



Diversity, Equity and Inclusion Committee

12 pm – 2 pm, Wednesday, March 25th, 2020

Due to District policy regarding health and safety measures taken during the ongoing COVID-19 pandemic, this meeting will take place by conference call.

The call in number is available upon request, by emailing scott@wmswcd.org

AGENDA

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

12:15 pm – Approval of January 22nd, meeting summary – Scott/All

12:20 pm – Financial Report – Scott

12:25 pm – Finalize DEI Committee roles and discuss term lengths – Scott/all

12:40 pm – Finalize DEI Workplan and create budget for Fiscal Year 2020-2021 – Scott/all

1:25 pm – Timing and update of micro-aggression and gender/pronoun trainings for staff and board – Randi/All

1:35 pm – LRBP – DEI Evolving Success Criteria for decision making – Mary/all

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

2 pm – Adjourn

**DRAFT -- WMSWCD Diversity, Equity and Inclusion (DEI) Committee Meeting Summary – DRAFT
January 22, 2020 Noon to 2:00 pm, WMSWCD Office**

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

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

- Scott: shared that the Organizational Diversity, Equity and Inclusion Guiding Principles were adopted by the Board at the January 21st meeting.
- Renee: presented her communications plan to the Board for the 2020 calendar year. Though we tailor messaging to the audience, there will need to be additional thought and planning about how to engage new groups that may not know us, particularly, in regards to the work we are doing with the Community Engagement Liaisons for the Long Range Business plan update. Would like to make some time to discuss this at the next DEI Committee meeting.
- Mary: Indi Keith and Mary met to talk about steps to publication of the *Whose Land is Our Land?* piece, but won't be able to focus on next steps until April Mary will see if this timeframe works for her professor that is going to help with connections for peer reviews of this.
- Laura: exploring Metro Nature in Neighborhoods education grant opportunity which led to partnering with Tryon Creek Watershed Council (TCWC). If the grant is awarded, the District and TCWC will work with HAKI Community Organization to get kids out into nature and integrate education for the youth within this group. They would primarily be working with the schools that these kids go to – Markham Elementary School and Jackson Middle School.
- Randi: the internship posting for 2020 has been completed and Laura and Randi may have results from surveys compiled in time to discuss at the March meeting, otherwise it will be at the June meeting.

Approval of the November 27, 2019 Meeting Summary – Scott had minor changes to the wording in the section of the summary of his update. Instead of 'A lot of these tribes are growing in capacity , and are becoming more active in becoming involved in areas outside of their tribal lands.' change to 'A lot of these tribes are growing in capacity, and are becoming more active in becoming involved in their ceded and "usual and accustomed" lands which are typically areas outside of their tribally owned lands. The meeting summary was accepted with these changes.

Financial Report- Scott updated the financial chart of DEI program budget and funds moved to other programs based on input from Randi and Michele. The \$500 amount under 'Internship' for Indi Keith's work on *Whose Land is Our Land?* was put in as a placeholder, and Scott meant to follow up on this to find out what that amount should be. This has not been established. Jim would like Mary to develop a budget of the monies needed for this fiscal year and next fiscal year in this regard, also noting that Indi has benefit in this process as well, and perhaps some hours in the later stages would be unpaid. Mary is to check in with Michele about this. The benefit vs. cost of staff capacity tracking monies moved to other programs from the DEI budget for purposes that are DEI related was discussed, particularly in terms of how to handle this next fiscal year. Jim suggested tracking the accomplishments rather than monies spent when incorporated in other programs. A conclusion was not reached and future discussion may be needed.

