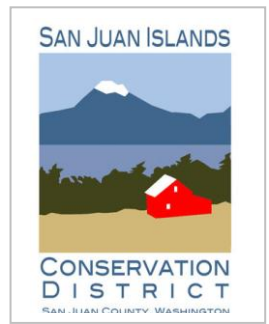




FY2025 (7/1/26 – 6/30/27) Annual Work Plan

San Juan Islands Conservation District

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Mission of the San Juan Islands Conservation District

To promote stewardship of county natural resources through education, implementing natural resource conservation practices, and fostering a stewardship ethic in partnership with landowners, residents, agencies and other organizations. To support our local community in taking action to address climate change.

Overview of Goals and Objectives:

Natural Resource Management Priorities

Goal 1: Climate Change - Mitigate, adapt, and increase resiliency to climate change impacts through all aspects of natural resource management.

Goal 2: Agricultural Stewardship – Improve environmental conditions of agricultural operations while increasing agricultural viability.

Goal 3: Forest Stewardship – Improve forest health conditions and reduce the risk of wildfire.

Goal 4: Riparian Restoration – Maintain and restore riparian, wetland and stream flow conditions to improve water quality, quantity, and fish and wildlife habitat.

Goal 5: Habitat Improvement - Conserve and restore critical habitat for native flora and fauna survival and biodiversity.

Education and Outreach Priorities

Goal 6: Youth Conservation Corps – Engage youth of all ages in environmental learning and stewardship activities and maintain summer program opportunities for middle and high school students.

Goal 7: Islands Conservation Corps – Maintain an islands-based workforce that provides career development opportunities in environmental stewardship and conservation fields while implementing countywide restoration activities.

Goal 8: Community Outreach - Promote stewardship and understanding of local ecology among island residents through outreach, education and engagement opportunities.

Administrative and Operational Priorities

Goal 9: Efficiently and effectively manage district operations, budgets, and programs.

Goal 10: Increase engagement with key partners, specifically NRCS and local tribes.

Natural Resource Management Priorities

Goal 1: Climate Change - Mitigate, adapt, and increase resiliency to climate change impacts through all aspects of natural resource management.

As an overarching goal, SJICD is committed to implementing natural resource management practices that will buffer our community against the negative impacts of a changing climate and reduce our county's carbon footprint. Our goal to mitigate, adapt, and increase resiliency to climate change is accomplished through the objectives, activities, partnerships and funding sources identified throughout our portfolio of programs and services. Specific areas include:

- Water conservation
- Wildfire mitigation
- Soil health
- Local food systems
- Forest health
- Carbon emissions reductions and carbon sequestration
- Biodiversity and healthy habitats

Goal 2: Agricultural Stewardship – Improve environmental conditions of agricultural operations while increasing agricultural viability.

Funding and Partnerships: WSCC, NRCS, WSU, SJC, NABC, SJIAG, ARC

Annual Funding Estimate: \$700,000

Objectives	Activities
1. Provide ongoing technical assistance, farm planning, and cost-sharing services to the ag community	<ul style="list-style-type: none"> a. Complete 10-15 Individual Stewardship Plans (farm plans) for ag operators. b. Facilitate and complete 8-12 ag cost-share projects with landowners, depending on funding.
2. Increase Agricultural Viability	<ul style="list-style-type: none"> a. Improve pathways for farmers and ranchers to gain skills and resources necessary to succeed in farming as a career. b. Work with land management partners to increase access to agricultural land for beginning farmers and ranchers. c. Implement BMPs that help reduce costs or increase profitability for agricultural businesses in the islands. d. Help coordinate pathways for ownership succession of farms and ranches.
3. Improve community understanding and increase implementation of agricultural practices that mitigate the impacts of climate change.	<ul style="list-style-type: none"> a. Support the implementation of carbon sequestering BMPs including biochar application, no-till seeding, soil health improvements, agroforestry, and other practices as outlined by NRCS and other agencies. b. Continue implementation of the “carbon farm plan” framework and calculator to quantify and communicate carbon impacts of relevant BMPs. c. Maintain and expand No Till Drill and Biochar Kiln rental programs that provide low cost access to shared equipment for landowners.
4. Implement the San Juan County Voluntary Stewardship Program (VSP).	<ul style="list-style-type: none"> a. Protect and enhance critical areas where they interface with agriculture through planning and implementation of BMPs. b. Support the VSP Work Group to update and implement VSP Adaptive Management Plan. c. Maintain monitoring activities and protocols as identified in the VSP Work Plan and Adaptive Management Plan, monitoring for both BMP implementation and effectiveness metrics. d. Where resources allow, survey ag producers to evaluate long-term viability, including economic and climate trends.
5. Improve countywide equipment, infrastructure, supply chains and systems that optimize business conditions for ag operators.	<ul style="list-style-type: none"> a. Provide access to equipment through equipment rental and sharing programs. b. Support work to expand access to critical infrastructure such as food processing and slaughter facilities.

