Ensuring Equity, Diversity and Inclusion in Your Programs and Organization

Leadership Development Institute 2018-19

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Leadership Development Institute

Developing Effective Water Organizations Series:

Oct. 11 ***Governance: Building Strong Boards to Lead Strong Organizations***

Nov. 8 ***Goals, Strategies, Tactics-Oh My! Strategic Planning from Vision to Implementation and Evaluation***

Dec. 13 ***Fundraising Best Practices for Water Organizations***

Jan. 10 ***We Want You! Volunteer Recruitment, Management & Retention***

Feb. 14 ***Don't Worry, You Don't have to be an Accountant to Understand Nonprofit Financial Management***

Mar. 15 ***Ensuring Equity, Diversity & Inclusion In Your Organization***

Thank You for Being a Member

Take advantage of your paid membership benefits:

- ✓ Find **funding** for water projects

  (on the website go to *Membership* then select *Get A Project Funded*)

- ✓ Receive **25% off** registration for our annual River Rally conference
- ✓ Receive **discounts** on equipment and consultations
- ✓ And more!

Questions about your paid membership benefits? Please contact Carly Schmidt, Membership Associate, at cschmidt@rivernetwork.org

Today's Presenters & Agenda

Diana Toledo
Leadership Development Director (NC)

Paco Ollervides
Leadership Development Mgr. Great Lakes

- Definitions & the Why
- River Network's EDI journey
- Two useful EDI frameworks
- Tools and Strategies
- Q&A / Discussion

Today's Session:
Ensuring Equity, Diversity and Inclusion in Your Programs and Organization

Polls: Who's Here Tod

Important Definitions

Diversity

Differences between us based on which we may experience advantages or encounter barriers in access to opportunities or resources

Inclusion

Celebrating, valuing, and amplifying perspectives, voices, styles, values, and identities that have been marginalized (not tolerating, accommodating, or overcoming difference).

Equity & Justice

Equity is the approach to ensuring everyone has access to the same resources or opportunity (such as clean water). Equity recognizes that advantages and barriers exist, and that as a result we all don't all start from the same place **Justice** is the outcome of equity efforts.

Cultural Competence

The ability to interact across various dimensions of diversity; to flex with differences

avarna

Important Definitions

Equality vs. Equity vs. Justice

Important Definitions

Diversity is what we are.

Inclusion is what we do.

Equity is how we do it.

Cultural competence is what we need to do it well.

Justice is an outcome.

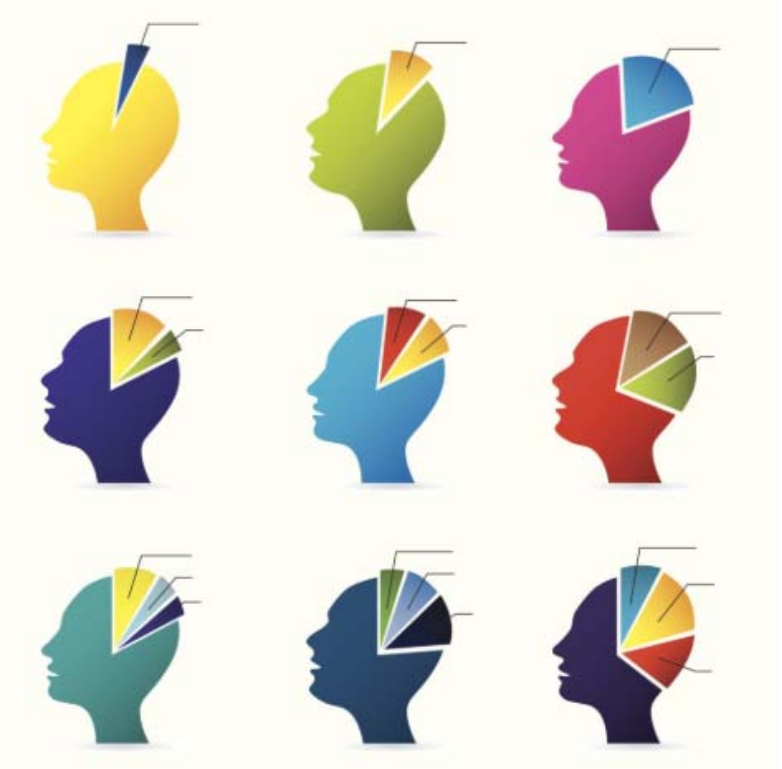
avarna

Why is EDI Important to Your / Your Org.?
(please use the chat box)

Why is EDI important…?

To your organization:

- Allows it to perform better and make better decisions
- Opens the door to funding opportunities (esp. race/ethnicity)
- Helps manage liability concerns, inc. of discrimination, hostile work place
- Makes for happier staff & volunteers



Why is EDI important…?

To people:

- For health and wellness - everyone should have access to healthy rivers & waterways, and drinking water
- For thriving communities – clean environment and safe drinking water is part of a healthy economy
- For equitable access to public waters in inclusive ways
- For recognizing the many ways humans connect with nature based on their culture and history
- For addressing disproportionate impacts of water threats to low income communities and people of color

Why is EDI important…?

To the future of conservation:

- We need to engage the diverse youth of today to cultivate the next generation of advocates
- Protecting our rivers/waters is a shared right and responsibility

EDI at River Network

Engaging Latino and Hispanic Communities: Best Practices for Water Groups

Presione aqui para leer este articulo en Espanol.

In the U.S., many communities of color face environmental racism. Disproportionate exposure to toxins and pollution occur in areas primarily inhabited by communities of color, including areas with large Latino or

Articulating Our Commitment

Our Commitment to Equity, Diversity, and Inclusion

All people have a right to clean and ample water that sustains life. To achieve this right for all communities, it is imperative for the river and watershed community to build a more diverse, equitable and inclusive movement. River Network is committed to being a catalyst and partner in this transformation.

Biases and disparities disproportionately burden communities of color, indigenous communities, and low-income communities with legacies of environmental damage and on-going harm that limit their access to healthy, life-sustaining waters. All voices must be included in River Network's work to achieve more equitable solutions. Just as biodiversity strengthens natural systems, water protection work is made stronger by the contributions, experiences, perspectives, and values of different people and communities.

River Network is committed to building on its history in working with others by embracing diversity, equity and inclusion in all areas to achieve our mission. Through our programs we seek to connect with all communities and increase the impact of their efforts to secure clean and ample water. River Network will be intentional about our staffing and engagement practices and strive to increase the diversity of our staff, vendors, board, members, and supporters with strategic recruitment and partnerships and an inclusive work place culture.

River Network invites dialogue with partners working on these issues to seek guidance and develop collaborations. By expanding our reach, River Network intends to go beyond traditional cultural and social boundaries to become more effective in building an equitable and inclusive river and watershed movement. We invite all communities to join us in this journey of transformation.

Articulating Our Commitment

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Why Equity, Diversity, and Inclusion are the Foundation of River Network's Mission

Water is sacred, and necessary for all life. Healthy rivers producing clean, affordable water are a fundamental human right, the foundation of our dignity, health, economy, environment and quality of life. Every human being needs water, but not every human being has equal access to it. Threats to water affect vulnerable communities the most, and yet these communities are seen and heard from the least in the mainstream water conservation community. River Network's commitment to equity, diversity, and inclusion is not apart from our mission, but the path forward to achieving it. Addressing water disparities provides us with a moral and strategic opportunity to build a stronger river movement, aligning people of varied ages, races, economic conditions, and other identities.

With focus, determination and humility, we ask these questions of ourselves: Who must we work alongside and what issues must we engage in to live true to our beliefs? Is our work successful if it is not equitable? What are the gaps in our knowledge, relationships and resources? How do we better balance both human and ecological needs? What do we need to change to make our work more inviting to a broader range of people? What is possible if we can help to create a larger, more diverse river movement?

Our mission is to connect *all people*, not just some people, in order to protect and restore *all rivers and waters*, not just the wild and the pristine. Our understanding of this promise has evolved over decades, from

Articulating Our Commitment

Our Commitment to Equity, Diversity, and Inclusion

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River Network's Principles for Equitable & Inclusive Work

We commit to holding ourselves accountable to the standards below, and to sharing, discussing, revising, and amending these standards over time with our water protection and river restoration community.

