



Diversity, Equity and Inclusion Committee

1 pm – 3 pm, Tuesday, January 12th 2021

Any person may attend the meeting, which are held online via Zoom – free download here: <https://zoom.us/>. A meeting ID and password will be required to access the meeting. Interested participants may request the ID and password by emailing scott@wmswcd.org with the subject line “Request for Conference ID” no later than January 11th 2021. Meeting documents will be available for inspection on the District’s webpage (<https://wmswcd.org/people-places-things/the-west-multnomah-swcd/diversity-and-equity/>)

AGENDA

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

12:20 pm – Approval of November 25th, 2020 meeting summary – Scott/All

12:25 pm – DEI Chair Position – candidate selection – Scott

12:35 pm – Review DEI related strategic directions, goals and tactics proposed in the Draft Long-Range Business Plan – Scott/All

1:00 pm – Review 2020/21 Committee annual workplan and discuss 2021/22 workplan

1:35 pm – Leadership Team Feedback to DEI Committee on Desired Outcomes and Accountability for DEI Activity in Employee Work Plans - Scott

1:45 pm – Future DEI committee meetings/times; change month to alternate with TCWC meetings – potential next meeting Feb 9th, 2021 – Scott

1:50 pm – Action items review – Scott/All

2 pm – Adjourn

**DRAFT -- WMSWCD Diversity, Equity and Inclusion (DEI) Committee Meeting Summary – DRAFT
November 25, 2020 Noon to 2:00 pm, WMSWCD Conference Call**

Attending: Scott Gall (Chair), Randi Razalenti, Renee Magyar, Laura Taylor, Ari DeMarco, Mary Logalbo

Welcome/Check-In/Equity Shares – Laura recommended listening to the Seeing White podcast and wished others could listen to it so she could discuss it with them. It was proposed that we could discuss some episodes at our voluntary DEI discussion meetings after people listen to them. Renee asked about any take-homes from the voluntary DEI discussion meeting yesterday.

Approval of the September 23, 2020 Meeting Summary – correct one typo on the second line of the “DEI Chair Position” section: “... help get this person up to speed...” Approved with this correction.

DEI Chair Position – Scott shared his proposal for how to equitably change leadership on the DEI committee (attached in the agenda). Overall, the committee liked the proposal. Some thoughts and suggestions were made: Should it recommend “up to” two co-chairs rather than requiring two? This might make it hard to transition since there wouldn’t be any overlap. We don’t want to feel limited to require two. Do we want to include the option for people to continue longer than 2 years or do we want to uphold the 2-year term limit? The committee agreed it would be better to be more flexible and allow for longer term of service. Scott wants to check with other former chairs to double check that all responsibilities are listed. Group selection in an equitable way seems better than leadership assigning someone to the position. Add to the process: candidates submit a letter of interest to the committee and then the committee have an anonymous vote. Clarify who is eligible – any permanent staff member, or a current committee member? The committee decided to keep eligibility open to any permanent staff member.

Action item: Scott will make clarifications and edits to the proposal and then send back to the committee for final feedback. Scott will then send out an announcement to staff about the opportunity.

Intentional DEI focus time in employee work plans; amount, recommended structure – The committee reviewed how EMSWCD approaches this: Time (at least 5 hrs/month) dedicated for internal work and small group meetings. Time for programmatic equity work not included. The committee discussed what we thought would make the most sense for us: Work this into existing meetings, for example the voluntary DEI discussion meeting time. Otherwise folks are concerned about capacity and adding yet one more meeting to our schedules. Should we also include programmatic work? Probably this should be separate from personal work, but also needs to be planned for. Perhaps as separate time in staff work plans. We should have more time available for this individual work. Meetings may not be the best approach for everyone. Recommend whatever learning and exploration model works for each person. The structure of scheduling can be flexible for each staff member – eg. allocate less time during busy seasons and more during “down times”. It’s important to organize this with our desired outcomes in mind: More inclusive culture, shared language, sharing info and resources, being more socially aware and sensitive as we develop our programs. We should also get feedback from Leadership Team about their thoughts on desired outcomes.

