



Diversity, Equity & Inclusion 3-Year Strategy

Prepared by the Lower Columbia Estuary Partnership DEI Steering Team with the participation of staff and Board members

November 2021

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Organizational Why: Why is Diversity, Equity, and Inclusion important to our Organizational Mission?

We recognize the historical imbalance of power and representation that have disproportionately harmed people of color, Indigenous people, and low-income communities. To restore and care for the lower Columbia, the Estuary Partnership understands that the long-term health of the river and our resiliency to the impacts of climate change are inextricably linked to these communities. We also understand that to be a more responsive, resilient, and trusted organization we must seek out and honor the voices and experiences of the diverse communities of the basin. We must strive to remove any imprints of systemic racism from within our organization and actively work to dismantle and interrupt racism in our work and within the lower Columbia region. We will actively listen and learn, working to become trusted partners and collaborators.

Leadership Commitment:

The Estuary Partnership sees every member of the organization as active participants and important to our diversity, equity, and inclusion (DEI) work. Members of the Board and members of the organization's Management Team are in positions that require our leadership to increase diversity and equity in the workforce and foster an inclusive workspace. As Board members and members of the Management Team we will:

- Participate in or have representation on the DEI Steering Team and participate in DEI training and discussions to help the organization achieve its DEI goals.
- Honor the *Organizational Why* and take actions to achieve the goals of the DEI Plan.
- Recruit, hire, and develop a diverse workforce that reflects the communities we serve.
- Communicate transparently, honestly, and openly, and encourage opportunities for dialogue within the organization and throughout the Lower Columbia region.
- Support the organization's DEI work and strive to improve outcomes through stronger policies and procedures, training, and use of technology.
- Provide a supportive, positive environment that supports differing opinions and experiences, focuses on growing skills and leadership of staff, and encourages innovation.
- Acknowledge that staff are the most valuable asset of the organization and prioritize retention of staff by providing a safe and inclusive work environment, professional growth opportunities, market-competitive compensation, and healthy work/life balance.
- Support each staff person's growth and development, listen to creative ideas, and not shy from risk-taking. Celebrate success and recognize challenges and mistakes as opportunities to learn.
- Require DEI practices in all the organization's work and foster inclusion in the systems that support our programming.

Role of the DEI Steering Team:

The DEI Steering Team serves and represents the organization at all levels including Board, management, line, and technical staff. The DEI Steering Team serves the organization by providing advice related to DEI to the Executive Director, Management Team, and Board of Directors. The members of the DEI Squad serve as peer advocates and leaders and provide guidance and advice on a variety of matters including:

- Implementation of the DEI Plan
- Planning and presenting DEI related training and discussion topics during regular staff and Board meetings
- Serving as liaisons between the DEI squad and programmatic teams
- Completing the Annual Organizational DEI Evaluation Tool
- Championing the inclusion of DEI principles in service delivery, partnerships, and funding requests
- Developing annual DEI goals and training plans, working to identify and secure funding
- Other activities required to implement and achieve the goals, strategies and actions listed in this DEI Plan

3-Year Vision

Members of the organization came together in 2019 to create an organization Equity Engagement and Strategy Process or EESP. This Plan acknowledges the vision that was created during that process and builds upon it. At the heart of the EESP was a bold Vision for our organization; we remain committed to achieving the goals of that vision, which include:

Key elements of the 3-year vision -

(In no particular order; we recognize the importance of all of these actions):

- Integrate DEI, Traditional Ecological Knowledge (TEK), and Environmental Justice (EJ) at early project scoping phases.
- Develop our ability to tell different stories /communications.
- Develop policies and procedures to support a more inclusive organization.
- Transform workplace culture so that it is inclusive and supportive.
- Ensure that workplace culture supports diverse viewpoints and a safe environment.
- Support, participate in, and plan and carry out culturally responsive events.
- Shift the paradigm from scarcity to abundance.
- Support capacity-building and commit funding for DEI training, initiatives, and ongoing learning.
- Adopt the HR policies and procedures, recruitment practices, and development principles, based on our commitment to DEI to increase our organizational diversity.
- Identify and forge authentic partnerships.
- Recruit people of color (POC) to Board of Directors.
- Develop DEI performance measures that are holistic, qualitative methods for evaluating organizational DEI growth, beyond numeric measures.
- Encourage strong leadership accountability.

