

Approaches to Build Trust and Engage Our Diverse Communities



A Concurrent Session at the 40th Annual Salmonid Restoration Conference held in
Fortuna, California from April 25–28, 2023

Session Coordinators:

- Natalie Arroyo, Humboldt County 4th District Supervisor;
- Mary Burke, California Trout; and,
- Leslie Wolff, Hydrologist, NOAA Fisheries, West Coast Region



Restoration practitioners strive to build a world that can sustain life, including the full spectrum of our human communities. We recognize that people need to get on board with restoration and regeneration as we face threats of habitat loss, climate change, and impacts to human health. Doing this well remains a challenge in our field. This session will focus on ways that restoration practitioners have done and can do community-building work. We will discuss justice and equitable outcomes in our project work. This session invites presenters to share tools, stories, and exciting interactive approaches to demonstrate what truly effective and diversity-minded community engagement looks like, on a project or policy level. We also welcome presenters who would like to share ideas on the strengths of relationship development, collaborative frameworks, and cultural transformation in our rapidly changing world.

Presentations



- Slide 4: *Diversifying Connections to Support Healthy Habitats*, Carla Avila-Martinez and Leslie Parra, Save the Redwoods League
- Slide 18: *Bridging Cultural Fault Lines in the Middle Klamath to Build a Restoration Movement*, Will Harling, Mid Klamath Watershed Council
- Slide 62: *Bedrock Principles for Successful Restoration Partnerships*, Stephen Greenwood, Portland State University
- Slide 79: *Centering Environmental Justice: Examples from the North Coast*, Natalie Arroyo, Humboldt County Board of Supervisors
- Slide 91: *Starting at Home: Co-Creating an Inclusive Restoration Organization Culture*, Jen Rice, independent consultant



DIVERSIFYING COMMUNITY CONNECTIONS TO SUPPORT HEALTHY HABITATS

Leslie Parra
Outreach Program Manager

Carla Avila
Redwoods Rising Fellow

MISSION

The mission of Save the Redwoods League is to protect and restore redwood forests and ensure an inspirational experience for all visitors.





OUR WORK

- PROTECT
- SCIENCE
- RESTORE
- **CONNECT**



Outreach Program

Expand **awareness** of and **access** to the redwoods, particularly for our **Focus Communities**.

Focus Communities are those that have been historically marginalized or excluded from the outdoors in California. Of note are our growing reciprocal relationships with Latine, Indigenous, women/girl, and low-income rural communities within the coast redwood and giant sequoia ranges.

Importance of Diversity in Restoration

- Protecting and restoring salmonid habitat requires diverse perspectives and community support
- Lack of diversity in restoration can lead to biased decision-making and exclusion of underrepresented communities
- Diverse perspectives can bring new ideas and solutions to restoration challenges



Barriers to Outdoor Environments

- Lack of access
- Financial constraints
- Safety concerns
- Time & competing priorities
- Cultural and language barriers
- Lack of representation
- Historical trauma



Bridges to Outdoor Environments

- Build trust
- Create inclusive spaces
- Offer resonant program themes
- Provide transportation option and meals
- Engage with community leaders and organizations
- Prioritize safety
- Be patient and persistent





- **Relationship** Development

Barriers to Bridges

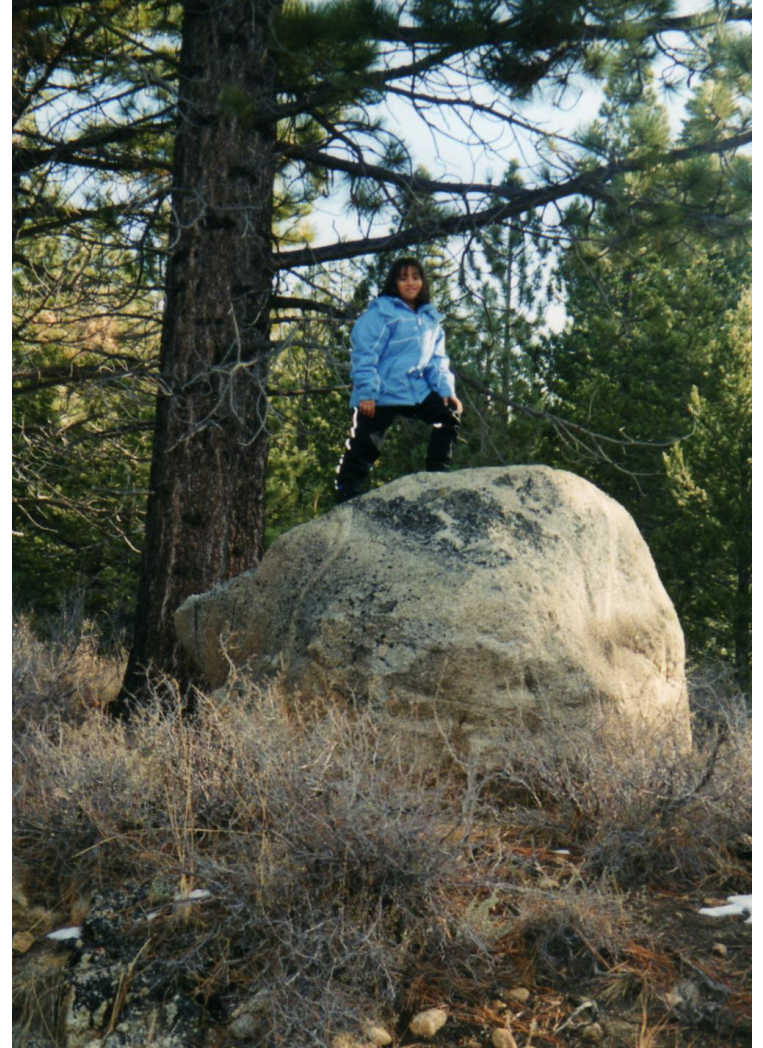
- Support and deliver programs driven by Focus Community **needs and interests**
- **Integrate** Focus Communities across League conservation programs and operations.

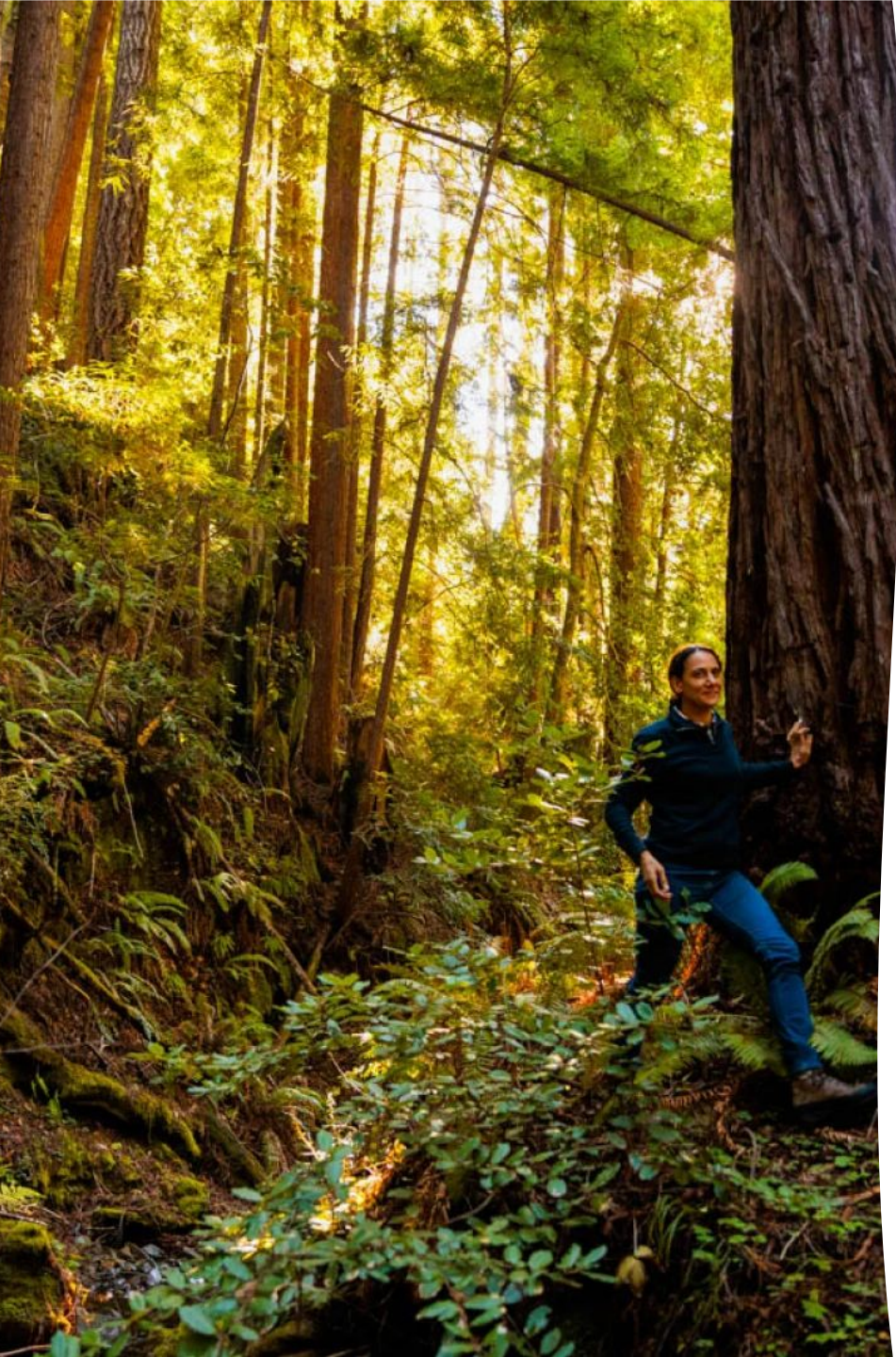
A photograph of a massive redwood tree in a forest. The tree's trunk is thick and textured, with a person standing at its base to provide a sense of scale. The forest is lush with green foliage and other trees in the background.

The Impact of Community Connections on Stewardship

- Forming a connection to outdoor environments inspires stewardship
- Stewardship is critical for the health of redwood ecosystems
- Connecting underrepresented communities to restoration can build a diversified workforce in the restoration and science education field

Take us for example:





Strategies for Fostering an Inclusive Restoration Workforce

- Hiring practices that prioritize diversity and inclusion
- Providing mentorship and training opportunities for underrepresented groups
- Creating a welcoming and inclusive workplace culture

DIVERSIFYING COMMUNITY CONNECTIONS TO SUPPORT HEALTHY HABITATS

Connecting underrepresented communities to outdoor environments they don't normally have access to is essential for inspiring stewardship and building a diversified workforce critical for the health of our ecosystems.

Key Takeaways:

- Build partnerships with community organizations that serve underrepresented groups
- Offer educational programs and community events to introduce diverse communities to restoration work and its importance.
- Create culturally appropriate materials and outreach strategies that resonate with diverse communities, including translated materials, social media campaigns, and targeted outreach.
- Offer compensation, stipends, or other benefits to community members who participate in restoration projects, as this can help to offset the cost of participation and promote a sense of ownership and investment in the work.
- Provide training and professional development opportunities to diverse participants to help build their skills and capacity in restoration work.
- Offer flexible scheduling and accommodations to help make participation more accessible for people with diverse needs, such as those with caregiving responsibilities or disabilities.
- Engage in active listening and open dialogue with diverse community members to understand their concerns and needs related to restoration work, and work collaboratively to find solutions that meet those needs.



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[#Stand4Redwoods](https://twitter.com/Stand4Redwoods)



Bridging Cultural Fault Lines in the Middle Klamath to Build a Restoration Movement



Will Harling - Director
Mid Klamath Watershed Council





Mid Klamath Watershed Council



MKWC plays a major role in building a restoration-based economy in the Western Klamath Mountains. We are results oriented and work through developed partnerships to plan and implement projects based on traditional cultural knowledge and the best available western science.













