



Equity Strategic Action Plan 2018-2019

Mission Statement

Our mission is to engage people to protect, restore and enhance the Mississippi River and its watershed in the Twin Cities region.

Equity Statement

Friends of the Mississippi River believes that the Mississippi River belongs to all of us and that its ecological, recreational, economic and social benefits should flow equally to all people in our community. We are committed to the ongoing work of becoming culturally competent, welcoming and inclusive of all people both within our organization as well as in the range of issues and challenges that we engage in.

We understand that environmental problems disproportionately burden communities of color, indigenous peoples and low-income communities. We further acknowledge that mainstream environmental and conservation organizations have largely failed to understand and address the systemic underpinnings that are common to both environmental problems and injustice. We are committed to using our resources and influence to redress structural inequality where it intersects with the health and vitality of the Mississippi River.

As our community grows and becomes more diverse we understand that it is imperative that we evolve to include and serve the full breadth of experience and perspectives in order to remain relevant and effective in pursuing our mission. We understand that to succeed in this goal will require us to reach beyond our traditional allies and constituencies, enter new relationships with humility, be prepared to listen, learn, follow the lead of our partners and adapt our methods and practices.

We believe that just as greater ecological diversity makes our ecosystems stronger and more resilient, so too will greater diversity strengthen our organization and our community. We actively work to support, engage and include people with different racial, cultural, economic and religious backgrounds as well as those with varying physical abilities, gender identities and sexual orientations.

The Mississippi River is a treasured asset whose intrinsic value as well as its many uses and benefits are essential and relevant to all people in our community. We are deeply committed to the practice of advancing equity in pursuit of a healthy community and a healthy river.

Equity Plan Purpose

We Will Deliver Results

FMR is responsible for essential protection, conservation and restoration services to nearly three million people in the seven-county Minneapolis-St. Paul metropolitan area. As of 2016, Almost 26% of these residents identify as people of color¹.

Because we understand that environmental problems disproportionately burden communities of color, indigenous peoples and low-income communities, this plan focuses on measurably improving a variety of organizational results related to engaging with, serving and learning from these groups. Such results include, but are not limited to improvements in:

- Budgeting and work planning for diversity, inclusion and equity results
- Staff diversity and inter-cultural competency development
- Board diversity and inter-cultural competency development
- Social network diversity and quality

By June 1, 2019, we will know what we are doing to achieve our goals, why we are doing those things, what the results should be, and how well we are doing compared to our own past results and the results of others. We will have processes in place to ensure our resources are sufficient and being appropriately applied to get results. We believe that we must do our part to make sure every person can benefit from our river, regardless of race, ethnicity, culture, language or economic status.

¹ Metropolitan Council, U.S. Census Data, Twin Cities Region (7 county)
https://stats.metc.state.mn.us/data_download/DD_Years.aspx?datasource=cen&comms=&subjects=%27POPRAECEETH%27&level=region

Equity Strategic Action Plan

1. We make financial investments to achieve clear and measurable diversity and inclusion goals.

Goal: By June 30, 2019, FMR has established, practiced and institutionalized its annual process for diversity and inclusion budgeting and work planning. This process includes a regular review of diversity and inclusion results, as well as a review of the process itself to ensure the process is as effective as it can be.

Benefits:

- Making staff, board and other stakeholders aware of connections between investment and outcomes, so we become champions for improvement.
- To better identify actions, efficiencies, partnerships, innovations, and resources that can deliver on or improve results.
- Improving trust in the organization – especially with potential new partners and funders.
- Aligning financial resources with the policies, practices and situations to achieve our goals – ensuring we “walk our talk”.