Desired State - Summary of DEI Priority Areas and Goals:

The desired state that the organization would like to reach through its DEI work. Priority areas were identified as the most relevant and urgent in moving our work forward.

Communications

- Communication that encourages feedback, questions, and input, and is open and transparent.
- Tell more diverse stories that broaden, deepen, and connect us all together.
- Highlight Black, Indigenous, and people of color (BIPOC)-led or culturally specific work/resources opportunities in all communication channels.

Programming

- Keep science literacy at the center of all programming and provide robust opportunities for participation for BIPOC and marginalized communities.
- Support staff learning and mentorship.
- Culturally responsive teaching in our science lessons, field trips and canoeing trips.

Performance Measures

- Each program includes DEI-related goals, holistic measures, and actions.
- Clear articulation of specific job duties related to DEI.

Board

- There is a Citizens Advisory Committee that draws membership from throughout the region and provides advice to the Board and the organization, it also serves as an incubator for future board membership.
- There are people of color and Indigenous people on the board to enhance perspectives.
- The Board is fully engaged and committed to the work of the organization, works strategically to aid the organization in meeting organizational goals and has a robust Board development strategy.

Authentic Partnerships

- Partners include more culturally specific and POC-led groups.
- We seek collaborative relationships that are mutually beneficial, sustainable, and community driven.
- Have funding dedicated to partnership outreach and to support active participation of partner groups.

Financial Position

- We operate from a place of abundance and collaboration rather than of scarcity and competition. We actively leverage the diverse contributions of our staff and partners to fuel the next innovation.
- We develop contracts with minority and women-owned businesses/contractors.
- We seek collaborative grants with POC and Indigenous communities and racially diverse schools.
- There is a Funding Plan that supports the creation and support of transformational relationships with communities of color, Indigenous communities, and other underserved communities in the lower Columbia region.

Workplace Culture

- We believe that sustainable growth is inherently a collaborative endeavor. We need to get out of our silos, create and maintain dynamic cross-functional and interdisciplinary teams, and foster a “rising tide lifts all ships” culture where no one is left behind.
- Actively recognizes strength and contributions and celebrates our collective work.
- A culture of trust and respect, a culture of inclusion, and safe spaces or brave spaces where differing/ and or new viewpoints are shared and valued.
- A culture that is less formally professional and more inclusive of other cultures represented by food, art, events, and books. A workplace that is more welcoming to barriered groups and cautious of cultural appropriation.
- We have work agreements about what “professional” means, and what our standards of performance are. We share understanding of accountability, responsibility, trust, and awareness of various work styles.
- We embrace different work styles and schedules.
- Organization feels safe to show up as your authentic self; DEI is a part of everything and centered in all work; Fun, lively, creative.
- Sharing personal events/ moments of importance to build connectedness amongst staff.
- We strive to be an organization that commits to the breadth and depth of institutional transformation that is required to see that change and learning are sustainable. We recognize that while leadership is critical, changes take place throughout the organization, through building infrastructure that creates and supports racial equity experts and teams throughout the depth of the organization.

Leadership/Capacity Building

- Build leadership capacity and expertise around DEI at all levels of the organization.
- Organizational leadership actively recognizes the deep organizational commitment and leadership at different levels of the organization and actively encourages full-team engagement.
- We support emotional intelligence and soft skills training.
- Program Managers embrace their leadership roles and actively cultivate the leadership skills of their team members.
- Offer opportunities for all voices to be heard and opinions to be safely shared.
- Leadership comes from all levels of the organization.

Action Plan:

Priority Area 1: Workplace Culture

Goal: Create and maintain a work environment that supports an inclusive atmosphere, including work from home flexibility; values delegation and trust; and embraces different work styles, communication styles, and schedules. The workplace supports employees at all stages of their career.

Actions:

- **The DEI ST will review and advise** on the updating of existing policies and procedures, to support an inclusive workspace.
- **The DEI ST will regularly evaluate** how office space/culture are working, offer advice on revision and adjustment to continually maintain an inclusive space and a space that is welcoming to people of all abilities.
- **The DEI ST will evaluate** the holiday policy and calendar
- **The DEI ST will examine** current policies including dress code, attendance; employee expectations- unwritten rules, and make recommendations for revision to ensure policies and practices support an inclusive work environment.
- **The Organization will form an Affinity Group to assess and make recommendations** for the creation and implementation of programs that provide coaching and mentoring for early and mid-career professionals.