DEI Committee Structure – The original co-chair set up of the DEI Committee was to have both board and staff to make it clear the DEI Committee was a Board/staff structure. Eventually it became unclear what the roles and responsibilities were of each co-chair. Scott, Terri and Jim discussed the structure, and still want to maintain a Board/staff committee, but have just one Chair that could be Board or staff. Susan decided to step down as Chair due to other outside time commitments and Scott is continuing on as Chair. A new position called Board Liaison (which may be Board or staff) for the DEI Committee was discussed. This position would report to the Board on behalf of the DEI Committee and vice versa. Terri is willing to serve in this capacity at this time. The group agreed to the new structure, with at least 1 Board and three other Committee members beside the Chair and Board Liaison with no maximum number to DEI Committee numbers. Another role of the Board Liaison will be as a resource for the Chair to bounce ideas off of/ensure that the agenda sounds consistent with what was discussed in the last meeting and any other timely needs. Scott would like to talk at the next meeting about the timing of the Board Liaison and Chair positions to open up for others to fill.

Renee is now officially on the DEI Committee. Mary is officially off of the DEI Committee for now, but will still be involved, particularly with the Long Range Business Plan update. Jim stepped down from the DEI Committee. One of the roles of the Chair will be to get Jim's input, keep him aware of what is going on in the DEI Committee, and encourage Jim to come to meetings as needed.

DEI Workplan for FY 2020-2021 - Scott handed out the Working Draft of the DEI Initiative 2019-20 Annual Workplan for the Committee to review in preparation of the upcoming 2020-21 fiscal year workplan. The goal was to simplify the number of tasks and integrate them into other programs as applicable. Each item was reviewed and some tasks were moved to other staff's workplans, some had the wording modified, and the task regarding the one-time 75th Anniversary event (aka Sauvie Island Jubilee) was removed. Scott will work on the changes and send out to the DEI Committee to review. Randi will work on getting vendors that are not vegetation contractors listed in the same spreadsheet on a separate tab in order to track woman, minority and emerging small business status of vendors that the District uses with the goal of trying to have this completed by March if possible.

LRBP Feedback from Cliff Jones & Equity Lens Training Requests - With limited time left in the meeting, Mary pointed out some of the feedback provided by Cliff Jones. Scott encouraged all to read the document with Cliff's feedback if they hadn't already done so.

As the Equity Lens will be used for different team conversations, a facilitator of the Equity Lens will be needed. Cliff will train those that are interested in how to facilitate an Equity Lens implementation. Laura, Randi, Renee and Scott are all interested in facilitating pending the time commitment with their other duties. Mary will know more about what the time commitment will look like after her meeting with Cliff scheduled for February 11th. At the March DEI Committee meeting, Mary will be coming to the DEI Committee to ask about DEI specific LRBP criteria.

Action Item Review –

- Mary to follow up with Michele about a budget for Indi and any cap there may be for this fiscal year; what's needed for next fiscal year and follow up with Scott on answers.
- Scott to reach out to Susan about how the conversation on the committee structure went and ask if she wants to stay on the Committee.
- Randi to work on non-vegetation contractor list for minority owned businesses with the goal to complete by March if possible.
- Randi and Laura follow up on internship hire process at March meeting; get feedback together from this year, but this may be deferred to June meeting depending on capacity to put this together and/or the availability of time at the March meeting for this topic.
- Scott follow up with Michael about the Youth Mentoring program in relation to the DEI Annual Workplan.
- Scott to make changes to the Annual work plan as discussed in the meeting and get it to the DEI Committee.
- All: those who have not read the LRBP Feedback from Cliff Jones are encouraged to read this.

Next Meeting: Noon to 2:00 pm, March 25th.