	c. Support work to improve countywide infrastructure and supply chains for commercial-scale processing and application of organic materials, including composting and biochar.
6. Increase water use efficiency, storage and monitoring among ag operations.	a. Support the installation of water efficient irrigation systems, water storage infrastructure, and water measuring equipment.
7. Protect and improve water quality in aquifers and surface water systems affected by ag operations.	a. Support the implementation of BMPs that reduce or eliminate nutrient loading, sediment and chemical contamination from agricultural activities.

Goal 3: Forest Stewardship – Improve forest health conditions and reduce the risk of wildfire.

Funding and Partnerships: WSCC, NRCS, DNR, SJC, WAFAC, USFS, SJPT, NNRG, WSP

Funding Estimate (total): \$300,000

Objectives	Activities
1. Provide ongoing technical assistance, forest management planning, and cost sharing services to forest landowners.	<ul style="list-style-type: none"> a. Complete an average of one forest management plan per month for private landowners, as funding allows. b. Provide technical assistance to landowners and the public through site visits, workshops, and events to advance forest health and wildfire preparedness. c. Facilitate forest health and wildfire mitigation activities at both a parcel and landscape-scale using cost-share and other funding sources. d. Facilitate Wildfire Ready Neighbors and similar programs to help landowners reduce wildfire risk to homes and property.
2. Provide opportunities for community engagement and education related to forest health and wildfire mitigation.	<ul style="list-style-type: none"> a. Promote forest health and wildfire preparedness resources through the District website and newsletters. b. Host and participate in workshops, field tours, and demonstration projects to advance forest health and wildfire preparedness. c. Promote partner opportunities including WSU Extension’s Coached Planning Course.
3. Mitigate wildfire risk.	<ul style="list-style-type: none"> a. Facilitate collaboration with key stakeholders to identify and implement opportunities to reduce wildfire risk and improve forest health. b. Support educational outreach in areas with elevated wildfire risk. c. Support countywide efforts to implement the CWPP and advance policies, codes, and planning documents that strengthen wildfire resilience.
4. Continue the development of an island-based forestry workforce and forest products industries.	<ul style="list-style-type: none"> a. Continue to engage the Islands Conservation Corps in field labor and career development activities that promote forest health and wildfire mitigation. b. Provide opportunities for residents and students to gain specialized skills training and certifications in forestry related fields. c. Support new business development in forestry services, including biomass utilization and forest management.
6. Improve the application, processing and utilization of forest residues for beneficial outcomes. Reduce open-pile burning and particulate emissions.	<ul style="list-style-type: none"> a. Expand access to equipment for local landowners and businesses to improve biomass processing options, such as subsidized chipper rentals and tool rental libraries. b. Maintain the Biochar Kiln rental program. c. Support work to improve countywide infrastructure and supply chains for commercial-scale processing and application of organic materials, including wood chips, compost and biochar.

Goal 4: Riparian Restoration – Maintain and restore riparian, wetland and stream flow conditions to improve water quality, quantity, and fish and wildlife habitat.

