



2021- 2026 Long Range Business Plan Update Development Process

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 built upon a foundation that establishes diversity, equity and inclusion (DEI) as an ingrained value of our work. Through these established values this LRBP update will evaluate and integrate the following themes:

- Conservation Scope
- 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, values and goals 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

Phased Timeline (July 2019 – December 2020)

		2019					2020											2021		
		Application of Equity Lens (Full Extent TBD) = ●																		
Phase	Activity	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		■	■	●															
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 Implimentation Planning & Resources																			■

● Application of Equity Lens: 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 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 Staff Members, Board Chair Terri Pegg-Riggsby and Committee Co-Chair Associate Board Director Susan Weedall). 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 LRBP review group, survey efforts and seeking understanding regarding how stakeholders would like to be engaged in general and in this specific planning process.
- Theme Planning Teams:
 - Conservation Scope Team (Comprised of the District Manager, Communications & Outreach Manager, Technical Staff, Board Secretary Shawn Looney 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 Treasurer Weston Miller 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, Associate Board Director Jan Hamer). 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 Theme Planning 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 1.1. 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 development process for the LRBP update will be released.

Phase 1.2 Foundational Assessment, Framing and Launch (August – October 2019):

Review and gather feedback on current LRBP with emphasis on focal themes (Scope of Conservation Work, Financial Sustainability, Organizational Development & Health) with DEI as an ingrained and central value 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 design and facilitate a community engagement process to review WMSWCD's Conservation Scope centered on DEI goals and values to identify opportunities, barriers, relevancy and priorities.
- 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 focal themes.
- A "soft launch" of the planning initiative will be coordinated with the District's 75th Anniversary celebration with an emphasis on celebrating the WMSWCD's past, looking forward to its future, and how attending stakeholders might engage, however the "official launch" of the more refined planning process will be after the WMSWCD Board of Directors review of the LRBP update process at the October WMSWCD Board Meeting.

√ **Phase 1.2 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 1.2 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 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 focal 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 DEI as a central principal and ingrained value 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 Theme Planning Teams and related conversation groups in their efforts to review equity and inclusion questions and implications. The community engagement participants convened in Phase 1.2 may be worked with to continue to review and advise on Conservation Scope Theme and DEI issues, but its membership may also be integrated into theme groups and/or serve as a "sounding board" to support the equity pause discussions.

√ **Phase 2.1 Benchmark:** The teams organized around each 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 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 theme with DEI as an ingrained value. 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 values of DEI is expected to be integrated and embedded into these 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 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 community engagement process, 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 or 503.238.4775 x 103.