



2022 - 2026 Strategic Plan

Adopted: August 11, 2022

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Introduction

To guide the work of the Washtenaw County Conservation District (WCCD or District), the District Board of Directors adopted this updated strategic plan detailing WCCD's vision, mission, and organizational assessment and the objectives and strategies to be employed in addressing natural resource concerns through the year 2026.

The WCCD, which serves residents within Washtenaw County, is a local unit of government organized by the people within the district boundaries under provisions of The Soil Conservation District Law, Act 297 of Public Acts of 1937, as amended. In 1994, the Conservation District Law was made part of The Compiled Environmental Code. It is now Part 93 of Act 451 of 1994, as amended.

The District is a locally controlled resource management agency, created by concerned landowners and administered by a publicly elected, five-member, board of directors. The board hires qualified staff to program plan and facilitate activities but retains final approval of District services. The WCCD was organized in 1948 through the process of petition, hearing and referendum under the leadership of local landowners who realized the importance of our soil and water resources.

Our Vision

To be a recognized leader and partner in the wise use and conservation of our natural resources, serving all areas of Washtenaw County.

Our Mission

To assist residents with the conservation, management, and wise use of natural resources in Washtenaw County.

Our Staff and Board of Directors

(in order of length of service, with current position, and year joined)

Board of Directors

Howard Sias, Director, 1999
Jill Dohner, Chair, 2013
Shannon Brines, Vice-Chair, 2020
Matt Nolan, Treasurer, 2021
Hannah Weber, Secretary, 2022

Staff

Nick Machinski, Conservation Specialist, 2017
Megan DeLeeuw, Executive Director, 2018
Erez Brandvain, Conservation Technician, 2020
Doug Reith, Resource Coordinator, 2020
Summer Roberts, Community Forester, 2021
Dru Mark-Wilson, Outreach Coordinator, 2021
Paul Buzzard, Conservation Technician, 2022
Deborah Shad, Administrative Assistant, 2022

Organizational Assessment

As part of its strategic planning process, the District Staff and Board of Director's assessed the organizational capacity of the District on March 10th, 2022. Below is a summary of the organizational assessment, including strengths, weaknesses, threats, and opportunities.

Strengths: What are the activities that the WCCD does well? What is working?

- Community Outreach
 - Part of the community for over 74 years.
 - Successful assessment of resource concerns every 5 years.
 - Positive reputation with farming community.
 - Consistent media coverage, building name recognition.
- Funding and Resources
 - Diversified funding sources (local millage, sales revenue, and grants).
 - Unrestricted revenue sources allow WCCD to focus on program priorities.
 - In-kind support from Washtenaw County greatly reduces annual operating costs.
 - Increasing funding opportunities due to focus on climate and environmental interventions.
 - New office location - convenient access to partners and independence to peruse sales revenue.
- Board of Directors
 - Positive culture - functions collaboratively and respectfully.
 - Diversity of skills and backgrounds.
 - Growing engagement outside of monthly meetings.
- Staff
 - Skilled, highly capable, excellent leadership and management.
 - Adaptable organizational structure and staff (e.g., flexibility with remote work and pandemic).
 - Excellent customer service.
- Partnerships
 - Strengthened local partnerships with government and nonprofit organizations.
 - Invitation to collaborate on current and future regional efforts.
 - Well poised to assist with multiple projects.
- Programs
 - Demonstrated success with MAEAP and NRCS Farm Bill programs, eligibility for future contribution agreements.
 - Strong volunteer engagement and growing interest.
 - Well organized and implemented programs.

Weaknesses: What skills experiences or resources are lacking? What areas can be improved?

- Community Outreach
 - Lack of awareness of who we are and what we do.
 - Lack of leadership from segments of farming community – need stronger connections to promote farmer programming/cost share/technical assistance.
- Funding and Resources
 - Need for more organizational space for staff, interns, equipment rental.
 - Very few assets.
- Board of Directors
 - Weak pipeline of interest from volunteers to serve.
 - No committee structure to manage increased workload or involvement in program development.
 - Lack of racial and gender diversity – not representative of county population as a whole.
 - Lack of direction or support for WCCD owned property.

