



Diversity, Equity and Inclusion Committee

12 pm – 2 pm, Wednesday, January 22nd, 2020

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 – Scott/All

12:15 pm – Approval of November 27th, 2019 meeting summary – Scott/All

12:20 pm – Financial Report – Scott

12:25 pm – DEI Committee structure – Jim/Scott/all

12:50 pm – DEI Workplan for FY 2020-2021 – Scott/all

1:35 pm – LRBP Plan Feedback from Cliff Jones & Equity Lens Training Requests - Mary

1:50 pm – Action items review (*including upcoming meeting times*) – Scott/All

2 pm – Adjourn

**DRAFT -- WMSWCD Diversity, Equity and Inclusion (DEI) Committee Meeting Summary – DRAFT
November 27, 2019 Noon to 2:00 pm, WMSWCD Office**

Attending: Scott Gall, Susan Weedall (Co-Chairs); Michele Levis, Mary Logalbo, Renee Magyar, Randi Razalenti, Laura Taylor.

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

- Randi: Had a Long Range Business Plan Update feedback interview with Koffi Dessou from Office of Equity and Human Rights. He answered the questions mostly from the perspective of the local African community and was very beneficial to have this perspective.
- Scott: Went to training called Working effectively with Native Indian Tribes put on by Natural Resources Conservation Service. Scott, Michael and Jim attended the training. A lot of these tribes are growing in capacity, and are becoming more active in becoming involved in areas outside of their tribal lands.
- Renee: There will be a session on Traditional Ecological Knowledge at Soil School in 2020.
- Laura: Attended an interesting training called Foundations for Cultural Ecology that was geared toward environmental educators to help teach Native American youth and incorporate Native American world view teaching to others.
- Michele: Got in touch with Juan Carlos from Metro regarding ongoing equity trainings for District staff. Juan is no longer in charge of the program but connected Michele with a couple of people that will be in touch regarding this.
- Mary: Indi Keith is submitting the “Whose Land is Our Land?” piece that she wrote during her internship at the District to Urban Ecosystem Research Consortium (UERC) annual symposium; the abstract is being worked on by Indi with help from Mary.

Approval of the October 23, 2019 Meeting Summary – Change the end of the sentence regarding sending the feedback survey link postcard to: potentially send a postcard with the link to private property owners, a postcard with a link to the survey. The minutes were approved with the amended changes.

Financial Report/Possible Funding Request/DEI Work Plan check-in – The financial spreadsheet in the meeting packet showed the budget for this fiscal year and actual spending as well as areas where monies are earmarked for DEI purposes but were allocated to different programs. There were some discrepancies about the information on this spreadsheet, such as the \$45,000 in urban funds no longer being part of this budget. Scott pieced the spreadsheet together from a few different documents and not all of the documents had been updated to reflect the current budget. It would be best to have group discussion on whether or not DEI monies should be classified under other programs in future fiscal years to eliminate confusion. The DEI Committee felt that it would be best to see the spending in all of these programs that are related to DEI. Randi will send out a message to staff about putting ‘DEI’ on applicable invoices and credit card receipts. Michele will look to find any monies that were previously recorded to another program area and code it to DEI for the purposes of reporting to the DEI Committee. The account that expenditures are classified to will still depict which program the monies were spent within. Michele will get a QuickBooks report together that she and Randi will look over and have at the January DEI Committee meeting. Laura reported that the Center for Diversity and the Environment (CDE) had agreed to examine the upcoming internship job announcement and meet with Laura in this regard, with particular emphasis on lived experience. The DEI Committee agreed to transfer up to \$1,050 of the DEI funds from organizational development and training for this purpose.

“Whose Land Report”- This subject is regarding the paper titled “Whose Land is Our Land?” written by District intern Indi Keith. Mary’s former professor will hopefully meet with Mary soon regarding a peer review on this paper. She is hoping to vet the paper through Portland State University equity teams which would potentially help guide us through who and how we would want to share this information. The DEI Committee agreed that it would be best to discuss this topic further when Terri Preeg Riggsby and Jim Cathcart are able to attend at a future meeting. Mary can fit in discussion about this at the next DEI Committee meeting in December which was intended to be focused on the Long Range Business Plan (LRBP) update.

DEI Goals: Scott added a fifth goal in the document titled *WMSWCD Organizational Diversity, Equity and Inclusion Goals* (draft date: November 2019). The DEI Committee discussed this document and considered the Board’s adoption of it. Scott wants it to be clear that these are the organization’s goals and not just the DEI Committee. The original full document included strategies, outcomes and objectives. It was generally agreed upon that the

document that would go to the Board for adoption wouldn't contain that level of detail as that was to be used more as a guide for staff and may need more refining and changes as the LRBP is updated. There was much discussion regarding the use of the word 'goals' in this document as these are more broad visions and not SMART goals (specific, measurable, achievable, relevant and time-based). Scott will incorporate feedback from this meeting and present to the staff at the December staff meeting for feedback and bring to the January Board meeting for approval.

