



Great Rivers Greenway

# Diversity, Equity and Inclusion Plan



May 2019



# Contents

<b>Acknowledgments.....</b>	<b>3</b>
<b>Executive Summary.....</b>	<b>5</b>
<b>Part 1: Who is Great Rivers Greenway?.....</b>	<b>10</b>
<b>Part 2: Great Rivers Greenway’s Investment in Diversity, Equity and Inclusion .....</b>	<b>13</b>
<b>Part 3: Great Rivers Greenway’s Diversity, Equity and Inclusion Priority Strategies .....</b>	<b>16</b>
Agency Operations .....	16
Build Team .....	25
Promote Team.....	29
Sustain Team.....	34
Foundation .....	36
<b>Part 4: Great Rivers Greenway’s Diversity, Equity and Inclusion Future Strategies.....</b>	<b>40</b>
<b>Gantt Chart Timeline.....</b>	<b>42</b>

## Acknowledgments

Great Rivers Greenway makes the St. Louis region a more vibrant place to live, work and play by developing a regional network of greenways. This happens only in partnership with residents, partners and stakeholders in the St. Louis region. Our staff and Board of Directors greatly appreciate the work on the part of the following partners and teams, the Steering Committee, to make this strategy a reality:

**Jake Banton**

Mackey Mitchell Architects

**Dennis Cooke**

Missouri Department of Conservation

**Sue Fleming**

Recreation Council of Greater St. Louis

**Monica Huddleston**

Great Rivers Greenway Board of Directors

**Francoise Lyles-Wiggins**

Bi-State Development

**Phyllis Young**

Great Rivers Greenway Board of Directors

**Andrew Walshaw**

Great Rivers Greenway Foundation Board of Directors

**Beth Behrns**

**Michelle Bock**

**Shaughnessy H. Daniels**

**Ben Grossman**

**Angelica Gutierrez**

**Emma Klues**

**Kevin Miller**

**Susan Trautman**

Great Rivers Greenway Staff

**Kevin Corwin**

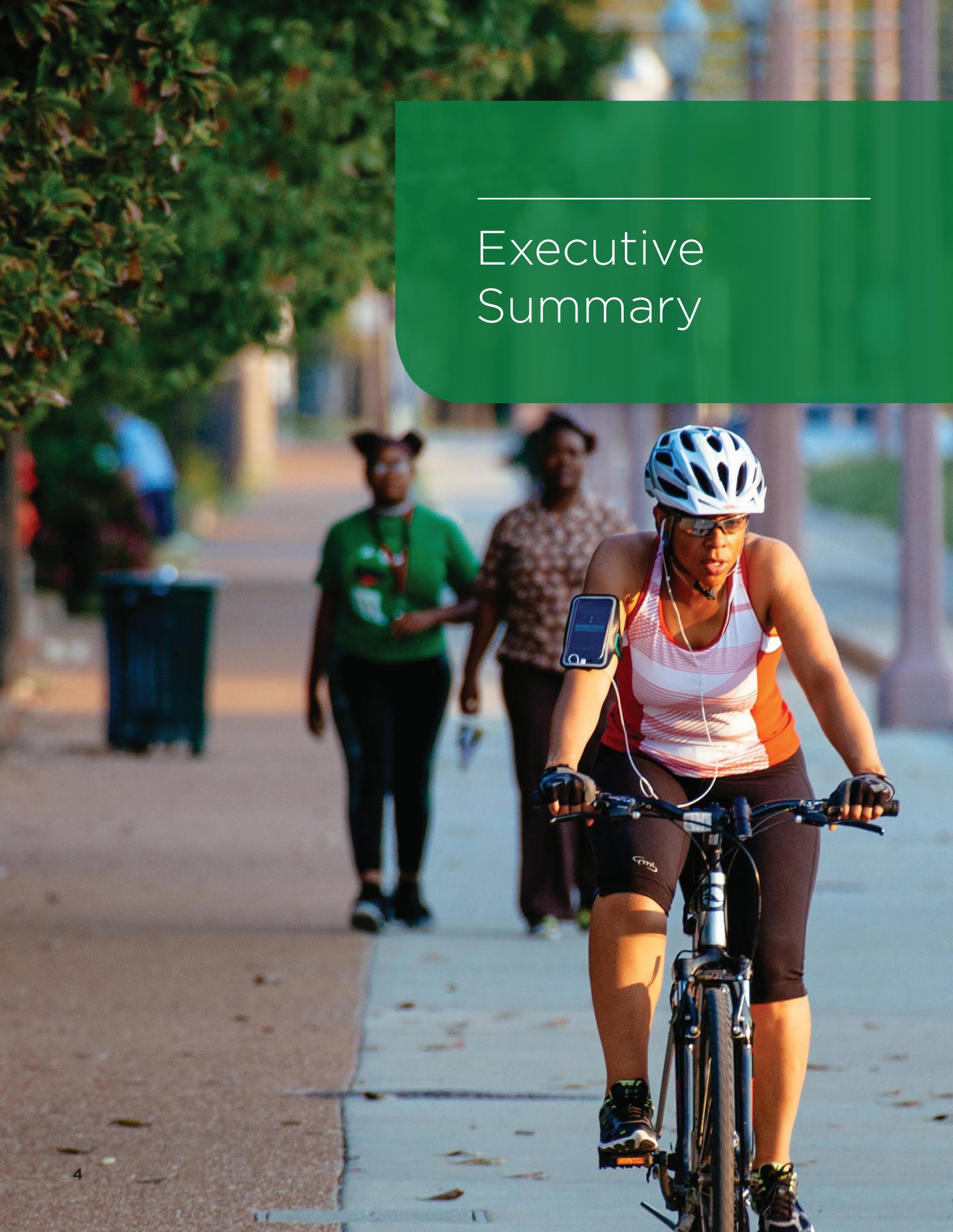
Great Rivers Greenway Consultant

...and the many other staff, board members, partners and vendors interviewed to provide input to this plan.

Thanks also to **Gladiator Consulting** for facilitating this process, led by **Rachel D'Souza-Siebert** and **Natalie Self**.

---

# Executive Summary



## Executive Summary

### About Great Rivers Greenway

Great Rivers Greenway is the public agency connecting the St. Louis region with greenways to improve quality of life for all and enhance the social, environmental and economic well-being of our region. Through partnerships that build, promote and sustain 125 miles (and counting!) of greenways across St. Louis City, St. Louis County and St. Charles County, we make the St. Louis region a more vibrant place to live, work and play.

### What are the benefits of greenways?

Greenways are outdoor spaces connecting people and places. Greenways encourage active lifestyles and connect people to their rivers, parks and communities. Every day, residents of the St. Louis region use greenways:

- as easy, free and fun places to exercise outside
- as routes to work or school through connections to Metro transit
- as connections to other communities and ways to break down real and perceived barriers like highways and neighborhood boundaries

**Greenways strengthen the social, economic and environmental well-being of our entire region.**

### Great Rivers Greenway's commitment to Diversity, Equity and Inclusion (DEI)

In 2000, a vote of residents created a sales tax to leave a legacy for future generations by investing in and connecting together some of our region's best assets. Residents of the St. Louis region are the reason Great Rivers Greenway exists, and the beneficiaries of our work.

*As a steward of taxpayers' dollars, Great Rivers Greenway embraces the diversity of our region, proactively creating inclusive public spaces and processes with and for all. We're committed to bringing the vision of a dynamic network of greenways to life in ways that achieve more equitable outcomes for all.*

To ensure that board and staff had a baseline of working knowledge about the health and economic inequities across the St. Louis region as well as the role greenways can play in resolving some of those disparities, we did trainings and education for two years. Next, a DEI Steering Committee of staff members, members of the Board of Directors, Foundation Board of Directors, community members and subject matter experts worked collectively to review the activities of the agency and put together this strategy.

To further live out our commitment to diversity, equity and inclusion, we have committed to:

### Priority Strategies:

The committee identified these strategies as the most important. They range from simple tasks to building new systems. We anticipate these strategies will be completed by 2021.

- **Agency Operations:** Improve Administrative Processes to Promote Internal Diversity and Inclusion
  - Identify a staff member to champion, monitor and support all departments and stakeholders in their Diversity, Equity and Inclusion work.
  - Update Human Resources policies and procedures.
  - Build an internal communications strategy, plan and calendar including staff responsibilities.
  - Develop then coordinate cross-departmental disadvantaged business enterprise (DBE) goals and business relations.
  - Formalize Board of Director engagement in the areas of diversity, equity and inclusion.
- **Build Team:** Improve Process to Create Opportunity
  - Develop equity-focused planning lens (mindset).
  - Align design guidelines to Universal Design principles.
  - Update and centralize build-related DEI goals and tracking.
- **Promote Team:** Inclusive and Equitable Communications, Engagement and Events
  - Evolve messaging strategies to increase clarity of communications with community members.
  - Build systems to develop knowledge of and relationships with specific constituent groups to highlight people whenever possible.
  - Update and centralize promote-related DEI goals and tracking.
- **Sustain Team:** Maintain Greenways Equitably
  - Build an intentional plan for diversifying the Great Rivers Greenway volunteer base.
  - Update and centralize sustain-related DEI goals and tracking.
- **Great Rivers Greenway Foundation:** Fundraise with Intention
  - Integrate DEI activities in the oversight and management of Foundation operations.
  - Update and centralize Foundation-related DEI goals and tracking.