- Staff
 - No health care benefits package which may impact long term employee retention.
 - Less competitive salary packages as compared to other professional staff in similar organizations within Washtenaw County.
 - Need more specialized administrative expertise (tax, legal, human resource, etc.).
 - Lack of racial and gender diversity – not representative of county population as a whole.
- Partnerships
 - Lack of clarity on relationship with Washtenaw County Farm Council Grounds—where we have hosted distributions for many years.
- Programs
 - Too many potential projects, grants, and programs to consider - need to identify priorities.

Opportunities: What external factors could benefit the group...funding, marketing, updates?

- Community Outreach
 - Increased media presence and awareness of WCCD since 2020 millage campaign.
 - Trusted voice of conservation in the community.
 - Historical connection to the farming community.
 - WCCD serves the entire county.
- Funding and Resources
 - Likelihood of renewal of general State funding starting in FY22.
 - Chance to be placed on the ballot for millage renewal in 2026 or earlier.
 - More available grant funding for climate and conservation-related projects.
 - Surplus revenue to build Capital and Reserve Funds.
 - Receiving a land donation to host distributions, distribute rental equipment, demo practices, etc.
- Partnerships
 - New partnerships on programs and grants.
 - Building positive reputation with partners and funders.
 - More investment from County to become a partner in tackling climate goals.
 - Serve as a hub for various conservation organizations.
 - County focus on climate and tree planting.
 - Serve as statewide leader for conservation districts.
- Programs
 - Opportunity to assist with conservation education from kindergarten to adult.
 - Good positioning to apply for watershed management implementation projects.
 - Potential to help meet the specific needs of the beginning farmer community.
 - Take leadership position in areas we have a niche (e.g., MI FarmLink).
 - 5% more acreage in farms in the last 10 years.

Threats: What are the negative realities, possibilities, or anticipated changes? What could threaten WCCD's future?

- Community Outreach
 - Politicization of WCCD programming.
 - Increased expectations from residents on what WCCD can deliver.
 - Pigeonholed as the “tree planting” organization.
 - National or state shift in priorities reduces available grant funding.
- Funding and Resources
 - Potential that millage is not renewed in 2026.
 - Cannot grow organizationally due to lack of infrastructure or space.

- Revenue from tree and plant sales decreases due to competition from other organizations or shifting needs.
 - Increased costs related to online platform and dynamic needs of website and e-commerce.
 - Reduced grant opportunities due to lack of presence and connections in WLEB.
- Board of Directors
 - Disconnect between what actual programs and services WCCD delivers.
 - Manipulation of the election process.
- Staff
 - Spread too thin due to workload and competing priorities.
 - High turnover resulting in high on-boarding costs and loss of institutional knowledge.

2021 Resource Assessment: Priority Natural Resource Concerns

In 2021, the WCCD completed an updated resource assessment to determine Washtenaw County residents' top natural resource concerns. Six primary stakeholder groups, including a random sample of County residents, were invited to participate via online or mailed paper surveys. The top four resource concerns were:

1. **Land Use:** development growth and zoning, natural areas preservation, farmland preservation
2. **Forests & Woodlots:** disease, pollution, or invasive species impacts; fragmentation; lack of management on private land
3. **Surface & Groundwater Quality:** management and protection, stormwater management
4. **Solid Waste/Recycling:** recycling and composting options and locations; microplastics in soil, water, and food; education on reducing and reusing

While each of the above resource concerns can be viewed independently, in natural systems they operate in concert and are interconnected: changes in one resource can affect changes in another, seemingly distinct resource. In July 2021, the WCCD staff focused on designing programs to address land use, forests & woodlots, and surface and groundwater quality; however, other concerns were implicitly or explicitly included such as Wildlife and Equity and Access, respectively. The full list of resource concerns, including a brief description of each, how they were determined, and their 2021 ranking, can be found in "Washtenaw County Resource Assessment 2021" (WCCD Staff, September 2021).

