

EMSWCD Strategic Planning Workshop 6/29/2022 APPROVED
4:00pm-7:00pm

Participants:

Strategic Planning Team Members (SPT)	EMSWCD Managers (MT)	Strategic Planning Team Support	EMSWCD Board Members	EMSWCD Staff
Chris Aldassy	Dan Mitten	Nancy Hamilton	Mike Guebert	Scot Wood
Whitney Bailey	Kathy Shearin	Asianna Fernandez	Laura Masterson	Matt Shipkey
Julie DiLeone		Chris Wallace Caldwell, Catalysis LLC	Jasmine Zimmer-Stucky	Monica McAllister
Katie Meckes		Jamila Dozier, New Theory Consulting LLC	Joe Rossi	Lucas Nipp
Rowan Steele			Jim Carlson	Heather Nelson Kent
Chelsea White-Brainard				Tiffany Mancillas
				Sasha Schwenk

Meeting Began: 4:01pm

1. Gathering & Goals/ Process for Today

Jamila gave a high-level overview of the entire strategic planning process for EMSWCD Staff and a brief overview of the Workshop discussions and activities.

2. Introductions 4:05pm

EMSWCD Staff, SPT, Management, and Board Members went around the room in a fun introduction and get to know you exercise.

3. Planning Foundations Touchbase: 4:15pm

Jamila presented:

- Where the Strategic Planning Team currently is in the strategic planning process: Collaborating & Planning
- Foundational Language: Category > Objective > Strategy > Action
 - Will be working in the Objective stage for this workshop.
- Plan Hierarchy

4. Categorization Activity Part I

EMSWCD Staff and Board Members were presented with 90 objectives and 5 categories (pre-presented with them in the Board Meeting Packet). They were tasked to walk around the room and identify which objectives they believe belong in each category in an activity using sticky notes to physically place objectives onto posters that symbolize each category. There also was a category that participants could add new objectives they had not seen on the list yet. Important clarifications were that the categories are not meant to include ALL possible work done in these areas, nor do they equate to the EMSWCD “program” areas. The categories are meant to be a way to organize objectives we would like to achieve in these broad themes. The group was given about 40 minutes to complete this activity. The categories are:

1. Agriculture & Farmland
2. Natural Areas
3. Operations
4. Partnerships
5. Urban Environment

5. Break 5:15-5:40pm

7. Categorization Activity Part II

EMSWCD Staff and Board Members were then given a sheet of 25 colored dot stickers and were tasked to choose 5 of their highest priority objectives at each category station.

Everyone was then split into 5 groups in which each group was assigned 1 of the categories to determine which objectives seem like the most important to the organization based on the numbers of sticky notes and dots given for each of them as well as using their own judgement and knowledge of the organizational values.

[\(See appendix for sticky and dot prevalence for each category\)](#)

8. Breakout Report Back

Overall Takeaways:

Each group seemed to have similar outcomes across all 5 objectives:

- Some of the objectives that were determined to be the most important overlapped with each other which could then be condensed into one objective, making room for more objectives to rise to priority status.
- Climate change initiatives seemed to be important in all categories.
- Prioritizing marginalized communities' needs and Land Back efforts was important in all categories.
- Soil/land and water health remains the driving factor in all categories.
- We acknowledged that some items are "strategies" rather than objectives.

Agriculture & Farmland

Top 5 items that received the most dots:

1. 73. Resilient and regenerative agricultural systems (13)
2. 47. Local farmers utilize more conservation farming practices with a lower footprint (11)
3. 28. We protect farmland and improve access farming opportunities (8)
4. 67. Runoff from farms does not pollute waterways (8)
5. 29. We support sustainable local food production contributes to economic resiliency, community health, and climate resiliency (7)

Priorities identified by breakout:

- Water quality (clean, cool, abundant flows, etc.)
- Soil health (high organic matter, less compaction, etc.)
- Sustainable farming practices
- Farmland, access, and equity
- Protect farmland for resilient food shed, economic development, access, and carbon sequestration

Natural Areas

Top 5 items that received the most dots:

1. 3. Natural areas are protected and preserved for the ecosystem services they provide (12)
2. 64. Rivers, streams, and groundwater meet water quality standards (9)
3. 40. Protect native ecosystems (8)
4. Increased land access for Native American communities to farm, fish, hunt, and gather food (7)
5. 26. Residential, commercial, and farm landscapes sequester carbon, build soil, protect water, and provide wildlife habitat (7)

Priorities identified by breakout:

- Agree to protect native ecosystems- includes proper management
- Increase native access – make sure in partnership to agree how this is done, don't exclude other marginalized groups in access

- Water quality – cold and clean
- Natural areas to help balance impacts of humans
- Increased carbon storage in soils
- Habitat connectivity

Operations

Top 5 items that received the most dots:

1. 13. Anyone can run for a seat on the board (11)
2. 58. We actively build a space of inclusion and innovation (9)
3. 48. Most efficient use of office resources, technology, energy, and water while minimizing waste (7)
4. 52. We strive to be more innovative and learn from our mistakes (7)
5. 57. We encourage life-work balance (7)

Priorities identified by breakout:

- Support impacts all (internally and externally). All should be run more equitably
- Inclusion, innovation and learn from mistakes – be willing to take risks
- Efficient use of office resources, tech, energy, minimize waste
- Life/work balance – top down, all in, more emphasized in COVID, hard to prioritize, no burnout
- Operations policies to implement #62 (contract with women, minority-owned businesses and “sustainably-focused” businesses) in a much better, more inclusive manner. #2 (Increased access for BIPOC and other marginalized groups) can be included in 62.