Goal: Recognize strength and contributions and celebrate our collective work. Create a space that is empowering, and where we work hard for each other for a shared vision.

Actions:

- **The Management Team will develop approaches** that infuse collaboration into programming. The DEI ST team will assist program teams to collaborate in on-going cross-team work and skillset sharing.
- **The DEI ST will create and champion** opportunities for work across teams including formal and informal opportunities for interaction – staff plantings, work in the field with another team, creating cross-team grant applications, potlucks and informal staff gatherings, research collaboration, etc.
- **The DEI ST will advise** organization leadership on the creation of collaborative workplans for seasonal and longer-term fellows.
- **The DEI ST will build capacity** on topics and skills of interest across the organization – Indigenous practices/TEK, public speaking, video production, coaching, etc., through creation of a library and a speaker's bureau.
- **An Organizational Affinity Team will be supported that will champion** the implementation of appreciation strategies based on staff feedback that will identify the different ways employees like to be recognized and build meaningful and authentic ways to build a culture of celebration.
- **The Management Team will prioritize opportunities** to celebrate success and reflect on opportunity for growth.

Goal: Create a workplace culture that feels open and inclusive; is less formal; has more cultures represented through art, food, events, and mindful books; is more welcoming to barriered groups; and is wary of cultural appropriation.

Actions:

- **The DEI ST will create** reading and study groups focused on DEI training.
- **The DEI ST will support** opportunities for staff to learn about how white supremacy and racism has impacted POC, Indigenous peoples, and the communities in which we work **The DEI ST will develop** a DEI lending library.
- **The DEI ST will work with staff members to create and support** office spaces that are reflective of the work that we do and the values that we hold. It should be a space that is welcoming to people of all abilities and cultures.
- **The DEI ST will form a working group** to assess office décor for inclusivity. They will also examine new office space and offer advice on inclusive décor and add more artwork representing the diversity of the lower Columbia.

Goal: Create a workplace where it feels safe to show up as your authentic self and is a place of trust. DEI is centered in all work. The workplace is fun, lively, creative, and safe.

Actions:

- **The Management Team will foster** a positive and trusting environment, using explicit actions, and training, that values authenticity and respect.
- **The Management Team will create and foster** an environment that values a growth mindset and risk taking rather than punishing failure.
- **The DEI ST will assist** organizational leadership in creating opportunities for each focus area (Education, Science, DEI, etc.) of the organization to learn something new within context of CCMP/ management plan, Environmental Justice, or DEI.
- **The DEI ST will implement** survey methods to evaluate if teams/staff feel free to take risks, and express ideas, concepts and approaches that are outside of the norm.
- **The DEI ST will examine** and recommend conflict resolution and avoidance strategies.
- **The DEI ST will work across** the organization to develop agreements about work culture, what it means to be professional and management or coaching approaches that are supportive of employees.
- **The DEI ST will examine and recommend** ways to use conflict for positive benefits and creativity.
- **The DEI ST will develop and/or adopt** systems and strategies to work through conflict in the moment.
- **The Safety Committee will assess** workplace and field safety, provide safety-related self-assessments, and complete safety plans that address emotional and physical safety, with a race-based lens.

Goal: Foster a workplace culture that values bottom-up (vs. top down) structure and approach.

Actions:

- **The DEI ST will assist** organizational leadership in providing more support and encouragement of growth and leadership at all levels of the organization.

- **The Executive Director will implement** the 360 personal evaluation process for staff and supervisors.
- **The Management Team will develop a plan** that encourages greater engagement with leadership, including non-management participation in management meetings.
- **The DEI ST will research** staff meeting models and make recommendations for more inclusive meeting approaches. For example, sharing and rotating facilitators and note-takers, team-building activities, and ice breakers.
- **The DEI ST will survey** staff and make recommendations to leadership that make staff meetings more useful and open to everyone to feel able to share.

