GREEN SEATTLE PARTNERSHIP STRATEGIC PLAN

Supporting Document

Document Purpose

This supporting document details the actions for each strategy presented in the 2025 Green Seattle Partnership Strategic Action Plan (2026-2028). For additional context on the plan's development and purpose, please visit the webpage: www.greenseattle.org/strategic-plan/

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Strategic Plan Overview

As we celebrate 20 years of the Green Seattle Partnership (GSP), we have taken time to reflect as a community on all that we have accomplished and learned together in 20 years, and where we want to continue to grow in the years ahead. We are excited to bring this new strategic action plan to life with you: our community of volunteers, program participants, partners, restoration professionals, and fellow Seattle residents.

A Long-Term Vision & Short-Term Action Plan

Our work together is intergenerational, grounded in an understanding that nature works in long timeframes. In this plan, we take inspiration from the trees around us to look across two planning horizons:

1. **Short-term Action Plan** (2026-2028): We have crafted an action plan for the next 3 years that marks our growth, each year's actions expanding our durability and influence like another tree ring.
2. **Long-term Vision** (2026-2035): A 10-year roadmap that guides us as we grow outward and upward.

The Next 10 Years: Our Strategic Vision

Vision

We see Seattle as a thriving, equitable city that supports urban ecosystems and community members. We remain committed to restoring Seattle's urban forests, waterways, and natural areas, while fostering a culture of belonging and connection that benefits the health of the Salish Sea region.

In service to our vision, we share stewardship programming, restore ecological health, expand access to greenspaces, and reconnect people to land care. Our work is relational, guided by accountability, anti-racism, and environmental justice values that support a healthy environment for all.

Guiding Values

Our planning and the actions we take to bring these plans to fruition are guided by the following values:

1. **Fostering a Culture of Reciprocity:** We prioritize respect and mutually beneficial relationships with each other and the land. We believe that long-term ecological health is dependent on relationships where people work together to provide for and benefit from our ecosystems.

2. **Nurturing a Sense of Belonging:** We prioritize efforts that create a welcoming environment where people feel invited, safe, and connected to one another. We are committed to building and sustaining a generational legacy of care for the environment and each other.

3. **Holding Ourselves and Each Other Accountable:** We invite and hold space for direct and honest feedback and encourage transparency with our partners and community. As a collective, we are accountable to identifying and opposing racist ideas, policies, systems, and actions; centering the lived experiences and leadership of Black, Indigenous, and other communities of color; and prioritizing programs, policies, relationships, and approaches that actively advance environmental justice.

The Next 3 Years: Our Action Plan

Our strategic plan is rooted in three priority areas, or pillars:

1. Partnership Building
2. Community Programming
3. Stewardship & Land Care

These pillars represent the core of who GSP is: our programming that we offer to support community; our care of the land, water, and ecosystems; and the partnerships that bring it all to life.

Plan development focused closely on identifying areas where GSP should see essential improvements through deliberate and intentional efforts, naming areas to shore up the program's foundation and prioritizing commitments to delivering equitable and inclusive programming. As such, the pillars, strategies and outcomes identified below reflect thoughtful analyses and input from GSP stakeholders to ensure accountability and alignment with our GSP Values.

Across each of these pillars, we have 20 years of history and strengths. In our next 20 years, we'll continue to lean into these critical programs that make us who we are — delivering professional restoration efforts, partner-led programming, and supporting Forest Steward in leading at their sites — in addition to the strategies, actions, and outcomes named here.

Bringing the Plan to Life

Our Strategic Action Plan will live with the collective Partnership. To advance strategic actions, Seattle Parks and Recreation's Green Seattle Partnership staff will weave in leadership and support from partner organizations, restoration professionals and Forest Stewards into annual scopes of work.

Key to our collective success in bringing this plan to life are the GSP Working Circles: small groups with expertise in a given topic that will lead analyses and evaluation, inform programming direction, and expand relationships. Working Circles will build on the existing Pillar Action Plan strategies, bringing diverse voices to lead the Partnership.