Partnerships

Top 5 items that received the most dots:

1. 16. We have more shared decision-making with and input from underserved neighborhoods and communities we serve (10)
2. 22. Our relationships with BIPOC organizations are collaborative and equitable (9)
3. 19. People and organizations desire to, and know how to, partner with us (8)
4. 21. We have relational and mutually beneficial interactions with the organizations we fund (7)
5. 15. We offer services that are informed by community and meet the diverse needs of all our constituents (6)

Priorities identified by breakout:

- 15. (We offer services that are informed by community and meet the diverse needs of all our constituents) is informed by 16 (We have more shared decision-making with and input from underserved neighborhoods and communities we serve)
- 19. People and organizations desire to, and know how to, partner with us – CELS constituents know of us but not how to get services
- 22. Our relationships with BIPOC organizations are collaborative and equitable – key foundation to any partnership, cocreate to address power dynamics
- 21. We have relational and mutually beneficial interactions with the organizations we fund
- 4. Increased land access for Native American communities to farm, fish, hunt, and gather food – also relates to ag, urban, and natural areas
- 25. We have stronger relationships with large-footprint businesses to help convert to pervious and green surfaces - Big businesses get their act together. Smaller businesses have other resources but could make a big impact.
- 31. We provide educational opportunities to help protect and build healthy soil, reduce water consumption and pollution, reduce urban heat island, improve air quality, and create a healthy space where both humans and non-humans can thrive. – Operations? Urban environment? Key components of grants. (could be addressed elsewhere)

Urban Environment

Top 5 items that received the most dots:

1. Urban communities have access to land within the cities for farming/food gardening (community gardens) (9)
2. 31. We provide educational opportunities to help protect and build healthy soil, reduce water consumption and pollution, reduce urban heat island, improve air quality, and create a healthy space where both humans and non-humans can thrive (9)
3. 38. Thriving and healthy tree canopy in both urban and rural parts of our district
4. 23. Landscape companies implement more sustainable practices (7)
5. 25. We have stronger relationships with large-footprint businesses to help convert to pervious and green surfaces (6)
6. 64. Rivers, streams, and groundwater meet water quality standards (6)

Priorities identified by breakout:

- Improved natural communities
- Landscape management
- Food access (and we will need to identify if we are going to shift to focusing on this and why)
- Education opportunities (may be more of a strategy)
- Water quality

Questions posed:

- What is our responsibility with respect to food access/gardening?
- What is our responsibility with respect to air quality?

9. Full Group Discussion/Assessment (7:00pm)

Staff and Board Members expressed their gratitude for the process and the work the Strategic Planning Team has put in to get to this point.

Meeting evaluation written down and given to facilitators

10. Wrap up and Future Actions

ACTION ITEMS:

Fernandez to create Excel Sheet counting all sticky notes and dots from each objective sheet.

Adjourned (7:15pm)

Ag & Farmland

#	Objective	Stickies	Dots
1	Mental health and well-being of district residents is improved (and disparities reduced) in marginalized communities by increasing access to locally grown, healthy foods and natural areas	7	
2	Increased access for BIPOC and other marginalized groups	7	3
3	Natural areas are protected and preserved for the ecosystem services they provide	5	5
4	Increased land access for Native American communities to farm, fish, hunt, and gather food	8	
5	Land is returned to tribes through land back initiatives.	7	
6	Zip code and race are not predictors of access to natural areas	1	
7	Owning a farm business does not require one to be independently wealthy/have access to generational wealth	14	6
8	The health and well-being of district residents is improved (and disparities reduced) in marginalized communities by increasing access to locally grown, healthy foods	3	
9	BIPOC and other marginalized community members have equitable access to farming opportunities	15	5
10	Urban communities have access to land within the cities for farming/food gardening (community gardens)	10	1
11	Farmers embrace and support natural resource protection and climate resilience practices	15	3
12	Better ties exist between urban and rural dwellers (take kids to farms for example)	4	
13	Anyone can run for a seat on the board	1	
14	Our reach is representative of the population we serve within our District and our constituents know how to interact with us and access our resources	2	
15	We offer services that are informed by community and meet the diverse needs of all our constituents	5	
16	We have more shared decision-making with and input from underserved neighborhoods and communities we serve	2	
17	Easier access to funding for natural resource and sustainability improvements for underserved neighborhoods and rental units	0	
18	Improved communication and outreach to farm workers, not just land owners	11	2
19	People and organizations desire to, and know how to, partner with us	2	
20	We work together with communities toward common goals	2	
21	We have relational and mutually beneficial interactions with the organizations we fund	0	
22	Our relationships with BIPOC organizations are collaborative and equitable	2	
23	Landscape companies implement more sustainable practices	1	