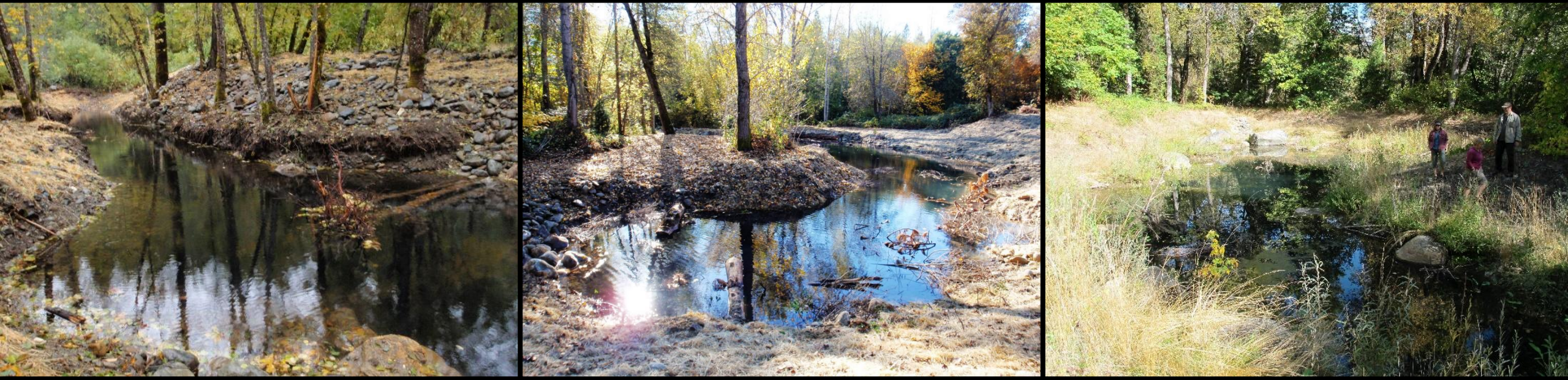


Brush
100 ft
From Your
Home

READY?
?

PROJECT
was completed by the
Somes Bar Fire District
information about your home
property fire safe call 1-800-333-3333

Off-Channel Habitat Construction for Juvenile Coho Salmon (2010 – Present)



- 2010: Stender, Buma, Alexander Ponds – All on Seiad Creek
- 2011: Lower Seiad and West Grider Ponds
- 2012: May Pond on Seiad Creek
- 2013: Ponds on Tom Martin, O’Neil, Camp, and Stanshaw Creeks
- 2014: DeCoursey Pond (Middle Creek – trib to Horse Creek) and Durazo Ponds on Seiad Creek.
- 2015: Goodman Pond on Middle Creek
- 2017: Lawrence Ponds on Horse Creek
- 2018: Fish Gulch Ponds on Horse Creek
- Primary objective is to rapidly increase coho winter rearing habitat, however summer use has been documented in all ponds.
- Extensive Monitoring: water quality (DO, temp), snorkel surveys, mark/recap popn estimates, maintaining habitat connectivity.
- Shari Anderson MS thesis (2014) on coho growth, density, and abundance in constructed habitats, as well as tributary and beaver influenced habitats. HSU grad student Michelle Krall about to publish MS thesis.
- Funding: USFWS Partners Program, NFWF/PacifiCorp, FishAmerica/NMFS, Caltrans/USFS and CDFW.









Goodman Pond, Middle Creek (trib to Horse Creek)





Date (1st effort)

Horse Creek Ponds Seasonal Population Estimates

Sum of Pop. Est. incl.

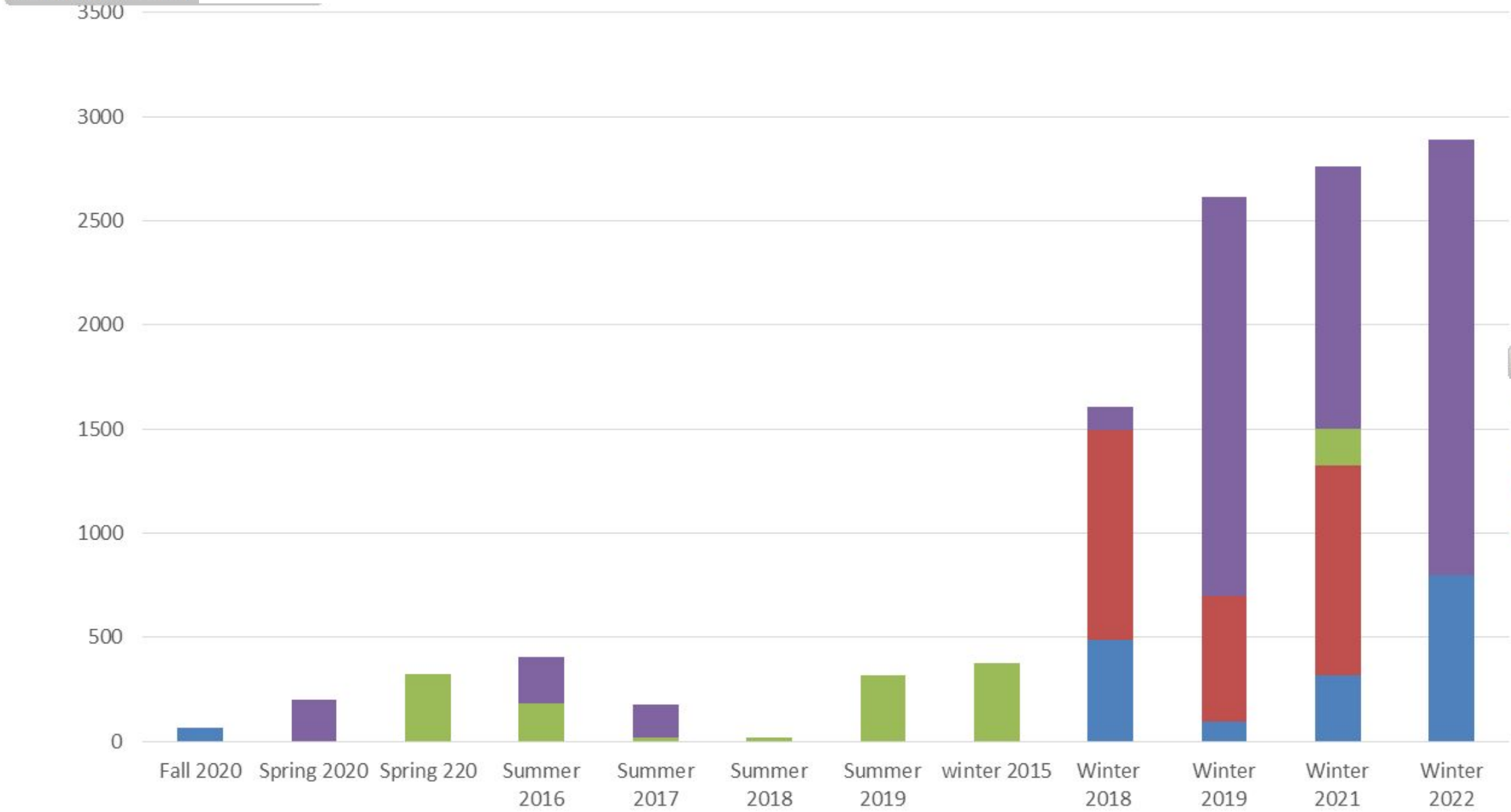
*Data is preliminary

3500
3000
2500
2000
1500
1000
500
0

- Location
- Goodman
 - Decoursey
 - Upper Lawrence
 - Lower Lawrence

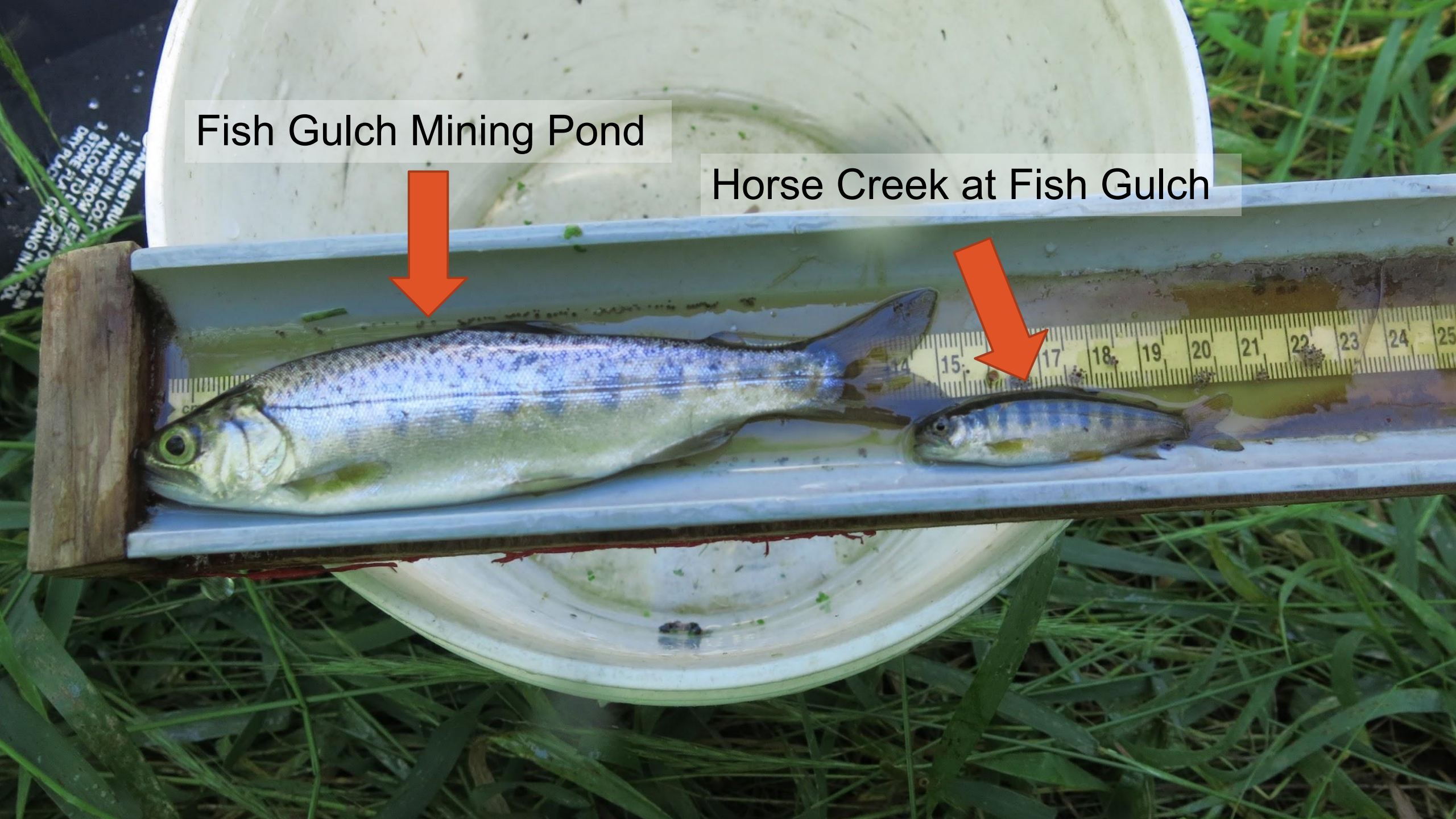
Season

Fall 2020 Spring 2020 Spring 220 Summer 2016 Summer 2017 Summer 2018 Summer 2019 winter 2015 Winter 2018 Winter 2019 Winter 2021 Winter 2022



Fish Gulch Mining Pond

Horse Creek at Fish Gulch







NEPA Decision

- Final Environmental Assessment completed in December 2018
- **Programmatic in Scope and Scale**
- **Covers entire Six Rivers NF**
- Coastal Conservancy funded MKWC to enter into a Collection Agreement with Six Rivers NF to complete the
- Restoration Actions can occur anywhere in fish bearing streams, lakes and ponds, as well as adjacent riparian areas, as identified on the project area maps
- Funding for key partners to fully engage



Six Rivers Aquatic Restoration Project

Final Environmental Assessment



Collaboration Gone Wrong

Orleans Community Fuels Reduction Project, 2006-2011



- Predetermined footprint
- Burning dropped from the project NEPA
- Contract specs violated NEPA (cut hardwoods and large trees adjacent to cultural resources)

Karuk Takes on Forest Service

Orleans Community Fuels Reduction Plan Desecrates Sacred Areas

Craig Tucker and Bill Tripp

No one denies the fact that aboriginal lands administered by the US Forest Service are in dire need of management. Years of poor forest thinning practices and fire suppression have left our forests dangerously choked full of brush and dense stands of young trees – a catastrophic wildfire waiting to happen. This is why the Tribe was pleased several years ago when Six Rivers National Forest announced plans for an Orleans Community Fuels Reduction Plan (OCFR).