Notes taken by Randi Razalenti

Item	DEI Program Budget	DEI ACTUAL SPENDING THROUGH 2/29/2020	Other program	Other program Amount	Total
Organizational Development & Training	\$3,950	\$0			\$3,950
Internship Annoucement Outside Review	\$1,050				\$1,050
"Whose Land" report publishing		\$379	Internship	500	\$500
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		\$500	Education	500	\$500
CEL's - Contractes Services for Partnership Development & Engagement (Community Liaison Leaders Input)	\$0	\$13,647	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	\$14,526			\$26,000

Item	Notes
Organizational Development & Training	New interns and staff/board are trained in Racial Equity 101 within 1 year of onboarding. Re for staff and board to be offered annually.
Internship Annoucement Outside Review	CDE Review of Internship annoucement and DEI expereince criteria.
"Whose Land" report publishing	for Indi's time
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 communitie day
CEL's - Contractes Services for Partnership Development & Engagemip (Community Liaison Leaders Input)	A committee of community leaders that serve as liaisons for racially and ethnically diverse h our District will be hired to review and inform District policy and programming including the
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 decisior
Contracted Services for Additional Demographics Data Planning & Collection	Demographic data and related qualitative data will be collected, evaluated and reported out and hold ourselves accountable to goals.
DIVERSITY, EQUITY & INCLUSION PROJECTS TOTAL	

West Multnomah Soil & Water Conservation District
DEI Detail Report
 July 2019 through February 2020

			Date	Num	Name	Memo	Account	Amount
Jul '19 - Feb 20								
			02/29/2020		ADP	Indi Keith worked on UERC paper: Whose Land DEI related	Interns	70.74
			02/28/2020		ML-Credit Card	UERC registration: Indi Keith (presenting on behalf of the District)	Staff Development	45.00
			02/27/2020	201900-00238	Ping Khaw	LRBP: CELs surveys	Long Range Business Plan Update	3,773.00
			02/15/2020		ADP	Indi Keith worked on UERC paper: Whose Land? DEI related	Interns	149.34
			02/12/2020	202000-00244	Ping Khaw	LRBP: CELs surveys	Long Range Business Plan Update	6,174.00
			01/31/2020		ADP	Indi Keith worked on UERC paper: Whose Land? for .75 hour	Interns	11.79
			01/31/2020		Susan Weedall	beverages for LRBP interview meeting with Greg Malanowski	Long Range Business Plan Update	6.80
			01/13/2020		Friends of Tryon Creek	FY19-20 Partner Funding Pmt. 2 of 2, Connecting Traditional Lands Day	Partner Support	250.00
			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.)	Long Range Business Plan Update	3,528.00
			11/29/2019		ML-Credit Card	LRBP: CEL orientation, drinks and desserts	Long Range Business Plan Update	19.11
			11/29/2019		ML-Credit Card	LRBP CEL orientation food	Long Range Business Plan Update	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 '19 - Feb 20								14,532.96

WORKING DRAFT Diversity Equity and Inclusion (DEI) Initiative 2020-21 ANNUAL WORKPLAN

Item #	DEI Guiding Principle	DEI Initiative Program Area(s)	STRATEGIES & ACTIONS	Outcome	STAFF, BOARD AND/OR PARTNERS INVOLVED	TIMEFRAME	DEI Cost Center	Other District Program Cost Centers
1	a. Inclusivity	Organizational Training	Seek out and develop DEI trainings so all are grounded in equity and inclusion.	New interns and staff/board are trained in Racial Equity 101 within 1 year of onboarding. Offering advanced trainings as they become available with partners or as requested by staff/board.	DEI Committiee as lead, All Staff & Board, partners such as Office of Equity & Human Rights (OEHR) if available	Ongoing		
2	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. 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.	Communications & Outreach Manager Leads, All Staff	Ongoing		
3	b. Diversity	Organizational Diversity	Seek out partnership opportunities and steps that lead to diversifying the board and organizational leadership.	Recruitment and retention of diverse board and committee members.	All Board & Staff	Ongoing		
4	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. Grow network and increase engagement with partners representing diverse and historically marginalized communities emphasizing those that represent culturally specific organizations and/or communities.	All Staff & Board	Ongoing		
5	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. Continue to engage community engagement liaison (CEL) advisory committee on outcomes from the Long Range Business Plan.	All Staff & Board Members, CELs	Ongoing		
6	d. Equity Accountability	Equity Lens Implementation	Apply the equity lens to decisions to help uncover assumptions, barriers, opportunities for equitable outcomes and engaging multiple perspectives.	Committee serves as a facilitator for equity lens exercises as requested. Capture and apply learnings from applying the lens.	All Staff & Board, Equity Consultant	Ongoing		
7	d. Equity Accountability	Organizational Self-Assessment	Review of the "Coalition of Communities of Color (CCC) Tool for Organizational Self-Assessment Related to Racial Equity 2014"	Review tool in it's current form and dicuss revising to better meet the needs of WMSWCD specifically. Considering using results as on method of tracking DEI programs.	DEI Chair Lead, DEI Committee Assist	2021		

