

ECOTRUST INDICATORS REPORT 2020

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Ecotrust

Foreword

December 2021

Dear Friends,

For nearly two years, we grappled with “new normals”. It is within the context of quarantines, racial injustice, and climate degradation that we, at Ecotrust, connected with partners to collaboratively create our new strategic plan, heralding brave and necessary goals, which bring focus to our decades of work at the intersection of equity, the economy, and the environment.

We are committed to evaluate our work and our progress, to be accountable to ourselves, our partners, and our community. We are equally committed to sharing what we find. I am excited to share our first published Indicator Report, reflecting our accomplishments over the unique year of 2020. We see this as our opportunity to tell our stories of impact with clarity and specificity. From this starting point, we are eager to iterate and evolve our work to identify, collect, and share our outcomes and indicators to more closely align with our strategic goals--to become an anti-racist organization, promote climate justice, create intergenerational wealth, advance lands & waters stewardship, strengthen a culture of belonging, and build a resilient business model.

I have much gratitude for those who collaborated to produce our Indicator Report: Denise Chin and Noah Enelow of our Measurement and Evaluation Team for identifying and collecting our indicators to produce this report; our Communications Team for supporting this publication; our Program Teams for facilitating the work to compile this data; and our community partners for your trust and leadership in our collaborative work.

As we continue to put our goals into practice to create the world we envision, I look forward to continuing to share our stories of impact through this report and ones that will follow in the years to come.

Warmly,

Olivia M. Rebanal

CHIEF IMPACT OFFICER, ECOTRUST

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Executive summary

This report presents Ecotrust's second annual organization-wide Indicators, collected in 2021 and covering the period of calendar year 2020. We organize the material according to six top-line categories: Acres, Audiences, Businesses, Inclusion/Equity, Jobs, and Partners/Trainees. Of these categories, one (Partners/Trainees) is new this year.

In 2021, concurrently with the development of these Indicators, Ecotrust completed a 5-year Strategic Plan. At the time this report is released, we will begin to implement the Strategic Plan, which will have consequences for the way that we collect, analyze, and publish Indicators. This work will assist us in the evolution of the way that we track the key outcomes of our work, and understand our impact. As a result, next year's Indicators may look substantially different from the past years.

A Note on 2020

It is important that we read and understand our 2020 Indicators in light of the events of 2020. The year 2020 was marked by two critical sets of circumstances: the COVID-19 pandemic and its consequences for human life, health, and work; and the resurgence of nationwide movements for racial justice sparked by the murder of George Floyd by Minneapolis police. The COVID-19 pandemic affected virtually all of Ecotrust's programs and functions. The Natural Capital Center was closed during lockdown; some projects and initiatives were put on hold; others were slowed down; and as many activities as possible were conducted online.

The murder of George Floyd, and its aftermath in the form of intensified movement organizing for racial justice, demanded an immediate organizational response in the form of statements of solidarity, as well as organizing donations to, Black-led organizations working towards racial justice and liberation. These events also demanded a compassionate internal response to those of us who are directly affected by these injustices daily, as well as our organizational partners. Finally, these events also required a long-term organizational commitment to racial equity and justice. It underscored the importance of the work we are doing at Ecotrust in the pursuit of racial justice, in partnership with Black-, Indigenous-, and People of Color (BIPOC)-led organizations, in both the short and long term, all of which the Strategic Plan and its implementation promises to advance.

Findings

In this section we summarize the key findings from our Indicators work covering the period of 2020.

ACRES

This indicator focuses on Ecotrust’s work in supporting climate-smart management and stewardship of forestland and farmland. We define “climate-smart management” broadly, encompassing most of Ecotrust’s program work involving public, tribal, and private landowners, farmers, ranchers, and stewards, as well as the acres directly owned and managed by subsidiary enterprise Ecotrust Forest Management (EFM).

In 2020, Ecotrust supported climate-smart management in three major ways: mapping/spatial analysis, management support¹, and land ownership. In 2020, Ecotrust provided mapping/spatial analysis to a total of 6,455,884 acres. A total of 387,342 acres were positively affected through management support (up 19% from 2019). In ownership, a total of 111,360 acres are owned by Ecotrust Forest Management (EFM) and managed using climate-smart practices. The information above is summarized in Table 1.

Table 1. Summary of Acres (2020)

CATEGORY	TOTAL ACRES (2020)
Mapping/Spatial Analysis	6,455,884
Management Support	387,342
Ownership	111,360

AUDIENCES

This indicator focuses on touch points with various external audiences, whether through clicks/engagement, web-based tool users, workshop participants, or donor engagement.

We reported audiences differently this year compared to last, focusing to a greater extent on active users of our products, as well as attendees of workshops and events we organized or co-developed. The [Audience section](#) provides a table on our most engaging content through various media.

¹ Management support encompasses a wide variety of activities including management planning assistance, supply chain support, business development support, forest carbon, timber and cash flow analyses, climate resilience planning, and ecosystem service evaluations.

Table 2 summarizes the information for the Audiences indicator. This year, we included user counts from websites and tools that are created and managed by program teams, such as LandMapper, Forest Planner, and Drinking Water Atlas (see row labeled “Web-based tool users” in Table 2 below.) We recorded a total of 606 donors in 2020. Collective giving amounted to \$3,514,420, which includes grants, sponsorships, and individual giving.

Table 2. Summary of Audiences (2020)

CATEGORY	TOTAL (2020)
Web-based tool users	5,794
Total Clicks/Engagement from most engaging content ²	1,393
Donors	606
Workshop participants	242
Collective giving	\$3,514,420

BUSINESSES

The Businesses indicator focuses on Ecotrust’s support for businesses in the region. This indicator encompasses the work of Ecotrust’s programs, its Community Development Entity (CDE), and its subsidiary enterprise, The Redd. Ecotrust supported a total of 329 businesses in 2020 through the Redd, the New Markets Tax Credit (NMTC) Program of the CDE, the Oregon Harvest for Schools portal, the Institutional Purchasing Pathways (IPP) project, open-air events hosted at The Redd, and the Agriculture of the Middle (AOTM) Accelerator Program.

Ecotrust supported 92 more businesses in 2020 than in 2019 (329 vs. 237). Of the businesses supported through these channels, 101 businesses (31% of the total) were owned by Black, Indigenous, and/or People of Color (BIPOC); and 89 businesses (27% of the total) were owned by women.³ Compared to 2019, in 2020 Ecotrust supported nearly three times as many BIPOC-owned businesses numerically (101 vs. 35), which represents twice as many as a percentage of the total (31% vs. 15%). Support for women-owned businesses increased numerically (89 vs. 72) but declined slightly as a percentage of the total (27% vs. 28%).⁴

² Due to the various ways in which audiences may react to different mediums and the various methods these platforms employ to measure audience interaction (i.e. eNews, Twitter, Facebook), we have grouped these reactions as clicks/engagement. For a more detailed explanation, see Footnote 12 in the Audience indicator.

³ Currently, in our data collection system business owners are categorized as either women or men. To our knowledge, Ecotrust’s data collection process for business owners to date has not included categories for trans women, trans men, or gender non-binary people.

⁴ It is important to note that data for women-owned businesses supported is incomplete. These statistics are based on known data from projects; not all projects collected gender-specific data on participating businesses. So it is possible that the actual number of women-owned businesses supported is higher than reported here.

Table 3. Businesses Supported by Program (2020)

PROGRAM	PROJECT	# BUSINESSES SUPPORTED
Redd	Redd Subtenants ⁵	134
FS	Oregon Harvest for Schools Portal	79
Events/FS	Open-Air Events at The Redd ⁶	58
FS	AOTM (2018-2020, 2019-2020)	31
CDE	NMTC	14
Redd	Redd Tenants	8
Redd	Institutional Purchasing Pathways	5
TOTAL	329	

INCLUSION/EQUITY

The Inclusion/Equity indicator tracks Ecotrust’s internal staff composition. We track our staff racial demographics in pursuit of a more socially and racially equitable, diverse, and inclusive organization. We report data on racial equity, diversity, and inclusion in accordance with our Racial Equity Action Plan⁷ and our current priority focus is on race.

Table 4 below provides a summary of our staff composition according to the binary racial categories (BIPOC vs. white). As of 2020, Ecotrust staff were 62% white, and 38% BIPOC. In 2020, 50% of new hires at Ecotrust were BIPOC (2 of 4 total hires). Due to COVID, Ecotrust made far fewer hires in 2020 as compared to 2019 (4 vs. 11), and a smaller proportion of those hires were BIPOC (50% vs. 82%). At Ecotrust, white staff have a far longer average tenure than BIPOC staff (7.4 vs. 2.7).

We also track staff racial demographics by job tier (Figure 1 below), with 1 as the highest tier (VP or above) and 5 as the lowest. Tier 4 and 5 jobs have the greatest racial diversity; 50% of employees in Tier 4 and Tier 5 are BIPOC. Tier 1 jobs show the least amount of racial diversity: (only 14% of employees in Tier 1 are BIPOC, of which all are Two or more races). Tiers 2 and 3 are at an intermediate level of diversity with 36% and 25% BIPOC staff respectively. This pattern is an example of a tendency within the nonprofit sector: the racial composition of organizations’ staff at higher job tiers is often whiter, and less racially diverse, than that of staff at lower job tiers.

⁵ For this count, we have removed duplicates due to (1) sub-tenants who work under more than one master tenant, and (2) sub-tenants who are also master tenants themselves.

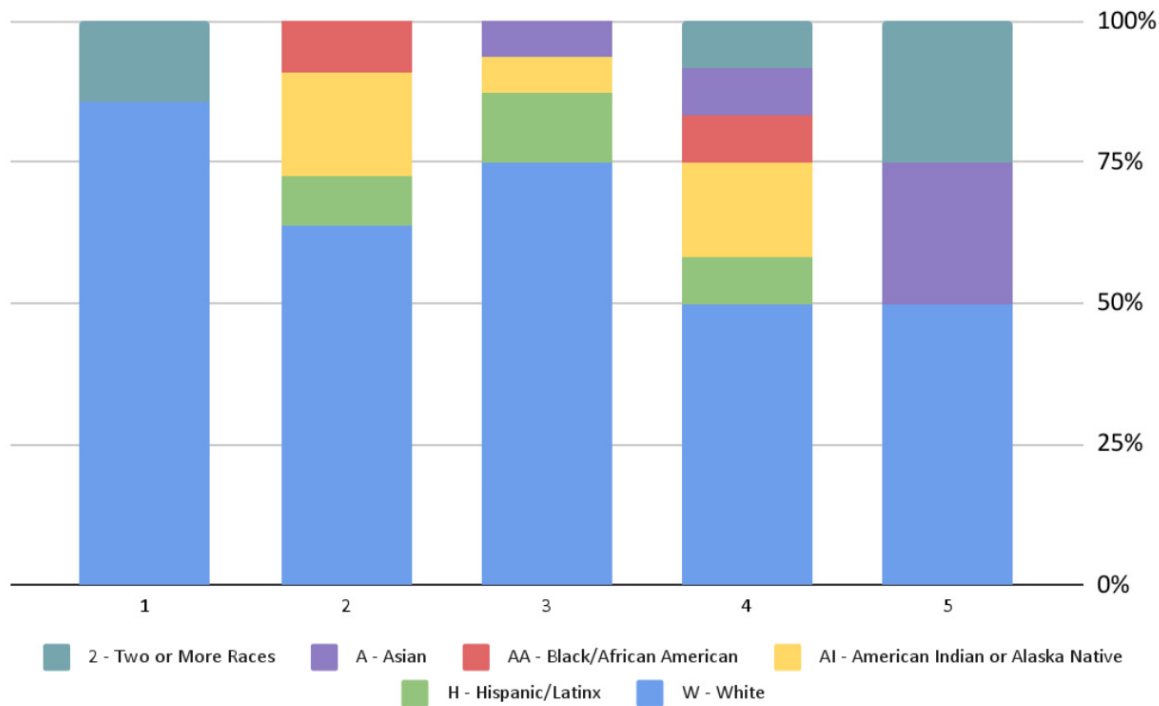
⁶ Ecotrust supports these events with rent-free space and other forms of in-kind support.

⁷ This indicator, as well as all our race-specific indicators under the categories of Businesses, Jobs, and Partners/Trainees, form part of our work towards 2021 Racial Equity Action Plan Goal #5, “Be data-driven and utilize results-based accountability.”

Table 4. Summary of Inclusion/Equity (2020)

CATEGORY	ALL STAFF (INCL. NEW HIRES)	NEW HIRES (2020)	AVERAGE TENURE
BIPOC	38%	50%	2.7
White	62%	50%	7.4

Figure 1. Racial Makeup of Ecotrust Employees by Job Tier (2020)⁸



JOBS

This indicator focuses on Ecotrust’s efforts in creating and supporting livelihoods through programmatic interventions and investments that target local and regional businesses, organizations, and institutions. Table 5 below provides a summary of jobs created and/or supported in 2020.

In 2020, Ecotrust supported (created + retained) 1,381 jobs across all programs, functions, and enterprises, not including its own staff. Ecotrust CDE, through its New Markets Tax Credits (NMTC) investments, was responsible for the largest number of these jobs (983), followed by the Food Systems program (317) and The Redd on Salmon Street (81).⁹

⁸ The racial categories in this figure are a hybrid of current classifications in HR. These categories are in the process of being updated.

⁹ In all cases, we count only direct (not indirect or induced) jobs created or supported. In the case of The Redd, we count only direct jobs created or supported at the seven tenants that occupy the building; not the additional jobs created or supported by the >100 sub-tenants.

In 2020, Ecotrust created or supported a total of 618 jobs in BIPOC-owned and -operated businesses, 45% of the total; and 155 jobs at women-owned and -operated businesses, 11.2% of the total.¹⁰ Of jobs created at BIPOC-owned businesses, the majority (524; 85%) were created at businesses owned and operated by tribes.

It is worth noting that the data presented here do not include procurement and Events data, which would reveal greater non-NMTC job creation overall, as well as for BIPOC-owned businesses through catering contracts, landscaping, workshops/training, and consulting, among others. Ecotrust is in the process of setting up a complete data system for tracking procurement and Events clients that includes data on racial and gender identities, in the service of equitable procurement and event planning services. We aim to analyze and present these data in future versions of this report.

Table 5. Summary of Jobs (2020)

CATEGORY	TOTAL (2020)
All jobs	1,381
Jobs in BIPOC-owned businesses	618

PARTNERS/TRAINEES

Ecotrust’s work is evolving to focus increasingly on partnerships as a critical dimension of advancing our mission. Our Strategic Plan includes a significant focus on partnerships, including the Goal Statement on Climate Resilience: “In partnership, we advance regional climate resilience, while centering the needs of and learning from frontline communities.” Ecotrust pursues partnerships to shift and redistribute power and resources to communities who have been systematically excluded from access to investment in capital, land, education, health, and other critical social resources. In recognition of the centrality of partnerships to advancing our mission, this year we have begun to track partnerships as an Indicator.

Table 6 below summarizes the two major types of partnerships that Ecotrust pursued in 2020: Project Partners and Strategic Planning Interviewees. Project Partners refer to key organizational partners that we have collaborated with on projects, bodies of work, or other programmatic interventions that Ecotrust staff and leadership pursued during 2020. These partnerships represent our deepest level of collaboration. We track how many of our Project Partner organizations were BIPOC-led vs. white-led, as defined by the racial identity of the organization’s chief executive (e.g. President, CEO, ED, Chancellor, Superintendent, Commissioner, Chair, etc.).

¹⁰ We do not have access to data on the racial and gender identities of the individual employees of each business. For instance, there may be BIPOC employees who work at white-owned businesses, and vice versa. Absent that data, we count the # of jobs created based on the identity of the business owner.

Strategic Planning interviewees were individuals that we interviewed to inform our Strategic Planning process. We tracked how many of these individuals were BIPOC.

The table shows that overall, 57% of our partners in 2020 were BIPOC individuals or BIPOC-led organizations. Our arguably most important group of partners in 2020, Project Partners, were 45% BIPOC-led. Our Strategic Planning interviewees were 78% BIPOC individuals.

Table 6. Partners by Type (2020)

	BIPOC-LED / BIPOC	WHITE-LED / WHITE	TOTAL	% BIPOC-LED
Project Partners	34	42	76	45%
Strategic Planning Interviewees	38	11	49	78%
TOTAL (non-overlapping)¹¹	65	50	115	57%

Trainees are an important beneficiary group that Ecotrust began tracking for 2019 as a new indicator, and has continued to track for 2020. Ecotrust engages in a range of training and capacity building programs, including training regional hub leads for Farm to Early Childhood Education, as well as career education and workforce development¹² targeted to young adults from BIPOC communities, and focused on stewardship-related fields that include forestry, urban conservation, and watershed restoration. The Farm to Early Childhood Education project interfaced with the largest number of trainees (20 trainees, or 41% of the total number), followed by Green Workforce (10 trainees, 20%); EnvironMentors (8 trainees, 16%) and Keex’ Kwaan Community Forest Partnership (11 trainees, 22%).

Table 7. Summary of Education and Workforce Trainees (2020)

PROJECT NAME	# TRAINEES IN 2020	BIPOC?
Green Workforce	10	Y
EnvironMentors	8	Y
KKCFP	11	Y
Farm to Early Childhood	20	N
TOTAL	49	

¹¹ 10 Strategic Planning interviewees worked for or were members of Project Partners, of which 7 were BIPOC or BIPOC-led. We subtract these from the aggregate total to avoid double-counting.

¹² In 2020, Ecotrust developed a strategy for supporting career education and workforce development, which is summarized in an internal whitepaper.

About this report

This report is structured as follows: The Introduction provides brief context on the relevance of our Strategic Plan and Theory of Change, and the importance of a complementary set of indicators. The Methods section details the steps taken by the M&E team to complete the 2020 snapshot of Ecotrust's performance and impact, including a discussion on the creation of categories; centering equity throughout the process; reporting on a unique year of pandemic, racial justice uprisings and wildfires; and the limitations of this work. What follows this is a Snapshot of 2020 presented according to six categories. And finally, the Conclusion & Recommendations provide some final insight and suggestions to improve the process for the coming year.

Introduction

Ecotrust's Strategic Plan

In 2021, Ecotrust completed a 5-year Strategic Plan. The goals, objectives, and strategies in this Strategic Plan will guide our work over the next five years. These six goals are summarized as: (1) Anti-Racist Organization, (2) Climate Resilience, (3) Intergenerational Wealth-Building, (4) Stewardship of Lands & Waters, (5) A Culture of Belonging, and (6) Resilient Business Model. Ecotrust's Strategic Plan was created by a staff Working Group that was diverse in terms of racial identity, positional power, and staff program/function team membership. The Strategic Plan reflects Ecotrust's increased orientation towards social and racial equity, as well as cross-program collaboration.

Three key organizational documents served as critical inputs to the Strategic Plan. First, Ecotrust's Racial Equity Action Plan, first adopted in 2017 and updated every year since, outlines a clear set of goals and action steps necessary for Ecotrust to become an Anti-Racist Organization. Second, Ecotrust's Working Theory of Change, first adopted in 2019 and revised in 2020, was another key input to the Strategic Plan. Our Working Theory of Change identified four organization-wide Core Strategies that cut across programs and functions: Restoring Lands and Waters, Economic Development, Capacity Building, and New Narratives. The Strategic Plan builds on and complements these Core Strategies. Third, Ecotrust's six Core Values that were established through an All-Staff discussion process in 2017. Centering equity is one of these values, and has been a critical guidepost throughout the process of developing the Theory of Change (2019-20) and the Strategic Plan (2020-21).

The M&E team anticipates that in the coming years, the composition of the Indicators included in this report will likely evolve further to be more closely aligned with the implementation of the Strategic Plan and its various tactics, informed by the Theory of Change.

A Note on 2020

It is important that we read and understand our 2020 Indicators in light of the events of 2020. The year 2020 was marked by two critical sets of circumstances: the COVID-19 pandemic and its consequences, and the revitalization of nationwide movements for racial justice sparked by the murder of George Floyd by Minneapolis police. The COVID-19 pandemic affected virtually all of Ecotrust's programs and functions. The Ecotrust office and event spaces were closed during lockdown; some projects and initiatives were put on hold; others were slowed down; and as many activities as possible were conducted online.

The murder of George Floyd, and its aftermath in the form of intensified movement organizing for racial justice, demanded an immediate organizational response in the form of statements of solidarity, as well as organizing donations to Black-led organizations working towards racial justice and liberation. These events also demanded a compassionate internal response to those of us who are directly affected by these injustices daily, as well as our organizational partners. Finally, these events underscored the importance of the work we are doing at Ecotrust in the pursuit of racial justice, in partnership with Black-, Indigenous-, and People of Color (BIPOC)-led organizations, in both the short and long term, all of which the Strategic Plan and its implementation promises to advance.

The 2020 Indicators

The indicators collected for 2020 are closely aligned with those of 2019, with one major difference: the inclusion of Partners/Trainees indicator. A further description of this indicator can be found in this section.

As the Strategic Plan begins to shape and transform the work of the organization, the M&E team has begun rethinking the way that it defines and collects organization-wide indicators. The reporting for 2020 reflects the state of that evolving conversation, and thus looks slightly different than last year's documentation. This report will continue to provide a snapshot of organizational performance for internal understanding of our work, as well as for fundraising and communications purposes.

Methods

Breaking Out of Program Silos

Following consultation with program representatives, the M&E team worked through five categories similar to the year before: Acres, Audiences, Businesses, Inclusion/Equity, and Jobs. We included a sixth indicator, Partners/Trainees, which replaces the Communities indicator from the previous year. These categories cut across programs, function teams, and subsidiary businesses and allow us to take measurements of our impact across the organization. Table 8 below describes the categories, high-level indicators, and their data sources related to programs.

Table 8. Indicator Categories and Related Programs

CATEGORY	TOP LEVEL INDICATOR	PROGRAMS / INITIATIVES *
Acres	# of total acres of land supported in climate-smart management, indigenous management, and/or restoration**	FS, FES, Redd, CDE, EFM
Audiences	# of touch points through attendance, readership, tool use, or engagement	Comms, Events, Development, Redd
Businesses	# of total supported businesses	FS, Events, Redd, CDE, Comms, KS, Admin
Inclusion / Equity	#/% of BIPOC staff	HR, Admin, People and Culture
Jobs	# of total jobs or career pathways created/supported	FS, FES, FCC, KS, Redd, CDE
Partners / Trainees	# of BIPOC-led/governed/managed/serving partners	All

*Refer to Glossary of Terms

**We define climate-smart land management as “sustainable adaptive (land) management and governance to protect and enhance the potential of forests (and other lands) to adapt to, and mitigate climate change”. Adapted from Bowditch et al (2020).

Data Collection

The M&E team contacted all project leads to retrieve data for 2020, and engaged each project lead in discussions of key results. These meetings also provided a space to think through other data that could be useful to the process, and challenges and potential solutions for improved methods of data collection in the coming year. Teams shared data via spreadsheets and other documents (e.g. grant reports) that were then consolidated into master spreadsheets for each indicator category. An additional data source was

surveys from programs' outreach to participants/beneficiaries. For example, we looked through survey results conducted by the Farm to School project team.

Data collection occurred from February to May 2021; we conducted analysis in June and July 2021. Following this analysis, the M&E team corroborated with programs to fill existing gaps where possible.

Centering Equity

Centering equity is a Core Value at Ecotrust and has been critical throughout the Indicators process. One of Ecotrust's two organization-wide Imperatives is Building Social and Racial Equity. Since 2017, Ecotrust has been working toward centering racial equity in its programs and functions through the development and implementation of a Racial Equity Action Plan, overseen by our internal Equity Working Group (EWG) as well as our Vice President of Organizational Equity. The EWG provided support for this report in several ways: 1) an equity-focused lens during the formation of indicator categories; 2) collaborating with M&E for the development of the Inclusion/Equity indicator category; 3) for the newly-developed Partners/Trainees data, M&E consulted with the EWG on determining ways to understand and track our engagement with BIPOC partners and trainees.

