and wildfire risk reduction
 - Diversity, equity and inclusion

CELs Findings

Historically underserved community members were surveyed by hired Community Engagement Liaisons (CELs) comprised of community leaders, translating as needed. The majority of those surveyed (93%) have had no interaction with the District prior to this survey despite 23% of those surveyed living within the District's boundaries.

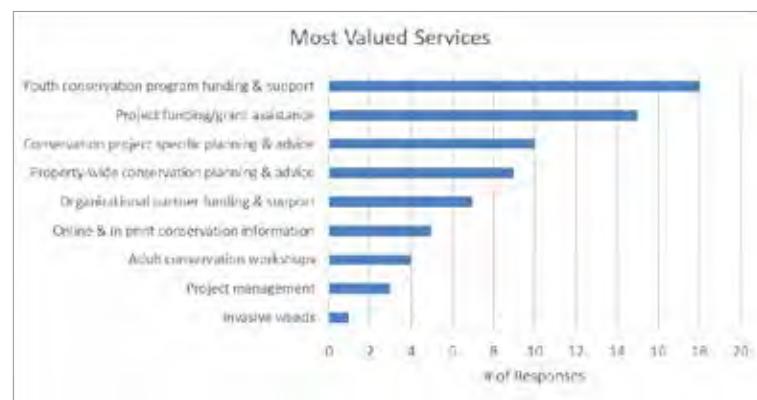
While clean water, clean air, climate change and soil were spotlighted when asked to rank conservation issues, the general ask for conservation issues of importance access to natural areas and garden space surfaced as a third ranking criteria amongst the aforementioned categories. The access issue also came out in CELs reports regarding a desire to culturally connect, enjoy and work with land in a variety of ways including a desire from some to return to farming, foraging, parks access and community garden space.

Our funding and grant assistance rose to the top of general valued services question, but when asked to rank youth programming toppled that.



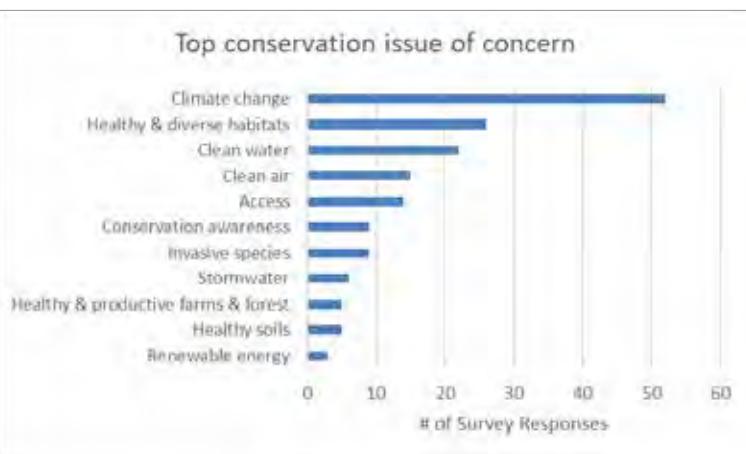
Insufficient information/ understanding of what we do and if our services are available was the top found barrier to them accessing our services with time, landownership, funding and language barriers also noted at relatively high levels.

Opportunities to support cultural connection to land and its management were discussed. Cultural conflicts with our invasive species management philosophy and tools was highlighted. Providing programming at predetermined community spaces (even if out of jurisdiction) was strongly encouraged.

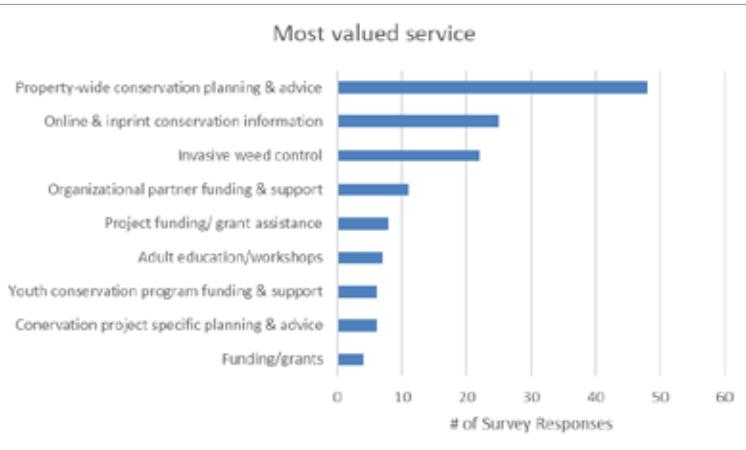


Online and In-Person Surveys

The majority of those surveyed (89%) live within our District boundaries and 92% have heard of us before while 42% have received direct assistance from the District and 25% declared themselves to be a project/program partner.