Oversight: Executive Director

Responsible: Senior Leaders

Continued on next page

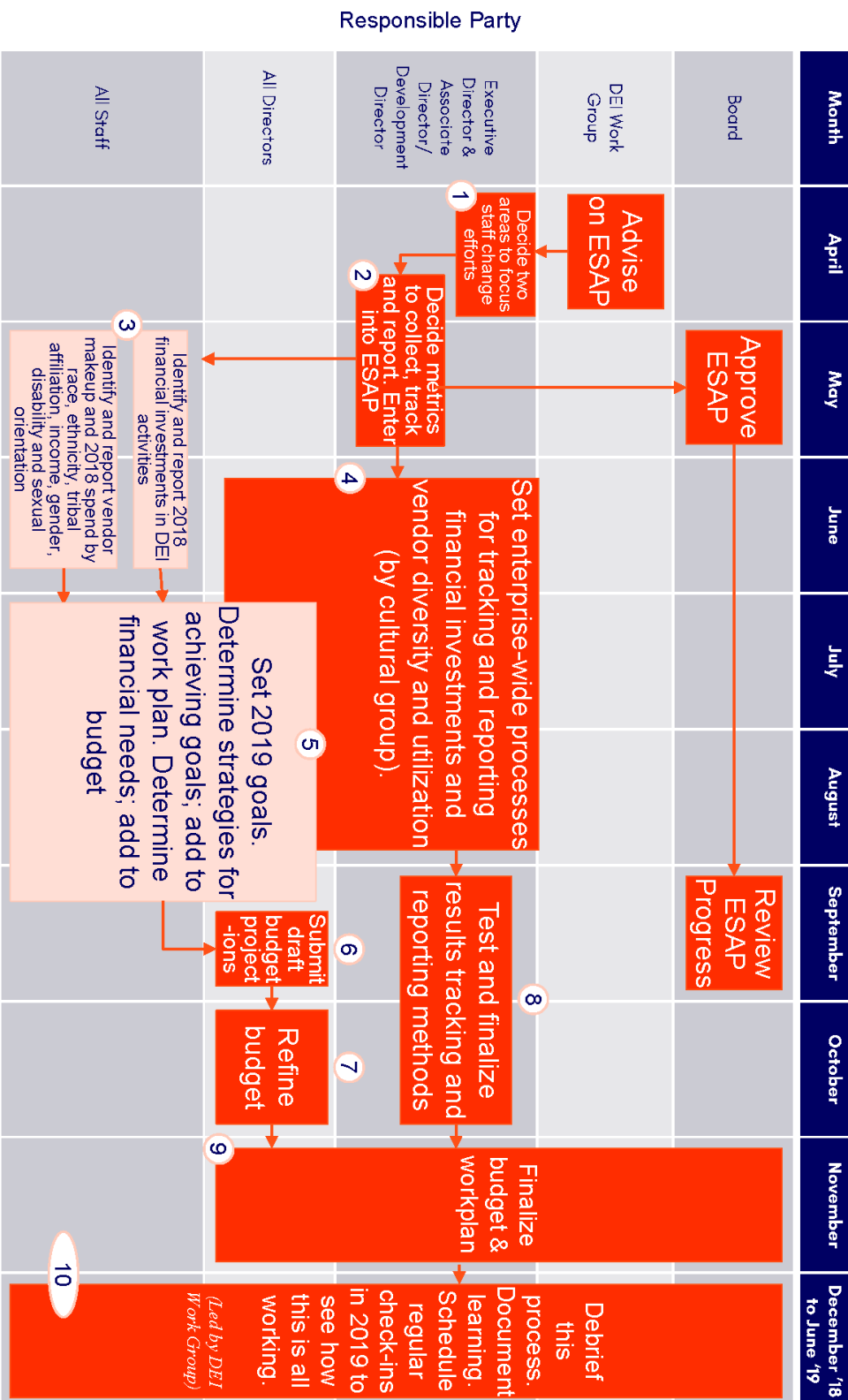
| Financial Investment Milestones | Responsible | Deadline | Resources Required |
|---|--|------------------------------|---------------------------|
| Identify two opportunity areas on which to focus staff's financial inclusiveness improvement efforts over the next year. <i>[E.g., A.) understand and improve financial investments in existing DEI activities and B.) understand and improve vendor diversity and utilization.]</i> | Executive Director & Associate Director/ Development Director | April 30, 2018 | • 2 staff hours |
| For each area of improvement, decide what <u>few</u> wildly important metrics the organization will collect, track and report over the next year. Share with all staff. | Executive Director & Associate Director/ Development Director | May 31, 2018 | • 4-6 staff hours |
| A. Identify and report financial investments being made in existing DEI activities (2018). For each activity, include current results for the pre-defined metrics. Provide report to Directors. B. Identify current vendors and purchasing by race, ethnicity, tribal affiliation, income, gender, disability and sexual orientation. | All staff | June 30, 2018 | • <i>n</i> staff hours |
| Based on report results, set 2019 goals for individual efforts within each opportunity area. Report these to Directors. | All staff | July 30, 2018 | • <i>n</i> staff hours |
| Establish/refine enterprise-wide process for tracking and reporting financial investments by race, ethnicity, tribal affiliation, income, gender, disability and sexual orientation. Do the same for vendor diversity and utilization. Establish/refine process for adding new vendors to the list. Share with all staff. | CFO & Directors | August 30, 2018 | • <i>n</i> staff hours |
| Based on report results, set 2019 goals for individual efforts within each opportunity area. Report these to Directors. Determine strategies for achieving goals for each opportunity area; insert into draft 2019 work plan. Analyze existing and new funding options needed to achieve goals; insert into draft 2019 budget. <i>Submit funding requests to Sara as appropriate.</i> | All staff | September 17, 2018 & Ongoing | • <i>n</i> staff hours |
| Submit 2019 draft budget projections to CFO. | Directors | September 17, 2018 | • <i>n</i> staff hours |
| Submit 2019 draft budget to Directors. | CFO | October 19, 2018 | • <i>n</i> staff hours |
| Test and finalize the results tracking and reporting methods. | CFO & Directors | October 31, 2018 | • <i>n</i> staff hours |
| Finalize 2019 budget and workplan. | Board & Directors | November 30, 2018 | • <i>n</i> staff hours |
| Debrief this entire process with staff. Document learning. Schedule regular check-ins on the process in 2019 to see how it is working. | Directors | December 31, 2018 | • 4 staff hours |