## Future Strategies:

To set realistic plans or goals, the committee had to prioritize all suggested activities. Great Rivers Greenway will undertake the following strategies after implementing and learning from the Priority Strategies. Timing for implementing these activities will be determined in 2021, after Priority Strategy review has been completed.

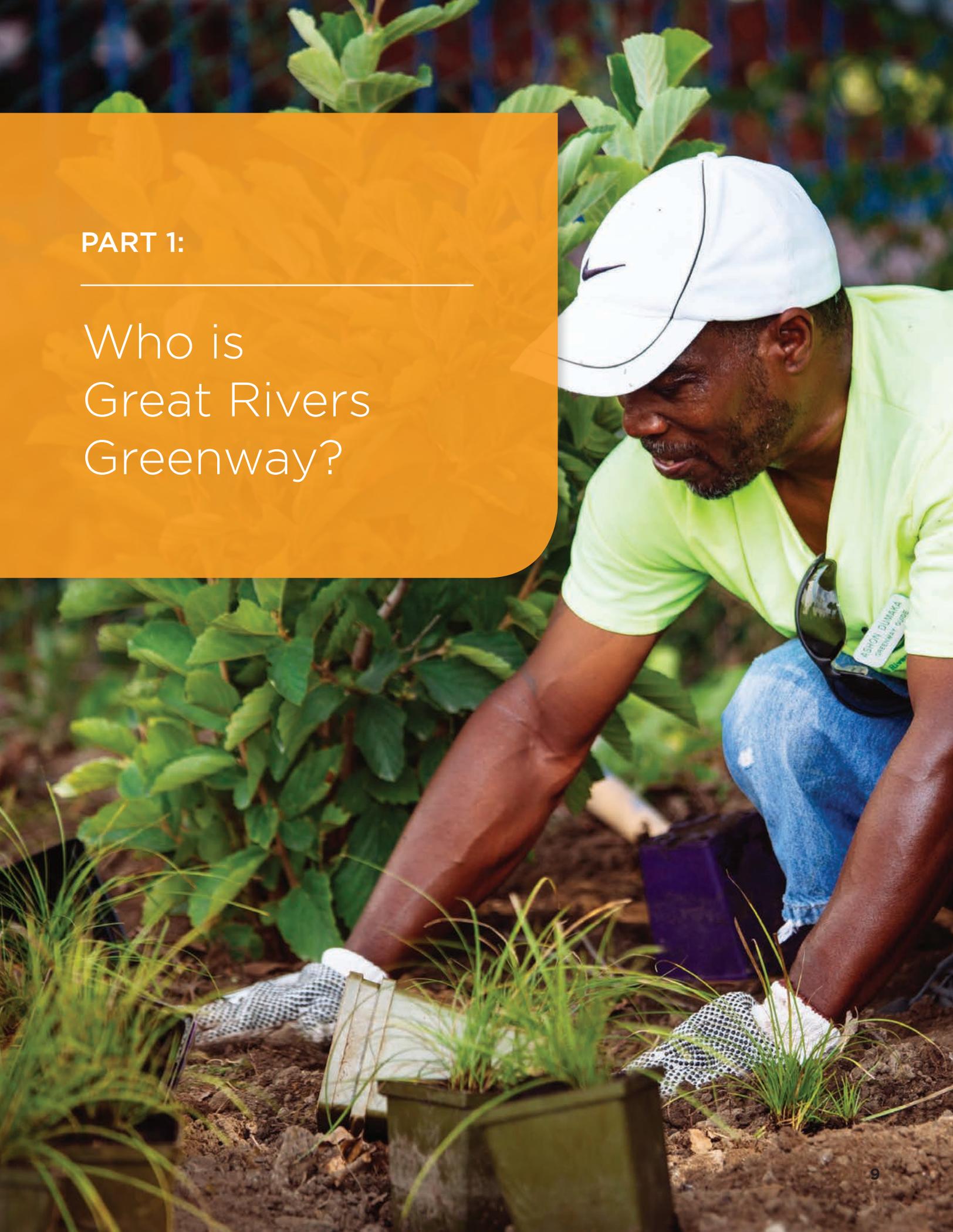
- **Agency Operations:** Improve Administrative Processes to Promote Internal Diversity and Inclusion
  - Consider doing business with financial institutions that are community-focused and support equitable community development outcomes.
  - Develop a benchmark for employees' satisfactory baseline working knowledge of DEI. Build or offer staff professional development options to support that baseline.
  
- **Build Team:** Improve Process to Create Opportunity
  - Project controls: Establish DEI-related metrics and processes for monitoring our greenway projects, especially capturing and reporting data that can be separated by different factors like demographics or DBE status. In the Project Controls System and software, incorporate DEI-related checkpoints into the schedule to ensure it stays top of mind.
  - Project management system accessibility: Consider sourcing tools or add-ons that make the project management system easier to use for individuals with physical disabilities.
  - Develop a digestible version of the Design Guidelines to allow anyone to understand our process. Remove technical language, clearly identify DEI elements and consider future updates with public input.
  - Develop an educational program for partners/communities on the benefits of intentional planning, zoning, and development policies around inclusion, healthy living, affordable housing, greenway-oriented development, and the benefits and needs of the greenway network.

- **Promote Team:** Inclusive and Equitable Communications, Engagement, Events
  - Deepen partnerships: Complete a partnership audit to evaluate the level of trust and collaboration with key communities, contractors and partner organizations. Consider where additional listening and time might be needed to increase trust and deepen shared understanding.
  - Partnership building: Continue to build new partnerships in communities where there is less trust and familiarity with Great Rivers Greenway.
  - Peer influence: Set a clear strategy to humbly share lessons learned through the process of developing and implementing a DEI plan with hopes of inviting other community-facing and construction organizations to the conversation and work.
  - External equity priorities: Develop standard processes to vet opportunities for the agency to support external activities or strategies that align with shared DEI goals.
- **Sustain Team:** Maintain Greenways Equitably
  - Develop a long-term strategic plan for diversifying volunteers from underrepresented demographics, including persons and places in our jurisdiction, with support of partner organizations.
  - Instill a sense of ownership in volunteers that will foster a commitment to continued service toward their community and the region as a whole.
  - Consider strategic partnerships with workforce and community-based organizations to develop a pipeline for a diverse staff in park operations and the green industry.
- **Foundation:** Fundraise With Intention
  - Consider adding language that specifies doing business with financial institutions that are DEI industry practice leaders.
  - Evaluate the feasibility of mission-related investing to grow its assets while providing support for strategically aligned organizations.

PART 1:

---

# Who is Great Rivers Greenway?



## Part 1: Who is Great Rivers Greenway?



Great Rivers Greenway is the public agency connecting the St. Louis region with greenways.

**History:** In 2000, a vote of the people created a sales tax to leave a legacy for future generations by investing in and connecting together some of our region's best assets. Those funds allow us to collaborate with partners and communities to build, care for and bring to life your network of greenways, creating healthy habitats and watersheds along the way.

**Who:** We serve the 2 million people throughout the 1,200 square mile district of St. Louis City, St. Louis County and St. Charles County. Great Rivers Greenway is governed by a 12-member appointed Board of Directors who represent the region. A staff of 25 people works with 265+ partner organizations and individuals.

**What:** We collaborate with municipalities, public agencies, businesses and nonprofit organizations across the region to deliver on the community's vision for a vibrant, connected region. Here are some examples of Great Rivers Greenway projects you may know:

- The renovated Gateway Arch National Park, complete in partnership with 5 other regional partners
- The Mississippi Greenway, 15 miles connecting downtown to north St. Louis city up past the North Riverfront Park and across the Old Chain of Rocks bridge into Illinois
- The Missouri Greenway: Earth City Levee, with 4.7 miles built along the Missouri River in St. Louis County, is poised to connect to Boschert and Centennial Greenways in St. Charles County
- The St. Vincent Greenway will connect the History Museum in Forest Park to University of Missouri - Saint Louis. When the last two miles are built, people can walk and bike through 7.2 miles of residential, commercial and spacious park areas
- Gravois Greenway: Grant's Trail will connect to River des Peres Greenway in south city and county in 2020, creating more than 20 miles of continuous greenways to explore

## What are the benefits of greenways?

Greenways encourage active lifestyles and connect people to their rivers, parks and communities.

- Greenways are an easy, free and fun place to exercise outside, take your pet for a walk along the River des Peres Greenway, go for a run or bike ride through St. Vincent County Park or get some fresh air with your family on a weekend adventure.
- You can use the greenway to visit a friend for lunch, run to the grocery store by way of the Centennial Greenway, get to work or school, or explore without a destination in mind. Greenway connections to Metro transit and street routes give you options. We invite you to live life outside as you visit your favorite places and fall in love with new ones.
- Greenways connect communities, breaking down real and perceived barriers like highways, rivers throughout our region, city limits or neighborhood boundaries. Out on the greenways, you meet new people, share unique experiences and find common ground.

*Greenways strengthen the social, economic and environmental well-being of our entire region.*





**PART 2:**

---

Great Rivers  
Greenway's  
Investment in  
Diversity, Equity  
and Inclusion

## Part 2: Great Rivers Greenway's Investment in Diversity, Equity and Inclusion

*As a steward of taxpayers' dollars, Great Rivers Greenway embraces the diversity of our region, proactively creating inclusive public spaces and processes with and for residents. We're committed to bringing the vision of a dynamic network of greenways to life in ways that achieve more equitable outcomes for all.*

### Definitions

**Diversity** means the mix of unique factors that make individuals and communities different from each other - the variety among individuals' bodies, identities, communities, histories and worldviews.