1. *We use equity as a lens through which we view our work and as a guiding principle for choosing the right action.* We recognize that all people have a right to clean and ample water. We seek solutions to the root causes of water equity challenges and examine whether benefits and costs of solutions to water problems are distributed equitably. We work to build power for those who lack equitable access to affordable, clean water and healthy rivers.

2. *We set a table for all.* We seek multiple perspectives to help us fully understand water challenges, and to find equitable solutions. We work with diverse partners and communities. Our work will initially focus on engaging the most vulnerable people who have suffered the most from environmental injustices.

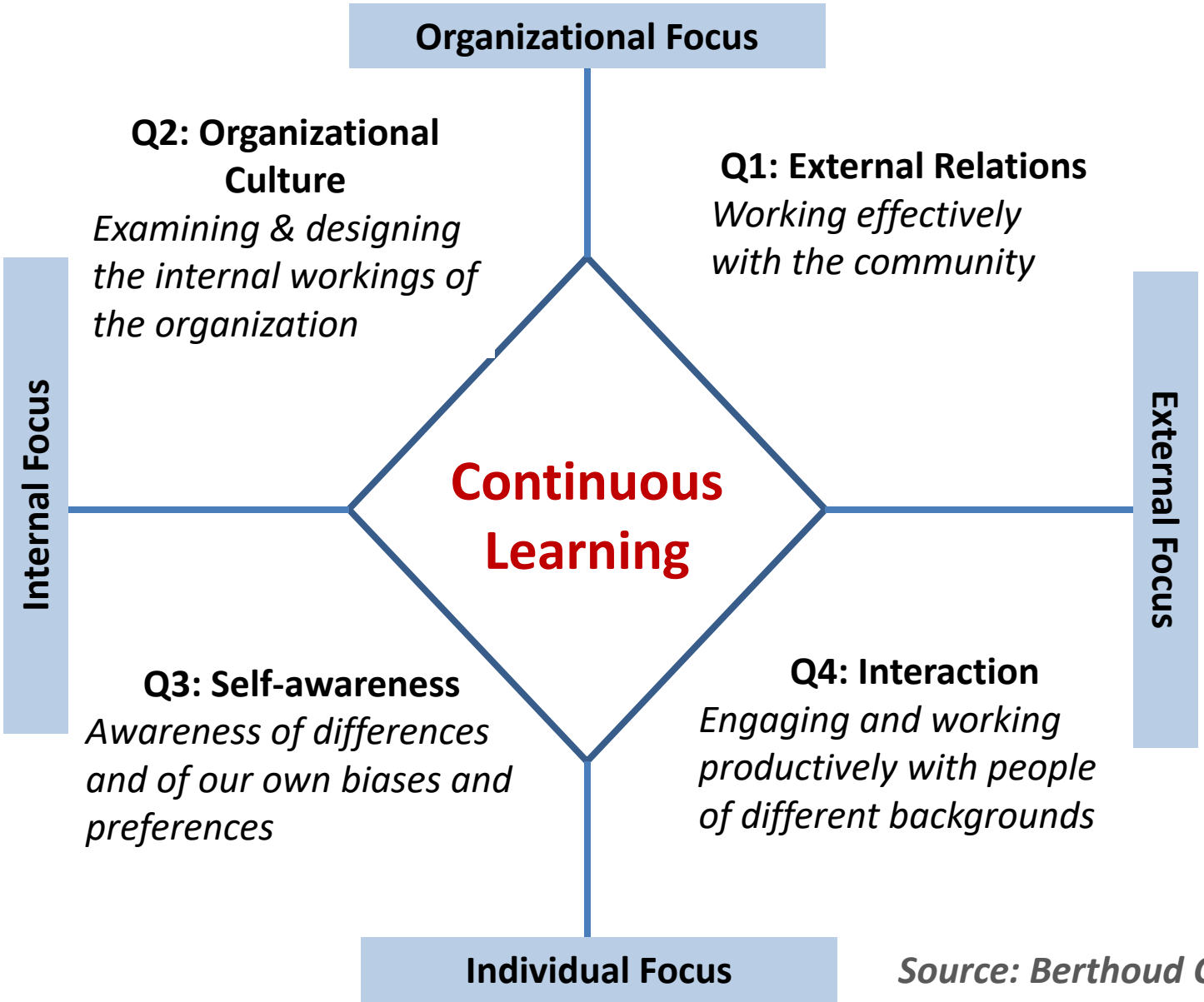
3. *We practice what we preach.* We model change by demonstrating by example what we ask our members and the water protection and river restoration community to do.

4. *We value human and ecological needs.* We advocate conservation goals within the context of

POLL: Has your organization articulated a commitment to EDI?

If so… how do we begin?

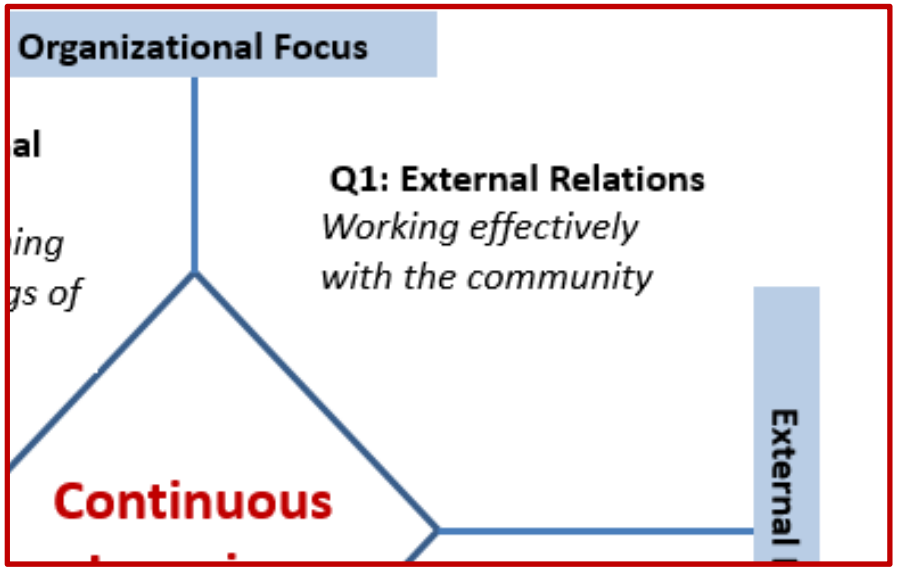
EDI Framework: Diversity Diamond



Source: Berthoud Consulting

Quadrant 1: External Relations

THE WORK- Examine your externally facing work (i.e., what you do and how you work in the community), and whether/how equity and inclusion are reflected in that work.



Quad 1 Strategies: External Relations

- Build and maintain mutually beneficial partnerships (that outlast funding!)
- Use culturally competent communications (messaging & images) and step into intersectional spaces
- Commit to learning and growing – solicit feedback and welcome it as a gift
- Examine your work through the lens of equity (see River Network's Equity Tool)

Quad 1 Strategies: External Relations

Meet Our Network

Meet the heroes safeguarding water for our families and communities. We invite you to get to know some outstanding water champions taking action for clean water and healthy rivers from coast to coast.

ADAM MARCINIAK
BOARD MEMBER AND VOLUNTEER, FRIENDS OF THE BLACK RIVER

BRENDA COLEY
CO-EXECUTIVE DIRECTOR, MILWAUKEE WATER COMMONS

JULIANA GONZALEZ
EXECUTIVE DIRECTOR, THE WATERSHED PROJECT

CINDY CHANG
EXECUTIVE DIRECTOR, GROUNDWORK DENVER

CINDY LOWRY
EXECUTIVE DIRECTOR, ALABAMA RIVER ALLIANCE

KIRA DAVIS
PROGRAM DIRECTOR, CONSERVATION RESOURCE ALLIANCE

River Network
March 8 at 8:55 AM ·

Rural America: We have a water problem that runs coast to coast, with significant injustice to low income, African-American, and Latino populations. This excellent article tells just one of many stories. The importance of water to life demands our attention.

https://capitalandmain.com/the-american-dream-is-drying-up-…

CAPITALANDMAIN.COM
Is the American Dream Drying Up in California's Central Valley? | Capital & Main

Quad 1 Strategies: Equity Tool

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DRAFT Equity Assessment Tool

This tool is designed to help River Network operationalize our commitments to equity and inclusion through our work, with a focus on increasing equity on the bases of race/ethnicity and class/income.

