



**WEST MULTNOMAH**  
Soil & Water Conservation District

**Diversity, Equity and Inclusion Committee  
(Long Range Business Plan Special Meeting)**

12 pm – 2 pm, Wednesday, August 14, 2019

West Multnomah Soil & Water Conservation District Office, Conference Room  
2701 NW Vaughn Street – Suite 450, Portland, Oregon 97210

**AGENDA**

**12 pm** – Welcome/check-in/announcements – Susan/All

**12:10 pm** – Approval of July 17<sup>th</sup> meeting summary – Susan/All

**12:15 pm** – Input on the updated workplan & community engagement for LRBP – Mary/All

**12:45 pm** – Determine when to utilize equity lens & pauses during LRBP process – Mary/All

**1:45 pm** – Action items review (*Includes a lookahead to DEI goals adoption & solidifying future DEI meeting dates & times*) – Scott/All

**2 pm** – Adjourn

**DRAFT -- WMSWCD Diversity, Equity and Inclusion Committee Meeting Summary -- DRAFT**  
**July 17, 2019 Noon to 2:00 pm, WMSWCD Office**

**Attending:** Scott Gall, Susan Weedall (Co-Chairs); Jim Cathcart, Michele Levis, Mary Logalbo, Renée Magyar, Sam Mularz, Terri Preeg Riggsby, Randi Razalenti.

**Welcome/Check-In/Equity Shares** -- The following announcements were shared.

- Sam shared that he'd recently went through the Office of Equity & Human Rights (OEHR) Equity 101 training and found it useful. Sam also shared that a recent trip to the book store in Seattle spurred an interest in further exploring literature around Native American history and knowledge including the book *Braiding Sweetgrass* by Robin Wall Kimmerer (Milkweed Editions).
- Terri explained how she's connected with [HAKI Community Organization](#), a nonprofit organization encouraging and promoting East African Immigrants, on recent multiple fronts. Through her work sitting on the West Portland Town Center and at a joint tabling event as well as casual follow-up to get to know one another Terri's had the pleasure of getting to know Founder and Director of HAKI, Saalim Saalim. Terri explained how HAKI has put on workshops for renters rights and homeowner loan assistance, including guidance navigating loan issues related to Muslim laws that bar paying or receiving interest on loans. Terri and Saalim Saalim recently worked together to submit a grant request through the Department of Education to support youth programing.
- Susan shared that in September she will be attending an Oregon PT Association presentation redefining the term Cultural Competence. Susan also passed around a handout from [www.mypronouns.org](http://www.mypronouns.org), a resource site to better understand the need for pronouns beyond he and she and tips for respectful pronoun use in the workplace.
- Renée explained how she came across some impactful articles written by a Native American Woman on cultural appropriation while conducting some art work research around headdresses. Renee shared the following title, "An Open Letter to Non-Natives in Headdresses" and link to the article: <https://apihtawikosisan.com/hall-of-shame/an-open-letter-to-non-natives-in-headdresses/>
- Mary reported on the stellar progress intern Indi Keith has made on a paper that centers on a literature review and mapping exercise that examines *Racial Exclusion in West Multnomah County and Impacts on Equity & Conservation Outcomes*. Mary explained how she hopes that Indi will be given the opportunity to present on this at the September DEI meeting.

**Approval of the May 14, 2019 Meeting Summary** – Accepted with one typo correction pointed out by Susan.

**Fiscal Year 2019-2020 Diversity Equity and Inclusion Budget Clarification** – Mary explained that the budgeted amount reported as \$16,000 in the "Approved FY 19-20 Budget, Workplan and Goals Review" was incorrectly reported out as \$5,000 of the total \$16,000 reported for the DEI Budget was actually shifted to the Communications and Outreach Budget leaving the final Diversity Equity and Inclusion budget at \$11,000. This \$5,000 is listed in the Diversity Equity and Inclusion Workplan under the Partnership Development & Maintenance program area and is dedicated to the use of community liaisons in the update of the Long Range Business Plan. Mary provided an amended Diversity, Equity and Inclusion Work Plan and budget showcasing this change (copy attached).

