

APPENDIX A – Subaction-level details

STRATEGY ELEMENT A: Spatial Data					
Action A1: Complete first-generation oak distribution map.					
Subactions	Key Outcomes / Success Measures	Priority	Target Completion	Lead Organization	Key Partners
A1.1 Refine and complete oak map for Oregon portion of RCS planning area.	Full coverage of oak within designated areas.	High	June 2018	Metro and UGI	OakQuest volunteers; funders: Clackamas and Tualatin SWCDs
A1.2 Refine and complete oak map for Washington portion of RCS planning area.	Full coverage of oak within designated areas.	High	June 2019	UGI, WDFW, Metro	Other Washington partners
A1.3 Provide training to partners and explore various ways in which the data can be used and refined to support more effective oak conservation across the region.	Partners are able to use the oak map in productive and appropriate ways.	High	August 2018	Metro, UGI	SWCDs, other OPWG partners
Action A2. Update oak distribution map as needed and resources allow.					
Subactions	Key Outcomes/Success Measures	Priority	Target Completion	Lead Organization	Key Partners
A2.1 Convene a group to determine whether, when, and how to refine the oak map.	Timeline and plan for longer-term revisions (e.g., every 5 years); protocols for how to integrate partner data.	Low	December 2020	Metro	UGI, select OPWG members (TBD)
A2.2 Refine spatial data products based on feedback from OPWG partners and others.	Updated oak map or additional layer with oak location information. Could include oaks that were cut down, planted, or previously unidentified. Refined and well-documented methods to integrate new data into regional oak map.	Low	December 2021	Metro	OPWG, other interested parties

*For definitions of acronyms, see Acronyms section in narrative portion of plan.

Action A3. Collect other oak and prairie spatial data for the RCS planning area.

Subactions	Key Outcomes/Success Measures	Priority	Target Completion	Lead Organization	Key Partners
A3.1 Assess the need for a map of remnant prairie habitats, oak habitat types, and/or other priority species.	Brief 2- to 5-page report to OPWG on near- vs. long-term priorities for oak habitat, prairie, and priority species.	Medium	December 2019	Metro, U.S. Fish and Wildlife Service (USFWS), other partners TBD	Portland Audubon, Columbia Land Trust, SWCDs, City jurisdictions, academic/research institutions such as Portland State University and Oregon Natural Heritage Information Center
A3.2 If a need is identified, determine potential resources and develop or adapt protocols for mapping target habitats and species.	Written strategy with approach, funding needs, and other key elements needed to map oak habitat, prairie, and priority species.	Medium	TBD	Metro, USFWS, other partners TBD	Same as A3.1
A3.3 If A3.2 is executed, map target habitats and species.	Final map products, and a plan for how they will be integrated with the RCS land cover and habitat corridor data sets.	Medium	TBD	Metro, USFWS, other partners TBD	Same as A3.1
A3.4 Use oak distribution and parcel maps to derive a map of priority parcels for native oak conservation.	A flexible priority oak conservation parcel map that can be used at multiple scales to guide private landowner stewardship outreach and pinpoint areas for fee-simple land purchases or easements.	High	June 19	Metro, SWCDs	The Nature Conservancy, Columbia Land Trust, others

STRATEGY ELEMENT B: Land Conservation

Action B1: Identify priority parcels for oak conservation using tax lot data.

Subactions	Key Outcomes/Success Measures	Priority	Target Completion	Lead Organization	Key Partners
[See action above]	Tax lot-specific analysis of key oak property owners.	High	June 30, 2019, but periodically revised	Metro	Portland Audubon, Columbia Land Trust, SWCDs, city jurisdictions, academic/research institutions such as Portland State University and Oregon Natural Heritage Information Center

Action B2: Acquire conservation rights (fee title or limited property rights) to priority parcels.

