

**Diversity, Equity & Inclusion (DEI) Initiative Report to WMSWCD Board of Directors**

**For April 2019 Board of Directors Meeting (covers February & March 2019 activity)**

<p><b>Diversity, Equity &amp; Inclusion Committee</b></p>	<ul style="list-style-type: none"> <li>• DEI Committee meetings were held on February 19<sup>th</sup> and March 22<sup>nd</sup>. The February 19<sup>th</sup> meeting was held with a subset of committee members and focused on crafting our FY 2019-20 Workplan and Budget as well as a review of the Committee’s overarching goals and strategies (both attached). A robust conversation on our overarching DEI goals, strategies and measurable objectives resulted in a draft document that centers on our long-term vision of an organization that embraces diversity and fully supports equity and inclusion for all. At the March meeting the committee approved of past meeting summaries for January &amp; February (attached), finalized our workplan and heard about the recent internship hiring process and outcomes. A more complete report back on the internship hire’s diversity, equity and inclusion outcomes will be presented at the May meeting, but an initial review of demographic information and questionnaire survey responses showcased enhanced DEI outcomes.</li> </ul>
<p><b>Equity Lens</b></p>	<ul style="list-style-type: none"> <li>• Susan and Jim met with Cliff Jones on February 13<sup>th</sup> to debrief on feedback from attendees of the Board Session. The debrief resulted in shared materials on adaptive management, an emphasis on continuing to use the long version of our equity lens and a plan to continue to work with a facilitator on key upcoming decisions around the Long Range Business Plan. The advice of continuing to use the full longer version of the equity lens came with advice of using the lens over a short period of time (~1 hour), so additional advice on how to do so has been requested.</li> <li>• Michelle used the equity lens in sending out request for proposals, and for awarding contracts.</li> </ul>
<p><b>Hiring</b></p>	<ul style="list-style-type: none"> <li>• Laura coordinated a process that piloted implementation of the newly created hiring playbook for this spring’s internship hires. The playbook proved successful in helping to prompt steps to increase equity outcomes for this spring’s internship hires. Steps included strategically scheduled “equity pauses” in the hiring process and adjusting qualifications.</li> <li>• A debrief meeting from the entire team of staff involved in the recent internship hires from applicant reviews through interviews captured many important learnings as well as additional questions around policy, process and candidate requirements that will be followed up on and integrated into our hiring playbook and/or future internship hiring processes.</li> </ul>
<p><b>Board Activity</b></p>	<ul style="list-style-type: none"> <li>• Susan coordinated a response to EMSWCD’s local government DEI meeting to express our appreciation for their efforts, a desire to be kept in the loop and a desire for more topical agenda-focused meetings for any future gatherings.</li> <li>• Susan is continuing the second step to the biannual audit process through CCC’s Organizational Self-Assessment tool.</li> <li>• Terri submitted written testimony for HB 2958 focused on the need to convene an inclusive working group to deliberately study and make recommendations for improvement of SWCD director eligibility criteria.</li> </ul>
<p><b>Staff Activity Highlights</b></p>	<ul style="list-style-type: none"> <li>• Staff provided input to Mary to incorporate into the DEI FY 2019-20 Workplan.</li> <li>• Jim attended an Audubon Nature Night focused on diversity and the environment.</li> </ul>

	<ul style="list-style-type: none"><li>• Jim and Mary provided a reference check for Cliff Jones for Benton SWCD. Through this meeting we learned of the exciting DEI work Benton is conducting.</li><li>• Michael attended a World Forestry Center talk on reducing illegal logging and export in the Peruvian Amazon.</li><li>• Mary spoke with Shweta Moorthy of Coalition of Communities of Color and found that they do not have the capacity to work with us on this next phase of Demographic Data Collection Planning. Mary has followed up with Ping Khaw of CELs and Portland State University contacts on the same.</li><li>• Renee updated links to newly revised Spanish language CWMA web materials.</li><li>• Renee and Mary met to discuss how to collaborate on “audience research” that seeks information from diverse community members and leaders with an aim towards more accessible, equitable and inclusive communications and services.</li></ul>
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**Prepared by Mary Logalbo, Co-Chair, Diversity, Equity and Inclusion Committee, 4/12/19.**