To address these concerns, survey respondents requested the WCCD focus on three main strategies:

1. **Partnering to Protect Land:** one-on-one technical assistance with land protection and conservation options, conservation practices, and cost-share; program connecting landowners and new farmers
2. **Increase Community Resources:** expansion of tree, shrub, native plant distributions; offer additional resources (e.g. soil testing, cover crop seed); interactive database of conservation resources on website; tool and equipment rental program
3. **Develop Educational Opportunities:** increase workshops and seminars for general public, in-depth and topic-specific training programs for adults/professionals, K-12 educational opportunities and/or teacher training

The 2021 resource assessment was the fourth completed by the WCCD and was used to update the strategic plan. The key issues identified for each major resource concern will be addressed in *Section VII: 2026 Strategic Goals and Objectives*. To maximize impact the WCCD has elected to focus on the top three resource concerns. However, programs and services designed to address a specific resource concern typically impact multiple due to the interconnectedness of natural systems and conscientious efforts made by staff.

2026 Strategic Goals & Objectives

In March 2022, the WCCD staff and board of directors participated in a strategic planning session to develop goals to achieve over the next five years. These goals answer the question:

“What do we want to see in place in 2026 as a result of our actions?”

For the years 2022 through 2026, the Board of Directors and staff will review these objectives and strategies annually and identify specific action items for inclusion in annual work plans, as financial resources and staff capacity allow. Additional objectives and strategies may be developed during this period as opportunities arise where the WCCD’s involvement would make a significant impact.

I. GOAL: County-wide Recognition & Support

- *Objective 1: Renew and expand millage.*
 1. Action Items:
 - a. YR1- 2: Expand outreach efforts through events, media, mailings and press; Meet with new County Commissioners; Present to County Commission on WCCD successes; Review process for starting a friends group and identify who will launch effort; Share annual report with partners on deliverables; Highlight conservation service in FY23 for 75th anniversary; Outline millage question process for getting on the ballot and the amount and duration of the request; Align support from partners, residents and Commissioners on ballot question placement; Request County Commissioners to be on the August 2024 ballot.
 - b. YR3: Follow-up on August 2024 ballot request; Develop public outreach campaign and begin executing.
 - c. YR4: Outline process for next millage request; Document process for future years with lessons learned.
- *Objective 2: Increase name recognition with Washtenaw residents.*
 1. Action Items:
 - a. YR1- 5: Develop partnerships with other organizations; Assist municipality staff and elected officials with conservation requests; Participate in fairs and events; Host own events; Contact State representatives annually to encourage continued support; All staff assess geographic extent of current programs, include historically underserved areas; Public campaign to increase awareness of programs and services

II. GOAL: Strong Community of Farmers Around Conservation

- *Objective 1: Grow farmer program participation.*
 1. Action Items:
 - a. YR1 - 2: Create more opportunities for informal farmer connections; Establish an ad hoc farmer committee; Identify potential farmers to serve as Associate Directors on the board; Staff attend farmer-related partner meetings and committees; Identify farmer leaders.
 - b. YR3 - 4: Assess farmer needs: expand current programs or broaden program offerings; Determine funding sources and staff requirements.
 - c. YR 5: Obtain additional funding as needed; Increase publicity of program offerings; Grow program in stages; Adapt as needed.
- *Objective 2: Partner with farmers to host agricultural field days.*
 1. Action Items:
 - a. YR1 - 2: Identify grant requirements; Research farmers’ needs/interests/skills, visit farms, and recruit future farms in advance; Consider recruiting committed, reoccurring partners, like MSUE; Develop post-event surveys.
 - b. YR3 - 4: Assess recruitment of farmers: diversity of farming styles, products, and demographics; Consider incentives if participation is low.