Goal: Organizational DEI Training and Plan Implementation are based on identified needs of the organization and are well supported in the annual budget and workplan process.

Actions:

- **The DEI ST will identify annual DEI training priorities and initiatives** which may include specific training opportunities and goals, these priorities and initiatives should be based on feedback gathered from staff and stakeholders.
- **The DEI Coordinator will work with the ED** to identify training opportunities, costs, and schedules to implement the annual DEI training plan presented by the DEI ST.
- **The ED will annually** report back to the DEI ST on DEI Plan and DEI Training Plan implementation and outcomes, including identification of any challenges and opportunities for the following year.
- **The DEI ST will work with the ED regularly to assess** whether plan implementation has been sufficient to meet planning, and training needs, and to identify future opportunities.
- **The ED will work with the Management Team to ensure** that DEI meeting and training time commitments are clear and supported.

Priority Area 2: Communication

Goal: External Communication – Share stories to support diverse narratives; highlight POC/Indigenous people-led and culturally specific work, resources, and communication on social media and in all communication.

Actions:

- **The DEI ST will actively participate** with the management team in identifying communities and groups to meet with for listening sessions.
- **The DEI ST will participate** in listening sessions and in framing the organizational learning within DEI.
- **The Communications & Outreach Team will inventory existing communications** with partners – get feedback, survey, listen to the stories they want us to hear. Ensure a strategic communications plan centers equity.
- **The Communications & Outreach Team will lead the organization in engagement with** partners in story creation.
- **The Communications & Outreach Team in partnership with the DEIST will work to ensure the organization** is presenting information that is also highlighting our shared values, and strengthening our connections to marginalized communities, rather than focusing on numbers and accomplishments.

Goal: Communication flows through the organization in a thoughtful, respectful, timely, meaningful, and articulated way.

Actions:

- ***The DEI ST in partnership with the ED, will evaluate*** the culture of communication, looking at current communication opportunities and methods, analyze feedback.
- ***The Communications & Outreach Team in partnership with the DEIST will recommend and test*** new communication strategies and identify and recommend different communication modalities.
- ***The Communications & Outreach Team in partnership with the DEIST will continually reassess and reevaluate,*** suggest adaptations and adjustments.

Priority Area 3: Financial Position

Goal: Operate from a Place of Abundance and Fiscal Health.

Actions:

- ***The Management Team will lead*** in a way that focuses on opportunities rather than limitations.
- ***The Management Team will support*** program and project proposals with long-term focus; create opportunities for the Estuary Partnership to share knowledge within and outside of the organization; and provide our team the opportunity to learn from others.
- ***The Management Team will utilize evaluation tools*** that provide opportunities for process improvement and learning, rather than focusing on outcomes alone.
- ***The Management Team will support*** all members of the organization to meet the challenges of our mission, with a focus on our customer – *the waters and ecosystems of the lower Columbia for future generations of fish, wildlife, and people* – with a willingness to collaborate rather than compete with partners.

Goal: Develop contracts and collaboration opportunities with women and minority owned businesses

Actions:

- ***The ED and Finance Manager will analyze*** industry-wide scoring for MWBE & RFQ distribution.
- ***The ED and Finance Manager will investigate*** potential opportunities to encourage restoration contractors to purchase goods/services from MWBE.
- ***The ED and Finance Manager will review*** purchasing policies and the threshold for sole sourcing.
- ***The Program Managers will work with their teams to identify*** MWBEs that could be suppliers of goods/services or who should be included in targeted RFQ processes.
- ***The ED and Finance Manager will revise*** administrative /purchasing policies to reflect DEI priorities including amendments that encourage MWBE participation such as pre-contract meetings.
- ***The ED and Finance Manager, based on feedback from project managers,*** will revise RFQ scoring language to incorporate any changes for MWBEs.
- ***The ED will provide to the Executive Committee*** an annual report on the progress of all above objectives including any barriers to implementation and any recommendations that may improve our contracting and finance practices.

Goal: Be collaborative in our grant-seeking.