## **WMSWCD Diversity, Equity and Inclusion Committee Meeting Summary**

### **January 25, 2019 11:30 am to 1:30 pm, WMSWCD Office**

**Attending:** Mary Logalbo, Susan Weedall (Co-Chairs); Jim Cathcart, Scott Gall, Renee Magyar (phone), Randi Razalenti and Laura Taylor.

#### **Welcome/Check-In/Equity Shares:**

- Susan – Upcoming Board Equity Lens Training – tomorrow (1/26). Awesome prep from Terri, Randi and Jim.
- Terri – Successful Science Talk last night (1/25) (Tryon Creek Watershed Council) featuring Laura talking about native bees. Good feedback from a person of color attendee about how to conduct outreach for these types of events so as to achieve better opportunity, access and attendance by people of color.
- Laura – Youth Environmental Job Share (two weeks ago). Great experience. Able to reach a lot of youth of color and a broad spectrum of folk; culturally diverse – Islamic, African American, Asian. Getting natural resource work on the radar as a job opportunity with these audiences. Received some unsolicited resumes for the Field Intern positions. Laura directed them to our application process. 4 County Cooperative Weed Management Area (CWMA) Pull Together. Interesting talk by Rosario Franco and woman who organized the Twinning Project (professional worker exchange program with Mexico around restoration work). Workers want more learning opportunities, about the meaning of their work. More than just a job. Workers from both countries are developing “pen pal” programs. Effort needs funding for the Mexico side of the project.
- Mary – Inspired by the CWMA talk as well. Has reflected on this. Sharing follow-up ideas about opportunity with respect to the District’s work with Verde in the realm of site assessment work for completed restoration projects. Mary is also in an equity planning mode. Met with Ping Khaw and Koffi Dessou to discuss ideas.
- Randi – Finished redacting all the Field Intern resume’s that have come in to date. Expecting a lot of resumes on deadline day. Currently at 75 applications (new record). Eligibility changes have increased diversity.
- Renee – One small accidental win. Contracting, illustrator for doing the branding for the 75<sup>th</sup> Anniversary is both a minority and woman owned business.

**Approval of the November 30, 2018 Meeting Summary** – Accepted with no corrections.

**Coalition of Community of Color Self-Assessment Findings & Goal Setting** – Trend is a lowering of our scores. What does this reflect? Greater awareness of the categories and holding ourselves to a higher standard of success. Also, each assessment was done through a different process. Assessment process could be enhance by having group discussion around the categories/questions. Examples of what outcomes leads to a particular score. Group felt it was good to continue this. Tracks where we are at. The assessment goes beyond just listing all the activity and steps we have taken as an organization. Good for communicating to other organizations where we are at. Also, helps prioritize where we need to steer our efforts because the goal is to improve – we want to improve. *Action - Group will continue with the assessment with the next set of questions.*

**Demographic Data Collection** -- Meetings with Ping Khaw and Shweta Moorthy reflect that the District needs to do a bit more work with our partners with respect to goal setting. Difficult to collect data without having clear goals to collect performance data around. Metro has been contracting with community based organizations about performance data metrics. Key is making the data relevant to those communities. Been doing this for 10 years. Still struggling. Key is being explicit about what the organization means when it says it is going to do something on equity and inclusion and then define how impactful we can be. Metro is in the process of rolling out their work plans – goals, actions, assignments and performance metrics/indicators. Foundational is building our relationships with this communities. The CONNECT Southwest PDX gave us some experience. Ping would like to assist with this. *Action – Need to have follow-up discussion regarding our goals.*

**Diversifying Speakers Presenting at WMSWCD Events** – Renee. Observation. Field is largely white. Soil School. Our go to pool of speaker possibilities is largely white. If our goal is to diversify those that come to Soil School, we need to diversify our speakers. Falls back to relationship building. Discovering people of color in the conservation field. What is their specific area of expertise? May require intentional effort to recruit speakers of color. Pay their travel, etc. to bring them in rather than rely on speakers sourced from the Portland area. Eye on Soil School 2020. Also, next opportunity is the 75<sup>th</sup> Anniversary (Verde, Wisdom of the Elders, Bailey Nursery (and their workforce)). Partnership log would be good space to keep notes on this sort of thing.