24	Both renters and landlords are engaged and part of sustainable strategies	1	
25	We have stronger relationships with large-footprint businesses to help convert to pervious and green surfaces	1	
26	Residential, commercial, and farm landscapes sequester carbon, build soil, protect water, and provide wildlife habitat	14	5
27	We work to protect the long-term future of our regional foodshed	11	1
28	We protect farmland and improve access farming opportunities	17	7
29	We support sustainable local food production contributes to economic resiliency, community health, and climate resiliency	10	7
30	More urban vegetation and reduced use of gas-powered machinery contributes to improved air quality in urban areas	1	
31	We provide educational opportunities to help protect and build healthy soil, reduce water consumption and pollution, reduce urban heat island, improve air quality, and create a healthy space where both humans and non-humans can thrive	5	
32	Reduced urban heat island—including industrial and commercial space	0	
33	Healthier, more functional floodplains improve community resilience to flooding	2	
34	Improved soil and water quality and natural resources contribute to the economic health of communities	8	
35	Increased stormwater infiltration maintains groundwater tables for increased summer drought resiliency	4	
36	Increased carbon storage in soils	12	4
37	Improved carbon storage in forest lands	3	
38	Thriving and healthy tree canopy in both urban and rural parts of our district	4	
39	Resilient to extreme weather, fires, and flooding	6	
40	Protect native ecosystems	5	2
41	Our constituents understand their role and actively engage in actions that increase climate resiliency	5	1
42	Local farmers supply the region with healthy food, and native plants materials	11	4
43	Our farms continue to grow stock for urban tree canopies	9	
44	More efficient water use	14	3
45	Reduced use of plastics	1	
46	Every yard is a carbon garden	0	
47	Local farmers utilize more conservation farming practices with a lower footprint	17	11
48	Most efficient use of office resources, technology, energy, and water while minimizing waste	0	
49	Improving facilities to minimize energy use and decrease facility footprints	0	
50	Off-setting our use of fossil energy	0	
51	We spend time learning and utilizing best practices from elsewhere	2	

52	We strive to be more innovative and learn from our mistakes	0	
53	We are a collaborative organization, not a hierarchical organization	1	
54	We listen to each other and our community	0	
55	We embrace difference different perspectives and alternative ways of knowing	1	
56	We have high-quality, current technological (and other) resources we need to do our jobs efficiently (Ex: database, website, CRM)	0	
57	We encourage life-work balance	0	
58	We actively build a space of inclusion and innovation	2	
59	We practice compassion and empathy	1	
60	We value relational work as much as transactional work	3	
61	We consider all impacts (social, environmental, etc.) when making purchases and decisions	0	
62	We contract with women, minority-owned businesses and “sustainably-focused” businesses	0	
63	We allocate our resources efficiently	1	3
64	Rivers, streams, and groundwater meet water quality standards	8	2
65	Cooler stream temperatures	6	
66	Reduced and cleaner stormwater runoff from farms into waterways	14	8
67	Runoff from farms does not pollute waterways	13	
68	Groundwater supply conserved to maintain stream flows	6	1
69	More salmon returning and restored fish passage (and other indicator species)	6	
70	Healthy, functional urban and rural floodplains	5	
71	River and stream banks are revegetated	8	5
72	Healthy Soil	11	13
73	Resilient and regenerative agricultural systems	14	1
74	Less erosion	13	3
75	Increased soil biodiversity, nutrients and organic matter	13	
76	Reduced compaction	8	
77	Improved water absorption capacity	9	
78	As a District we are building more soil than losing	7	
79	Improved natural communities in urban, suburban, rural, and industrial lands	3	
80	Improved habitat connectivity creating a mosaic of biodiverse natural communities with abundant wildlife	5	
81	Natural spaces help to balance the impacts of human systems	2	
82	More native plants in urban and rural landscapes	1	
83	Healthy urban and rural tree canopy	1	
84	Improved habitat connectivity	1	
85	Increased fire resilience via encouraging the use of controlled burns and other land management strategies	1	
86	Improvements in urban and rural pollinator habitat and land management practices and land management practices for pollinators	5	

87	Improved natural communities in urban, suburban, rural, and industrial lands	0	
88	Increased protections for old trees and old forest habitat through easements etc.	3	
89	Maintaining a strategic, science-based, culturally-informed approach to invasive species management	5	1
90	There is no unnecessary (aesthetic) use of harmful landscape & pest-control chemicals	8	1