Closing discussion – We need more input from Leadership Team and all staff. We’re struggling on the accountability piece and work load capacity. We need to sort out personal learning and programing development as interdependent but separate time allocations. Suggested on average 2 to 5 hrs per month, 1% of FTE? Also some amount of time allocated for programmatic work, but that would be more subject to each staff person’s particular seasonal workflow and where they’re at in incorporating equity into their program. Included in programmatic development: applying the equity lens to work plans and budgets (as per LRBP). Intentional invite to outside staff to be involved in the DEI committee either by attending a meeting every once in a while, or reading the minutes.

Action item: Get feedback from leadership team on desired outcomes and accountability. Develop more clear recommendations at January meeting and then send recommendations to Leadership Team for January meeting so they can advise staff to do this as they develop their work plans. Need clarifications from the LRBP core team on how incorporation into programing will roll out.

DEI as performance criteria in employee performance ratings – Needs to be punted back to Jim based on above conversation and recommendations.

Action item: Ask Jim/Leadership Team what they would recommend for this.

Racial Equity Policy Follow-up – Our website refers to our racial equity policy, but it seemed incomplete or unresolved. Not all of our listed goals have been fully fleshed out throughout this past 5 year LRBP time period. Consider pros and cons of having a stand-alone racial equity policy that's separate from the LRBP. It seems like a good idea – it would serve us for a long time, although it would of course need to be updated routinely. Nice to have one succinct document, but so much is incorporated into our LRBP it would be great to pull out from it without reinventing things or duplicating work. Perhaps they can refence each other. With the goal of updating website language, it just needs to point back to the LRBP. We also need to show our progress (regularly updated) on the website. Need to be clear about difference between policy (which is approved by the board) v.s. procedures, etc. Include "Our Racial Equity Policies and Initiatives include the following:" Would be great to have a one stop shop and also what we've actually done. It would also be good to have a more dedicated space to speak to DEI outcomes in our annual report.

Closing discussion – There's already a starting point outlined in our old LRBP and there will be more fleshed out content in the new LRBP. Once that's complete, we could create a separate addendum that summarizes our DEI policy, goals, etc.

Action item: For updating the website, show elements that have been completed (1-2) and progress on those we're still working on (3-7). Add our Principles, Goals. Renee and Mary will collaborate on this.

Future DEI committee meetings/times; change or remain the same? – Tuesday afternoons on a week other than Board meeting weeks (3rd Tuesdays). 2nd Tuesdays 1:00 to 3:00 pm was agreed upon by the group, at least for the next meeting.

Action item: Check with Terri that this works for her.

Next meeting: January 12, 2021, 1 - 3 pm

Action Items – see above.

Acronym Key:

DEI: Diversity, Equity, & Inclusion

LRBP: Long Range Business Plan

Notes taken by Laura Taylor

I'm throwing my hat into the ring for the DEI Committee Co-Chair position. I'm really trying to hang on to a large share of my new-found capacity freed up from supervising interns for more conservation work, so I'll be happy for others to have this position as well if that's how it turns out. Hopefully with a co-chair situation, the work load won't be too much.

I am interested in this role for a number of reasons:

- I believe strongly in and care deeply about the mission being advanced by the DEI Committee to increase the equity, diversity, inclusion and justice of our District as an organization, and how we offer our services.
- I personally sit at an intersection between having great amounts of social privilege as a white, able-bodied, well-educated person - and facing certain forms of oppression as a queer, gender-expansive female-bodied person. This provides me with some first-hand perspective in knowing the injustice of discrimination along with the power to work against oppressive systems. It also gives me a lot of motivation to help our District continue to make progress on equity, diversity, and inclusion since my personal experiences have given me great empathy for others facing systemic oppression and discrimination.
- I look forward to career and leadership growth provided by this opportunity.

I bring some interesting value to the position as well:

- I bring my skills and qualities of organization, thoroughness, clear communication, careful listening, and curiosity to the position.
- As a member of the DEI Committee and having taken great strides to improve the equity of our internship hiring practices (and FISH Grant selection process back in the day), I have some experience with our District's DEI efforts to build from.
- I've done a lot of personal study and learning in the realm of racism, sexism and other kinds of discrimination.
- My personal identity provides me with some unique dimensions of perspective that will inform how I co-lead the Committee.