**Inclusion** is the proactive process of bringing different individuals and communities together in a way that makes each person feel welcome and invited to contribute in their own unique way.

While diversity describes aspects of people, and inclusion is an active process, **equity** is when things happen in a way that achieves equal outcomes for all people, regardless of their individual starting position. When we talk about equity, we mean equity of benefits of greenways, such as health, economic opportunities and many more.



**Throughout this plan, we will use the acronym DEI to refer to diversity, equity and inclusion.**

### The Value of DEI Work to Great Rivers Greenway

Residents of the St. Louis region are 1) the reason our agency exists, 2) our major funders and 3) the primary beneficiaries of our work. Intentionally leveraging the diversity of our region through inclusive practices to support equitable regional outcomes matters because they:

- Establish greenways as **welcoming, inclusive common ground** to enrich lives and bridge communities.
- Ensure tax funds are spent wisely, expanding the reach of the regional network of greenways to provide **equitable access to all communities**, regardless of local capacities.
- Help us build the ability within current and future staff to **connect with all greenway users** to gain insight and perspectives, **enhance partnerships and improve problem solving** so we are better adapted to needs of the communities we serve. Increasing our ability to apply a DEI lens (mindset) to our work also helps us **reduce risk** and **achieve our directives more effectively and expeditiously**.
- Broaden our reach and engagement with the region's taxpayers to deepen their appreciation for the greenway network and **build ambassador, volunteer, voter and donor support**.
- **Practice inclusive models for bridging communities** that strengthen collaborations, which improves the long-term sustainability of public projects.



This work strengthens our ability to apply a DEI lens, or mindset, to decision making processes.

## Building on Organizational Strengths and Lessons Learned

Great Rivers Greenway has a significant body of experiences and lessons learned from previous DEI work. To continue to build on success, committee members identified the following strengths:

- **Commitment to DEI:** There is a widely-shared commitment by staff to proactively invest time, energy and resources into this work and build upon the small but meaningful steps that have been taken thus far toward diversity, equity and inclusion.
- **Meaningful and Strategic Partnerships:** Through projects such as the CityArchRiver and Chouteau Greenway, Great Rivers Greenway has demonstrated its ability to work collaboratively across a diverse coalition of partner organizations. We understand what our organizational strengths are; when different capacity is needed, we are eager to seek that in other partners.
- **Openness and Transparency:** Great Rivers Greenway proactively builds relationships with residents and stakeholders across the St. Louis region, especially those who are directly impacted by specific projects. We use a variety of tools to solicit and implement feedback, and share what we hear and learn throughout the process.
- **Continuous Improvement:** Great Rivers Greenway not only shares learnings through written documents and presentations, but also takes active steps to incorporate them in real-time to our work. The development of Design Guidelines and Level of Care Guidelines, the expanded Community Engagement Strategy and addition of the Great Rivers Greenway Foundation all are examples of learnings being implemented to do our work better.
- **Entrepreneurial:** Great Rivers Greenway approaches projects and opportunities from a place of “yes” with a willingness to jump in and try new approaches to the work of building, promoting and sustaining greenways. This flexibility, balanced with an eye for strategic thinking, gives us the skills to be responsive to community needs and requests.

PART 3:

---

# Great Rivers Greenway's Diversity, Equity and Inclusion Priority Strategies



## Part 3: Great Rivers Greenway's Diversity, Equity and Inclusion Priority Strategies

The following are descriptions of the priority strategies Great Rivers Greenway will undertake between 2019 and 2021 to establish a systematic and rigorous approach to DEI across the organization. They are organized by department, and include a breakdown of responsible parties, resources needed and timeline. These plans have been represented visually in the attached Gantt chart.

---

### Agency Operations

---

#### Improve Administrative Process to Promote Internal Diversity and Inclusion

The Great Rivers Greenway staff continues to grow to accommodate the significant pace of regional greenway construction, maintenance and engagement. As the team grows, so does the need to update internal documents and processes for team members. Clear policies and guidelines are important to demonstrate transparency, which builds trust and encourages inclusion.

#### Agency Plan A: Diversity, Equity and Inclusion Champion

**What:** Identify a staff member to champion, monitor and support all departments and stakeholders in their Diversity, Equity and Inclusion work.

**Why:** While each department will be responsible for implementing the portions of this plan related to their work, one staff person should be responsible for monitoring to hold everyone accountable and provide or find support as needed. In addition, ensuring that each staff member has a DEI goal will keep everyone's attention on these values. This is critical to making them a standard part of the organization's activity.

**Focus areas:**

- Assign the function of DEI Champion to one staff person. This person should:
  - Ensure each department integrates their DEI activities in their annual Strategic Plan.
  - Create an internal committee to build, implement and monitor future DEI strategies.
- Standardize activity across the organization that reinforces DEI as a core organizational value including:
  - Work with Team Promote to streamline and include standard

- language that explains the agency's DEI values.
- Work with the leadership team to set an annual DEI goal for every employee to continue to learn and develop their skills.
- Build an ongoing education program (i.e. trainings, lunch and learns, professional development, resource sharing) for staff and board members to understand opportunities, challenges, vocabulary and new issues as they arise.
- Build a standard process (likely as a part of internal DEI committee) for sourcing and documenting DEI lessons learned at regular intervals.
- Build a standard onboarding experience for new vendors, partners, staff members, board members or volunteers that:
  - Incorporates training on the agency's DEI values
  - Outlines expectations for new people and partnerships
 This will not occur until after most tasks called out in this document.
- Build a process to evaluate and update DEI strategies on a yearly basis.

Who	When
<ul style="list-style-type: none"> <li>• <b>Staff lead:</b> Chief Operating Officer</li> <li>• <b>Supervisor:</b> Chief Executive Officer</li> <li>• <b>Staff support:</b> All Great Rivers Greenway staff</li> <li>• <b>Community support:</b> Board approval and engagement</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Q2 2019:</b> Draft role function and placement recommendation for CEO review</li> <li>• <b>Q3 2019:</b> Roll out responsibility assignment (including DEI Committee) internally</li> <li>• <b>Q3 2019:</b> Build an internal DEI dashboard to track plan implementation</li> <li>• <b>Q1 2020:</b> Report activity updates to DEI Steering Committee and Board of Directors</li> <li>• <b>2020+:</b> Complete evaluation of initial DEI strategies implemented</li> <li>• <b>2020+:</b> Determine process for setting future goals</li> </ul>

**Measure:** While this task sets up activities that should happen regularly, this task will be considered accomplished when a DEI-specific monitoring function is built and implemented by March 2020.

## Agency Plan B: Human Resources Policies and Procedures

### Agency Plan B1: Employee Manual

**What:** Update the employee manual to reflect current agency practices and add proactively inclusive policies.

**Why:** The employee manual sets the tone for internal culture and should drive an expectation of proactive inclusion within Great Rivers Greenway. A larger staff needs more clarity regarding rules and expectations to reduce confusion and opportunity for conflict.

**Focus areas:**

- Balance tone to be welcoming and inclusive while also compliant.
- While acknowledging the document cannot anticipate and address every circumstance, create and clarify expectations of integrity and good judgment for stewarding taxpayer funds.
- Building on the strong sexual harassment sections in place, the multiple harassment policies should be streamlined and expanded to include, at minimum, all legally-protected statuses. Value statements should be included to set expectations for respectful behavior related to many different identities.
- Create a consistent, and perhaps expanded, definition of “immediate family” or familial relationships as related to bereavement leave and other applicable policies.

Who	When
<ul style="list-style-type: none"> <li>• <b>Staff lead:</b> Chief Operating Officer</li> <li>• <b>Supervisor:</b> Chief Executive Officer</li> <li>• <b>Staff support:</b> Finance &amp; Administration Manager, optional input from staff members</li> <li>• <b>Community support:</b> Board approval</li> <li>• <b>Resources needed:</b> 3rd party human resources and legal review, Board Personnel, Policies and Procedures Committee (BPPPC)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Q2 2019:</b> If needed, procure and consult with 3rd party Human Resources consultant</li> <li>• <b>Q4 2019:</b> Draft recommendations for CEO review</li> <li>• <b>Q1 2020:</b> Draft revised Employee Manual (including legal review)</li> <li>• <b>Q2 2020:</b> Review draft manual with BPPPC</li> <li>• <b>Q3 2020:</b> Secure approval from Board committee</li> <li>• <b>Q4 2020:</b> Secure approval from full Board</li> </ul>

**Measure:** The initial benchmark for this task will be considered accomplished when the BPPPC (see above) has scheduled a meeting to review the updated Employee Manual by Q1 2020.

## Agency Plan B2: Hiring Process

**What:** Establish a standard protocol for recruiting, interviewing, hiring and onboarding new staff members.

**Why:** An informal survey of the departments showed a variance in the process of hiring and onboarding staff positions. A uniform process will ensure all positions have a standard hiring experience, increasing confidence in new hires and allowing more time for new hires to understand Great Rivers Greenway’s values. Standard recruitment protocols can also diversify candidate pools.