**Gender Pronouns** – Continue the discussion at the All Staff Meeting in February.

**Action Item Review** – (1) Continue with the Self-Assessment. (2) Special meeting to continue work on Goal Setting.

**Next Meeting:** Friday, March 22, 2019, 11:30am to 1:30 pm, WMSWCD Office.

**WMSWCD Diversity, Equity and Inclusion Committee Special Meeting Summary  
February 19, 2019, 9:00 am to 11:00 am, WMSWCD Office**

**Attending:** Mary Logalbo (Co-Chair); Scott Gall, Renee Magyar, Randi Razalenti, Laura Taylor

**Draft Goals**

The Diversity, Equity and Inclusion (DEI) Committee reviewed proposed draft goals that were pulled from concepts or actual statements in the District's Racial Equity Statement. It was agreed upon that it would be beneficial for these goals to be more generalized to all marginalized communities (rather than targeting race or culture) to encompass the work that the District is doing and has on its radar to do to become a more inclusive, diverse, and equitable organization for all. In conjunction with this, a specific bulleted sub set of these goals related to the DEI Committee's focus on racial disparities will be created. Included will be a statement of why racial disparities are being specifically targeted within these goals. Mary will work on reconstructing the language and consult with Susan Weedall and bring in Renee as needed or at a final review prior to the March DEI Committee meeting.

**Draft DEI Initiative Fiscal Year (FY) 2019-2020 Annual Work Plan**

The DEI Committee reviewed the draft DEI Initiative FY 2019-2020 annual work plan. Revisions include [those to make changes in brackets]:

- Organizational capacity building program area: work the 'reporting of inclusivity survey findings' from the inclusivity goal into an accountability goal and change those involved to be 'all staff'. [Mary]
- Communications & outreach program area: Renee to look at her annual work plan and work with Mary if there is different and/or additional language to include. Add language regarding working on Section 508 compliancy for the District website (assures access to those with disabilities). Consider adding language in this area regarding diverse parties as speakers to events such as Soil School or add elsewhere within the plan as seen fit. [Renee with support from Mary]
- Contracting Policy program area: change those involved to be 'all staff'. [Mary]
- Hiring Practices: update to include language regarding incorporating SDAO best practices and Oregon laws as applicable. Randi can be listed as lead on the permanent hire hiring playbook, with the overarching team to be the Leadership Team in conjunction with the Intern Supervisor and/or Laura to take on the scaled down version of the schedule for the internship program. [Randi]
- Partnership Development & Maintenance (pt. 1 of 3): consider altering the metric to include or replace the current metric with "grow network and increase engagement with diverse populations". [Mary]
- Partnership Development & Maintenance (pt. 2 of 3): Mary to discuss the inclusion and timeline of the Community Advisory Committee with Jim, Terri and Susan and add in Community Engagement Liaison as a potential partner on this item. [Mary]
- Partnership Development & Maintenance (pt. 3 of 3): change those involved to be 'all staff and Board'. [Mary]
- Include 'leads' as applicable under 'Staff, Board and/or Partners Involved' for each goal. [Mary]

Mary will share the annual work plan with all staff and let them know to include themselves as staff involved in areas that they are planning to engage in and to put in specific timeframes where applicable.