**Long Range Business Plan Update** – Mary walked the group through the District's general framework to updating the current Long Range Business Plan. The current plan expires at the end of December 2019, but the plan is to extend the current plan through December 2020. The District's request for proposal (RFP) for external support and facilitation for developing and implementing the general framework for updating the Long Range Business Plan was not successful as all respondent bids exceeded greatly the District's budget. The District did learn from the RFP process and the plan now is to move forward as much as we can internally. See handout, *Long Range Business Plan: DRAFT Timeline, Roles & Work Plan*. (Note: Terri asked that all draft documents be dated so we can track when and why updates/changes made.) The general framework is to hold three themed conversations – one about Conservation Scope, one about Financial Sustainability and one about Organizational Structure. Underlying these conversations is diversity, equity and inclusion – numerous equity pauses are envisioned throughout each conversation. **Recommendation:** Reach out to Cliff Jones, Capacity Building Partnerships, regarding availability to facilitate at least some of the equity pauses for these conversations. (The Board is comfortable and familiar with Cliff, Cliff knows us and our work and Cliff is familiar with our equity lens.)

The Leadership Team (Jim, Michele, Randi, Kammy, Renée), along with Mary, will serve as the Steering Committee for the update. Each theme conversation will have a theme team assigned to it that will be in charge of planning and setting up the conversation meetings and debrief on the outcomes of the discussions. The theme teams would

like to have at least one Board representative on the team. The framework has as a starting point an assessment and framing step that would seek input and feedback on where we currently are at from partners, external audiences including those we have not been engage with historically but hope to engage through Community Engagement Liaisons. The idea is to get initial input and perhaps some fresh perspective early in the update process. **Discussion:** The concept of organizational structure, such as succession management, should also be addressed for the Board as well as staff. Ambitious timeline but folk were generally supportive of the initial assessment and framing stage to be completed by October. Would be good to call out Community Engagement as its own theme. The use of Community Engagement Liaisons are designed to get at those communities we have not been traditionally engaged with. But, in general, we need to ensure we are engaging all our communities – traditional (partners, landowners and constituents) and not just those who are new to us. **Question:** is the Diversity Equity and Inclusion Committee comfortable with its role as outlined in the framework and as such meeting more regularly such as monthly meetings? Also, is Committee comfortable with the District contracting with Ping Khaw and Associates and getting Ping’s input on the design on how we would include Community Engagement Liaison (CELS) in this process? **Yes on both counts. Action:** Randi will schedule a bi-monthly meeting of the Diversity Equity and Inclusion Committee that will be solely devoted to Long Range Business Plan process. These meetings will alternate with the regular bi-monthly meetings of the Committee that would be broader in scope. The end result of both bi-monthly meetings is that the Committee will be meeting monthly, alternating from a meeting devoted to the LRBP update and a meeting addressing the broader scope of the Committee.

**Partnership Log** – Check in by Susan on the Partnership Log. Susan did her own exercise with the log. Susan proposed a simple activity to create awareness about partners with the Board. It would involve Board members looking at the list of partners and distill out those within their Zones that the District has been working with. Susan wants to engage Board members who may have a relationship with a partner or could develop a relationship with a key partner that is in their Zone. The activity would also build awareness that building partner relationships is actually much more complex and time consuming than perhaps first thought. So, the question is how do we prioritize which partners that Board members may need to invest more time with? **Action:** This would be a good step to take at a future Board meeting. Need to be clear about what we mean by Partner for this activity (i.e., definition). Here is our list of partners and potential partners. Here are those that are active in your Zone (awareness). Who do you have a relationships with? Where do we need to build or strengthen relationships?