These Circles will include:

1. Collaborative Partnership Structure *(see Strategy 1.1A)*
2. New Relationships *(see Strategy 1.2A)*
3. Fiscal Resilience *(see Strategy 1.3A)*
4. Student Engagement *(see Strategy 2.1A)*
5. Career Pathways *(see Strategy 2.3A)*
6. Restoration Assessment *(see Strategy 3.1A)*
7. Knowledge Sharing *(see Strategy 3.3A)*

Each pillar includes its own set of metrics for tracking accountability, which will be overseen by the Working Circles. See full list of metrics in the *Sharing Progress* section (pages 17-18).

Pillar 1: Partnership Building

Pillar Vision: Ten years from now, our Partnership Building efforts will sustain a cooperative structure that includes pathways for accountability, inclusive leadership, and coordinated investments to meet shared goals.

Partnership Building Today

The partnership model is central to who GSP is and how we work. Every day, we're coordinating and collaborating across many different scales and partners, including participating in City of Seattle inter-departmental collaborations, supporting intersections with programs like Youth Green Corps, and facilitating cross-Partnership affinity groups and events. This pillar focuses on strengthening our existing partnership work.

Measuring Success

We'll know our efforts to achieve our Partnership Building vision are on the path to success if:

- We have a Partnership structure that GSP partners and staff believe is accountable and inclusive.
- We have a functioning system for coordinating work and investments to meet shared goals.

To measure success, Partnership participants will be surveyed annually to assess opinions on accountability, inclusivity, and relative success of coordination efforts.

Outcome 1.1: A clear Partnership structure affirms our mutual responsibilities and shared strategies, while building space for diverse voices and accountability.

GSP is a partnership, above all else! To build on our 20 years of collaboration and set us up for greater success in the coming 20 years, we will put clear structures into place for how we work together, and what it is we commit to doing in support of one another. This includes considering how we show up together, especially as we navigate challenging political and financial realities.

Strategies	Actions

Strategy 1.1A: Refine the collaborative Partnership structure to clarify roles and commitments.	• **Establish a Partnership Structure Working Circle** and facilitator to guide decision-making for structure refinement.
	• **Gather inputs to inform structure refinement**, including:
	  ○ Survey Partnership members on structure effectiveness and needed updates.
	  ○ Evaluate other partnership models, seeking to learn from active public-private partnerships, public advisory groups, or other organizing bodies about their structure, successes, and lessons learned.
	  ○ Identify existing intersections with other organizations, agencies, City of Seattle departments and teams that have previously not been well represented in the Partnership structure.
	• **Draft, refine, and finalize a Partnership structure document**, defining roles, contributions, and committee engagement.
	• **Develop an implementation plan** for integrating the new Partnership structure into GSP's program delivery processes.
	• **Create an external-facing graphic that simply visualizes the Partnership structure**, for use across briefings, partner engagement (including discussions with new potential partners), and the GSP website.

Strategy 1.1B: Update systems for capturing and responding to partner and participant feedback to advance a culture of accountability.	• **Integrate into the Partnership Structure Working Circle's priorities**, to guide decision making on accountability methods and how the Partnership will respond to feedback trends. • **Evaluate the effectiveness and outcomes of current feedback and accountability methods** (i.e. the existing accountability survey). • **Refine accountability methods** and implement updates. • **Track feedback trends and report back** to the Partnership Structure Working Circle.

Outcome 1.2: The Partnership includes strong relationships with underrepresented communities and organizations.

Our work is most impactful when it's a collaboration of many different ideas, experiences, and identities, just like ecosystems are healthiest when they're filled with diversity. The strategies in this outcome are focused on understanding and filling gaps in our current Partnership network, with a dedicated focus on relationships with Tribal Nations.

