

Goal #1: The Lower Columbia River and the ecosystems and communities it supports are healthy and thriving			Implementation Status:
Strategy	Implementation components	Objectives	
1.1. Revise the CCMP to reflect ecological priorities and the Partnership's values through a process that engages the board, staff, and current and potential partners.	<ul style="list-style-type: none"> • Reach out to other National Estuary Programs to learn how they have conducted similar processes. • Conduct a planning process that: <ul style="list-style-type: none"> ○ Engages the full board and staff. ○ Engages current and potential new partners to define common goals, collaborative opportunities and eliminate competition e.g., land trusts, watershed councils, conservation districts, municipalities, Tribes. ○ Includes human well-being consideration within the Plan actions. ○ Considers and incorporates actions with value for carbon sequestration; floodplain protection and reconnection; climate adaptation; and benefits for people and places that experience a higher climate burden. 	<ul style="list-style-type: none"> • Update process designed that incorporates the implementation components and meaningful input from Board, staff, and community partners. • CCMP updated by June 30th, 2023. 	<ul style="list-style-type: none"> • June 2022 – Met with management team and consultants, for early stage planning for retreat and coordination of CCMP, Implementation Strategies, and Strategic Direction. • June 2022 – Goal CCMP date likely needs to be revised to 2024.
1.2. Develop project prioritization approach that advances the Partnership's vision.	<ul style="list-style-type: none"> • Drawing on the Partnership's other planning efforts including the CCMP and the DEI Strategy, articulate priority goals and objectives to focus future projects. • Research models for similar prioritization approaches. • Select / refine model and apply to service area. 	<ul style="list-style-type: none"> • Prioritization approach developed. • Multiple comprehensive projects selected. 	<ul style="list-style-type: none"> • May 2022 – EJScreen used to select BIL projects in disadvantaged communities (80% threshold in multiple indices) • July 2022 – Equity Plan to be required prior to July 2023
1.3. Implement priority projects through innovative approaches that connect our work with community partners and key strategic initiatives.	<ul style="list-style-type: none"> • Engage surrounding communities including diverse partners beyond the conservation sphere (neighborhood groups, business community, faith communities, etc.), tying into the results of Strategy 3.1, partner prioritization process. • Integrate Traditional Ecological Knowledge into programming and projects in collaboration with Indigenous communities. • Develop and implement an approach to including carbon sequestration and climate adaptation into project design. • Share technical assistance/education to help other orgs incorporate innovative practices. 	<ul style="list-style-type: none"> • Each restoration project includes non-conservation partner(s). • Develop and implement a plan or standards for incorporation of TEK into all projects. • All projects include climate change considerations. • Develop workforce training to provide paid internship/shadowing/ mentor programs that prioritize opportunities for diverse groups. • LCEP staff are encouraged to participate with diverse organizations and committees to share support/data/expertise on projects. 	<ul style="list-style-type: none"> • 2022 to date – early actions only

<p>1.4 Use monitoring, data collection, and science conversations to help communities connect with decision makers to improve the health of the river.</p>	<ul style="list-style-type: none"> • Reach out to other organizations and communities to exchange technical information and other ways of knowing (TEK, local knowledge, worldview). • Work with partners to choose monitoring questions and develop monitoring plans for projects to support shared goals. • Bring community input into science conversations to elevate connections between the health of the river and other community needs. • Collaborate with community members to bring issues and solutions to decision-makers in Olympia, Salem, and Washington D.C. to increase understanding / build support for key legislation and funding. 	<ul style="list-style-type: none"> • Include community partners in conversations with elected officials in conjunction with projects or CCMP goals at least twice per year. • Target and invite members of community groups and advocacy groups to attend science conversations. 	<ul style="list-style-type: none"> • 2022 to date – no actions to report
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Goal #2: People throughout the region view the river as a living system and tend to it as they would to their own family.			
Strategy	Implementation components	Draft Objectives	
2.1. Develop a program prioritization approach that balances serving the Partnership's full study area with the involvement of priority communities.	<ul style="list-style-type: none"> Drawing on the Partnership's other planning efforts including the CCMP and the DEI Strategy, articulate goals for increasing participation from under-resourced / impacted communities (e.g., BIPOC, those impacted by colonization, rural communities, etc.) throughout the service area. Research models for similar prioritization approaches across large service areas. Select / refine model and apply to service area, tying into partner prioritization from Strategy 3.1. 	<ul style="list-style-type: none"> Funding brought to at least three new or ongoing community partnerships (at least one per year) to support shared goals. Metrics developed for determining the communities of highest need and target goals for prioritization. 	<ul style="list-style-type: none"> August 2022 – Expanding paddling to include more opportunities to Portland Harbor Community Coalition. May 2022 – utilized EJSscreen 80% thresholds. Developing specific criteria based on EPA BIL guidance for equity plan.
