



Long Range Business Plan (LRBP) Board Report

11/10/20

Progress:

- Through the work of the October Board Retreat & Board Meeting we've successfully adopted a revised mission & vision statement through formal resolution 2020-10-20.
- The Conservation Scope, Organizational Health & Financial Sustainability Planning Teams all met in October to further advance questions and develop guidance on how to move forward. Leadership team and tech staff have helped answer many questions.
- The Conservation Scope Advisory Committee (CSAC), comprised of valued partners and community members that are making recommendations to the board as we develop the LRBP, have held three meetings and their last meeting is scheduled on 12/11/20 from 4-6pm. All board & staff are welcome to join these meetings, please follow-up with mary@wmswcd.org if you'd like the zoom invite.
 - After CSAC meeting notes are approved by the committee, these are shared with the board (approved meeting notes from 9/25/20 and 11/10/20 meetings attached)
- Staff have worked together to help incorporate and respond to CSAC input on the Strategic Directions (attached).
- Staff have also started a working draft of the SMART (Specific Measurable Achievable Relevant Timebound) Goals and Tactics, which will be presented to the board in December after a review by the CSAC and further vetting by staff.

Upcoming Planning Team Meetings:

- Financial Sustainability Planning Team will hold its next meeting on 12/16 from 2:30-3:30 pm. All board & staff are welcome to join this meeting, please follow-up with mary@wmswcd.org if you'd like the zoom invite

Upcoming Board Meeting Discussion & Decisions:

- December:
 - Decision: Finalize and adopt Strategic Directions
 - Discussion: Provide input on draft SMART (Specific, Measurable, Achievable, Relevant, Timebound) Goals & Tactics and revised principles and values.
- January:
 - Decision: Finalize and adopt SMART Goals & Tactics and principles and values.
 - Discussion: Provide input on LRBP Outline
- February:
 - Discussion: Provide input on LRBP Draft
- March
 - Decision: Adopt LRBP



DRAFT “STRATEGIC DIRECTIONS”

- 1) Embed equity and inclusion in all that we are and all that we do
- 2) Protect and improve water quality and soil health
- 3) Protect, enhance and restore biodiversity, native landscapes, habitats, and ecological function
- 4) Enhance the long-term health and productivity of farms, forests, woodlands, and gardens
- 5) Promote resilient environments and communities in the face of climate change
- 6) Share conservation information so people have the knowledge and confidence to take action
- 7) Enhance, support, and create opportunities for all people, especially those historically and presently displaced from and deprived of land, to foster mutually beneficial relationships with the land
- 8) Provide for the long-term continuous flow of environmental, social and economic benefits from successful conservation actions.
- 9) Ensure the District is welcoming, adaptable, supportive, viable, effective, and sustainable in our practices

Notes for reference:

Primary & Secondary Audiences: The primary audience for goals is staff and board to develop programming, policy and practice that aligns with these broad strategic aims. The secondary audience is partners and general public to understand aims.

For goal 9, viable speaks to financial viability and sustainability speaks to environmental sustainability in our practices, if we add qualifiers for these, we may need to for all so its preferred to leave these vague.

SMART (Specific Measurable Achievable Relevant Timebound) Goals & Tactics will be nested under the Strategic Directions to provide well-defined targets that illuminate the purpose of these broad strategic aims.

West Multnomah Soil & Water Conservation District (WMSWCD)

Conservation Scope Advisory Committee

Zoom Meeting

September 25, 2020, 4-6 pm

Committee Attendees: Ahmed Yusuf, Aliesje King, Brenda Sanchez, Gabe Sheoships, Carole Hallett, Indi Keith, Kim Galland, Mohamed Salim Bahamadi.

WMSWCD Staff: Jim Cathcart, Mary Logalbo, Michael Ahr

There was unanimous support for having the meeting recorded.

Quick Grounding on WMSWCD

Mary Logalbo gave a brief overview of the West Multnomah Soil & Water Conservation District including our service territory (Multnomah County west of the Willamette River, all of Sauvie Island) and a synopsis of who we work with (primarily those who care for private lands with mention of other programming that reaches school and community gardens). Origins of SWCDs was back in the dust bowl era to address soil conservation issues. The District works with farmers, forestland owners, residences (e.g., Back Yard Habitat Program) and in general the District's core goal is to help people help the land.