**Focus areas:**

- Review standard position descriptions to ensure that DEI values are clearly articulated.
- Compile a list of advertisement outlets and key relationships that reach audiences across regional, racial and other demographic lines.
- Verify that the pre-hire assessment instrument of choice is appropriate for a diversity of applicants. If that is not available, consider using other screening tools.
- Create uniform interview questions to screen for commitment to DEI.
- Document and understand standard protocol regarding references, background checks and any other steps to ensure consistency.
- Create a standard onboarding process that includes clear directives about DEI values and activities.

Who	When
<ul style="list-style-type: none"> <li>• <b>Staff lead:</b> Chief Operating Officer</li> <li>• <b>Supervisor:</b> Chief Executive Officer</li> <li>• <b>Staff support:</b> Finance and Administration Manager, with support from hiring managers</li> <li>• <b>Resources needed:</b> Human resources consultant and legal review</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Q3 2019:</b> If needed, procure and consult with Human Resources Consultant</li> <li>• <b>Q4 2019:</b> Draft internal recommendations for hiring managers and CEO review</li> <li>• <b>Q1 2020:</b> Finalize and document process</li> <li>• <b>Q2 2020:</b> Schedule training of hiring managers on process</li> </ul>

**Measure:** This task will be considered accomplished when final hiring protocol is documented by March 2020.

## Agency Plan C: Internal Communications

**What:** Build a broad internal communications strategy that incorporates DEI messages.

**Why:** Clear and direct internal communications clarifies strategies and responsibilities while helping to deliver standard DEI messages.

**Focus areas:**

- Review current internal communication strategies to determine effective methods and areas for improvement. Examples include meetings, emails, trainings, retreats, newsletters, software, etc.
- Determine key messages, including a set of core values surrounding DEI.
- Determine most critical needs and skills for internal communications to function successfully.
- Adjust project communication methods and update stakeholders as needed.
- Set an internal communications calendar and plan.

Who	When
<ul style="list-style-type: none"> <li>• <b>Staff lead:</b> Chief Operating Officer/ Vice President of Communications and Outreach</li> <li>• <b>Supervisor:</b> Chief Executive Officer</li> <li>• <b>Staff support:</b> Team Promote</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Q2 2019:</b> Draft internal communications function capacity recommendations for CEO review</li> <li>• <b>Q3 2019:</b> Finalize and document process</li> </ul>

**Measure:** This task will be considered accomplished when an internal communications function is identified by Q1 2020.



## Agency Plan D: Develop and Coordinate Cross-Department DBE Goals and Business Relations

### Agency Plan D1: Develop DBE/MBE/WBE Participation Goals as an Agency

**What:** Audit best practices of others in the region and set goals for Great Rivers Greenway funds reaching DBE, MBE and WBE (Disadvantaged Business Enterprises, Minority Business, Enterprises and Women’s Business Enterprises) firms across all agency functions.

**Why:** Great Rivers Greenways deploys a budget of \$20 million a year to implement its mission. With intentionality and care, the awarding of those dollars can support economic equity in the St. Louis region.

#### Focus areas:

- With consultant help if needed, review existing DBE goals, processes and precedents from others like Metropolitan Sewer District, St. Louis County, Bi-State Development, St. Louis Lambert International Airport and Missouri Department of Transportation.
- Use precedents to guide recommended DBE goals for each type of procurement for Great Rivers Greenway.

**Measure:** The task will be considered accomplished when a publicly communicated set of DBE participation goals is reported in 2020.

### Agency Plan D2: Establish Processes, Including Tracking, to Incorporate DBE Goals.

**What:** Create a strategy, tactics and metrics for achieving goals.

**Why:** To date, Great Rivers Greenway has made good faith attempts to work with DBEs, but more clarity, wider networks, and more equitable processes will increase funds going to DBEs.

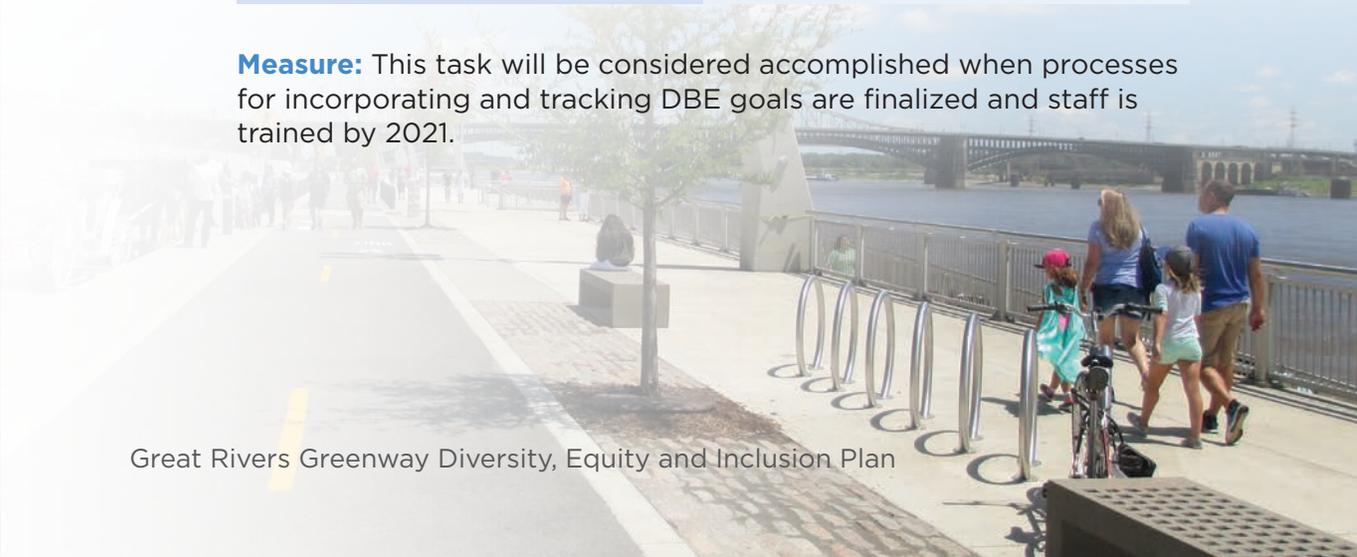
#### Focus areas:

- Ensure each department has revised all relevant procurement processes for DEI considerations and updated templates for RFPs, RFQs, interview questions, evaluation criteria and contracts.
  - Build a process by which each department evaluates past DBE engagement, documents lessons learned, identifies areas for possible DBE engagement in the future, and sets yearly and/or project-based goals.
  - Establish a tracking mechanism for monitoring agency performance against goals (tracking DBE general contractors and sub-contractors, possibly workforce and vendors; should be searchable and be easy to produce reports quickly).
    - Determine a process to document that we have made a good faith effort to meet DBE goals and a tracking function to report on outcomes and lessons learned.
  - Align each department’s plan to centralize and coordinate internal and external communications.

- Serve as a coordination point for external-facing DBE activities.
  - Update Great Rivers Greenway’s DBE supplier list, and develop a process for updating this list over time.
  - Continue to proactively build and maintain relationships with partners already working effectively with WBE/MBE/DBE.
  - Increase DBE firms’ access to agency process, possibly conducting 1-2 workshops per year to let potential vendors know the agency, the software, insurance, bonding requirements, how to get work, etc. This helps to encourage teaming before the bids are released, modeled after the agency’s approach during the CityArchRiver project.
- When appropriate and feasible, develop simple contracts for small projects and develop a prompt payment process for these contracts to reduce the barriers to working with the agency.

Who	When
<ul style="list-style-type: none"> <li>• <b>Staff lead:</b> Chief Operating Officer</li> <li>• <b>Supervisor:</b> Chief Executive Officer</li> <li>• <b>Staff support:</b> Vice President of Planning &amp; Projects, Vice President of Communications &amp; Outreach, Director of Greenway Operations, Director of Finance &amp; Administration, Chief Development Officer</li> <li>• <b>Community support:</b> Agencies with expertise</li> <li>• <b>Resources needed:</b> Consultant to assist in determining DBE goals</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Q4 2019:</b> Work with consultant if needed to set plan to reach DBE goals</li> <li>• <b>Q1 2020:</b> Draft updated DBE goals, source possible monitoring and reporting platforms, update lists</li> <li>• <b>Q1 2020:</b> Seek feedback from others to ensure best practice compliance</li> <li>• <b>2020:</b> Pilot new processes on one small construction project</li> <li>• <b>2021:</b> Evaluate the pilot and finalize updated strategies</li> <li>• <b>2021:</b> Develop evaluation measures and routine reporting process on goals</li> </ul>

**Measure:** This task will be considered accomplished when processes for incorporating and tracking DBE goals are finalized and staff is trained by 2021.



## Agency Plan E: Board of Directors

**What:** Formalize Board of Director engagement in the areas of diversity, equity and inclusion.

**Why:** As the oversight body for Great Rivers Greenway, the Board of Directors is responsible for ensuring that GRG’s CEO implements its DEI plan with excellence. To that end, its members need to be engaged and seek accountability for implementation of the plan.

**Focus areas:**

- Seek to establish a DEI Committee of the Board. Determine the frequency of DEI activity updates to the full Board of Directors.
- Update Board-level policies to formalize commitments to DEI.
- Establish a routine process for Board member training and capacity building around DEI.