- c. YR5: Grow program in stages; Adapt as needed.
- *Objective 3: Connect land-seeking farmers to resources and beginning farmers to established farmers.*
 - 1. Action Items:
 - a. YR1 - 2: Fundraise for MIFarmlink program. Research farmers' needs, visit farms, and recruit partners; Build list of potential farmer mentors and mentees in CRM. Launch MIFarmlink program; Outreach to landowners; Outreach to land seekers; List new properties on website.
 - b. YR3 - 5: Continue to run MIFarmlink program and set SMART goals; Research long-term funding opportunities for MIFarmlink. Use MIFarmlink outreach and promotion to connect beginning farmers to established farmers on an ongoing basis.
- *Objective 4: Assist with keeping farmland as farms.*
 - 1. Action Items:
 - a. YR1: Organize ad hoc advisory committee on farmland preservation with partner organizations; Plan informational sessions on land preservation in key townships.
 - b. YR2 - 5: Plan informational sessions on land preservation in key townships; Create virtual resources for linking residents with farmland preservation organizations and resources; Train technicians on land preservation and talking points; Set SMART goals for farmland preservation for final three years.
- *Objective 5: Create a functional system for equipment rental.*
 - 1. Action Items:
 - a. YR1 - 2: Research farmers' needs, visit farms, and recruit partners; Determine whether additional staff training or staff required; Finalize rental agreement and process; Determine funding sources, storage, and transport needs; Design protocols for equipment.
 - b. YR3 - 5: Obtain funding and transport; Build storage needs; Develop training/educational guides; Grow program in stages.
- *Objective 6: Increase sustainable management on agricultural land and increase agroforestry programming & demonstrations.*
 - 1. Action Items:
 - a. YR1 - 3: Research: current popular federal and state programs/services vs. relatively untapped programs; Research programs/services offered by other CD's; Assess staff capacity for additional workshops or programs.
 - b. YR4 - 5: Form advisory committee; Set goals for additional farm recruits; Conduct outreach; Develop agroforestry workshops.

III. GOAL: Leader in Conservation Education Programming

- *Objective 1: Build partnerships and lead conservation collaboration efforts.*
 - 1. Action Items:
 - a. YR1 - 2: Research the landscape of conservation work happening in the county; Attend relevant partner meetings; Staff serve on partner steering committees. Define opportunities for leadership and collaboration with partner organizations, schools and other leaders in conservation education. Update website to serve as a countywide database and collaboration resource.
 - b. YR3-4: Participate in relevant partner, county, and state program/projects to represent WCCD and constituents.
- *Objective 2: Offer increased programming that serves urban areas.*
 - 1. Action Items:
 - a. YR1 - 2: Review Resource Assessment; Staff evaluate current programs and determine which can be expanded or targeted in urban areas.

- b. YR3 - 5: Determine needs specific to urban areas; New programs should include how urban areas could be included; Determine if additional funding, staff training, or resources are needed to provide services to urban areas; Update programs as appropriate. Develop SMART goals.
- *Objective 3: Connect schools to partner conservation education resources.*
 - 1. Action Items:
 - a. YR1-2: Complete an assessment of existing resources for k-12 and higher education; Update educational resources on WCCD website.
 - b. YR3-4: Conduct outreach to teachers on available resources provided by partner organizations; Connect partner organizations with student groups and faculty in higher education.
- *Objective 4: Provide conservation education content to k-12 schools.*
 - 1. Action Items:
 - a. YR1-2: Survey teachers on conservation education needs. Expand outreach to SCHG; Create opportunities for connection to SCHG awardees. Serve on the Project Red committee and assist with activities.
 - b. YR3-4: Using survey results draft conservation k-12 education plan to improve access to resources. Develop SMART goals.
- *Objective 5: Provide streams and lakes programs.*
 - 1. Action Items:
 - a. YR4: Review Resource Assessment; Assess programs and resources provided by other organizations; Promote partner stream and lake events.
 - b. YR5: Determine if WCCD can assist other organizations to provide additional programming or if in-house development is needed; Assess funding sources and staff capacity.