Long Range Business Plan – Mary pointed out revisions that she made to the Community Outreach & Engagement Plan based on feedback from a prior DEI Committee review of the document. More of the Community Engagement Liaisons (CELs) feedback about their work has also been incorporated into the latest version of this document. A flowchart for decision making had been created and shown to the Leadership Committee who provided feedback to make the document easier to digest. That DEI Committee will be shown that document once it has been revised. Mary would like the DEI Committee to think about what the criteria would look like when making hard decisions in the LRBP update.

Action Item Review –

- The “Whose Land is Our Land?” discussion will be deferred for the next general DEI Committee meeting.
- Scott will rework the DEI goals document and bring to a staff meeting.
- Mary will work on the LRBP decision making flowchart and give to DEI Committee to review.
- Michele will put together a revised QuickBooks report that incorporates any previous expenditures this fiscal year that were coded to other programs; she and Randi will review before giving to the DEI Committee at the January meeting.
- Randi will communicate with staff about marking “DEI” on expenses when applicable.
- Scott and Susan will schedule more time to discuss response to Indi’s “Whose Land is Our Land?” piece.

- **Next Meeting:** The next LRBP focus DEI Committee meeting is on December 18, 2019. The next regular DEI Committee meeting is January 22, 2020. Both meetings are scheduled from noon-2pm.

Initial notes taken by Randi Razalenti, on November 27, and finalized for draft review on December 6, 2019.

DEI

Item	DEI Program Budget	DEI ACTUAL SPENDING THROUGH 12/31/2019	Other program	Amount	Total
Organizational Development & Training	\$3,950	\$0			\$3,950
	\$1,050				\$1,050
Contractor & Community Organization Services for Culturally Relevant Program Materials Research & Development (*May include survey work, translation services and/or novel materials creation)			Communications	2,500	\$2,500
Contractor &/or Community Organization Services for Requested Translation Services	\$2,000	\$0			\$2,000
Partnship Development and Maintenance		\$250	Education	500	\$500
CEL's - Contractes Services for Partnership Development & Engagment (Community Liaison Leaders Input)	\$0	\$3,700	Communications	5,000	\$5,000
Equity Lens Implimentation (Includes review of Long Range Business Plan, Policies and Financial Plan)	\$4,000	\$0			\$4,000
Contracted Services for Additional Demographics Data Planning & Collection	\$0		Communications	6,500	\$6,500
DIVERSITY, EQUITY & INCLUSION PROJECTS TOTAL	\$11,000	\$3,950			\$25,500

DEI

Item	Notes
Organizational Development & Training	New interns and staff/board are trained in Racial Equity 101 within 1 year of onboarding. Requested staff and board to be offered annually.
	CDE Review of Internship announcement and DEI experience criteria.
Contractor & Community Organization Services for Culturally Relevant Program Materials Research & Development (*May include survey work, translation services and/or novel materials creation)	Xfer to Communications
Contractor &/or Community Organization Services for Requested Translation Services	Provide translation services to allow access to program services and events.
Partnship Development and Maintenance	Build and strengthen partnerships partners representing historically underserved communities; now i
CEL's - Contractes Services for Partnership Development & Engagement (Community Liaison Leaders Input)	A committee of community leaders that serve as liaisons for racially and ethnically diverse historical District will be hired to review and inform District policy and programming including the Long Range
Equity Lens Implimentation (Includes review of Long Range Business Plan, Policies and Financial Plan)	Work with a consultant with firm grounding in equity to facilitate conversations and decisions arour
Contracted Services for Additional Demographics Data Planning & Collection	Demographic data and related qualitative data will be collected, evaluated and reported out on to u hold ourselves accountable to goals.
DIVERSITY, EQUITY & INCLUSION PROJECTS TOTAL	

West Multnomah Soil & Water Conservation District
DEI Detail Report
 July through December 2019

Jul - Dec 19	<u>Date</u>	<u>Num</u>	<u>Name</u>	<u>Memo</u>	<u>Account</u>	<u>Amount</u>
	12/15/2019		ADP	Indi Keith work on research paper publication vetting	Interns	102.18
	11/29/2019	201900-00230	Ping Khaw	Long Range Business Plan Update CEL LRBP 19-21 (November planning, orientation, sessions, etc.)	LRBP Consultant & CELs	3,528.00
	11/29/2019		ML-Credit Card	LRBP: CEL orientation, drinks and desserts	LRBP Consultant & CELs	19.11
	11/29/2019		ML-Credit Card	LRBP CEL orientation food	LRBP Consultant & CELs	153.00
	08/01/2019		Friends of Tryon Creek	FY19-20 Partner Funding Pmt. 1 of 2, Connecting Traditional Lands Day	Partner Support	250.00
Jul - Dec 19						4,052.29