Strategies	Actions
Strategy 1.2A: Pursue new organizational relationships to fill current representation gaps in leadership, programming, and participation.	• **Establish a New Relationships Working Circle** to lead evaluation, planning, and relationship development. • **Conduct a partnership mapping exercise to identify representation gaps and opportunities**, looking closely at BIPOC-led organizations and organizations outside of the environmental stewardship sector. • **Set introductory meetings** with at least 3 organizations annually. • **Attend at least 3 new community events annually** to build relationships. • **Identify and develop outreach strategies and tools** (i.e. messaging, materials, event formats) for engaging new audiences, informed by conversations with new potential partners. • **Host 3 relationship-building events annually in collaboration with existing partner organizations**, with the goal of reaching new organizations or audiences. • **Reflect on relationship-building outcomes annually**, including producing updated approach, programming, and resource recommendations to expand efforts.
Strategy 1.2B: Advance relationship building with Tribal Nations who have stewarded and protected the Puget Sound region's cultural and natural resources since time immemorial, and continue to do so today.	• **Clarify and document process for relationship-building with Tribal Nations**, including defining Seattle Parks and Recreation's role in fostering a Government-to-Government relationship and clarifying when/where partner organizations participate through guidance from the City of Seattle's Tribal Relations Director. • **Establish a framework and protocols** that support gathering and safeguarding input from Tribes. • **Host introductory meetings** on the land or at Tribal offices to explore collaboration and support opportunities. • **Continue to nurture relationships** with Tribal representatives beyond introductory meetings, such as hosting gatherings and collaborating on land care programming. • **Reflect on relationship-building outcomes annually**, producing updated approach, programming, and resource recommendations that are responsive to input received from Tribal partners. Share these reflections and next steps with Tribal partners who informed them.

Outcome 1.3: Diverse and sustainable funding streams support the long-term success of GSP's work.

To take on new priorities through this strategic plan, we need to make our pie bigger — not make each slice smaller. This will require dedicated investment into identifying and securing new funding streams for our work, now and for the long term.

Strategies	Actions
Strategy 1.3A: Identify funding gaps and opportunities to expand the funding pool.	• **Establish a Fundraising Working Circle** to take point on analysis, planning, and implementation. • **Analyze gaps and opportunities** in current funding streams. • **Develop a corporate engagement strategy** to address current issues with event requests while building best practices to reduce green washing and equity issues that may arise. • **Develop a donor strategy** in coordination with Seattle Parks Foundation to improve volunteer match donations, solicit gifts from private donors, and build follow-up mechanisms with donors. • **Maintain a list of active funding opportunities** and identify a platform for sharing out across the Partnership. • **Collaborate on 1 new grant application annually**, based on priorities the Fundraising Working Circle identifies.
Strategy 1.3B: Build case-making materials to support fundraising efforts across the Partnership.	• **Build and maintain a toolkit of GSP messaging materials** for easy integration with partner fundraising efforts. • **Create and maintain an impact tracking dashboard** for easy access to metrics useful for fundraising storytelling. • **Create 3 storytelling vignettes** that speak compellingly to organizational needs and impacts, and integrate with fundraising pitch materials.

Pillar 2: Community Programming

Pillar Vision: Ten years from now, Green Seattle Partnership's Community Programming will result in a culture of care for Seattle's ecosystems, where engagement opportunities prioritize belonging and connection, provide tangible benefits to participants, and are responsive to community relationships.

Community Programming Today

Community programming is how most people come into contact with GSP. Our robust existing program includes providing 100 paid career exposure and job training opportunities annually; facilitating community land stewardship events; hosting trainings; and, of course, the Forest Steward program that supports 170+ volunteer leaders across more than 70 parks. All of these important programs will continue alongside, and be improved by, the priorities in this pillar's action plan.

Measuring Success

We'll know our efforts to achieve our Community Programming vision are on the path to success if: GSP event attendees and program participants experience a sense of belonging and connection at events.

To measure success, an event participant survey will be amended so participants can self-report benefits and personal/community outcomes from their participation. Other annual measures include volunteer hours, program participant hours, community event types and event locations.

Outcome 2.1: School and student participation in land-based stewardship programming is strengthened.

By connecting young people with the land and equipping them with the tools and confidence to steward it, we nurture an intergenerational culture of care for Seattle's parklands and natural spaces. Partnering directly with schools allows us to meet youth where they are. While school programming is not new to GSP, our purpose here is to dig deeper on barriers to public school participation and to build coordination across our wide Partnership to grow student engagement.