IV. GOAL: Increased Opportunities for Local Conservation Engagement

- *Objective 1: Establish "conservation hubs" around the county.*
 - 1. Action Items:
 - a. YR1- 2: Review Resource Assessment; Define what a conservation hub is and purpose of hub.
 - b. YR3: Develop SMART goals around conservation hubs to be established.
- *Objective 2: Host resource distributions throughout the county and year.*
 - 1. Action Items:
 - a. YR1- 2: Review Resource Assessment; Examine current partner relationships and determine gaps.
 - b. YR3-4: Develop number, location, and services provided by permanent or temporary hubs; Assess partner involvement: funding, administration, storage/physical location; Develop SMART goals.
 - c. YR5: Determine if WCCD can network with other organizations to provide hubs or should explore internal operation of multiple physical hubs; Assess funding sources, staff capacity, and equipment.
- *Objective 3: Serve as a leader for climate action.*
 - 1. Action Items:
 - a. YR1- 3: Review Resource Assessment; Assess and expand partners; Develop a "wish-list" and divide among current staff as appropriate (designate "primary contacts"); Assess how the WCCD can operate more sustainably, consider a carbon neutral plan for daily operations and events.
 - b. YR4: Examine partner overlap of program goals/objectives; Assist outside programs; Revamp operations and events to be more sustainable; Develop SMART goals.
 - c. YR5: Select partnerships and develop event/seminar/workshop/programs; Assess and reflect with partners to determine fit and improvements; Assess impact of internal operations and events.

- *Objective 4: Increase sustainable management on private forest land.*
 1. Action Items:
 - a. YR1- 3: Research: follow FAP and private foresters; Develop an advisory committee; Test alternative programs and projects; research grant funding.
 - b. YR4: Select and fully develop a pilot program; Set goals for landowner recruits.
 - c. YR5: Gradually scale up services; hire additional staff if needed.
- *Objective 5: Increase understanding of local policies' impact on natural resources.*
 1. Action Items:
 - a. YR1- 2: Review Resource Assessment; Review CAP; Assess outcomes of current policy-related projects (e.g., Community Trees Pilot Project, other programs?); Assess funding sources, staff capacity, local government willingness, and opportunity-costs; Assess partners involvement/programs related to policy.
 - b. YR3 - 5: Determine whether to network with other organizations or develop internal program; Assess funding sources and staff capacity.
- *Objective 6: Support public-private landowner communication and facilitate private landowner access to invasive species management resources.*
 1. Action Items:
 - a. YR1- 4: Review Resource Assessment; Examine partners and determine gaps.
 - b. YR5: Determine if WCCD can assist JLW CISMA or should explore internal program operation; Assess funding sources and staff capacity.

V. GOAL: Own and Operate Physical Conservation Hub(s)

- *Objective 1: Restore/manage WCCD owned wet-prairie.*
 1. Action Items:
 - a. YR1 & 2: Inventory site and develop advisory team.
 - b. YR3: Draft budget; Draft restoration, and funding plan; Initiate first stages of plan with contractors and/or volunteers.
 - c. YR4: Hire contractors and schedule volunteer workdays.
 - d. YR5: Continue to conduct management and use as a "restoration" classroom in perpetuity.
- *Objective 2: Develop a physical hub*
 1. Action Items:
 - a. YR1-3: Clarify land needs; Land reconnaissance and scouting.
 - b. YR4-5: Budget drafts; Establish 501C3; Fundraising.
 2. Long-Term Objectives:
 - a. Establish a tree and/or native plant or seed nursery.
 - b. Host agricultural demonstrations of progressive or long-term methods.
 - c. Build ample storage for tools and resources.
 - d. Host more frequent plant and tree distributions.
 - e. Host seasonal field workshops on proper tree planting.