Funding and Partnerships: WSCC, NRCS, SJC, DNR, ECY, SJPT

Funding Estimate (total): \$650,000

Objectives	Activities
1. Provide ongoing technical assistance, planning, and cost-sharing services to riparian and wetland landowners.	<ul style="list-style-type: none"> a. Work with landowners and managers in planning for long-term riparian, wetland and near-shore habitat restoration efforts. b. Provide technical assistance to landowners and the general public through site visits, workshops and other events. c. Support the implementation and monitoring of BMPs in riparian management zones through District Implemented Projects (DIPs), cost share and other funding sources.
2. Provide opportunities for community engagement and education related to riparian, wetland, and nearshore stewardship.	<ul style="list-style-type: none"> a. Actively promote benefits of forest planning and BMPs on the District website, newsletters, workshops, and demonstration projects. b. Promote partner opportunities including DNRs Family Forest Fish Friendly Passage Program and others. c. Work collaboratively with partner agencies to meet objectives listed in watershed restoration plans and other guiding documents.
3. Conduct planning and restoration efforts at a watershed scale, focusing on highest priority watersheds.	<ul style="list-style-type: none"> a. Focus restoration efforts on both a parcel and watershed scale, seeking connections between contiguous landowners. b. Continue work in priority watersheds including False Bay Creek, Garrison Creek, Westsound, Judd Cove and other key locations at the intersection of agriculture and Critical Areas.
4. Continue the development of an island-based riparian restoration workforce.	<ul style="list-style-type: none"> a. Engage the Islands Conservation Corps in field labor activities that promote riparian, wetland and near shore health. b. Provide opportunities for residents and students to gain specialized skills training and certifications in riparian related fields. c. Support incubator opportunities for new business development.
5. Increase water retention on the landscape, and fish access to healthy habitat throughout the islands.	<ul style="list-style-type: none"> a. Improve in-stream conditions, water retention, and aquifer recharge by installing large woody debris and beaver dam analogs to slow water flow, increase pooling, re-meander streams, and provide more habitat features. b. Remove unnecessary fish passage barriers, prioritizing those in fish-bearing streams and priority watersheds.

Goal 5: Habitat Improvement - Conserve and restore critical habitat for native flora and fauna survival and biodiversity.

Funding and Partnerships: SJC, SJCLB, WSCC, NRCS, USFWS, WDFW, EPA, RCO,

Funding Estimate (total): \$60,000

Objectives	Activities
1. Expand suitable habitat for native pollinator species, including but not limited to the Island Marble Butterfly.	<ul style="list-style-type: none"> a. Engage landowners in efforts to establish protected pollinator habitat, increase the number of IMB populations and expand range of IMB. b. Maintain IMB habitat plots and programs that have been developed to date.
2. Continue working with partners on landscape-scale restoration of Garry Oak and native prairie habitat.	<ul style="list-style-type: none"> a. Engage with partners to complete Garry Oak release work throughout the islands. b. Work with Coast Salish tribes to improve understanding and proliferation of native species and tribal access to lands and plants of cultural significance. c. Mitigate the spread of invasive plants in partnership with landowners and other agencies.
3. Support regional eelgrass restoration and conservation efforts.	<ul style="list-style-type: none"> a. Maintain knowledge bank and resources related to native eelgrass restoration in order to ensure completed projects can continue to support other regional efforts.

Education and Outreach Priorities

Goal 6: Youth Conservation Corps – Engage youth of all ages in environmental learning and stewardship activities and maintain summer program opportunities for middle and high school students.

Funding and Partnerships: RCO, BLM, SJCLB, SJPT, SJC, WSP, ESD, WDFW, NPS

Funding Estimate (total): \$150,000

Objectives	Activities
1. Provide youth programs focused on environmental stewardship and resource management.	<ul style="list-style-type: none"> a. Continue facilitation of the Youth Conservation Corps 8-week summer program on San Juan, Lopez and Orcas Islands. b. Continue to facilitate the YCC Advisory Team to support program goals and vision. c. Support sustainable operations and staffing for consistent delivery of programs in a safe and efficient manner.

Objectives	Activities
2. Expand youth programs in partnership with schools and other partners to support more year-round programming.	<ul style="list-style-type: none"> a. Expand YCC into a year-round program to create more exposure to CD programs and provide local learning and workforce development opportunities. b. Partner with the Coast Salish Youth Stewardship Corps and other tribal programs and agencies to increase youth opportunity access and cultural learning opportunities for all participants. c. Partner with schools, 4-H, and other island youth programs to broaden the audience and support of key projects.
3. Increase collaboration between YCC and ICC to foster new opportunities for staff and participants in both programs.	<ul style="list-style-type: none"> a. Recruit ICC students with a specific interest in outdoor education; provide summer work opportunities as YCC Crew Leaders. b. Engage ICC crew in mentorship opportunities for YCC students throughout the ICC season.