Strategies	Actions
Strategy 2.1A: Build our understanding of the gaps and opportunities to increase K-12 school participation and expand programming.	**Establish a School Engagement Working Circle** to lead evaluation, planning, and relationship development. **Gather inputs to inform updated K-12 engagement approaches**, including: Analyze current school participation levels, including mapping school locations and existing GSP relationships. Work with the Seattle Parks and Recreation's Environmental Education team to understand K-12 school participation gaps in Citywide ecological restoration programming. Host workshop(s) with teachers and youth-serving organizations to understand their needs and share opportunities. **Develop a findings and recommendations summary** to inform next steps for K-12 engagement. **Maintain and update mapping and relationship tracking**.
Strategy 2.1B: Support teachers and schools in connecting Tribal sovereignty teachings with land stewardship programming.	• **Explore opportunities to support teachers and schools in implementing the John McCoy (lulilaš) Washington State Since Time Immemorial Curriculum (STIC)**. *(Key focus for the School Engagement Working Circle.)* • **Build a relationship with the Seattle Public Schools Native Education Program**. • **Fund Tribal leaders and urban Native community members to build and implement STIC-linked stewardship programming** at a park location with a neighborhood school. • **Seek and incorporate early teacher input** in program development and identify interested teachers/schools to partner with in its implementation. • **Produce trainings for event leads on supporting Tribal sovereignty teachings** during school events.
Strategy 2.1C: Implement an outreach and awareness campaign to increase high school student participation.	• **Assess current high school programming** approaches, outcomes, and opportunities for increased engagement. *(Key focus for the School Engagement Working Circle.)* • **Recruit and coordinate youth leader advisors**, identified through existing partner programming, to guide campaign development. • **Develop, refine, and implement campaign** content and distribution plan to increase awareness, highlighting the opportunity for meeting service-learning graduation requirements.

Strategies	Actions
	• **Coordinate with site leads and/or partner organizations to host service-learning events**, held monthly after school or on weekends.

Outcome 2.2: Expanded event offerings resonate with overburdened and frontline communities.

We've heard clearly from community feedback that while connecting with the land and each other are important priorities, the "hands in dirt" volunteerism model can be improved. We're committed to expanding our event offerings and delivery so that we are continuing to create land care access in the ways that resonate most with diverse communities across Seattle.

Strategies	Actions
Strategy 2.2A: Craft and facilitate events that center frontline community priorities.	• **Develop a plan for new and/or evolved event offerings** that are responsive to findings from relationship-building efforts with new organizations and neighborhood-facing groups (see Strategy 1.2A). *(Key focus for the New Relationships Working Circle.)* • **Identify and resource incentives to increase engagement** in events designed with frontline communities in mind. • **Host Community Connections tours** to build awareness of participation and leadership pathways. • **Develop and implement evaluation processes and metrics** to assess success and receive feedback on events.
Strategy 2.2B: Improve family-oriented program offerings, addressing participation barriers for caregivers and elders.	• **Identify current approaches to multi-generational programming**, known barriers to participation for elders and caregivers, and opportunities for improved programming. *(Key focus for New Relationships Working Circle.)* • **Build and launch a family engagement outreach and awareness campaign**, including language access best practices. • **Develop and offer childcare options** for at least 2 events annually. • **Meet with Seattle Parks and Recreation's Recreation Division staff to identify programming connections**, such as Lifelong Recreation Program and Nature Camps, and implement specialized stewardship events in collaboration with Recreation Division programs.

Strategies	Actions

Strategy 2.2C: Produce updated guidance for Forest Stewards and partner organization staff that improves the quality of GSP stewardship events, emphasizing best practices that promote belonging, joy, healing, and cultural connection.	• **Further identify opportunities to improve Green Seattle Partnership's culture** that will support improved event offerings. *(Key focus for New Relationships Working Circle.)*
	• **Develop and refine stewardship event protocols** for:
	  ○ Language access improvements
	  ○ Sharing land history
	• **Create and facilitate training on updated guidance for all event leads**, including Forest Stewards and partner staff.

Outcome 2.3: Career exposure and job training programming have expanded reach and effectiveness.

We're excited about building not just a pipeline of land stewards, but also a pipeline of restoration professionals with technical skills and expertise for this important work. Green jobs training and career exposure programming have long been part of the Green Seattle Partnership. Creating intentional and strong pathways to employment is an important next step for our work together.