Reporting a Unique Year

Mindful of the uniqueness of 2020, the M&E team held space for program teams to discuss the challenges faced during the COVID-19 pandemic, racial justice uprisings, and wildfires, among other big events in the past year. Program teams such as Events, for example, were drastically impacted and made shifts in their work. For colleagues who intended to conduct workshops, training, and field work, such as the Green Workforce Collaborative and Keex' Kwaan Community Forest Partnership, the pandemic caused these working sessions to either shift to virtual spaces; be held outside with masks and social distancing; occur indoors at limited capacity with masks and social distancing; or in some cases cancelled altogether. Some convenings, such as the Local Link gathering and vendor fair for regional food producers, were postponed, which affected relationship-building for Farm to School (F2S) and Farm to Early Childhood Education (F2ECE) producers/institutions. Conversely, open-air events hosted at The Redd took place successfully with various health and safety precautions (e.g. mask wearing) in place. The big events of 2020 also led our Communications team to focus on uplifting partner voices and calls for support, and develop and activate brand equity guidelines. The M&E has noted these unique experiences for 2020 throughout this year's reporting.

Limitations to This Report

This effort in consolidating organization-wide data has several limitations. First, data from programs are currently collected in different forms and not entered into a centralized system, which makes it a challenge to compare effectively. Not all data fit neatly into the six categories, and not all data were easily merged. Second, data gaps persist in various areas, including Procurement and Events, and the M&E team made note throughout this report that complementary data from programs and functions would have changed the analysis and possibly led to different findings. Where available, the M&E team was able to consolidate information, but we also distinguished areas where data could not easily be made comparable.

We faced the challenge of data collected at different time frames throughout the organization. Different timelines depend mostly on grant reporting periods, as well as programmatic fiscal periods that differ; for example, EFM, the Events team, and Ecotrust CDE work on timelines separate from the Food Systems team. As a result, the M&E team made clear, wherever possible, the timeframe for each data report.

The completion of our Strategic Plan in 2021 promises to dramatically improve the ways that Ecotrust collects, analyzes, and reports outcomes. As we begin to implement the Strategic Plan, our Indicators will become more closely tied to the Objectives contained therein, and thus provide a clearer picture of Ecotrust's impact.

Snapshot of 2020

The next six sections provide snapshots of the key results of our work at Ecotrust for 2020, presented according to the categories for each indicator.

Acres

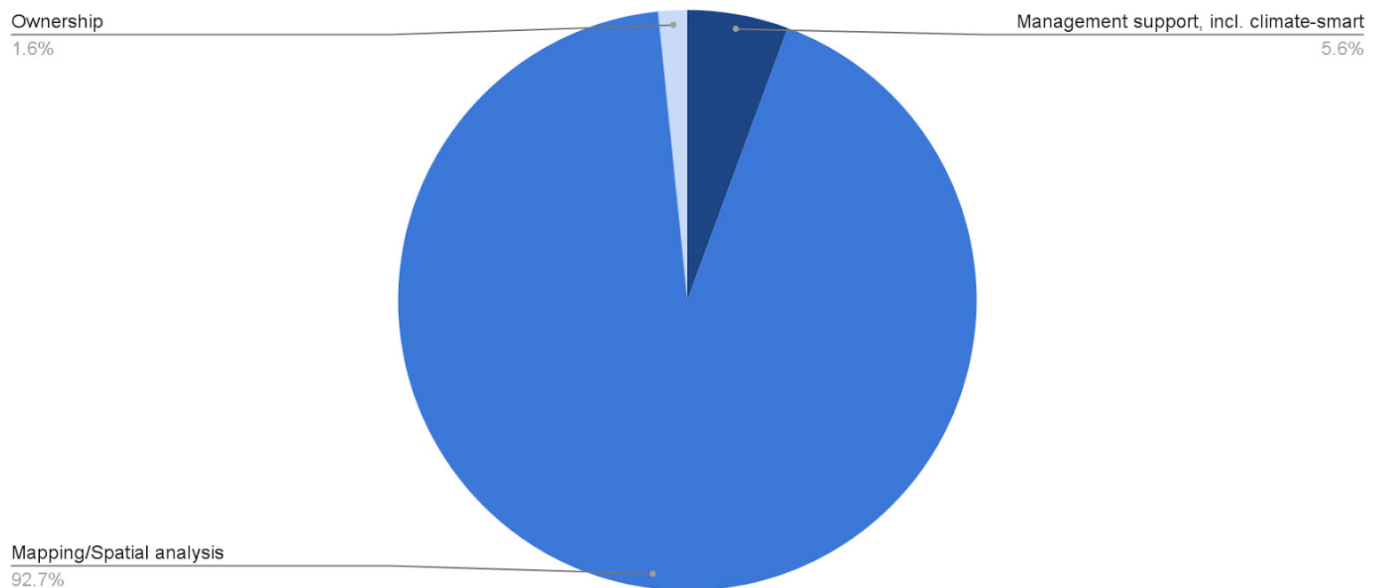
The Acres indicator focuses on the work Ecotrust does in supporting climate-smart land and water management, through ownership, management support, and mapping/spatial analysis. Data for this indicator category came from Ecotrust's subsidiary enterprise Ecotrust Forest Management (EFM), as well as the Forestry and Ecosystem Services (FES), Food Systems (FS), and Knowledge Systems (KS) teams.

Climate-smart management is sustainable, adaptive management and governance to protect and enhance the potential of lands and waters to adapt to and mitigate the effects of climate change.¹³ It aims to sustain ecosystem integrity and functions and ensure the continuous delivery of ecosystem goods and services. Climate-smart management advances conservation and restoration of ecosystems; removes and stores more carbon from the atmosphere than conventional land management practices; and increases ecosystem resilience in the face of climate change. It protects biodiversity by setting aside protected areas, while maintaining and replenishing high carbon stocks. Research finds that maintaining biodiversity is a key to countering the impacts of climate change; and that Indigenous peoples are by far the best guardians of lands and waters. The goals of climate-smart management include prioritizing long-term ecosystem health above short-term financial gains, so that lands and waters are maintained for current and future generations. In summary, climate-smart management enables lands, waters, and societies to transform, adapt to, and mitigate climate-induced changes.

In 2020, Ecotrust supported climate-smart land and water management across almost 7 million acres. The majority of these acres were supported through mapping and spatial analysis (93%). Figure 2 displays this breakdown.

¹³ Bowditch et. al. "What is Climate-Smart Forestry? A definition from a multinational collaborative process focused on mountain regions of Europe." *Ecosystem Services* (43): 2020. <https://doi.org/10.1016/j.ecoser.2020.101113>

Figure 2. Acres Supported (2020)



MAPPING/SPATIAL ANALYSIS

Mapping has been a core function of Ecotrust over its three decades of history. Ecotrust’s maps of the Greater Pacific Northwest have illustrated the ecological condition, cultural values, vulnerabilities, and resilience of our regional landscape. Mapping and spatial analyses help drive change toward climate-smart management. Ecotrust conducts numerous spatial analyses and mapping projects for a wide range of partners and clients; in this report, we only count the largest of these.¹⁴ In 2020, these included the mapping or spatial analysis of over a total of 6,455,884 acres in 2020 across two major projects.

Figure 3 below displays the acres supported across just these two projects, which differ in scope and geography.¹⁵ The Upper Columbia Salmon Recovery Board (UCSRB) Snow2Flow Tool maps over 4 million acres in the Upper Columbia watersheds in central and northern Washington state.¹⁶ The Restoration Forestry and Salmon Habitat project maps over 2 million acres of dry mixed conifer forests in eastern Oregon.¹⁷

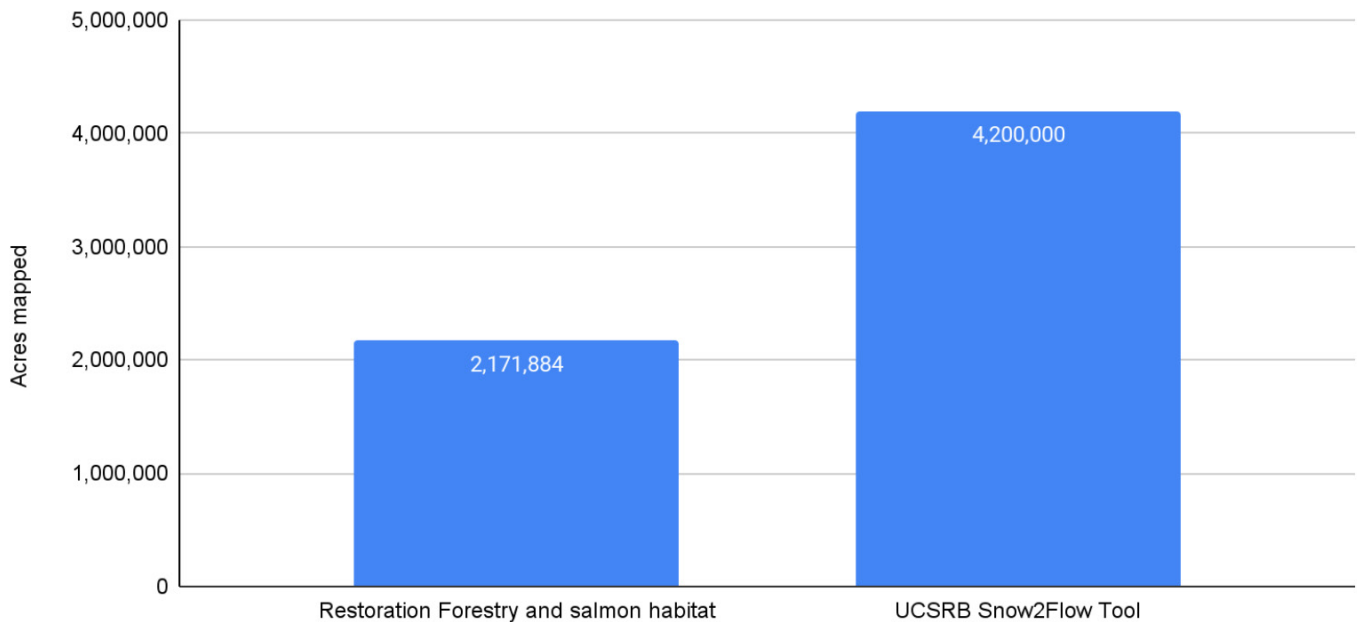
¹⁴ Other projects include finishing a Story Map for the Confederated Tribes of the Coos, Lower Umpqua, and Siuslaw Indians (CTCLUSI); spatial analysis for a coalition advocating for statewide forest policies related to drinking water; Good Food Finder, a crowd-sourced Story Map built collaboratively to respond to food shortages during COVID; and a map of California’s Marine Protected Areas.

¹⁵ In 2019, Ecotrust mapped 12M acres as part of the Drinking Water Vulnerability Mapping Assessment. We do not include these data in the 2020 snapshot, since Ecotrust neither added to nor refined the analyses for that project in 2020.

¹⁶ The Upper Columbia Salmon Recovery Board (UCSRB) project works towards water conservation through data-driven forest management in the Upper Columbia, by visualizing the results of a hydrologic model linking forest management practices to stream flows, in the form of a decision support tool called Snow2Flow. The tool demonstrates ways that managers can shift forest management practices to improve streamflow, in order to increase viable salmon habitat.

¹⁷ The analysis for the Restoration Forestry project shows that 54% of the landscape mapped could be effectively treated to reduce fire hazard, with no cost as the treatments would pay for themselves.

Figure 3. Acres in Mapping/Spatial Analysis (2020)

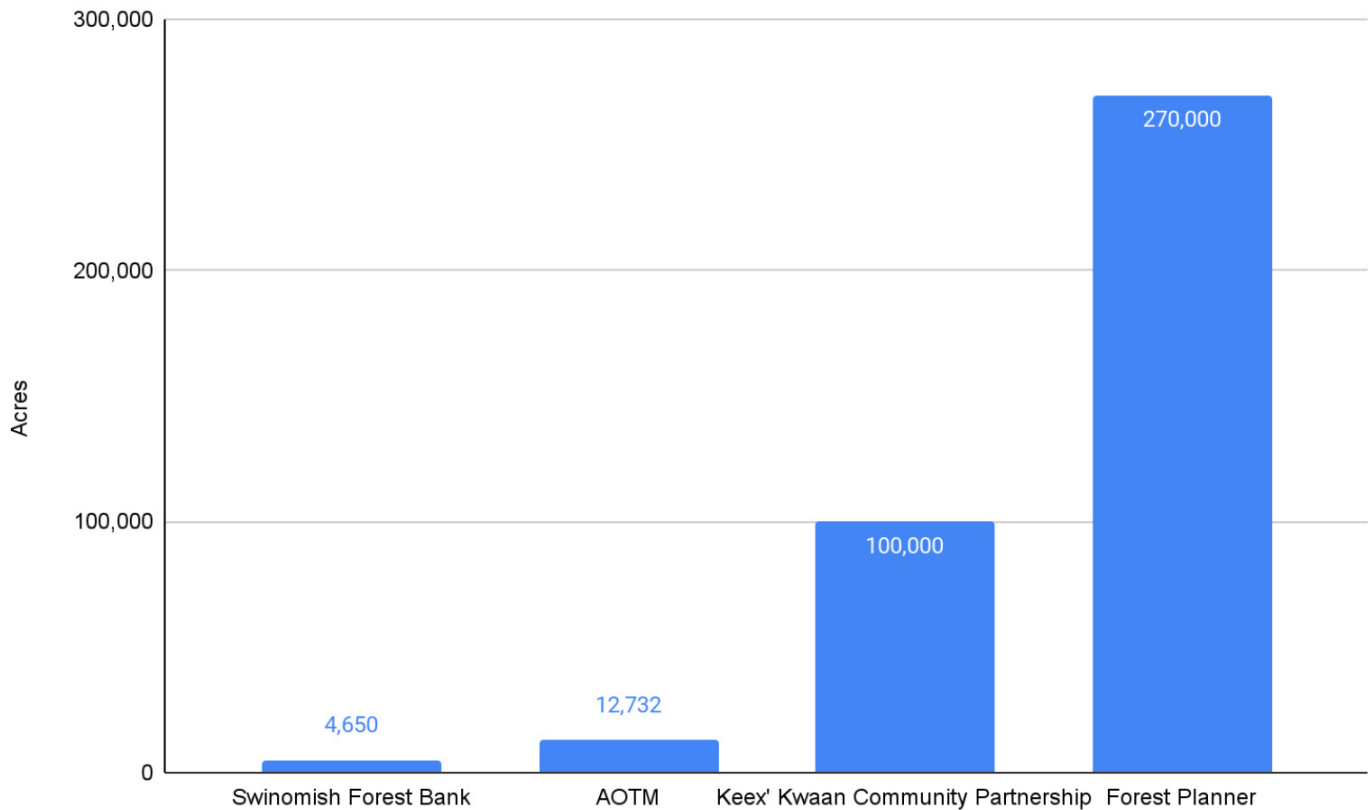


MANAGEMENT SUPPORT

Ecotrust works to support climate-smart land and water management in various ways that we have broadly categorized under the single overarching term of “management support”. For example, the Forestry team’s Swinomish Forest Bank Plan provides technical assistance, supply chain support, and business development support to the Swinomish Tribe. The development of the Forest Tech/Forest Planner tool, the bulk of which consists of spatial analysis and scenario planning by the FES team, was categorized as “management support” as well since it supports the management decision-making of non-industrial forestland owners/managers, including training sessions for owner/managers to use the tool. Through the Agriculture of the Middle (AOTM) Accelerator program, the FS team supports climate-smart management of farmland, rangeland, and fisheries, by providing needed technical assistance to farming-, ranching-, and fishing-based small businesses, all of whom use climate-smart management techniques.

Figure 4 displays the number of acres supported through management support at Ecotrust in 2020, categorized by project. Ecotrust supported a total of 387,342 acres in management in 2020. This total represents an increase of 19% compared to 2019, during which Ecotrust supported management of 315,451 acres.

Figure 4. Acres in Management Support (2020)



Ecotrust’s management support projects engage with landowners at different levels, from hands-on technical assistance (e.g. AOTM, Swinomish) to relatively hands-off decision support tool development (e.g. Forest Planner). The deeper-dive interventions into management planning and technical assistance, such as the Swinomish Forest Bank and Plan and the AOTM Accelerator, cover over 15,000 acres (4,650 acres and 12,732 acres, respectively). Ecotrust’s role in the Keex’ Kwaan Community Forest Partnership (KKCFP) contains elements of both mapping/spatial analysis and field training, and covers 100,000 of the 165,000 total acres included in the partnership.¹⁸ Forest Tech/Forest Planner, which provides a decision support tool but engages in relatively little direct intervention with landowners - aside from training on how to use the tool - covers 270,000 acres. Overall, for a given amount of organizational resources there appears to be a tradeoff between breadth (number of acres) and depth of relationship in land management interventions.

¹⁸ The Keex’ Kwaan Community Forest Partnership (KKCFP) is a science-based, landscape scale, community forest approach to long term sustainable watershed planning and project implementation. The overall goal is to achieve a measurable and resilient blend of timber, salmon and game production, other natural products (e.g. berries, botanicals, firewood and other non-timber forest products), and local economic diversification and improved watershed health. The KKCFP project area includes 13 Hydrological Unit Codes (HUC), 12 watersheds, and a total of 165,000 acres (US Forest Service 116,000 acres; Sealaska 33,000 acres; Kake Tribal 22,500 acres; SEAL Trust 2,500 acres; State/City/Other 1,000 acres).

OWNERSHIP

Ecotrust owns and manages forestland through its subsidiary enterprise, EFM (Ecotrust Forest Management). EFM is dedicated to a climate-smart approach to forest management that includes extending rotations, extending and protecting riparian buffers, and other elements designed to encourage increased carbon sequestration for forest resilience. EFM stewards forestland properties that range from northern California to the Olympic Peninsula. EFM managed a total of 111,360 acres of forestland in 2020, compared to 99,160 acres in 2019 (an increase of 12%).

The majority of EFM's lands are FSC® certified, an internationally recognized voluntary standard that sets high and achievable standards for sustainable forest management practices. FSC standards require larger-than-standard riparian buffers which protect habitat and drinking water; limit clearcut sizes in order to protect forest ecosystems; and protect areas of cultural, ecological or economic value to local communities, including tribes. This approach, which aligns with EFM's climate-smart management practices, results in not only increased carbon storage but also more productive forests with reduced risk of fire and disease. EFM's management approach creates a strong connection to local communities, including tribes, through enhanced access to forest resources, well-paying jobs, and investments in economically distressed communities.

Audiences

This top-level indicator focuses on touch points with various external audiences, whether through clicks/engagement, Web-based tool users, workshop participants, event attendees, or donor engagement. Data for this category came from the Forestry and Ecosystem Services, Food Systems, Events, Communications, and Development teams.

We reported audiences differently for 2020 compared to 2019, focusing to a greater extent on active users of our products, as well as attendees of workshops and events we organized or co-developed. Table 9 displays the most engaging content in 2020 from across Ecotrust media platforms, measured by the number of interactions with posts. Engagement includes audience reactions, such as comments, sharing, and likes.¹⁹ Instagram is our most engaging platform, with an 11.1% average engagement rate for the year. Twitter is our least engaging platform, with a 0.8% average engagement rate for the year.²⁰

¹⁹ Due to the various ways in which audiences may react to different mediums, we have grouped these reactions as clicks/engagement. For instance, Twitter reports total engagement, defined by "Total number of times a user interacted with a Tweet. Clicks anywhere on the Tweet, including Retweets, replies, follows, likes, links, cards, hashtags, embedded media, username, profile photo, or Tweet expansion". Facebook reports total reactions, defined as "A reaction is a response to a Facebook post or ad in which a person chooses one of several emoticons (Like, Love, Haha, Wow, Sad, Angry) to indicate their feelings about the content of a post or ad." The methods to quantify audience engagement for Twitter and Facebook are similar in their intent to measure audience interaction, hence our grouping suggestions.

²⁰ Engagement rate is calculated as the number of engagements divided by the number of followers/subscribers.

Table 9. Most Engaging Content from Various Media (2020)

MEDIUM	CONTENT	AUDIENCE (CLICKS/ ENGAGEMENT)
Facebook most engaging post	Jamese Kwele appointed to Advisory Board of the National Farm to School Network	34
Twitter most engaging post	Seeking Powerhouse Cafe tenant	126
E-news most clicked link	Home Fires burning	306
E-news Best Campaign	Black Leaders reimagine what's possible for our region	446
Instagram most engaging post	Brent Davies on how forest management and climate change are playing out on the landscape today and where opportunities exist to respond and adapt.	481

To get a sense of Ecotrust's social media audience through various channels, Figure 5 provides a comparison of followers and subscriber growth for 2019 and 2020. Twitter and eNews remain the highest in terms of audience reach, from 2019 to 2020. Facebook followers have stayed about the same, while Instagram has shown a 28% audience growth from the previous year. Based on Table 9 and Figure 5, Instagram is showing increasing prominence and growth as a powerful engagement tool for our audience.²¹

²¹ Our Communications team hypothesizes that the emergence of Instagram as our most engaging platform is likely in response to the popularity of Instagram among the partners with whom Ecotrust is connecting.