Subactions	Key Outcomes/Success Measures	Priority	Target Completion	Lead Organization	Key Partners
B2.1 Work with stakeholders to increase awareness and identify focal areas for public investment.	1. One or more presentations developed for shared use and adaptation. 2. Number of presentations given and increased awareness of the issue among community leaders.	High	Ongoing	Metro	Watershed councils, SWCDs, Columbia Land Trust
B2.2 Support passage of public funding measures for land acquisition, including conservation easements.	1. Number of community leaders and organizations engaged and their subsequent support for funding land protection measures. 2. Successful passage of funding measures.	Medium	TBD	Intertwine Alliance	All OPWG members depending on particular measure

Action B2: Acquire conservation rights (fee title or limited property rights) to priority parcels					
Subactions	Key Outcomes/Success Measures	Priority	Target Completion	Lead Organization	Key Partners
B2.3 Support partner grant applications to public and private funding sources for land acquisition and easements.	<ol style="list-style-type: none"> Grant applications that are broadly supported and staggered so as to not compete. Meetings held with influential funders to communicate the value of near-urban habitat and the strength of our analysis and partnership. 	High	TBD	OPWG coordinator	All OPWG members depending on particular proposal
B2.4 Acquire land or interest in land from willing sellers.	<ol style="list-style-type: none"> Acres and numbers of acquisitions of priority parcels. Identification of acquisition goals. Clear roles and responsibilities among organizations. 	High	Ongoing	Various OPWG members	Various OPWG members

Action B3: Improve communication among practitioners.

Subactions	Key Outcomes/Success Measures	Priority	Target Completion	Lead Organization	Key Partners
[See action above]	<ol style="list-style-type: none"> 1. Inclusive, periodic forums for conservation partners to discuss land protection. 2. Smaller, geographically focused groups like the Tualatin Basin Conservation Partners. 3. Sharing of strategic and conservation plans by individual organizations, particularly as priorities associated with oak and prairie conservation change. 4. Informal conversations between project-level land protection staff on an ongoing basis. 5. Enhanced leadership and staff-level collaboration. 6. Reduced overlap among partners. 	High	Ongoing	Undefined; potentially Intertwine Alliance staff, Coalition of Oregon Land Trusts, Columbia Land Trust, or Metro	All organizations conducting landowner outreach, but especially Columbia Land Trust and other regional land trusts, SWCDs, and Metro

Action B4: Improve toolkit for non-fee acquisition habitat protection.					
Subactions	Key Outcomes/Success Measures	Priority	Target Completion	Lead Organization	Key Partners
B4.1 Inventory and assess the role of non-fee approaches other than permanent conservation easements, such as leases, incentives, or other temporary tools.	1. Better regional understanding and increased ability to use non-fee approaches to oak conservation. 2. Landowners engaged and acres protected using non-fee non-easement approaches who would otherwise not be engaged.	Medium	December 2019	TBD (probably a SWCD or Metro)	SWCDs, Metro, local or regional park districts
B4.2 Improve knowledge and use of conservation easements.		Medium	TBD	Columbia Land Trust or Coalition of Oregon Land Trusts	Metro, SWCDs, local or regional park districts
Action B5: Encourage maintenance of conservation values on priority habitats where landowners are not interested in formal land protection measures.					
Subactions	Key Outcomes/Success Measures	Priority	Target Completion	Lead Organization	Key Partners
[See action above]	1. Number of private landowner partners engaged. 2. Acres of priority habitat conserved.	High	Ongoing	TBD	SWCDs, Portland Audubon, Columbia Land Trust

STRATEGY ELEMENT C: Active Stewardship

Action C1: Create and enhance habitat in priority locations with early emphasis on protecting legacy trees.

Subactions	Key Outcomes/Success Measures	Priority	Target Completion	Lead Organization	Key Partners
C1. Create and manage oak and prairie habitats in priority locations on public and private protected lands.	Acres of oaks released or planted. Acres and sites with additional habitat enhancement.	High	Ongoing	Metro, Columbia Land Trust	All parks districts, all land management agencies, SWCDs
C1.2 Release existing oak from competition.	Acres and number of sites where oak release has been implemented.	High	Ongoing	Metro, Columbia Land Trust	All parks districts, all land management agencies, SWCDs
C1.3 Maintain the full range of habitat types across the landscape by integrating details of oak and prairie habitat diversity concepts into restoration planning, practices, and BMPs to increase under-represented habitat types across the region.	Successful integration of habitat mapping work and BMP development into restoration practice.	Medium	Ongoing	Metro, Columbia Land Trust	All parks districts, all land management agencies, SWCDs

Action C2: Create and enhance habitat on unprotected lands.