Despite much controversy over the initial proposal from the Forest Service, Karuk staff worked diligently to make sure the Plan served to reduce the risk of fire but also was sensitive to the cultural sites surrounding Orleans.

The OCFR project and its proposed activities span the Panamint World Renewal Ceremonial District as well as the Amaikiam Cultural Area. The Project would also affect lands adjacent to the Katimian Cultural Management area as well as numerous Tribal Trust properties. These areas are sacred and of important cultural significance to the Karuk Tribe.

After many rounds of comment and discussion, the Tribe reluctantly supported the project; however, when logging began, DNR staff immediately noted that the Forest Service had once again reneged on its promises and violated the law. In contrast to their own logging plan, large hardwoods, and conifers that were to be protected were logged, in

some cases along medicine man trails. In areas near sacred sites the plan called for hand treatments, yet heavy equipment was even used within these established logging system exclusion areas.

"We participated

The Tribe's suit was effective. After receiving the Tribe's complaint,

U.S. District Judge Alsup immediately ordered the project stopped while both sides made their arguments to the court.

In his decision last June, Judge Alsup ruled "Without determining whether sloppiness,

poor decision-making, or improper motivations might explain the communication failure, this order finds that the set of communication methods adopted by defendants was not adequate to inform Timber Products that certain preventative mitigation measures were imperative. This failure to follow through constitutes a violation of defendants' ... responsibility [under the National Historic Preservation Act] to evaluate and mitigate potential adverse impacts."

The Judge has directed the Forest Service to propose a plan to remedy the harm done and to bring the project into compliance. The Tribe is demanding that in the future, Six Rivers National Forest must formally consult with the Tribe before initiating any timber plan and follow through on agreed protection measures such as tribal contract reviews prior to award. Currently, Six Rivers has an agreement with the State Historic Preservation Office which allows them to initiate timber plans without the usual consultation.

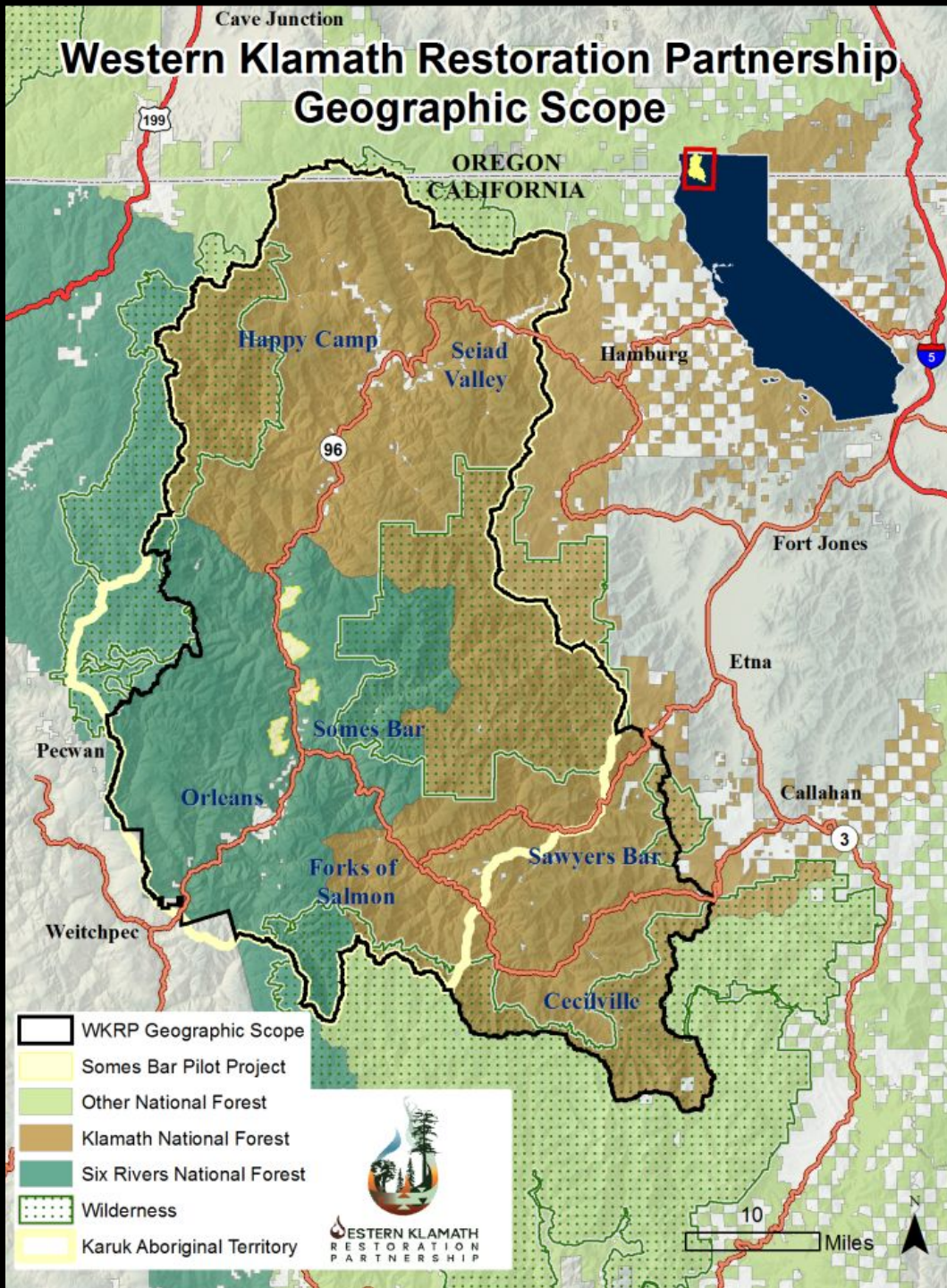
The issue is slated to be resolved this fall; however, appeals from either side could prolong resolution.

"...the Forest Services' actions violated federal law," according to Bill Tripp, Eco-Cultural Restoration Specialist for the Karuk Tribe."



in good faith in the Forest Service's collaborative process. Although we were assured that our sacred areas would be protected and respected, it's clear now that these were hollow promises. Furthermore, the Forest Services' actions violated federal law," according to Bill Tripp, Eco-Cultural Restoration Specialist for the Karuk Tribe.

After realizing the damage that was occurring, some Tribal members and other local activists took the initiative to stop the logging operation. An ad-hoc group who refer to themselves as the Klamath Justice Coalition took it upon themselves to block access to the logging areas one cold December morning in 2009. This act of civil disobedience effectively ended work on the OCFR and gave the Tribe time to file a lawsuit against the Forest Service.



WESTERN KLAMATH
RESTORATION
PARTNERSHIP

- <2% Percent Non-Forest Service
- 67% Klamath National Forest
- 29% Six Rivers National Forest
- 84% Karuk Aboriginal Territory
- 29% Wilderness
- 21% Inventoried Roadless
- 31% Wildland Urban Interface

Shared Values



- Sustainable local economies
- Cultural and community vitality – includes food security and balanced human-fire relationship
- Fire-adapted communities
- Restored fire regimes
- Resilient, biodiverse forests, plants, animals, fish
- Healthy river system

Western Klamath Restoration Partnership



Holistic Fire Management: Social, Cultural, Ecological, Economic Perspectives in Balance

Currently in Phases 2 and 3:

- Building support at all levels for upslope restoration actions to expedite the creation of fire resilient communities and forests.
- Large scale project planning through multi-agency Inter-disciplinary Teams (Agreement in Principle to Agreement in Practice).
- Implementing Prescribed Fire Training Exchanges (TRES).
- Workforce Development (Managing IQCS qualifications, scaling up capacity)



From Conflict to Collaboration



OCFR Road Blockade



USFS/Karuk NFWF Project Ribbon Cutting Event

Spatial Data Layers with Weighted Point System for Overlay Assessment

Manual

"Structures_100ft" +
("Structures_500ft"*2) +
("Neighborhoods_200ft"*2) +
"Neighborhoods_1_4mi" +
("Access_All_300ft_reclass"*2) +
"All_Roads_300ft_reclass" +
"All_Tx_2002_earlier" +
"UTS" +
("Firelines_300ft"*2) +
"Historic_Trails" +
"Fires_since_2004_Reclass1_Clip" +
"Crown_Fire_P_reclass" +
"Elk_F_NoSumme_1_2_pts" +
"NSO_Buffer" +
"BPS_2010_1point" +
"cultural_area_reclass"

Excluded: Output *

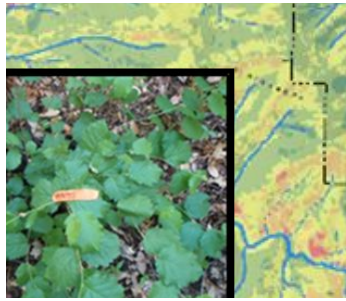
"Slope_over_80p_reclass"

Mechanical

("Structures_500ft"*2) +
("Neighborhoods_1_4mi"*2) +
("Access_All_300ft_reclass"*2) +
"All_Roads_300ft_reclass" +
"UTS" +
"Firelines_300ft" +
"S_SW_plus1" +
"Managed_stands" +
("MidMature_70"*2) +
"Flame_Length" +
("Plantations_40yrs_reclass"*2) +
"Elk_F_NoSumme_1_2_pts" +
"BPS_2010_NoSerp" +
"cultural_area_reclass" +
"Fires_since_2004_Reclass1_Clip"

Excluded: Output *

"Innergorge_reverse_reclass" *
"Slope_over_40p_NoRoads_recla:
"NSO_Buffer_Reverse_reclass" *
"KNF_Landslides_reclass"



RX Burn

"Structures_100ft" +
("Structures_500ft"*2) +
("Neighborhoods_200ft"*2) +
"Neighborhoods_1_4mi" +
"Access_All_300ft_reclass" +
"All_Roads_300ft_reclass" +
"All_Tx_2011_2013" +
("All_Tx_2003_2010"*2) +
"All_Tx_2002_earlier" +
"UTS" +
("Firelines_300ft"*2) +
"Historic_Trails" +
"Insol_1_3_reclass" +
"S_SW_plus1" +
("Fires_since_2004_Reclass1_Clip"*2) +
"Managed_stands" +
"Plantations_20yrs_reclass" +
"MidMature_70" +
"Flame_Length" +
"Elk_F_NoSumme_1_2_pts" +
"NSO_Buffer" +
"BPS_2010_1point" +
"cultural_area_reclass"

SHOW THEM YOU'RE LISTENING. LITERALLY!

How the Western Klamath Restoration Partnership Utilized Values-Based Spatial Planning to Visualize and Prioritize Collaborative Forest Restoration



FROM STEREOTYPES TO SHARED VALUES

The Western Klamath Restoration Partnership (WKRP) officially launched in 2013. However, the conflicts surrounding the issues we're trying to address are decades, and in some instances centuries, old. From timber wars to the genocide of indigenous people, the stakes couldn't have been higher when we first started. It was easy to categorize, or stereotype, everyone at the table: "the tribal member," "the logger," "the environmentalist." But as we took time to get to know one another, we began to realize how nuanced, and often overlapping our values actually were. Some members of the Karuk Tribe worked as loggers. Environmentalists weren't all "preservationists" by default, and supported Traditional Ecological Knowledge and mechanical thinning in roadside plantations. Loggers expressed a deep connection to fishing and restoring rivers. Seeing people for their entire selves, rather than assuming that they fit into one simple category revealed where our values overlapped, and quite literally, where we could work together.

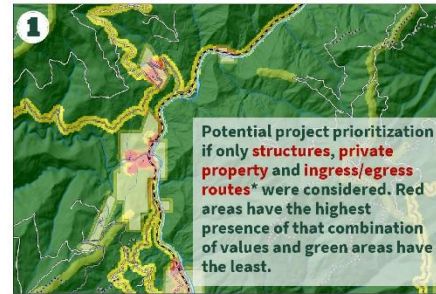
SEEING BEYOND SINGULARITY

By taking the time — in some cases years — to get to know our partners, we began to understand their, and collectively our, multifaceted values. We learned that behind each face were numerous, often overlapping values.



No partner is defined by just one affiliation or one job title. Recognizing that is how we began to find common ground. Seeing each other more holistically helped each of us as seers be less ideological as well.