Figure 5. Social Media Audience Growth (2019-2020)

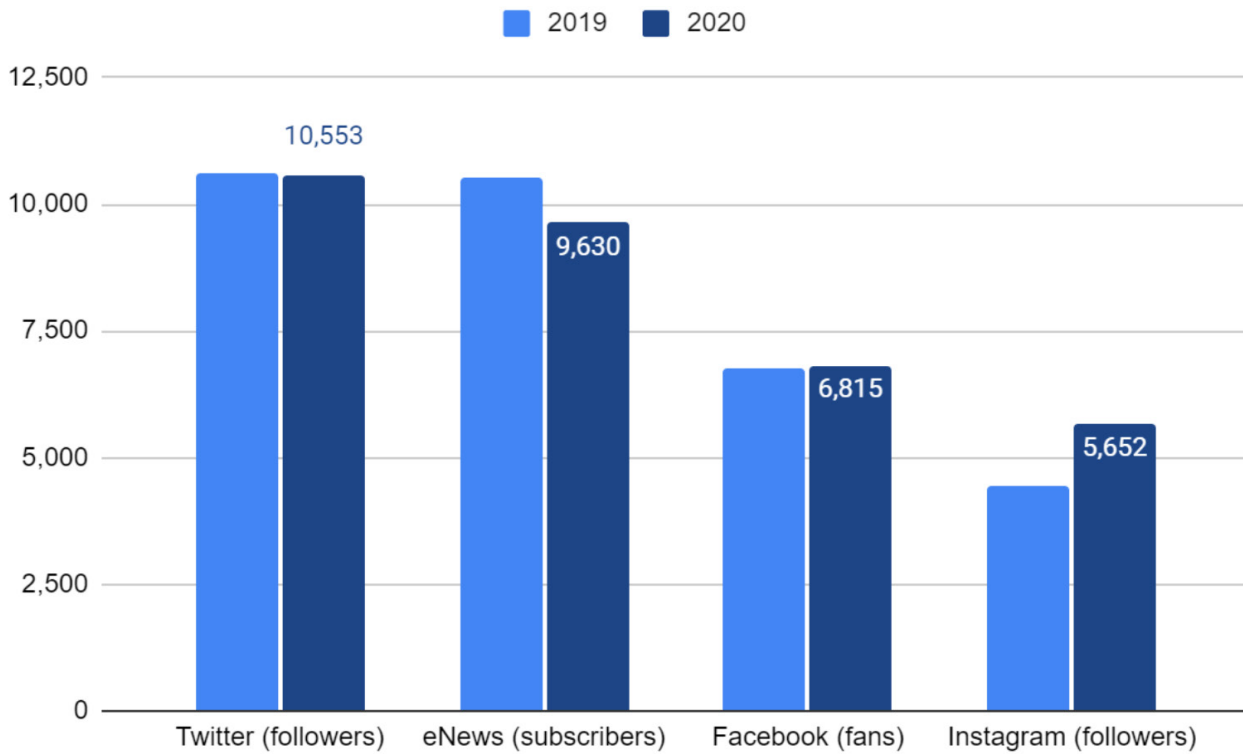
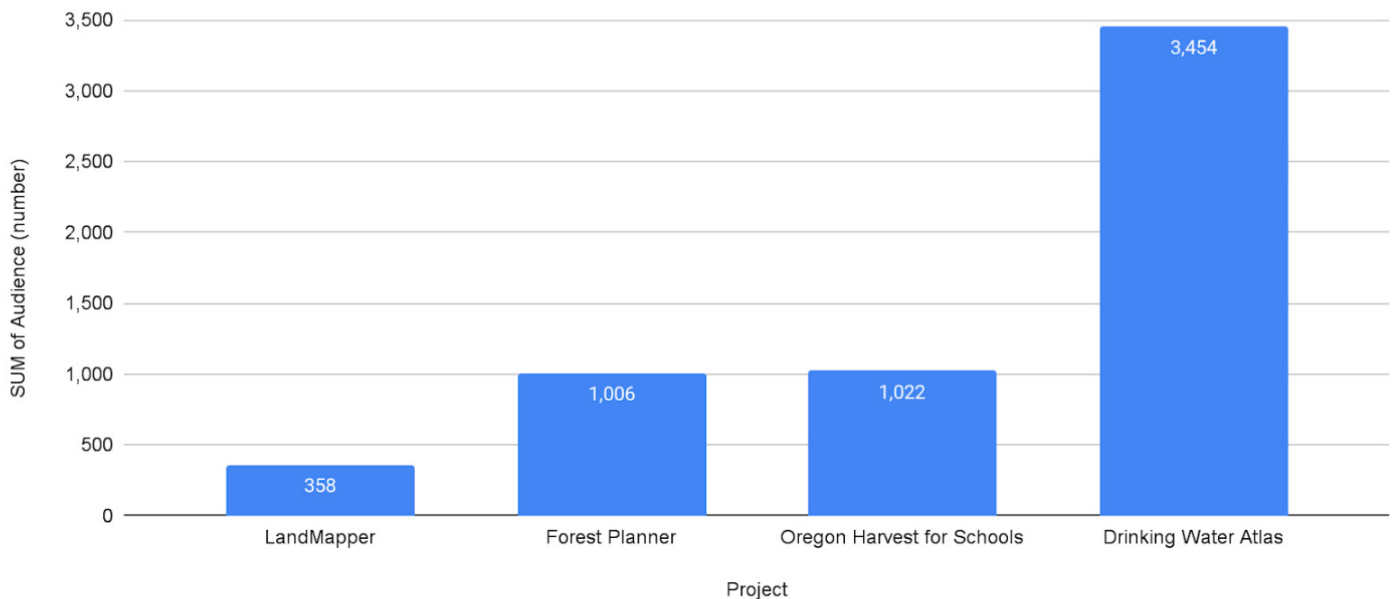


Figure 6 below presents user counts from web-based tools that are created and managed by program teams. LandMapper, Forest Planner, and the Drinking Water Atlas, for example, are web-based mapping and decision support tools created by the FES team. Oregon Harvest for Schools (OH4S) is an online directory of local producers co-developed by the Food Systems and Knowledge Systems teams. Figure 6 shows the number of users who visited and used these tools. The Drinking Water Atlas, a tool used to prioritize outreach by partners to the most vulnerable communities as identified by our assessment, had 3,454 visitors in 2020. Forest Planner and OH4S each had about 1,000 users in 2020.

Figure 6. Web-based Tool Users/Visitors (2020)



Also included in this year’s Audience indicator is the number of participants for a range of workshops and mission-aligned events, all of which were linked to organization-wide Imperatives and/or program-specific objectives. Figure 7 displays the breakdown of participants and attendees at four different events. The Community Grants Program, led by the Events team, enabled one event in 2020 during Black History Month, which was attended by 250 people.²² LandMapper and Forest Planner workshops carried out in 2020 attracted 50 and 122 people, respectively. It is important to note that the Climate Smart Wood Leadership Summit and Working Group appears twice in this visualization, once in each column.²³ The event was a larger Summit (120 attendees; audience number displayed in the right column), at which four separate Working Group meetings were convened (70 attendees, left column).²⁴

²² This is not a comprehensive list of events held by Ecotrust Events in 2020. A more inclusive dataset is anticipated in the coming year.

²³ As a result, it would be inappropriate to aggregate Event Attendees and Workshop Participants, since that would entail double-counting of workshop participants who also attended the event.

²⁴ Ecotrust is one of six coordinating the Climate Smart Wood Group (CSWG), together with, FSC US, NNRG, Sustainable NW, Washington Environmental Council, and World Wildlife Fund. Related to the CSWG was the Leadership Summit for Climate-Smart Wood, led by a steering committee of 11 orgs. 120 people participated in this Summit, which included 4 working groups on distinct topics related to Climate-Smart Wood. These working groups were attended by 70 total participants (individuals) representing organizations across public, private, tribal, nonprofit, philanthropic sectors. The Summit was attended by representatives from software companies, architecture firms, engineering, contractors, both environmental and non-environmental NGOs, landowners/associations, consultants, universities, philanthropists, financiers, tribes/tribal orgs, and media.

Figure 7. Audiences at Workshops and Events (2020)

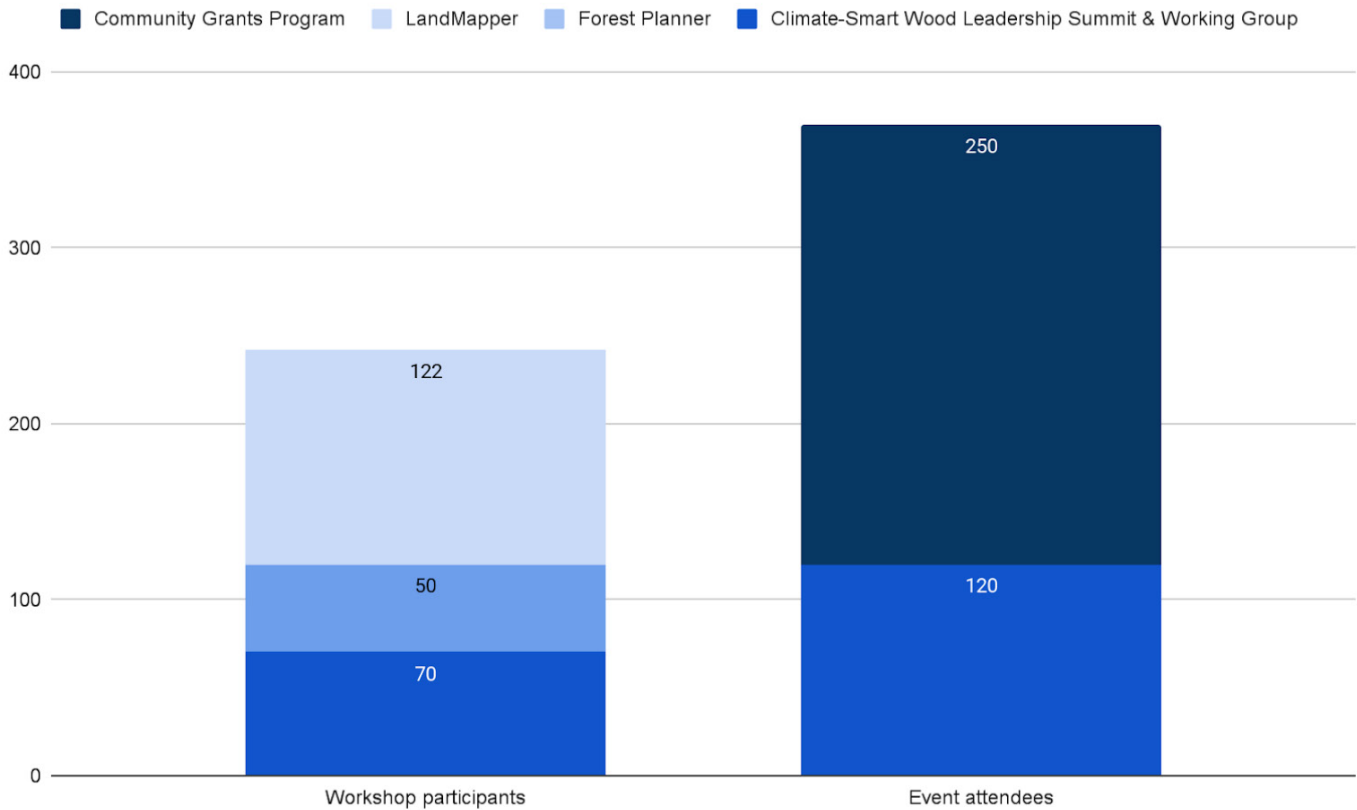
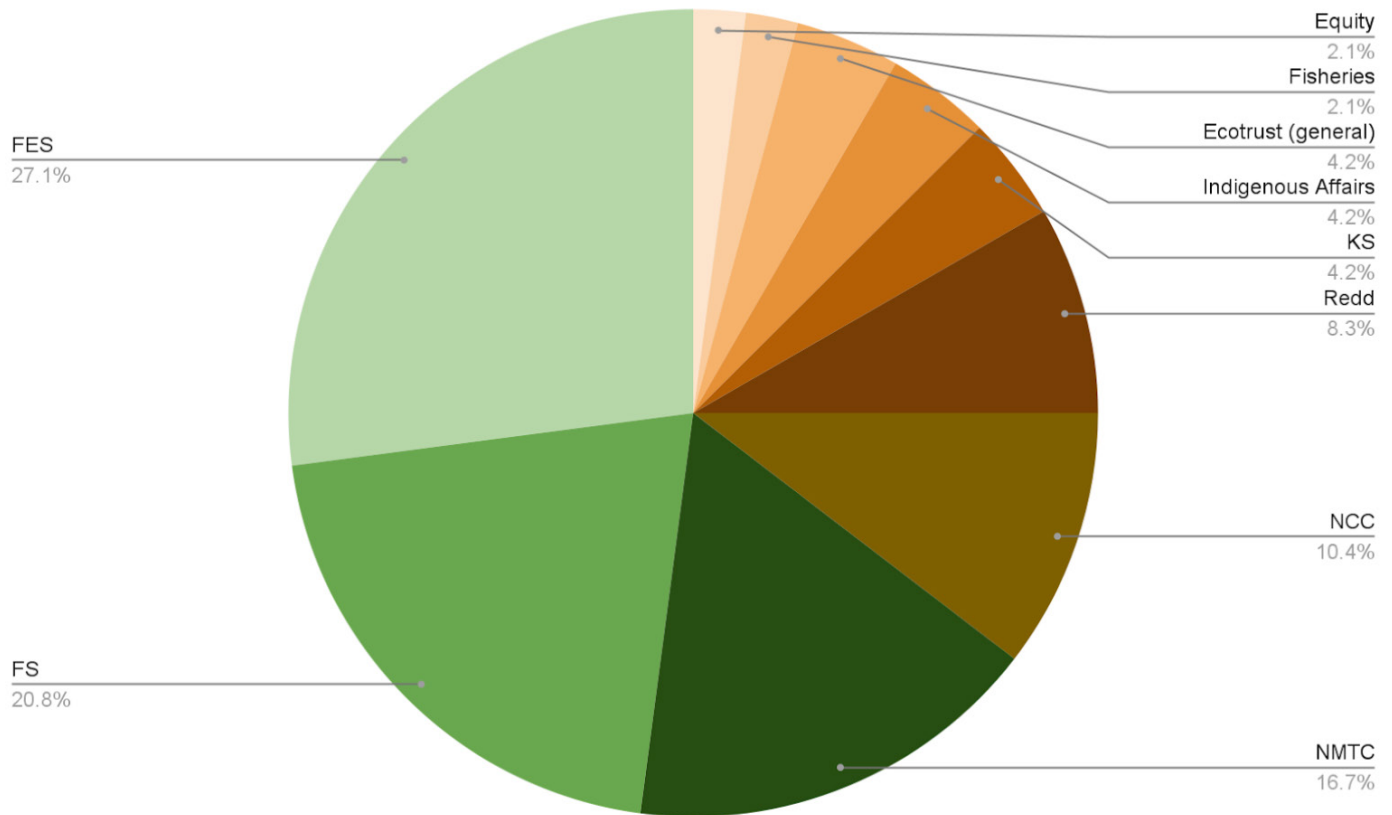


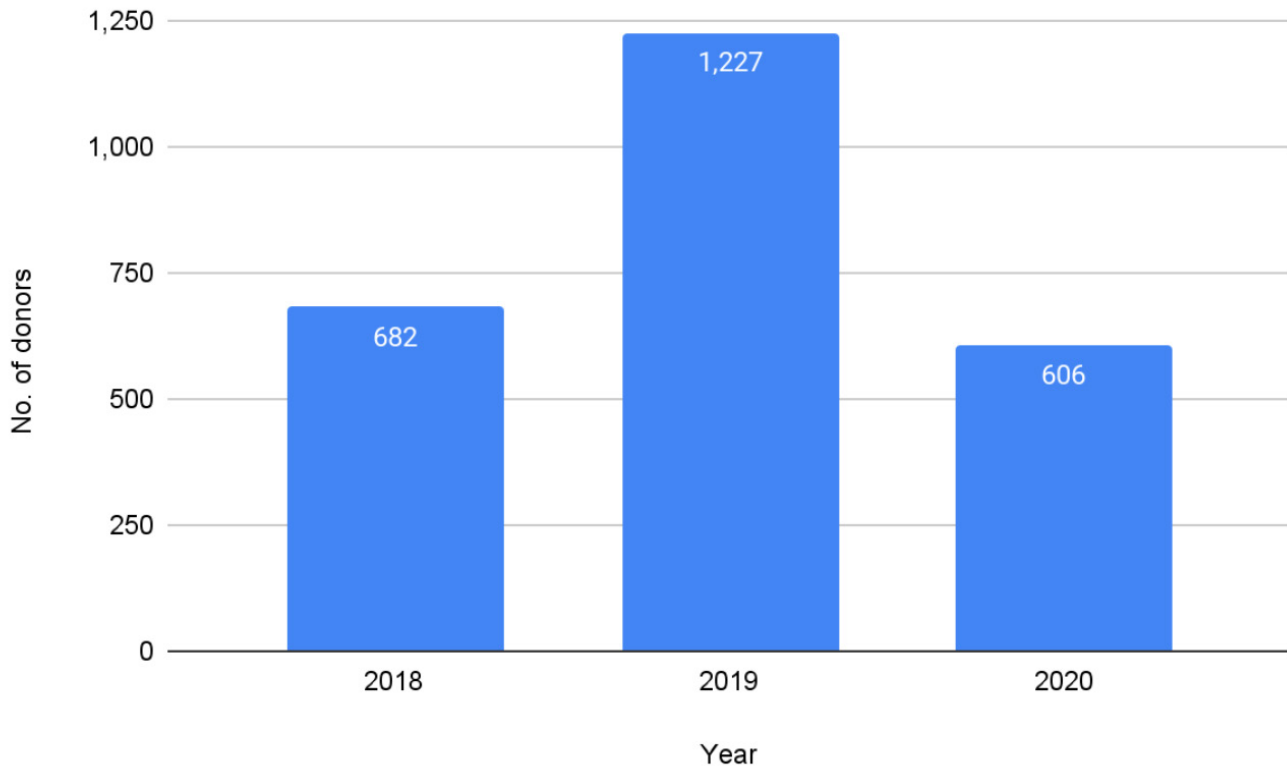
Figure 8 below shows media mentions of Ecotrust, tracked by the Communications team. In 2020, a total of 48 articles mentioned Ecotrust, most of them online outlets, ranging from topical news; local, regional, state-wide news; tribal news; and topical blogs. Most of these mentions (20 of 48, 42%) were from topical news outlets, including regional, state-wide and local topical news (e.g. seafood, sustainability, forestry etc.). Figure 8 shows that the FES team’s program work has garnered the highest number of media mentions (27%). Food Systems appears the second most (21% of articles mentioning Ecotrust). Other articles mentioning Ecotrust relate to NMTC (16.7%), the Natural Capital Center (NCC) (10%), and the Redd on Salmon Street (8.3%). A smaller percentage of articles mentioned work related to Knowledge Systems, Indigenous Affairs, Ecotrust in general, Fisheries, and Equity.

Figure 8. Ecotrust Mentions in the Media by Program/Topic (2020)



In 2020, Ecotrust experienced a reduction in number of donors as compared to 2019, shown below in Figure 9. A total of 606 donors were recorded, compared to 1,227 in 2019. Collective giving amounted to \$3,514,420, compared to \$4,270,929 in 2019. According to our Development team, it is likely that a primary reason for these reductions is the lack of in-person community fundraising events held in 2020, as a consequence of the COVID-19 pandemic. By contrast, we hosted two in-person community events in 2019.

Figure 9. Number of Ecotrust Donors (2018-2020)



Businesses

The Businesses indicator focuses on Ecotrust’s support for businesses in the region, ranging from farming and food processing to tribal renewable energy. Data for this indicator category came from the Redd, Ecotrust’s Community Development Entity (CDE), the Food Systems (FS) program, and Events. Table 3 below provides a breakdown of businesses supported by program. This list is not exhaustive of the breadth of businesses supported, as it does not include Procurement data from the Finance team, and the Events data is not comprehensive.

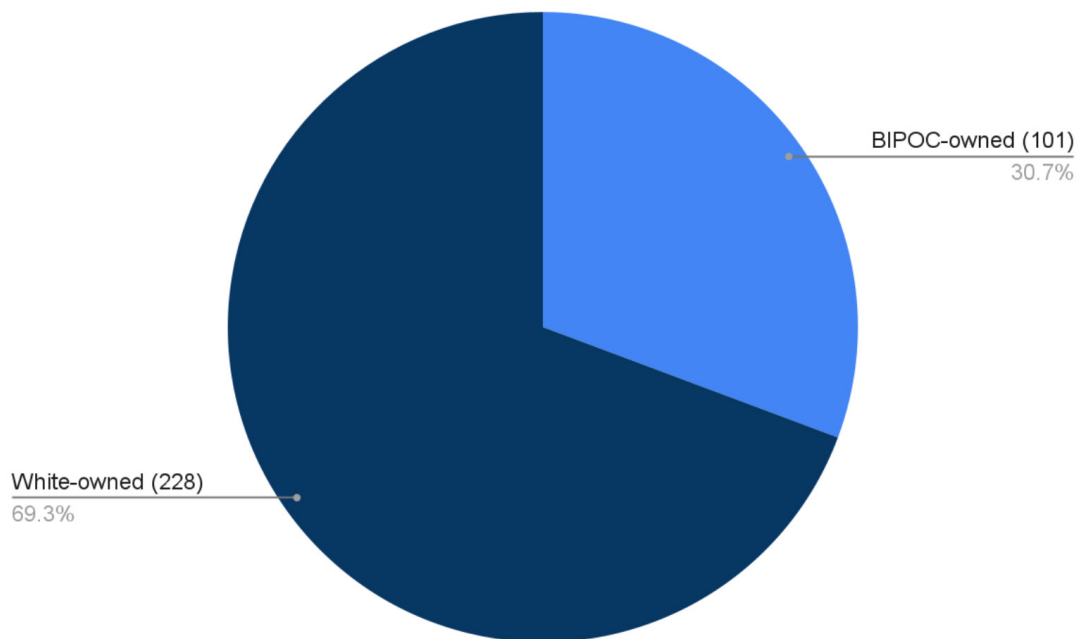
Based on the data collected, Ecotrust supported 329 businesses in 2020, through programming by Food Systems, the Redd, the CDE, and Events. Of these, Redd Subtenants are the single largest group (134 businesses, 43% of total), followed by Oregon Harvest for Schools Portal participating businesses (79 businesses, 23%), and Open-Air Event participants (58 businesses, 17%).

Table 3. Businesses Supported by Program (2020)

PROGRAM	PROJECT	BUSINESSES SUPPORTED
Redd	Redd Subtenants ²⁵	134
FS	Oregon Harvest for Schools Portal	79
Events/FS	Open-Air Events at The Redd	58
FS	AOTM (2018-2020, 2019-2020)	31
CDE	NMTC	14
Redd	Redd Tenants	8
Redd	Institutional Purchasing Pathways	5
TOTAL²⁶	329	

Ecotrust seeks to support BIPOC-owned and women-owned businesses in its pursuit of social and racial equity. Figure 10 and Figure 11 display the breakdown of BIPOC- and women-owned businesses supported from the data collected. Events and Procurement data are not included/not comprehensive in these figures. In 2020, Ecotrust supported 102 BIPOC-owned businesses (30% of total businesses supported) and 94 women-owned businesses (28% of total businesses supported).²⁷

Figure 10. BIPOC Businesses Supported (2020)*



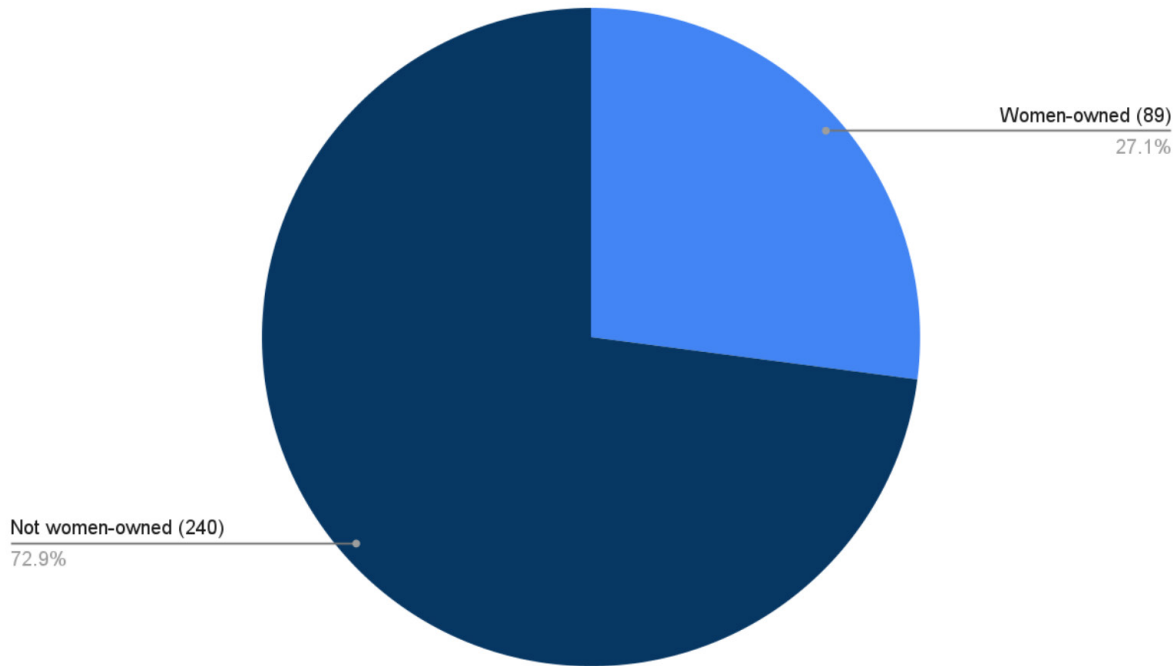
**Data from Procurement and Events not included/not comprehensive*

²⁵ Excludes subtenants who are also tenants.