Subactions	Key Outcomes / Success Measures	Priority	Target Completion	Lead Organization	Key Partners
C2.1 Encourage the use and protection of oaks as components in settings where habitat is not the primary management driver, or where no level of protections exists. Examples include large-lot rural areas, small-lot urban and rural residential areas (e.g., backyard habitat), agricultural field trees and buffers, industrial lands, and developed parks, schools, and office landscaping.	Number of sites with habitat conservation in non-park and natural area settings.	Medium	Ongoing	SWCDs	Columbia Land Trust, Portland Audubon, USFWS Partners Program

Action C2: Create and enhance habitat on unprotected lands.					
Subactions	Key Outcomes/Success Measures	Priority	Target Completion	Lead Organization	Key Partners
C2.2 Work with local jurisdictions to protect legacy street trees and increase the planting of native oaks as street trees.	Stable or increasing number of oaks as street trees.	Medium	Ongoing	Portland Audubon	SWCDs, Columbia Land Trust, City jurisdictions, Friends of Trees
C2.3 Increase the use of conservation planning on private lands to match oak habitat conservation opportunities with landowner goals and objectives for owning lands.	Increased habitat restoration on private lands.	High	Ongoing	SWCDs	Columbia Land Trust, Natural Resources Conservation Service (NRCS), USFWS Partners Program
Action C3: Develop, share, and expand stewardship toolkit.					
Subactions	Key Outcomes / Success Measures	Priority	Target Completion	Lead Organization	Key Partners
C3.1 Increase access to existing shared knowledge regarding the creation and enhancement of oak habitat.	Creation of virtual library including links.	High	June 30, 2019, but periodically revised	Metro	SWCDs, Intertwine Alliance
C3.2 Expand the use of underutilized or innovative management tools to meet evolving challenges.	Trials of new approaches such as grazing. Presentations given and papers published.	Medium	Ongoing	SWCDs USFWS	All land management agencies
Action C4: Increase ability to employ fire as a management tool.					
Subactions	Key Outcomes / Success Measures	Priority	Target Completion	Lead Organization	Key Partners
C4.1 Identify current local barriers to using prescribed fire and strategies for overcoming them.	Strategic plan to increase use of fire Increased use of fire as a management tool.	Medium	June 30, 2019	Metro	SWCDs, USFWS, BLM, local fire districts
C4.2 Explore whether partnerships can be formed with USFWS and the Willamette Valley Ecological Fire Partnership to help navigate and overcome current barriers.	Meetings held with appropriate organizations.	High	June 30, 2019	Metro	SWCDs, USFWS, Columbia Land Trust

Action C5: Encourage maintenance of conservation values on priority habitats where landowners are not interested in formal land protection measures.					
Subactions	Key Outcomes / Success Measures	Priority	Target Completion	Lead Organization	Key Partners
C5.1 Work with soil and water conservation districts and private landowners of priority sites not currently interested in selling property rights to support voluntary efforts to improve management for oak habitat and build relationships that may lead to future land protection.	1. Training on available tools for staff in organizations working with landowners. 2. Coordinated outreach. 3. Effective engagement with landowners.	High	Ongoing	West Multnomah, Tualatin, and Clackamas SWCDs	Columbia Land Trust, SWCDs, Oregon Department of Forestry, Oregon State University Extension
Action C6: Improve the availability of plant materials for habitat creation and enhancement.					
Subactions	Key Outcomes / Success Measures	Priority	Target Completion	Lead Organization	Key Partners
C6.1 Document and bank seed of all plant taxa on protected anchor sites that have medium to high fidelity to oak and prairie habitats and that are not available on the commercial market.	Species lists created and seeds stored for Metro sites. Species lists and seeds stored for non-Metro partners.	High	2018 for Metro sites, other sites unknown	Metro	All land managing partners, Native Plant Society of Oregon
C6.2 Broaden user groups that will buy native seed to support the market.	Increased use of local native seed.	Medium	Depends on future OPWG decisions	Metro	SWCDs, Portland Audubon, Columbia Land Trust
C6.3 Develop partnership to expand the availability of seed for key species not available on the commercial market.	Partnership formed as sub-group to Willamette Valley-wide partnership.	Medium	Depends on future OPWG decisions	Metro	SWCDs, Portland Audubon, Columbia Land Trust, USFWS (Tualatin NWR)
C6.4 Support the Willamette Valley Plant Materials Partnership by buying seed from the partnership whenever it is available.	New members of partnership or increased annual sales.		Depends on future OPWG decisions	Metro	All OPWG partners