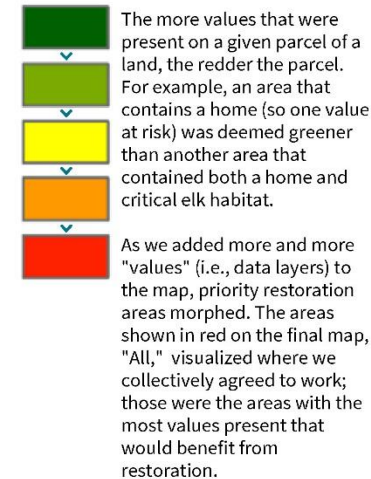
Photo credits: Top row — Mid Klamath Restoration Partnership. Bottom left: Salmon River Restoration Council. Bottom center: Mary Hoffman, The Nature Conservancy. Bottom right: Mid Klamath Watershed Council.



Merging Multiple Values into One Vision

Through a series of meetings, we created a list of what WKRP partners individually cared about. Then, we put those values on a map. Sometimes the data layers already existed, such as past wildfire footprints, but other times, we had to geo-locate and digitize the data manually. In those cases, partners always had the opportunity to participate in collecting the data, so that they felt comfortable with its integrity. Each value essentially became a data layer, or in some instances, multiple data layers. People's eyes lit up as their "layers" appeared on our project area's map. **They knew our treatment prioritization was accounting for what they cared about.**

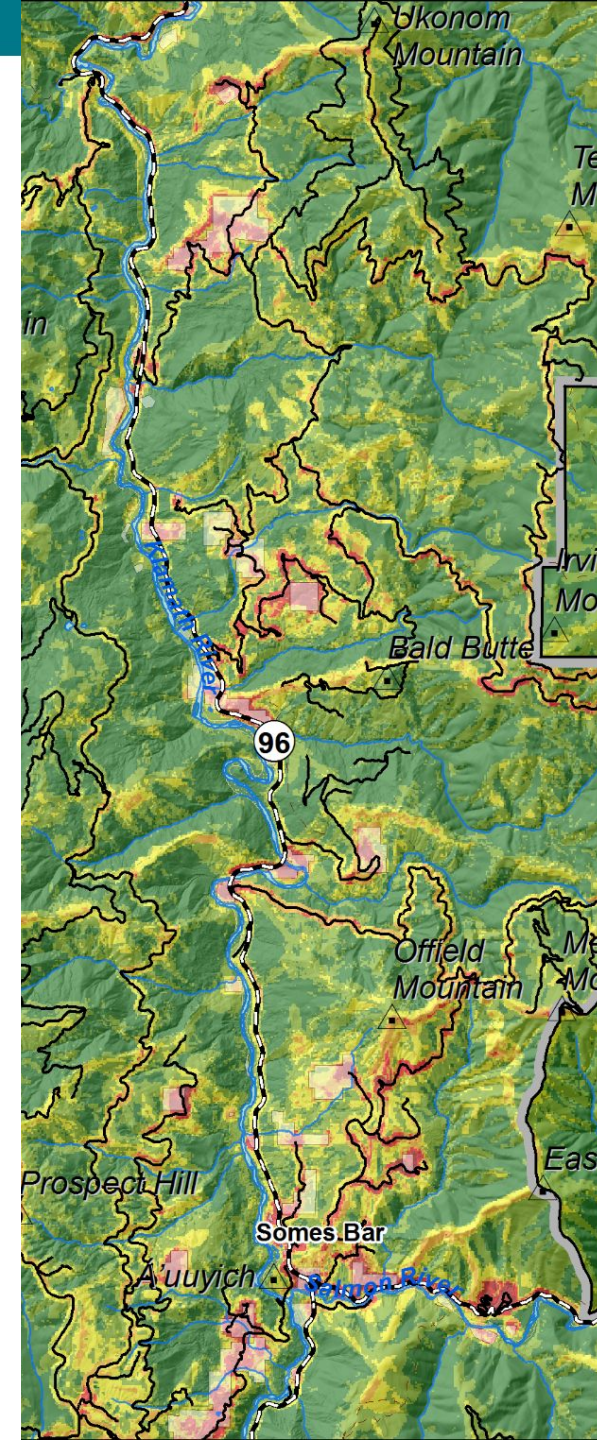
The Magic Behind the Map



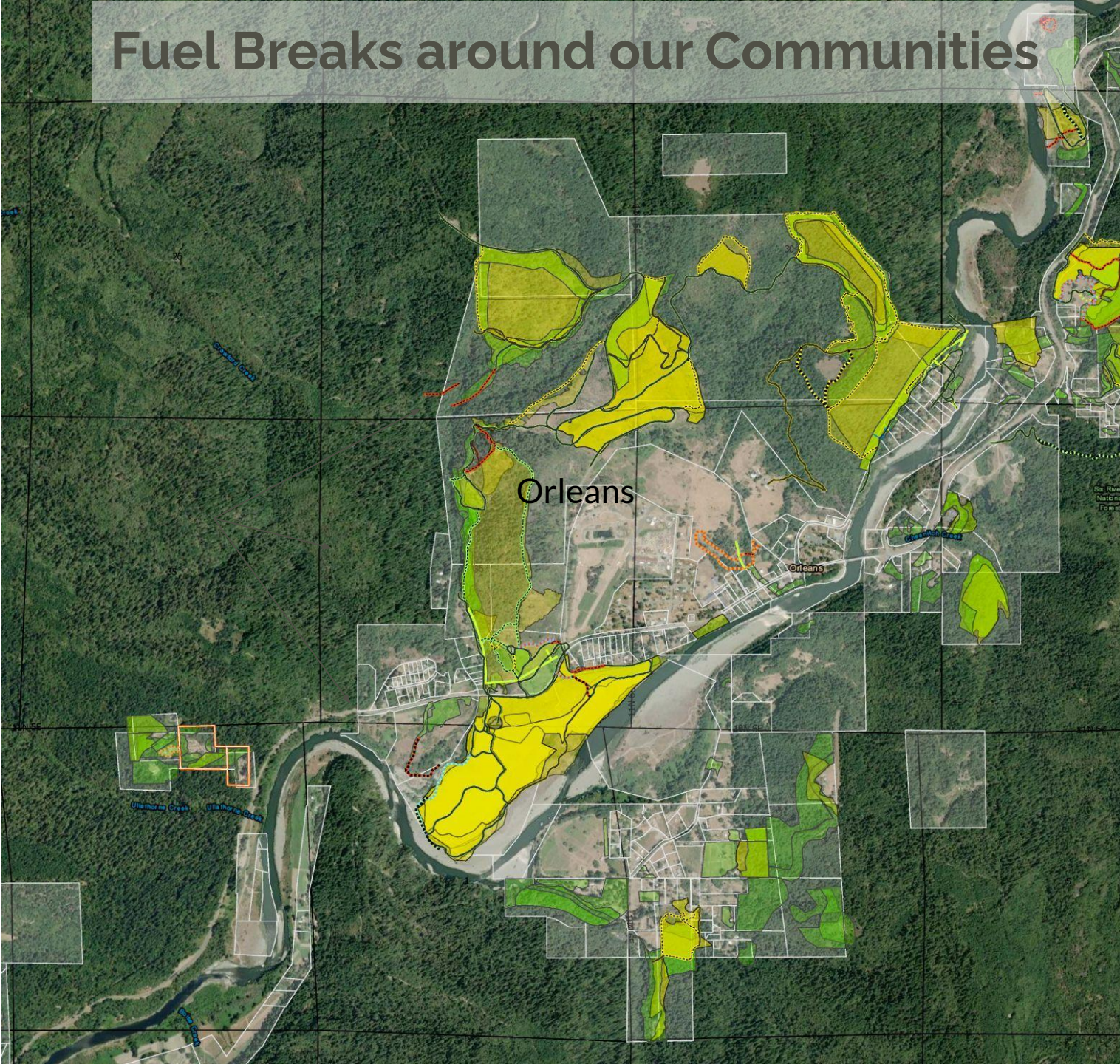
**The examples listed in red on maps 1-3 are not exhaustive. Several additional variables, or values, were included in each map. The maps shown here were made for educational purposes. See contact information below if you're interested in more specifics.*

For questions about our technical mapping or collaboration processes, please contact WKRP co-lead Will Harling (will@mkwc.org).

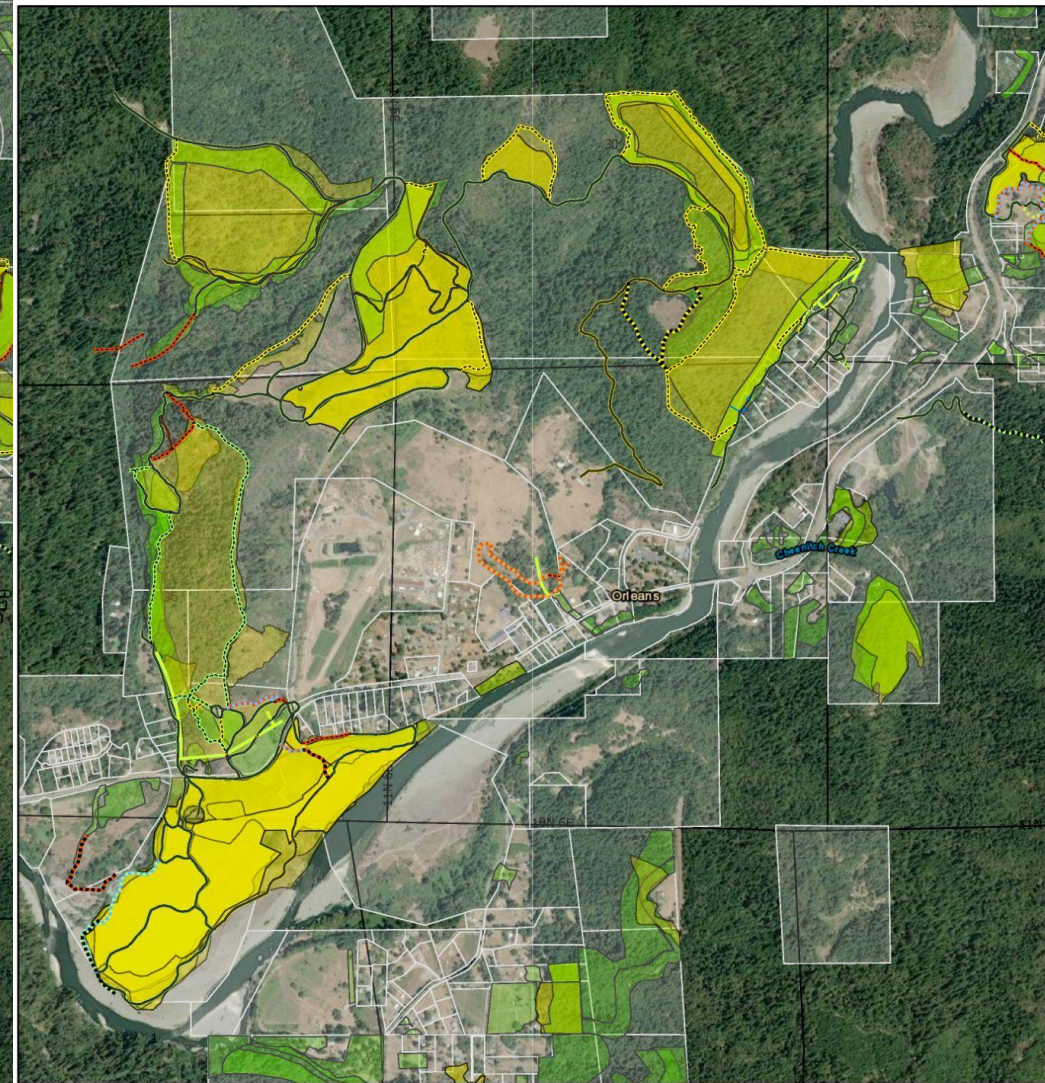
This publication was supported by Promoting Ecosystem Resilience and Fire Adapted Communities Together, a cooperative agreement between The Nature Conservancy, USDA Forest Service and agencies of the Department of the Interior through a subaward to the Watershed Research and Training Center. This institution is an equal opportunity provider.



Fuel Breaks around our Communities



Orleans Vicinity Map



3/8/2022, 2:26:06 PM

Lines (Type)

..... Dozer line

..... Hand line

..... Mow line

..... Power line

..... Road

..... Access trail

..... Water line

..... Wet line

Lines (Status)

..... Complete

..... Complete - Refresh

..... Incomplete

Completed (Past Years)

..... Manual

..... Fire

1:18,056

0 0.15 0.3 0.6 mi
0 0.25 0.5 1 km

Printed from MKWC's
ArcGIS Online.