**Next Meeting:** Friday, March 22, 2019, 11:30am-1:30pm, WMSWCD office.

West Multnomah Soil & Water Conservation District  
**DEI Detail Report**  
July 2018 through February 2019

	<u>Date</u>	<u>Name</u>	<u>Memo</u>	<u>Amount</u>
<b>Jul '18 - Feb 19</b>				
	02/28/2019	DM-Credit Card	Office Depot: notepads for Special Board meeting: Equity Lens training for Board	12.87
	02/28/2019	DM-Credit Card	Industrial Cafe: Equity lens training debrief with Cliff Jones, Susan Weedall and Jim Cathcart	41.50
	01/31/2019	DM-Credit Card	lunch for January 26h Special Board meeting (Equity Lens Training)	206.25
	12/31/2018	DM-Credit Card	Powells Books: Uprooting Racism	24.99
	11/30/2018	SG-Credit Card	registration fee for Wisdom of the Elders Moving into the Next 25 Event for SG	28.16
	11/30/2018	Susan Weedall	lunch meeting prep with Cliff Jones for Equity Lens Workgroup for Board in January	47.50
	08/31/2018	DM-Credit Card	Thai Bloom lunch with Koffi Dessou - DEI Committee meeting 7/27/18	145.40
<b>Jul '18 - Feb 19</b>				<u><u>506.67</u></u>



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## **WMSWCD Diversity, Equity & Inclusion Goals, Strategies & Objectives Explained:**

The following includes overarching District goals for diversity, equity and inclusion as well as goals specific for our current race-centered initiative. These goals, strategies and objectives are intended to provide clarity, commitment and accountability to the District and the communities it serves. Details on how these strategies will be implemented and how objectives will be measured can be found in the DEI annual workplans.

### **Why Center on Race?**

Our District has taken the initiative to review the history of racial disparity in Oregon, and how this history persists in the form of unconscious biases and cultural barriers that contribute to disparities in how we work, whom we work with and whom we serve. We recognize that gaining the perspectives of, and working with, communities of color will increase our organization's overall strength. The District acknowledges that racism requires attention and focus for long term change to take place. We understand that as we deepen our ability to understand and eliminate racial inequity, we are better equipped to transform individual actions, systems and institutions to enhance equity outcomes for all. While the District leads with race, we recognize that many other forms of oppression are perpetuated by the interactions of institutions, individuals, and culture operating amidst their historic contexts. Although we must prioritize our strategies, we maintain an approach that recognizes that all oppressions are inter-connected and, that by addressing some of the most glaring disparities, others oppressed may benefit. The District supports and encourages actions that lead to increased diversity, equity and inclusion outcomes for all.

### **Overarching WMSWCD Diversity, Equity & Inclusion Goals**

1. Inclusivity: The WMSWCD is an inclusive organization that welcomes and engages all people in all facets of our organization, activities and programs.
2. Diversity: The Board and staff of the District, the contractors we hire and the people who benefit from our work reflects the demographics of our service area.
3. Equitable Engagement: The District meaningfully engages historically marginalized communities.
4. Equity Accountability: The District works proactively and deliberately to understand and advance equity outcomes.

### **Racial WMSWCD Diversity, Equity & Inclusion Initiative Goals**

*Underlined phrases are provided a definition at the end.*

- a) Inclusivity: The WMSWCD is a culturally inclusive organization that welcomes and engages people of color in all facets of our organization, activities and programs.
- b) Diversity: The Board and staff of the District, the contractors we hire and the people who benefit from our work reflects the demographics of our service area.
- c) Equitable Engagement: The District meaningfully engages communities of color (to shape decision making, programs, and policy).

- d) **Equity Accountability:** The District works proactively and deliberately to understand and advance (racial) equity outcomes.

## Proposed Strategies & Objectives Overview

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### Goal 1a: Inclusivity

- **Strategy: Organizational Training (Staff & Board)**
  - **Objective:** On an annual basis all staff and board (including temporary employees) will be current on relevant equity trainings.
- **Strategy: Communications & Outreach**
  - **Objective:** Communications and events will welcome and engage people of color and the equity lens will be utilized when planning and creating events and communications.