Natural Areas

#	Objective	Stickies	Dots
1	Mental health and well-being of district residents is improved (and disparities reduced) in marginalized communities by increasing access to locally grown, healthy foods and natural areas	6	3
2	Increased access for BIPOC and other marginalized groups	8	4
3	Natural areas are protected and preserved for the ecosystem services they provide	13	12
4	Increased land access for Native American communities to farm, fish, hunt, and gather food	11	7
5	Land is returned to tribes through land back initiatives.	5	1
6	Zip code and race are not predictors of access to natural areas	8	3
7	Owning a farm business does not require one to be independently wealthy/have access to generational wealth	0	
8	The health and well-being of district residents is improved (and disparities reduced) in marginalized communities by increasing access to locally grown, healthy foods	0	
9	BIPOC and other marginalized community members have equitable access to farming opportunities	1	
10	Urban communities have access to land within the cities for farming/food gardening (community gardens)	2	
11	Farmers embrace and support natural resource protection and climate resilience practices	3	
12	Better ties exist between urban and rural dwellers (take kids to farms for example)	4	
13	Anyone can run for a seat on the board	1	
14	Our reach is representative of the population we serve within our District and our constituents know how to interact with us and access our resources	1	
15	We offer services that are informed by community and meet the diverse needs of all our constituents	4	2
16	We have more shared decision-making with and input from underserved neighborhoods and communities we serve	2	
17	Easier access to funding for natural resource and sustainability improvements for underserved neighborhoods and rental units	3	
18	Improved communication and outreach to farm workers, not just land owners	1	1
19	People and organizations desire to, and know how to, partner with us	0	
20	We work together with communities toward common goals	3	
21	We have relational and mutually beneficial interactions with the organizations we fund	3	
22	Our relationships with BIPOC organizations are collaborative and equitable	2	
23	Landscape companies implement more sustainable practices	2	

24	Both renters and landlords are engaged and part of sustainable strategies	1	
25	We have stronger relationships with large-footprint businesses to help convert to pervious and green surfaces	0	
26	Residential, commercial, and farm landscapes sequester carbon, build soil, protect water, and provide wildlife habitat	9	7
27	We work to protect the long-term future of our regional foodshed	3	
28	We protect farmland and improve access farming opportunities	0	1
29	We support sustainable local food production contributes to economic resiliency, community health, and climate resiliency	0	1
30	More urban vegetation and reduced use of gas-powered machinery contributes to improved air quality in urban areas	1	
31	We provide educational opportunities to help protect and build healthy soil, reduce water consumption and pollution, reduce urban heat island, improve air quality, and create a healthy space where both humans and non-humans can thrive	2	
32	Reduced urban heat island—including industrial and commercial space	0	1
33	Healthier, more functional floodplains improve community resilience to flooding	11	1
34	Improved soil and water quality and natural resources contribute to the economic health of communities	9	1
35	Increased stormwater infiltration maintains groundwater tables for increased summer drought resiliency	6	
36	Increased carbon storage in soils	10	
37	Improved carbon storage in forest lands	16	1
38	Thriving and healthy tree canopy in both urban and rural parts of our district	12	1
39	Resilient to extreme weather, fires, and flooding	14	1
40	Protect native ecosystems	15	8
41	Our constituents understand their role and actively engage in actions that increase climate resiliency	2	
42	Local farmers supply the region with healthy food, and native plants materials	0	
43	Our farms continue to grow stock for urban tree canopies	1	
44	More efficient water use	2	
45	Reduced use of plastics	2	
46	Every yard is a carbon garden	0	
47	Local farmers utilize more conservation farming practices with a lower footprint	0	
48	Most efficient use of office resources, technology, energy, and water while minimizing waste	0	
49	Improving facilities to minimize energy use and decrease facility footprints	0	
50	Off-setting our use of fossil energy	0	
51	We spend time learning and utilizing best practices from elsewhere	0	3