Who will implement this tool?

The tool will primarily be used by River Program and Development staff.

Where should we deploy this tool?

- Phase 1 (Year 1) – Test out and refine the tool with our strategic plan's *Strengthen our Network* and *Build Strong Champions* core strategies. This includes River Rally.
- Phase 2 (Year 2) – Explore how the tool can be applied with the two remaining core strategies, *Leverage our Voices* and *Grow our Network.*

When should this tool be deployed?

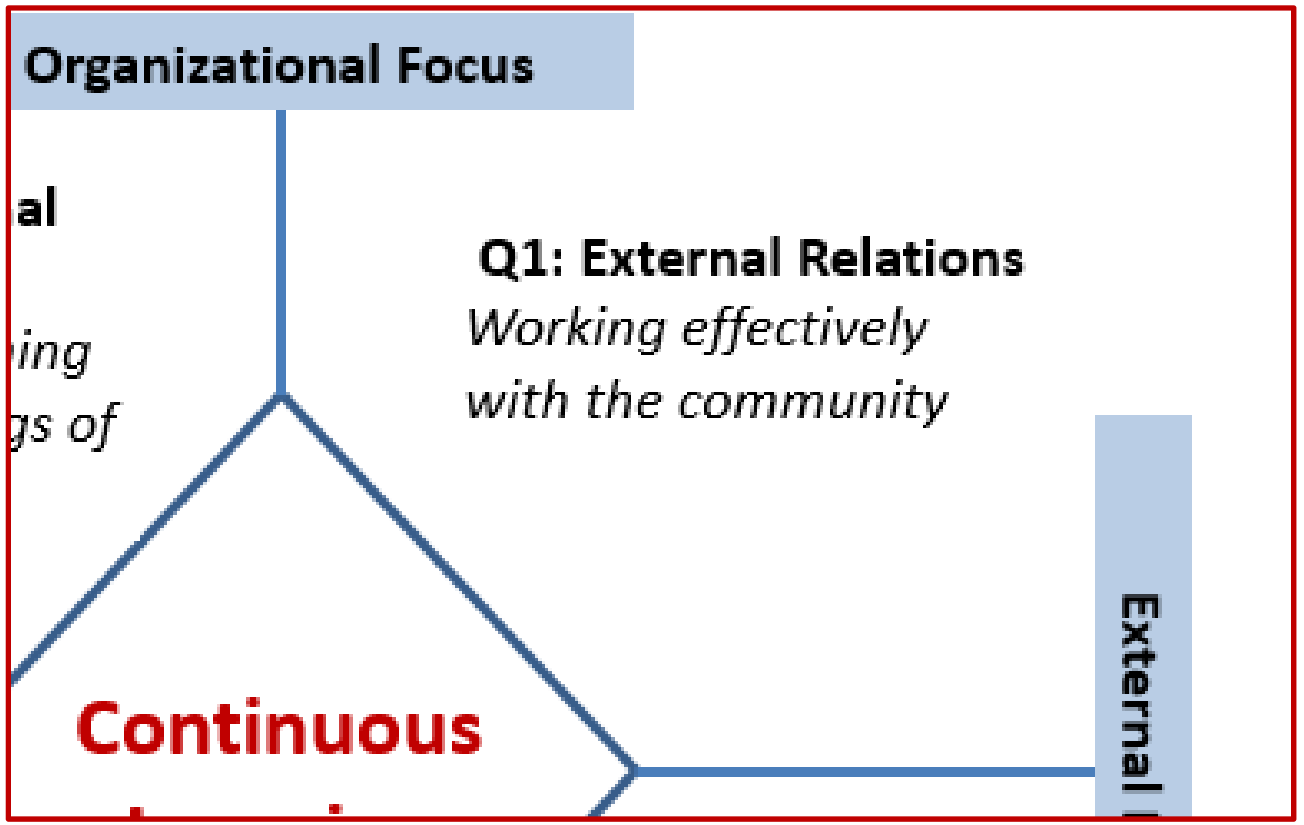
The tool should be integrated into River Network's routine operations in a systematic way. The following are touchstones for when the tool should be deployed either in full or in brief:

- Developing ideas for new programs, through white papers, concept papers or other means;
- Drafting funding proposals, in particular in multi-year or large-scale proposals, proposals for new

Analysis Tool: A Detailed Approach

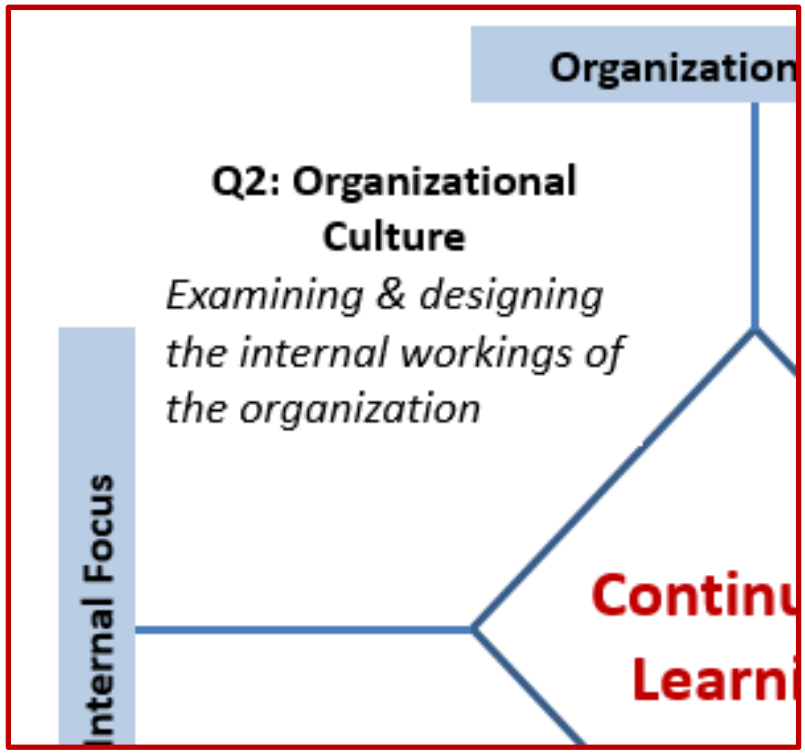
	Questions to help identify considerations of inclusion and equity *(Note: To answer some of these questions with greater certainty, we might need to collect additional data. Data collection may be a next step or may be incorporated into project funding proposals)*
	Q: Who is positively and negatively affected by this issue and how? Do people in disadvantaged racial, social and economic groups face unique challenges related to this program/initiative? Q: What policies, processes or relationships contribute to exclude the voices and priorities of those most affected by inequities? How is this program/project shifting those power dynamics? Will it increase or decrease ethnic/racial and class/income equity? Q: Are River Network resources and investments distributed fairly and equitably across ethnic/racial and class/income lines?
2. We set a table for all. *5. We partner with others who know more than us.*	Q: How are we meaningfully including those most impacted in identifying issues, proposing solutions and making decisions? Q: What people or groups already support equity, justice and sustainability around this issue and how can we collaborate with them? Q: Which stakeholders do we have relationships with that we could collaborate with on this program? Who is missing that we could develop relations with?
4. We value human and ecological needs.	Q: How do the goals or desired outcomes we have articulated address impacts and provide benefits to both the ecology and the community?
6. We build and maintain relationships that outlast funding.	Q: How will be ensure we maintain relationships with program / project partners after the project is completed? In what ways can we continue to support them after the funding ends?