Indigenous People's Burning Network



Yurok-Hupa-Karuk Healthy Country Plan





Engaging Partners



- The bridge: Local, tribal, state, federal, national engagement/shared vision.
- Multi-level collaboration (Firewise, PBAs, FSCs, WKRP, FAC/FLN, etc.)
- Communities, planners, implementers, regulators, funders share responsibility/ownership.

Klamath Siskiyou Outdoor School









Celebrate our Accomplishments/Each Other

- Do what we can with what we have.
- Recruit/train local and key non-local staff.
- Building a support network of restoration practitioners in N. CA.





Fire Forward Rx Burn at Occidental Arts and Ecology Center 12/5/2021



BEDROCK PRINCIPLES FOR SUCCESSFUL RESTORATION PARTNERSHIPS

Stephen Greenwood⁺

National Policy Consensus Center




**Is the collaboration
of others essential
for successful
salmon restoration?**





**Frustrated at times
because you can't
get certain
stakeholders to
agree or take the
actions you want?**



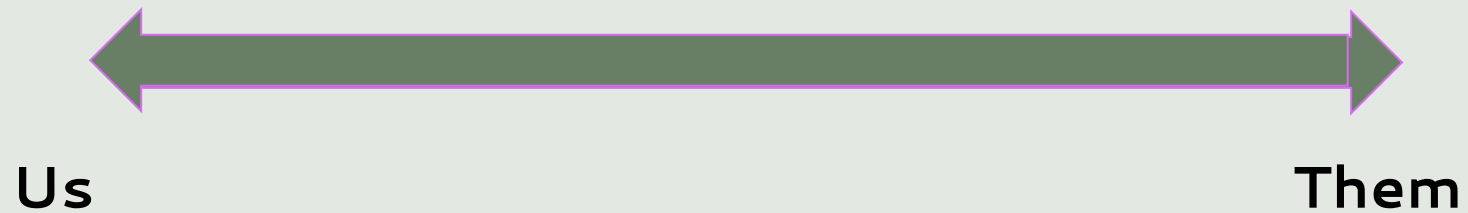
**What do we mean
by
“collaboration”?**

Goal: Improving Your Outcome



Us

Competitive Relationships



"Win-Lose" – You can't *win* unless the other party *loses*

Collaborative Relationships

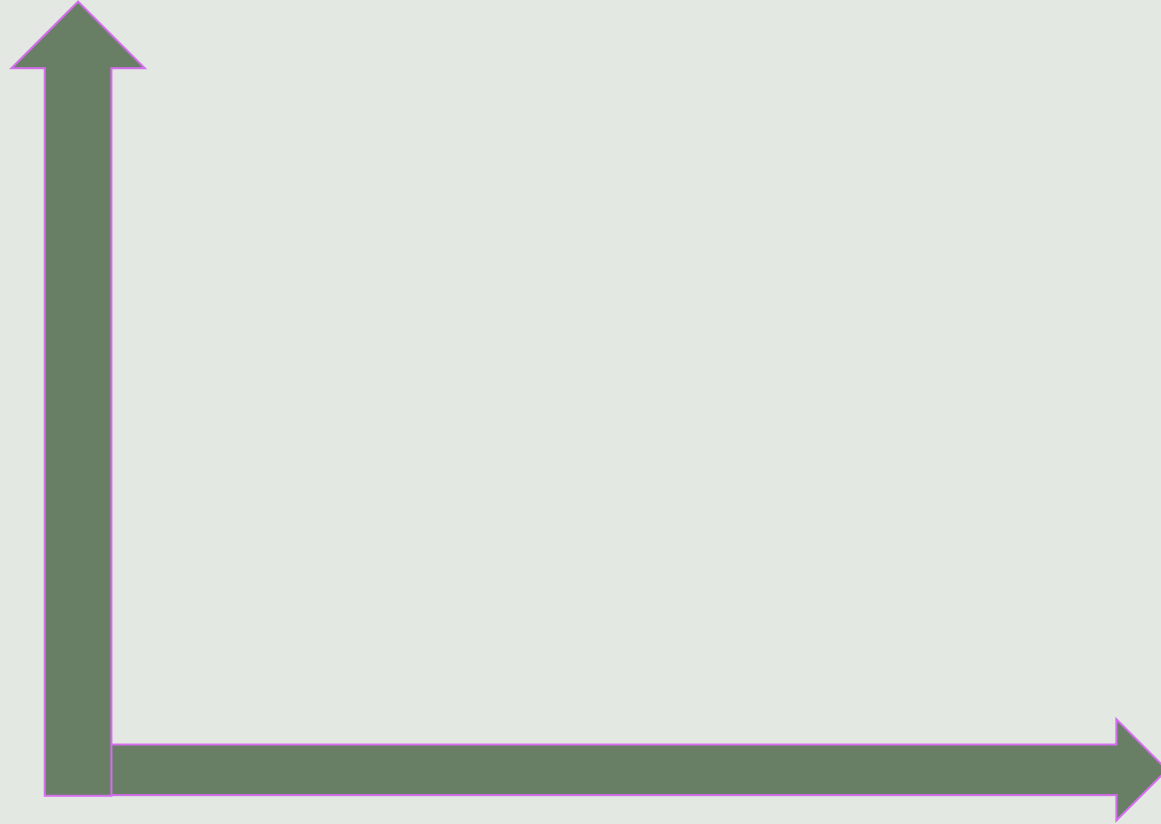


Us

Collaborative Relationships

Them

Us



Collaborative Relationships

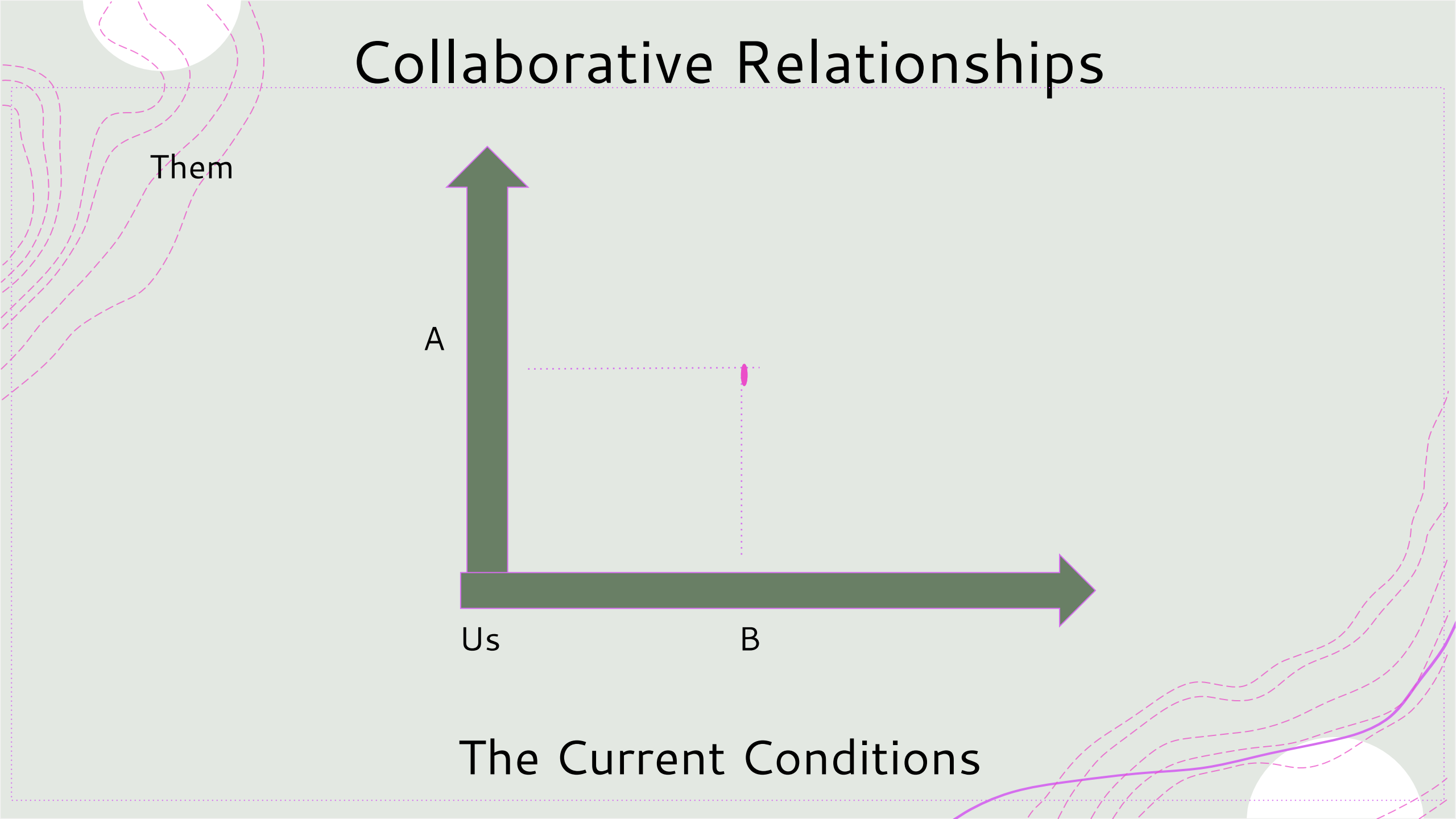
Them

A

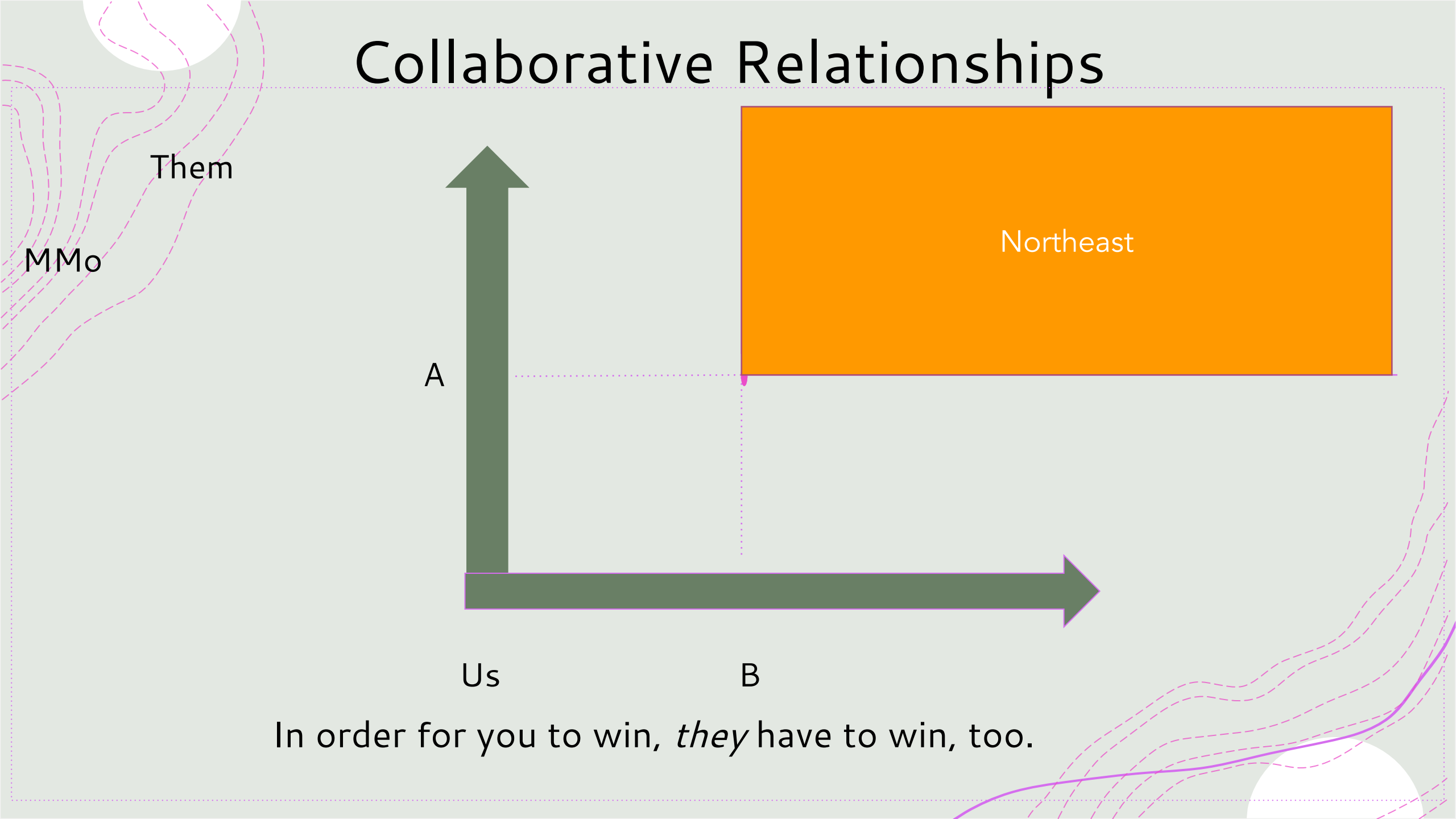
Us

B

The Current Conditions



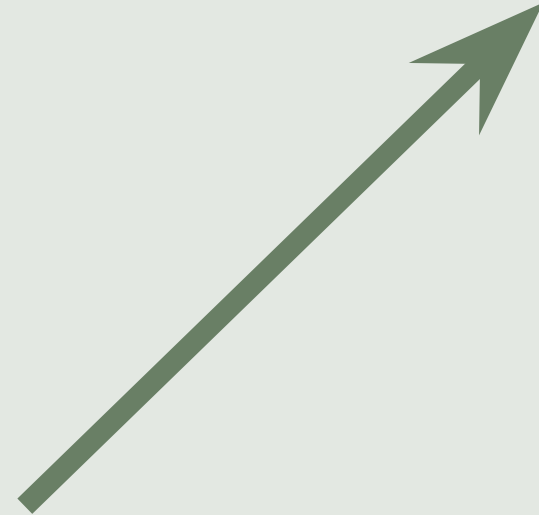
Collaborative Relationships



In order for you to win, *they* have to win, too.

Moving Northeast

- + The final outcome has to work for me
- + The final outcome also has to work for the others at the table.
- + I need to *actively work* to make both of those things happen



Can you be an
effective advocate
for your interests
and still
collaborate?



The #1 factor in attaining collaborative success:

Joint Ownership (of the problem and process)

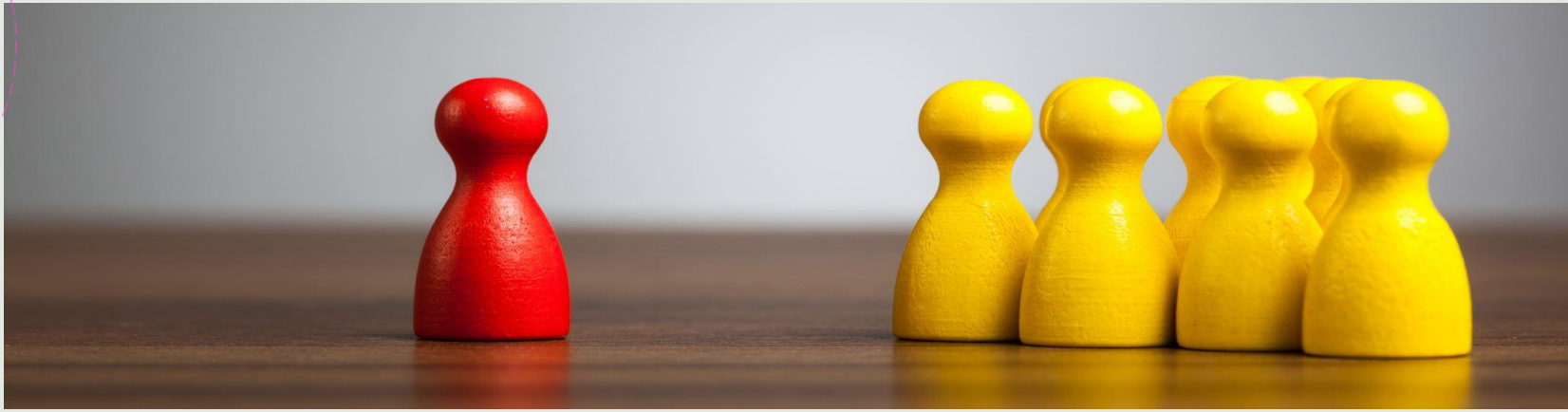


Trust in
the Process:
Who **convenes**
the work group
matters.



Embrace
disagreement
as a collective
challenge.





Some common approaches to conflict

- Treat disagreement as an anti-social, unwelcome act
- Ignore or deny the disagreement
- Try to prevail by creating alliances with others
- Try to prevail by convincing the dissenter of the superiority of your position

A Collaborative Approach to conflict

1

Acknowledge
the conflict

2

Acknowledge
the differing
interests

3

Get to work on
reconciling
those interests.




Centering Environmental Justice: Examples from the North Coast

Natalie Arroyo,
*Humboldt County Supervisor
District 4*

What informs my perspective

- **Family:** Puerto Rican/ Oklahoman, military upbringing
- **Elected roles:** County of Humboldt, City of Eureka
- **Boards:** Klamath River Renewal Corporation, Humboldt Transit Authority, Redwood Coast Energy Authority, Redwood Region Economic Development Corporation, Humboldt Trails Co., Salmonid Restoration Federation
- **Other:** 15 years in non-profit watershed and natural resource sector, O.G. Watershed Steward, U.S. Coast Guard officer, Cal Poly Humboldt teacher, Humboldt Roller skater