VI. GOAL: Record of Tangible Benefits Derived from Program Participation

- *Objective 1: Majority of farmers in MAEAP and/or Farm Bill programs.*
 1. Action items:
 - a. YR1-5: Organize annual farmer programs meeting to set goals for program participation and maximize farmers engagement in multiple programs; Develop annual outreach plan for farmer programs that highlights benefits of MAEAP and Farm Bill programs. Continue to prioritize and run grant funded agricultural technical assistance programs: Michigan Agriculture Environmental Assurance Program (MAEAP), Farm Bill (EQIP, CSP, ACEP, CREP), GRLI-EPA (buffer strip easements); Expand on and support a locally funded farmer cost share program.

- b. YR2-3: Research successful local climate smart agriculture cost share programs; Increase team capacity to plan for and document carbon accounting in farming systems; Review standards for farmland preservation groups on farmland management/conservation requirements and make recommendations for improvements.
- *Objective 2: Reduce phosphorus runoff into Lake Erie.*
 - 1. Action Items:
 - a. YR1- 2: Continue to execute the Ottawa-Stony Creek Watershed Management Plan with regional partners; Use ACPF software to identify priority properties/fields in Lake Erie Watershed; Discuss potential watershed implementation projects with regional partners.
 - b. YR3: Apply for a watershed implementation grant with regional partners; Continue to use ACPF software to prioritize fields for programs.
 - c. YR4-5: Implement watershed implementation grant if awarded; Continue to use ACPF software to prioritize fields for programs.
- *Objective 3: Additional wildlife habitat, specifically for pollinators and birds.*
 - 1. Action Items:
 - a. YR1- 2: Continue seasonal tree, shrub, native plant distributions; Develop partnerships with other conservation organizations; Assist municipality staff and elected officials as feasible; All staff assess current programs and impact on wildlife habitat; Determine strategy for promotion, implementation, and assessment (quantifiable); Determine staff capacity and funding resources; Develop SMART goals.
 - b. YR3: Continue seasonal distributions; Develop additional or expand existing programs and services to promote wildlife habitat creation and co-benefits; Develop additional resources or funding opportunities for residents to create wildlife habitat on private land.
 - c. YR4: Continue seasonal distributions; Promote applicable resources and services; Assess and adapt as needed.
 - d. YR5: Continue actions from YR4; Highlight successes with public campaign.

VII. GOAL: Systems that Support Staff & Healthy Work Culture

- *Objective 1: Maintain staff productivity and quality.*
 - 1. Action Items:
 - a. YR1-5 Annually:
 - i. Complete annual review and supervisor and workplace review.
 - ii. Review and sign annual work agreement with job description, employee development plan and benefits package.
 - b. YR1-5 Quarterly:
 - i. Maintain Quarterly Retreats to promote staff congeniality.
 - ii. Continue to encourage staff to gain additional knowledge, skills, and contacts as appropriate for their position by providing financing (classes, lodging, meals, etc.) and approving use of work time.
 - iii. Continue one-on-one check-ins between Executive Director and staff to discuss EDP.
 - iv. Staff volunteer program to encourage engagement with other organizations and promote staff bonding.
 - c. YR1-5 Monthly
 - i. One-on-one check-ins between Executive Director and staff to discuss programs and workplan.
 - d. YR1 - 2: Conduct a compensation study; Develop 5-year compensation plan for staff including benefits package.
 - e. YR2 - 5: Assess physical office and storage needs; Assess needs for staff to work remotely.