Who	When
<ul style="list-style-type: none"> <li>• <b>Staff lead:</b> President, Board of Directors in conjunction with staff champion</li> <li>• <b>Staff support:</b> Chief Executive Officer, Chief Operating Officer</li> <li>• <b>Community support:</b> Board approval</li> <li>• <b>Resources needed:</b> Opportunity for a consultant to guide training and learning activities, if needed</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Q3 2019:</b> Establish Board DEI Committee</li> <li>• <b>Q3 2019:</b> Complete Board policy review and draft proposed updates</li> <li>• <b>Q4 2019:</b> Complete policy updates</li> <li>• <b>Q4 2019:</b> Determine Board member activities to support this strategy</li> <li>• <b>2020:</b> Complete end of year feedback process on the DEI strategy</li> </ul>

**Measure:** This task will be considered accomplished when a Board DEI Committee is established and the Board of Directors completes at least 1 DEI learning opportunity and a review of policies by the end of March 2020.

## Part 3: Great Rivers Greenway's Diversity, Equity and Inclusion Priority Strategies, Continued

---

### Build Team

---

#### Improve Process to Create Opportunity

Great Rivers Greenway leads large teams across the St. Louis region to build and maintain the 125+ miles of greenways. Much of this work happens through strict project management processes, and can be subject to local, state and federal regulations. The strategies below support the way we work, from workflow to decisions. These plans will unify how project managers consider the DEI implications of all greenway projects consistently.

#### Build Plan A: Develop Equity-Focused Planning Lens

**What:** Build an equity lens (mindset) into the decisions and activities of an entire build project, from pre-planning to construction.

**Why:** Great Rivers Greenway projects have the ability to positively impact the communities they reach and, in turn, drive more equitable outcomes. To live up to that promise, they must be carefully and methodically planned with equity in mind. Consistent language and longer project lead times will ensure the process drives equitable project decisions.

#### Focus areas:

- Deepen the decision process that drives the budget and long-range capital improvement plan. Develop a method to balance socioeconomic considerations and geographic distribution of funding, apply weighting to raise the DEI influence in project evaluation, and apply this to the project funding selection process. Subsets of this effort include:
  - Gather demographic and geographic data necessary for estimating community benefits.
  - Ensure project funding selection, project designs, and long-term maintenance funding are geographically and demographically balanced.

- Make community engagement and historical/context research an early part of every project to ensure community awareness and input.
- Build shared definitions and increased comfort discussing equity implications of construction amongst partners, planning and construction professionals.
- Consider opportunities to use greenway placement, partnerships and construction scheduling to influence factors outside of the agency’s control when possible, such as inclusionary zoning, or healthy and affordable housing through design and build projects.

Who	When
<ul style="list-style-type: none"> <li>• <b>Staff lead:</b> Vice President of Planning &amp; Projects</li> <li>• <b>Supervisor:</b> Chief Operating Officer</li> <li>• <b>Staff support:</b> Director of Greenway Operations, Senior Project Manager, Project Managers, Community Engagement Manager</li> <li>• <b>Community support:</b> Residents and stakeholders, partners, vendors</li> <li>• <b>Resources needed:</b> Consultants as needed</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Q3 2019:</b> Confirm updated project planning timelines and community profiles in Projects Controls System</li> <li>• <b>Q4 2019:</b> Complete updated definitions and determine opportunities to workshop equity lens on planning decision</li> <li>• <b>Q4 2019:</b> Pilot and evaluate project evaluation criteria</li> <li>• <b>Q4 2020:</b> Evaluate the effectiveness of the process and outcome from the pilot and finalize timing and evaluation criteria in time for the regional plan update</li> </ul>

**Measure:** This task will be considered accomplished when the pilot review and evaluation activities are completed by the end of 2020.

### **Build Plan B: Align Design Guidelines to Universal Design Principles**

**What:** Complete Title VI (of the Civil Rights Act) and accessibility processes and guidelines.

**Why:** All members of the St. Louis region should feel welcome and comfortable on greenways. While accommodation standards are already incorporated in the design of current greenways, raising the bar to meet Title VI requirements and universal design principles would make greenways a more welcome place for more residents to enjoy on any project, regardless of legal requirements.

**Focus areas:**



- Engage a Title VI expert or internal staff to complete audit and implement related recommendations.
- Engage Universal Design experts and partners in the local accessibility community to make recommendations for improving the Design Guidelines. For example, consider updating current site furnishings to allow more people to use them (some examples include accessible furnishings and play equipment, color contrasting on tactile materials, etc.).
- Review the latest Public Right of Way Guidelines and update Design Guidelines accordingly.
- Provide training to staff and partners about newly updated design and build guidelines.
- Address DEI issues in planning, design and construction processes.
- Periodically review and incorporate lessons learned from Project Controls System into an updated Design Guidelines.

Who	When
<ul style="list-style-type: none"> <li>• <b>Staff lead:</b> Project Managers</li> <li>• <b>Supervisor:</b> Vice President of Planning &amp; Projects</li> <li>• <b>Staff support:</b> Community Engagement Manager, Senior Project Manager, Project Managers</li> <li>• <b>Community support:</b> Agencies with expertise such as East West Gateway Council of Governments, the City of St. Louis Office on the Disabled, St. Louis County, St. Charles County and PARAQUAD</li> <li>• <b>Resources needed:</b> Title VI audit experience</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Q4 2019:</b> Secure additional support for Title VI and Universal Design Principles</li> <li>• <b>Q2 2020:</b> Complete related reviews, with input from community partners, affected users and the general public</li> <li>• <b>Q2 2021:</b> Update Design Guidelines and project controls manual (PCM)</li> <li>• <b>Q4 2021:</b> Educate staff and share resources with consultants and partners on updated guidelines</li> </ul>

**Measure:** The task will be considered accomplished when the Design Guidelines and internal PCM are updated to reflect current Title VI and Universal Design Principles by the end of Q2 2021.

## Build Plan C: Update and Centralize Build-Related DEI Goal and Tracking

**What:** Review past DEI-related Build goals, and progress made in those strategies. Using learnings from past performance, set new goals for all phases of the Build process, especially engaging DBEs. All activities and timelines need to coordinate with Agency Operations.

**Why:** The Build team will create its own ability to set, work towards, and track DEI goals, including M/W/DBE work on Build projects.

**Focus areas:**

- In coordination with agency recommendations, set department specific goals for M/W/DBE participation.
- Pilot DEI-related metrics and monitoring processes on a current project and identify lessons learned.
- Implement lessons learned for future projects.
- Align organization-wide monitoring processes with the Build Team DEI monitoring periodically.

Who	When
<ul style="list-style-type: none"> <li>• <b>Staff lead:</b> Project Manager</li> <li>• <b>Supervisor:</b> Vice President of Planning &amp; Projects</li> <li>• <b>Staff support:</b> Senior Project Manager, Project Managers, internal DEI champion</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Q2 2019:</b> Complete review of past DEI Build activities to understand success and areas for improvement</li> <li>• <b>Q3 2019:</b> Identify a pilot project to test DBE, process, output and outcome goal setting and monitoring process</li> <li>• <b>Q1 2020:</b> Establish process, output and outcome goals</li> <li>• <b>Q2 2020:</b> Align goals and strategies with organizational DEI champion</li> <li>• <b>Q2 2020:</b> Build goals into organizational dashboard to track implementation</li> <li>• <b>2021:</b> Complete yearly review of progress towards DEI goals and goal-resetting</li> </ul>

**Measure:** This task will be considered accomplished when Build-related DEI goals are established for the pilot project by the end of March 2021.

## Part 3: Great Rivers Greenway's Diversity, Inclusion and Equity Priority Strategies, Continued

---

### Promote Team

---

#### Create Inclusive and Equitable Communications, Engagement, Events

Great Rivers Greenway supports and promotes the many groups hosting events and programs that invite our community to see, explore and learn on the greenways. The greenway projects are planned and executed according to a rigorous community engagement standard that ensures a meaningful experience for communities. The strategies below build on those standards to ensure that Great Rivers Greenway centers inclusion and equity in its interactions with regional partners and residents.

#### Promote Plan A: Communications

**What:** Evolve messaging strategies to increase clarity of communications with community members.

**Why:** Great Rivers Greenway has adopted a number of practices to make communications approachable and easy to understand for diverse audiences. We can incorporate additional tactics to ensure that more residents and partners understand that everyone is proactively welcome on the greenways.

#### Focus areas:

- Set a clear, intentional and humble “voice” for the agency when talking about efforts to promote a more diverse, inclusive and equitable region.
- Build a process to promote the greenways and related activities in multiple languages, both in universal and targeted ways (specific projects, communities, etc.).
- Focus on “showing not telling” in public-facing reports (annual reports, community engagement standards, etc.). Ensure that colloquial terms are defined and increase the number of visuals used to make the content easier to understand.
- Plan photo shoots with various constituent groups to ensure diverse representation.
- Audit written materials, including the website, fliers, etc. for opportunities to add an invitation to accommodate (language, accessibility, etc.).

- Incorporate information about why DEI matters to the mission into all major documents, website, presentations, and materials.
- Develop strategy for when and how to communicate DEI plans, works-in-progress, etc. as part of overall transparency and communication strategy.
- Complete a web audit for accessibility with community partners and identify a transition plan to address any findings.