### Goal 2b: Diversity

- **Strategy: Green Workforce Initiative**
  - **Objective:** Provide opportunities for growth and employment pathways to develop a more diverse workforce in the environmental sector.
- **Strategy: Contracting Policy**
  - **Objective:** The District's "Interim Policy on Woman, Minority and Emerging Small Businesses" policy is successful at ensuring the majority (or at least x %) of contractor resource allocations are distributed to woman, minority and/or emerging small businesses.
- **Strategy: Hiring Practices**
  - **Objective:** The demographics of our staff reflects that of our service area.
  - **Objective:** Recruitment and retention of racially and ethnically diverse staff members.
- **Strategy: Youth Mentoring**
  - **Objective:** Identify and plan for opportunities to best support diverse youth exposure to the environmental field.

### Goal 3c: Equitable Engagement

- **Strategy: Partnership Development & Maintenance**
  - **Objective:** Build and strengthen new and lasting-partnerships with racially and ethnically diverse community members, communities and organizations representing these communities that produce value-added outcomes to our partners.
  - **Objective:** Representatives of communities of color are engaged in leadership capacities to shape District decision making, programs, and policy.
  - **Objective:** Recruitment and retention of racially and ethnically diverse board and committee members.

### Goal 4d: Equity Accountability

- **Strategy: Equity Lens Implementation**
  - **Objective:** The equity lens is consistently used and reported out on in District decision making, programs, and policy at the staff and board levels.
- **Strategy: Organizational Self-Assessment**
  - **Objective:** The tool rankings move from their current status upward at least one point in 4 years.
- **Strategy: Demographic Data Collection Plan & Assessment**
  - **Objectives:** A baseline of demographic data and related appropriate qualitative data will be consistently collected and regularly evaluated against objective intentions with a written plan and policies to assess progress and inform strategy to better understand the communities we serve.



**WEST MULTNOMAH**  
Soil & Water Conservation District

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**Definitions:**

**Communities of Color:** “‘People of color’ is a term primarily used in the United States and Canada to describe any person who is not white. It encompasses all non-white groups and emphasizes the common experiences of systemic racism (<https://www.sapiens.org/column/race/people-of-color/> ).” Might consider replacement with racially and ethnically diverse communities.

**Culturally Inclusive:** A culturally inclusive environment requires mutual respect, effective relationships, clear communication, explicit understandings about expectations and critical self-reflection. In an inclusive environment, people of all cultural orientations can: freely express who they are, their own opinions and points of view. (Sourced from: <https://www.usc.edu.au/connect/work-at-usc/staff/cultural-diversity/cultural-diversity-and-inclusive-practice-toolkit/culturally-inclusive-environment> ).

**Oppression:** “the systemic and pervasive nature of social inequality woven throughout social institutions... Oppression fuses institutional and systemic discrimination, personal bias, bigotry and social prejudice in a complex web of relationships and structures that saturate most aspects of life in our society.” (Adams M, Bell LA, Griffin P, Eds. Teaching for Diversity and Social Justice: A Sourcebook. 2nd Edition. New York: Routledge, 1997).