WORKING DRAFT Diversity Equity and Inclusion (DEI) Initiative 2020-21 ANNUAL WORKPLAN

Item #	DEI Guiding Principle	DEI Initiative Program Area(s)	STRATEGIES & ACTIONS	Outcome	STAFF, BOARD AND/OR PARTNERS INVOLVED	TIMEFRAME	DEI Cost Center	Other District Program Cost Centers
8	d. Equity Accountability	Data Collection Plan & Gathering	Work with experts and community leaders to design and implement a plan to collect, review and respond to organizational and demographic data related to equity and inclusivity for those we serve and those that are currently represented in our organization (staff and board).	- Track and evaluate "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 - Review options for establishing a baseline of demographic data and related appropriate qualitative data that 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 (CEs), All Staff	Ongoing		
9	d. Equity Accountability	<i>Whose Land is Our Land?</i> Report and follow up	Address concerns identified by the "Whose Land is Our Land? - Spatial exclusion, racial segregation, and the history of the lands of West Multnomah County" By Indi Keith	Provide ideas and recommendations for the	DEI Chair as lead, DEI committee assist; leadership team	Fall 2020		
10	d. Equity Accountability	Organizational leadership	Provide leadership, policy recommendations, and feedback as needed or requested by WMSWCD Staff and Board for DEI related topics. This can include, but not limited to - hiring practices, personnel policies, board policies, etc.	Repond to requests or situations as they arrive	DEI Chair and committee members	Ongoing		

Preamble on Evolving Success Criteria for Effective & Informed Decision Making

Why do we need evolving (continuously developed and adaptive) success criteria?

- To define outcomes
- To facilitate decision making
- To ensure diversity, equity and inclusion is embedded as a foundational value

How will we use these criteria?

- To examine and weigh the impact of difficult decision alternatives
- To provide guidance when a conversation or decision is stuck and it's unclear what might be the best path forward

Focal areas & foundational values defined:

To ensure we are all grounded in how we define the three outcome focal areas and foundational values of diversity, equity and inclusion, definitions are provided below:

Conservation Scope: Our organizational mission, vision, and goals that determine what we do, why we do it and how we do it. This will be *affirmed or modified* as we move through the process. Conservation Scope also includes identifying specific initiatives and program areas that achieve our mission, vision and goals as determined through the LRBP update process.

Financial Sustainability: An organizational framework that ensures the long-term ability to successfully fulfill our mission while being a good steward of public funds through:

- a) Readily available financial resources to implement annual work plans
- b) Sufficient reserves to ensure resiliency during economic downturns and the capacity to support capital projects while maintaining our current staffing level

Organizational Health: An organization's ability to function effectively and effectively, to cope adequately, to change appropriately, and to grow from within.¹

Diversity, Equity & Inclusion:

Diversity encompasses a wide range of qualities and attributes within a person, group, or community. When we celebrate diversity, communities and workplaces become richer, drawing upon the variety of experiences, perspectives, and skills that people can contribute.²

Equity is the concept of treating everyone fairly by acknowledging everyone's unique situation and addressing systemic barriers. The aim of equity is to ensure that everyone has access to equal results and benefits.²

Inclusion: Acknowledging and valuing people's differences so as to enrich or shift social planning, decision making, and quality of life for everyone. In an inclusive society, we all have a sense of belonging, acceptance, and recognition as valued and contributing members of society.²