2.2. Expand and diversify opportunities for students and community members to develop a relationship with the river.	<ul style="list-style-type: none"> Continue to revise curricula, materials, and approaches to provide participants with hands-on, experiential learning opportunities to increase environmental awareness. Increase the diversity of outdoor programming for community members through recreation, community-based science, volunteer opportunities, and K-12 education programs. 	<ul style="list-style-type: none"> Create three new opportunities to connect with the river (one per year) for students and community members. 	2022-Through our OSBM Big Canoe, Portland Harbor, East Multnomah PIC, and Vancouver Lake grants/funding sources we worked with 7 new community groups including iUrban Teen, Confluence AmeriCorps, Friends of the Children SW Washington, North Coast Q Center, Verde, Getting There Together Coalition, and Portland Harbor Community Coalition.
2.3. Work at a regional and school district scale to increase opportunities for school-based and community programming.	<ul style="list-style-type: none"> In concert with Strategy 1.2 and Strategy 2.1 (prioritization approaches), identify districts / geographic areas for increased focus within the study area. Facilitate district-level partnerships to develop self-sustaining science programs that use local stormwater, restoration, and other projects as a case study for experiential learning. Expand community education programming (volunteer programs, community restoration, etc.) to support stormwater, restoration, and other projects at multiple project stages such as implementation and action effectiveness monitoring. 	<ul style="list-style-type: none"> Create connections with at least one new school district to incorporate Partnership projects as learning opportunities. Incorporate community education into planning and funding for the appropriate projects. 	<ul style="list-style-type: none"> 2022 -The Outdoor Learning Grant we just submitted includes work with the Woodland School District. We have not worked with them in the past. CWSP Grant will allow us to work with PPS schools which we haven't consistently/recently been working. We have incorporated student education into our Percent for Green MJCC Stormwater Retrofit project. We may include a community/volunteer element as well. Paddle trips and cold water refuge education was integrated into the Science Team's EMSWCD's PIC grant. Also, community outreach products such as newsletters are included elements in our Ecology Salmon Creek, LCFRB Alki Lower and West, and Vancouver Lake

<p>2.4. Incorporate climate change and climate adaptation and mitigation into Partnership education and community programs.</p>	<ul style="list-style-type: none"> • Understand what other partners, school districts, etc. are doing now to incorporate climate-related learning and identify where Partnership programs can be most helpful. • Identify educational resources and models for teaching about climate-related issues. • Research funding sources for integrating climate and resiliency into existing Partnership K-12 curricula as an educational objective. • Integrate climate and resiliency into community programs by fostering understanding of nature and climate awareness. 	<ul style="list-style-type: none"> • Climate awareness and action included in all Partnership K-12 and community programs. • Identify 3 grants to implement educational programming that fosters climate awareness. • Curate lesson suites and materials on climate related topics. Develop field trip activities related to climate education. 	<ul style="list-style-type: none"> • CWSP – This project will feature climate science and awareness as a learning objective • OLG – if received, this will allow us to review existing curriculum and begin to incorporate climate literacy as an overarching feature of our education programs • CWSP – This project will result in a lesson suite and field trip activities related to climate education
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Goal #3: The Partnership's programs and outreach support our core values of authentic connection and partnership with the communities we serve.			
Strategy	Potential implementation components	Draft Objectives	
3.1 Proactively build and maintain relationships with current and potential partners whose goals intersect with the Partnership's priorities.	<ul style="list-style-type: none"> Identify, maintain, and formally track partnerships with overlapping goals and opportunities for reciprocal connection. Adopt a quarterly plan to support staff in providing non-project service to partner organizations. This plan should address funding sources, such as EPA base funding. 	<ul style="list-style-type: none"> Each partner relationship is assigned to at least one staff or Board member for stewardship and reviewed annually. 75% of staff members provide non-project service to at least one partner organization each year. E.g., attend other organizations' meetings, volunteer with other organizations, attend fundraising events, lend support to reach shared goals. Jointly develop at least 3 projects with community partners that align with our DEI strategy. 	<ul style="list-style-type: none"> 2022 – Continued partnership with Confluence. Developed a shared proposal for Education and supporting a session of Field School winter 22/23.