Although clean water and invasive species topped the general conservation issues of concern question, when respondents had to rank issues, climate change and healthy habitats rose to the top. Soils also took a marked drop in overall % when respondents were asked to rank. In addition to those listed, diversity, equity and inclusion (DEI), anthropogenic historical ecology, politics, preservation and urbanization, naturescaping in suburbs, moving tank farms, preservation of trees and urban forests, salmon populations, wildfire, and oak preservation were found written in answers.



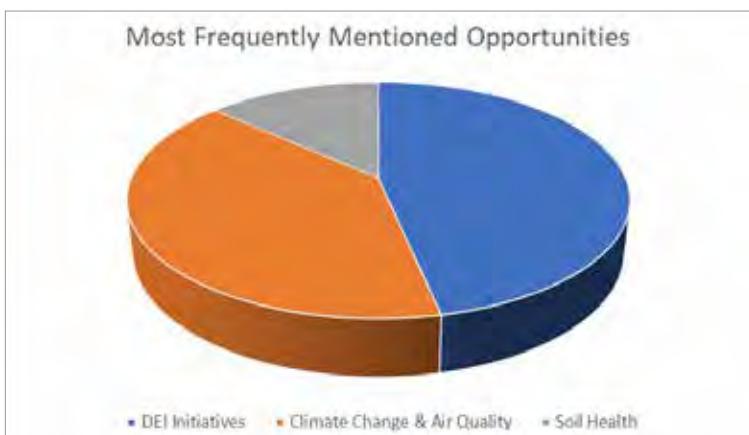
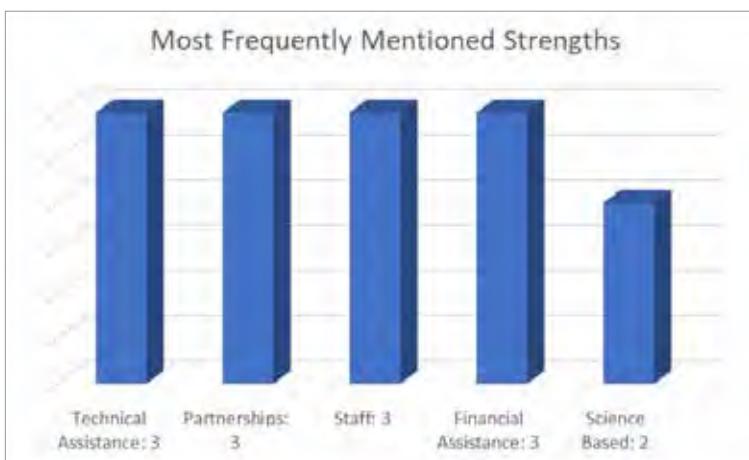
For general valued service responses, the top picks were the same, but invasive weed control topped the list with online and in-print in 2nd place and property-wide conservation planning in 3rd. Write-in responses for most valued services included community gardens, hedgerows, conservation, and raising awareness about conservation threats.

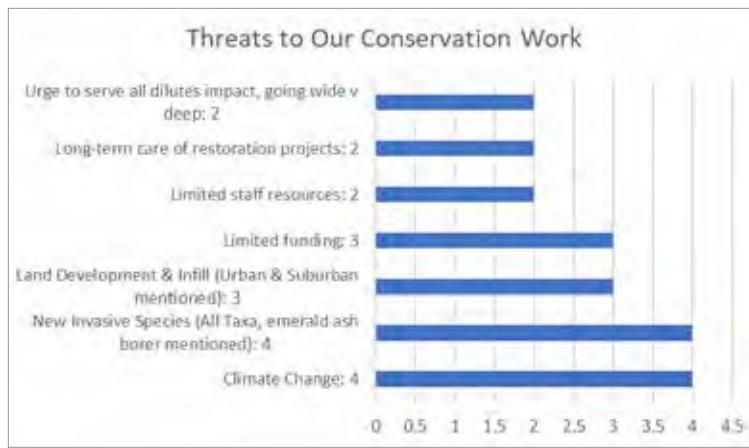
The responses to the barriers question (below) matches the top identified barriers from the CELs, but shows time and funding to be more significant barriers than were listed for the CELs. “Other” barriers written in include uncertainty, funding needs, confidence and need.