Actions:

- **Members of the Management Team and project managers will work to support and elevate** current and potential collaborative grant partners.
- **The Management Team and project managers will** seek opportunities to develop potential partners and opportunities for collaboration with a broad array of organizations throughout the region.
- **All Members of the Organization will seek** opportunities to work collaboratively with POC/Indigenous partners and organizations on grant seeking that leverages our capacity and resources to provide support and equitable funding and support our partners to take the lead.
- **All members of the organization will be encouraged** to listen actively, engage underrepresented voices in grant and collaborative processes, develop our shared ability to take direction from our partners and community.

Priority Area 4: Partnerships

Goal: Support new opportunities for collaboration and deepen partnerships.

Actions:

- **The DEI ST will research** definitions – episodic vs long term.
- **The DEI ST will support** the formation of an affinity group to define partnerships and identify what moves us toward authentic collaboration with our partners.
- **The DEI ST will support** the development of a database of past/current partners.
- **The DEI ST will support** the affinity group to host focus groups or surveys to get feedback on collaboration and partnerships including identification of new and potential opportunities for collaboration.
- **Management Team members and project managers will maintain** awareness of potential funding sources and the interests of our partners.
- **The Organization will, with the support of the DEI ST,** implement a new, collaborative program/project /event that is community-driven, mutually beneficial, and long-term.

Goal: Create and implement a community engagement strategy.

Actions:

- **The Communications & Outreach Team will work with the DEI ST** to research strategy development and model plans.
- **The Organization will implement** model of community engagement that centers equity.
- **The Organization will use** the strategy to help develop authentic relationships that are mutually beneficial and meet the interest and visions of the communities in the lower Columbia (i.e. community-driven).
- **The Communications & Outreach Team will develop an evaluation tool** to evaluate projects and activities for consistency with the community engagement strategy, annually. Barriers to implementation as well as lessons learned will be shared with the ED and DEI ST.

Priority Area 5: Leadership and Capacity

Goal: Board diversity

Actions:

- **The Board of Directors will create** a leadership committee to develop and administer a staff/Board demographic survey to establish baseline data and set future goals.
- **The Board of Directors will reach out** to leaders of color and established partners to identify and gauge interest from diverse board candidates.
- **The Board of Directors will determine** supports needed for new Board members, create, and adopt a board development strategy that provides complete on-boarding for new members and sets clear expectations for their involvement, welcomes, and amplifies the voices of new Board members.
- **The Board of Directors will identify** and recruit new Board members who are POC and/or Indigenous.

Goal: Establish a Community Advisory Committee.

Actions:

- **The ED will research** Community Advisory Committees (CAC) at other NEPs and nonprofits.
- **The Board of Directors, with the ED will develop** roles and goals for Community Advisory Committee.
- **The Board of Directors will determine** application versus invitation.
- **The Board of Directors will recruit** members for CAC, with a mind toward diverse people and perspectives.
- **The Board of Directors will evaluate** CAC and reflect on successes and opportunities.

Annual Evaluation Table:

Priority Areas and Actions	Current State 10/1/2021	Evaluation Status 10/1/2022	Identified Barriers 10/1/2022	Evaluation Status 10/1/2023	Identified Barriers 10/1/2023	Evaluation Status 10/1/2024	Identified Barriers 10/1/2024
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Priority Area 1: Workplace

Culture

Goal: Create and maintain a work environment that supports an inclusive atmosphere, including work from home flexibility; values delegation and trust; and embraces different work styles, communication styles, and schedules. The workplace supports employees at all stages of their career.

Actions:

<i>The DEI ST will review and advise on the updating of existing policies and procedures, to support an inclusive workspace.</i>	<i>In Progress</i>						
<i>The DEI ST will regularly evaluate how office space/culture are working, offer advice on revision and adjustment to continually maintain an inclusive space and a space that is welcoming to people of all abilities.</i>	<i>In Progress</i>						
<i>The DEI ST will evaluate the holiday policy and calendar</i>	<i>Complete (for 2021)</i>						
<i>The DEI ST will examine current policies including dress code, attendance; employee expectations-unwritten rules, and make recommendations for revision to ensure policies and practices support an inclusive work environment.</i>	<i>In Progress</i>						
<i>The Organization will form an Affinity Group to assess and make recommendations for the creation and implementation of programs that provide coaching and mentoring for early and mid-career professionals.</i>	<i>Not yet started</i>						

Goal: Recognize strength and contributions and celebrate our collective work. Create a space that is empowering, and where we work hard for each other for a shared vision.