Under California state law: “Environmental justice” means the fair treatment of people of all races, cultures, and incomes with respect to the development, adoption, implementation, and enforcement of environmental laws, regulations, and policies.

*Gov. Code, § 65040.12,
sub.e*

Proportion Identifying as BIPOC vs. white in Humboldt & Del Norte Counties

29%

The number of people living in Humboldt and Del Norte Counties who identify as BIPOC.

71%

The number of people living in Humboldt and Del Norte Counties who identify as white.

According to US Census ACS 2018

**Are the 29% of people identifying as black/
indigenous/people of color receiving fair
treatment with respect to the *development,
adoption, implementation, and enforcement of
environmental laws, regulations,
and policies?***



Example 1: Land back restoration and renewal

- Tuluwat – Spiritual center of the Wiyot world, former industrial shipyard, EPA superfund cleanup site, returned to the tribe and now being restored.
- Co-management with tribes of CA State Park lands and other public lands (Yurok Tribe, Intertribal Sinkiyone Council, and beyond).
- Mouralherwaqh acquisition and restoration – collaboration between the Wiyot Tribe, Cal Poly Humboldt, state agencies.



Example 2: Deconstructing dams to restore a watershed

- Once laughed out of the room, now happening this year. A powerful example of tenacity, commitment, focus from Klamath Basin tribes.
- Who do we employ and how? KRRC, unions have learned important learned in contracting and workforce inclusion and the role of tribal members, rural residents, women-owned businesses to subcontract or be direct hires. We are not there yet.





Example 3: Decisions about energy, housing + transportation matter for fish, watersheds, humans

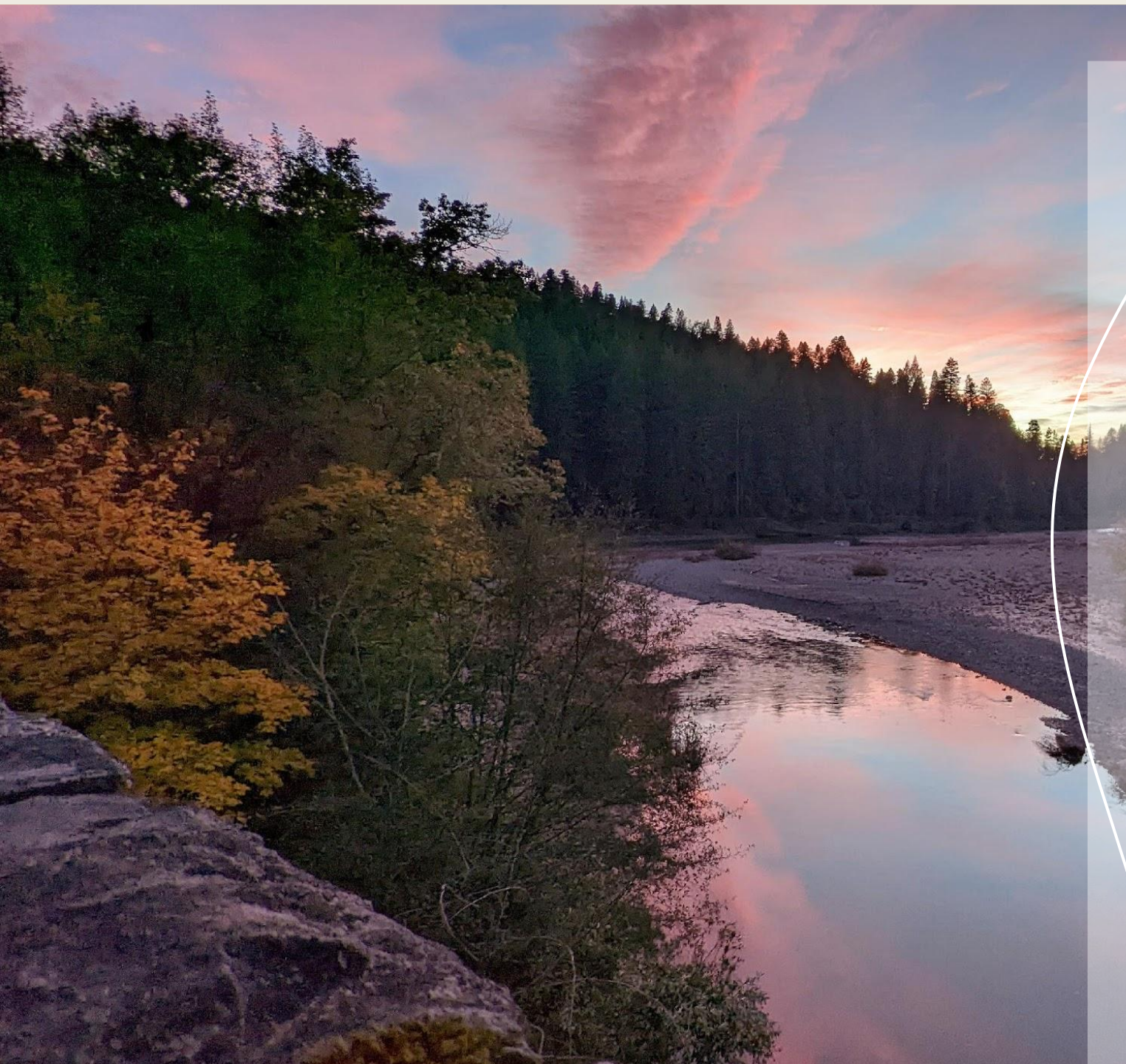
- Well above 50% of emissions are small vehicle transportation. Housing close to jobs and policies that address our biggest source of emissions are the work of ALL.
- Political will and community support for this transition are key.
- Advocacy – personal or professional – from scientists in the public sector is impactful.



Example 4: Addressing unintended consequences of environmentally important projects

- Responding to community needs and concerns – murdered and missing indigenous people, job opportunities, safety and not displacing vulnerable communities and undocumented people, equitable treatment of youth in schools.
- Caring and addressing these are critical to building trust. Requires creativity and resourcefulness to build unique partnerships, outside of existing silos!
- Ask partners about their commitments to justice up front and include language in agreements.





**“...there is no ability
for us to do civil rights work or racial
justice work without there being a
true incorporation of environmental
issues.”**

**– Abre’ Conner
NAACP Director of Climate and
Environmental Justice**

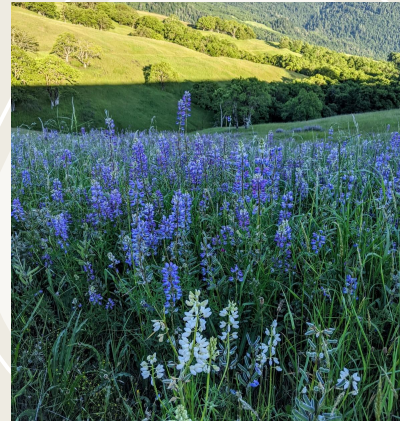
Take-aways



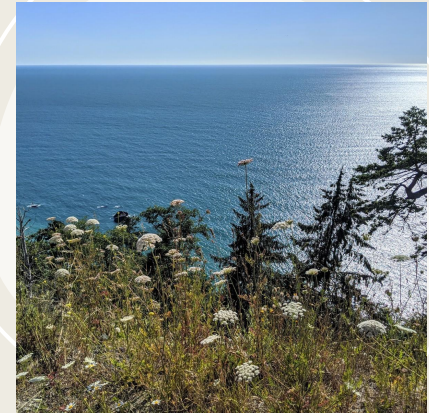
Big, systemic changes require courage and willingness to accept some consequences



Be open to feedback from people who have lacked power, even painful feedback



Consider the seemingly unrelated impacts of your work and ask big questions about them



Include equity actions as part of your project planning and team selection



Thank you!