I don't know what you do	25.40%	32
I don't have enough time in my schedule	25.40%	32
I don't have extra funds to contribute to a project	22.22%	28
I'm not physically able to implement suggestions	8.73%	11
I don't own property, or it's too small to qualify for your assistance	13.49%	17
I don't have sufficient information on what services I might be eligible for	35.71%	45
I'm not comfortable working with government organizations	3.17%	4
Your information isn't available in my preferred language	1.59%	2
Other (please specify)	27.78%	35

Staff and Board Surveys

The following showcases graphic depiction of key staff survey results:





In addition to the staff survey results, depicted above, we collected answers on these same questions from our Board.

We received 4 Board responses to this survey and are in close alignment with the staff findings. For our strengths, the Board responses highlighted our staff and partners as our top strengths. The Board highlighted our invasive species work, restoration and education work as most valuable. Increased and leveraged funding were most frequently listed as Board identified opportunities, however other particulars were mentioned including easements, diversity, equity and inclusion (DEI) and becoming less siloed across urban/rural issues.

Lastly, for threats, two board members identified limited resources (funding and staff) as the biggest threat while the remaining respondents cited climate change and lack of landowner follow-through. Staff's flagging of climate change and development/urbanization as key threats to our conservation work is in close alignment with what we've heard from others. 

APPENDIX D

Evolving Success Criteria

The following criteria was used by staff and board to inform the creation of this plan.

Preamble on Evolving Success Criteria for Effective and Informed Decision Making

Why do we need evolving (continuously developed and adaptive) success criteria?

- To define outcomes
- To facilitate decision making
- To ensure diversity, equity and inclusion is embedded as a foundational value

How will we use these criteria?

- To examine and weigh the impact of difficult decision alternatives
- To provide guidance when a conversation or decision is stuck and it's unclear what might be the best path forward

Focal areas and foundational values defined:

To ensure we are all grounded in how we define the three outcome focal areas and foundational values of diversity, equity, and inclusion, definitions are provided below:

Conservation Scope: Our organizational mission, vision, and goals that determine what we do, why we do it and how we do it. This will be affirmed or modified as we move through the

process. Conservation Scope also includes identifying specific initiatives and program areas that achieve our mission, vision, and goals as determined through the LRBP update process.

Financial Sustainability: An organizational framework that ensures the long-term ability to successfully fulfill our mission while being a good steward of public funds through:

- a. Readily available financial resources to implement annual work plans
- b. Sufficient reserves to ensure resiliency during economic downturns and the capacity to support capital projects while maintaining our current staffing level

Organizational Health: An organization's ability to function effectively and efficiently, to cope adequately, to change appropriately, and to grow from within.¹

Diversity, Equity and Inclusion: Diversity encompasses a wide range of qualities and attributes within a person, group, or community. When we celebrate diversity, communities and workplaces become richer, drawing upon the variety of experiences, perspectives, and skills that people can contribute.²

Equity is the concept of treating everyone fairly by acknowledging everyone's unique situation and addressing systemic barriers. The aim of equity is to ensure that everyone has access to equal results and benefits.²

Inclusion: Acknowledging and valuing people's differences so as to enrich or shift social planning, decision making, and

quality of life for everyone. In an inclusive society, we all have a sense of belonging, acceptance, and recognition as valued and contributing members of society.²

Conservation Scope Evolving Success Criteria

Given your examination of the following, how does this decision align with what we aim to accomplish as an organization:

1. Aligns with our affirmed or modified mission
2. Aligns with our affirmed or modified vision
3. Aligns with our affirmed or modified goals
4. Results in long-term impactful conservation outcomes
5. Embeds equity and inclusion as foundational value in all that we are (our organizational makeup) and all that we do (our work)
6. Is responsive to community needs of communities in the District that we have prioritized

7. Allows us to fulfill a unique niche or unmet need with strategic partnerships leveraging our limited resources and expanding our overall reach
8. Effectively addresses identified priority ecosystem or conservation threats

Underlined terms will be further evaluated and refined as we move through the process:

- #4: What “long-term impactful conservation outcomes” will we prioritize?
- #6: What communities shall we prioritize?
- #7: What makes partnerships “strategic” in addition to leveraging resources and expanding reach?
- #8: *What conservation threats do we wish to address?* (*Critical question for the Board) 

1. Organizational Health Diagnostic & Development Corporation (Source: <https://www.organizationalhealth.com/publications/OHFinal.pdf>, 3/9/2020)
2. Nonprofit Association of Oregon, Equity & Inclusion Lens Guide, 2019. (Source: <https://nonprofitoregon.org/equity-inclusion-lens-guide-message> <https://nonprofitoregon.org/sites/default/files/NAO-Equity-Lens-Guide-2019.pdf>, 7/10/2020)

APPENDIX E

Conservation Threats

The following prioritized list of conservation threats staff would like the District to address was crafted after examining information gathering reports.

Conservation Threats We Continue to Prioritize

Overarching/impacting many conservation issues

- Climate change (hits many other threats)
- Development, infill and urbanization (hits many other threats)
- Degraded working farms and forestlands
- Declining watershed health and functionality (hits many other threats)
- Addressing new invasive species (EDRR)
- Inadequate stormwater management (hits many other threats)
- Wildfire risks

Education/messaging/outreach/information access (*most mentioned barrier and threat)

- Lack of adult education and engagement (conservation issues and what individuals can do about them)
- Lack of youth education and engagement (conservation issues and what individuals can do about them)
- Lack of trust in government and science

Social sustainability/social component of conservation

- Access (to farmable land, to community gardens, to harvest/forage and for enjoyment of local natural areas/features)
- Lack of diversity in the environmental field and our District's staff and leadership (DEI)
- Long-term management and follow-through

Water quality

- Declining water quality

Wildlife habitat

- Continued and expanding wildlife habitat degradation and loss of connectivity
- Rare and declining habitats and dependent species

Soil health

- Economic viability of working farms and forestlands
- Declining soil health

Conservation Threats We Will Increase in Priority

1. Lack of conservation education (the need to broaden our reach with an emphasis on connecting with communities that our District hasn't served/reached and expanding general awareness of conservation issues)
2. Climate change (the need to more clearly communicate how we already address this issue, and how we will continue to do so in our updated plan, but also a desire to work more proactively on addressing this threat)
3. The following historical conservation focal areas:
 - a. Water quality
 - b. Soil health
 - c. Habitats (Emphasis on rare and declining habitats and connectivity for plants, wildlife, and people)
4. Threats related to relevancy, equity, access, and disparities (focus on geography and communities) must be addressed by better understanding historically underserved communities and then responding to what we learn.
5. Development and urbanization (we have an interest in finding creative ways to “get in front” of and mitigate related threats)
6. Lack of incentives to motivate conservation action and decreasing partner capacities

New Conservation Threats We Will Prioritize

1. Disparities in the demographics of the communities we have largely/historically served
2. Disparities in environmental justice outcomes
3. Decreasing lands to work and people to work the land (i.e. farms/forests and farmers/foresters/ranchers to work the lands)
4. Lack of cultural connection with the land and no clear pathway to regain connection

Conservation Threats to Lower in Priority

1. Lack of funding (Recognition of the possible need to limit funding projects directly with our tax base if we add new focus areas and/or do not add additional, secure funding sources. This does not include or affect partner funding as a strategy for expanding our reach.)
2. Controlling common invasive species as a stand-alone action (We will continue to do this as part of our more comprehensive restoration projects where we'll be replacing with diverse native habitat.)
3. Lack of research – supporting information
4. Access to local natural areas/features

Conservation Threats for Future Consideration

**Might still consider support and/or partnership to help address some of these threats.*

1. Declining air quality
2. Toxins exposure and legacy (Linton tank farms, railroads/coal, and contaminated garden soil concerns)
3. Food insecurity
4. Declining water quantity
5. Increasing need for more transportation options/capacity (hits many other impacts)
6. Herbicide issues / public mistrust of herbicides

Other Feedback Captured to Be Addressed in How We Roll Out the Plan and/or For Inclusion in Other Parts of the Plan

- Lack of awareness of WMSWCD (We are not widely known and strive to increase awareness of our services.)
- Communications that are overly complex (We strive to use clearer, simpler, less technical language for all public-facing products.)
- Lack of funding and capacity (for inclusion in Organizational Health section/discussions) 