Strategies	Actions
Strategy 2.3A: Build cross-Partnership collaboration space to improve career pathways programming.	• **Establish a Job Pathways Working Circle** and facilitator to guide career pathways and job training priorities and decision making. • **Map out existing job pathways programming**, assessing gaps and opportunities for new/evolved programming and engagement. • **Participate with regional and national green job training networks** to improve access to, and awareness of, existing resources. • **Meet with Seattle Parks and Recreation's Recreation Division staff** and other green jobs programming leads at the City of Seattle to identify programming synergies. • **Meet with green job initiative leaders regionally** to share programming information and pursue opportunities for collaboration. • **Work with the Fundraising Working Circle** to pursue funding opportunities.

Strategy 2.3B: Formalize GSP career exposure and job training learning goals and assessment strategies.	• **Develop standardized resources for career exposure / job training programming participants, including:**
	  ○ **Standard skills list** participants should gain through program participation, integrating broader job skills like resume writing. *(Key priority for Job Pathways Working Circle review.)*
	  ○ **Library of age-appropriate resources** on skills topics.
	  ○ **Skills assessment tool** (piloted before Dec. 2028), informed by assessment strategies from other career exposure and job training programs.

Strategy 2.3C: Support programming participants through the full career ladder, linking them with next-step opportunities to expand career exposure and job skills development.	• **Survey youth and service providers** to understand priorities and gaps in programming. • **Outline structure and goals for a mentorship program**, linking youth or those new to land care work with staff or stewards. *(Only to be pursued if affirmed in information-gathering.)* • **Identify opportunities to build professional shadowing**, including with the Seattle Parks and Recreation Natural Area Crew or other Natural Resource Unit teams. • **Compile and maintain a list** of existing green careers and education programs. • **Produce and disseminate stories spotlighting at least 3 career pathways annually**, alongside monthly communications on upcoming opportunities.

Pillar 3: Stewardship & Land Care

Pillar Vision: Ten years from now, Green Seattle Partnership's Stewardship and Land Care work will result in urban ecosystems that are rich in life, resilient in the face of climate change, and tended by an inclusive and collaborative network that invites diverse perspectives and emphasizes continuous learning.

Stewardship & Land Care Today

GSP restoration work happens across Seattle parks, in forests, fresh and saltwater shorelines, meadows, and wetlands. We treat restoration as an ongoing process for long-term health. To make sure we're always bringing the best and newest techniques into Seattle parks, we participate in local, regional, national and international spaces that help us hone our craft.

With this pillar, we intend to go deeper into how and where we focus our restoration, and how we continue to expand the body of knowledge we're working from.

Measuring Success

We'll know our efforts to achieve our Stewardship & Land Care vision are on the path to success if:

- We have updated ecological restoration goals and assessment methods, accounting for climate change and recognizing non-forest systems (i.e. shorelines, meadows, wetlands, etc.).
- Partnership network participants believe their view of restoration methods has expanded to include new and diverse practices and perspectives.

To measure success, we'll monitor ecological conditions using improved assessment methods created through this pillar's work. An inclusive collaborative network for continuous learning will be measured by survey.

Outcome 3.1: Stewardship efforts are driven by an understanding of current ecological conditions and long-term restoration goals.

Ecosystems are always changing. It's important that our approaches are not just flexible and adaptive, but also responsive to the changing climate, the terrestrial and aquatic species that depend on healthy ecosystems, and the many different ways in which people engage with the land. Having smart and clear restoration goals and assessment methods helps us understand where we are now and where we need to go, as well as interim progress and how we can adapt along the way.