Who	When
<ul style="list-style-type: none"> <li>• <b>Staff lead:</b> Communications Manager</li> <li>• <b>Supervisor:</b> Vice President of Communications &amp; Outreach</li> <li>• <b>Staff support:</b> Community Programs Manager, Communications Coordinator</li> <li>• <b>Community support:</b> Consider soliciting feedback from key community partners</li> <li>• <b>Resources needed:</b> Photographer, on-demand translator</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Q2 2019:</b> Draft updates to existing standards and strategies</li> <li>• <b>Q3 2019:</b> Pilot new updates in the design and delivery of the Annual Report</li> <li>• <b>Q3 2019:</b> Send website recommended updates to willing community partners (i.e. Mosaic, International Institute) to solicit feedback</li> <li>• <b>Q3 2019:</b> Evaluate the impact of the changes, determine if additional clarifying changes are needed</li> <li>• <b>Q4 2019:</b> Finalize new processes, partnerships, guidelines, etc. to implement across all projects</li> <li>• <b>Q2 2020:</b> Finalize strategy for when and how to communicate DEI plans, works-in-progress</li> <li>• <b>Q3 2020:</b> Complete an audit of our website for accessibility, plan and budget for any upgrades needed</li> </ul>

**Measure:** This task will be considered accomplished when the agency’s Brand Standards, Community Engagement Strategy, Environmental Graphic Strategy and Interpretive Strategies, website, materials and reports are updated, a DEI communications strategy is established and a website audit is complete by end of Q3 2020.

## Promote Plan B: Center Community Members

**What:** Build systems to develop knowledge of and relationships with specific stakeholder groups to highlight people whenever possible.

**Why:** Great Rivers Greenway consults with community members to plan and promote greenways. Additional steps can be added to shift the view of community engagement from a support function of the professional planning staff to a driving force around which the agency and their partners work. Deeper, more routine and more accountable interactions with residents will push the agency and its partners to create projects that support more equitable outcomes.

### Focus areas:

- Complete an engagement and communications audit to measure the current reach in communities that are not typically present on greenways or at events, and develop specific plans to remedy any gaps identified. Consider pilot of four groups from the following: members of immigrant and refugee communities, people with disabilities (visible and invisible), various religious communities, older adults, younger children, members of the LGBTQIA+ community, mental health, justice-impacted community members, children who are homeschooled, members of Native American/American Indian/indigenous communities or others.
- Begin to build reciprocal relationships with two of the above groups; co-create a structure that meaningfully guides and evaluates the agency's community interactions. Ensure it is equitable by providing community members value for participating.
- Shift public celebrations to go beyond opportunities to congratulate professionals and elected officials to centering community voices. Set a standard process for inclusive and equitable public celebration planning processes, including the selection of speakers, vendors and program.
- Update current evaluation metrics with an equity lens to ensure results and experiences can be separated by a variety of factors.
- Create opportunities for enthusiastic trail users or neighbors to share their experiences with potential greenway users and neighbors.

Who	When
<ul style="list-style-type: none"> <li>• <b>Staff lead:</b> Vice President of Communication &amp; Outreach</li> <li>• <b>Supervisor:</b> Chief Operating Officer</li> <li>• <b>Staff support:</b> Communications Manager, Community Engagement Manager, Community Programs Manager, Communications Coordinator, Outreach &amp; Visitor’s Center Coordinator, Administrative Assistant</li> <li>• <b>Community support:</b> Consider soliciting feedback from key community partners</li> <li>• <b>Resources needed:</b> Overall engagement budget for meetings, value to members</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Q2 2019:</b> Update current Promote evaluation measures</li> <li>• <b>Q2 2019:</b> Complete engagement audit and select four groups</li> <li>• <b>Q3 2019:</b> Outline new process and template for community celebrations</li> <li>• <b>Q3 2019:</b> Begin two pilot projects</li> <li>• <b>Q4 2019:</b> Evaluate the effectiveness of the process and outcome from the pilots</li> <li>• <b>Q1 2020:</b> Create strategy recommendations for resident advocate program</li> <li>• <b>Q2-Q3 2020:</b> Recruit, train and engage resident advocates to assist in future engagement endeavors</li> </ul>

**Measure:** This task will be considered accomplished when the metrics are updated and in use, pilot review is completed, next steps are identified and one new community celebration has been planned, implemented and reviewed, and greenway advocates are trained and on board by Q4 2020.



## Promote Plan C: Update and Centralize Promote-Related DEI Goals and Tracking

**What:** Review past DEI-related Promote goals, and progress made in those strategies. Using learnings from past performance, set new goals for all aspects of Promote activities, including engaging DBEs. All activities and timing need to coordinate with Agency Operations.

**Why:** The Promote team will build its own ability to set, work towards, and track DEI goals, including M/W/DBE work on Promote-led projects.

**Focus areas:**

- Establish process goals to track steps taken towards completing Plan A and Plan B.
- Establish output goals around progress to increasing the range and reach of communication strategies and partner development.
- Establish outcomes goals that measure progress.
- Set project and department-specific goals for M/W/DBE participation.
- Align across organization-wide planning and monitoring processes.
- Complete a yearly review of the Promote-related DEI goals.

Who	When
<ul style="list-style-type: none"> <li>• <b>Staff lead:</b> Vice President of Communications &amp; Outreach</li> <li>• <b>Supervisor:</b> Chief Operating Officer</li> <li>• <b>Staff support:</b> All Team Promote members, Administrative Assistant, DEI Champion</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Q3 2019:</b> Complete review of past DEI Promote activities to understand success, realistic goals</li> <li>• <b>Q3 2019:</b> Identify a pilot project(s) to test DBE, process, output and outcome goal setting and monitoring process</li> <li>• <b>Q4 2019:</b> Establish process, output and outcome goals</li> <li>• <b>Q1 &amp; Q2 2020:</b> Align goals and strategies with DEI champion</li> <li>• <b>Q1 &amp; Q2 2020:</b> Build goals into organizational dashboard to track implementation</li> <li>• <b>Q1 &amp; Q2 2021+:</b> Complete yearly review of progress towards DEI goals and goal-resetting</li> </ul>

**Measure:** This task will be considered accomplished when Promote-related DEI goals are established across all Promote activities by the end of March, 2020.

## Part 3: Great Rivers Greenway's Diversity, Inclusion and Equity Priority Strategies, Continued

---

### Sustain Team

---

#### Maintain Greenways Equitably

The Sustain team is responsible for making sure the network of greenways is well cared for now and in the future. We work with local governments, partner organizations, contractors, volunteers and part-time staff to maintain our greenways as functional and welcoming places to live, work and play.

#### Sustain Project A: Diversifying Volunteers

**What:** Build an intentional plan for diversifying the Great Rivers Greenway volunteer base.

**Why:** Volunteers serve a critical role for ensuring the stability of the agency for the future. The program must be representative of the entire region in order to build and maintain a solid volunteer base of community members who are invested in the long-term care of both the greenways and our mission as a whole.

**Focus areas:**

- Review the existing demographics of Great Rivers Greenway's volunteer base and opportunities.
- Develop a demographic survey for future Great Rivers Greenway volunteer programs as well as a means of tracking in Raisers Edge (or other applicable tracking software).
- Develop key messaging for volunteers to inform them of opportunities and impacts of service in their communities and the region.
- Evaluate the timing, structure and promotion of volunteer opportunities and align them to the widest available volunteer base.

Who	When
<ul style="list-style-type: none"> <li>• <b>Staff lead:</b> Conservation Program Manager</li> <li>• <b>Supervisor:</b> Director of Greenway Operations</li> <li>• <b>Staff support:</b> Greenway Operations Supervisors, Volunteer Coordinator, Team Promote, Seasonal Staff</li> <li>• <b>Community support:</b> Volunteer recruitment partners, partner agencies</li> <li>• <b>Resources needed:</b> Surveying tool and data analysis</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Q2 2019:</b> Review the demographics of the current Great Rivers Greenway volunteer base</li> <li>• <b>Q2 2019:</b> Determine target geographic, demographic and affiliation-base of new volunteers</li> <li>• <b>On-going:</b> In partnership with the Promote Team, strengthen relationships with key community partners to explore the sources of volunteers and how to develop a mutually beneficial opportunity</li> <li>• <b>Q1 2020:</b> Select a pilot project to implement the targeted volunteer strategy</li> <li>• <b>Q4 2020:</b> Evaluate the outcomes of the targeted volunteer strategy and opportunities</li> <li>• <b>Q2 2021:</b> Determine the scale-up plan for the new volunteer structure</li> </ul>

**Measure:** This task will be considered accomplished when the volunteer survey and the pilot volunteer opportunity is complete by March 2021.



## Sustain Project B: Create Sustain-Related DEI Goals and Tracking

**What:** Set new goals for Sustain DEI-related activities, including engaging DBEs.

**Why:** The Sustain team will build its own ability to set, work towards, and track DEI goals, including M/W/DBE work on Sustain-led projects. All activities and timelines need to coordinate with Agency Operations.

**Focus areas:**

- Establish process goals to track steps taken towards completing Plan A.
- Establish output goals around establishing secure surveying processes, completing the survey and building new processes to diversify the volunteer base.
- Establish outcomes goals that measure progress towards a more diverse volunteer base.
- Set project and department specific goals for M/W/DBE participation.
- Align across organization-wide planning and monitoring processes.
- Complete a yearly review of the Sustain-related DEI goals.

Who	When
<ul style="list-style-type: none"> <li>• <b>Staff lead:</b> Director of Greenway Operations</li> <li>• <b>Supervisor:</b> Chief Operating Officer</li> <li>• <b>Staff support:</b> Greenway Operations Supervisors, Conservation Program Manager, Community Engagement Manager, Community Outreach Coordinator, DEI Champion</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Q1 2020:</b> Set initial goals for Sustain Plan A</li> <li>• <b>Q1 2020:</b> Align goals and strategies with organizational DEI champion</li> <li>• <b>Q2 2020:</b> Build goals into organizational dashboard to track implementation</li> <li>• <b>2021:</b> Complete yearly review of progress towards DEI goals and goal-resetting</li> </ul>

**Measure:** This task will be considered accomplished when Sustain-related DEI goals are established across all Sustain activities by the end of March 2021.