APPENDIX F: Geographic Focus Areas

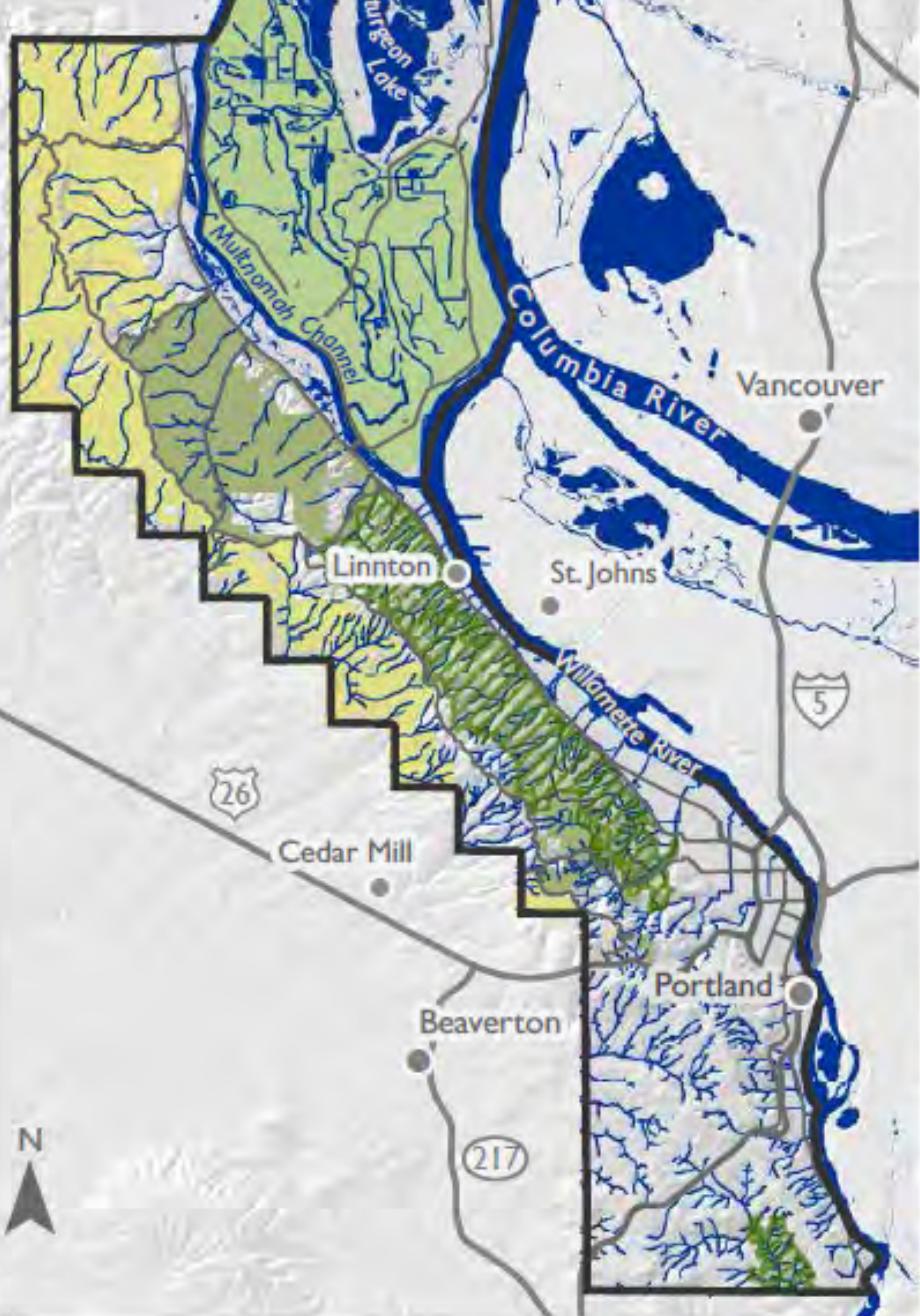


WEST MULTNOMAH
Soil & Water Conservation District

THE PLAN 2021-2025

Working Lands

Working forest priority areas are defined by the federal Conservation Implementation Strategy for private forests. Farm priority areas are defined by the District's focus areas developed in collaboration with the Oregon Department of Agriculture's water quality program.