Action C7: Agree on measures of habitat quality and prioritize areas for restoration and enhancement.					
Subactions	Key Outcomes / Success Measures	Priority	Target Completion	Lead Organization	Key Partners
C7.1 Use existing habitat quality assessment tools (key ecological attributes, ecological integrity indices, oak habitat metrics, etc.) as a basis for developing restoration prescriptions and a habitat quality assessment.	Integration of existing measures into widely accepted new measures.	High	2018	Metro	Washington DNR, Institute for Applied Ecology
C7.2 In collaboration with the Regional Connectivity Working Group and using completed oak mapping data, develop a prioritization approach for restoring oak and prairie habitats.	Prioritization map or tool.	High	December 30, 2019	Metro	SWCDs, Portland Audubon, Columbia Land Trust, WDFW, ODFW
C7.3 Work with SWCDs to identify and implement priority opportunities for creating and enhancing oak and prairie habitats on private lands.	Number of landowner partners engaged in restoration.	High	Ongoing	SWCDs	All OPWG partners

STRATEGY ELEMENT D: Develop knowledge, information, and data sources to improve stewardship practices and conservation decision making

Action D1: Work with partners to build relationships and develop cultural connections that will support the inclusion of traditional knowledge.

Subactions	Key Outcomes / Success Measures	Priority	Target Completion	Lead Organization	Key Partners
<p>D1.1 Build intentional and authentic relationships for better understanding and incorporation of a continuum of perspectives. Solicit input throughout the process and be accountable to the relationships and the input given from them. Encourage understanding of the reliance on the social facets of millennia-long stewardship of oak and prairie habitats.</p>	<ol style="list-style-type: none"> 1. List of partners developed 2. Initiation of oak and prairie-focused TEK work group 	<p>High</p>	<p>Outreach to tribal partners summer/fall 2018</p>	<p>TBD</p>	<p>Metro, PP&R, NAYA, PSU Indigenous Nations Studies Program, Tribes, OPWG</p>
<p>D1.2 Through work with stewardship and conservation subgroups, identify areas to seek to broaden knowledge of habitat types and guide prioritization of regional conservation and stewardship activities. Coordinate this task with the Intertwine Alliance's Regional Connectivity Working Group.</p>	<ol style="list-style-type: none"> 1. Coordination with the Connectivity Working Group. 2. Development of conservation subgroups. 3. Support systems and products for conservation and stewardship elements. 	<p>High</p>	<p>2018-2019</p>	<p>Coordinator and Knowledge subcommittee</p>	<p>OPWG</p>

Action D2: Integrate a full range of knowledge and data resources to provide guidance for stewardship and conservation practices.					
Subactions	Key Outcomes / Success Measures	Priority	Target Completion	Lead Organization	Key Partners
D2.1 Synthesize information priorities and needs for the range of partners. Review CPOP resources and assess and develop regionally specific data needs. Create a plan (with priorities, timeline, resources, and scope of work) based on the needs assessment and gap analysis of Action D1 to develop knowledge, data, management guidelines, and social resources.	<ol style="list-style-type: none"> 1. Compilation of needs assessment developed, reviewed, prioritized. 2. Knowledge subcommittee work plan approved. 	High	December 2018	Coordinator and Knowledge subcommittee	OPWG
D2.2 Standardize and centralize knowledge, information, and data to support conservation and stewardship of oak and prairie habitats across the RCS planning area.	<ol style="list-style-type: none"> 1. Regionally specific data needs identified. 2. Cataloging of existing resources begun. 	High	June 2019	Coordinator and Knowledge subcommittee	OPWG
D2.3 Develop new or use existing habitat quality assessment tools as a basis for developing restoration prescriptions. Be inclusive of the full range of potential audiences (e.g., public lands managers, large-scale private property owners/managers, owners of backyard habitats). Organize existing resources into broad categories for easier use. Provide definitions and assessments to support understanding of the life history, physical processes, and community interactions of oak and prairie communities by developing a tool kit.	<ol style="list-style-type: none"> 1. Regionally appropriate restoration and stewardship prescriptions. 2. Habitat and vegetation community assessment tools available. 3. Audience-appropriate materials in development. 4. Organizational digital sharing system outlined. 	High	December 2019	Coordinator and Knowledge subcommittee / web consultant	OPWG