²⁶ Excludes, to the best of our knowledge, businesses who participated in more than one project (e.g. AOTM + The Redd).

²⁷ Currently, in our data collection system business owners are categorized as either women or men. To our knowledge, Ecotrust's data collection process for business owners to date does not include categories for gender non-binary and trans businesses owners.

Figure 11. Women-owned Businesses Supported (2020)

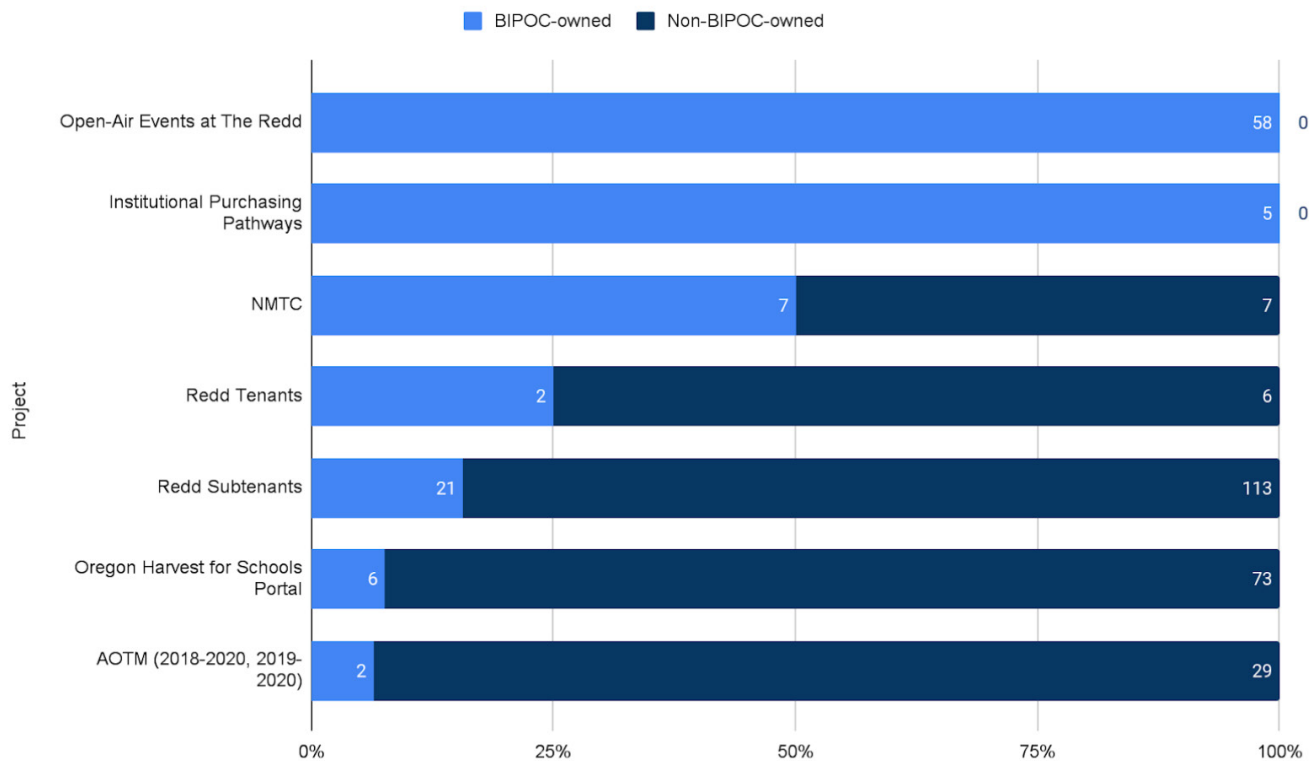


**Data from Procurement and Events not included/not comprehensive*

Figure 12 provides information on the number and proportion of BIPOC-owned businesses supported, categorized by project. All businesses supported through the open-air events at The Redd for which we have data²⁸, as well as those supported through Institutional Purchasing Pathways (IPP), were BIPOC-owned. Of the New Markets Tax Credits (NMTC) projects, 50% supported BIPOC-owned businesses, and 50% supported white-owned businesses. Of the businesses supported by the Redd (Tenants and Subtenants), Oregon Harvest For Schools Portal, and AOTM Accelerator, less than 25% are BIPOC-owned.

28 It is important to note that our data does not cover all open-air events at The Redd.

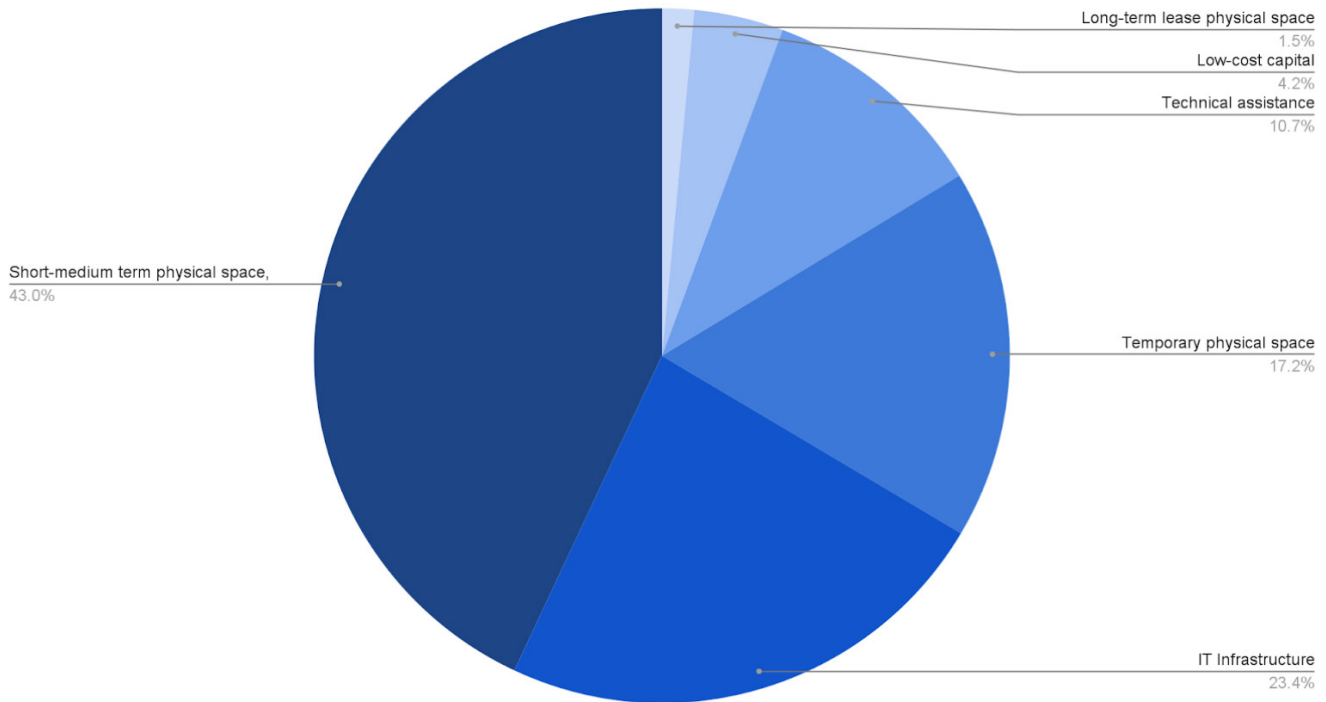
Figure 12. BIPOC-owned Businesses Supported by Project (2020)



Ecotrust supports businesses in a variety of ways, including short-term and long-term physical space and storage; temporary physical space for events; technical assistance; software development; and low-cost capital. Figure 13 provides counts of the number of businesses supported, categorized by type of support. The largest single group of businesses are supported through short-to-medium term physical space and storage (43% of total businesses). This support is provided through subtenant space at the Redd.²⁹ The second-largest group is supported through software development, such as the Oregon Harvest for Schools Portal (23%). Temporary open-air event space, which supported BIPOC-led, non-Ecotrust projects (e.g. Come Thru Market and Kann Winter Village), supported 17% of total businesses. Other types of support provided in 2020 include technical assistance, such as through the AOTM Accelerator; low-cost capital, such as through the New Markets Tax Credits program; and long-term leased physical space including kitchen and refrigerator storage, such as the Powerhouse Cafe, at the Redd.

²⁹ Some of the Redd sub-tenants are also either (1) master tenants themselves, (2) sub-tenants of more than one tenant, and/or (3) sub-tenants of more than one type under a single tenant (e.g. cold storage + warehouse). We have removed all duplicate references; all sub-tenants who are also master tenants are considered Tenants and removed from the Sub-tenants list.

Figure 13. Type of Business Support (2020)



Inclusion/Equity

The indicators presented thus far, and the Jobs and Partners indicators in the next sections, pertain to Ecotrust’s programmatic interventions and investments in 2020. The Inclusion/Equity indicator is a unique category in that it reflects Ecotrust’s internal staff composition, with a vision of building a more equitable, inclusive, and diverse organization. This category was developed in collaboration with the Equity Working Group. Data for this indicator category came from the People and Culture and Finance/Operations teams.

In the following visual, Figure 14 provides an overview of the racial breakdown of the 51 employees who worked at Ecotrust during anytime in 2020.³⁰ The largest category is White (61.7%), followed by Native American (13.3%), Latinx (8.3%), and Two or More Races (8.3%).

30 This includes those who departed Ecotrust in 2020.

Figure 14. Ecotrust Employees Racial Makeup (2020)

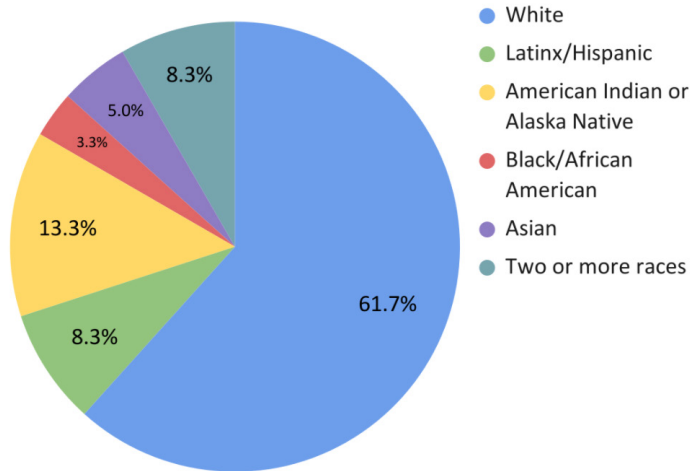
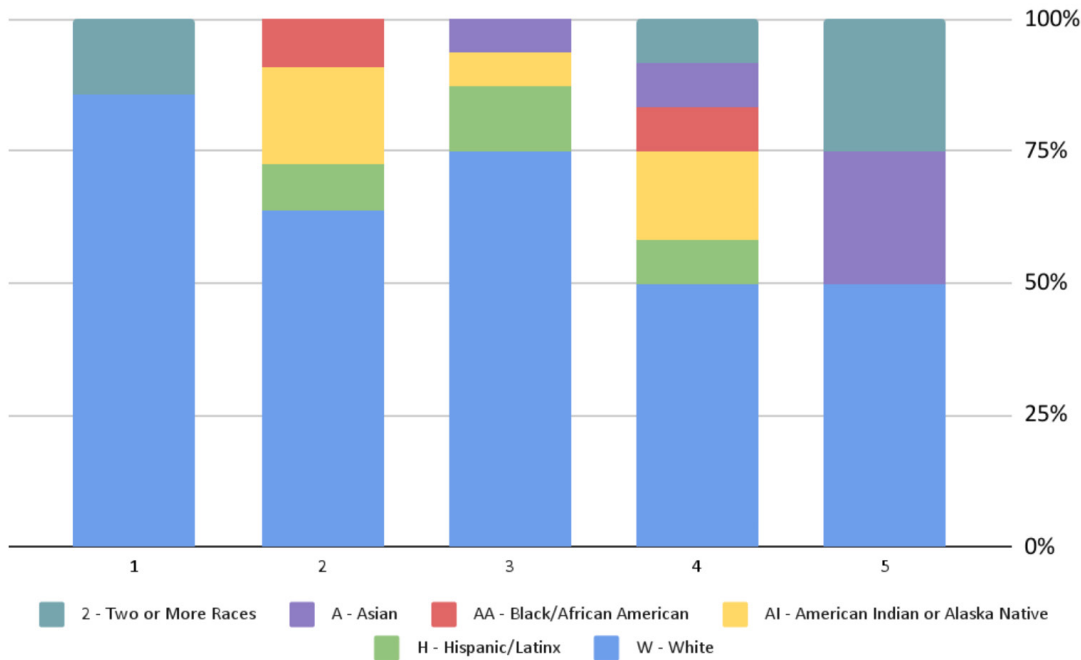


Figure 15 and Table 10 display the racial makeup of the organization based on job tier. Tier 1 represents the highest level (VP or above), and Tier 5 is the lowest. Tier 4 and Tier 5 jobs show the highest proportion of BIPOC staff. Tier 4 shows the largest number of racial identities represented: 16.7% of tier 4 staff are American Indian/Alaska Native; followed by 8.3% of Latinx, Black/African American, Asian, and Two or More Races, totaling 50% BIPOC overall; and 50% white employees. Tier 5 staff are 50% white, 25% Asian, and 25% Two or More Races (50% BIPOC). Tier 1 jobs show the least amount of racial diversity: only 14% of employees in Tier 1 are BIPOC, of which all are Two or more races.

Table 10. Job Tier by Racial Identity (2020)

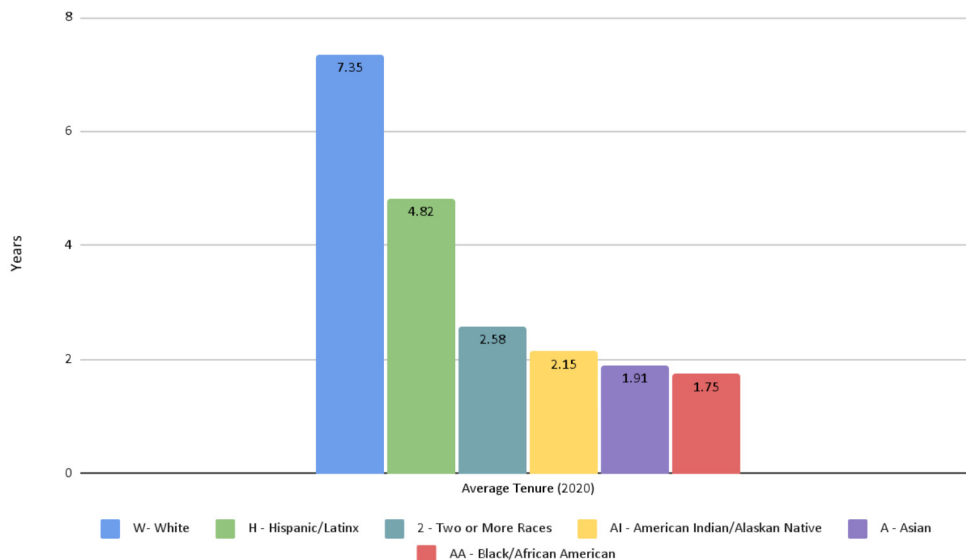
Job Tier	American Indian/ Alaska Native	Asian	Black/African American	Hispanic/ Latinx	White	Two or more races
1 (VP+above)	0%	0%	0%	0%	86%	14%
2 (Director)	18%	0%	9%	9%	64%	0%
3 (Manager/ Senior Staff)	6%	6%	0%	13%	75%	0%
4 (Staff)	17%	8%	8%	8%	50%	8%
5 (Assistant/ Coordinator)	0%	25%	0%	0%	50%	25%

Figure 15. Racial Makeup of Ecotrust Employees by Job Tier (2020)³¹



Similar to 2019, in 2020 tenure for white employees was highest, 7.4 years on average, as shown in Figure 16. Latinx employees have the second highest tenure at 4.8 years. Employees who identify as two or more races, Native American, Asian, and Black all have average tenures of less than 3 years. An important note in this data is that the counts are only those employed at the end of calendar year 2020, and not those who departed Ecotrust during 2020.

Figure 16. Average Tenure by Race (2020)



³¹ The racial categories in this figure are a hybrid of current classifications in HR. These categories are in the process of being updated.

Jobs

This indicator focuses on Ecotrust’s efforts in creating and supporting jobs and livelihoods through its support for businesses and enterprises.³² Data for this indicator category came from Ecotrust CDE, which organizes New Markets Tax Credits (NMTC) investments; The Redd; and the Food Systems program.

Table 11 displays a breakdown of jobs created/supported by program, based on best available data for 2020. In 2020, Ecotrust created/supported 1,381 jobs, which is a 13% increase over the previous year (1,224 jobs supported in 2019). The CDE, through its NMTC allocations, supports the largest share of these jobs (983 jobs, 71%).³³ Food Systems and The Redd created 23% and 6% of jobs respectively. These totals do not include the jobs that Ecotrust creates/supports through procurement, contracting, and events.

Table 11. Total Jobs Supported by Program (2020)

PROGRAM	JOBS SUPPORTED	# BIPOC-OWNED BUSINESSES	# WOMEN-OWNED BUSINESSES
CDE/NMTC	983	7	0
FS	317	2	23
Redd ³⁴	81	1	2
TOTAL	1,381	10	25

Of the jobs created/supported, at least 618 of these were from BIPOC-owned businesses.³⁵ Figure 17 displays this in a pie chart, where 45% of the total jobs were created or supported through 10 BIPOC-owned businesses. Similarly, Figure 18 shows that at least 155 of total jobs (11%) were created/supported through 25 women-owned businesses.

³² Created jobs are jobs that did not exist before the intervention (project, program, or investment) in which Ecotrust was involved. Supported jobs (called “retained jobs” in NMTC reporting) are jobs that did exist prior to the intervention, but that would likely have either disappeared, or else been of lower quality (lower wages, less security, fewer or no benefits) in the absence of the intervention. For the purposes of this analysis, we group created and supported jobs together.

³³ NMTC investments channel investment into low-income communities by using the proceeds from the sale of a tax credit to finance loans with flexible rates and terms. Ecotrust CDE’s NMTC-financed loans have interest rates below market; typically not above 1.5%. NMTCs thus increase economic activity and job creation in low-income communities. Ecotrust’s recent NMTC investments have ranged from \$5 million to \$17 million in size; these investments have contributed low-cost capital to projects with total value ranging from \$6 million to over \$44 million.

³⁴ Job numbers at the Redd include jobs at all tenant businesses, but do not include jobs at sub-tenant enterprises. Were we to include job numbers at sub-tenant businesses, the total would be much higher. However, collecting data on jobs created/supported by sub-tenants is burdensome and thus we did not require it.

³⁵ We were unable to obtain data on the racial and gender identity of ownership of all the businesses included here; for instance, data on the ownership of Farm to School participating businesses were not available.

Figure 17. Jobs Supported through BIPOC-owned vs. White-owned Businesses (2020)

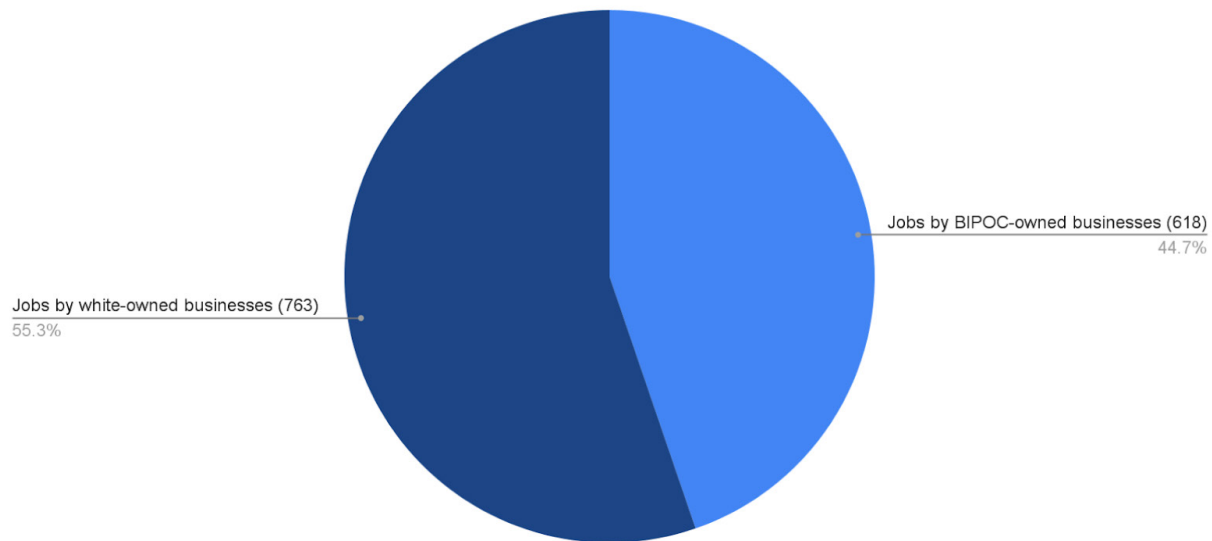
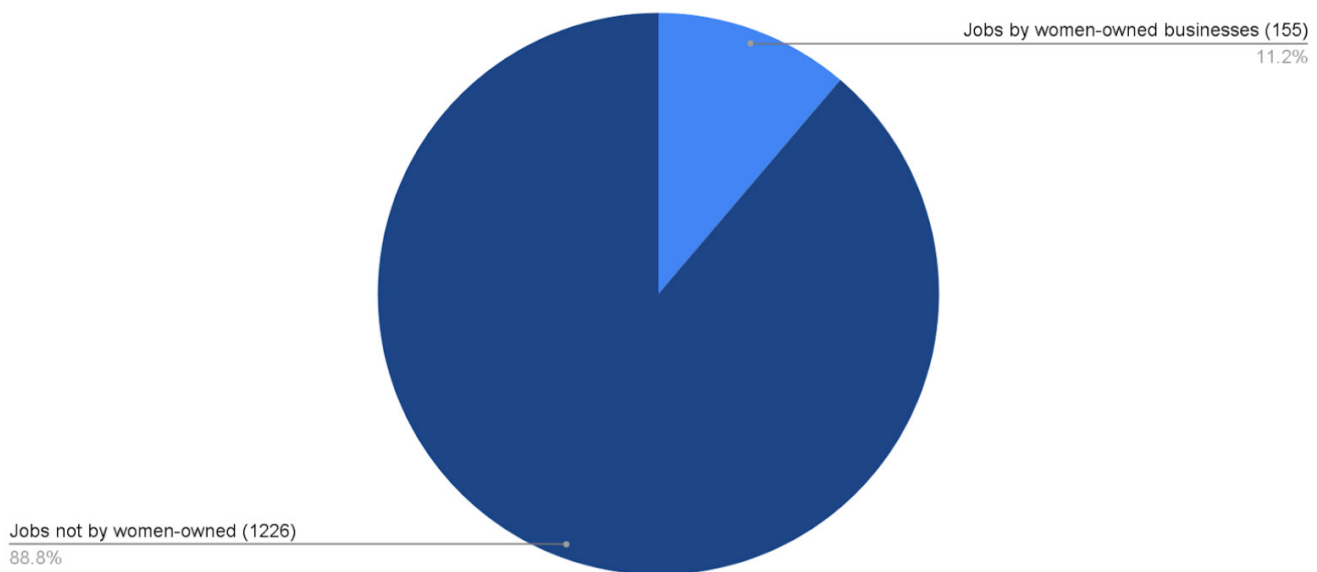
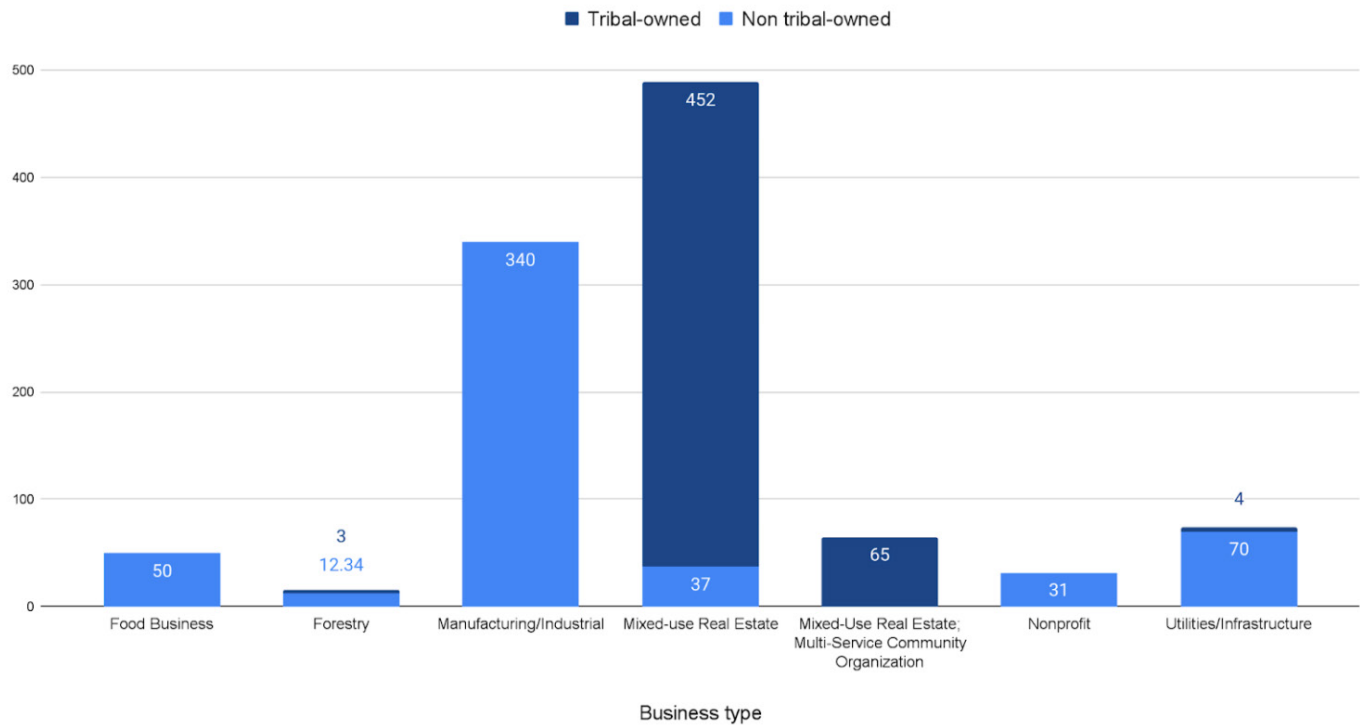