Legend

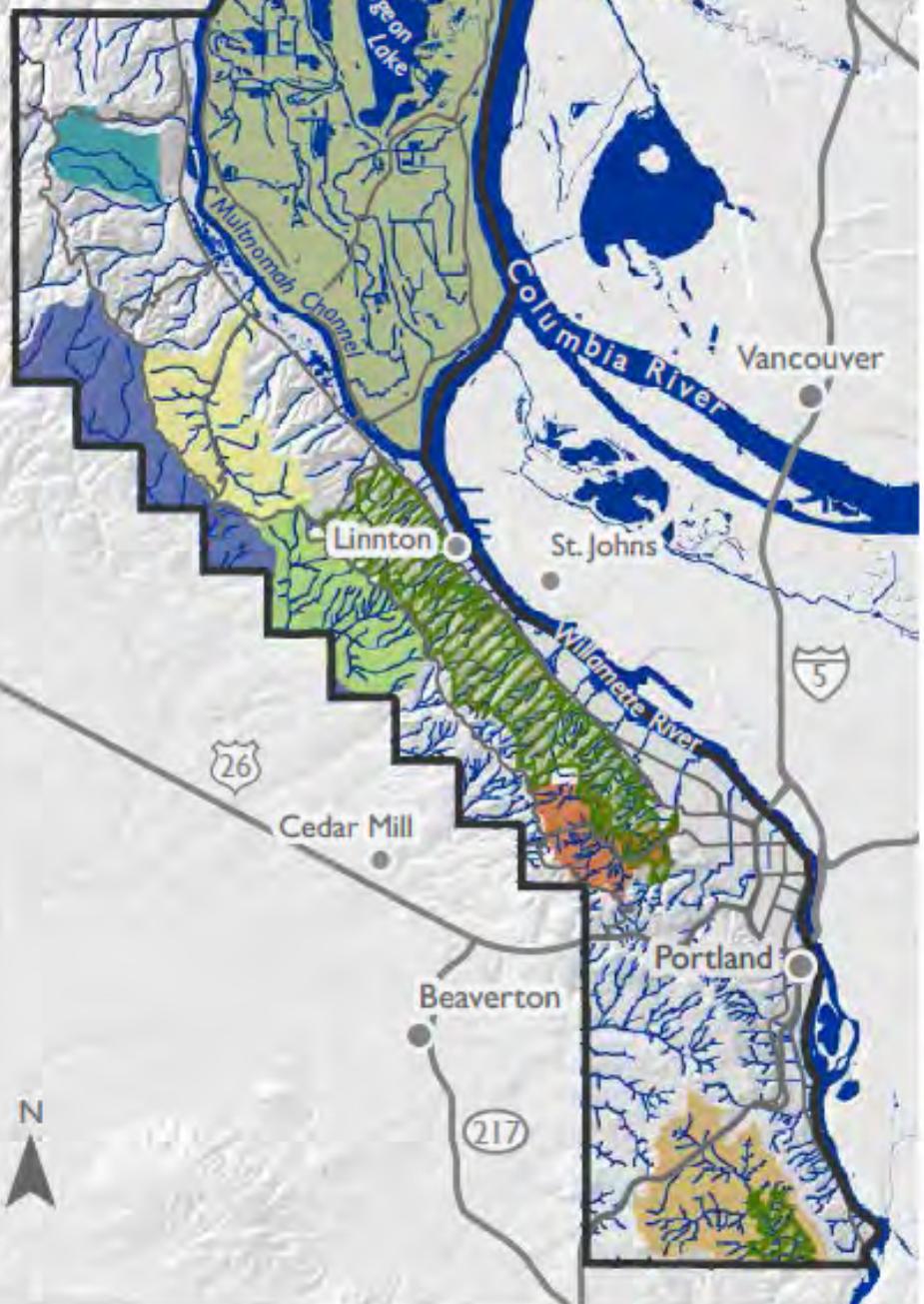
- Agricultural focus area
- Priority 1 forest area
- Priority 2 forest area
- Forest Park & Tryon Creek State Natural Area

0 1.5 3 6 Miles



Priority Watersheds

These watersheds have been determined to provide significant value to a wide array of fish and wildlife species.