Best,

Laura Taylor
Conservationist and Education Coordinator
West Multnomah Soil & Water Conservation District



DRAFT STRATEGIC DIRECTIONS, SMART GOALS & TACTICS – For DEI Committee Review

*New programs and initiatives are **highlighted in yellow**.

*Items that may be led and/or heavily influenced by DEI Committee *shown with italics*.

*Other Strategic Directions impact equity work, but are not expected to be led by the DEI Committee.

1) Embed equity and inclusion in all that we are and all that we do

1. SMART GOAL: Continue to support, foster and further grow staff, board and partners' capacity to embed equity and inclusion.

TACTICS

- a. Support and uphold a committee of Staff and Board Directors devoted to Diversity, Equity and Inclusion (DEI) who review District policy and actions, seek and encourage staff/board trainings, and work towards continued growth by all those within the organization and those with which we partner.*
- b. Annual trainings for Board and Staff on specific DEI topics are delivered and a DEI training plan for any new hires is developed*
- c. Annually hold or support at least 2 inclusivity and equity speaker topics or events delivered by the District or its partners.**
- d. Staff time devoted to DEI work in annual work plans and all workplans are vetted for opportunities to support DEI through an equity lens review (year 1 -5)**
- e. Continue to build on the "Whose Land is Our Land" report through events that help share the history uncovered about race, place and equity in Multnomah County.**
- f. Host a DEI Internship to help assess and inform District equity initiatives including staff/board trainings, partnership development, workplan development, DEI committee meetings and analyzing 2020 census data.**

2. SMART GOAL: Proactively implement decision-making strategies that lead to more equitable and inclusive outcomes

TACTICS

- a. Seek advice from diverse community leaders and members on how to best deliver our work by forming an advisory committee that provides biannual recommendations on our operations and workplans.**
- b. Include use of Equity Lens prior to all key decision points such as policy change, hiring, hiring practices, employee wellness, organizational health, work plan and budget reviews, and delivery of conservation practices in order to embed a system of checks and balances which seeks to incorporate DEI in every facet of the organization.
- c. Set firm goals on how to diversify both our board and staff and what we are aiming for and then track progress on the same.**
- d. Continue valuing and implementing transparent and shared decision making through leadership team model and open, publicly accessible and welcoming Board meetings.



- e. Develop and use land acknowledgements to understand the longstanding and tragic history that has brought the opportunity for the District to work on the land, and to seek to understand our place within that history including our commitment to address the history.
3. SMART GOAL: Foster a sense of belonging for all in the environmental sector and a welcoming place at WMSWCD (See also SD 2)

TACTICS

- a. Showcase diverse partners, professionals, community members and community leaders in at least 4 articles/year sharing a diversity of perspectives in our field.
 - b. Continue to support and partner with green workforce development efforts to build coalitions and relationships that help further diversify the environmental field and allow for learning from one another along the way.
4. SMART GOAL: Ensure broader accessibility and remove barriers to access organizational resources and opportunities at every level of our organization

TACTICS

- a. Complete website updates to ensure broader accessibility for all visitors and improve visibility of DEI-related work by LRBP year 5.
 - b. Keep abreast of current and emerging best practices that ensure equity in hiring and use them in our hiring process as appropriate and feasible.
 - c. Ensure experiences (lived & professional) are valued criteria for any new hires and that clear expectations are set regarding how they will support and engage in District DEI work.
 - d. Develop (by year 2) and Incorporate (by year 3) equitable funding/cost-share models into the delivery of our programs.
5. SMART GOAL: Work to welcome, increase and maintain diversity within the District's board and staff, contractors we hire and the people who benefit from our work to better reflect the diverse demographics of our service area.

TACTICS

- a. Analyze results of the 2020 Census data to better understand the demographics of the district and use that information to inform strategies that focus on producing more equitable outcomes in the delivery of our services.
- b. Set board and staff recruitment and retention goals around demographic data findings to achieve that the Board and staff of the District, the contractors we hire and the people who benefit from our work reflect the demographics of our service area.
- c. Set up mechanisms, including anonymous platforms, to understand how those interacting with our organization feel with an emphasis on ensuring a welcoming and safe environment.