Figure 18. Jobs Supported through Women-owned Businesses (2020)



Based on information available, we were able to analyze NMTC data further, using the “Business Type” categorization required by the CDFI Fund of the U.S. Department of the Treasury for NMTC reporting. In Figure 19, jobs created/supported in NMTC projects in the double category of “Mixed-Use Real Estate; Multi-Service Community Organization” were entirely at tribal-owned businesses. The majority of jobs created/supported in the single “Mixed-Use Real Estate” category were through tribal-owned businesses. The majority of jobs created/supported at businesses in the “Forestry” and “Utilities/Infrastructure” categories were at white-owned businesses.

Figure 19. NMTC Jobs Supported through Tribal-owned Businesses (2020)



Partners/Trainees

PARTNERS

One of Ecotrust’s Core Values is to collaborate with humility. Humble and respectful collaboration with partner organizations allows Ecotrust to advance its mission and vision, while simultaneously contributing to the missions and visions of our partners. Working with partner organizations representing BIPOC communities allows Ecotrust to center social and racial equity, and advance its Strategic Plan goals of building intergenerational wealth, restoring and stewarding lands and waters, and building climate resilience and justice.

A partner is defined as an organization or individual with whom Ecotrust or its programs collaborates to collectively achieve both Ecotrust and the partner’s mission. This definition was created during the Strategic Planning process, and may be revised in the near future. Based on information acquired during the interview stage of Strategic Planning, as well as in consulting our programmatic colleagues, we developed the Partners indicator.³⁶

³⁶ The Partners indicator replaces the Communities indicator, which was in draft form in the 2019 Report and for which we did not collect data. Data for the Partners indicator came from FES, FS, KS, The Redd, and Strategic Planning interviews.

In 2020, Ecotrust collaborated with 115 total partners across two main categories:

- Project Partners are key organizational partners that collaborated with us on projects or bodies of work during 2020. These partnerships represent our deepest level of collaboration. We track how many of these partnerships were BIPOC-led vs. white-led, as defined by the racial identity of the organization’s chief executive (e.g. President, CEO, ED, Chancellor, Superintendent, Commissioner, Chair, etc.).
- Strategic Planning Interviewees were individuals external to Ecotrust that we interviewed during our Strategic Planning process. We tracked how many of these individuals were BIPOC. Some partners fell into more than one category: of the Project Partners, 10 included an individual who was a Strategic Plan Interviewee. 45% of Ecotrust’s Project Partners in 2020 were BIPOC-led, and 78% of Ecotrust’s Strategic Plan interviewees were BIPOC individuals.

These data are summarized below in Table 12.

Table 12. BIPOC and White-Led Partners by Category (2020)

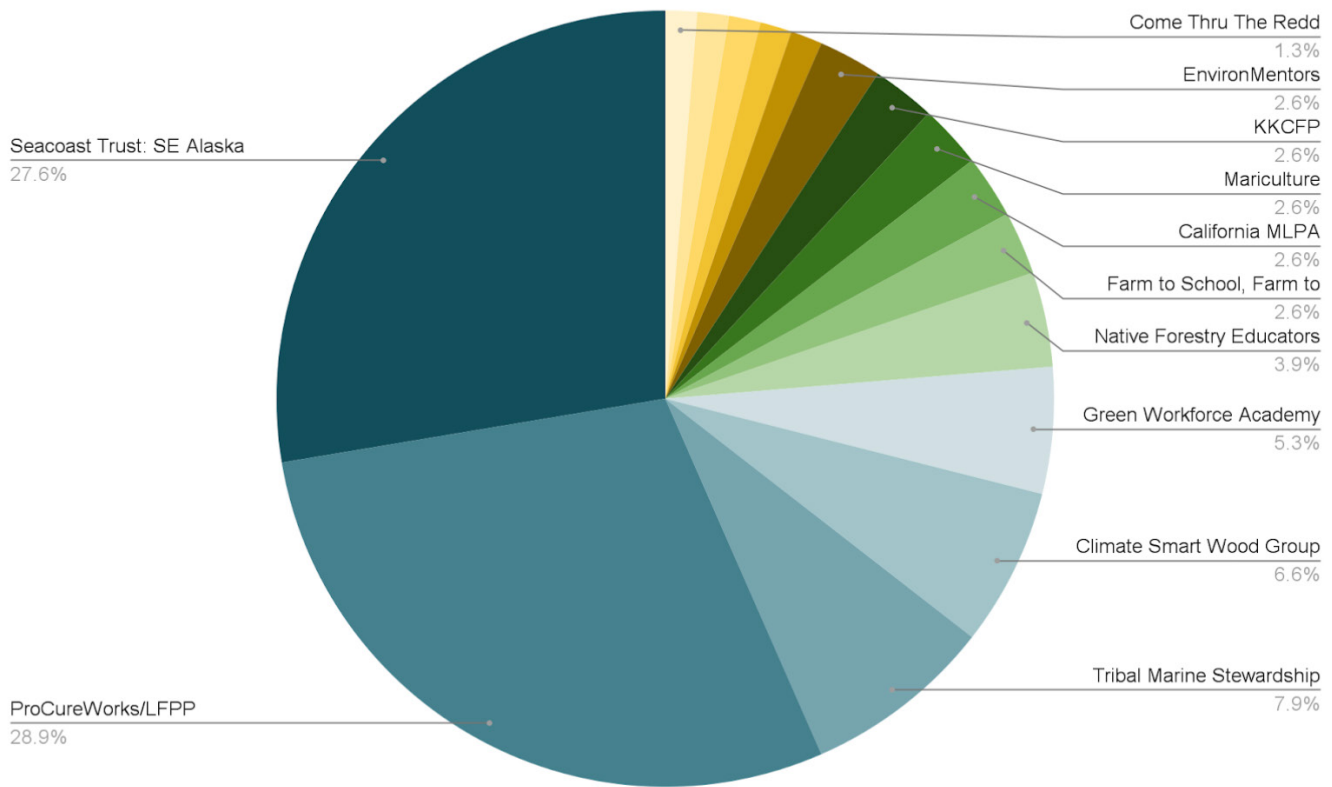
	BIPOC-LED / BIPOC	WHITE-LED / WHITE	TOTAL	% BIPOC-LED / BIPOC
Project Partners	34	42	76	45%
Strategic Planning Interviewees	38	11	49	78%
TOTAL (non-overlapping)	65	50	115	57%

Looking at Project Partners exclusively, the visual in Figure 20 provides a closer look at the distribution of partners across projects. The largest proportion of partners are reflected by:

- The ProCureWorks/LFPP project works to increase local food purchases by institutions such as schools and hospitals. The project engages with 22 partners (29% of total number of Ecotrust partners)
- The Seacoast Trust is a partnership and financing mechanism for Indigenous-led conservation and community development in Southeast Alaska; the SE Alaska Guardians initiative, funded and coordinated by Seacoast Trust, is working to design and implement an Indigenous-led natural resource management program for Southeast Alaska. These initiatives engage with 21 partners, 28% of the total number of Ecotrust partners.

- The Tribal Marine Stewardship Network aims to promote indigenous management and guardianship of marine resources in Northern California; the network currently comprises 6 partners, about 8% of the total number.
- The Climate Smart Wood Group comprises 5 partner organizations (7%)
- The Green Workforce Academy comprises 4 partner organizations (5%).

Figure 20. Proportion of Partners by Project (2020)



Our new Strategic Plan explicitly identifies that the way in which we plan to pursue our goals is through partnerships. Ecotrust is moving towards greater collaboration with BIPOC communities. With this in mind, we took a closer look at the breakdown of our current partners to how many are BIPOC-led, -managed, -governed, and -serving. We include more analysis in charts and visuals in the Appendix B.

Figure 21 provides a bar chart demonstrating how many of our partners are BIPOC-led vs. white-led, by category. We define whether a partner is BIPOC or white-led by the identity of the chief executive, including business owner, President, CEO, Executive Director, etc. 45% of our project partners are from BIPOC-led organizations (34 of 76). In the Strategic Planning interviews, 78% of the partners were BIPOC individuals (38 of 49).

Figure 22 tabulates which of our projects are BIPOC-serving, which is defined as serving a population of beneficiaries that is 60% BIPOC or higher.³⁷ Out of a total of 17 active projects that Ecotrust programs collaborated on with partners in 2020, 10 are BIPOC-serving (59%). Two of our projects serve the beneficiaries of a range of partners such as school districts, some of whom are BIPOC-serving and others of whom are not. For the question of whether the project as a whole is BIPOC-serving, we classify these projects as “Depends on partner”.

Figure 21. BIPOC-led Partners by Type (2020)

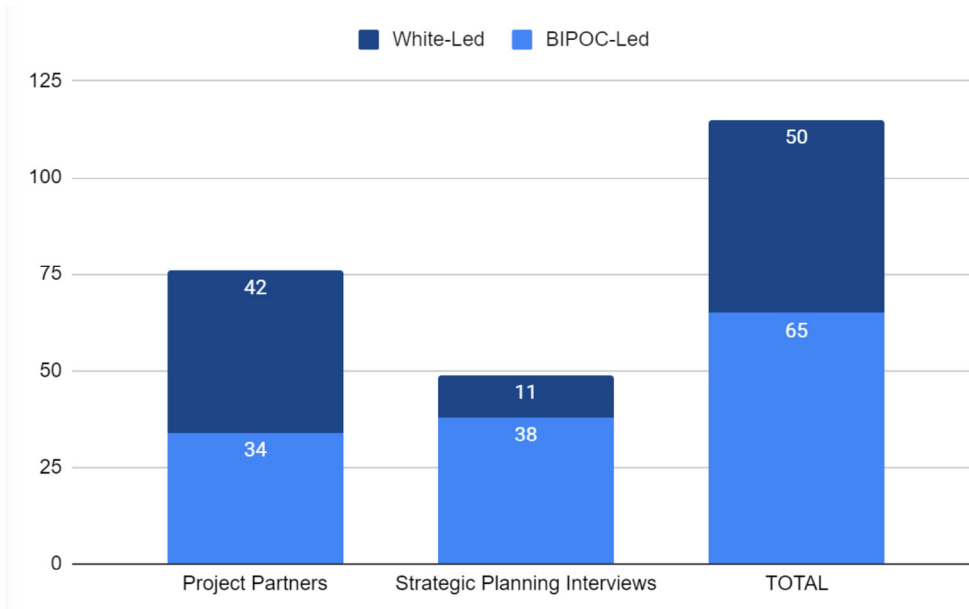
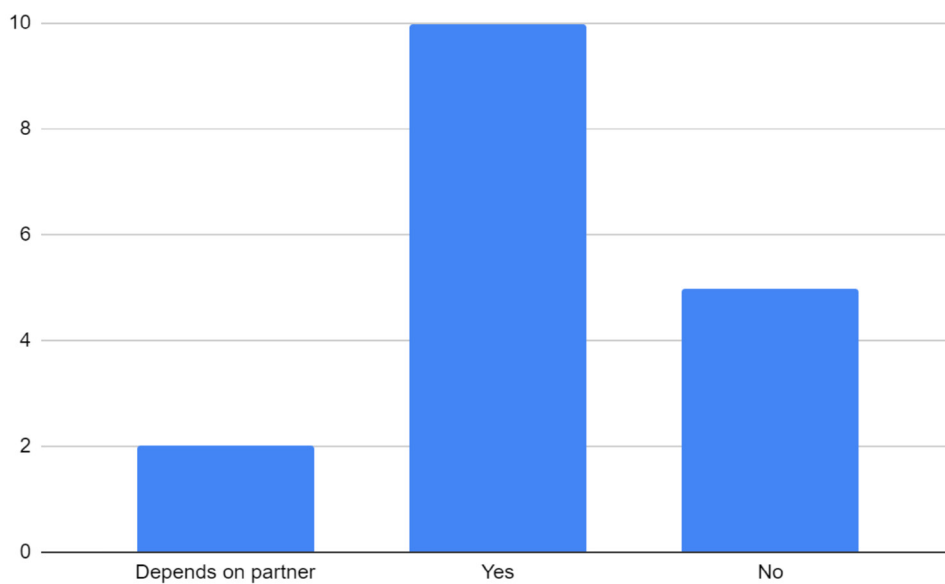


Figure 22. Number of BIPOC-serving Projects (2020)



³⁷ A population of beneficiaries that is 40% BIPOC or lower is considered “white-serving”, and a population of beneficiaries that is 40-60% BIPOC is considered “Diverse”. These thresholds are meant to simplify the analysis and provide a snapshot of who the final beneficiaries or service-users are by partnership.

Table 13 below gives a more granular breakdown of Project Partners according to whether they are BIPOC-led, BIPOC-managed, BIPOC-governed, and/or BIPOC-serving. As stated above, we define an organization as BIPOC-led if its President, CEO, ED, Chancellor, superintendent, Commissioner, Chair, or otherwise chief executive is BIPOC. We define an organization as BIPOC-managed if its leadership or management team is >60% BIPOC; white-managed if its leadership or management team is <40% BIPOC; and Diverse(ly) managed if its leadership/management team is 40-60% BIPOC. We define an organization as BIPOC-governed if its Board of Directors (or Trustees, Governors, etc.) is >60% BIPOC, following the definitions for white-governed and Diverse-governed as above. And we define an organization as BIPOC-serving if its beneficiaries (clientele, student body, geographic catchment area, targeted communities, customer base, etc.) is >60% BIPOC, following the thresholds for white-serving and Diverse-serving as above. We used the partner’s website as the data source. Not all of these criteria were detectable from the website; we indicated “Unknown” in these cases.

Table 13 shows that the single largest group of organizations in each category is still white-led, white-managed, white-governed, and white-serving³⁸. However, the numbers are close: the number of BIPOC-governed and -serving organizations was less than 10% smaller than that of white-governed and -serving organizations; and the sum of BIPOC + Diverse-managed, -governed, and -serving organizations exceeded that of white-managed, -governed, and -serving organizations. Diverse-managed, -governed, and -serving organizations comprised the smallest category on its own.

Table 13. Project Partners: Racial Identities of Leadership, Management, Governance, and Beneficiaries (2020)

	LED	% LED	MANAGED	% MGD	GOVERNED	% GOV	SERVING	% SERVING
BIPOC (>60% BIPOC)	34	44.74%	25	32.89%	25	32.89%	27	35.53%
White (>60% white)	40	52.63%	30	39.47%	27	35.53%	30	39.47%
Diverse (40-60% BIPOC)	NA	NA	7	9.21%	8	10.53%	11	14.47%
Unknown (not detectable from website)	2	2.63%	14	18.42%	16	21.05%	8	10.53%
TOTAL	76		76		76		76	

³⁸ A significant number of the white-serving partners were public agencies or institutions representing jurisdictions whose populations were over 60% white (e.g. State of Oregon, State of Washington, United States of America); or serving beneficiary groups that were over 60% white (e.g. most Oregon school districts and hospitals).

Table 14 provides a breakdown of the racial identity of the chief executive (owner, President, etc.) of all Ecotrust’s project partners. Again, we see that White/European descent comprises the majority (52.6%) of chief executives at our project partners. However, the number of chief executives who are American Indian/Alaska Native is also significant (32.9%). Far less represented are those organizations with chief executives who are Black/African American (7.9%), Hispanic/Latinx (2.6%), Two or more races (1.3%), or Asian/Asian American (0%).

Table 14. Project Partners: Racial Identity of Chief Executive (Detailed) (2020)

RACIAL IDENTITY	NUMBER	%
White/European Descent (not Latinx)	40	52.6%
Black/African American	6	7.9%
Hispanic/Latinx	2	2.6%
Asian/Asian American	0	0.0%
American Indian/Alaska Native	25	32.9%
Two or More Races	1	1.3%
Unknown	2	2.6%
TOTAL	76	

EDUCATION AND WORKFORCE DEVELOPMENT TRAINEES

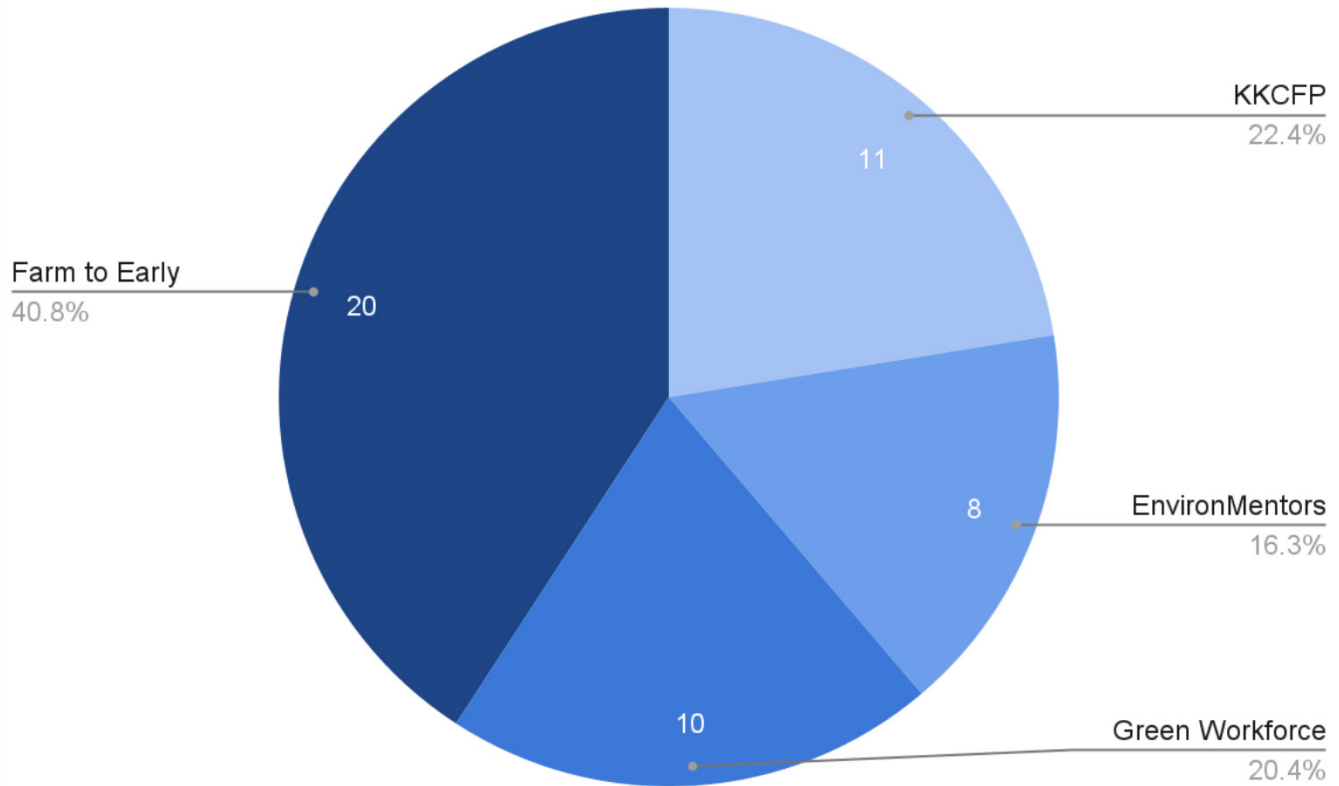
Trainees are an important beneficiary group that Ecotrust began tracking for 2019 as a new indicator, and has continued to track for 2020. We count Trainees alongside Partners, because all of our training programs depend on close collaboration with our partner organizations.

Ecotrust engages in a range of training and capacity building programs, including career education and workforce development targeted to young adults from BIPOC communities. Our career education work focuses on stewardship-related fields that include forestry, urban conservation, and watershed restoration. As well, Ecotrust trains regional hub leads for Farm to Early Childhood Education, on local food purchasing practices.

Four projects in 2020 involved various types of training, including job readiness training with the Green Workforce Academy (GWA), indigenous science and forestry education with EnvironMentors, hands-on watershed stewardship and restoration training with KKCFP, and promoting local food purchasing and agricultural education for early childhood education centers with F2ECE.

Figure 23 below presents the breakdown of our trainees categorized by project. In 2020, Ecotrust projects connected with 40 total trainees. The F2ECE project interfaced with the largest number of trainees (20 trainees, or 50% of the total number), followed by the GWA (10 trainees, 25%); EnvironMentors (8 trainees, 20%) and KKCFP(2 trainees, 5%). See Appendix C for context on our training outcomes prior to 2020.