Review Group Agreement

There was unanimous support of the following group principles:

- Be mindful of privilege, power dynamics, unconscious bias, and missing perspectives.
- Honor each other's privacy (keep in mind the recording is a public record).
- Listen to understand.
- Speak your truth responsibly.
- Step up/step back.
- Acknowledge, accept, and work through mistakes.
- Be willing to do things differently and/or experience discomfort.
- Expect and accept non-closure.

Quick Grounding on the Long Range Business Plan (LRBP)

Mary Logalbo briefed the group that the District is currently developing our 5 year strategic plan. This strategic planning document will guide the scope of the District's conservation work and necessary financial sustainability and organizational health to implement this work for the next 5 years (2021-2025), with the aim of embedding equity and inclusion as a founding value in all that we do.

We have taken a novel approach for our District for this plan's development by deliberately reaching out to underserved or historically marginalized communities to

both gather input on how to plan for our future. A team of 8 Community Engagement Liaisons have been hired to learn from marginalized community members. In addition to that process, we've gathered input from partners, staff and the Board. We have drafts of the Vision, Mission and Goals of the LRBP to share.

Draft Vision Review

One of the things we are trying to state in the vision is that people have a reciprocal relationship with the land verse a more colonialist view where land is there to be used to serve people. Two drafts of the vision have been prepared: (A) Land condition exists and supports people who give back to the land and (B) People create the condition where land is able to support wildlife and people.

The following draft Vision Statements were shared:

- A. We envision our district with clean water and air, healthy soil, and diverse, connected, and productive habitats that support thriving people and wildlife; where people historically displaced or deprived of land access and management have unhindered opportunities to connect with the land; and where all people that live, work, and visit our District are empowered, informed, and engaged in long-term care and giving to our land and water.
- B. We envision our district where people historically displaced or deprived of land access and management have unhindered opportunities to connect with the land and where all people that live, work, and visit our District are empowered, informed, and engaged in long-term care and giving to the land, creating clean water and air, healthy soil, and diverse, connected, and productive habitats that support thriving wildlife and people

Reactions:

Like the purposeful thinking behind the visions and the words used. Awesome start!

What is meant by people historically displaced or deprived of land access? Will everybody get this? (This refers to what we have learned through the "Who's Land" paper and white dominance depriving people of color owning land as well as the displacement of indigenous people from the land due to European settlement.

Suggestion: "... where people historically and presently displaced or deprived ...

Like version B where people "create the condition of the land to support wildlife and people". Besides create could add restore or reclaim.

Version A invites everyone into the vision where B seems more to focus on a more selective group of people.

Version B says two different things. Historically displaced vs. the people who live, work and visit the District. Comes across as an "or" thing instead of an "and" thing.

Semantics. Not comfortable with the use of the term of empowerment or empower due to the related or inferred power structure related to the term. Not the right term for use when referencing historically marginalized communities. Means these communities do not have the power, when they do.

Instead of empower, use “build the confidence” or “confidence in action.”

Being able to say all people and all communities is more inclusive than targeting those who historically have been denied of working with the land. Again, need to showcase both. Many reported they really appreciated that this was a focus in a vision statement.

People need to have access and opportunity to play and recreate in the natural world through a more restorative relationship to the land that takes into account drivers such as climate change. I see these visions as providing synergy to this purpose.

Multiple members explained it was great to see this type of language (call out to displaced or deprived communities) in a government vision.

Draft Mission Review (All)

The following draft Mission Statement was shared:

We provide conservation education and outreach to all people, and help those caring for privately-owned lands, to ensure public benefits for people, wildlife, and the environment.

Reactions:

- Why call out the emphasis on helping those caring for privately-owned lands?
- The use of the term public may make a lot of private landowners nervous. Does this mean the public will have access to the land or may have a say in how the private land is managed? Or is there public obligation tied to the land? Private landowners can be protective of their space.
- Perhaps use the term “for the common good” instead of public. Or drop the term public and just leave as benefits.
- Give example of what you mean by public benefit such as clean air, clean water.
- The term privately-owned is awkward. Not everyone sees themselves there.
- We provide resources to all people who care for the land that benefits our communities. Or, we provide our community with the tools and resources to care for the land to the benefit of all people.
- Don’t want a Mission Statement that interrupts or negates your Vision Statement. Calling out privately owned land seems to negate that vision.
- The first sentence I really like but I do not like anything after the comma where the emphasis is put-on privately-owned lands. It was beautiful to that point.