Action D3: Ensure that technical and social resources are made available to support long-term conservation and stewardship.					
Subactions	Key Outcomes / Success Measures	Priority	Target Completion	Lead Organization	Key Partners
D3.1 Develop a forum for sharing resources.	Digital sharing forum in place.	Medium	June 2020	Coordinator/web developer	OPWG, CPOP
D3.2 Integrate approaches that support traditional, technical, and emerging knowledge.	Working relationships are in place.	High	Ongoing	NA	OPWG, TEK workgroup
D3.3 Include new approaches needed for urban and suburban issues and private properties.	Management guidelines for private properties.	High	June 2019	SWCDs	SWCDs, NRCS
D3.4 Support adaptive management systems. Incorporate climate change data into dynamic management approaches.	<ol style="list-style-type: none"> 1. Oak and prairie conservation and stewardship projects that are based on regional standards and practices. 2. Evaluation processes identified. 3. Resources to support the ongoing development of data and tools. 	High	Ongoing	NA	OPWG partners

STRATEGY ELEMENT E: Community Education, Engagement, and Advocacy

Action E1: Raise broad public awareness of and appreciation for native Northwest oak and prairie ecosystems, their conservation, and specific stewardship options.

Subactions	Key Outcomes / Success Measures	Priority	Target Completion	Lead Organization	Key Partners
E1.1 Develop key messages—both basic messages and messages for key audiences—that serve as an overall statement of urgency and provide context on the cultural legacy of oak and prairie habitat. Ensure that messages are inclusive and accessible for all.	One-page brochure with shareable language, RFP for 1.2	High	June 2019	OPWG	Metro, USFWS, Intertwine Alliance
E1.2 Identify multiple sites throughout the RCS planning area that demonstrate a diversity in stewardship approaches for different scales, objectives, land uses, and habitat types.	Sites identified.	Medium	June 30, 2020	TBD	All land managing organizations, SWCDs
E1.3 Develop talking points for interpretive tours; identify and train guides.	Presentation developed, guides recruited and trained.	Medium	June 30, 2020	Metro	SWCDs, Portland Audubon, Columbia Land Trust
E1.4 Create signage and materials as needed.	Materials created as needed.	Medium	June 30, 2020	Metro	Intertwine Alliance
E1.5 Develop a larger public communications strategy or campaign about native Northwest oak and prairie conservation. Consider developing an oak conservation "brand" that is visible at oak and prairie sites across the region.	Public campaign strategy and schedule; possibly an oak conservation brand.	Medium	June 2019	Private firm, with OPWG oversight	Metro, USFWS, Intertwine Alliance
E1.6 Integrate high-level oak and prairie conservation messaging and branding into existing programming at the regional level to build public awareness of and support for oak conservation.	Public awareness and support of regional oak/prairie conservation work.	High	Ongoing	Everyone	SWCDs, Metro, Backyard Habitat Certification Program (Portland Audubon, Columbia Land Trust), USFWS, "friends" groups