**Coalition of Communities of Color (CCC) Self-Assessment** – See handout. The Committee went over questions where there was not unanimity in the responses. Mission statement was one (question 6). Question 11 (organizational demographics) was another. Difficult for a small organization because people may feel vulnerable in identifying. Question 5: Do we have a racial equity policy? Policy different than a statement (which we have). Policy should include accountability. The group felt there is value in learning from each other when we do not look at things the same. For example, there was good discussion on the need for a demographic survey of ourselves. We need to reach out to smaller organizations and East Multnomah Soil & Water Conservation District to learn of their experiences, if any, in collecting demographic information about staff and Board. Question 5: Do we have a racial equity policy? Policy different than a statement (which we have). Policy should include accountability. **Action:** In two months, evaluate the use of the CCC Self-Assessment tool and decide whether it needs to be modified so as to better meet our needs. The District has gotten beyond readiness – which the current assessment was designed to measure.

**Meeting Days** – Meeting now monthly. One meeting LRBP focus. The other meeting is more general Committee meeting. Problem, third Wednesday now follows the new Board meeting schedule to meet on the third Tuesday of every month. For August, the date is Noon to 2 pm, August 14<sup>th</sup>. Regular schedule is the 4<sup>th</sup> Wednesday of the month beginning Wednesday, September 25<sup>th</sup>. (Will deal with November and December dates at a future meeting.)

**Next Meeting:** August 14, 2019, 12:00 to 2:00 pm (Long Range Business Plan Update focus). Next regular meeting is Wednesday, September 25<sup>th</sup>). November and December dates TBD because the 4 Wednesday of these months fall during the Thanksgiving and Christmas holiday periods.

Initial compilation by Jim Cathcart, July 25, 2019 with contributions from Mary Logalbo and Michele Levis.



## **Long Range Business Plan DRAFT Timeline, Roles & Workplan**

### **Project Summary:**

Over fiscal year 2019-2020, the West Multnomah Soil & Water Conservation District (WMSWCD) will design and facilitate a participatory planning process that will update and further develop our Long Range Business Plan (LRBP), ensuring alignment with the Government Finance Officer Association's Financial Sustainability Index (Index) protocol, providing strategy to address and scope current and future conservation challenges, and imbedding equity and inclusion as a central principal and component of all that we do.

### **Themes & Desired Outcomes:**

We want this project to chart our path forward with an updated LRBP that evaluates and integrates the following "Primary Themes" within an underlying and incorporated "Foundational Theme" of diversity, equity and inclusion:

- Scope of Our Conservation Work
- Financial Sustainability
- Organizational Development & Health

A successful delivery of this project will yield a LRBP that achieves the following:

- Examines and integrates WMSWCD's diversity, equity and inclusion goals and strategies into the LRBP with a process that:
  - Engages and is advised by diverse community members, community-based organizations, existing and new potential partners, staff and board
  - Takes intentional measures to ensure equity and inclusion considerations are centered throughout with implementation of WMSWCD's Equity Lens and equity pauses
  - Advances diversity, equity and inclusion outcomes
- Affirms or modifies our mission, vision and values as an organization
- Identifies the framework for a financially sustainable organization defined as:
  - Readily available financial resources to implement annual work plans
  - Sufficient reserves to ensure resiliency to economic downturns
  - Capital savings to take on large projects that exceed annual appropriation limits
- Incorporates an organizational development review, evaluation and strategy that:
  - Defines WMSWCD's current structural and procedural makeup and reviews its strengths and weaknesses in context to organizational health outcomes
  - Provides prioritized opportunities to improve capacity and alignment in organizational structure, processes, and leadership strategies to improve organizational health outcomes
  - Presents strategies for any recommended organizational development transitions
  - Incorporates key findings into the LRBP