Natalie Arroyo

NArroyo@co.humboldt.ca.us

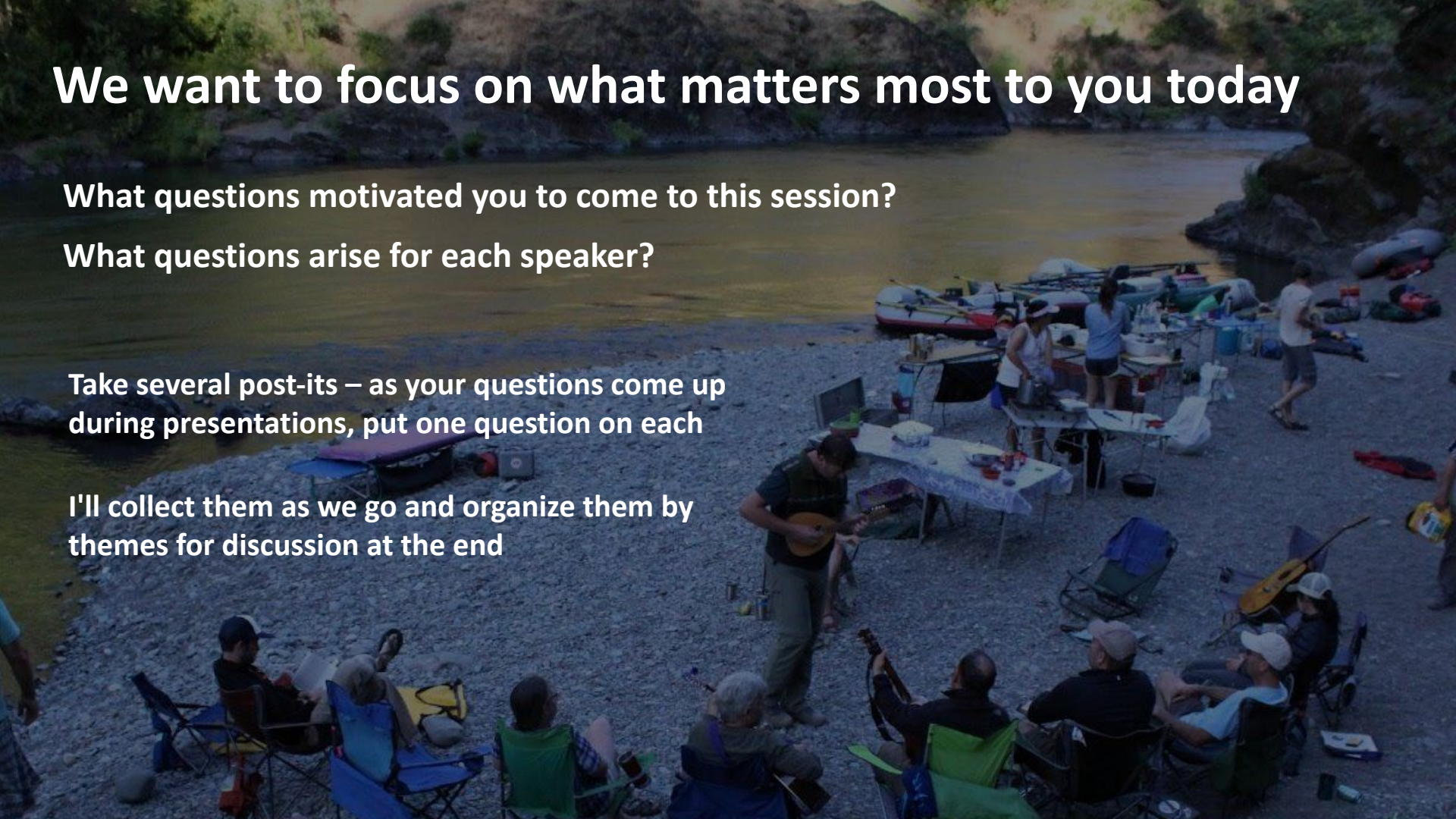
We want to focus on what matters most to you today

What questions motivated you to come to this session?

What questions arise for each speaker?

Take several post-its – as your questions come up during presentations, put one question on each

I'll collect them as we go and organize them by themes for discussion at the end





Starting At Home: Co-Creating An Inclusive Restoration Organization Culture



In: Approaches to Build Trust and Engage our Diverse Communities

A Session at the Salmonid Restoration Federation Conference

April, 2023

Jen Rice

and in absentia, Annie Hodges
Independent Consultants





Culture eats strategy for breakfast

-Peter Drucker



NewAgeLeadership.com

THE ICEBERG

that sinks organizational change

Visible Organizational Culture



What is Organizational Culture?

- “The way things are **really done**,” not just how we **say** we get things done
- Overall Objective - align and integrate the top and bottom parts of the “iceberg” of culture
- An inclusive culture, felt inside and out, requires intention, attention and time to cultivate

Relationship of Organizational Culture & Structure

Tactics

Software, contracts, projects, events, meetings, fundraisers

Strategy

Plans, methods, partnerships, financing, programmatic focus areas

Structure

Policies, org chart/authorities, board relationship

Culture

Core mindsets, beliefs, behaviors, assumptions, psychological safety, norms, narratives

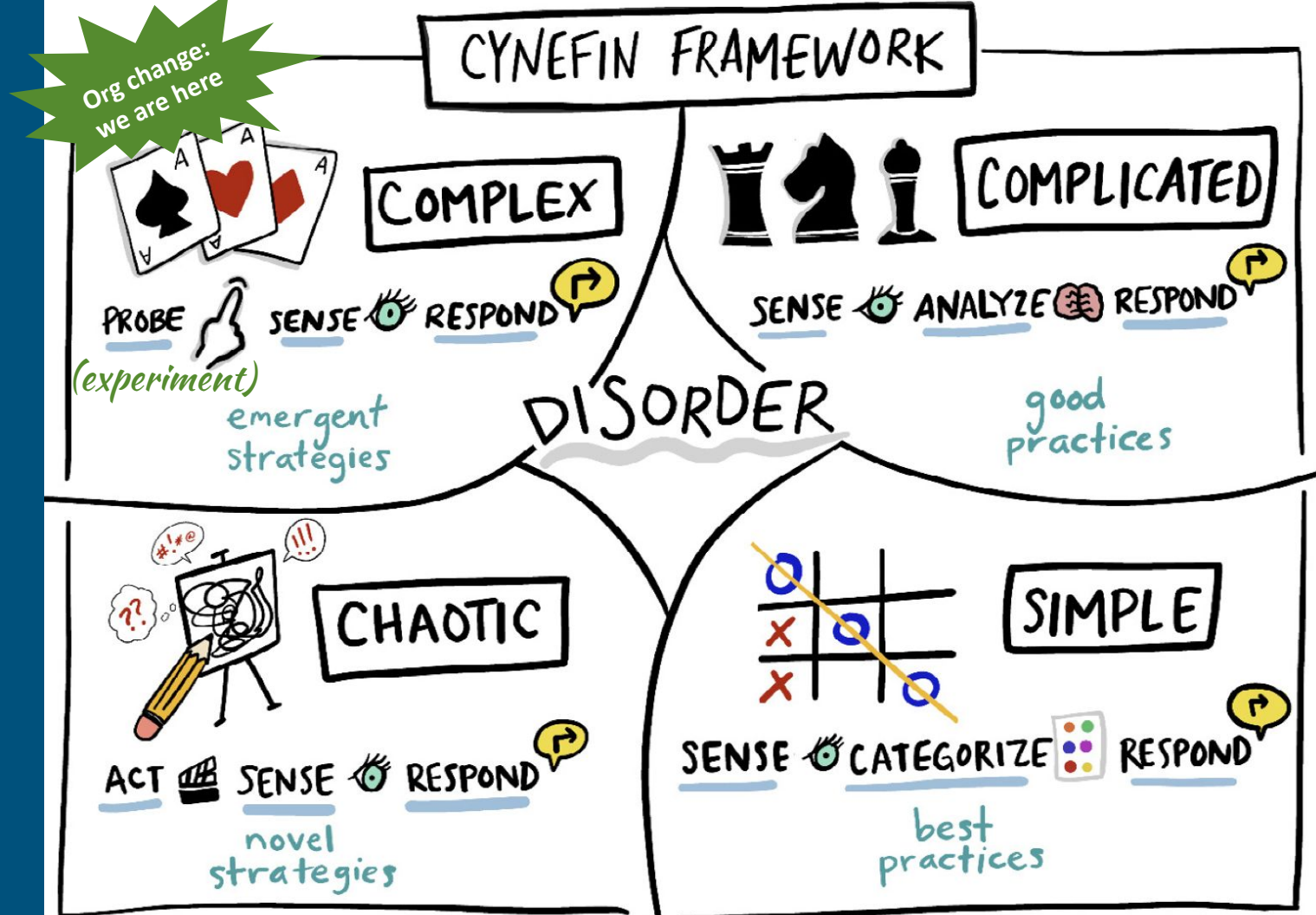


Evolving an
organization's
culture
puts you in a
complex
operational
setting
and requires
adaptive
leadership



Adjusting
leadership
skills,
framework
and strategies
for the type of
operating
environment

For more info:
check out David
Snowden's white papers
& TED talks



Good steps when navigating
complex operating
environments that require
adaptive leadership...



How do you successfully evolve
organizational culture to be inclusive?

Co-Creation!

... starting with:

UNCLENCH

We scientists, planners and academics are trained to think we're the experts.

We like to know and we like to be in control.

STOP

We don't know, and we aren't in control.

[Reminder to self!]



A background image showing pink flowers, possibly Salvia, growing along a body of water. The flowers are in sharp focus in the foreground, while the water and distant shoreline are blurred.