Goal 7: Islands Conservation Corps – Maintain an islands-based workforce that provides career development opportunities in environmental stewardship and conservation fields while implementing countywide restoration activities.

Funding and Partnerships: WWU, DNR, WAFAC, SJC, SJPT, WSP, NPS, ESD, NPS, WDFW

Funding Estimate (total): \$450,000

Objectives	Activities
1. Provide workforce training and career development for adults in the field of ecological restoration.	<ul style="list-style-type: none"> a. Maintain the Islands Conservation Corps workforce development program in partnership with land management agencies and educational institutions. b. Ensure sustainable operations and staffing for consistent delivery of programs in a safe and efficient manner.
2. Maintain a safe and productive labor crew focused on ecological restoration.	<ul style="list-style-type: none"> a. Recruit and train career-minded candidates that focus on ecological restoration in the San Juans. b. Continue serving the needs of public land management agencies and District Implemented Projects, completing restoration and stewardship projects on public and private lands.
3. Support research opportunities in coordination with land management partners to answer pressing questions and challenges in landscape ecology	<ul style="list-style-type: none"> a. Coordinate with partners to identify research needs and support students in pursuing this research in the context of their coursework. b. Provide training to students that helps them obtain funding to support research projects.
4. Cultivate relationships with tribal partners to support and engage in co-management and stewardship opportunities.	<ul style="list-style-type: none"> a. Continue relationship-building with regional tribes b. Coordinate with partner agencies on improving co-management models.

Goal 8: Community Outreach - Promote stewardship and understanding of local ecology among island residents through outreach, education and engagement opportunities.

Funding and Partnerships: Rates & Charges, WSCC, NRCS

Funding Estimate (total): \$150,000

Objectives	Activities
1. Partner on key events, conferences and trainings that contribute to common understanding, best practices and stewardship among residents.	a. Support key events related to all aspects of Work Plan including Farm Tours, Agricultural Summit, Ag Listening Sessions, Forestry Workshops, SJC Fair, and more.
2. Maintain and improve online website and social media presence that promotes programs and opportunities for public knowledge and stewardship.	a. Maintain an accessible and user-friendly SJICD website. b. Use social and online media and newsletters to promote events, successes, and other stories for SJICD and partners. c. Publish interactive Storymaps to track and map progress of SJICD projects and programs.
3. Provide presentations and print materials that educate and engage residents with SJICD programs and opportunities.	a. Maintain a working relationship with County Council and provide regular updates via presentations at Council meetings. b. Maintain and improve print and display resources that help market programs and opportunities for engagement. c. Improve communications with the community through industry partners including real estate and visitors bureau.

Administration and Operations

Goal 9: Efficiently and effectively manage district operations, budgets, and programs.

Funding and Partnerships: WSCC, SJC

Funding Estimate (total): \$450,000

Objectives	Activities
1. Promote a professional, rewarding, efficient working environment.	<ul style="list-style-type: none"> a. Conduct monthly board meetings and retain board meeting minutes. b. Conduct supervisor elections and maintain election records. c. Develop and maintain board governance and other District policies. d. Develop and maintain an annual work plan and budget and a long-range plan. e. Provide supervisors with training and professional development opportunities. f. Provide annual staff training and professional development opportunities for all permanent employees consistent with their individual training plan. g. Conduct annual reviews of staff. h. Support staff retention through appropriate pay and workplace perks that make the district a highly rewarding place to work.
2. Maintain healthy financial standing.	<ul style="list-style-type: none"> a. Maintain accurate, transparent, and accessible financial records and bookkeeping. b. Identify new grant funding opportunities and partner with aligned organizations in pursuing sustainable long term project funding. c. Work to ensure all district programs are financially stable. d. Develop biannual program level budgets, particularly for YCC and ICC, to review with the Board and update as needed.
3. Foster constructive and collegial external relations.	<ul style="list-style-type: none"> a. Engage in regional CD projects and programs, e.g. Puget Sound Conservation Districts Caucus, Better Ground, WACD, WADE conferences, and WSCC meetings. b. Maintain solid working relationships with current and future funders.
4. Assess and improve the effectiveness of CD programs.	<ul style="list-style-type: none"> a. Maintain performance metrics related to district programs and projects – review and update with regularity and analyze for effectiveness. b. Review the annual plan and budget mid-year to determine progress and changes that need to be addressed. c. Provide surveys to landowners to improve feedback to district staff on how effectively programs are being implemented.
5. Manage growth in district operations	<ul style="list-style-type: none"> a. Manage office facilities that provide increased space for large meetings, equipment storage, staff/program expansion and conservation partnerships.