Figure 23. Trainees by Project (2020)



Conclusion & Recommendations

This report provides a snapshot of Ecotrust's 2020 performance from its program work, subsidiary enterprises, NMTC investments, and internal staff composition. We used the best available data, collected by Ecotrust program and function staff, to provide a summary and visual representation of our impact in 2020. This was our second year measuring organization-wide impact. We included a brief discussion of the implications of the big events in 2020 including the COVID-19 pandemic, racial justice uprisings, and devastating wildfires. This year's reporting provided great insight into the state of data collection at Ecotrust, but we caution that the data is still incomplete and often does not tell the full story. With the future inclusion of data from Procurement and Events, for example, we may be able to provide a greater picture of the state of our outcomes. We discuss other constraints in the Limitations to This Report section.

Moving forward, the following four recommendations should be considered at the level of the program and organization, to further cultivate a culture of learning, accountability, and evidence based evaluation at the organization.

Recommendations

STANDARDIZE DATA COLLECTION AND STORAGE PROCEDURES

Due to the breadth of work happening at Ecotrust, it will be valuable to have programs collect and report standardized data. A potentially important step in this direction is to implement an organization-wide customer relationship management (CRM) software to streamline this process. This process could be extended to include a more comprehensive approach to knowledge management. Having a repository where grant reports, contracts, meeting notes, contact information, and other internal data on partner organizations and individuals is stored, would provide a more systematic approach to knowledge management and institutional memory at Ecotrust.

IMPROVE COLLECTION OF DEMOGRAPHIC INFORMATION

Better demographic information on race, ethnicity, gender, and other key characteristics, can help us better understand our partners, clients, and beneficiaries. For the most part, data for this year contained some demographic breakdowns by race and gender, but this could be improved across the board to sharpen the analysis. For instance, currently our data on gender of business ownership does not include any non-binary or transgender categories. Our internal race/ethnicity categories do not currently match those of the leading nonprofit initiative devoted to racial equity, Race to Lead. It is understandable that challenges persist in collecting demographic data

especially through surveys and event registrations; the M&E team is looking into ways to address this together with the EWG and People and Culture.

IMPROVE DATA COLLECTION ON PARTNERSHIPS

A strong recommendation is for Ecotrust to consider at a deeper level the future direction of partnerships and ways in which these could be tracked, whether quantitatively or qualitatively. When tracking partnerships, it is especially important to keep in mind the partner's mission and objectives as well as our own. Further, we should make decisions about partnership formation with a view to our mission, values, Theory of Change, and medium- to long-term impacts. The purpose of entering in and maintaining a partnership is to advance our mission and that of our partner, not to seek short-term gain or boost impact numbers.

As stated above, one of Ecotrust's Core Values is to collaborate with humility. In this spirit, our partnership work deserves a closer look at what this value means for communities we wish to serve, especially those who are at the frontlines of threats to climate change and have suffered from institutional racism and/or other forms of social inequity.

EXPAND AND TRACK EDUCATION AND WORKFORCE READINESS SERVICES

This year we successfully included trainees to reflect the work Ecotrust recently began on education and workforce readiness, with a focus on expanding access to stewardship-related careers for BIPOC communities. Looking forward, we recommend that the M&E team continue to track Ecotrust's expanded work in the areas of education and workforce readiness, report an indicator of graduated students or trainees, and track over time trainees' placements in internships, apprenticeships, degree programs, and/or jobs.

Appendix A. 2019-2020 Comparisons

This Appendix provides a closer look at the comparisons from 2019 to 2020 for each indicator.

Acres

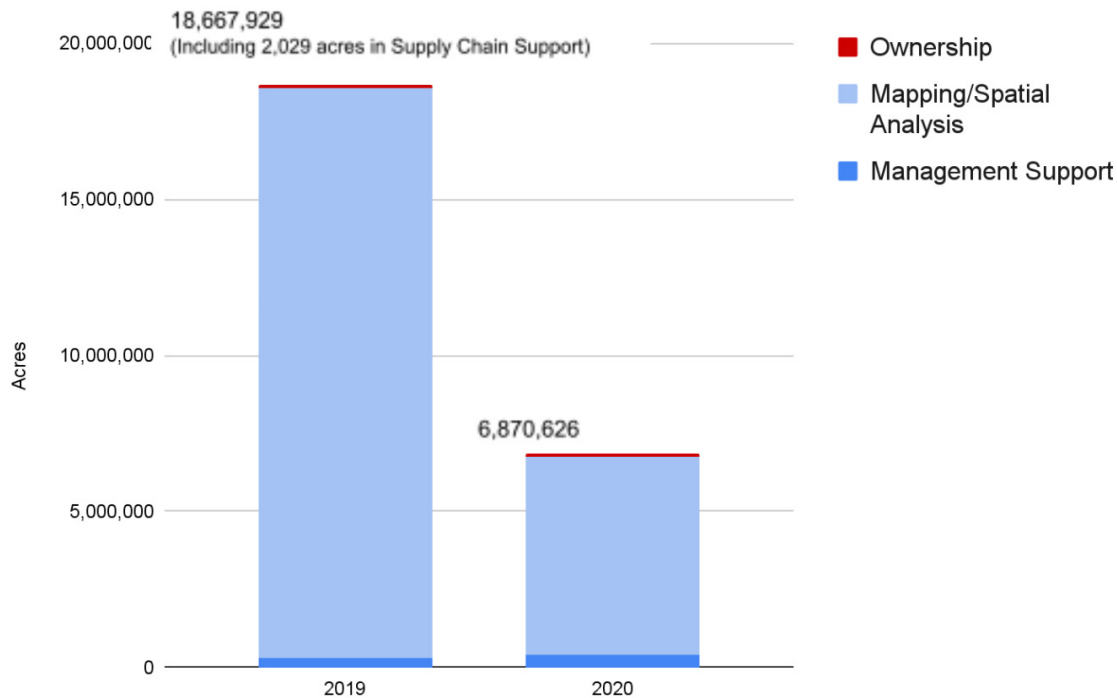
The Acres indicator focuses on the work Ecotrust does in supporting climate-smart land and water management, through ownership, management support, and mapping/spatial analysis. Table 15 shows the breakdown of types of support provided in 2019 and 2020. We did not group any acres in the category of Supply Chain Support for 2020 (see Table 15).

Table 15. Acres supported by type of intervention (2019-2020)

Year	Management Support	Mapping/Spatial Analysis	Ownership	Supply Chain Support	Grand Total
2019	315,451	18,251,289	99,160	2,029	18,667,929
2020	387,382	6,371,884	111,360		6,870,626

Figure 24 provides a bar chart visualizing this breakdown. There was a slight increase in acreage in Management Support (23%) and Ownership (12%) from 2019 to 2020. Acres supported through Mapping/Spatial Analysis, however, show a strong decline (65% decrease). The Drinking Water Vulnerability Assessment project did not map new acres in 2020, which accounts for most of the change in this category.

Figure 24. Acres by Type of support provided (2019-2020)

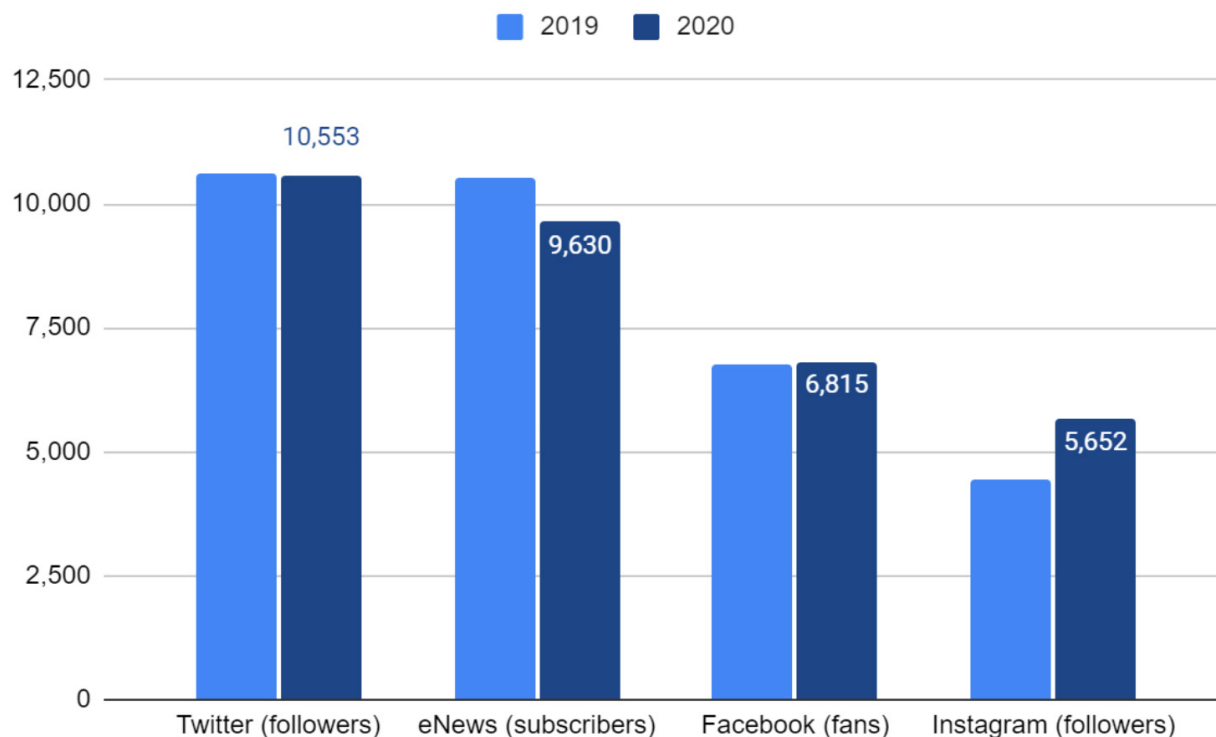


Audience

In 2019, for this indicator we focused on touch points with various external audiences, mostly through clicks, engagement, or subscribers. Thus our comparison for 2019 and 2020 is limited to this area.

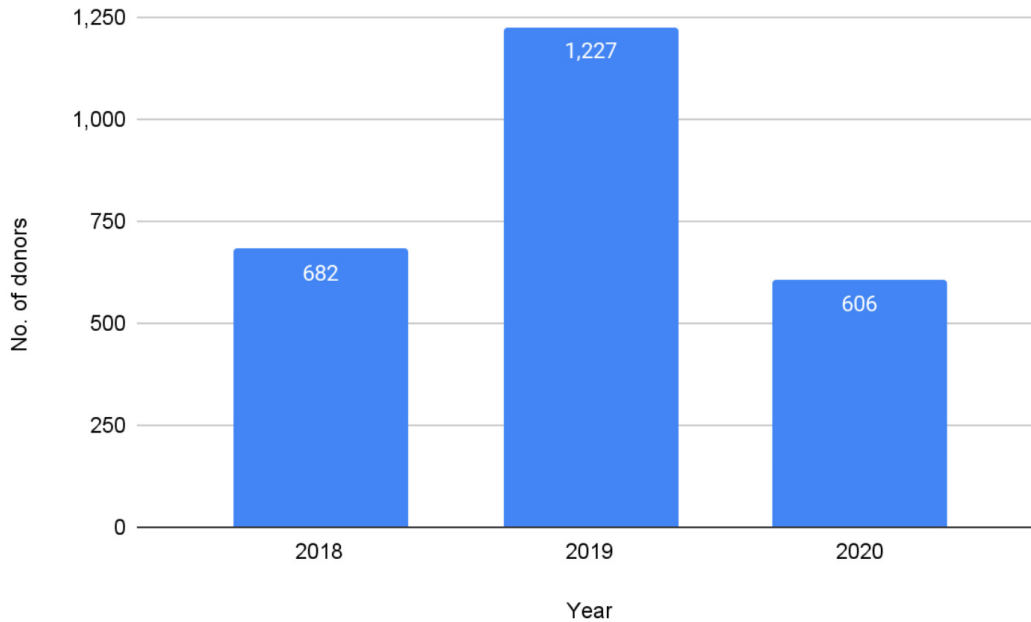
In Figure 25, Twitter followers and Facebook fans remained mostly unchanged for both years. The number of eNews subscribers went down by 8% from 2019 to 2020. The number of Instagram followers increased by 28% from 2019 to 2020. Engagement with our audiences through Instagram is showing increased prominence due to the ways in which we are connecting with our partners through this platform.

Figure 25. Social Media Audience Growth (2019-2020)



We have also collected data on the total number of Ecotrust donors, dating back to 2018. In Figure 26, the chart shows an uptick in donors from 2018 to 2019 (80% increase), but in 2020 the number of donors decreased 51% compared to the previous year. According to our Development team, it is likely that a primary reason for these reductions is the lack of in-person community fundraising events held in 2020, as a consequence of the COVID-19 pandemic. By contrast, we hosted two community events in 2019.

Figure 26. Number of Ecotrust Donors (2018-2020)



Businesses

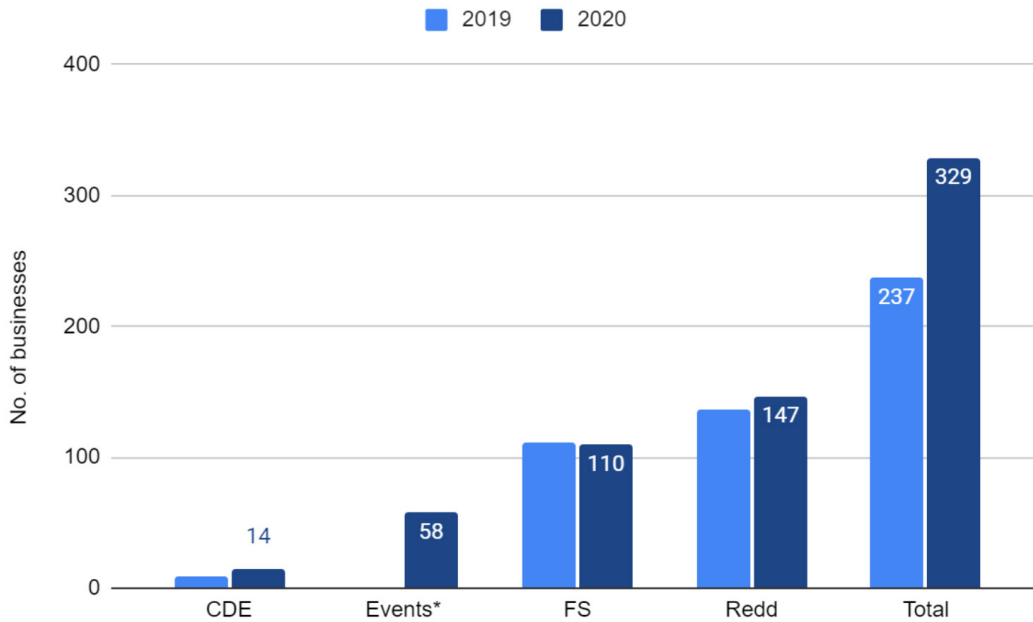
The Businesses indicator focuses on Ecotrust’s support for businesses in the region, ranging from farming and food processing to tribal renewable energy.

There are several important disclaimers about data for this indicator: 1) Data from Procurement were not available both years; 2) Events data were unavailable in 2019 and not comprehensive for 2020; 3) Since we do not have unique identifier data for every program participant, we cannot guarantee that all duplicates were eliminated.³⁹ Points 1) and 2) imply that the number of businesses supported is likely higher than reported here; however, the potential for duplicates highlighted in (3) implies an overcount.

The total number of businesses supported increased from 2019 to 2020, from 237 to 329 (39%). At the Redd, 10 additional businesses were supported in 2020 compared to 2019 (7% increase). The CDE supported 5 additional businesses in 2020, a 56% increase compared to 2019. The Food Systems team supported about the same number of businesses in 2019 and 2020 (112 and 110 businesses, respectively). In Figure 27, the number of businesses Events supported for 2019 is not shown, due to unavailability of data. Events supported at least 58 businesses in 2020.

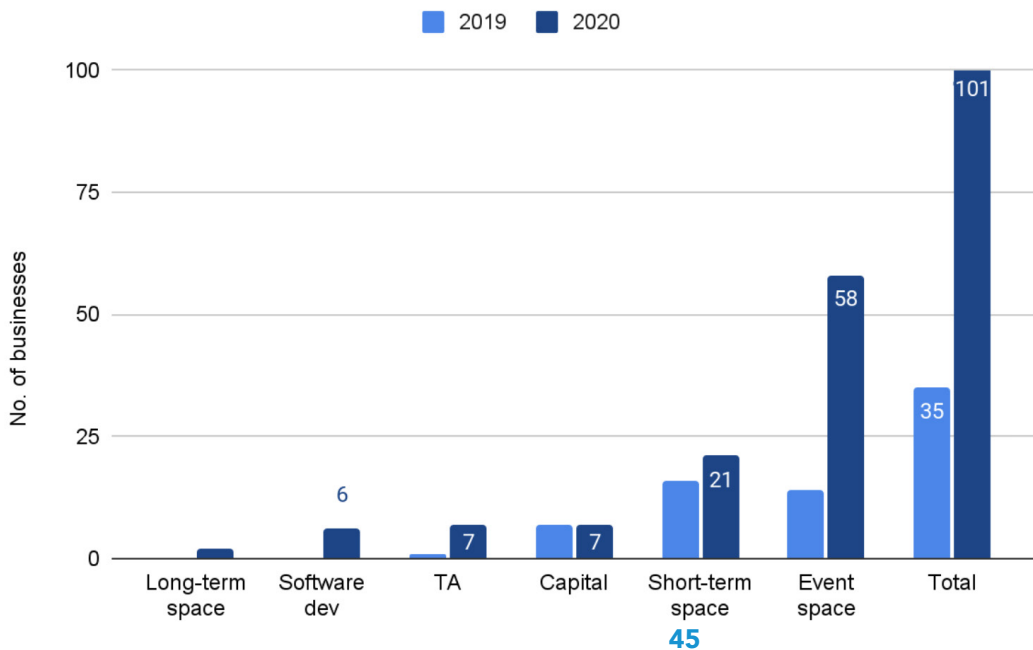
³⁹ Several of the businesses we support make use of multiple programs, functions, and services. For example, a Redd subtenant might also enroll in the AOTM Accelerator, or sell products at an open-air event. We eliminated duplicates wherever we found them.

Figure 27. Businesses supported by Program (2019-2020)



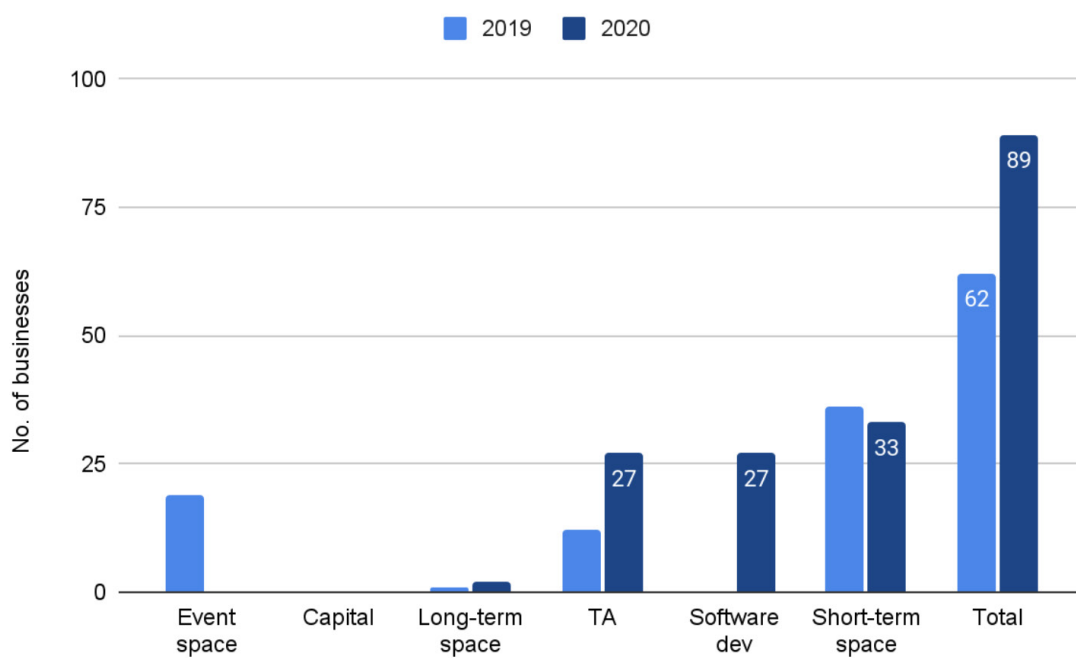
We display the breakdown of BIPOC-owned businesses supported for both years in Figure 28. The chart displays several types of support provided to businesses. The total number of BIPOC-owned businesses supported increased from 35 in 2019 to 101 businesses in 2020, nearly a threefold increase. The bulk of BIPOC-owned businesses were supported through services provided through event spaces (58 businesses), followed by short-term space use, such as at the Redd (21 businesses). Support through long-term space and software development are two categories that we did not have data for 2019.

Figure 28. BIPOC-owned businesses by type of support (2019-2020)



We provide insight on support to women-owned businesses for 2019 and 2020 in Figure 29.⁴⁰ The total number of women-owned businesses increased by 44%, from 62 in 2019 to 89 businesses in 2020. The number of women-owned businesses supported through technical assistance more than doubled, from 12 to 27 businesses in 2020. There is much data that is lacking in this picture, for example, support through event space is missing for 2020 (Figure 29). No women-owned businesses were supported through capital assistance (such as the New Markets Tax Credits program) in both 2019 and 2020.

Figure 29. Women-owned businesses by type of support (2019-2020)



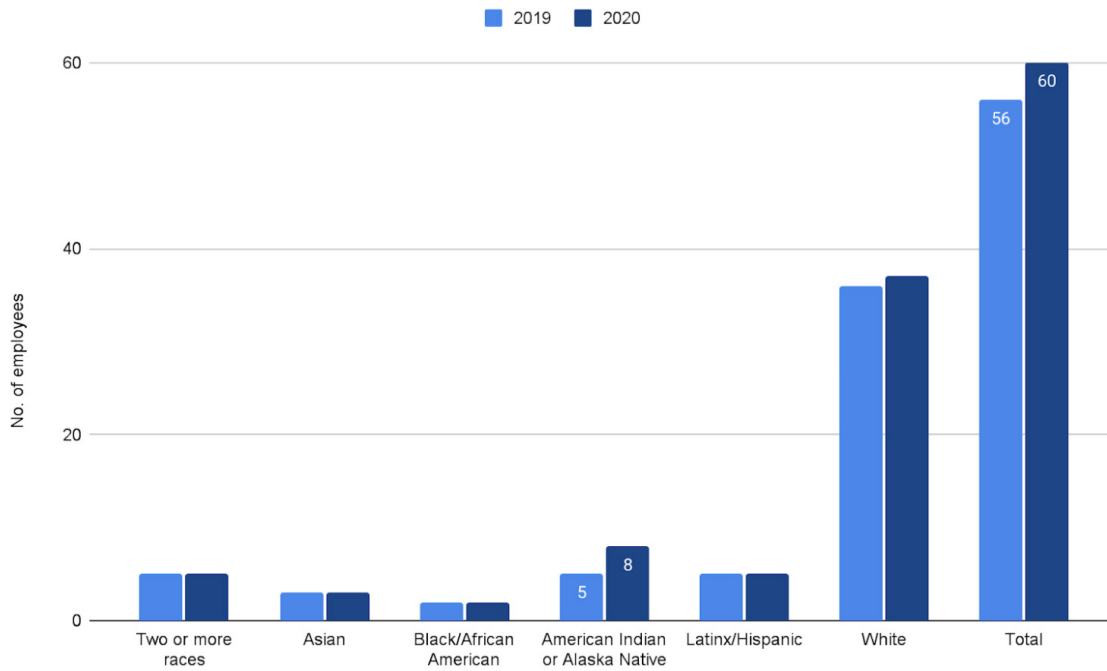
Inclusion/Equity

The information on Figure 30 provides a breakdown of the total number of Ecotrust staff by racial ethnicity.⁴¹ In general, the number of staff increased slightly in 2020, with 4 new staff (7% increase). A majority of this growth is shown to come from an increase in Native American staff.