Feedback to West Multnomah Soil & Water Conservation District from Cliff Jones, Capacity Building Partnerships regarding the 2019-2021 Long Range Business Planning Process

December 16, 2019

My overall sense is that this is a well thought out plan that authentically values and seeks to substantially include diverse and underrepresented perspectives. I am concerned about process fatigue and being sure there is lots of energy and resource to engage in implementation. My specific input is below.

2021-2026 Long Range Business Plan Update Development Process Input

1. Themes and Desired Outcomes: Organizational Development and Health is mentioned a number of times and relied on as a standard. What does this refer to and has it been vetted for equity and inclusion. Seems like this standard is being referenced a number of times but it is not explicit what the standard is. It would be helpful to clarify and provide the document that describes Organizational Development and Health if there is one.
2. Phased Timeline July 2019 - December 2020. Have the applications of the equity lens already scheduled been done? If so, what issues have they surfaced? And what is your assessment of the usefulness and effectiveness of the process of using them? Are there any changes you all would suggest. If so, it would be good to implement them in the process and not wait. If they review have not been done, what is the barrier and what strategies would overcome them?
3. Phase I: Plan Design & Assessment. I encourage you to evaluate stakeholder participation and suggest changes in areas that are not meeting expectations.
4. Phase 1.2 Foundational Assessment, Framing and Launch (August – October 2019): Second item – I suggest you make sure you the community engagement process and the people facilitating it do not over focus on DEI making sure to emphasize, invite and value input on all the substantive issues and plans – not just DEI.

Fourth item: Theory U, Otto Scharmer has done some interesting thinking about planning for the future from the present: https://www.leadershipnow.com/leadingblog/2018/04/the_essentials_of_theory_u.html .

How much are you able to get to presencing, crystalizing, and prototyping in the process to the extent that you find this framework useful? The 75th Anniversary is an opportunity to look towards the future in new ways.

5. Phase 2.2 Hold Them Conversations (December 2019 – May 2020): Are any of the outcomes listed there more central and important than the others – if so have you communicated that appropriately and do you have a strategy to ensure engagement around those outcomes is elevated?

6. Phase 3.4 Implementation Planning & Resources (January 2021-January 2026): This is quite a labor intensive process. It seems important to have substantial energy and resources to maintain momentum into implementation. It may be useful to allocate staff capacity to begin a draft implementation plan in late 2020 so that a year one draft implementation plan is ready for input to move seamlessly from planning to implementation and long term engagement. Dropping engagement from the engagement rich planning process while preparing for implementation even for a short period may jeopardize the relationships and engagement that has been developed. Often times communities do not expect follow through based on past experience and so may expect disengagement. The substantial investment in the planning process is a resource to nurture carefully. I liken it to the experience many organizations have had of lots of time invested in producing a fundraising event and then very limited or no plan nor capacity to capture data to build long term relationships – which was the point of the event.

Community Outreach & Engagement Plan Input

1. Plan Design Principle: Adaptability & Co-Designing: Last sentence – consider changingintentional plan **for** communities that... to plan **with**.

Intentional Engagement: Consider adding to the second sentence just before the parenthesis ‘and other marginalized residents’ to ensure inclusion beyond People of Color and rural residents and communities.

2. Stakeholders Engagement Methods: For those we don’t yet have a relationship with: Focus groups: Have you considered incentive for focus group participants. Something to value and acknowledge the time people are contributing. Gift cards are common. Reduced cost or free access to events, classes or something folks would find of value.
3. Phased Timeline: Phase 1. Information Gathering: Is there an assumption of DEI support? Will you be assessing DEI resistance?

Phase 2. Direction Setting: Phase 2.1 & 2.2: Is there an assumption that folks have experience to envision a future scope that might be useful a useful resource to them? This could limit expectation of engagement in implementation. Perhaps include a guided visualization or similar exercise for folks not oriented to conservation and therefore having limited perspectives on future scope.

Phase 2.4: Second item: Allow for authentic input at this stage as community members become more familiar with the language and options.

4. Phase 3. Plan Review & Release: Phase 3.2: Make sure this is not a done deal at this stage and you are authentically open to input that may feel disruptive due to the vetting process the staff and board have gone through. If this is a concern emphasize the need to

incorporate input as you are vetting with the staff and board or change the process to have earlier community engagement regarding the draft.



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.