- 2) **Ensure the District is welcoming, adaptable, supportive, viable, effective, and sustainable in our practices**



1. SMART GOAL: Update District materials to highlight our welcoming environment (See also SD 2 & 7)

TACTICS

- a. Feature more images of staff, board, partners/people we work with in all publications (welcoming)
- b. Create (by Year 1) and maintain/update (Year 2-5) an "Internship Program" web page that showcases the internship and interns both while they worked with us and a few case-studies of where they are now. Be sure the many forms of diversity embodied by our interns are well represented.

2. SMART GOAL: Increase the environmental sustainability of our operations

TACTICS

- a. Identify and implement ways to make office and field supplies and office space more environmentally sustainable while being financially sustainable and efficient (years 1-5)
- b. Encourage staff measures to increase sustainability through individual actions (i.e. taking alternative transportation) and/or spearheading programmatic or operational measures (e.g. managing office compost wastes, recycling and sourcing materials).
- c. Create and support employee and contractor programs that encourage alternative forms of transportation and other ways to reduce carbon emissions from District activities.
- d. Examine and improve upon our fleet of vehicles' and management thereof with a goal of decreasing our carbon footprint.
- e. Get involved with efforts to increase building sustainability measures (e.g. join tenant group to improve measures and suggest improvement ideas to management)

3. SMART GOAL: Identify and modify district processes that can be made more efficient and/or effective.

TACTICS

- a. Identify and implement workflow auditing resources such as workflow mapping to help evaluate and manage staff workloads including examination of applied business models including task times, project oversight, role of partners and landowners and incorporate changes that lead to efficiencies in time and resources into workplans and job descriptions (years 1-5).
- b. Develop an organizational chart to demonstrate position and administrative workflows to help keep things efficient (by year 1)
- c. Identify and implement strategies to make administrative processes such as payments, contracting and payroll more efficient (year 1-3)

4. SMART GOAL: Ensure staff and board have sufficient support and recognition as well as capacity to adapt as needed



TACTICS

- a. Encourage employee cross-training and/or project “showcases” at least once per year in order to connect staff with the work happening across the District to develop increased understanding and experience with each others work.
 - b. Identify internal or external resources that can fill in to provide to each staff member back-up for priority work during a period of extended or desired absence.
 - c. Continue to value and provide staff flexibility in their scheduling and work load management.
 - d. Recognize staff and board achievements, ideally in ways known to be appreciated by the individual getting recognized, which may include verbal or written praise or other recognition.
 - e. Support development and implementation of annual professional development plans for each staff member. (See also SD 1)
 - f. Identify and support annual board trainings
 - g. Develop board advocacy and community engagement plans that ensure consistent messaging and reaches target audiences (See also SD 1)
 - h. Provide an internship program that supports all listed SDs in various capacities and helps with overall staff capacity to monitor and maintain priority projects while supporting the continued flow of experience for conservation professionals throughout our entire field. (See also All Other SDs)
5. SMART GOAL: Continue to support and build on opportunities to foster a welcoming environment

TACTICS

- a. Develop and support District affinity groups – best practices, how to get started and implement as desired, look into regional partnership opportunities, (years 1-3) (See also SD 1)
- b. Continue to make time and space for voluntary staff conversations and check-ins (on equity or otherwise) (See also SD 1)
- c. Continue to organize and support 1-2 staff and board social gatherings per year to get to know one another and welcome one another outside of the work realm.
- d. Make sure there’s time on board agenda for Director/Associate Director checkins.
- e. Develop and implement welcoming recruitment and onboarding for those new to our organization (new Associate Directors, budget committee members, advisory committee members, volunteers and staff).