52	We strive to be more innovative and learn from our mistakes	0	
53	We are a collaborative organization, not a hierarchical organization	0	
54	We listen to each other and our community	0	
55	We embrace difference different perspectives and alternative ways of knowing	1	
56	We have high-quality, current technological (and other) resources we need to do our jobs efficiently (Ex: database, website, CRM)	0	
57	We encourage life-work balance	0	
58	We actively build a space of inclusion and innovation	0	
59	We practice compassion and empathy	0	
60	We value relational work as much as transactional work	0	
61	We consider all impacts (social, environmental, etc.) when making purchases and decisions	0	
62	We contract with women, minority-owned businesses and “sustainably-focused” businesses	0	1
63	We allocate our resources efficiently	1	
64	Rivers, streams, and groundwater meet water quality standards	13	9
65	Cooler stream temperatures	10	2
66	Reduced and cleaner stormwater runoff from farms into waterways	3	
67	Runoff from farms does not pollute waterways	2	
68	Groundwater supply conserved to maintain stream flows	7	
69	More salmon returning and restored fish passage (and other indicator species)	14	6
70	Healthy, functional urban and rural floodplains	9	4
71	River and stream banks are revegetated	11	2
72	Healthy Soil	7	
73	Resilient and regenerative agricultural systems	0	
74	Less erosion	6	
75	Increased soil biodiversity, nutrients and organic matter	7	1
76	Reduced compaction	2	
77	Improved water absorption capacity	3	
78	As a District we are building more soil than losing	2	
79	Improved natural communities in urban, suburban, rural, and industrial lands	10	5
80	Improved habitat connectivity creating a mosaic of biodiverse natural communities with abundant wildlife	11	4
81	Natural spaces help to balance the impacts of human systems	10	5
82	More native plants in urban and rural landscapes	10	
83	Healthy urban and rural tree canopy	6	1
84	Improved habitat connectivity	2	2
85	Increased fire resilience via encouraging the use of controlled burns and other land management strategies	6	1
86	Improvements in urban and rural pollinator habitat and land management practices and land management practices for pollinators	6	

87	Improved natural communities in urban, suburban, rural, and industrial lands	1	2
88	Increased protections for old trees and old forest habitat through easements etc.	10	3
89	Maintaining a strategic, science-based, culturally-informed approach to invasive species management	11	5
90	There is no unnecessary (aesthetic) use of harmful landscape & pest-control chemicals	3	

Operations

#	Objective	Stickies	Dots
1	Mental health and well-being of district residents is improved (and disparities reduced) in marginalized communities by increasing access to locally grown, healthy foods and natural areas	2	
2	Increased access for BIPOC and other marginalized groups	3	4
3	Natural areas are protected and preserved for the ecosystem services they provide	0	
4	Increased land access for Native American communities to farm, fish, hunt, and gather food	0	
5	Land is returned to tribes through land back initiatives.	3	
6	Zip code and race are not predictors of access to natural areas	1	1
7	Owning a farm business does not require one to be independently wealthy/have access to generational wealth	1	1
8	The health and well-being of district residents is improved (and disparities reduced) in marginalized communities by increasing access to locally grown, healthy foods	0	
9	BIPOC and other marginalized community members have equitable access to farming opportunities	1	
10	Urban communities have access to land within the cities for farming/food gardening (community gardens)	0	
11	Farmers embrace and support natural resource protection and climate resilience practices	0	
12	Better ties exist between urban and rural dwellers (take kids to farms for example)	0	
13	Anyone can run for a seat on the board	14	11
14	Our reach is representative of the population we serve within our District and our constituents know how to interact with us and access our resources	6	2
15	We offer services that are informed by community and meet the diverse needs of all our constituents	8	5
16	We have more shared decision-making with and input from underserved neighborhoods and communities we serve	7	
17	Easier access to funding for natural resource and sustainability improvements for underserved neighborhoods and rental units	4	
18	Improved communication and outreach to farm workers, not just land owners	3	
19	People and organizations desire to, and know how to, partner with us	7	
20	We work together with communities toward common goals	6	
21	We have relational and mutually beneficial interactions with the organizations we fund	5	3
22	Our relationships with BIPOC organizations are collaborative and equitable	7	3
23	Landscape companies implement more sustainable practices	0	

24	Both renters and landlords are engaged and part of sustainable strategies	0	
25	We have stronger relationships with large-footprint businesses to help convert to pervious and green surfaces	2	
26	Residential, commercial, and farm landscapes sequester carbon, build soil, protect water, and provide wildlife habitat	1	
27	We work to protect the long-term future of our regional foodshed	1	1
28	We protect farmland and improve access farming opportunities	1	
29	We support sustainable local food production contributes to economic resiliency, community health, and climate resiliency	0	
30	More urban vegetation and reduced use of gas-powered machinery contributes to improved air quality in urban areas	0	
31	We provide educational opportunities to help protect and build healthy soil, reduce water consumption and pollution, reduce urban heat island, improve air quality, and create a healthy space where both humans and non-humans can thrive	1	
32	Reduced urban heat island—including industrial and commercial space	0	
33	Healthier, more functional floodplains improve community resilience to flooding	0	
34	Improved soil and water quality and natural resources contribute to the economic health of communities	0	
35	Increased stormwater infiltration maintains groundwater tables for increased summer drought resiliency	0	
36	Increased carbon storage in soils	0	
37	Improved carbon storage in forest lands	0	
38	Thriving and healthy tree canopy in both urban and rural parts of our district	0	
39	Resilient to extreme weather, fires, and flooding	2	
40	Protect native ecosystems	1	
41	Our constituents understand their role and actively engage in actions that increase climate resiliency	0	
42	Local farmers supply the region with healthy food, and native plants materials	0	
43	Our farms continue to grow stock for urban tree canopies	0	
44	More efficient water use	2	
45	Reduced use of plastics	5	1
46	Every yard is a carbon garden	0	
47	Local farmers utilize more conservation farming practices with a lower footprint	0	
48	Most efficient use of office resources, technology, energy, and water while minimizing waste	14	7
49	Improving facilities to minimize energy use and decrease facility footprints	13	2
50	Off-setting our use of fossil energy	11	1
51	We spend time learning and utilizing best practices from elsewhere	11	2