⁴⁰ Currently, in our data collection system business owners are categorized as either women or men. To our knowledge, Ecotrust's data collection process for business owners to date does not include categories for gender non-binary and trans businesses owners.

⁴¹ The total number is staff here includes those who departed in 2020

Figure 30. Racial demographics at Ecotrust (2019-2020)



The following charts display the comparison of staff racial makeup in each job tier for 2019 and 2020.

Figure 31 displays the racial makeup of Tier 1 jobs for both years. There is little change in both years--a majority of jobs in this tier are held by white staff (over 80% for both years), followed by staff who identify as two or more races (17% in 2019; 14% in 2020).

Figure 31. Racial Makeup of Ecotrust Employees with Tier 1 Jobs (2019-2020)

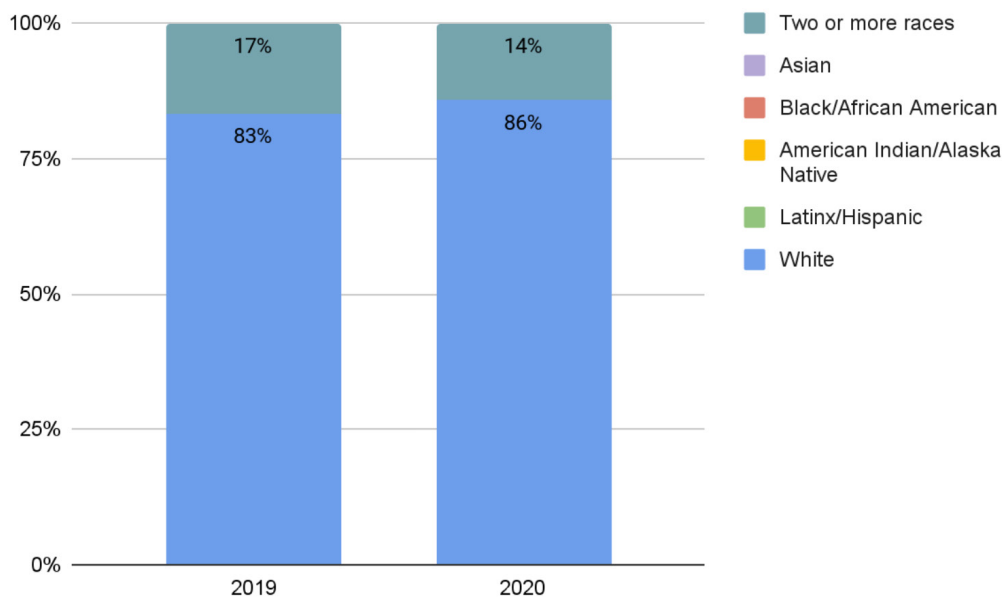


Figure 32 displays the racial makeup of Tier 2 jobs for both years. Tier 2 jobs show more staff racial diversity than Tier 1 jobs for both years. The majority of jobs in this tier were held by white staff in 2019 (67%). However, there is some diversity in the remaining jobs in this tier, as they are held by staff who identify as two or more races, black, Native American, and Latinx, all respectively at 8%. In 2020, the majority still remained white at 64%, while Native American staff held 18% of jobs in this tier, followed by Black and Latinx staff at 9% respectively.

Figure 32. Racial Makeup of Ecotrust Employees with Tier 2 Jobs (2019-2020)

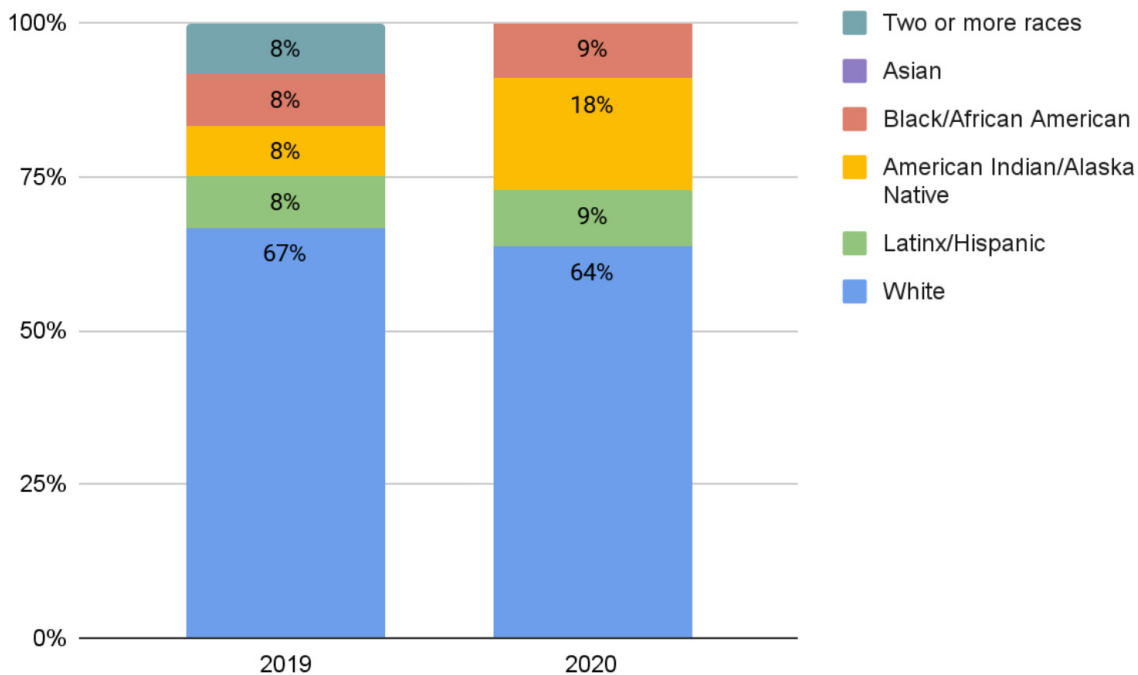


Figure 33 displays the racial makeup of Tier 3 jobs for both years. A majority of jobs in 2019 were held by white staff (86%). The remaining jobs were held by Asian and Native American staff, respectively 7% each. In 2020, there is a slightly more racially diverse group that made up Tier 3 jobs. While the majority of jobs were still held by white staff (75%), 13% of jobs were held by Latinx staff, followed by 6% Native American and Asian, respectively.

Figure 33. Racial Makeup of Ecotrust Employees with Tier 3 Jobs (2019-2020)

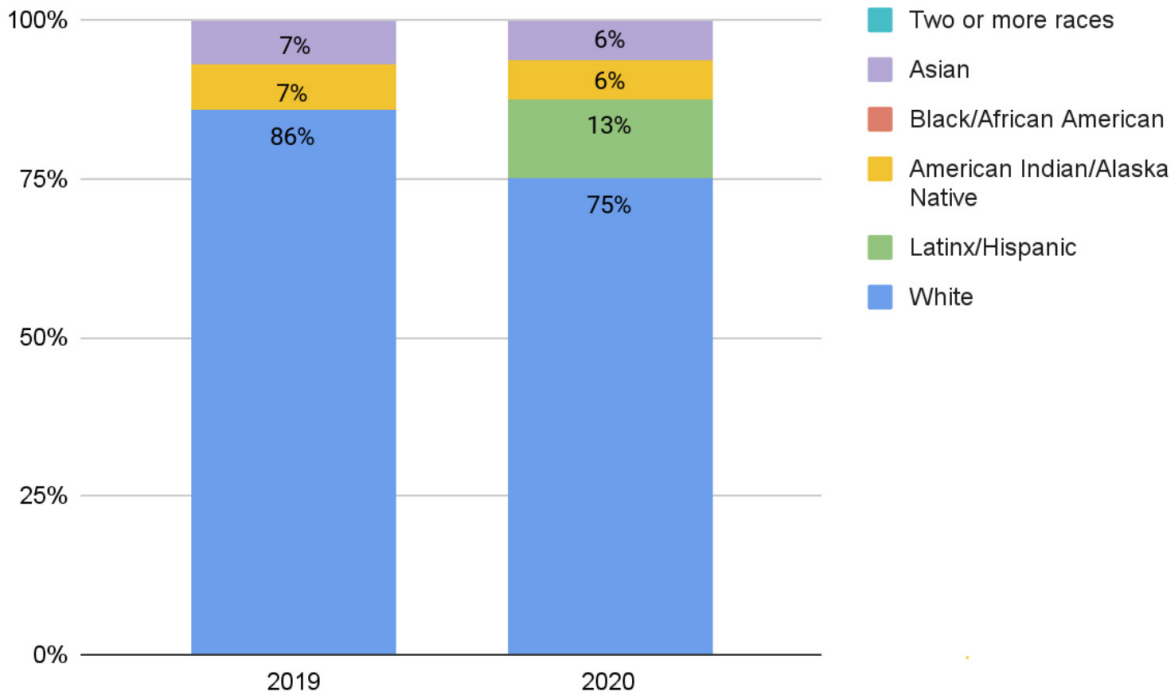


Figure 34 displays the racial makeup of Tier 4 jobs for both years. In both years, white staff held close to half (45% in 2019) or half (50% in 2020) of the jobs in this tier. In 2019, 27% of tier 4 jobs were held by Latinx staff, 18% Native American, and 9% Asian. There is more racial diversity in this job tier in 2020--17% of jobs were held by Native American staff, followed by 8% respectively held by staff who identify as Latinx, Black, Asian, and two or more races. This is also the most racially diverse job tier in 2019 and 2020.

Figure 34. Racial Makeup of Ecotrust Employees with Tier 4 Jobs (2019-2020)

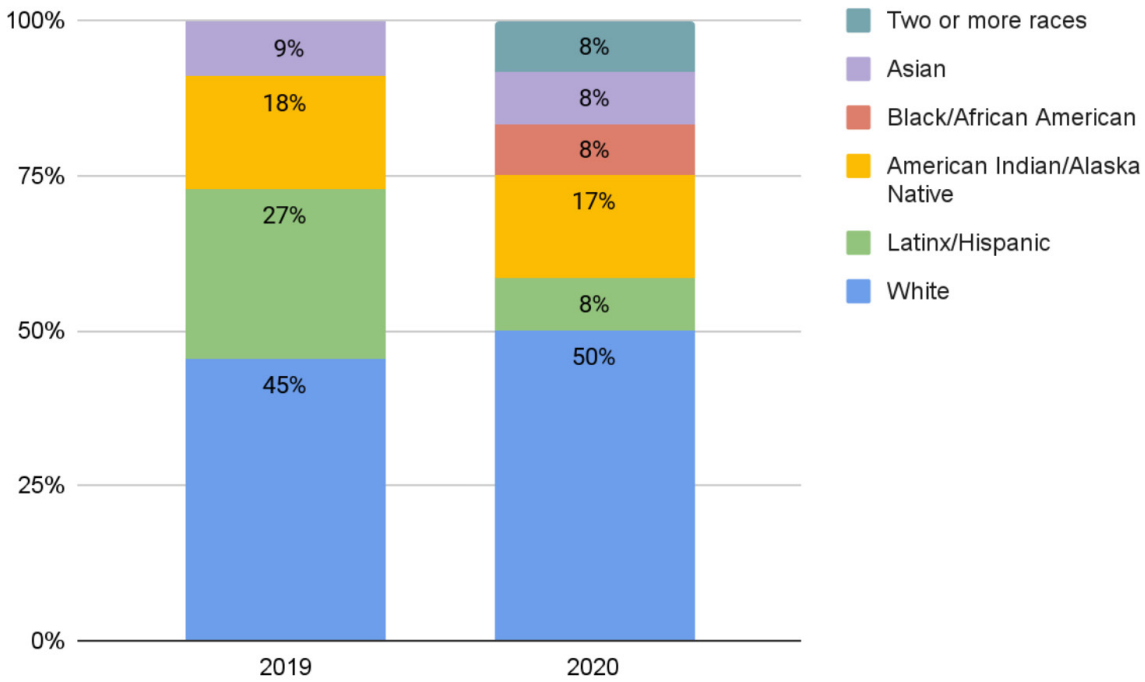
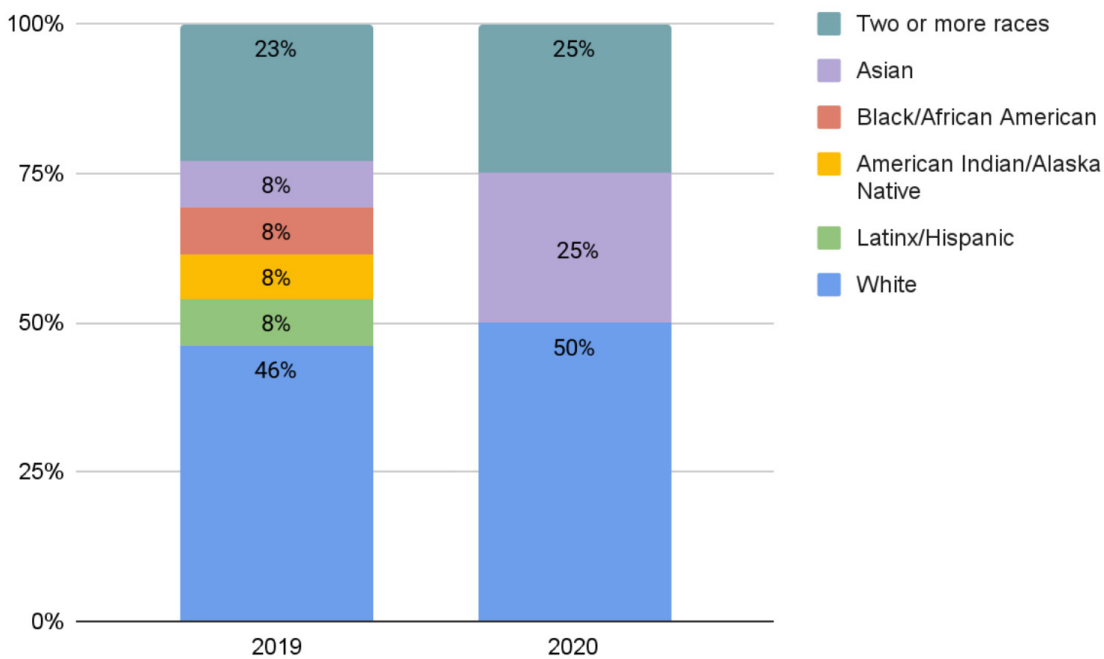


Figure 35 displays the racial makeup of Tier 5 jobs for both years. Similar to Tier 4, close to half of the jobs in Tier 5 were held by white staff (45% in 2019; 50% in 2020). In 2019, 23% of the Tier 5 jobs were held by staff who identified as two or more races, followed by 8% respectively held by Asian, Black, Native American, and Latinx staff. In 2020, half of the jobs were held by staff who identify as two or more races, and Asian (25% respectively).

Figure 35. Racial Makeup of Ecotrust Employees with Tier 5 Jobs (2019-2020)

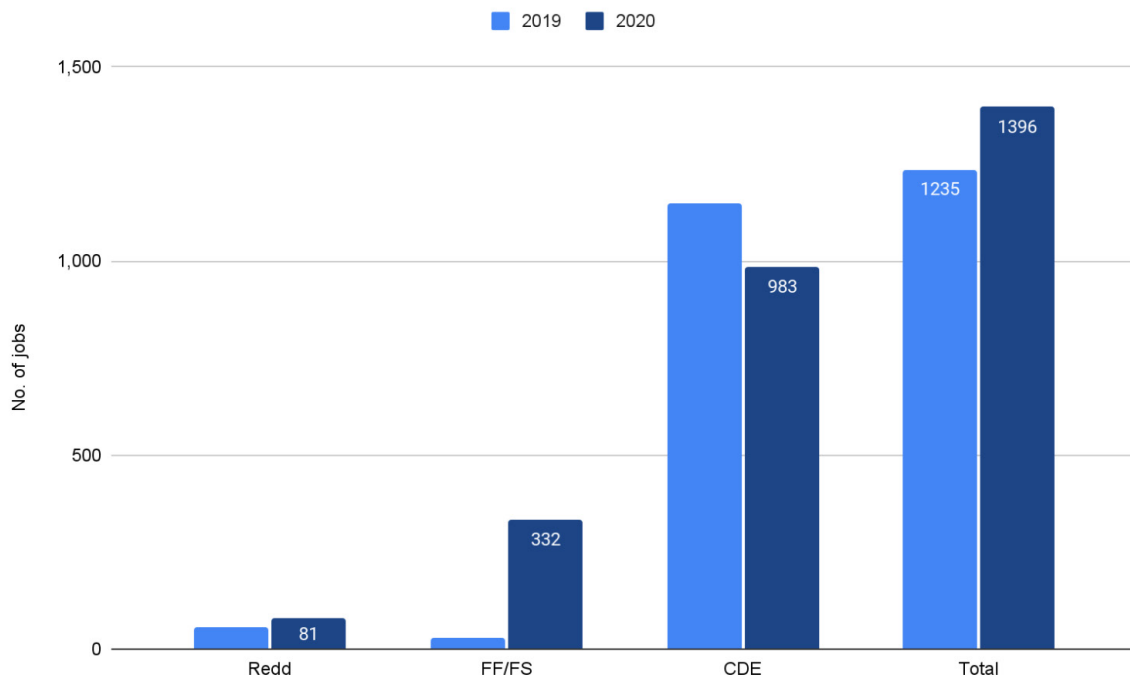


Based on data from these two years, the trend has remained for lower tiered jobs to have the most racially diverse staff (Tier 4 and 5). Tiers 2 and 3, however, display increasing racial diversity in both years, despite white staff holding the majority of positions in these tiers. There remains to be little movement in racial diversity of staff in Tier 1 from 2019 to 2020.

Jobs

In Figure 36, the number of permanent jobs created or supported⁴² from 2019 to 2020 increased by 13%, from 1,235 to 1,396 jobs. Jobs supported through the Redd increased by 45%, and Food Systems by almost ten-fold in both years. Jobs supported through the CDE showed a slight decrease from 2019 to 2020 (165 jobs less, 14%).

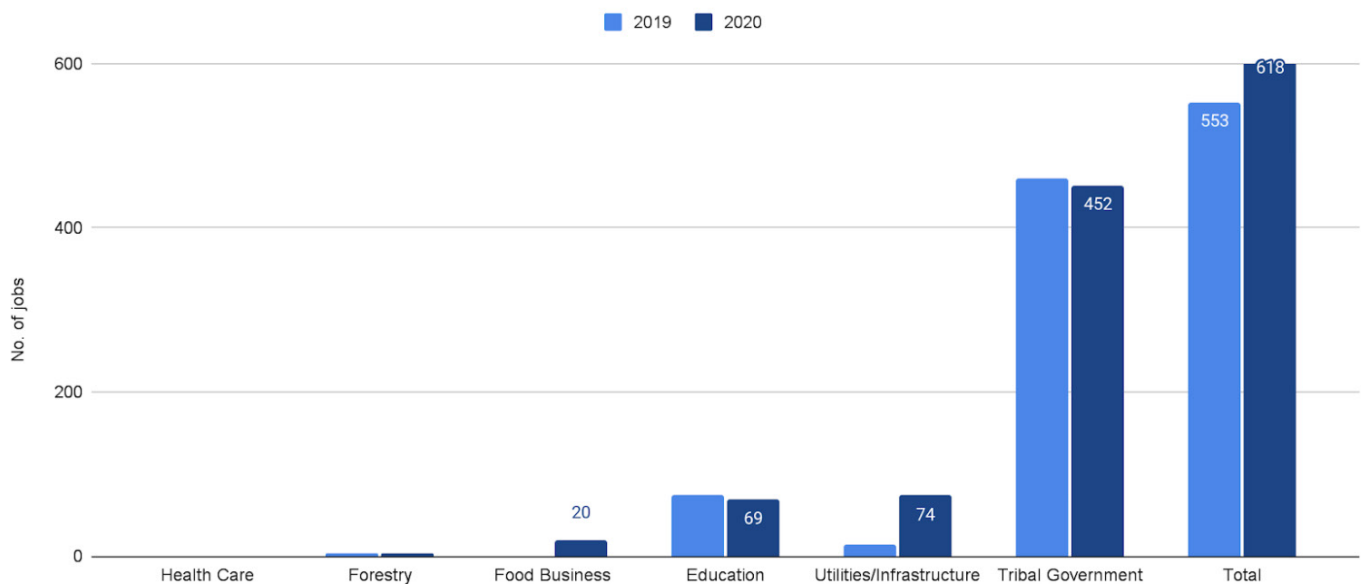
Figure 36. Jobs (created and retained) supported by Program (2019-2020)



⁴² Created jobs are jobs that did not exist before the intervention in which Ecotrust was involved: project, program, or investment. Supported jobs are jobs that did exist prior to the intervention, but that would likely have either disappeared, or else been of lower quality (lower wages, less security, fewer or no benefits) in the absence of the intervention. For the purposes of this analysis, we group created and supported jobs together.

Figure 37 displays permanent jobs supported through BIPOC-owned businesses for both years, broken down by type of business. Jobs supported through tribal government, such as those in the New Markets Tax Credit Program under the CDE, show up the highest among all categories for both years. An increase in jobs supported through utilities/infrastructure is noteworthy in Figure 9. The number of jobs in this category increased over five-fold, in regards to the American Samoa Power Authority (ASPA)⁴³ and Navajo Tribal Utility Authority (NTUA)⁴⁴ projects under the NMTCs.

Figure 37. Jobs (created and retained) supported through BIPOC-owned businesses (2019-2020)



⁴³ In 2018, Ecotrust CDE provided NMTC allocation to the American Samoa Power Authority (ASPA) for a project to replace 32 miles of corroded water piping on the American Samoan islands of Tutuila and Tafuna. This project, which is still ongoing, has improved access to clean water for 10,900 low-income residents of American Samoa, and reached 3,821 students (K-college) through educational and service programs. The project to date has supported 70 permanent FTE jobs, as well as 20 permanent part-time jobs.

⁴⁴ In 2018, Ecotrust CDE provided NMTC allocation to the Navajo Tribal Utility Authority to support solar energy distribution, new grid connections, and three wastewater treatment plants on the Navajo Nation in Arizona. The project has connected 827 low-income households to the grid with solar power; served 23,000 low-income residents with improved access to clean water; and avoided 80,500 tons of carbon dioxide emissions per year.

Appendix B. More information on Partners

This appendix provides some additional analysis on our Partners, including whether they come from organizations that are BIPOC-owned, led, governed, managed, and serving. We also include additional information on what organization sectors and organization types our partners belong to.