Actions:

<i>The Management Team will develop approaches that infuse collaboration into programming. The DEI team will assist program teams to collaborate in on-going cross-team work and skillset sharing.</i>	<i>Early/In-Progress</i>								
<i>The DEI ST will create and champion opportunities for work across teams including formal and informal opportunities for interaction – staff plantings, work in the field with another team, creating cross-team grant applications, potlucks and informal staff gatherings, research collaboration, etc.</i>	<i>Early/In-Progress</i>								
<i>The DEI ST will advise organization leadership on the creation of collaborative workplans for seasonal and longer-term fellows.</i>	<i>Not yet started</i>								
<i>The DEI ST will build capacity on topics and skills of interest across the organization – Indigenous practices/TEK, public speaking, video production, coaching, etc., through creation of a library and a speaker's bureau.</i>	<i>In Progress</i>								
<i>An Organizational Affinity Team will be supported that will champion the implementation of appreciation strategies based on staff feedback that will identify the different ways employees like to be recognized and build meaningful and authentic ways to build a culture of celebration.</i>	<i>Not yet started</i>								
<i>The Management Team will prioritize opportunities to celebrate success and reflect on opportunity for growth.</i>	<i>Early/In-Progress</i>								
Goal: Create a workplace culture that feels open and inclusive; is less formal; has more cultures represented through art, food, events, and mindful books; is more welcoming to barrierred groups; and is wary of cultural appropriation.									
Actions:									
<i>The DEI ST will create reading and study groups focused on DEI training.</i>	<i>In Progress</i>								

<p>The DEI ST will support opportunities for staff to learn about how white supremacy and racism has impacted POC, Indigenous peoples, and the communities in which we work. The DEI ST will develop a DEI lending library.</p>	<p><i>In Progress</i></p>						
<p>The DEI ST will work with staff members to create and support office spaces that are reflective of the work that we do and the values that we hold. It should be a space that is welcoming to people of all abilities and cultures.</p>	<p><i>Early/In-Progress</i></p>						
<p>The DEI ST will form a working group to assess office décor for inclusivity. They will also examine new office space and offer advice on inclusive décor and add more artwork representing the diversity of the lower Columbia.</p>	<p><i>Not yet started</i></p>						
<p>Goal: Create a workplace where it feels safe to show up as your authentic self and is a place of trust. DEI is centered in all work. The workplace is fun, lively, creative, and safe.</p>							
<p>Actions:</p>							
<p>The Management Team will foster a positive and trusting environment, using explicit actions, and training, that values authenticity and respect.</p>	<p><i>Early/In-Progress</i></p>						
<p>The Management Team will create and foster an environment that values a growth mindset and risk taking rather than punishing failure.</p>	<p><i>Early/In-Progress</i></p>						
<p>The DEI ST will assist organizational leadership in creating opportunities for each focus area (Education, Science, DEI, etc.) of the organization to learn something new within context of CCMP/ management plan, Environmental Justice, or DEI.</p>	<p><i>In Progress</i></p>						

<i>The DEI ST will implement survey methods to evaluate if teams/staff feel free to take risks, and express ideas, concepts and approaches that are outside of the norm.</i>	<i>Early/In-Progress</i>								
<i>The DEI ST will examine and recommend conflict resolution and avoidance strategies.</i>	<i>Not yet started</i>								
<i>The DEI ST will work across the organization to develop agreements about work culture, what it means to be professional and management or coaching approaches that are supportive of employees.</i>	<i>Early/In-Progress</i>								
<i>The DEI ST will examine and recommend ways to use conflict for positive benefits and creativity.</i>	<i>Not yet started</i>								
<i>The DEI ST will develop and/or adopt systems and strategies to work through conflict in the moment.</i>	<i>Not yet started</i>								
<i>The Safety Committee will assess workplace and field safety, provide safety-related self-assessments, and complete safety plans that address emotional and physical safety, with a race-based lens.</i>	<i>Not yet started</i>								
Goal: Foster a workplace culture that values bottom-up (vs. top down) structure and approach.									
Actions:									
<i>The DEI ST will assist organizational leadership in providing more support and encouragement of growth and leadership at all levels of the organization.</i>	<i>Early/In-Progress</i>								
<i>The Executive Director will implement the 360 personal evaluation process for staff and supervisors.</i>	<i>Complete</i>								
<i>The Management Team will develop a plan that encourages greater engagement with leadership, including non-management participation in management meetings.</i>	<i>Not yet started</i>								