Action E2: Develop accessible, inclusive, and effective mechanisms/materials to disseminate information to multiple audiences.					
Subactions	Key Outcomes / Success Measures	Priority	Target Completion	Lead Organization	Key Partners
E2.1 Encourage and promote private land practices that enhance native oak/prairie habitats through tours, special events, incentives, and programs (the Oak Accord, ODFW tax incentives, SWCD efforts, etc.). Present and share widely materials to help community members implement BMPs on private property.	1. Number of handouts distributed. 2. Number of classes, tours, or other programming conducted. 3. Number of people reached.	Medium	TBD	SWCDs, ODFW, WDFW, Willamette Partnership	NRCS, Metro, watershed councils
E2.2 Promote native oak and prairie naturoscaping practices in appropriate settings across the urban-suburban landscape continuum. Encourage wholesale and retail nurseries to carry more oak and prairie naturoscaping materials and develop more know-how on oak and prairie naturoscaping. Engage, educate, and incentivize landscape professionals on oak and prairie naturoscaping.	1. Number of landowners/residents reached. 2. Number of retail nurseries aware of and selling oak/prairie species. 3. Number of landscape professionals offering oak/prairie naturoscaping as part of their portfolio.	Medium	TBD	SWCDs, Backyard Habitat Certification Program (Portland Audubon, Columbia Land Trust)	Landscape professional organizations, high-profile settings (corporate HQs, HOAs, CDCs and community land trusts)
E2.3 Reach out to and engage public land managers in the region to promote oak habitat protection and restoration. Regularly check on their progress.	Number of new park/land managers, number of projects, and acreage where oak conservation is implemented.	High	Ongoing	Intertwine Alliance	Local jurisdiction park/public works departments, or school districts
E2.4 Expand the Backyard Habitat Certification Program to encompass the four-county urban and suburban area by 2020.	More than 1,000 new properties participating per year.	High	July 2021	Backyard Habitat Certification Program (Portland Audubon, Columbia Land Trust)	SWCDs, Metro, cities, ODFW, PGE, water utilities

Action E2: Develop accessible, inclusive, and effective mechanisms/materials to disseminate information to multiple audiences.					
Subactions	Key Outcomes / Success Measures	Priority	Target Completion	Lead Organization	Key Partners
E2.5 Formally partner with the Oregon Zoo Education Center. Update and rotate important conservation themes as part of the Education Center's display on oak habitat. Table together and regularly participate in oak habitat education activities, especially on dedicated theme days for environmental education.	Number of zoo visitors reached per year (which serves the region), informed about oak conservation and reaching other public parks/natural areas with oak.	Medium	TBD	OPWG	Metro, USFWS, Intertwine Alliance
Action E3: Strengthen and support community-based oak stewardship groups across the region.					
Subactions	Key Outcomes / Success Measures	Priority	Target Completion	Lead Organization	Key Partners
E3.1 Create a platform or forum for various groups to communicate and collaborate; cultivate collaborative relationships with diverse partners.	1. New "friends" groups formed. 2. Existing "friends" groups and advocates strengthened. 3. Cumulative annual funding for "friends" groups reaches \$50,000.	Medium	June 2019	Intertwine Alliance, UGI	Various (appropriate OPWG partner for particular Friends group locale)
E3.2 Assess the gaps, needs, and challenges of community-based oak stewardship groups and lend support to those groups from various OPWG partners.	One-on-one mentoring and grants received by "friends" groups.	Medium	December 2019	UGI	Intertwine Alliance, OPWG
E3.3 Continue to expand TEK practices and learning at oak and prairie natural areas and integrate with "friends" group efforts.	1. Continued support for annual Quamash Prairie camas harvest/restoration celebration. 2. Creation of 2-3 more annual TEK stewardship events at other oak-prairie conservation sites.	Medium	Ongoing	PSU Indigenous Nations Studies Program, Metro	UGI

Action E4: Develop and implement an advocacy strategy to increase land use protections and enhance and optimize incentives for native oak and prairie habitats.

Subactions	Key Outcomes / Success Measures	Priority	Target Completion	Lead Organization	Key Partners
E4.1 Create habitat protection standards.	Oregon state model code developed	High	June 2020	TBD	ODFW, Metro, WDFW
E4.2 Strengthen local land use and planning regulations to protect oak and prairie habitat on private lands. Examples include city and county tree codes, land subdivision and conversion rules, and nuisance vegetation ordinances.	1. Number of new tree codes that prioritize protection of Oregon white oak 2. Oak habitat is designated as a local wildlife habitat of concern under local land use regulations	High	Ongoing	Portland Audubon, oak advocates, cities and counties	Metro
E4.3 Enhance and optimize tax incentives, create dedicated funds for oak conservation, and develop other non-regulatory tools to encourage oak and prairie protection on private lands.	State and local private land conservation incentives and funding for oak habitat are available and aligned with priority conservation needs: tree preservation, weed control, etc.	Medium	TBD	TBD	OWEB, SWCDs, ODFW
E4.4 Strengthen and create effective processes and tools for oak advocates to respond to and influence development applications.	Evaluate existing resources and work with advocates to develop tools for land use/ development review	Medium	TBD	Portland Audubon, UGI	"Friends" groups, oak advocates, watershed councils