Question: How are you bringing inclusion and equity into your organization's work in the External Relations quadrant? (use chat box)



Quadrant 2: Organizational Culture

THE WORK- Reflect on your organization's culture (i.e., systems, policies & structures) and whether they support incorporating the skills, experiences and ways of interacting that a diverse team brings



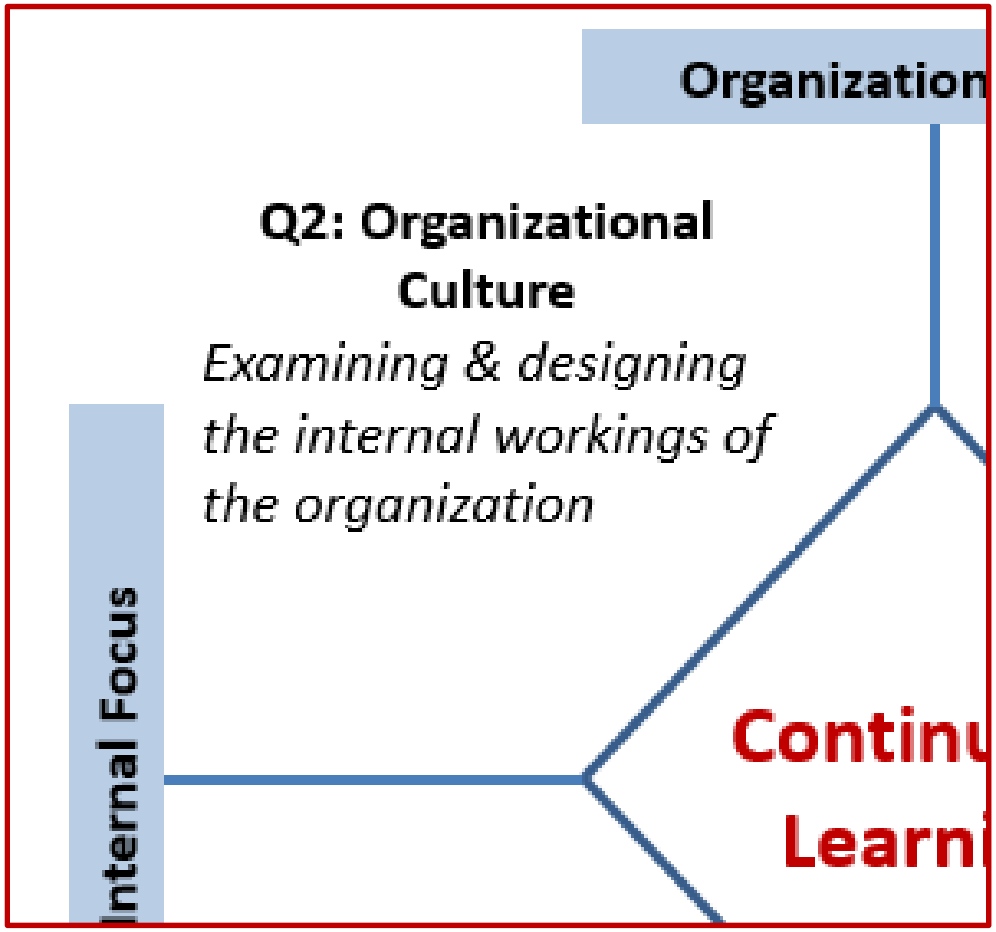
Quadrant 2 Strategies: Org. Culture

- Evaluate your hiring and retention practices for bias – recruitment & hiring, compensation, evaluations, promotions, access to mentoring and professional development, etc.
- Make the physical work spaces more inclusive
- Make EDI training available to staff
- Develop an “Inclusive Team Charter”
- Understand dominant culture traits and be intentional about what norms and standards you follow

Quadrant 2: Organizational Culture

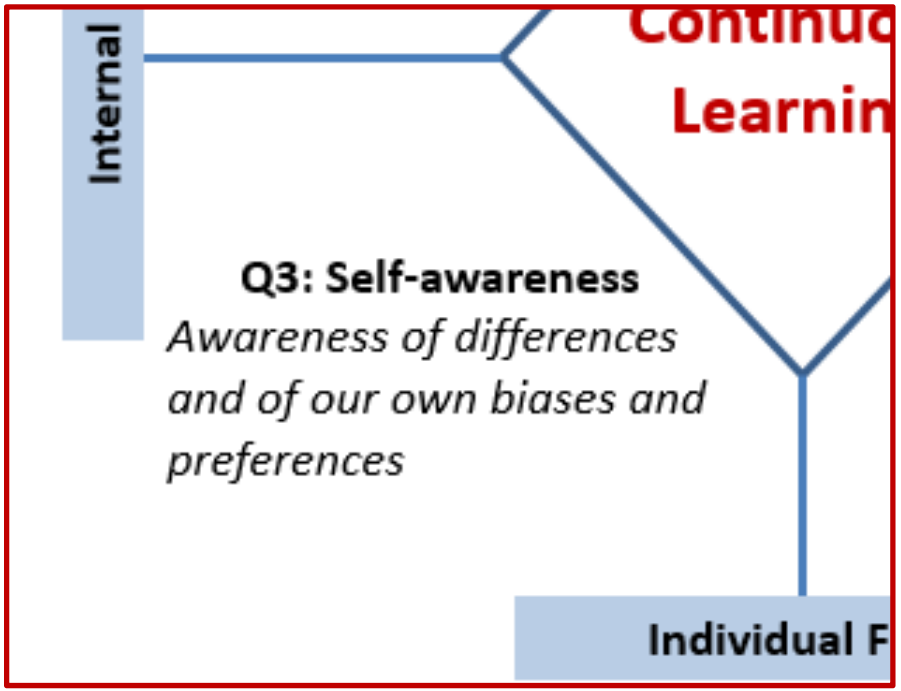
THE LONGER YOU SWIM
IN A CULTURE, THE MORE
INVISIBLE IT BECOMES

Question: Have you examined your org's culture? What steps might you take to make it more inclusive and supportive of diversity? (use chat box)



Quadrant 3: Self-Awareness

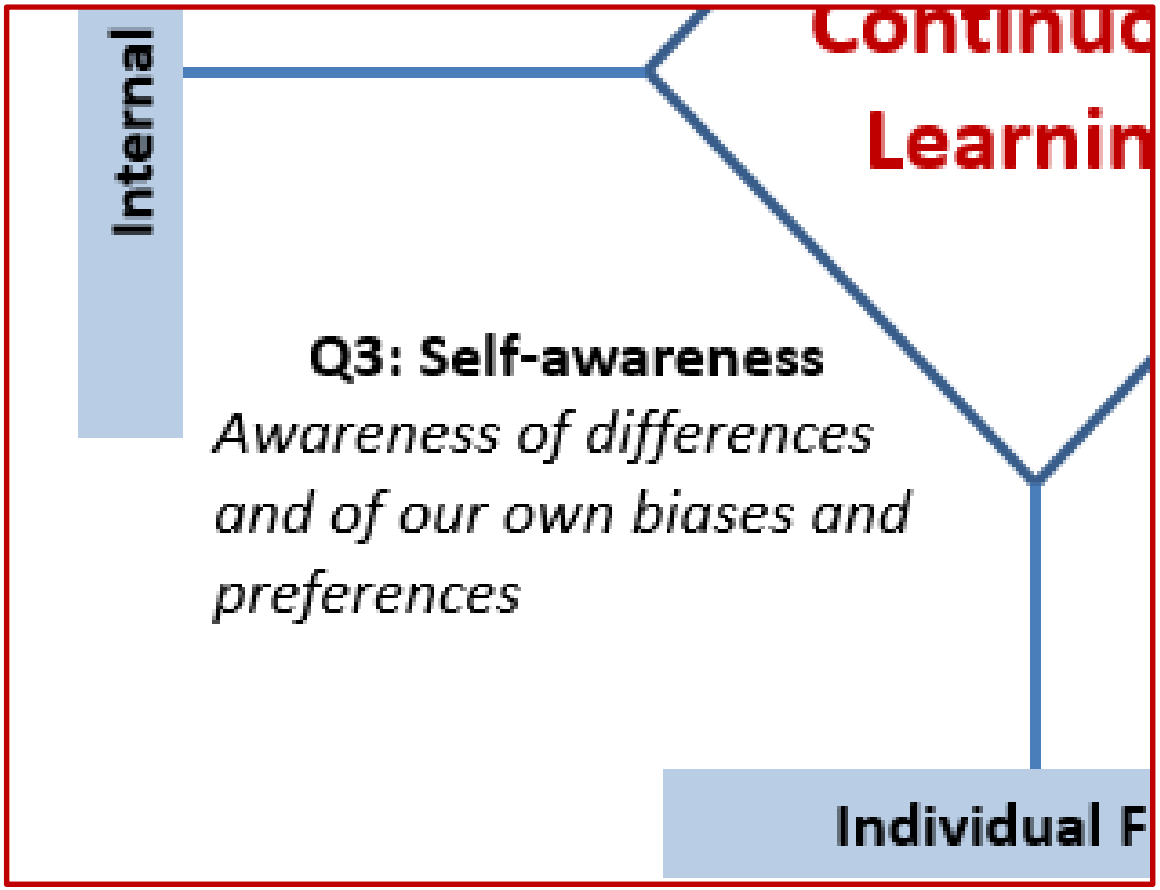
THE WORK- Increase your awareness and understanding of your individual biases and how they show up and your understanding of your privileges