<p>The DEI ST will research staff meeting models and make recommendations for more inclusive meeting approaches. For example, sharing and rotating facilitators and note-takers, team-building activities, and ice breakers.</p>	<p>Not yet started</p>						
<p>The DEI ST will survey staff and make recommendations to leadership that make staff meetings more useful and open to everyone to feel able to share.</p>	<p>In Progress</p>						
<p>Goal: Organizational DEI Training and Plan Implementation are based on identified needs of the organization and are well supported in the annual budget and workplan process.</p>							
<p>Actions:</p>							
<p>The DEI ST will identify annual DEI training priorities and initiatives which may include specific training opportunities and goals, these priorities and initiatives should be based on feedback gathered from staff and stakeholders.</p>	<p>Early In Progress/complete for 2021</p>						
<p>The DEI Coordinator will work with the ED to identify training opportunities, costs, and schedules to implement the annual DEI training plan presented by the DEI ST.</p>	<p>Not yet started</p>						
<p>The ED will annually report back to the DEI ST on DEI Plan and DEI Training Plan implementation and outcomes, including identification of any challenges and opportunities for the following year.</p>	<p>Not yet started</p>						
<p>The DEI ST will work with the ED regularly to assess whether plan implementation has been sufficient to meet planning, and training needs, and to identify future opportunities.</p>	<p>Not yet started</p>						
<p>The ED will work with the Management Team to ensure that DEI meeting and training time commitments are clear and supported.</p>	<p>In Progress</p>						

**Priority Area 2:
Communication**

Goal: External Communication – Share stories to support diverse narratives; highlight POC/Indigenous people-led and culturally specific work, resources, and communication on social media and in all communication.

Actions:

<p><i>The DEI ST will actively participate with the management team in identifying communities and groups to meet with for listening sessions.</i></p>	<p><i>Not yet started</i></p>						
<p><i>The DEI ST will participate in listening sessions and in framing the organizational learning within DEI.</i></p>	<p><i>Not yet started</i></p>						
<p><i>The Communications & Outreach Team will inventory existing communications with partners – get feedback, survey, listen to the stories they want us to hear. Ensure a strategic communications plan centers equity.</i></p>	<p><i>Not yet started</i></p>						
<p><i>The Communications & Outreach Team will lead the organization in engagement with partners in story creation.</i></p>	<p><i>Early In Progress</i></p>						
<p><i>The Communications & Outreach Team in partnership with the DEI ST will work to ensure the organization is presenting information that is also highlighting our shared values, and strengthening our connections to marginalized communities, rather than focusing on numbers and accomplishments.</i></p>	<p><i>In Progress</i></p>						

Goal: Communication flows through the organization in a thoughtful, respectful, timely, meaningful, and articulated way.

Actions:

<p><i>The DEI ST in partnership with the ED, will evaluate the culture of communication, looking at current communication opportunities and methods, analyze feedback.</i></p>	<p><i>Early in Progress</i></p>						
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<p><i>The Communications & Outreach Team in partnership with the DEI ST will recommend and test new communication strategies and identify and recommend different communication modalities.</i></p>	<p><i>Not yet started</i></p>					
<p><i>The Communications & Outreach Team in partnership with the DEI ST will continually reassess and reevaluate, suggest adaptations and adjustments.</i></p>	<p><i>Not yet started</i></p>					
<p>Priority Area 3: Financial Position</p> <p>Goal: Operate from a Place of Abundance and Fiscal Health.</p>						
<p>Actions:</p>						
<p><i>The Management Team will lead in a way that focuses on opportunities rather than limitations.</i></p>	<p><i>Early in Progress</i></p>					
<p><i>The Management Team will support program and project proposals with long-term focus; create opportunities for the Estuary Partnership to share knowledge within and outside of the organization; and provide our team the opportunity to learn from others.</i></p>	<p><i>In Progress</i></p>					
<p><i>The Management Team will utilize evaluation tools that provide opportunities for process improvement and learning, rather than focusing on outcomes alone.</i></p>	<p><i>Not yet started</i></p>					
<p><i>The Management Team will support all members of the organization to meet the challenges of our mission, with a focus on our customer – the waters and ecosystems of the lower Columbia for future generations of fish, wildlife, and people – with a willingness to collaborate rather than compete with partners.</i></p>	<p><i>Early in Progress</i></p>					
<p>Goal: Develop contracts and collaboration opportunities with women and minority owned businesses</p>						
<p>Actions:</p>						