	<ul style="list-style-type: none"> b. As funding and space allow, recruit and retain high performing staff that contribute to a fun, productive and healthy organizational culture. c. Improve redundancy in key district staff and operations through staffing, written documentation and other methods.
6. Ensure services are delivered to all residents fairly and without discrimination.	<ul style="list-style-type: none"> a. Ensure services are available to customers not typically engaged through standard forms of organizational outreach. b. Include all residents, landowners and land managers in district operations, communications, and services. c. Provide training for staff to feel empowered to foster a supportive environment in the organization.

Goal 10: Increase engagement with key partners, specifically NRCS and local tribes.

Funding and Partnerships: WSCC, NRCS, Tribal Nations, PSCD, SJC, TMG, DNR, WDFW, NPS, WSU, WSDA

Funding Estimate (total): Included in other activities

Objectives	Activities
1. Continue to foster tribal relationships that help incorporate diverse perspectives and establish models of co-management.	<ul style="list-style-type: none"> a. Engage tribal partners in project efforts, planning, and outreach opportunities. b. Provide staff and student (ICC, YCC) training opportunities related to tribal relations, treaty rights, traditional ecological knowledge and more. c. Develop a DEI/Tribal Engagement strategy, plan, or charter.
2. Increase partnership with NRCS to expand landowner access and staff capacity for key programs identified in the Work Plan and NRCS funding streams.	<ul style="list-style-type: none"> a. Engage NRCS in strategic discussions about capacity building for increased staff and projects in the San Juan Islands. b. Identify opportunities for new NRCS funding to contribute to mutual goals across partner agencies.
3. Maintain a strong working relationship with DNR, to advance forest health and expand services for landowners.	<ul style="list-style-type: none"> a. Develop programs that complement DNR initiatives and deliver mutual benefit to SJICD, DNR, and landowners.

*** Acronyms and Abbreviations:**

ARC – San Juan County Agricultural Resources Committee
BLM – Bureau of Land Management
CTD – Center for Technical Development
Commerce – Washington State Dept. of Commerce
CSYSC – Coast Salish Youth Stewardship Corps
DIP – District Implemented Project
DNR - Washington State Dept. of Natural Resources
DOE - Washington State Dept. of Ecology
DOH - Washington State Dept. of Health
ESD – Washington State Employment Security Department
FHL – Friday Harbor Labs
FOSJ – Friends of the San Juans
ICC – Islands Conservation Corp
LIO – Local Integrating Organization
LNT – Leave No Trace
LTAC – Lodging Tax Advisory Committee
NABC – Northwest Agriculture Business Center
NNRG – Northwest Natural Resources Group
NPS – National Parks Service
NRCS – Natural Recourse Conservation Service
OPALCO – Orcas Power and Light Cooperative
OSU – Oregon State University
PSP – Puget Sound Partnership
RCO - Washington State Recreation and Conservation Office
SAO – State Auditors Office
SJC – San Juan County
SJCLB - San Juan County Conservation Land Bank
SJIAG– San Juan Islands Agricultural Guild
SJIICD – San Juan Islands Conservation District
SJPT – San Juan Preservation Trust
SRFB – Salmon Recover Funding Board
USFWS - United State Fish and Wildlife Service
USGS - United States Geologic Survey
WACD – Washington Association of Conservation Districts
WADE – Washington Association of District Employees

WAFAC – Washington Fire Adapted Communities
WSCC - Washington State Conservation Commission
WSDA - Washington State Dept. of Agriculture
WSU – Washington State University
WSP – Washington State Parks
WWU – Western Washington University
YCC – Youth Conservation Corp