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 Committee 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 discuss 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).	<ul style="list-style-type: none"> - 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 (CELS), 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		

From: [Jim Cathcart](#)
To: [Scott Gall](#)
Cc: [Terri Preeg Riggsby](#); [Renee Magyar](#); [Randi Razalenti](#); [Laura Taylor](#); [Mary Logalbo](#); [Leadership Team](#)
Subject: Leadership Team Feedback to DEI Committee on Desired Outcomes and Accountability for DEI Activity in Employee Work Plans
Date: Monday, December 14, 2020 3:13:35 PM

Scott:

On behalf of the Diversity Equity and Inclusion (DEI) Committee, Renee Magyar – at the November 30, 2020 Leadership Team Meeting -- brought forward the Committee's need for feedback from the Leadership Team regarding desired outcomes and accountability for personal and professional diversity equity and inclusion activity in employee work plans. This message is based on the Leadership Teams discussion at the November 30th meeting and my review of the draft Diversity Equity and Inclusion Committee November 25, 2020 meeting summary. It also incorporates some additional feedback received from Randi Razalenti as Randi was not able to attend the November 30, 2020 discussion.

First off, the Leadership Team concurs with the Committee that the expected minimum amount of time employees should spent on personal and professional diversity equity and inclusion activity is 1 percent of a Full Time Equivalent (FTE) position (20 hours per fiscal year) – pro-rated for part-time employees based on their part-time FTE. Further, consistent with how the Committee seems to feel, this time does not have to be spread out evenly across each month and rather should be scheduled by the employee based on how the time best flows within their annual workflow. The Leadership Team envisions that the bulk of the diversity equity and inclusion activity would be personal and professional training and development including motivational speeches, stories and other medium for sharing about diversity equity and inclusion. The Leadership Team feels that it should be left to the employee to decide what activity would count toward this work plan expectation and for supervisors to monitor by simply being kept abreast of the diversity equity and inclusion activities employees are engaging in. Something not mentioned however is time spent developing relationships with new partners so as to bring diversity equity and inclusion to the District's work or mentoring existing partners so they grow in the realm of diversity equity and inclusion. In my mind this time would certainly count!

To emphasize, the Leadership Team feels this is a minimum expectation and employees should be encouraged to exceed the minimum time expected to the extent that priority work and program responsibilities can be fulfilled. Lastly, employees who wish to spend a considerable more amount of time on diversity equity and inclusion by serving on the Committee or through other professional development or leadership opportunity should develop these desires with their supervisor through their professional development plan so that the employee's work plan can be adjusted accordingly to carve out the time necessary.

Please also note that the Leadership Team encourages that the time allocated for programmatic diversity equity and inclusion work be in addition to the 1 percent expected for personal and professional development activity. The Leadership Team feels that each employee knows best the pace and scale of programmatic diversity equity and inclusion development so there really is no expectation here as long as employees are committed to development of diversity, equity and inclusion into their programs. As the Committee postulated, this commitment in my mind is best

illustrated if employees at least apply the District's equity lens to annual work plan and budget development.

I have read the Committee's list of desired outcomes from this diversity, equity and inclusion activity as stated in the November 25, 2020 Committee meeting summary such as fostering a more inclusive culture, developing shared language, continued evaluation of internal and external policies and procedures, sharing info and resources, removing bias in our hiring and being more socially aware and sensitive as we develop our programs.

As far as accountability goes, I do not favor quantifiable performance measures such as so many meetings, so many webinars, so many equity lens applications, etc. Rather, my proposal for accountability is the employee performance evaluation process where we would add a performance rating criterion for diversity, equity and inclusion as follows:

Successful Rating – The employee is meeting District expectations for personal and professional diversity equity and inclusion activity (1% FTE) and is committed to programmatic diversity equity and inclusion development by at least applying the District's equity lens to the employee's annual work plan and budget development.

Outstanding Rating -- The employee consistently exceeds the District expectations for personal and professional diversity equity and inclusion activity (1% FTE) and has implemented diversity equity and inclusion within program development and delivery and continues to evaluate program impacts to diversity equity and inclusion by applying the District equity lens to the annual work plan, budget development and other program areas.

Needs Improvement Rating -- The employee is not meeting District expectations for personal and professional diversity equity and inclusion activity (1% FTE) and has not demonstrated a commitment to programmatic diversity equity and inclusion development.

Please get back to me with any questions you or other Committee members may have.

Jim