1. Organizational Health Diagnostic & Development Corporation (Source: <https://www.organizationalhealth.com/publications/OHFinal.pdf> , 3/9/2020)
2. Nonprofit Association of Oregon, Equity & Inclusion Lens Guide, 2019 (Source: <https://nonprofitoregon.org/equity-inclusion-lens-guide-message>)

Conservation Scope Evolving Success Criteria

Given your examination of the following, how does this decision align with what we aim to accomplish as an organization:

1. Aligns with our affirmed or modified mission
2. Aligns with our affirmed or modified vision
3. Aligns with our affirmed or modified goals
4. Results in long-term impactful conservation outcomes
5. Embeds equity and inclusion as foundational value in all that we do
6. Responsive to community needs
7. Allows us to fulfil a unique niche or unmet need with strategic partnerships leveraging our limited resources and expanding our overall reach
8. Effectively addresses identified threats

Conservation Scope Direction Setting Conversation Questions

The following questions will be posed separately the Board (at the Spring Board Retreat), to technical staff, and an advisory committee to guide our conversation on our conservation scope. Additional internally focused questions will be also be addressed by staff during the direction setting process. Findings from these conversations will be incorporated into our LRBP update through additional vetting of the advisory committee recommendations by technical staff and the Community Engagement Liaisons

1. Mission affirmation or modification?

- a. Should we broaden our mission by either adding to or replacing “Soil & Water” with “Natural Resources”? Is the term “Natural Resources” too jargoned and extractive of a term, how else might we describe this?
- b. Should we include equity and inclusion in our mission? If yes, how?
- c. Are we missing an opportunity to explain how we get our work done? Should we explicitly call out how we work with others on their land?
- d. Does our reasoning or beneficiaries extend beyond “people, wildlife and the environment?”
- e. Can we state this more plainly?
- f. Is this too broad or too vague?
- g. Are we missing a key component?

2. Vision affirmation or modification?

- a. Are “economic viability and environmental health” the only beneficiaries we want to envision?
- b. Are “urban and rural residents, farmers, business owners, public schools and the general public” represent who the works with for implementing on-the-ground conservation?
- c. Should we consider adding equity, environmental justice, access and climate change in our vision?
- d. Do you have organizational or community visions (or desired future outcomes) that intersect with what we are proposing?
- e. Do you see your communities and their interests represented in this vision?
- f. What are we missing that we might include and why?
- g. What might you suggest removing and why?

3. Goals affirmation or modification?

- a. Do our current goals align with our affirmed or modified mission & vision? What goals are missing or might be changed to better align these goals?
- b. What results do we want within the next 5 years?
- c. Do you have concerns and/or lack of clarity around our goals?
- d. What community/organizational considerations or impacts might we take into account in achieving these goals?
- e. How should we prioritize our goals?

Financial Sustainability Evolving Success Criteria

Given your examination of the following, how does this decision effect our long-term ability to successfully fulfill our mission while being a good steward of public funds?

1. Strategic use of funds (Our funds are strategically utilized on priority expenditures that are integral in fulfilling our mission, vision and goals as outlined in our LRBP).
2. Maximizes financial resources (Our funds are heavily leveraged whenever possible to ensure maximum outcomes with our limited financial resources).
3. Ensures financial resiliency (Our budgets are developed and implemented with medium-term and long-term projections and goals to ensure we have ample reserves to ensure financial resiliency)
4. Prepared and responsive to financial threats & opportunities (Financial threats and opportunities are addressed with appropriate spending caps and strategies alongside appropriate growth plans to ensure we are prepared to weather financial threats & take advantage of financial opportunities)

Financial Sustainability Direction Setting Conversation Questions

The following questions will guide our conversation on financial sustainability. Findings from these conversations will be incorporated into our LRBP Update.