## Timeline (July 2019 – December 2020)

Phase	Activity	2019						2020												2021
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan +
1	1.1 Grounding, Establishing Roles & Direction-Setting																			
1	1.2 Foundational Assessment, Framing & Launch																			
1, 2, 3	1.3 Ongoing Progress Checks & Equity Pauses																			
2	2.1 Form Theme Groups & Plan Conversations																			
2	2.2 Hold Theme Conversations																			
2	2.3 Focused Research, Assessment & Outreach																			
2	2.4 Consolidate Input & Draft LRBP Outline																			
3	3.1 Draft LRBP Document																			
3	3.2 Review & Finalize Plan																			
3	3.3 Plan Release, Communication & Outreach																			
3	3.4 Implementation Planning & Resources																			

### Phase I: Plan Design & Assessment

#### Phase I.1 Grounding, Establishing Roles and Direction Setting (July – September 2019):

Ensure project understanding & agreement on design, roles and benchmarks. Complete a series of working sessions with WMSWCD leads and stakeholders to understand how each may wish to participate in developing and implementing the plan for the LRBP. The desire to stay adaptive with the plan design as additional input is received from partners and stakeholders will be emphasized in this phase. Working sessions will be held with the following District leads to complete this step:

- Core Team (Comprised of District Manager, District Controller & Budget Officer and Project Manager). Primary roles include concept design, troubleshooting and project manager support.
- Steering Committee (Comprised of Leadership Team Members & Project Manager). Primary roles include policy clarity, decision making, scoping, serving as a sounding board, oversight, and regular feedback to ensure district leadership is engaged, informed and represented throughout the process.
- Diversity, Equity and Inclusion (DEI) Committee (Comprised of DEI Committee Members). Primary roles include decision making, equity lens/pause design and assistance/facilitation, oversight and regular feedback to ensure equity and inclusion is embedded in the process, plan and outcomes.
- Community Outreach & Engagement Team (Comprised of Communications & Outreach Manager and Project Manager). Primary roles include outreach and engagement with diverse community members, community-based organizations, existing and new partners, staff and board to better understand and incorporate findings related to opportunities, barriers, access, and relevancy in relation to WMSWCD’s mission, programming and the LRBP. Key aspects of implementing this component include the formation and implementation of a diverse community liaison LRBP advisory group, survey efforts and seeking understanding regarding how stakeholders would like to be engaged in general and in this specific planning process.
- “Primary Theme Teams”:
  - Conservation Scope Team (Comprised of the District Manager, Communications & Outreach Manager, Technical Staff, Board Representative(s) and Project Manager). Primary roles include a review and affirmation or modification of the WMSWCD’s mission, vision, values and program delivery with input from WMSWCD staff and board, new and existing partners, stakeholders and community members.
  - Financial Sustainability Team (Comprised of District Manager, District Controller & Budget Officer, Board Representative(s) and Project Manager). Primary roles include ensuring integration of the Financial Sustainability Index Framework throughout the process and defining what long-term financial health and resiliency will look like and require for WMSWCD.

- Organizational Development Team (Comprised of District Manager, District Controller & Budget Officer, Office Manager, Senior Conservationist and Board Representative). Primary roles include defining and analyzing WMSWCD's current board and staff structural and procedural makeup in regards to strengths and weaknesses in context to organizational health outcomes, identifying prioritized opportunities to increase capacity and organizational alignment to better ensure organizational health and incorporating findings into the plan.
- Team Support: Hired consultant support to add to above mentioned team capacity is expected to support Community Outreach & Engagement Team as well as the Primary Theme Teams to assist in community, partner and stakeholder engagement and facilitation of processes. Some hired consultant support is also desired to support equity lens reviews at key levels to support the DEI Committee.

√ **Phase I.1. Benchmark:** Above mentioned teams have met with the LRBP Project Manager, affirmed project understanding and agreement on design, roles, timeline and benchmarks. A document outlining the refined plan for the LRBP update will be released.