Draft Goals Review

The following draft goals (not in priority order) were presented to the group:

- 1) Improve water quality in our watersheds
- 2) Minimize erosion and build healthy soils
- 3) Prevent the establishment and stop the spread of invasive species
- 4) Restore, enhance and monitor natural habitats, biodiversity and ecosystem function
- 5) Enhance the productivity, diversity and resilience of working farms and forests
- 6) Adapt working lands and habitats to a changing climate
- 7) Educate people about conservation and empower people to take action
- 8) Enhance, support, and create opportunities for people historically displaced or deprived of land access and management to connect with the land
- 9) Embed equity and inclusion in all that we are (our organizational makeup) and all that we do (our work)
- 10) Secure investments in conservation
- 11) Ensure the District is an effective, adaptable, and supportive organization

Reactions:

- Thoughts on Goal 6 and Goal 10. With 6, would be interested in seeing how adaptability helps with the resilience of human communities. For example, some communities are more susceptible to heat islands and other impacts of climate change due to the historically disinvestment in green space in these communities. Need to secure investment in these communities. Clarify where the investment will be made and that this will benefit historically marginalized community members if you wish to center on equity.
- Write Goal 6 similar to Goal 9. Climate changes affects everything. We need to put a lens of climate change on things and shift to the results we wish to see (resilience) vs how we will get there (adapting).
- Goals 8 and 11 go together with investment in those displaced from the land so they can connect with the land. Small farm opportunities for these communities close to where they live.
- Are you planning on keeping the goals numbered? (Yes, if we can successfully prioritize them.) If so, Goal 9 should be Goal 1. Goal 2 should be just after goal 9 because water is life. Prioritizing water and all other natural resource goals after that

is in alignment with a community members experience working with Native American tribal representatives.

- Invasive species is a touchy topic. All kinds of perspectives and layers to navigate and discuss. Why remove invasive plants when they are resilient? Goal 3 – put the emphasis on restoring native species rather than removing invasive species.
- Build healthy soils to prevent soil erosion, filter air pollution (combat climate change) and clean water.
- Thank you for Goal 11. Don't see this from white run organizations.
- Goals should be written in a way to reflect what you want in terms of outcomes.
- Need a goal that has a reference to fire – not only in terms of fire prevention but more importantly as a tool. Part of a healthy ecosystem.
- Increase awareness of the management tools we used to have. Need to be work with and be supported by county assessors and the Department of Revenue. (E.g., tax disincentive for oak prairie habitat).
- What about the role of traditional ecological knowledge? Where does that fit?

Next Steps & Closure

Next meeting. Available to meet prior to October 7th prior to the Board retreat (Yes). Do week nights work best? (Yes).

Prepared by J. Cathcart, September 25, 2020. Reviewed and edited by Mary Logalbo, 9/27/2020, Michael Ahr, 9/28/2020 and Jim Cathcart, 9/28/2020. Final review and edits by Jim Cathcart, 9/30/2020. Approved by Conservation Scope Advisory Committee members at 10/16/2020 meeting.

West Multnomah Soil & Water Conservation District (WMSWCD)

Conservation Scope Advisory Committee

Zoom Meeting

October 16, 2020, 4-6 pm

Committee Attendees: Ahmed Yusuf, Aliesje King, Brenda Sanchez, Gabe Sheoships, Indi Keith, Jennifer Rose Marie Serna, Kim Galland, Matt Chesley, Megan Van de Mark, Mohamed Salim Bahamadi, Renee Myers.

WMSWCD Board: Shawn Looney, Terri Preeg Riggsby

WMSWCD Staff: Jim Cathcart, Laura Taylor, Mary Logalbo, Michael Ahr

There was unanimous support for having the meeting recorded.

Review Group Agreement

There was unanimous support of the following group principles:

- Be mindful of privilege, power dynamics, unconscious bias, and missing perspectives.
- Honor each other's privacy (keep in mind the recording is a public record).
- Listen to understand.
- Speak your truth responsibly.
- Step up/step back.
- Acknowledge, accept, and work through mistakes.
- Be willing to do things differently and/or experience discomfort.
- Expect and accept non-closure.
- Don't yuk my yum (added)

Draft Meeting Notes Review

There were no changes offered to the September 25, 2020 meeting notes.