**WORKING DRAFT Diversity Equity and Inclusion (DEI) Initiative 2019-20 ANNUAL WORKPLAN**

DEI Cost Center	Other District Program Cost Centers	DEI Goal (*many items address more than one goal - priority goal denoted)	DEI Initiative Program Area(s)	STRATEGIES & ACTIONS	OBJECTIVE (*some items are measured by implementation of specific strategies while others have metric goals set. Planning for collecting additional information and setting metric goals around more strategies is an objective this year)	STAFF, BOARD AND/OR PARTNERS INVOLVED	TIMEFRAME
\$5,000		1.a. Inclusivity	Organizational Training	Develop and implement a formal District capacity development plan to ensure all are grounded in equity and inclusion. This will also include a training plan for newer staff and hiring team members recruited from outside the organization. Requested continuing education opportunities for staff and board to be offered annually.	Develop and begin implementation of a plan that outlines continual training opportunities for staff and board as well as requirements for incoming staff and board is competed. New interns and staff/board are trained in Racial Equity 101 within 1 year of onboarding.	DEI Co-Chairs Lead, All Staff & Board, Potentially Office of Equity & Human Rights (OEHR) if available	Ongoing, new staff/board in Spring 2020
		1.a. Inclusivity	Communication & Outreach	Develop a plan to make website, electronic/video, print materials and events more accessible and relevant - addressing barriers where found. Creation of this plan will include measures around language barriers as well as others such as vision impairments. The plan will engage members of communities of color in product design, implementation and evaluation. A plan to transition the website to one compliant with all relevant access laws (Section 508) will be included in this plan.	Complete a communication plan that welcomes and engages people of color from creation to implementation to evaluation. Review event and materials access and barrier issues and implement changes where issues are presented, whenever feasible, to provide meaningful access. Proactive recruitment for diverse presenters for District events will be tracked with our partners log. Website will be planned for Section 508 compliance to better assure access to those with disabilities	Communications & Outreach Manager Leads, DEI Committee Assist	Summer 2020
	\$5000 (Communications Budget)	1.a. Inclusivity	Communication & Outreach	Develop and implement a plan to welcome and encourage diverse participants' attendance and engagement at the District's 75th Anniversary Celebration. Planning and outreach input will be sought from culturally specific partners with an emphasis on including green workforce development staff (Verde & Wisdom of the Elders), Grande Ronde tribal representatives and community liaison leaders. Actions to address barriers, interests, cultural responsiveness and engagement will be made a priority.	A culturally responsive and inclusive 75th District Anniversary Celebration that welcomes and engages historically marginalized community members and diverse partners will be delivered.	Communications & Outreach Manager, District Manager, DEI Committee Assist, Verde, Wisdom of the Elders, The Confederated Tribes of the Grande Ronde, CELs	Fall 2019
\$2,000		1.a. Inclusivity	Access	Provide translation services as requested to ensure access to program services and events. Actively advertise that reasonable request accommodations will be made and how to make said accommodations. Consider actively recruiting limited English proficiency program participants.	Track event translation services requested and provided for annual evaluation of needs to ensure these are met and to track what languages are being requested to inform communication strategies. Events that actively recruit limited English language participants will also be evaluated on outcomes including participant satisfaction.	Communications & Outreach Manager Leads, All Staff	Ongoing
	\$45,000 (Urban Budget)	2.b. Diversity	Green Workforce Initiative	Refine and implement desired actions stemming from the Oregon Watershed Enhancement Board (OWEB), Forest Park Conservancy (FPC) and Verde Collaborative Restoration Partnership Agreement process. Support current efforts that are being led by Ecotrust, Blueprint Foundation and Wisdom of the Elders.	Deliver a pilot program that implements Verde monitoring and maintenance training and program implementation. Continue engagement with Wisdom of the Elders on WWRP project implementation.	District Manager, Urban Conservationist and Forest Conservationist Lead, WWRP, FPC, Verde, PP&R, Wisdom of the Elders	Ongoing