### **Phase I.2 Foundational Assessment, Framing and Launch (August – October 2019):**

Review and gather feedback on current LRBP with emphasis on the Primary & Foundational Themes (Scope of Conservation Work, Financial Sustainability, Organizational Development & Health, and Diversity, Equity & Inclusion) through the following series of activities:

- Project Manager will review and compile representative metrics and related information to better characterize Themes and any previously identified and/or reported success criteria metrics or goals that focus on the Themes.
- Community Outreach & Engagement Team will convene a community advisory committee meeting and follow-up partner and community survey to review WMSWCD's current mission, vision and programming with an emphasis on the WMSWCD's Scope of Conservation and Diversity, Equity and Inclusion Themes.
- Gather and synthesize input through a series of WMSWCD team meetings and follow-up interviews with team members and WMSWCD Board Members after report out of the Community Outreach & Engagement Team initial findings. Initial conversations and interviews to center around general impressions, conduct a "SWOT analysis" ("SWOT" = Strengths, Weaknesses, Opportunities, Threats) of current conditions, and set goals and aspirations for the Primary Themes.
- A launch of the "official" planning initiative will be coordinated with the District's 75th Anniversary celebration with an emphasis on celebrating the WMSWCD's past and looking forward to its future. The LRBP update plan, that's been vetted through phase I.1, will be made available.

√ **Phase I.2 Benchmark:** Community Outreach & Engagement Team will summarize and share results including opportunities, barriers, access, relevancy and priority in regards to the WMSWCD's current Scope of Conservation and Diversity, Equity and Inclusion considerations.

√ **Phase I.2 Benchmark:** Project manager to draft a summary of findings, framed conversation topics and refined framework for LRBP update process. Core Team to review this product with an equity lens prior to the next phase.

### **Phase I.3 Ongoing Progress Checks and Equity Pauses (\*Throughout Process)**

At regular intervals, we will facilitate "step back" reviews of issues, opportunities and direction that are emerging from the Conversation Groups and research, and self-critique on level and effectiveness of DEI engagement and interpretation. These checkpoints will also serve as opportunities to review and reflect on goals and priorities surfacing through Phases 2.2 and 2.3, which will eventually form the primary elements of the final LRBP.

- Pause and/or lens reviews may be placed in between phases, at conversation framing and assessment, at benchmarks, between LRBP outline and drafts, and in outreach planning.
- How to address different views on direction and priority that may emerge should be discussed generally and may be examined more deeply during these pauses.
- Checks and pauses may result in any list of adjustments to approach, research or clarification to ensure the process will deliver on LRBP goals.

√ **Phase 1.3 Benchmark:** Guidance on the frequency of progress and equity pauses is to be determined by the DEI Committee (which includes the Project Manager), however this shouldn't be seen as a constraint in doing more if feasible and desired.

## Phase 2: LRBP Development

### Phase 2.1 Form Theme Groups and Plan Conversations (September – December 2019)

To carry out conversations leading to alignment on LRBP goals and priorities, a series of Conversation Groups will be formed to participate in a series of meetings to address key issues/questions and support research on assigned topics related to the Primary Themes that's been framed through Phase 1.2. The makeup of these conversation groups may include a mix of internal staff and external stakeholders or these may need to be held separately due to capacity issues. There may well be some additions or changes to these groups over time as their work evolves.

While the Diversity, Equity and Inclusion as a Foundational Theme is expected to be embedded and common to all other areas, the DEI Committee will also hold regular meetings to serve as a unifying and supporting body for the Primary Theme Teams and related conversation groups in their efforts to review equity and inclusion questions and implications. The Community Liaison Advisory Committee formed in Phase 1.2 may be worked with to continue to review and advise on Conservation Scope and DEI Theme issues, but its membership may also be integrated into Primary Theme groups and/or serve as a "sounding board" to support the equity pause discussions.

√ **Phase 2.1 Benchmark:** The teams organized around each Primary Theme will be charged with finalizing prospective conversation group makeup and firming up key concepts and questions to explore through this format. Scheduling and recruitment for these groups will be supported by the Project Manager.

√ **Phase 2.1 Benchmark:** The DEI Committee will provide specific and broad guidance to teams and Primary Theme Conversation Groups as well as equity pause and other related recommendations.