<p><i>The Management Team and project managers will seek opportunities to develop potential partners and opportunities for collaboration with a broad array of organizations throughout the region.</i></p> <p><i>All Members of the Organization will seek opportunities to work collaboratively with POC/Indigenous partners and organizations on grant seeking that leverages our capacity and resources to provide support and equitable funding and support our partners to take the lead.</i></p> <p><i>All members of the organization will be encouraged to listen actively, engage underrepresented voices in grant and collaborative processes, develop our shared ability to take direction from our partners and community.</i></p>	<p><i>Early in Progress</i></p>						
	<p><i>Not yet started</i></p>						
	<p><i>Early in Progress</i></p>						

Priority Area 4: Partnerships

Goal: Support new opportunities for collaboration and deepen partnerships.

Actions:

<p><i>The DEI ST will research definitions – episodic vs long term.</i></p>	<p><i>In Progress</i></p>						
<p><i>The DEI ST will support the formation of an affinity group to define partnerships and identify what moves us toward authentic collaboration with our partners.</i></p>	<p><i>Not yet started</i></p>						
<p><i>The DEI ST will support the development of a database of past/current partners.</i></p>	<p><i>Not yet started</i></p>						
<p><i>The DEI ST will support the affinity group to host focus groups or surveys to get feedback on collaboration and partnerships including identification of new and potential opportunities for collaboration.</i></p>	<p><i>Not yet started</i></p>						

Management Team members and project managers will maintain awareness of potential funding sources and the interests of our partners.	In Progress								
The Organization will, with the support of the DEI ST, implement a new, collaborative program/project /event that is community-driven, mutually beneficial, and long-term.	Not yet started								
Goal: Create and implement a community engagement strategy.									
Actions:									
The Communications & Outreach Team will work with the DEI ST to research strategy development and model plans.	Not yet started								
The Organization will implement model of community engagement that centers equity.	Not yet started								
The Organization will use the strategy to help develop authentic relationships that are mutually beneficial and meet the interest and visions of the communities in the lower Columbia (i.e. community-driven).	Not yet started								
The Communications & Outreach Team will develop an evaluation tool to evaluate projects and activities for consistency with the community engagement strategy, annually. Barriers to implementation as well as lessons learned will be shared with the ED and DEI ST.	Not yet started								
Priority Area 5: Leadership and Capacity									
Goal: Board diversity									
Actions:									
The Board of Directors will create a leadership committee to develop and administer a staff/Board demographic survey to establish baseline data and set future goals.	Not yet started								

<i>The Board of Directors will reach out to leaders of color and established partners to identify and gauge interest from diverse board candidates.</i>	<i>Not yet started</i>								
<i>The Board of Directors will determine supports needed for new Board members, create, and adopt a board development strategy that provides complete on-boarding for new members and sets clear expectations for their involvement, welcomes, and amplifies the voices of new Board members.</i>	<i>Not yet started</i>								
<i>The Board of Directors will identify and recruit new Board members who are POC and/or Indigenous.</i>	<i>Not yet started</i>								
Goal: Establish a Community Advisory Committee.									
Actions:									
<i>The ED will research Community Advisory Committees (CAC) at other NEPs and nonprofits.</i>	<i>In progress</i>								
<i>The Board of Directors, with the ED will develop roles and goals for Community Advisory Committee.</i>	<i>Not yet started</i>								
<i>The Board of Directors will determine application versus invitation.</i>	<i>Not yet started</i>								
<i>The Board of Directors will recruit members for CAC, with a mind toward diverse people and perspectives.</i>	<i>Not yet started</i>								
<i>The Board of Directors will evaluate CAC and reflect on successes and opportunities.</i>	<i>Not yet started</i>								