52	We strive to be more innovative and learn from our mistakes	15	7
53	We are a collaborative organization, not a hierarchical organization	12	4
54	We listen to each other and our community	8	1
55	We embrace difference different perspectives and alternative ways of knowing	11	5
56	We have high-quality, current technological (and other) resources we need to do our jobs efficiently (Ex: database, website, CRM)	14	5
57	We encourage life-work balance	16	7
58	We actively build a space of inclusion and innovation	13	9
59	We practice compassion and empathy	12	
60	We value relational work as much as transactional work	11	6
61	We consider all impacts (social, environmental, etc.) when making purchases and decisions	12	1
62	We contract with women, minority-owned businesses and “sustainably-focused” businesses	12	5
63	We allocate our resources efficiently	11	4
64	Rivers, streams, and groundwater meet water quality standards	0	
65	Cooler stream temperatures	0	
66	Reduced and cleaner stormwater runoff from farms into waterways	0	
67	Runoff from farms does not pollute waterways	0	
68	Groundwater supply conserved to maintain stream flows	0	
69	More salmon returning and restored fish passage (and other indicator species)	0	
70	Healthy, functional urban and rural floodplains	0	
71	River and stream banks are revegetated	0	
72	Healthy Soil	0	
73	Resilient and regenerative agricultural systems	1	
74	Less erosion	0	
75	Increased soil biodiversity, nutrients and organic matter	0	
76	Reduced compaction	1	
77	Improved water absorption capacity	0	
78	As a District we are building more soil than losing	1	
79	Improved natural communities in urban, suburban, rural, and industrial lands	0	
80	Improved habitat connectivity creating a mosaic of biodiverse natural communities with abundant wildlife	0	
81	Natural spaces help to balance the impacts of human systems	0	
82	More native plants in urban and rural landscapes	0	
83	Healthy urban and rural tree canopy	0	
84	Improved habitat connectivity	0	
85	Increased fire resilience via encouraging the use of controlled burns and other land management strategies	0	
86	Improvements in urban and rural pollinator habitat and land management practices and land management practices for pollinators	1	

87	Improved natural communities in urban, suburban, rural, and industrial lands	0	
88	Increased protections for old trees and old forest habitat through easements etc.	3	1
89	Maintaining a strategic, science-based, culturally-informed approach to invasive species management	2	
90	There is no unnecessary (aesthetic) use of harmful landscape & pest-control chemicals	2	

Partnerships

#	Objective	Stickies	Dots
1	Mental health and well-being of district residents is improved (and disparities reduced) in marginalized communities by increasing access to locally grown, healthy foods and natural areas	5	3
2	Increased access for BIPOC and other marginalized groups	10	2
3	Natural areas are protected and preserved for the ecosystem services they provide	2	
4	Increased land access for Native American communities to farm, fish, hunt, and gather food	12	5
5	Land is returned to tribes through land back initiatives.	7	1
6	Zip code and race are not predictors of access to natural areas	0	
7	Owning a farm business does not require one to be independently wealthy/have access to generational wealth	1	1
8	The health and well-being of district residents is improved (and disparities reduced) in marginalized communities by increasing access to locally grown, healthy foods	2	
9	BIPOC and other marginalized community members have equitable access to farming opportunities	8	
10	Urban communities have access to land within the cities for farming/food gardening (community gardens)	5	
11	Farmers embrace and support natural resource protection and climate resilience practices	1	
12	Better ties exist between urban and rural dwellers (take kids to farms for example)	7	1
13	Anyone can run for a seat on the board	2	1
14	Our reach is representative of the population we serve within our District and our constituents know how to interact with us and access our resources	8	1
15	We offer services that are informed by community and meet the diverse needs of all our constituents	12	6
16	We have more shared decision-making with and input from underserved neighborhoods and communities we serve	13	10
17	Easier access to funding for natural resource and sustainability improvements for underserved neighborhoods and rental units	8	4
18	Improved communication and outreach to farm workers, not just land owners	6	1
19	People and organizations desire to, and know how to, partner with us	11	8
20	We work together with communities toward common goals	7	1
21	We have relational and mutually beneficial interactions with the organizations we fund	13	7
22	Our relationships with BIPOC organizations are collaborative and equitable	13	9
23	Landscape companies implement more sustainable practices	4	