### Phase 2.2 Hold Theme Conversations (December – May 2020)

Facilitated meetings would address questions about current, short and long-term needs, goals and challenges of WMSWCD focused on each Primary Theme. At least three meetings of each Theme Group is anticipated, but some might have more. These will be phased so that Theme Groups may respond to one another and integrated suggestions from each other. The Foundational Theme of Diversity, Equity and Inclusion is expected to be integrated and embedded into these Primary Theme conversations and further reviewed during equity pauses and lens reviews. Outcomes of each group session would include one or more of the following:

- Conclusions/recommendations on direction and priority for the LRBP
- Proposed new direction and language for the mission and vision
- Requests for additional information
- Guidance on research or assessment efforts
- Questions, ramifications and/or suggestions for other Theme Conversation Groups

- Additional topics to be taken up at future meetings

√ **Phase 2.2 Benchmark:** At least 3 meetings of each Primary Theme Group are held and incorporated.

### **Phase 2.3 Focused Research, Assessment and Outreach (December – May 2020)**

In parallel with or prompted by the Conversation Group's work, we anticipate additional assessment and/or outreach will be conducted to inform LRBP directions and priorities. These would include:

- Financial Sustainability Index assessment
- Community Outreach/Engagement
- Benchmarking Standards
- Non-Traditional Revenue Streams

√ **Phase 2.3 Benchmark:** Research needs are answered in a timely fashion to allow for LRPB integration.

### **Phase 2.4 Consolidate Input and Draft LRBP Outline (June – August 2020)**

The project manager will work with the members of the Primary Theme teams and Conversation Groups to synthesize input, updated mission and vision, discoveries and recommendations gained through the plan development into a high-level outline. The outline will then be reviewed and refined until it is solid and endorsed by the District's leaders and can be expressed in the actual LRBP document.

√ **Phase 2.4 Benchmark:** An August Board of Directors adoption of this outline will be the soft goal for this output.

## **Phase 3: Draft, Finalize & Release LRBP**

### **Phase 3.1 Draft LRBP Document (September 2020)**

The project manager will work with the core team and Communications and Outreach Manager to compose the updated plan narrative. Staff and Board will be invited to review and provide input on the initial drafts.

√ **Phase 3.1 Benchmark:** A first draft is internally available for review by September 2020.

### **Phase 3.2 Review and Finalize Plan (October – December 2020)**

After the draft document is acceptable to District leaders, broader feedback from stakeholders will be pursued. The work of getting and incorporating broader perspectives will be important in this step as it has been in those prior. This feedback effort may include, but not be limited to, focused discussions, surveys and/or a public comment period for the draft plan. Once input and feedback has been incorporated into the draft plan, it will then be adopted by the Board and submitted to ODA.

√ **Phase 3.2 Benchmark:** LRBP is board approved and submitted to ODA by December 2020.

### **Phases 3.3 Plan Release, Communication and Outreach (January 2021 – October 2021)**

Preparing and distributing the final plan to the various engaged stakeholders and the general public should be considered. The release of the LRBP should be celebrated not as the end, but rather a beginning!

√ **Phase 3.3 Benchmark:** LRBP is shared broadly with communication strategies developed throughout the planning process.

√ **Phase 3.3 Benchmark:** A meeting is held to release the plan and celebrate with partners.



### **Phase 3.4 Implementation Planning & Resources (January 2021 – January 2026)**

As with phase 3.3, considerations on how the plan will lead to action, and how WMSWCD will sponsor those actions, will be key in selecting priorities and making commitments in the plan. Capturing and sustaining momentum achieved through the planning process and turning this to real change presents a great opportunity!

√ **Phase 3.4 Benchmark:** A transition plan will be crafted to align the WMSWCD to the LRBP recommendations and implement the plan.

Please direct questions and/or concerns to Project Manager, Mary Logalbo, at [mary@wmswcd.org](mailto:mary@wmswcd.org) or 503.238.4775 x 103.