Quad 3 Strategies: Self-Awareness

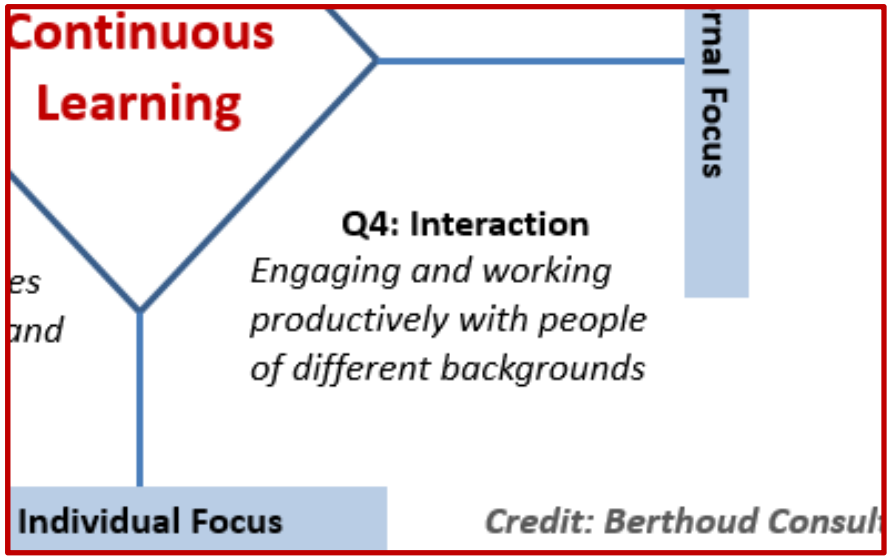
- Expose yourself to diverse voices and perspectives (e.g. books/book clubs, podcasts, social media)
- Explore your own biases *(Project Implicit)*
- Disrupt your own biases
- Participate in training(s) to learn the history / experiences of marginalized communities; develop skills in analyzing structural racism and systems of oppression
- Make space for others - lift up the voices and perspectives of those not typically heard
- Caucus with your own affinity groups to process the learning and keep accountable for taking action

Question: How have you / could you increase your own awareness of your own preferences and biases? (please use chat box)



Quadrant 4: Interaction

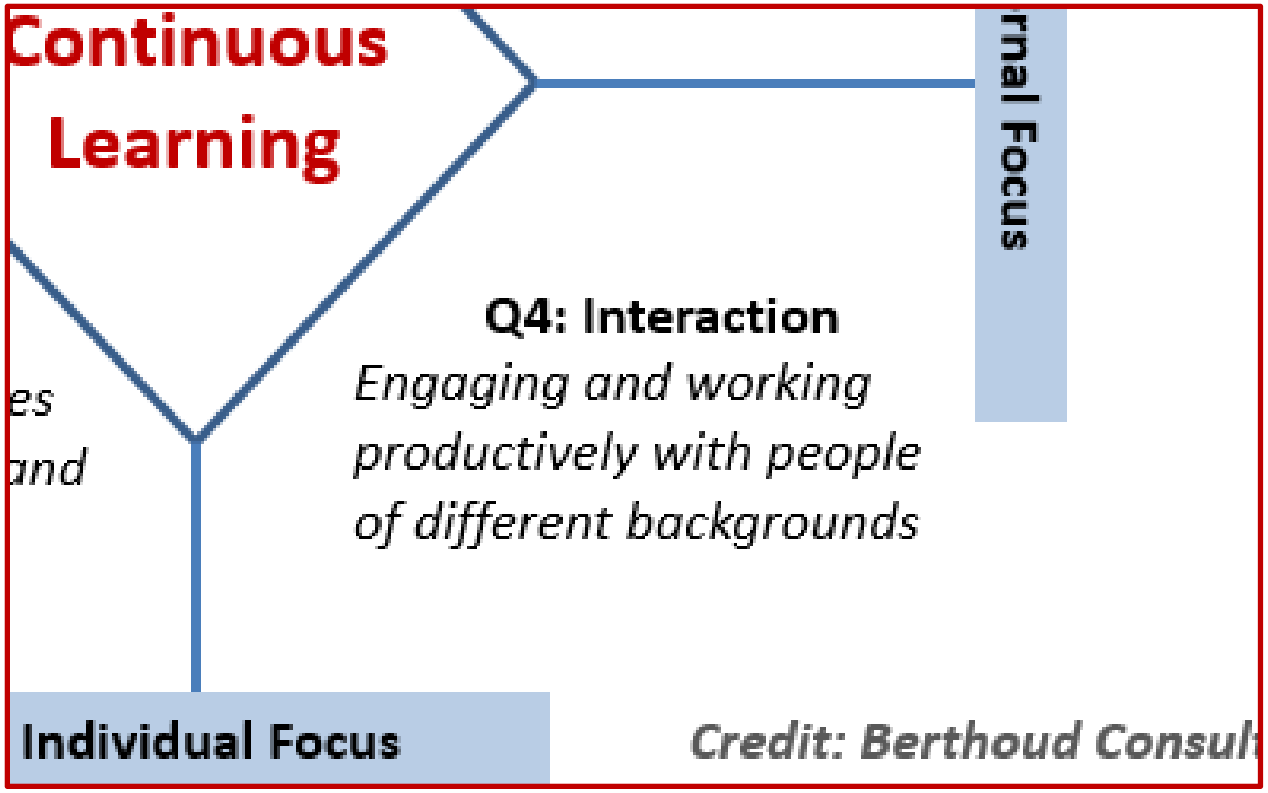
THE WORK- Reflect on how you relate to and work with individuals of different backgrounds, and learn to communicate effectively across differences, build relations, resolve conflict and solve problems together