24	Both renters and landlords are engaged and part of sustainable strategies	6	2
25	We have stronger relationships with large-footprint businesses to help convert to pervious and green surfaces	8	5
26	Residential, commercial, and farm landscapes sequester carbon, build soil, protect water, and provide wildlife habitat	3	
27	We work to protect the long-term future of our regional foodshed	1	
28	We protect farmland and improve access farming opportunities	3	
29	We support sustainable local food production contributes to economic resiliency, community health, and climate resiliency	6	
30	More urban vegetation and reduced use of gas-powered machinery contributes to improved air quality in urban areas	1	
31	We provide educational opportunities to help protect and build healthy soil, reduce water consumption and pollution, reduce urban heat island, improve air quality, and create a healthy space where both humans and non-humans can thrive	8	5
32	Reduced urban heat island—including industrial and commercial space	4	1
33	Healthier, more functional floodplains improve community resilience to flooding	0	
34	Improved soil and water quality and natural resources contribute to the economic health of communities	0	1
35	Increased stormwater infiltration maintains groundwater tables for increased summer drought resiliency	0	
36	Increased carbon storage in soils	3	
37	Improved carbon storage in forest lands	2	
38	Thriving and healthy tree canopy in both urban and rural parts of our district	1	
39	Resilient to extreme weather, fires, and flooding	0	
40	Protect native ecosystems	1	
41	Our constituents understand their role and actively engage in actions that increase climate resiliency	5	3
42	Local farmers supply the region with healthy food, and native plants materials	1	
43	Our farms continue to grow stock for urban tree canopies	1	
44	More efficient water use	0	
45	Reduced use of plastics	0	
46	Every yard is a carbon garden	0	
47	Local farmers utilize more conservation farming practices with a lower footprint	2	
48	Most efficient use of office resources, technology, energy, and water while minimizing waste	0	1
49	Improving facilities to minimize energy use and decrease facility footprints	0	
50	Off-setting our use of fossil energy	0	
51	We spend time learning and utilizing best practices from elsewhere	3	1

52	We strive to be more innovative and learn from our mistakes	0	
53	We are a collaborative organization, not a hierarchical organization	1	1
54	We listen to each other and our community	4	
55	We embrace difference different perspectives and alternative ways of knowing	4	1
56	We have high-quality, current technological (and other) resources we need to do our jobs efficiently (Ex: database, website, CRM)	0	
57	We encourage life-work balance	0	1
58	We actively build a space of inclusion and innovation	4	
59	We practice compassion and empathy	1	
60	We value relational work as much as transactional work	5	4
61	We consider all impacts (social, environmental, etc.) when making purchases and decisions	1	
62	We contract with women, minority-owned businesses and “sustainably-focused” businesses	7	4
63	We allocate our resources efficiently	2	
64	Rivers, streams, and groundwater meet water quality standards	3	
65	Cooler stream temperatures	1	
66	Reduced and cleaner stormwater runoff from farms into waterways	0	1
67	Runoff from farms does not pollute waterways	0	
68	Groundwater supply conserved to maintain stream flows	1	
69	More salmon returning and restored fish passage (and other indicator species)	3	
70	Healthy, functional urban and rural floodplains	0	
71	River and stream banks are revegetated	1	
72	Healthy Soil	0	
73	Resilient and regenerative agricultural systems	0	
74	Less erosion	1	
75	Increased soil biodiversity, nutrients and organic matter	0	
76	Reduced compaction	0	
77	Improved water absorption capacity	0	1
78	As a District we are building more soil than losing	0	
79	Improved natural communities in urban, suburban, rural, and industrial lands	5	2
80	Improved habitat connectivity creating a mosaic of biodiverse natural communities with abundant wildlife	5	1
81	Natural spaces help to balance the impacts of human systems	0	
82	More native plants in urban and rural landscapes	1	
83	Healthy urban and rural tree canopy	1	2
84	Improved habitat connectivity	1	
85	Increased fire resilience via encouraging the use of controlled burns and other land management strategies	0	
86	Improvements in urban and rural pollinator habitat and land management practices and land management practices for pollinators	1	

87	Improved natural communities in urban, suburban, rural, and industrial lands	0	
88	Increased protections for old trees and old forest habitat through easements etc.	1	
89	Maintaining a strategic, science-based, culturally-informed approach to invasive species management	4	
90	There is no unnecessary (aesthetic) use of harmful landscape & pest-control chemicals	0	