San Juan Islands Conservation District Operating Budget

Fiscal Year 2027 | July 1, 2026 - June 30, 2027

Revenues	
Washington State Conservation Commission:	
Implementation	\$ 126,000.00
Voluntary Stewardship Program	\$ 138,750.00
Voluntary Stewardship Program Cost Share Technical Assistance	\$ 10,000.00
Voluntary Stewardship Program Cost Share	\$ 100,000.00
Sustainable Farms and Fields	\$ 30,000.00
Forest Health and Firewise Technical Assistance	\$ 140,000.00
Riparian Restoration Outreach, Technical Assistance	\$ 440,000.00
Riparian Restoration DIPs	\$ 71,200.00
Shellfish Technical Assistance	\$ 50,000.00
Shellfish Cost Share	\$ 350,000.00
Livestock Technical Assistance	
Natural Resource Investments Technical Assistance	\$ 20,000.00
Natural Resource Investments Cost Share	\$ 40,125.00
Washington State Conservation Commission Total	\$ 1,516,075.00
Other Grants/Income:	
SJICD Assessment	\$ 414,000.00
Washington Association of Fire Adapted Communities	\$ -
Washington Department of Natural Resources - Wildfire Ready Neighbors	\$ 4,000.00
Washington Department of Natural Resources - Prescribed Fire	\$ 40,000.00
Washington Department of Ecology - Clean Water Grant	\$ 110,000.00
USDA NRCS Task Orders - Ag and Forestry	\$ 10,000.00
Western SARE	\$ 10,000.00
US Fish and Wildlife Service - Island Marble Butterfly and Pollinators	\$ 30,000.00
US Fish and Wildlife Service - Eelgrass	\$ 24,998.00
San Juan County Lodging Tax (LTAC) - Farm Tours	\$ 25,000.00
San Juan County Clean Water Utility ILA - Riparian	\$ 120,000.00
NACD	\$ 100,000.00
North Florida Community Foundation - Capacity Building Grant	\$ 75,000.00
Other Grants/Income Total	\$ 962,998.00
Islands Conservation Corps:	
Conservation X Labs	\$ 22,000.00
Climate Corps	\$ -
Orcas Island Community Foundation	
San Juan Island Community Foundation	
Agency Partners	\$ 169,600.00
Riparian Grant Program - DIP	\$ 265,000.00
Islands Conservation Corps Total	\$ 456,600.00
Youth Conservation Corps:	
San Juan County Land Bank	\$ 15,000.00
San Juan Preservation Trust	\$ 8,000.00
Orcas Island Community Foundation	\$ 15,000.00
Lopez Family Resource Center	\$ 4,672.00
Madrona Institute	\$ 15,000.00
San Juan Island Community Foundation	\$ 7,500.00
San Juan Island National Historic Park	\$ -
San Juan County Noxious Weed Control	\$ 8,000.00
San Juan County Env Stewardship/Solid Waste	\$ 3,250.00
San Juan County Lodging Tax (LTAC) - YCC	\$ 20,000.00
Donations	\$ 50,000.00
Youth Conservation Corps Total	\$ 146,422.00
Rental Income Total	\$ 7,000.00
Total Revenues:	\$ 3,089,095.00

Expenses	
Salaries and Benefits	\$ 2,250,415.90
Pass-through (Cost Share)	\$ 490,125.00
Professional Services	
Accounting & Bookkeeping	\$ 3,500.00
Auditing	
Legal	\$ 3,500.00
Services - Consulting	\$ 40,000.00
Services - Contract Labor	
Stipends and Honorariums (YCC, other)	\$ 25,000.00
Training and Education	\$ 5,000.00
Rent and Utilities	
Rent - Facilities	
Rent - Moorage	\$ 2,500.00
Rent - Storage	\$ 500.00
Leasehold Excise Tax	\$ 800.00
Facility Maintenance and Repair - Capital Budget	\$ 25,000.00
Maintenance - Fleet and Boat	\$ 7,500.00
Services - IT and Utilities	
Internet Services	\$ 5,000.00
IT Hardware	\$ 5,000.00
IT Software	\$ 50,000.00
Website Services	\$ 1,155.00
IT Maintenance and Repair	\$ 3,500.00
Telephone	\$ 5,000.00
Utilities	\$ 12,500.00
Supplies	\$ 120,000.00
Travel	\$ 15,000.00
Other Expenses	
Dues and Subscriptions	\$ 9,500.00
Bank Fees	\$ 1,000.00
Interest Expense	\$ 20,000.00
Insurance	\$ 30,000.00
Licenses and Permits	\$ 2,444.00
Total Expenses	\$ 3,133,939.90
Total Surplus/(Deficit)	
	\$ (44,844.90)