



**WEST MULTNOMAH**  
Soil & Water Conservation District

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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.



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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 - most impacted goal shown)	DEI Initiative Program Area(s)	STRATEGIES & ACTIONS	OBJECTIVE (*some items are measured by implementation of specific strategies while others have metrics set. Planning for collecting additional information and setting metrics around remaining strategies is planned 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
	\$2500 (Communications Budget)	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
		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 responsivity 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
	*Seeking ~\$45K Grant Funding (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

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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

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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
	\$6500 (Communications Budget)	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 (i.e. "Audience Research")	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
<b>DEI Cost Center</b>	<b>Other Program Cost Center</b>						
<b>\$16,000</b>	<b>\$56,000</b>	<b>Total DEI Budget</b>					