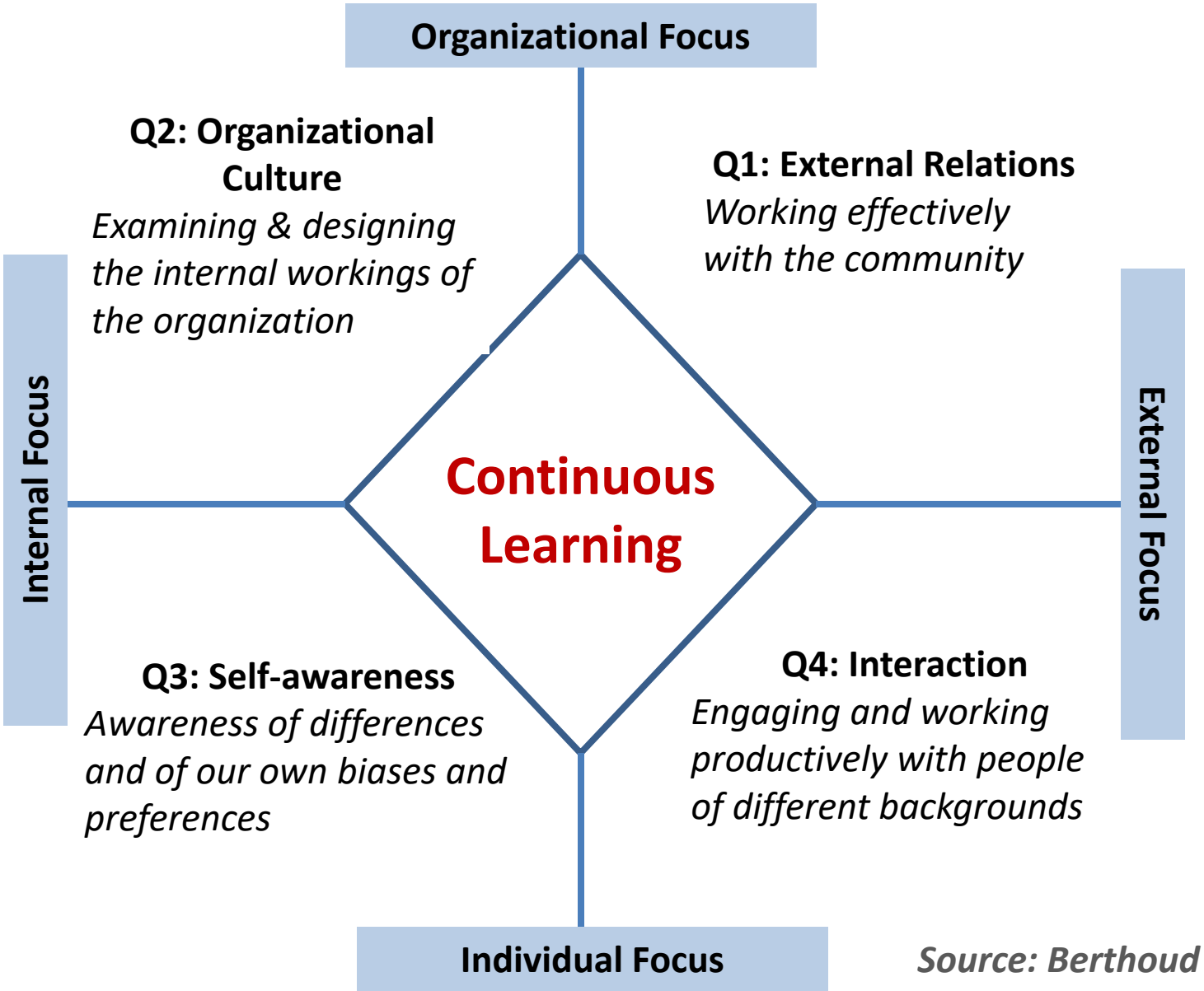
Quadrant 4 Strategies: Interaction

- Disrupt bias when you observe it in individuals or in your organization
- Use inclusive language
- Commit to learning and growing – solicit feedback and welcome it as a gift

Question: What steps have you taken (or could) to foster better interactions with people of different backgrounds? (please use chat box)



EDI Framework: Diversity Diamond



Source: Berthoud Consulting

Strategy for Continuous Learning- Change Teams

Change Team – a working committee w. overarching goal of providing leadership and momentum around EDI initiatives.

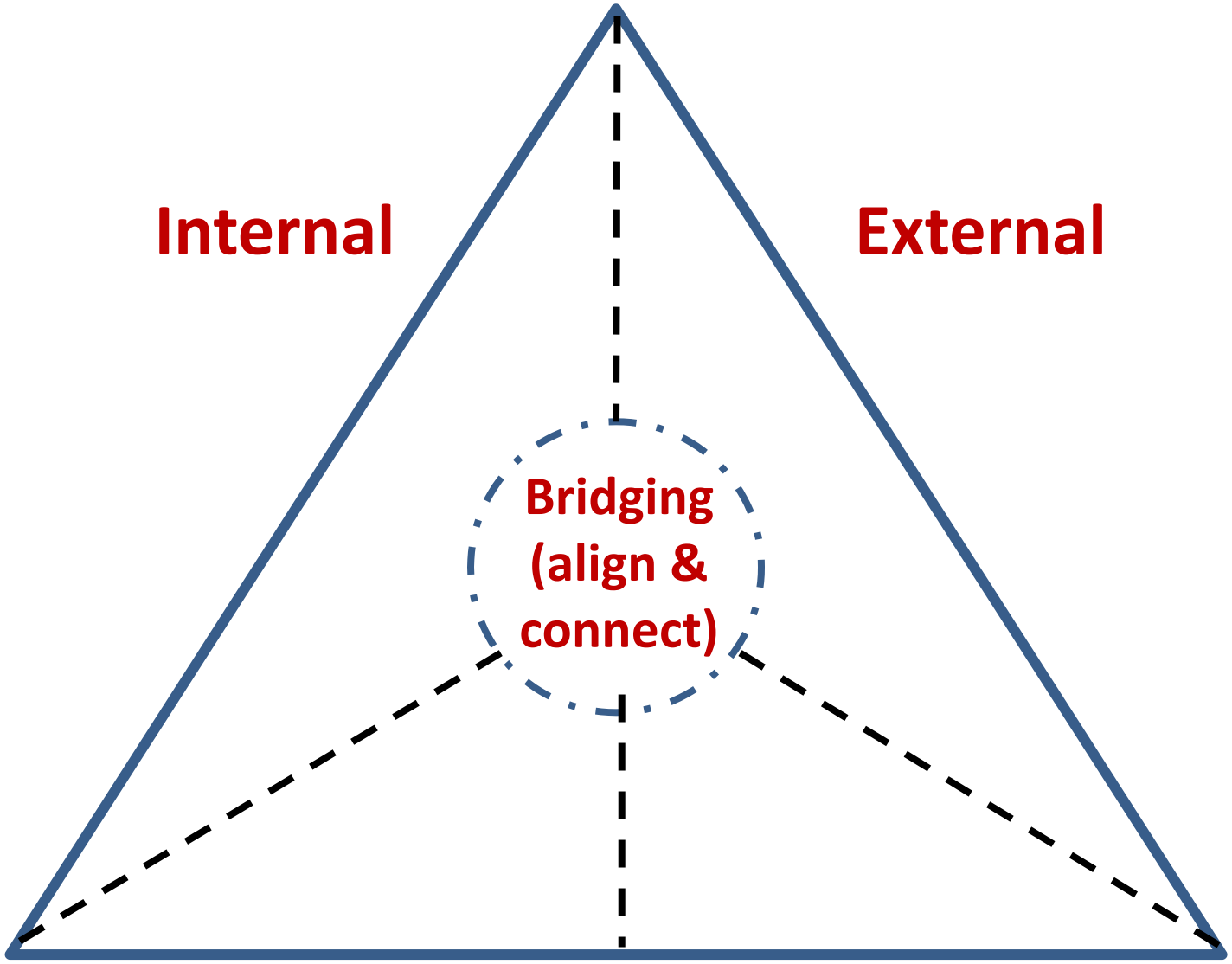
Strategy for Continuous Learning- Change Teams

Duties:

1. Lead and organize process towards becoming a more equitable, inclusive social change organization
2. Lead process to assess the organization today
3. Lead a visioning process with the org. – *what would we look like if we were more E-D-I?* Create a sense of urgency
4. Help establish specific, clear, and meaningful goals for reaching the vision. Focus first on short-term wins.
5. Build community and move the organization to collective action
6. Ensure the integration of the work of the change team with program work

Questions?

EDI Framework: The GDIB Model

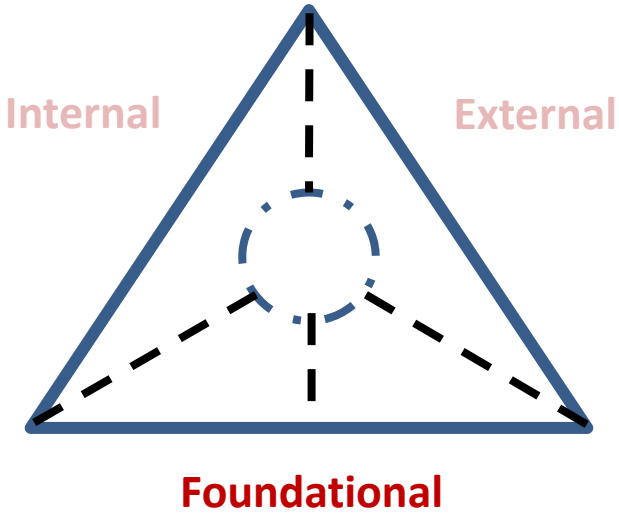


Source: Global Diversity & Inclusion Benchmarks (Centre for Global Inclusion)

EDI Framework: The GDIB Model

Foundational

- EDI Assessment (current state)
- Shared Vision (desired future state)
- EDI Strategy/Plan (with goals & benchmarks)
- EDI Team
- EDI Statement
- Shared Language
- Leadership Support
- Resource Commitment