- *Objective 2: Maintain and refine program offerings to align with staff capacity.*
 1. Action Items:
 - a. YR1-5 Annually
 - i. At Quarter 4 Staff Retreat, all staff assess:
 1. Previous year's services, programs, and outcomes.
 2. Discuss improvements, additions, and subtractions.
 3. Anticipate events, including partner events, and draft internal WCCD Annual Event Calendar.
 4. Remain realistic about workload and potential for staff burnout.
 5. Build in buffers for new programs requiring planning and development.
 - b. YR1-5 As Needed
 - i. Communicate with coworkers to balance responsibilities & deadlines.
 - ii. Reach out to Executive Director if significant reorganization is needed due to unanticipated events.
- *Objective 3: Create and implement Diversity, Equity, and Inclusion policy (DEI)*
 1. Action items:
 - a. YR1-2: Provide research and information to board and staff on DEI and environmental justice program examples; Establish an adhoc DEI committee to review program and policies; Draft DEI policies with committee to present to board; Board approval of DEI policies; Host listening session in under represented areas to assess resource and education needs.
 - b. YR3-5: Annually review DEI policies and procedures.

Conclusion

The WCCD Staff and Board of Directors designed this strategic plan to guide and structure the next five years of work and to ensure efforts are building towards long-term, resource intensive goals. As outlined, the above goals, objectives, and action items are reflective of a "best case scenario", including variables such as staff retention, millage renewal, State funding, and partner support. However, the goal prioritization and timeframe for completion are subject to change in the event of unforeseen circumstances or newly identified community needs.

At a minimum, the Strategic Plan will be reviewed by Staff annually during the Fiscal Year Planning Process to facilitate incorporating objectives into project and program design and progressing towards desired goals. During this annual review, if any significant changes to the Strategic Plan are identified, such as revised main goals or alterations to the timeline, these will be updated in the text and shared with the Board of Directors.

APPENDIX

Summary of FY2022 Scope of Work

In FY2022, based on the 2021 Resource Assessment and 2026 goals, the WCCD offered an expanded suite of services and resources. Following each event, partner organizations involved are listed in italics.

Education

- Field Workshops
 - Forest Forensics Field Experience - *MSUE*
 - Fruit Tree Maintenance and Pruning for Backyard Growers - *MSUE, Frosty Apple*
 - Community Tree Planting & Celebration - *Willow Run Acres, Ypsilanti Township, HRWC, ReLeaf MI*
 - MAEAP Farmer Field Day at Brines Farm
 - Rain Barrels 101 - *Growing Hope Farm, Ypsilanti, MI*
- Seminars and Webinars
 - Forest Forensics Webinar - *MSUE*
 - "Kiss the Ground" Movie Screening - *Acorn Farmer's Market & Cafe*
 - Winter Woody Plant Identification
 - Waterbody Health: Benefits of Natural/Living Shorelines - *MSUE, MI Natural Shoreline Partnership*
 - The Nature of Oaks & Oak Regeneration - *UofM Matthaei Botanical Garden*
 - Maintaining and Restoring Native Plant Gardens - *Designs By Nature, LLC*
 - Ypsilanti Green Infrastructure Visioning - *HRWC, WCWRC, City of Ypsilanti, Ypsilanti Township*
 - Invasive Species Training Seminar - *JLW CISMA, Legacy Land Conservancy*
 - Agronomist Presentation - *HRWC, RRWC, MDARD, FLG*

Technical Assistance

- Michigan Agriculture Environmental Assurance Program (MAEAP)
- Farm Bill Programs (EQIP, CSP, ACEP)
- PA116, land preservation
- Jackson, Lenawee, Washtenaw Community Invasive Species Management Area (JLW CISMA)
- Watershed management planning
- Community Trees Pilot Project - Assessment of local ordinances impacting trees

Resource Distributions

- Spring Tree & Shrub Sale
- Fall Tree & Native Plant Sale
- Native Plant Expo & Marketplace (NPEM)
- Rain Barrel & Composter Sales
- Equipment Rental and Tool Lending Library
- Water Testing Event - *EMU*
- Soil Testing Drive
- Native Plant Swap - *WCWRC, YDL*
- Agricultural Tire Drop-Off - *WC Public Works*
- Website updates with guides and contractor lists

Outreach Events

- Stone & Thistle Club Presentation
- Ann Arbor Mayor's Green Fair
- Home, Garden, and Lifestyle Show

- Townhall Meetings: City of Ypsilanti and Bridgewater Township