Figure 38. Partners: BIPOC-owned/led Organizations (2020)

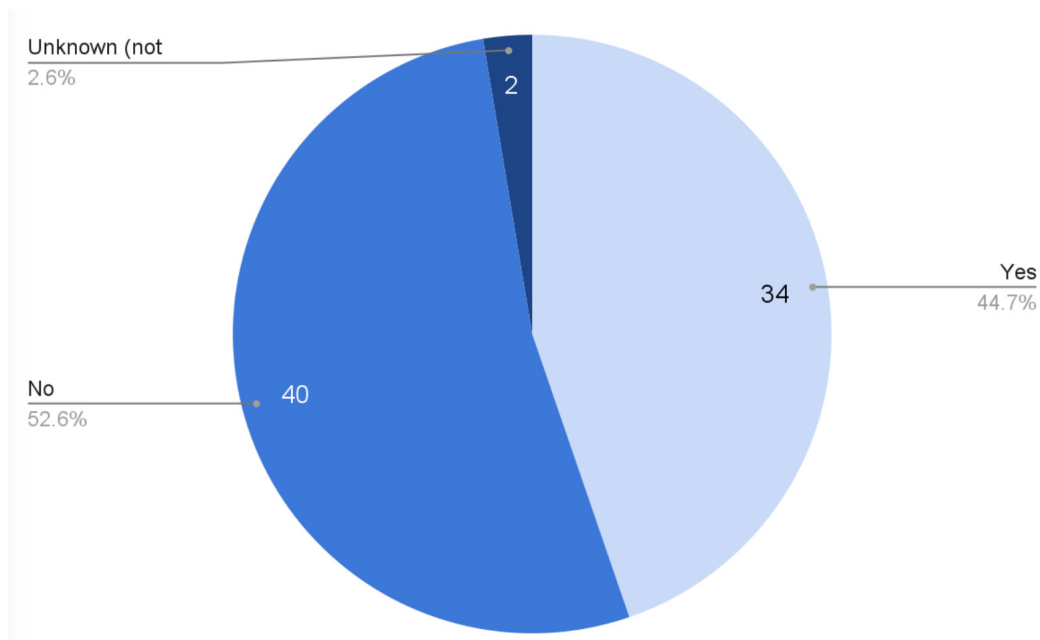


Figure 39. Partners: BIPOC-governed Organizations (2020)

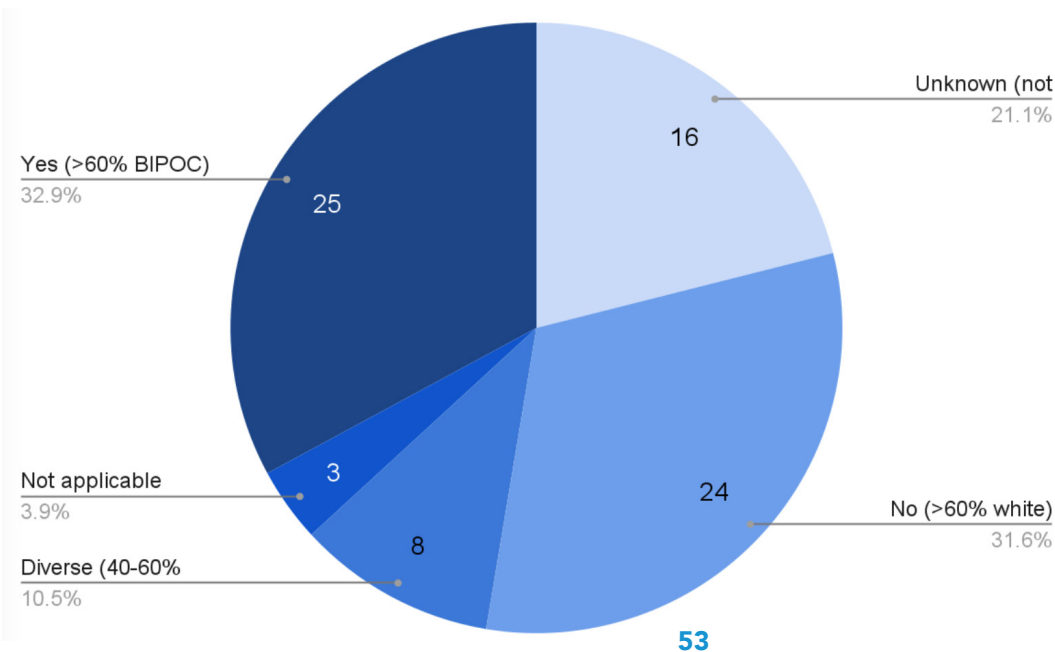


Figure 40. Partners: BIPOC-managed Organizations (2020)

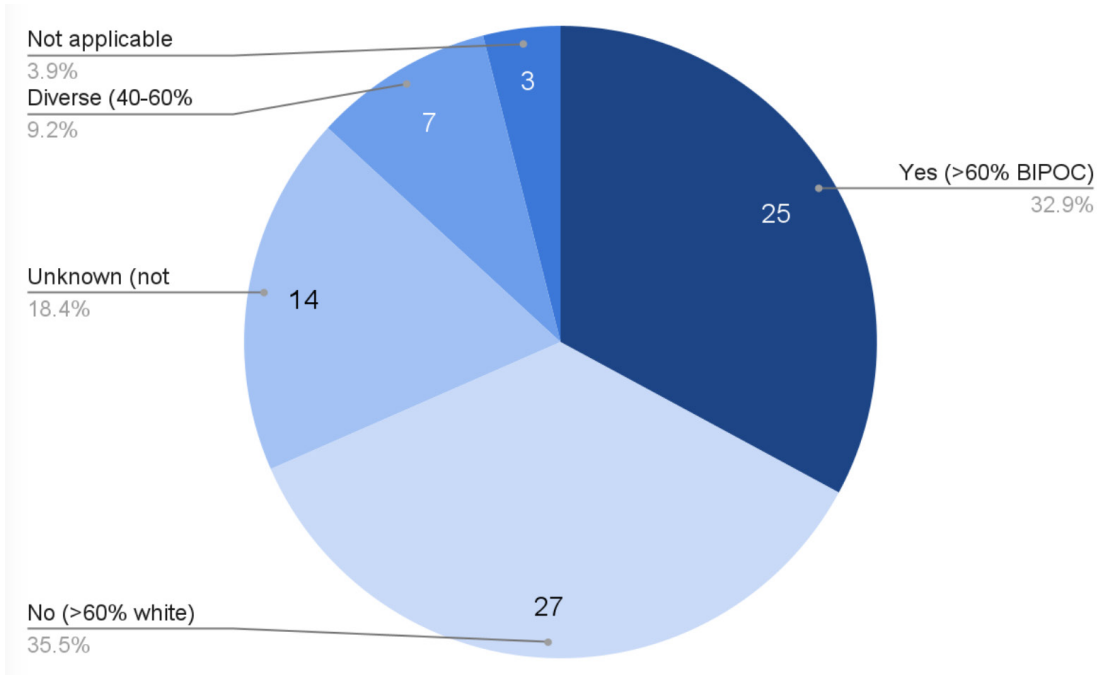


Figure 41. Partners: BIPOC-serving Organizations (2020)

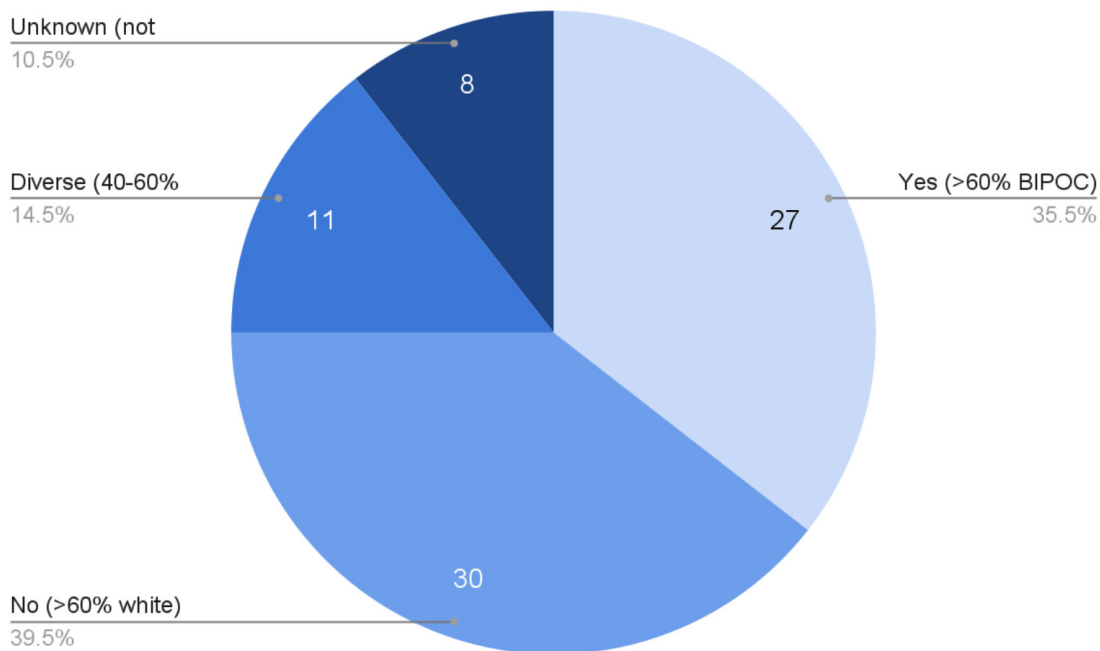
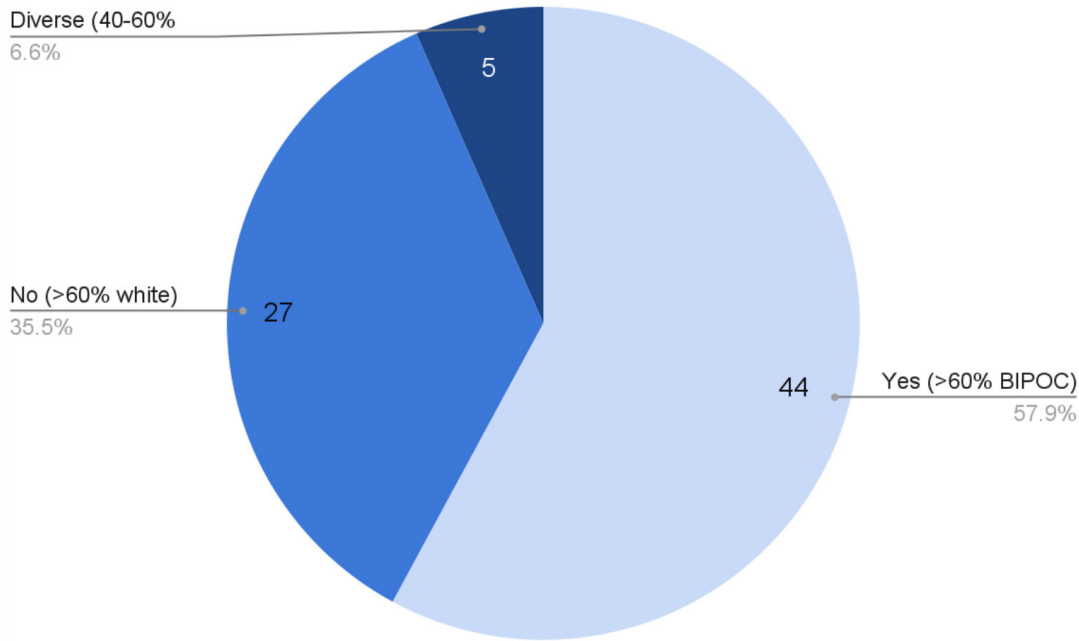


Figure 42. Partners: BIPOC-serving Projects (2020)



Interpretation: We are working on one or more BIPOC-serving projects with 58% of our partners.

Figure 43. Partners: Organizations by Sector (2020)

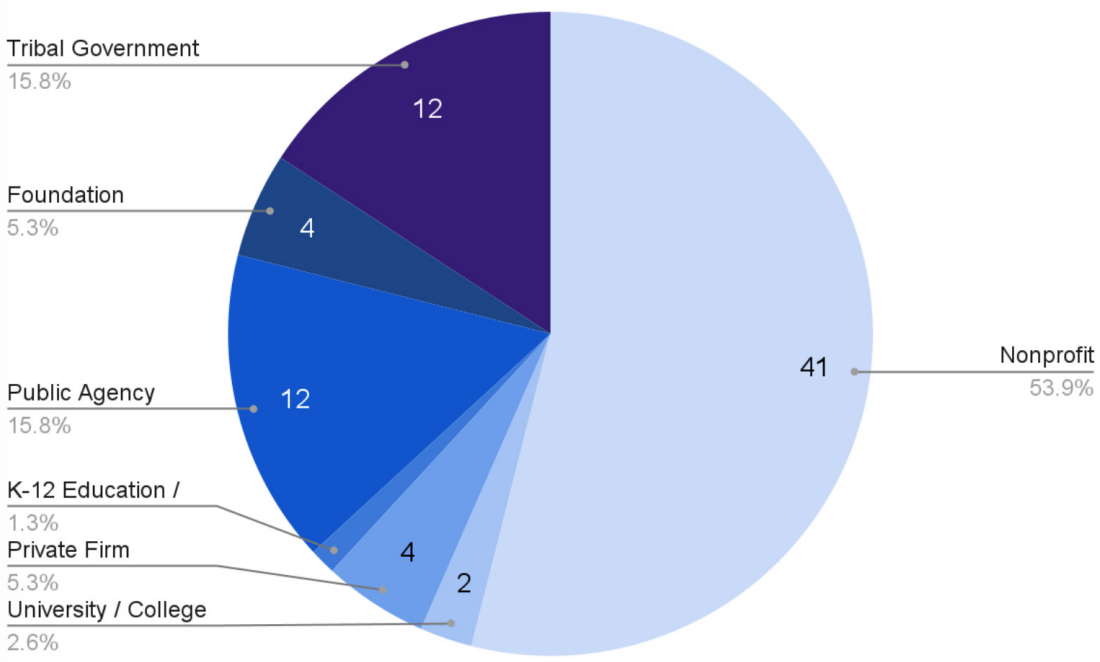
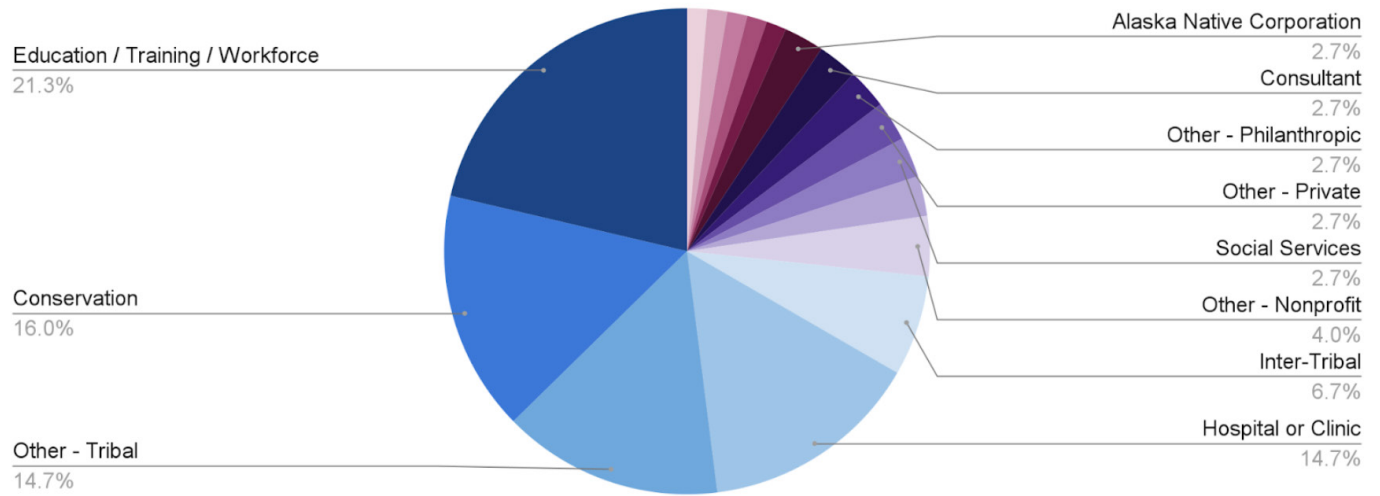


Figure 44. Partners: Organizations by Type (2020)

Figure 44. Partners: Organizations by Type (2020)



Appendix C. Education and Workforce Readiness Trainees

This section provides additional context on Education and Workforce Readiness Trainees in the Partners/Trainees indicator. This is an emerging area of impact for Ecotrust: educational programs aimed at promoting greater inclusion of BIPOC young adults in environmental sectors.

Education and Workforce Development Trainees Prior to 2020

Ecotrust has begun to work in partnership with community-based organizations to co-develop and support programs that educate and prepare youth and young adults from BIPOC communities for careers in stewardship related fields including urban and community forestry, ecosystem restoration, stormwater management, waste management, and agriculture.

In 2017, Ecotrust joined and co-developed the Green Workforce Collaborative (GWC), a partnership of seven nonprofit organizations devoted to pursuing career-oriented, stewardship focused workforce development focused on Black and Native-identified communities in Greater Portland. In 2018, the GWC founded the Green Workforce Academy (GWA), an education and field training program to introduce Black and Native-identified young adults to careers in environmental sectors. The program focused on workforce readiness skills, basic knowledge and exposure to environmental fields, and experiential knowledge through field training. The GWA's first cohort of 5 trainees completed the program in the fall of 2018. In 2019 and 2020, the GWA each trained two cohorts, from which 10 trainees completed the program each year.

In 2018, Ecotrust joined the Keex' Kwaan Community Forest Partnership (KKCFP), a collaborative of the Organized Village of Kake (OVK, the local tribal government), the local tribal corporation (Kake Tribal Corporation or KTC), and the regional Alaska Native corporation (Sealaska), and a range of conservation organizations and state and federal agencies. The KKCFP was formed to develop a community-based approach to long-term land stewardship and watershed planning. This partnership has included a training component directed at youth and young adults in the Alaska Native community of Kake. In 2019, Ecotrust staffer Miakah Nix developed and delivered a series of field training sessions to a total of 11 young adults in Kake.

In 2019, Ecotrust collaborated with the Affiliated Tribes of Northwest Indians Economic Development Corporation (ATNI-EDC), the Intertribal Timber Council (ITC), Heritage University (HU), and the United South and Eastern Tribes (USET) to co-develop EnvironMentors, a community and urban forestry and professional development mentoring curriculum directed at tribal high school students. This program was delivered entirely online due to the pandemic and, in 2020, trained its first cohort of 8 high school students who were enrolled in the Yakama Nation Tribal School.

In sum, Ecotrust's education, workforce readiness, and workforce development programs trained a total of 29 youth and young adults in 2020. Despite the limitations recently imposed by the COVID-19 pandemic, Ecotrust has continued to expand its range of programs in career education, workforce readiness, field training, and beyond.

Appendix D. Ecotrust's Working Theory of Change (2020): One-Page Summary

Internal only / 2020

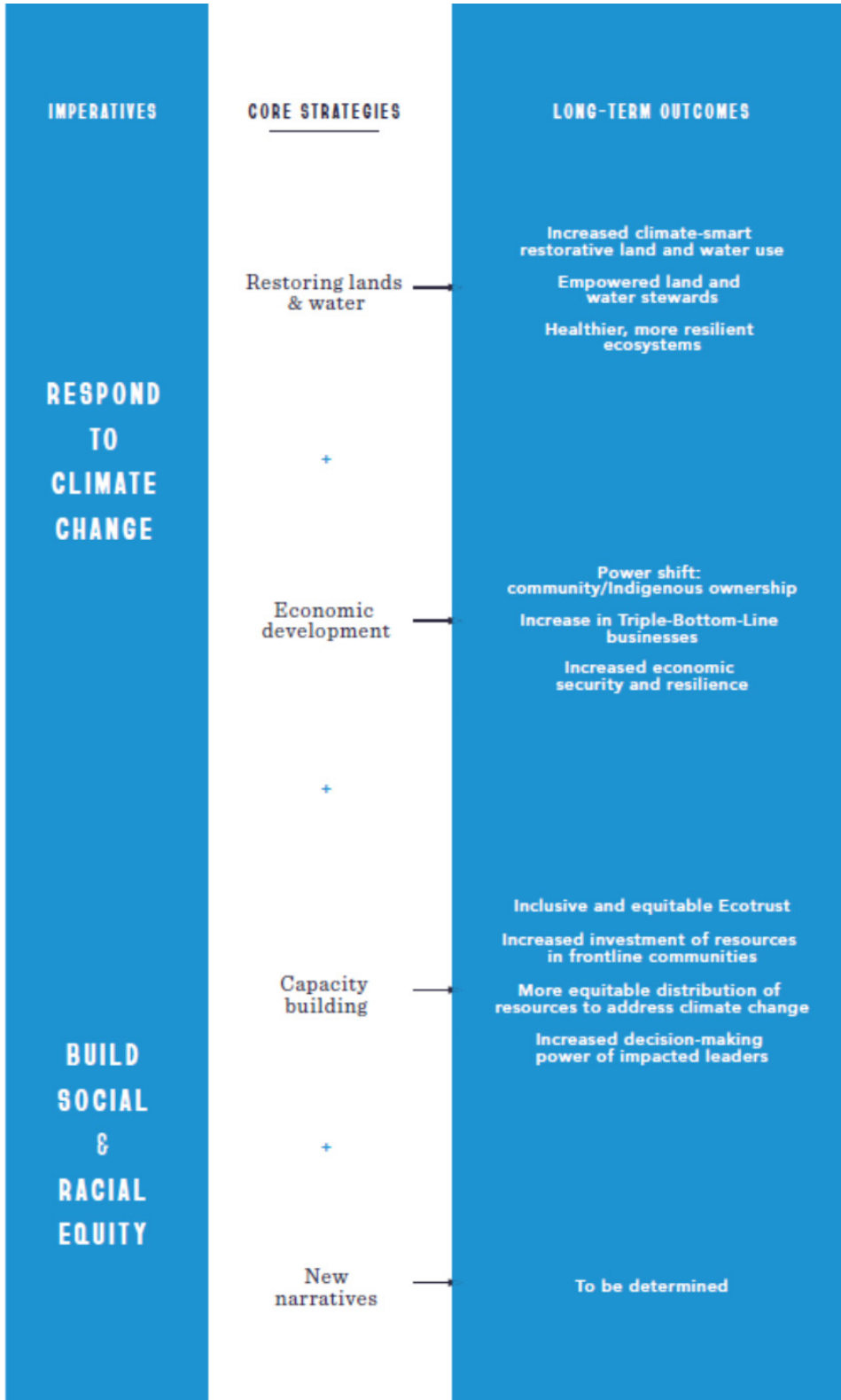
WORKING THEORY OF CHANGE

THE PROBLEM

Business as usual degrades nature and harms people.

OUR VISION

An equitable economy supporting the well-being of the region and its people.



Glossary of Terms

AOTM	Agriculture of the Middle Accelerator Program
ASPA	American Samoa Power Authority
ATNI-EDC	Affiliated Tribes of Northwest Indians - Economic Development Corporation
BIPOC	Black, Indigenous, and People of Color
CDE	Community Development Entity
CDFI	Community Development Financial Institution
CRM	Customer Relationship Manager
EFM	Ecotrust Forest Management
EWG	Equity Working Group
F2S	Farm to School
F2ECE	Farm to Early Childhood Education
FCC	Fisheries and Coastal Communities
FES	Forestry and Ecosystem Services
FFF	Farms, Fisheries, and Food
FS	Food Systems (formerly Farms, Fisheries, and Food)
GWA	Green Workforce Academy
GWC	Green Workforce Collaborative
HU	Heritage University
ITC	Intertribal Timber Council
KKCFP	Keex' Kwaan Community Forest Partnership
KS	Knowledge Systems
KTC	Kake Tribal Corporation
LFPP	Local Food Promotion Program
M&E	Measurement & Evaluation
NCC	Natural Capital Center
NMTC	New Markets Tax Credits
NTUA	Navajo Tribal Utility Authority
OH4S	Oregon Harvest for Schools
OVK	Organized Village of Kake
TOC	Theory of Change
UCSRB	Upper Columbia Salmon Recovery Board
USET	United Southern and Eastern Tribes