Strategies	Actions

Strategy 3.1A: Update ecological restoration goals to account for climate change, to better integrate human and wildlife uses, and to recognize non-forest systems such as shorelines, meadows, wetlands and small-scale native plantings.	• **Establish a Restoration Assessment Working Circle** and facilitator to represent diverse perspectives and lead evaluation and planning.
	• **Gather inputs to inform updated ecological restoration goals**, including:
	  ○ Produce a literature review about how to identify ecological restoration goals that consider climate change and draw on diverse sources.
	  ○ Survey Tribes, City staff (i.e. SPU, SPR, OSE, SDCI), local practitioners and partners about ecological condition goals, asking about the effectiveness of the existing Target Ecosystems and Target Forest Types and their integration with management practices to date.
	  ○ Evaluate GSP's existing management unit (zone) structure and its implications for restoration goals.
	• **Draft, refine, and publish updated ecological restoration goals**, including rationale for their evolution.
	• **Work with the Knowledge Sharing Working Circle to produce a training** on updated ecological restoration goals for GSP practitioners and stewards.

Strategy 3.1B: Update ecological condition assessment methods to capture current conditions and long-term trends, especially those associated with climate change shifts and impacts to local communities.	• **Identify the purpose and goals of GSP's ecological assessment efforts**, evaluating existing ecological assessment methods and datasets. *(Key focus for Restoration Assessment Working Circle.)* • **Produce a literature review that captures potential methodologies**, summarizing potential measures and metrics on ecological function, biodiversity, climate change vulnerability/resiliency, and community impact. • **Draft updated ecological assessment methods** and refine based on pilot data collection efforts before publishing. • **Build an implementation framework**, including identifying annual data collection plans, data management and access expectations, and standard annual analyses and visualizations.

Outcome 3.2: Ecological restoration sites are being invested in based on the greatest needs and opportunities, using a climate justice lens.

Where we choose to prioritize restoration is just as important and impactful as how we do it. We're committed to prioritizing restoration activities in natural areas and communities that have been most impacted by injustices like pollution, redlining, extreme heat events, and climate change, and that can benefit the most from ensuring parkland ecosystems are healthy.

Strategies	Actions

Strategy 3.2A: Update site prioritization framework to drive equitable project delivery.	• **Draft criteria for site prioritization** *(key focus for Restoration Assessment Working Circle)* that considers:
	  ○ Existing data resources (i.e. City of Seattle Equity and Environment Agenda, Seattle Parks and Recreation Climate Vulnerability Assessment, the City of Seattle Race and Social Equity (RSE) Composite Index, and other equity-oriented planning documents).
	  ○ Priorities for Native community assets or Native-led project locations (i.e. Daybreak Star Indian Cultural Center, Licton Springs, and others).
	  ○ Watershed thinking, in coordination with Seattle Public Utilities and other stakeholders and partners.
	• **Develop a mapping tool to display prioritization criteria** and use the tool to identify initial priority sites.
	• **Run analyses of prioritization framework outputs** to assess their applicability, unintended consequences, and improvement opportunities.
	• **Publish the mapping tool and methodology** for internal work planning and external communications.

Strategy 3.2B: Update restoration project tracking systems to ensure priority restoration sites are moving successfully through the restoration process and into long-term care.	• **Evaluate current restoration project tracking systems and identify priorities for new systems** (i.e. capturing site prescriptions, identifying follow up/cadence, and forecasting ecological restoration workloads). *(Key focus for Restoration Assessment Working Circle.)* • **Produce a literature review** of potential restoration project tracking methodologies. • **Draft, refine and finalize a CEDAR replacement project** to improve site management data collection methods and to better integrate worklogs with restoration project tracking workflow. • **Draft, refine, and publish a restoration project tracking system**. • **Coordinate with the Knowledge Sharing Working Circle to host a CEDAR replacement training series** for Forest Stewards, partner organization staff, and contracted crew staff.

Outcome 3.3: Knowledge sharing is facilitated to improve ecological restoration outcomes and climate resiliency, reflecting diverse perspectives.

There are many different bodies of knowledge and expertise for how to care for the land, but government-funded restoration has historically used a narrower set of ideas. The strategies in this pillar are dedicated to helping us expand how we think about and practice restoration, so that we're considering as broad a knowledge base as possible. It's also important to us that we improve access to information and grow our

collective understanding of the many ways to steward land while being sensitive about protected knowledge (i.e. Traditional Ecological Knowledge).