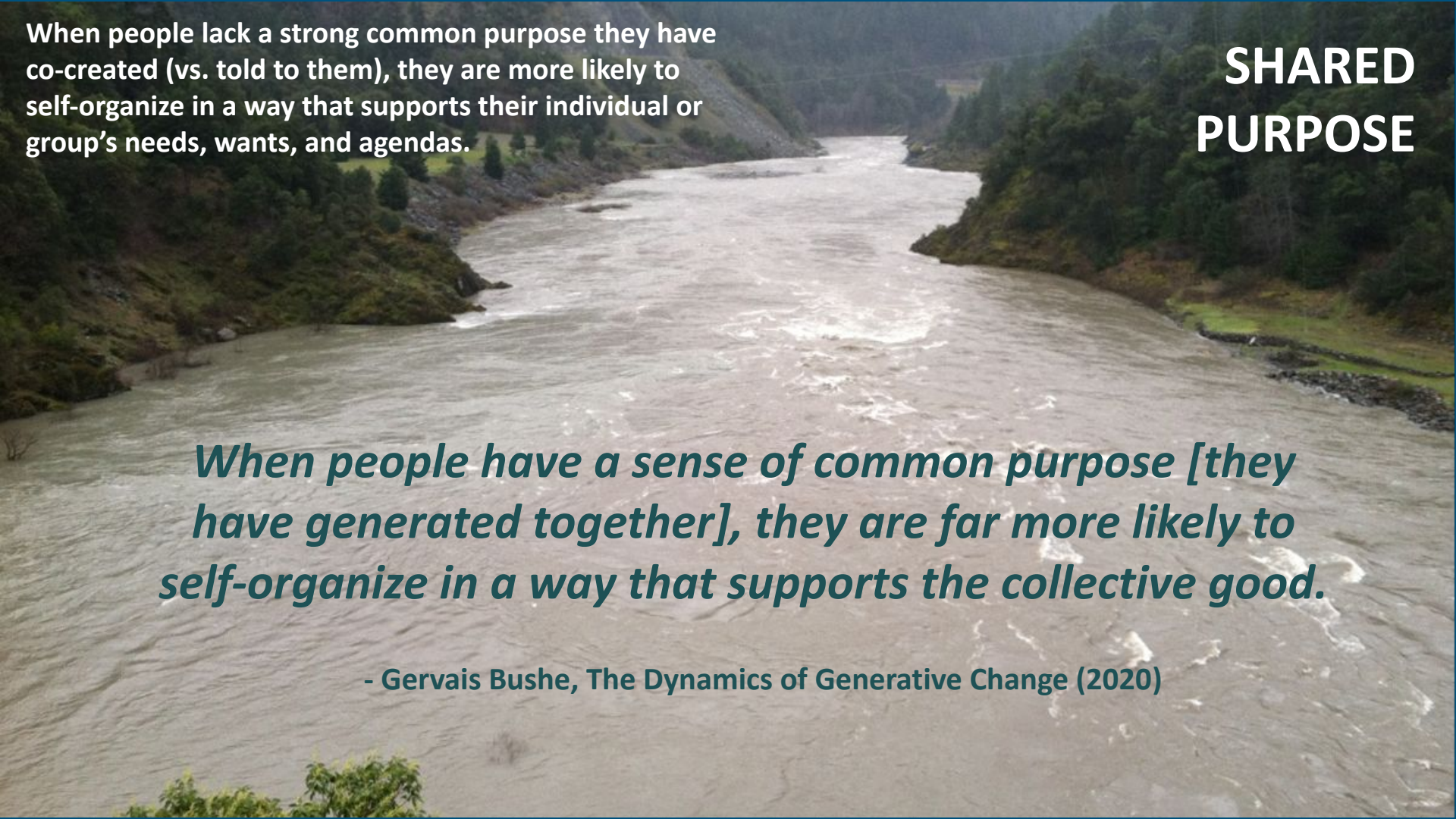
LISTEN

- Historically marginalized communities are the *only* ones who know what it will take for organizations to be desirable workplaces (to stay, grow) and partners
- Appreciate the gift of perspective & feedback – it's often challenging and exhausting to give (repeatedly)



DEMONSTRATE UNDERSTANDING, RESPECT & RECIPROCITY

- Examining harmful assumptions, norms, practices... and changing them
- Respect that experiences different than our own are valid
- Making peace with being uncomfortable
- Showing up, building relationships & trust



When people lack a strong common purpose they have co-created (vs. told to them), they are more likely to self-organize in a way that supports their individual or group's needs, wants, and agendas.

SHARED PURPOSE

When people have a sense of common purpose [they have generated together], they are far more likely to self-organize in a way that supports the collective good.

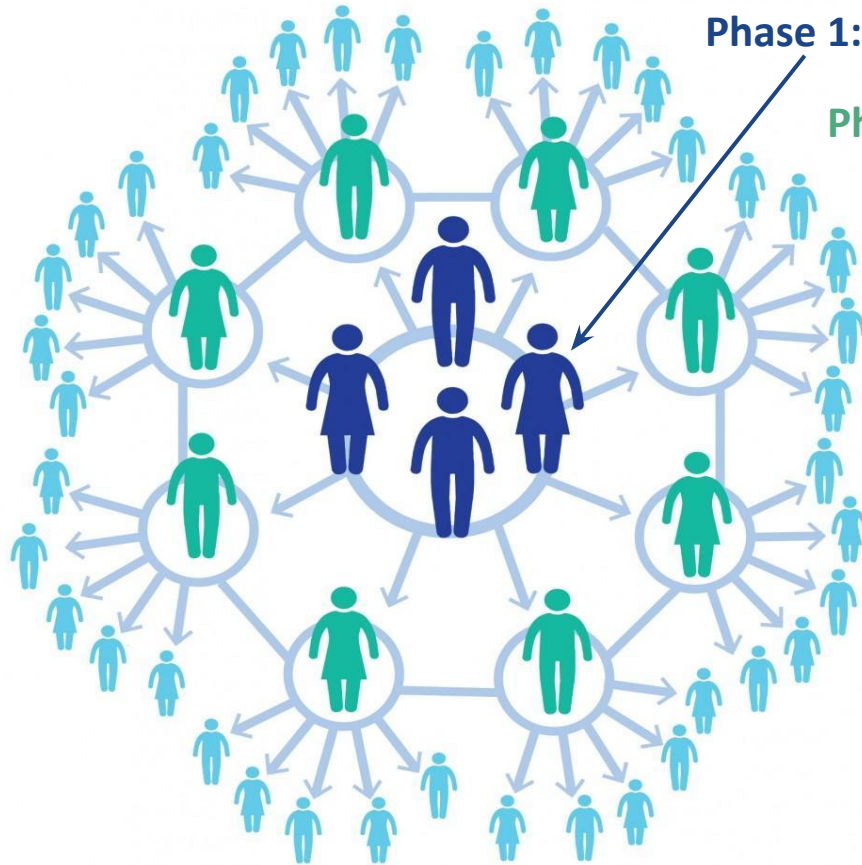
- Gervais Bushe, *The Dynamics of Generative Change* (2020)

Where do you begin?

*Gauge motivation & find
your people!*

Relational ORGANIZING “Snowflake”

- Marshall Ganz



Phase 1: Champions, Innovators or Change Agents

Phase 2: Allies or Early Adopters

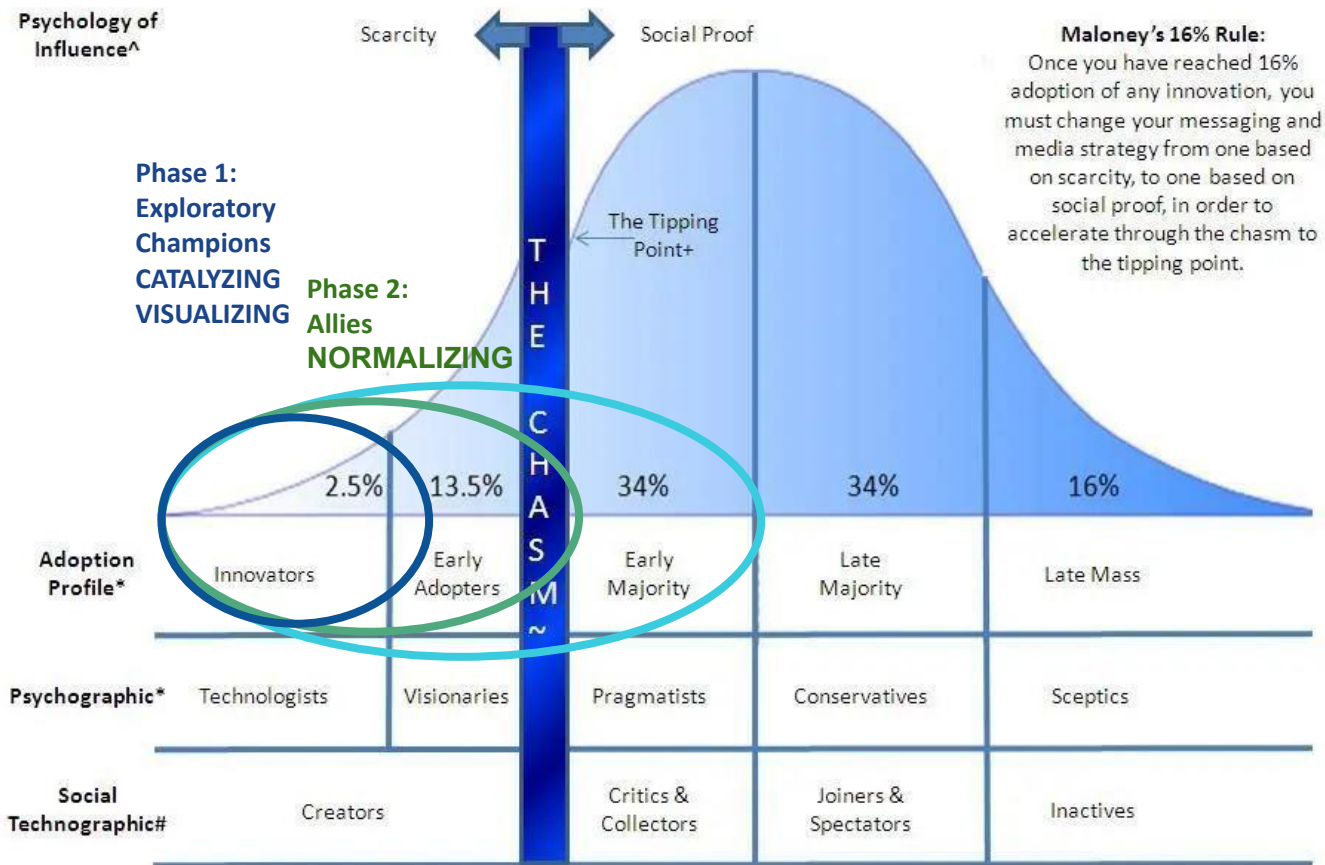
Phase 3: Supporters & Followers

Why is this important to you? What do you dream of?

I'm from a mixed-race family. We grew up on a dead creek and I want kids like me to have access to thriving water habitats and families like mine to have clean water...



Accelerating Diffusion of Innovation: Maloney's 16% Rule©



To recap...

- Becoming an inclusive, equitable organizational culture requires intentional, co-creative evolution
- First, listen and demonstrate you understand what diverse communities you work with need, know, see and think of your efforts
- Successful updates of structure-policy-strategy are based on co-created values/beliefs and norms
- Start with champions who compassionately connect with and engage increasing numbers of staff, board, partners
- Develop, test and make sense of experiments... together

One of my favorite ways of understanding nature creating more possibilities, is to watch water move through the world. Water creates the ways for itself, moving with gravity, moving around obstacles, wearing down obstacles, reshaping the world. When there isn't an overt way forward, water seeps into the land, becomes a vapor in the sky, freezes into ice. When the time comes, water moves over the land in cloud form and nourishes elsewhere.

And, of course, we humans are mostly water, and look how many ways we manifest.

- Adrienne Marie Brown, [Emergent Strategy](#), 2017

Further explorations...

Environmentalism's Racist History

- Jedediah Purdy, New Yorker Magazine, 2015

Declaration of the Rights of Indigenous Peoples (UNDRIP)

- United Nations, 2007

Collaborations in Indian Country

- Craig Tucker, 2021

Environmental Justice, American Indians and the Cultural Dilemma: Developing Environmental Management for Tribal Health and Well-being

- Ranco, et. al., 2011

'This is what reconciliation work can look like': A researcher explains why she's using settler-colonial methods to interrogate settler-colonialism in national parks.

- B. Toastie, 2022

What Good Is A Land Acknowledgement

- Cutcha Risling-Baldy, 2020

Environmental Groups' Greatest Obstacle May Not Be Republican Opposition: Big environmental groups have an ambitious agenda, but success requires satisfying their Black, Latino and Indigenous critics

- Zack Coleman, 2021

Tribal Co-Management of Federal Lands: Acknowledging the History and Considering the Path Forward

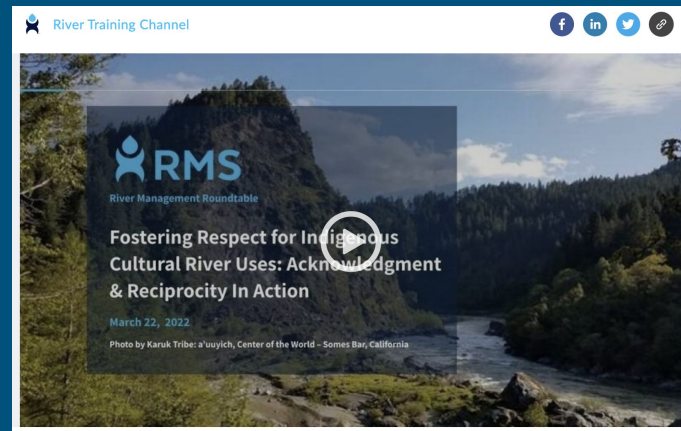
- Chuck Sams, 2022

How We Work: Indigenous Peoples and Local Communities

- The Nature Conservancy website

River Management Society Webinar, March 2022

Fostering Respect for Indigenous Cultural River Uses: Acknowledgement & Reciprocity in Action





Be The Change!

(Don't Just Plan The Change)

Jen Rice

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