## Part 3: Great Rivers Greenway's Diversity, Equity and Inclusion Priority Strategies, Continued

---

### Foundation

---

#### Fundraise With Intention

##### Foundation Plan A: Building DEI into Foundation Policies

**What:** Integrate DEI activities in the oversight and management of Foundation operations.

**Why:** The Great Rivers Greenway Foundation is committed to enhancing and enriching the mission of Great Rivers Greenway and the vision of the River Ring. The Foundation helps by creating a supportive community that provides financial support, raises awareness and builds a community of ambassadors for Great Rivers Greenway. The Foundation helps Great Rivers Greenway implement its strategies, and likewise reflects its commitment to DEI work.

**Focus areas:**

- Update Foundation policies and bylaws to reflect those adopted by Great Rivers Greenway.
- Develop Board membership development plan, including a survey of the population served by the Foundation, target messages to attract members from priority communities and policies for re-evaluating membership over time. Ensure the Foundation Board is reflective of those it serves.
- Ensure by-laws allow for accommodations that support all Board members to participate in meetings.
- Define components of DEI capacity that Board members should have and train members to increase their knowledge, skills and awareness in those areas.
- Refine process for considering funding opportunities and include how equitable outcomes are considered.

Who	When
<ul style="list-style-type: none"> <li>• <b>Staff lead:</b> Chief Development Officer</li> <li>• <b>Supervisor:</b> Chief Executive Officer</li> <li>• <b>Staff support:</b> Development Coordinator</li> <li>• <b>Community support:</b> Foundation Board of Directors</li> <li>• <b>Resources needed:</b> Resources and lessons learned from Great Rivers Greenway staff</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Q3 2019:</b> Determine simple changes to be made immediately and make recommendations to Board of Directors for approval</li> <li>• <b>2020:</b> Determine which policies and practices adopted by Great Rivers Greenway make sense for the Foundation to adopt</li> <li>• <b>Q4 2020:</b> Seek Board of Director approval for bylaw changes</li> </ul>

**Measure:** This task will be considered accomplished when the Foundation updates policies and bylaws to reflect those adopted by Great Rivers Greenway by the end of March 2020.

### Foundation Plan B: Develop and Centralize Foundation-Related DEI Goals and Tracking

**What:** Set new goals for Foundation DEI-related activities, including engaging DBEs.

**Why:** The Foundation will build its own ability to set, work towards, and track DEI goals, including M/W/DBE work on Foundation projects. All activities and timelines need to coordinate with Agency Operations.

**Focus areas:**

- Establish process, output and outcomes goals that measure progress towards updating Foundation policies and bylaws to reflect those adopted by Great Rivers Greenway, building a more diverse Board membership, increasing Board member capacity around DEI and building a process to consider equity impacts of Foundation activities.
- Align across organization-wide planning and monitoring processes.
- Complete a yearly review of the Foundation-related DEI goals.

Who	When
<ul style="list-style-type: none"> <li>• <b>Staff lead:</b> Chief Development Officer</li> <li>• <b>Supervisor:</b> Chief Executive Officer</li> <li>• <b>Staff support:</b> Development Coordinator, DEI champion</li> <li>• <b>Community support:</b> Foundation Board of Directors</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Q3 2019:</b> Set initial goals for Foundation Plan A</li> <li>• <b>Q4 2019-2020:</b> Align goals and strategies with organizational DEI champion</li> <li>• <b>Q4 2019-2020:</b> Build goals into organizational dashboard to track implementation</li> <li>• <b>2021:</b> Complete yearly review of progress towards DEI goals and goal-resetting</li> </ul>

**Measure:** This task will be considered accomplished when Foundation-related DEI goals are established across all Foundation activities by the end 2020.



## PART 4:

---

# Great Rivers Greenway's Diversity, Equity and Inclusion Future Strategies

## Part 4: Great Rivers Greenway's Diversity, Equity and Inclusion Future Strategies

To set realistic plans or goals, the committee had to prioritize all suggested activities. Great Rivers Greenway will undertake the following strategies after implementing and learning from the Priority Strategies. Timing for implementing these activities will be determined in 2021, after Priority Strategy review has been completed.

- **Agency Operations:** Improve Administrative Processes to Promote Internal Diversity and Inclusion
  - Consider doing business with financial institutions that are community-focused and support equitable community development outcomes.
  - Develop a benchmark for employees' satisfactory baseline working knowledge of DEI. Build or offer staff professional development options to support that baseline.
- **Build Team:** Improve Process to Create Opportunity
  - Project controls: Establish DEI-related metrics and processes for monitoring our greenway projects, especially capturing and reporting data that can be separated by different factors like demographics or DBE status. In the Project Controls System and software, incorporate DEI-related checkpoints into the schedule to ensure it stays top of mind.
  - Project management system accessibility: Consider sourcing tools or add-ons that make the project management system easier to use for individuals with physical disabilities.
  - Develop a digestible version of the Design Guidelines to allow anyone to understand our process. Remove technical language, clearly identify DEI elements and consider future updates with public input.
  - Develop an educational program for partners/communities on the benefits of intentional planning, zoning, and development policies around inclusion, healthy living, affordable housing, greenway-oriented development, and the benefits and needs of the greenway network.
- **Promote Team:** Create Inclusive and Equitable Communications, Engagement, Events
  - Deepen partnerships: Complete a partnership audit to evaluate the level of trust and collaboration with key communities, contractors and partner organizations. Consider where additional listening and time might be needed to increase trust and deepen shared understanding.
  - Partnership building: Continue to build new partnerships in communities where there is less trust and familiarity with Great Rivers Greenway.

- Peer influence: Set a clear strategy to humbly share lessons learned through the process of developing and implementing a DEI plan with hopes of inviting other community-facing and construction organizations to the conversation and work.
- External equity priorities: Develop standard processes to vet opportunities for the agency to support external activities or strategies that align with shared DEI goals.
- **Sustain Team:** Maintain Greenways Equitably
  - Develop a long-term strategic plan for diversifying volunteers from underrepresented demographics, including persons and places in our jurisdiction, with support of partner organizations.
  - Instill a sense of ownership in volunteers that will foster a commitment to continued service toward their community and the region as a whole.
  - Consider strategic partnerships with workforce and community-based organizations to develop a pipeline for a diverse staff in park operations and the green industry.
- **Foundation:** Fundraise With Intention
  - Consider adding language that specifies doing business with financial institutions that are DEI industry practice leaders.
  - Evaluate the feasibility of mission-related investing to grow its assets while providing support for strategically aligned organizations.

## Great Rivers Greenway Diversity, Inclusion and Equity Priority Strategies

Department	Plan Section	Task	Staff Lead	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Year 3
Agency Operations	A: Diversity, Equity and Inclusion Champion	Draft role function and placement recommendation for CEO review	Chief Operating Officer										
Agency Operations	A: Diversity, Equity and Inclusion Champion	Roll out responsibility assignment (including DEI Committee) internally	Chief Operating Officer										
Agency Operations	A: Diversity, Equity and Inclusion Champion	Build an internal DEI dashboard to track plan implementation	Chief Operating Officer										
Agency Operations	A: Diversity, Equity and Inclusion Champion	Report activity updates to DEI Steering Committee and Board of Directors	Chief Operating Officer										
Agency Operations	A: Diversity, Equity and Inclusion Champion	Complete evaluation of initial DEI strategies implemented	Chief Operating Officer										
Agency Operations	A: Diversity, Equity and Inclusion Champion	Determine process for setting future goals	Chief Operating Officer										
Agency Operations	B1: Employee Manual	If needed, procure and consult with 3rd party HR consultant	Chief Operating Officer										
Agency Operations	B1: Employee Manual	Draft recommendations for CEO review	Chief Operating Officer										
Agency Operations	B1: Employee Manual	Draft revised Employee Manual (including legal review)	Chief Operating Officer										
Agency Operations	B1: Employee Manual	Review draft manual with Board committee	Chief Operating Officer										
Agency Operations	B1: Employee Manual	Secure approval from Board committee	Chief Operating Officer										
Agency Operations	B1: Employee Manual	Secure approval from full Board	Chief Operating Officer										
Agency Operations	B2: Hiring Process	If needed, procure and consult with 3rd party Human Resources consultant	Chief Operating Officer										
Agency Operations	B2: Hiring Process	Draft internal recommendations for hiring managers and CEO to review	Chief Operating Officer										
Agency Operations	B2: Hiring Process	Finalize and document process	Chief Operating Officer										
Agency Operations	B2: Hiring Process	Schedule training of hiring managers on process	Chief Operating Officer										
Agency Operations	C2: Internal Communications	Draft internal communications function capacity recommendations for CEO review	Chief Operating Officer/ VP of Communications and Outreach										
Agency Operations	C2: Internal Communications	Finalize and document process	Chief Operating Officer/ VP of Communications and Outreach										
Agency Operations	D1: Develop DBE/MBE/WBE participation goals as an Agency	Publicly communicate a set of DBE participation goals	Chief Operating Officer/ Department Heads										
Agency Operations	D2: Establish processes, including tracking, to incorporate DBE goals	If needed, work with consultant regarding determination and implementation of DBE goals	Chief Operating Officer										
Agency Operations	D2: Establish processes, including tracking, to incorporate DBE goals	Draft updated DBE goals, source possible monitoring and reporting platforms, update related lists	Chief Operating Officer										
Agency Operations	D2: Establish processes, including tracking, to incorporate DBE goals	Seek feedback from others experienced in DBE participation to ensure best practice compliance	Chief Operating Officer										