**WORKING DRAFT Diversity Equity and Inclusion (DEI) Initiative 2019-20 ANNUAL WORKPLAN**

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		2.b. Diversity	Contracting Policy	Track and evaluate District's "Interim Policy on Woman, Minority and Emerging Small Businesses" through data collection with existing contractors.	Evaluate and report out on current percent of contractor resource allocation distributed to woman, minority and/or emerging small businesses (both declared and undeclared). Review interim policy along findings to assess if new policy is merited.	Leadership Committee Leads, All Staff	Ongoing
		2.b. Diversity	Hiring Practices	Evaluate and revise, as needed, a playbook outlining how to hold a more equitable and inclusive hiring process. Recommendations from the hiring review and debrief and related staff trainings will be incorporated. Laws and compliance review will be conducted with SDAO. Findings from this legal review will be incorporated in the playbook.	Revise a working draft playbook outlining how to hold a more equitable and inclusive hiring process that was piloted in December 2018. The workbook is to be used for permanent hires with a scaled back version created for internships.	Office Manager Leads, Intern Supervisors, All Staff Involved in Hires	Ongoing
		2.b. Diversity	Youth Mentoring	Explore ways to best support diverse youth exposing them to the environmental field. Continue to participate in youth mentoring collaborative meetings.	Identify and plan for opportunities to best support youth mentoring.	Forest Conservationist Leads	Ongoing
	\$2000 (Education Budget)	3.c. Equitable Engagement	Partnership Development & Maintenance	Build and strengthen individual and organizational relationships with new and current partners representing historically underserved communities. Identify and support activities where the District can be a value-added partner that helps address expressed community needs for these partners.	Review value-added outcomes produced for historically underserved partners - assess efficacy by directly inquiring with partners. Grow network and increase engagement with partners representing diverse and historically marginalized communities emphasizing those that represent culturally specific organizations and/or communities. Providing financial support and attending Friends of Tryon Creek's "Connecting Traditional Lands" event.	All Staff & Board	Ongoing
\$5,000		3.c. Equitable Engagement	Partnership Development & Maintenance	Representatives of communities of color are engaged in leadership capacities to shape District decision making, programs, policy and implementation. A committee of community leaders that serve as liaisons for racially and ethnically diverse communities found in our District will be hired to advise on District decisions.	A newly formed community liaison advisory committee will review and inform the Long Range Business Plan prior to completion. Committee recommendations and District leadership reactions to those recommendations will be reported out.	DEI Co-Chairs Lead, All Staff & Board Members, CELs	Ongoing
		3.c. Equitable Engagement	Partnership Development & Maintenance	Seek out partnership opportunities and steps that lead to diversifying the board and organizational leadership.	Recruitment and retention of diverse board and committee members.	DEI Board Co-Chair Leads, All Board & Staff	Ongoing
\$4,000		4.d. Equitable Accountability	Equity Lens Implementation	Apply the equity lens to decisions to help uncover assumptions, barriers, opportunities for equitable outcomes and engaging multiple perspectives. Work with a consultant with firm grounding in equity to facilitate conversations and decisions around equity.	Capture and apply learnings from applying the lens. Report out what was learned and applied at staff, board and partnership meetings. The creating and/or adapting of the Long Range Business Plan, new financial plan, contracting policy and communications strategy will apply the Equity Lens at key decision points and implement lens findings where feasible.	All Staff & Board, Equity Consultant	Ongoing

WORKING DRAFT Diversity Equity and Inclusion (DEI) Initiative 2019-20 ANNUAL WORKPLAN							
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		4.d. Equitable Accountability	Organizational Self-Assessment	Conduct and review a Biannual Review of "Coalition of Communities of Color (CCC) Tool for Organizational Self-Assessment Related to Racial Equity 2014" to compare results every odd year (i.e. 2015, 2017, 2019).	The aim will be to see tool rankings move from their current status upward at least one point in 4 years for all items being actively worked on. A review of any actions not being pursued as well as stagnant or decreasing scores will be evaluated and plans regarding readiness and/or corrective action will be reviewed.	DEI Co-Chairs Lead, DEI Committee Assist	2021
\$10,000		4.d. Equity Accountability	Demographic Data Collection Plan & Gathering	Work with experts and community leaders to design and implement a plan to collect, review and respond to demographic data and questions related to equity and inclusivity for those we serve and those that are currently represented in our organization (staff and board). A review of those we contract with and partners may also be incorporated. This work will be closely coordinated with communication customer research efforts.	A baseline of demographic data and related appropriate qualitative data will be consistently collected and regularly evaluated against indicator intentions with a written plan and policies to assess progress and inform strategy.	Urban Conservationist and Communications & Outreach Manager Leads, Equity Consultant, Community Engagement Liaison services (CELS), All Staff	2020, Ongoing
DEI Cost Center	Other Program Cost Center						