Mission & Vision Update & Review

The Committee reviewed the following Vision statement approved by the WMSWCD Board:

Our vision is that all people in our district are informed and confidently engaged in the long-term caring for and giving back to the land. Everyone has the opportunity to connect or reconnect with the land, especially those who have been displaced from or deprived of land. People's engagement and connection to the land ensures clean water, clean air, healthy soil, and diverse habitats, for thriving communities and wildlife.

Comments/Reaction

- I like what you did and you captured our thoughts well.

The Committee reviewed the following Mission statement approved by the WMSWCD Board:

We provide resources, education, and expertise to inspire people to actively improve air and water quality, soil health and wildlife habitat.

Comments/Reaction

- Suggested to change to include “wildlife and aquatic habitat”.
- Inclusion of water quality infers aquatic habitat is part of wildlife habitat.

Draft Goals Review

The following Strategic Direction Goals (not necessarily in priority order) were reviewed by the Committee:

1. *Embed equity and inclusion in all that we are and all that we do.*
2. *Protect and improve water quality and soil health.*
3. *Protect, enhance and restore biodiversity, native landscapes, habitats and ecological function.*
4. *Enhance the long-term health and productivity of farms, forests (woodlands) and gardens.*
5. *Promote resilient environments in the face of climate change.*
6. *Educate people about conservation and give them the knowledge and confidence to take action.*
7. *Enhance, support, and create opportunities for people historically and presently displaced from and deprived of land to connect or reconnect with the land.*
8. *Protect the District’s investments in conservation for the long-term.*
9. *Ensure the District is effective, adaptable, supportive, viable and sustainable in our practices.*

The CSAC recommended adding a goal related to fire on the landscape in the committee’s first meeting. Mary summarized the WMSWCD staff discussion regarding adding a goal specific to wildfire and use of wildfire as a management tool discussion. Staff has not settled on adding this as a specific goal and Mary is interested in any feedback from the group.

Comments/Reaction

- Goal 1. Add the concept that WMSWCD provides a welcoming atmosphere. Could combine Goals 1 or 9.
- Goal 1. How about “Embed equity, inclusion, and a welcoming spirit in all that we are and all that we do.”

- Goal 2. Support for combining water quality and soil health because healthy soils improve water quality.
- Goal 2. Soil forward. Liked the comment about promoting healthy urban soil. We need more soil resources to share with people – the general person. So much to learn about soil. Yes, it is all about the soil.
- Goal 4. Staff feels “woodland” resonates more with how people view the rural forests in the District as oppose to the use of forest which may be associated with large expanses of forests such as National Forests.
- Goal 4. Woodland could be confusing because if interpreted on a technical basis it would only denote a hardwood cover type such as oak woodlands.
- Goal 4. A forest implies more complex structure (i.e., vegetative layering) than a woodland.
- Goal 5 – what about promoting resilient environments and communities? The two go hand in hand – healthy environment, healthy community.
- Goal 5. Helping farms and food systems adapt to climatic events will be a huge investment. Impacting climate events are a present and future reality.
- Goal 6 (and Mission). Expertise. What do we mean by that? Does that exclude people? What about using more diverse skill sharing – would capture the role of those not explicitly trained or educated, but have the knowledge (i.e., Elders).
- Goal 6. Reword. Provide information (instead of using the term educate) about conservation and give people the knowledge and confidence to take action.
- Goal 7 – could imply that those marginalized do not have a relationship to the land. This is an assumed segregation of these communities that is not accurate to the fact that these communities do have a relationship (i.e., healing connection) with the land despite not necessarily having access to the land.
- Goal 7. How can we create more opportunities for people who historically have not had the opportunity to nurture their relationship to the land?
- Goal 7 – Some immigrant communities travel a long way to have access to land (i.e., Woodburn, Oregon). Access needs to be more local.
- Goal 7 – Needs to have a wider focus so everyone is included. Not segregated as it currently comes across. Enhance opportunities for all to connect to the land so everyone has potential to see themselves in this goal. Can always message that historically and presently displaced from and deprived of land is part of this.
- Goal 7. The intent is to center on people that have experienced systemic displacement and as such displaced or deprived of land. Don’t want to lose this.