Urban Environment

#	Objective	Stickies	Dots
1	Mental health and well-being of district residents is improved (and disparities reduced) in marginalized communities by increasing access to locally grown, healthy foods and natural areas	10	3
2	Increased access for BIPOC and other marginalized groups	10	1
3	Natural areas are protected and preserved for the ecosystem services they provide	6	1
4	Increased land access for Native American communities to farm, fish, hunt, and gather food	5	1
5	Land is returned to tribes through land back initiatives.	3	
6	Zip code and race are not predictors of access to natural areas	8	1
7	Owning a farm business does not require one to be independently wealthy/have access to generational wealth	0	
8	The health and well-being of district residents is improved (and disparities reduced) in marginalized communities by increasing access to locally grown, healthy foods	1	
9	BIPOC and other marginalized community members have equitable access to farming opportunities	4	
10	Urban communities have access to land within the cities for farming/food gardening (community gardens)	12	9
11	Farmers embrace and support natural resource protection and climate resilience practices	0	
12	Better ties exist between urban and rural dwellers (take kids to farms for example)	7	1
13	Anyone can run for a seat on the board	4	3
14	Our reach is representative of the population we serve within our District and our constituents know how to interact with us and access our resources	6	1
15	We offer services that are informed by community and meet the diverse needs of all our constituents	7	2
16	We have more shared decision-making with and input from underserved neighborhoods and communities we serve	7	1
17	Easier access to funding for natural resource and sustainability improvements for underserved neighborhoods and rental units	12	2
18	Improved communication and outreach to farm workers, not just land owners	0	1
19	People and organizations desire to, and know how to, partner with us	4	
20	We work together with communities toward common goals	6	1
21	We have relational and mutually beneficial interactions with the organizations we fund	3	
22	Our relationships with BIPOC organizations are collaborative and equitable	6	
23	Landscape companies implement more sustainable practices	11	7

24	Both renters and landlords are engaged and part of sustainable strategies	7	1
25	We have stronger relationships with large-footprint businesses to help convert to pervious and green surfaces	11	6
26	Residential, commercial, and farm landscapes sequester carbon, build soil, protect water, and provide wildlife habitat	10	3
27	We work to protect the long-term future of our regional foodshed	2	
28	We protect farmland and improve access farming opportunities	0	
29	We support sustainable local food production contributes to economic resiliency, community health, and climate resiliency	4	
30	More urban vegetation and reduced use of gas-powered machinery contributes to improved air quality in urban areas	12	4
31	We provide educational opportunities to help protect and build healthy soil, reduce water consumption and pollution, reduce urban heat island, improve air quality, and create a healthy space where both humans and non-humans can thrive	7	9
32	Reduced urban heat island—including industrial and commercial space	14	3
33	Healthier, more functional floodplains improve community resilience to flooding	4	
34	Improved soil and water quality and natural resources contribute to the economic health of communities	4	
35	Increased stormwater infiltration maintains groundwater tables for increased summer drought resiliency	10	
36	Increased carbon storage in soils	6	
37	Improved carbon storage in forest lands	2	
38	Thriving and healthy tree canopy in both urban and rural parts of our district	8	8
39	Resilient to extreme weather, fires, and flooding	6	
40	Protect native ecosystems	5	
41	Our constituents understand their role and actively engage in actions that increase climate resiliency	6	2
42	Local farmers supply the region with healthy food, and native plants materials	3	
43	Our farms continue to grow stock for urban tree canopies	2	
44	More efficient water use	7	1
45	Reduced use of plastics	7	
46	Every yard is a carbon garden	12	1
47	Local farmers utilize more conservation farming practices with a lower footprint	0	
48	Most efficient use of office resources, technology, energy, and water while minimizing waste	0	
49	Improving facilities to minimize energy use and decrease facility footprints	0	
50	Off-setting our use of fossil energy	0	
51	We spend time learning and utilizing best practices from elsewhere	0	1

52	We strive to be more innovative and learn from our mistakes	0	1
53	We are a collaborative organization, not a hierarchical organization	0	
54	We listen to each other and our community	1	1
55	We embrace difference different perspectives and alternative ways of knowing	0	
56	We have high-quality, current technological (and other) resources we need to do our jobs efficiently (Ex: database, website, CRM)	1	1
57	We encourage life-work balance	0	
58	We actively build a space of inclusion and innovation	0	
59	We practice compassion and empathy	0	
60	We value relational work as much as transactional work	0	2
61	We consider all impacts (social, environmental, etc.) when making purchases and decisions	0	
62	We contract with women, minority-owned businesses and “sustainably-focused” businesses	3	
63	We allocate our resources efficiently	1	
64	Rivers, streams, and groundwater meet water quality standards	8	6
65	Cooler stream temperatures	8	
66	Reduced and cleaner stormwater runoff from farms into waterways	4	
67	Runoff from farms does not pollute waterways	0	
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70	Healthy, functional urban and rural floodplains	6	2
71	River and stream banks are revegetated	7	
72	Healthy Soil	7	
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75	Increased soil biodiversity, nutrients and organic matter	5	
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82	More native plants in urban and rural landscapes	10	4
83	Healthy urban and rural tree canopy	8	
84	Improved habitat connectivity	2	
85	Increased fire resilience via encouraging the use of controlled burns and other land management strategies	2	
86	Improvements in urban and rural pollinator habitat and land management practices and land management practices for pollinators	6	1

87	Improved natural communities in urban, suburban, rural, and industrial lands	0	
88	Increased protections for old trees and old forest habitat through easements etc.	3	
89	Maintaining a strategic, science-based, culturally-informed approach to invasive species management	5	1
90	There is no unnecessary (aesthetic) use of harmful landscape & pest-control chemicals	11	2