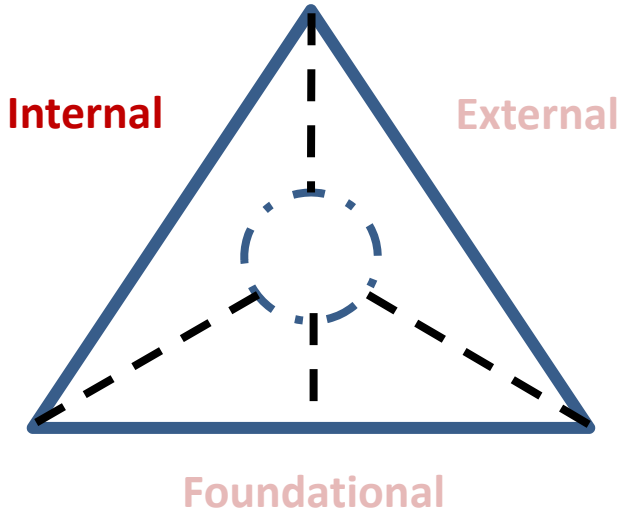


Source: GDIB & Marcelo Bonta (Jedi Consulting)

EDI Framework: The GDIB Model

Internal

- Inclusive Culture (Cultural Change)
- Recruitment (especially in leadership positions)
- Retention
- Education & Training
- Communications
- Interwoven into Policies, Practices, and Plans

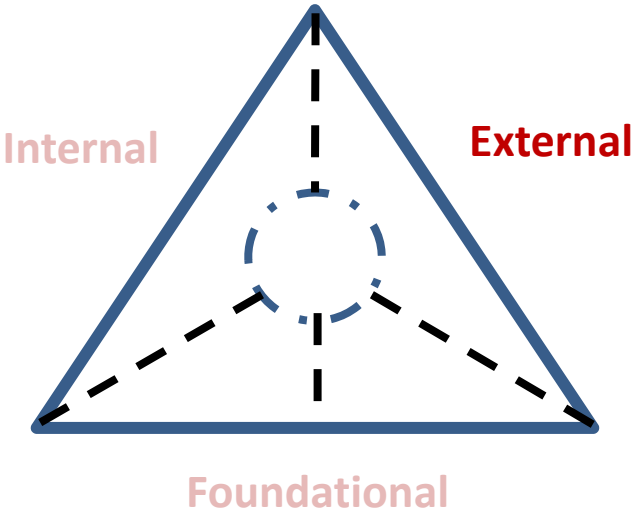


Source: GDIB & Marcelo Bonta (Jedi Consulting)

EDI Framework: The GDIB Model

External

- Outreach/Building Relationships
- Partnerships & Collaborations
- Educational Pipeline
- Programs & Activities
- Networks

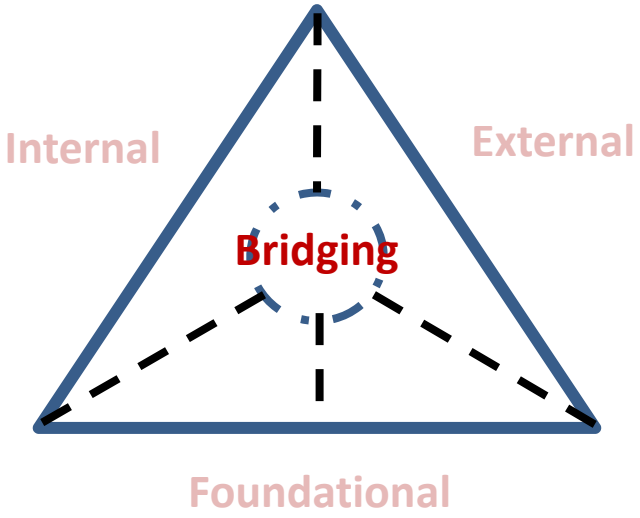


Source: GDIB & Marcelo Bonta (Jedi Consulting)

EDI Framework: The GDIB Model

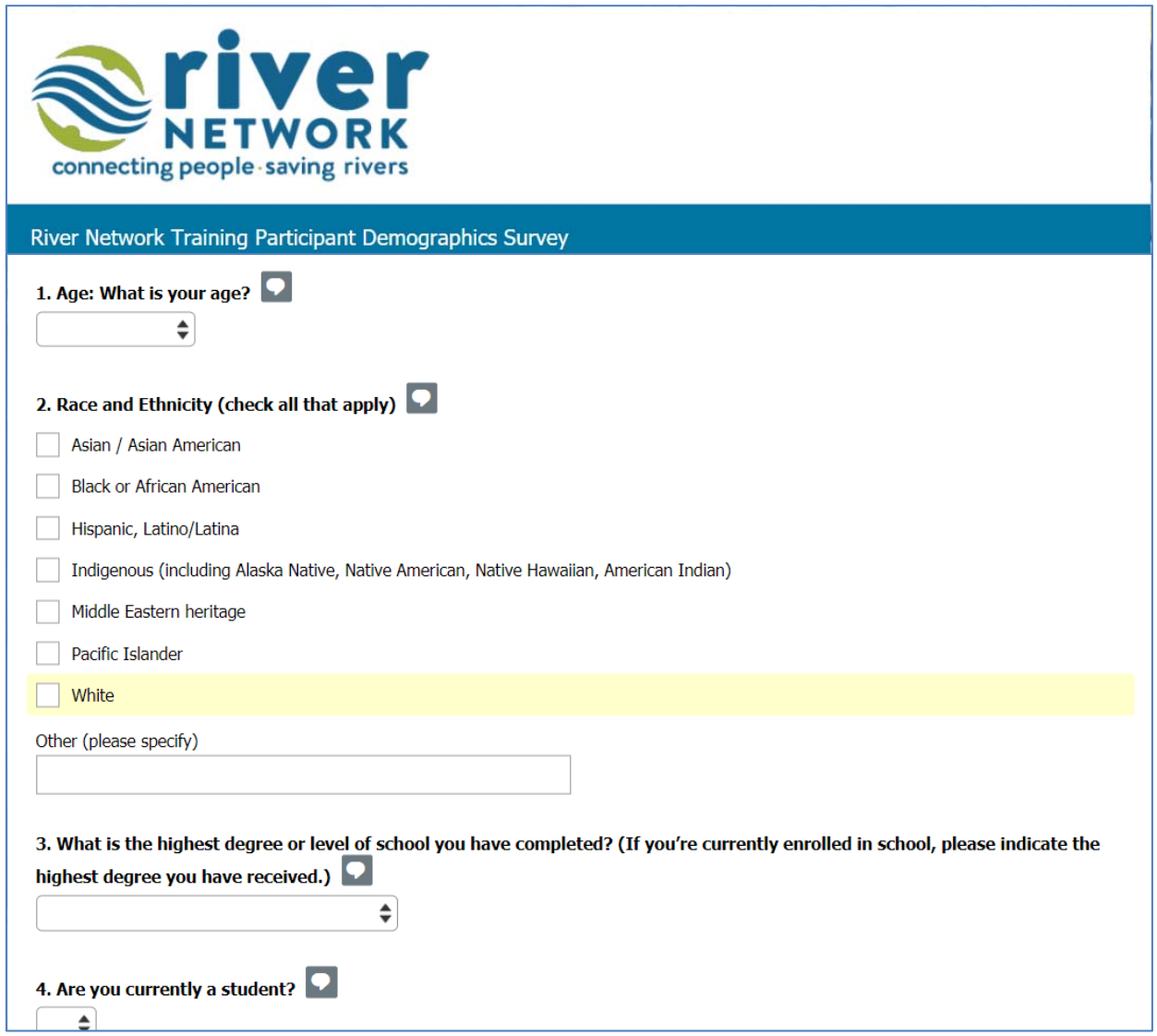
Bridging (align & connect)

- Assess and track progress toward EDI goals
- External communications reflect commitment to EDI
- Organizational progress toward EDI goals is reported regularly, both internally and externally



Source: GDIB & Marcelo Bonta (Jedi Consulting)

Tool: Participant Demographic Survey



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River Network Training Participant Demographics Survey

1. Age: What is your age?

2. Race and Ethnicity (check all that apply)

- [ ] Asian / Asian American
- [ ] Black or African American
- [ ] Hispanic, Latino/Latina
- [ ] Indigenous (including Alaska Native, Native American, Native Hawaiian, American Indian)
- [ ] Middle Eastern heritage
- [ ] Pacific Islander
- [ ] White

Other (please specify)

3. What is the highest degree or level of school you have completed? (If you're currently enrolled in school, please indicate the highest degree you have received.)