Strategies	Actions
Strategy 3.3A: Expand formats, participation, and topics shared through land care workshops and learning circles to engage people on the day-to-day practice of land care and long-term ecological restoration outcomes.	• **Establish a Knowledge Sharing Working Circle** to represent diverse perspectives and lead evaluation and planning. • **Identify priority topics and sharing strategies** for expanding the Partnership's collective knowledge base. • **Draft a knowledge sharing implementation plan**, including information on audience, format, learning goals, promotion plans, etc. • **Facilitate workshops and learning circles** to circulate knowledge across partners, practitioners, and residents. • **Create and maintain a shared calendar** of learning opportunities.
Strategy 3.3B: Produce case studies to capture and share cross-Partnership learnings, amplifying diverse perspectives and practices.	• **Develop a case study plan**, including audience, purpose, template, and potential outlets for case studies. *(Key focus for Knowledge Sharing Working Circle.)* • **Identify target case study topics based on feedback** from practitioners and stewards. • **Draft, refine, and publish 3 case studies**, engaging subject matter experts where necessary. • **Host workshops (or alternative format)** to share case studies.
Strategy 3.3C: Apply learnings by collaboratively evaluating and refining best management practices.	• **Review existing best management practices and identify priority improvements**, with insights from subject matter experts. *(Key focus for Knowledge Sharing Working Circle.)* • **Compile references** on priority topics to inform review and any necessary updates to best management practices. • **Identify topics where a standalone best practice document may be necessary** (i.e. fire susceptibility) and determine options for drafting. • **Draft, refine, and publish best management practice improvements** in the Forest Steward Field Guide and Crew Specifications. • **Host trainings on updated Forest Steward Field Guide** and crew specifications.

Sharing Progress

Because this Strategic Action Plan is held collectively and deserves accountability, we are committed to sharing out progress annually. The following table rolls up the measures for each pillar as well as the standard Green Seattle Partnership metrics, offering a reporting cadence and definitions for shared understanding. In addition, we will share at least 3 stories that highlight qualitative and quantitative outcomes from each pillar annually. It should be noted that Working Circles will have some discretion over adapting these as they dig into the work.

Strategic Action Plan Annual Reporting Metrics

Pillar	Metric	Detail
Partnership Building	**Partner Satisfaction**	Partner organization staff, affiliated City of Seattle staff, volunteer Forest Stewards, and professional crew staff will receive an anonymous online survey once per year.
	Leveraged Funding	Leveraged funding is self-tracked and reported by all partner organizations and Forest Stewards at the end of each calendar year. Volunteer match is calculated as part of leverage using Independent Sector's hourly rates for volunteer time.
Community Programming	**Participant Satisfaction**	Program participants, volunteers, and other event attendees will receive an anonymous online survey following participation and results will be analyzed and shared annually.
	Volunteer Hours	Volunteer hours will be tallied (capturing % youth and adult participation) annually using information entered on the CEDAR participant registration system.
	Paid Program Participant Hours	Paid program participant hours will be tallied annually (capturing % youth and adult participation) using information entered on the CEDAR participant registration system.
	Community Event Type	Event type will be tallied annually using information entered in CEDAR participant registration system.
	Forest Steward Participants	Number of active, retired, and inactive Forest Stewards will be reported annually. Additional metrics may include number of new Forest Stewards.
	School Participation	Number of unique schools engaged will be reported annually.
	Community Event Locations	Event locations will be tallied annually using information entered on the CEDAR system. We will report out on # of community events per park, RSJI Social Equity Index, and City Council District.
Stewardship & Land Care	**Species Composition**	Native and weed species composition will be reported at the end of the 3-year action plan and/or when the new assessment methods are implemented.

	Active Stewardship Acres	Number of new acres, establishment acres, long-term maintenance acres, and total active acres in restoration will be reported annually.
	Participant and Partner Satisfaction	Partner organization staff, affiliated City of Seattle staff, volunteer Forest Stewards, and professional crew staff will receive an anonymous online survey to capture knowledge sharing outcomes once per year.
	Knowledge Sharing Workshops	Number of workshops, webinars, and other knowledge sharing events will be tallied and reported annually.
	Plants Installed	Number of trees, shrubs, and understory species planted will be tallied and reported annually.
	Vine Removal	The number of trees that saw vine removal will be reported annually.