# Gantt Chart Timeline

Department	Plan Section	Task	Staff Lead	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Year 3
Agency Operations	D2. Establish processes, including tracking, to incorporate DBE goals	Work with Build team to pilot new processes on one small construction project	Chief Operating Officer/ VP of Planning and Projects										
Agency Operations	D2. Establish processes, including tracking, to incorporate DBE goals	Evaluate the effectiveness of the pilot and finalize updated strategies	Chief Operating Officer										
Agency Operations	D2. Establish processes, including tracking, to incorporate DBE goals	Develop evaluation measures and routine reporting processes on goals	Chief Operating Officer										
Agency Operations	E: Board of Directors	Complete Board policy review and draft proposed updates	President, Board of Directors/Staff Champion										
Agency Operations	E: Board of Directors	Establish Board DEI Committee	President, Board of Directors/Staff Champion										
Agency Operations	E: Board of Directors	Complete policy updates	President, Board of Directors/Staff Champion										
Agency Operations	E: Board of Directors	Determine Board member activities to support this strategy	President, Board of Directors/Staff Champion										
Agency Operations	E: Board of Directors	Complete end of year feedback process on the diversity, inclusion and equity strategy	President, Board of Directors/Staff Champion										
Build Department	A: Develop Equity-Focused Planning Lens	Confirm updated project planning timelines and community profiles in Project Controls System	Vice President of Plannings & Projects										
Build Department	A: Develop Equity-Focused Planning Lens	Complete updated definitions and determine opportunities to workshop equity lens on planning decision	Vice President of Plannings & Projects										
Build Department	A: Develop Equity-Focused Planning Lens	Pilot and evaluate project evaluation criteria	Vice President of Plannings & Projects										
Build Department	A: Develop Equity-Focused Planning Lens	Evaluate the effectiveness of the process and outcome from the pilot and finalize timing and evaluation criteria in time for the regional plan update	Vice President of Plannings & Projects										
Build Department	B: Align Design Guidelines to Universal Design Principles	Secure additional support for Title VI and Universal Design Principles	Project Managers										
Build Department	B: Align Design Guidelines to Universal Design Principles	Complete related reviews, with input from community partners, affected users and the general public	Project Managers										
Build Department	B: Align Design Guidelines to Universal Design Principles	Update GRG Design Guidelines and project controls manual (PCM)	Project Managers										
Build Department	B: Align Design Guidelines to Universal Design Principles	Educate GRG staff and share resources with consultants and partners on updated guidelines	Project Managers										
Build Department	C: Update and Centralize Build-Related DEI Goals and Tracking	Complete review of past DEI Build activities to understand success and areas for improvement	Project Managers										
Build Department	C: Update and Centralize Build-Related DEI Goals and Tracking	Identify a pilot project to test DBE, process, output and outcome goal setting and monitoring process	Project Managers										
Build Department	C: Update and Centralize Build-Related DEI Goals and Tracking	Establish process, output and outcome goals	Project Managers										

# Gantt Chart Timeline

Department	Plan Section	Task	Staff Lead	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Year 3
Build Department	C: Update and Centralize Build-Related DEI Goals and Tracking	Align goals and strategies with GRG organizational DEI champion	Project Managers										
Build Department	C: Update and Centralize Build-Related DEI Goals and Tracking	Build goals into organizational dashboard to track implementation	Project Managers										
Build Department	C: Update and Centralize Build-Related DEI Goals and Tracking	Complete yearly review of progress towards DEI goals and goal-resetting	Project Managers										
Promote Department	A: Communications	Draft updates to existing standards and strategies	Communications Manager										
Promote Department	A: Communications	Pilot new updates in the design and delivery of annual report	Communications Manager										
Promote Department	A: Communications	Send website recommended updates to willing community partners to solicit feedback	Communications Manager										
Promote Department	A: Communications	Evaluate the impact of the changes, determine if additional clarifying changes are needed	Communications Manager										
Promote Department	A: Communications	Finalize new processes, partnerships, guidelines, etc. to implement this strategy across projects	Communications Manager										
Promote Department	A: Communications	Complete an audit of website for accessibility, plan and budget for any upgrades needed	Communications Manager										
Promote Department	B: Center Community Members	Update current Promote evaluation measures	Vice President of Communication & Outreach										
Promote Department	B: Center Community Members	Complete engagement audit and select four groups	Vice President of Communication & Outreach										
Promote Department	B: Center Community Members	Outline new process and template for community celebrations	Vice President of Communication & Outreach										
Promote Department	B: Center Community Members	Begin two pilot projects	Vice President of Communication & Outreach										
Promote Department	B: Center Community Members	Evaluate the effectiveness of the process and outcome from the pilots	Vice President of Communication & Outreach										
Promote Department	B: Center Community Members	Create strategy recommendations for resident advocate program	Vice President of Communication & Outreach										
Promote Department	B: Center Community Members	Recruit, train and engage resident advocates to assist in future engagement endeavors	Vice President of Communication & Outreach										
Promote Department	C: Update and Centralize Promote-Related DEI Goal Targets and Tracking	Complete review of past DEI Promote activities to understand success and realistic goal targets	Vice President of Communication & Outreach										
Promote Department	C: Update and Centralize Promote-Related DEI Goal Targets and Tracking	Identify a pilot project(s) to test DBE, process, output and outcome goal setting and monitoring process	Vice President of Communication & Outreach										
Promote Department	C: Update and Centralize Promote-Related DEI Goal Targets and Tracking	Establish process, output and outcome goals	Vice President of Communication & Outreach										
Promote Department	C: Update and Centralize Promote-Related DEI Goal Targets and Tracking	Align goals and strategies with GRG organizational DEI champion	Vice President of Communication & Outreach										
Promote Department	C: Update and Centralize Promote-Related DEI Goal Targets and Tracking	Build goals into organizational dashboard to track implementation	Vice President of Communication & Outreach										
Promote Department	C: Update and Centralize Promote-Related DEI Goal Targets and Tracking	Complete yearly review of progress towards DEI goals and goal-resetting	Vice President of Communication & Outreach										
Sustain Department	A: Diversifying Volunteers	Review the demographics of the current Great Rivers Greenway volunteer base	Director of Greenway Operations										
Sustain Department	A: Diversifying Volunteers	Determine target geographic, demographic and affiliation-base of new volunteers	Director of Greenway Operations										

# Gantt Chart Timeline

Department	Plan Section	Task	Staff Lead	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Year 3
Sustain Department	A: Diversifying Volunteers	In partnership with the Promote Team, strengthen relationships with key community partners to explore the sources of volunteers and how to develop a mutually beneficial opportunity	Director of Greenway Operations										
Sustain Department	A: Diversifying Volunteers	Select a pilot project to implement the targeted volunteer strategy	Director of Greenway Operations										
Sustain Department	A: Diversifying Volunteers	Evaluate the outcomes of the targeted volunteer strategy and opportunities	Director of Greenway Operations										
Sustain Department	A: Diversifying Volunteers	Determine the scale up plan for the new volunteer structure	Director of Greenway Operations										
Sustain Department	B: Create Sustain-Related DEI Goals and Tracking	Set initial goal targets for Sustain Plan A	Director of Greenway Operations										
Sustain Department	B: Create Sustain-Related DEI Goals and Tracking	Align goals and strategies with GRG organizational DEI champion	Director of Greenway Operations										
Sustain Department	B: Create Sustain-Related DEI Goals and Tracking	Build goals into organizational dashboard to track implementation	Director of Greenway Operations										
Sustain Department	B: Create Sustain-Related DEI Goals and Tracking	Complete yearly review of progress towards DEI goals and goal-resetting	Director of Greenway Operations										
GRG Foundation	A: Building DEI into Foundation Policies	Determine simple changes to be made immediately and make recommendations to Board of Directors for approval	Chief Development Officer										
GRG Foundation	A: Building DEI into Foundation Policies	Determine which policies and practices adopted by Great Rivers Greenway make sense for the Foundation to adopt	Chief Development Officer										
GRG Foundation	A: Building DEI into Foundation Policies	Seek Board of Director approval for bylaw changes	Chief Development Officer										
GRG Foundation	B: Develop and Centralize Foundation-Related DEI Goals and Tracking	Set initial goals for Foundation Plan A	Chief Development Officer										
GRG Foundation	B: Develop and Centralize Foundation-Related DEI Goals and Tracking	Align goals and strategies with organizational DEI champion	Chief Development Officer										
GRG Foundation	B: Develop and Centralize Foundation-Related DEI Goals and Tracking	Build goals into organizational dashboard to track implementation	Chief Development Officer										
GRG Foundation	B: Develop and Centralize Foundation-Related DEI Goals and Tracking	Complete yearly review of progress towards DEI goals and goal-resetting	Chief Development Officer										

Thank you for reading and supporting our work!  
Find more at [www.GreatRiversGreenway.org](http://www.GreatRiversGreenway.org)