3.2 The Board and staff share the Partnership's story with partners and the public.	<ul style="list-style-type: none"> Develop a strategic communications plan that incorporates brand analysis, organizational messaging, and all Partnership programs, and that connects the Partnership to other National Estuary Programs around the country. Engage communications staff in project design and grant development and throughout project implementation. Provide tools, training, and support to help staff and Board tell a consistent and compelling story of our work, including training on how to navigate controversial conversations (such as climate denial, etc.) 	<ul style="list-style-type: none"> Strategic communications plan completed and implemented. Staff communicate with Comms Team prior to each media interaction. One comms training for staff is held each year. All program and project plans are initially developed with comms and engagement. 	<ul style="list-style-type: none"> May 2022 – The communications team led all-staff communications training 2022- EFLR Project strategic communications planning led by Communications team.

<p>3.3 Provide information and seek feedback from partners and communities and use input to adjust programs and approaches.</p>	<ul style="list-style-type: none"> • Develop a regular evaluation and feedback cycle for each program, including both formal and informal mechanisms. <ul style="list-style-type: none"> ○ Include evaluation steps in project plans and budgets. • Prioritize seeking feedback from partners connected to underserved communities. <ul style="list-style-type: none"> ○ Seek opportunities to reduce the burden of providing feedback on these communities. 	<ul style="list-style-type: none"> • Each program is formally evaluated for internal purposes each year. • Results from evaluations are documented and shared with relevant staff, and adjustments are made as necessary. • All program and project plans are developed with community and partner outreach components, with a focus on underrepresented communities. 	<ul style="list-style-type: none"> • 2022 Early actions only.
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Goal #4: The Partnership's operations are grounded in organizational values and long-term sustainability.			
Strategy	Potential implementation components	Draft Objectives	
4.1 Create policies and provide facilities, tools, and support that foster an atmosphere of cohesiveness, belonging, appreciation, and collaboration throughout the Partnership.	<ul style="list-style-type: none"> • Create systems for collaboration, cross training, and shared understanding between teams. • Support group learning activities (such as book clubs, speakers, staff meetings, etc.) • Survey staff to establish employee wellness needs. • Survey staff to determine meaningful employee recognition approaches. • Provide physical space for employees to collaborate, learn, gather for small-scale and confidential conversations. • Regularly evaluate employee satisfaction, building from a 2022 baseline, including exit interview input from former employees. 	<ul style="list-style-type: none"> • A survey tool is developed to establish an employee satisfaction baseline by October 1, 2022. • Each staff member participates in at least one opportunity for cross-team collaboration per quarter. • A pilot employee wellness program is created by July 1, 2023. • A program for employee recognition is created by July 1, 2022. • Plan one annual facilitated staff team-building retreat to review and reassess our Strategic Direction. • Plan at least one opportunity per quarter for cross-team events (field outings, happy hours, other informal networking, etc.) 	<ul style="list-style-type: none"> • August/September 2022 – DEI Team working with organizational teams and individuals to collect feedback on quality of work experience. Will provide feedback to Management Team in mid-fall. • July 2022- Survey for employee recognition complete. • April 2022- Hosted a “Happy Hour” event for Board, staff, and partners. A showing of Follow the Water was played, food served.