Watersheds

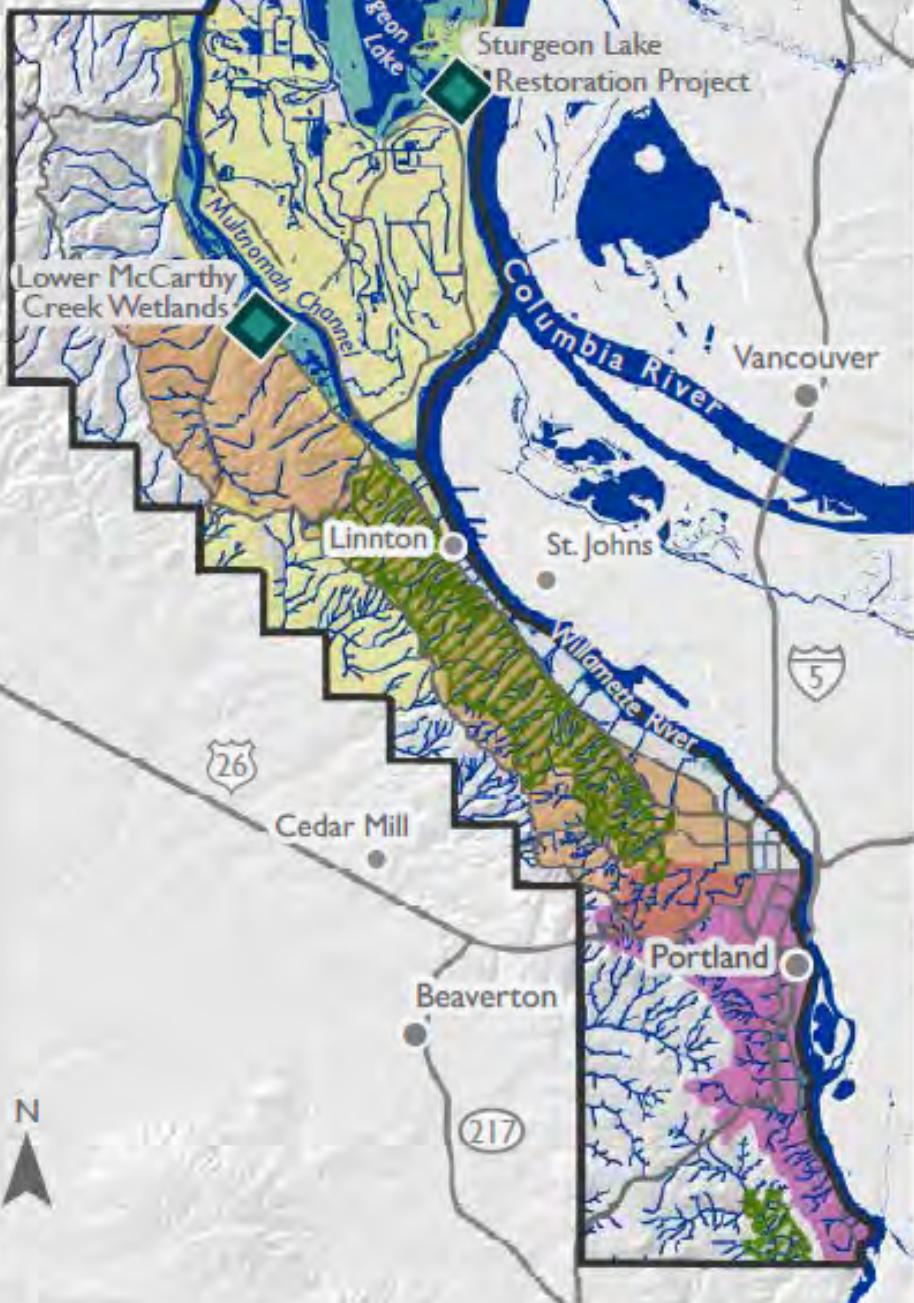
- Sauvie Island
- Crabapple Creek
- McCarthy Creek
- Rock Creek
- Abbey Creek
- Balch Creek
- Tryon Creek
- Forest Park & Tryon Creek State Natural Area

0 1.5 3 6 Miles



Priority Landscapes

Priority habitat areas include the unique ecosystem of the Columbia River estuarine area and the federal Conservation Implementation Strategy area for Oregon white oak conservation. The greater Forest Park ecosystem and the westside wildlife corridor represent collaborative regional efforts for upland forest habitat connectivity.





Education Focus Areas

Preliminary focus areas are public elementary school districts with the 1) highest % of students enrolled in free or reduced school lunch programs, % non-white students, or % Black students and one other high % in the above-mentioned categories as well as % Latino population, or 2) high %s in 3 of these 4 areas.