Financial Investment Change Process (2018)

Updated April 10, 2018

We make financial investments to achieve clear and measurable diversity and inclusion goals.

By June 30, 2019 FMR has established, practiced and institutionalized its annual process for diversity and inclusion budgeting and work planning. This process includes a regular review of diversity and inclusion results, as well as a review of the process itself to ensure the process is as effective as it can be.



2. We have strong, mutually beneficial intercultural relationships with individuals, organizations and institutions.

Goal: By June 30, 2019, every FMR employee and volunteer leader is actively working with at least one cross-cultural network. These relationships are delivering meaningful and significant equity results to FMR, the partner(s), and to key cultural communities.

Benefits:

- Building staff and volunteer leaders' cultural competence through direct practice.
- Ensuring cross-cultural relationships deliver equitable outcomes.
- Broadening the pool of cross-cultural resources by connecting internal functions (like accounting) to the communities.
- Making new and existing partners aware of the level of our commitment to diversity, inclusion and equity.
- To better identify actions, efficiencies, partnerships, innovations, and resources that can deliver on or improve results.
- Improving trust in the organization – especially with potential new partners and funders.

Oversight: Sara DeKok

Responsible: DEI Working Group

Continued on next page

| Social Capital Milestones | Responsible | Deadline | Resources Required |
|---|---|------------------------------|--------------------|
| <p>Decide what <u>few</u>, wildly important, <u>common</u> metrics (including relationship quality) the entire organization will collect, track and report over the next year.*</p> <p>*Although every program will have the same metrics to measure and report, its goals will likely be different. For example, every program would measure the quality of a relationship against a standard scale. However, depending on each program's desired outcomes and how it achieves them, the goals for relationship quality may be different .</p> | Executive Director & Associate Director/ Development Director | June 30, 2018 | • 6 staff hours |
| Train staff and Board members on the intent, new metrics, tracking and reporting processes, responsibilities, and expectations for results. Identify support and resource needs. | Executive Director & Associate Director/ Development Director | July 31, 2018 | • 4 staff hours |
| <p>Provide organizational support and resources so staff can effectively:</p> <ol style="list-style-type: none"> identify, analyze and measure improvement opportunities. develop strategies for improving the number and quality of their social networks. <p>*May need to invest in 3rd party technical or consulting assistance.</p> | Executive Director & Associate Director/ Development Director | August 31, 2018 | • n staff hours |
| Each staff and board member chooses one high-impact project for which they will develop or improve a culturally diverse social network. Measure the current relationships against metrics. Report to Directors. | All staff Board of Directors | August 31, 2018 | • n staff hours |
| Based on the results, set 2019 goals for relationships. Determine strategies for achieving goals; insert into draft 2019 work plan. Analyze existing and new funding options needed to achieve goals; insert into draft 2019 budget. <i>Submit funding requests to Sara as appropriate.</i> | All staff | September 17, 2018 & Ongoing | • n staff hours |
| Submit 2019 draft workplan and budget projections to CFO. | Directors | September 17, 2018 | • n staff hours |
| Submit 2019 draft workplan and budget to Directors. | CFO | October 19, 2018 | • n staff hours |
| Test and finalize the results tracking and reporting methods. | CFO & Directors | October 31, 2018 | • n staff hours |
| Finalize 2019 workplan and budget. | Board & Directors | November 30, 2018 | • n staff hours |
| Debrief this entire process with staff. Document learning. Schedule regular check-ins on the process in 2019 to see how it is working. | Directors | December 31, 2018 | • 4 staff hours |

Social Capital Change Process (2018)

Created April 11, 2018

We have strong, mutually beneficial intercultural relationships with individuals, organizations and institutions.

By June 30, 2019, every FMR employee and volunteer/leader is actively working with at least one cross-cultural network. These relationships are delivering meaningful and significant equity results to FMR, the partner(s), and to key cultural communities.