4.2 With input from the full organization, revise the Partnership's fiscal strategy to advance the Partnership's vision and be grounded in its values.	<ul style="list-style-type: none"> • Build understanding of Estuary Partnership financial systems and revenue development throughout the staff. Encourage engagement in and offer opportunities for training on budget and financial reporting. • Engage board and staff in revising the fiscal plan to correspond with the six-year implementation strategy that includes cross-program and community engagement. • The Estuary Partnership dedicates funds, annually, to support grant writing and project development. 	<ul style="list-style-type: none"> • All staff members are encouraged to participate in annual budget workshop. • Partnership budget training offered at least once per year. • Create a grant development/review process that evaluates cross-program and community input goals. 	<ul style="list-style-type: none"> • 2022 Early actions only
4.3 Ensure high environmental and social stewardship standards for Partnership operations.	<ul style="list-style-type: none"> • Evaluate and establish a 2022 baseline for environmental and social stewardship. • Select and adopt an environmental and social stewardship framework to guide operations. • Develop grant-seeking and purchasing / contracting policies and practices that reflect stewardship goals. • Establish measures of success for environmental and social stewardship. 	<ul style="list-style-type: none"> • Stewardship framework adopted by July 2023, which will include measures of success and will be reviewed and updated annually. 	<ul style="list-style-type: none"> • Not yet started

<p>4.4 Ensure Board operations and structures support the core values and strategic direction as expressed in this plan.</p>	<ul style="list-style-type: none"> • Establish a Board Development Committee. • Invest in strategic Board development including recruitment, onboarding, training, evaluation, and recognition. • Consider a new committee structure that includes non-Board committee members to develop a leadership pipeline and connect the Partnership with other important partners. • Develop a community advisory council to make recommendations to the Board of Directors. 	<ul style="list-style-type: none"> • Board development committee established by January 2022. • Board development plan adopted by June 1, 2022. • At least two Board recruitment activities per year. • Community advisory council developed by July 1, 2023, consistent with EPA Guidance and Estuary Partnership commitment to social and environmental justice. • When present, Board members are recognized at every LCEP event. Board member bios are included in a newsletter and eUpdate when they join the board and when they leave. 	<ul style="list-style-type: none"> • January 2022 - Board Development Committee established • March 2022 - Board Development Plan adopted
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Goal #5: The organization commits to connecting with the full diversity of communities and people living along the lower Columbia. We will seek engagement, understanding, and the advice of communities of color and other people whose voices have traditionally been excluded from decision making.			
Strategy	Potential implementation components	Draft Objectives	
5.1 Create, support, and evaluate implementation of the organizational 3-Year DEI Strategy.	<ul style="list-style-type: none"> The ED will provide a report to the DEI ST annually on DEI Plan and Strategic Direction implementation, outcomes, and challenges. Teams will consider actions and objectives of the plan in their regular training and team meeting plans. Incorporate learning into the annual review and updates of the 3-Year DEI Strategy. 	<ul style="list-style-type: none"> In the first quarter of the year the ED will provide staff and the Board with a report on the implementation, outcomes, challenges, recommended updates, related to meeting the goals and objectives of the 3-Year DEI Plan. 	<ul style="list-style-type: none"> September 2022- will present at November 2022 Board meeting.
5.2 Support an organizational DEI Steering Team that has cross-team membership and works to meet internal and external goals.	<ul style="list-style-type: none"> The DEI Steering Team will consider actions and objectives of the plan in their regular training and meeting plans. The DEI Steering Team will work to build the organizational knowledge and capacity to implement the 3-Year DEI Strategy. The DEI Steering team will develop an annual DEI Training Plan for staff, that includes the elements of the DEI 3-Year Strategy, for recommendation to the ED. The DEI Steering Team will develop, use, and adopt tools that support active listening, negotiation, and collaborative communication. Increase our allyship core competencies. Support the space for Affinity Group development. 	<ul style="list-style-type: none"> The DEI Steering Team will meet at least monthly. The DEI Steering Team will have representation from across the organization as outlined in the Team's Charter. Implement an annual demographics survey for Board and Staff. 	<ul style="list-style-type: none"> 2022 DEI Steering Team is meeting monthly with representatives from across the organization. September 2022 – Board Demographics survey complete
5.3 Incorporate Environmental Justice into our project and programming decision making.	<ul style="list-style-type: none"> Develop internal Environmental Justice (EJ) policies and guidelines for use in project and program development. On all new projects, engage with Indigenous peoples, BIPOC communities, and communities identified to have disproportionate impacts from socio-economic factors or climate change (80th %tile EJ Screen). Develop or engage an advisory committee to evaluate projects/programming from a DEI and EJ perspective. Foster authentic partnerships with organizations that support and advocate for environmental justice. 	<ul style="list-style-type: none"> By January 1, 2023, adopt an Estuary Partnership Environmental and Social Justice Plan. Create a process to ensure proposals and projects have incorporated DEI and EJ components and considerations, by July 1, 2022. By July 1, 2023, EJ Screen or some other accepted tool is utilized in at least 75% of project selection and to inform programming decision making. By July 1, 2023, a Justice40 implementation plan is in place for tracking and reporting the impact of federally funded projects on disadvantaged communities. 	<ul style="list-style-type: none"> Early action only