1. How will we ensure there are readily available financial resources to implement the LRBP and corresponding work plans?
 - a. What is essential and of utmost value in fulfilling our LRBP, the areas where we spend our money and how will we ensure our resources are used on what we most value?
 - b. How many months of District operations do you feel we should keep on hand as a reserve account like a rainy-day fund?
 - c. What do you see as the primary use of our current and projected financial reserves?
 - d. Should we use our current and projected financial reserves to sustain our essential items in our LRBP?
2. What future financial opportunities and threats should we ensure we are prepared for?
 - a. Increasing personnel costs: Insurance increases, PERS, COLA
 - b. Financial forecasts: 3-5 Year revenue forecasting, tax base growth, compression, economic climate/considerations
 - c. Rent/Lease Up: projected market values, opportunities to address needs
 - d. Fundraising: grants, foundations, bonds, pay-for-service model
3. How will we build sufficient reserves to ensure greater resiliency and flexibility during economic downturns?
 - a. Do you agree with the tactic to match annual expenses to annual income such that we are not depending on carryover savings from the previous year to cover the next year's expenses; allowing these savings to go into reserve accounts?
 - b. How will we ensure un-spent funds at the end of each fiscal year are directed into contingency, rainy day, and unallocated budget categories?
 - c. Do staff need any additional information and support, aside from a revenue forecast before programmatic budgeting occurs, to determine budgets within the aimed cap?
 - d. What additional measures should we take to build our reserves?
4. Should we take on large projects that exceed annual appropriation limits and what are the tradeoffs in making this level of investment?
5. How will we build the capital savings needed to ensure we have capacity to take on projects that exceed annual appropriation limits, if desired?
6. We've identified a need to develop a fixed step system for staff merit increases that provides clear opportunities for advancement and a cap that limits merit increases after staff reach the final step. Cost of living increases would be provided for staff that reach the cap as funds are available. The following questions should be addressed in developing this system:
 - a. What questions and concerns exist around this and how will they be addressed?
 - b. How will caps and steps be determined and structured?
7. How will we embed equity into the financial sustainability framework we build?

Organizational Health Evolving Success Criteria

Given your examination of the following, how does this decision effect ability to function effectively, to cope adequately, to change appropriately, and to grow from within:

1. Aligns with our organizational values
2. Staff have methods for realistic goal setting
3. Effective and efficient workflow
4. Effective and known lines of communication
5. Staff is comfortable with work/life balance
6. Transparent decision making and continued shared leadership
7. Equity & Inclusivity is ingrained in our decision making
8. Time is devoted to slow down to be more equitable and inclusive
9. Staff and Board feel valued and recognized for their work
10. Staff are empowered to engage in preferred focal areas and are supported in areas of less strength or expertise
11. Benefits and flexible schedules to be maintained
12. Professional development and growth opportunities are supported and encouraged
13. Staff have adequate facilities and resources to perform their jobs

Organizational Health Direction Setting Conversation Questions

The following questions will guide our conversation on organizational health. Findings from these conversations will be incorporated into our LRBP Update.

1. Do we currently adhere to and agree with our organizational values as stated? What's missing and what might be changed to better reflect our values?
2. What methods should be implored to ensure realistic goal setting?
3. How might we improve workflow effectiveness and/or efficiency?
4. What tactics are needed to ensure effective and known lines of communication?
5. How can we encourage and facilitate a comfortable work/life balance amongst our staff?
6. What steps might we take to ensure transparent decision making and continued shared leadership?
7. How can we ingrain equity and inclusivity in our decision making?
8. How should we value and recognize our staff and board?
9. How shall we ensure ample time and slower pace is supported to be more equitable and inclusive?
10. What actions and systems are needed to empower and support staff to engage in preferred focal areas while providing support in areas of less strength or expertise.
11. How will we maintain benefits and flexible schedules?
12. How will we support and encourage professional development and growth opportunities?
13. Our building lease is up in 2022, how will we respond to issues identified with our current facility?