4. Are you currently a student?

Tool: EDI Indicator Report

BECOMING MORE INCLUSIVE

30%: Percentage of trainings and consultations that incorporate aspects of diversity, inclusion and equity into them. (18 of 60)

44%: Percentage of articles, blog posts, River Voices and other digital storytelling pieces published and/or promoted that focus on issues related to EDI

River Rally specific:

- Engaged **"Inclusion at Rally" committee** of volunteers and implemented all their recommendations
- **Hosted "People of Color – We're in the Movement" social hour** – 44 attendees, very well-received, requests to continue hosting
- **"Come Kick it With Us" Open Mic social –** high marks for having a large, more diverse attendance, welcoming & inclusive event
- **"White Allies"** breakfast discussion table
- **25%:** Workshops related to EDI (19/77)
- **44%:** POC as keynote and plenary speakers (4/9)
- Launched **"Emerging Leaders Award"** for FY19

EXPLORING INEQUITY AND INEQUALITY

DATA NOT YET AVAILABLE: Extent to which RN programs are inclusive and integrate equity considerations (qualitative measure)

100%: Percentage of staff that have received training related to power, privilege & racism in previous 2 years or are scheduled to receive it by the end of the fiscal year

DIVERSIFYING PARTICIPATION

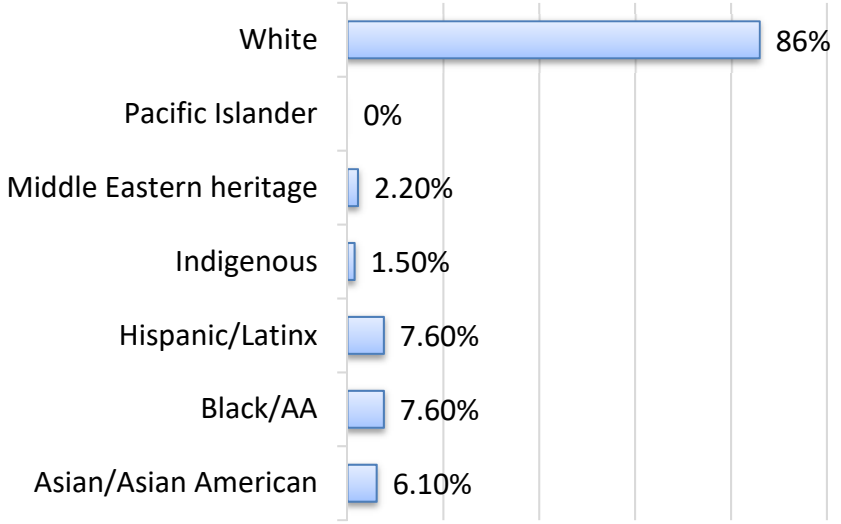
Board: 21% (4 board members / 1 recruited in FY18)**

Staff: 15% (2 staff)**

Finalists for staff vacancies: 10% (1/10 finalists)**

Finalists for board vacancies: 43% (3/7 finalists)**

14%: Number/percentage of individuals we train and support through in-person trainings that identify as non-white. (n=131)



* EDI indicators are reported on annually
** Indicators reflect numbers as of Sept. 2018

Additional Resources…

Frameworks:

- A Multi-Faceted Look at Diversity: Why Outreach is Not Enough – Heather Berthoud & Robert D. Greene
- Global Diversity and Inclusion Benchmarks – Stds. For Organizations Around the World

Tools:

- River Network's Equity Tool
- Implicit Association Test (Project Bias)
- USDN- EDI in Recruitment, Hiring and Retention

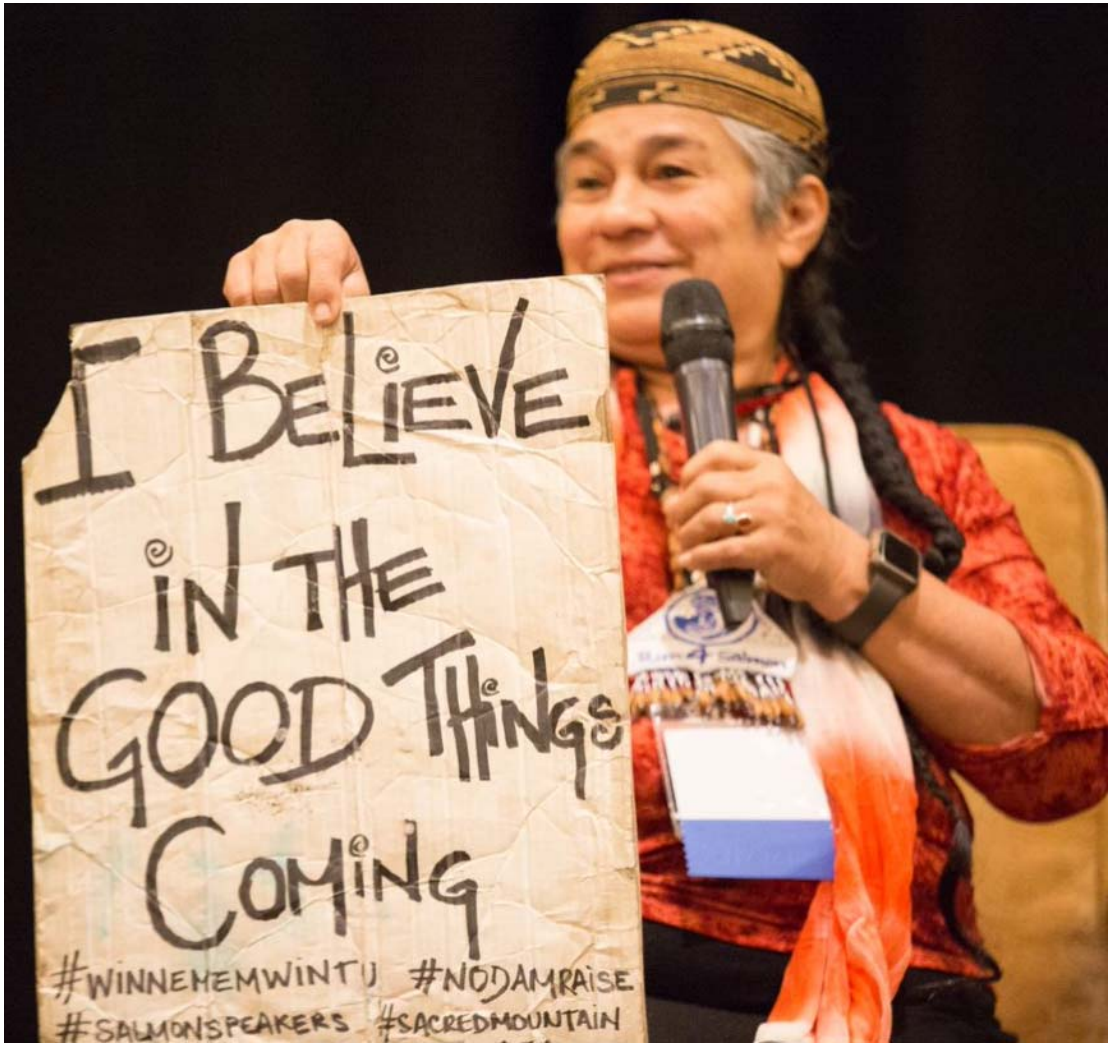
To Learn More:

- Seeing White podcast
- Paying Attention to White Culture and Privilege: A Missing Link to Advancing Racial Equity (G. Gulati-Partee & M. Potapchuk)
- River Network's EDI Webinar series (Avarna) – 2 recorded sessions

Before You Go…

- Thanks in advance for completing our evaluation survey!
- *River Rally scholarship deadline is **THIS FRIDAY!** (3/15/19)*

Final Questions - Reflections - Thanks

Diana Toledo
Leadership Development Director
dtoledo@rivernetwork.org
720.930.4810

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