- Goal 7 needs to speak about relationship – it is not about connecting or reconnecting to the land but it is about transforming their relationship to the land; connecting or reconnecting their relationship to the land.
- Goal 7 -- Could “connect or reconnect to the land” be replaced with “restore mutually beneficial relationships with land and place”? I don’t love “mutually beneficial” as language but this is the spirit of what I think I was hearing.
- Goal 7. What about mutually supportive relationship.
- Goal 7. Is it important to say that we have been doing this wrong for so long (i.e., people have been deprived or displaced because of systemic racism)?
- Goal 7. Important to acknowledge but not acknowledge it in a way that alienates the people being referenced. It is not necessarily about blaming. The wording is very important here.
- Goal 7. A suggestion: Enhance, support, and create opportunities for people of diverse backgrounds and cultures to have a positive relationship with the land.
- Goal 7. We want to avoid being suggestive, like people do not have a positive relationship to the land and need one – when they already do.
- Goal 7. Need to promote the parks and open spaces that are near communities – many communities just do not know these places exist and they can have access to. Once members visit a place, the word will spread.
- Goal 7. I would hope that all people can see themselves in these places (parks and open spaces) and that these places are there for them. That is the goal. For all people to know that.
- Goal 7. Access to medicines and traditional foods is a major gap for indigenous groups (i.e., Wisdom of the Elders). Could willing private lands provide opportunity?
- Is Goal 7 necessary? It is in the Vision. Stating it as a Goal means that the District will be taking action beyond just acknowledging the wrong of the past. It is a whole different thing to take action.
- Goal 7. The specific actions that we identify could inform how we name this Goal. Working backwards may be the needed approach here.
- Goal 7. Who is the audience? Who are you speaking too? It is it your regular constituents that are primarily white? It is important we communicate to this audience in a way that does not alienate them so they are inclusive in the effort Goal 7 seeks to achieve.
- Goal 7. The District has not been making conservation investments in displaced communities. For example, the “Who’s Land” report had a mapping exercise that showed only one WMSWCD project in areas historically redlined.

- Goal 7. Land acknowledgements. To state the truth about the past. To show respect. (Example given).
- Goal 7. Land acknowledgements go deeper. Land acknowledgement must result in actions. It is not a check the box thing.
- Goal 7. It is important to center the goal on the wrongs. Not centering on this makes it easy to not address, take action.
- Wildfire. Regarding the wildfire goal – what services can WMSWCD offer? Is it reducing fuels around homes? An understanding of the services we can provide might point to the goal.
- Wildfire Goal. Wildfire is both a risk to mitigate through treatments as well as an ecological tool. Not sure how to articulate both roles in the form of a goal.
- Wildfire Goal. One service would be to provide assistance to landowners who want to construct a pond – ponds can not only provide habitat but can play an important role in assisting with wildfire.
- Wildfire Goal. Another service is fire prevention because people start wildfires. Building education with respect to wildfire safe practices around the home and in recreation.
- Wildfire Goal. Linton community is the first (and only) Firewise Community. Provides an education component about wildfire to the community.
- General. Never seen a process like this before. Really like it. Hearing from a lot of different voices that have helped shaped the Vision and Mission. The big challenge though is what will this look like on the ground?
- General. WMSWCD is not expecting or planning on doing this alone. We will need continued support from everybody.
- General. We can brainstorm all these ideas and make it happen.

Public Comment Period – No public attendees.

Next Steps & Closure – Is the Committee able to meet in December as the process is taking longer than we expected? (Yes.) Mary will work on scheduling meetings in November and December.

Closing Thoughts:

- Appreciate everyone's thoughtfulness in trying to be inclusive.
- Wouldn't it be great if everywhere, everyone was multi-cultural and loving to each other? Just so wonderful.
- I like being a part of this and working with an organization that is attempting to address these tough issues.

- I always learn each time we meet.
- Recognized a long time ago that we have been missing a big hole with respect to the people we serve. So great to see this being addressed.
- Thank you. Honored for being a part of this group.
- Thank you. Love being a part of this and learning.
- Thanks everybody for sharing and being present. Space to talk and be heard.

Prepared by J. Cathcart, October 16, 2020. Edited by M. Ahr, October 17, 2020. Edits accepted by M. Logalbo, November 3, 2020. Notes accepted by the Conservation Scope Advisory Committee, November 10, 2020.