

A photograph of a dense forest with tall, slender trees. Sunlight filters through the canopy, creating a bright starburst effect in the upper right. The forest floor is covered in green ferns and undergrowth. The text "FORT & RRA" is overlaid in the center in a white, serif font.

FORT & RRA

LINDSAY FROMME HANNA, PROGRAM MANAGER

DIVERSITY & EQUITY

FORT&ERRA

**WE SECURE PLACES—
URBAN, RURAL & WILD—
THAT ARE KEYSTONES OF A
SUSTAINABLE FUTURE FOR ALL.**

FORT&ERRA

RIVERBEND FARM

ARLINGTON

FORTERRA



LAKE BLETHEN & TITICAED CREEK OLD GROWTH

FORTERRA

JACOBS POINT

ANDERSON ISLAND

FORTERRA

FORT&ERRA



250,000
ACRES PRESERVED

Preserved 250,000 acres of our region's cherished farms, forests, shorelines, and park lands.



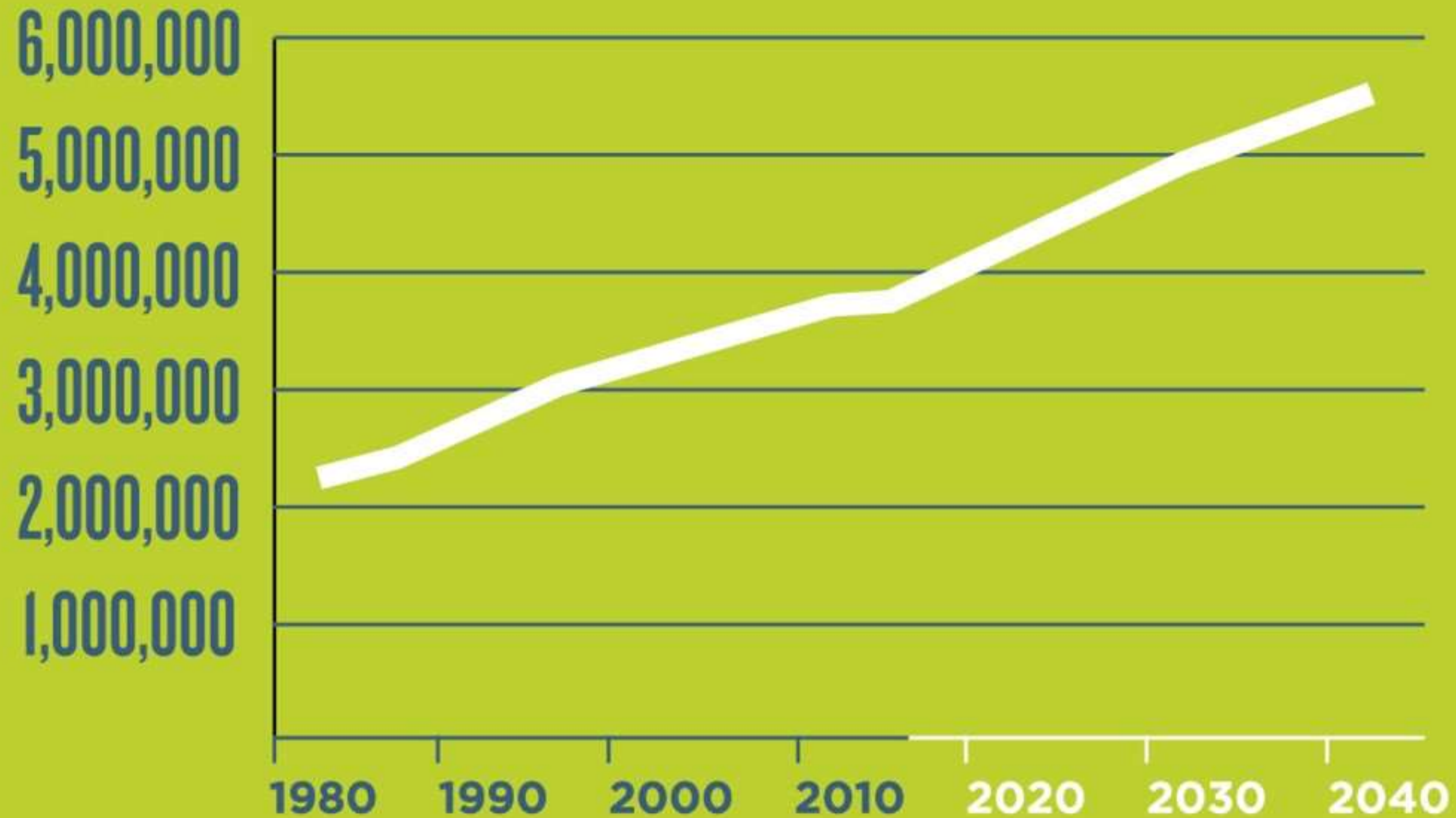
\$500
MILLION

Preserved more than \$500 million worth of land.



POPULATION GROWTH CASCADE REGION

ACTUAL AND ESTIMATED



1/3

OF ALL
HOUSEHOLDS

CAN'T EASILY
AFFORD WHERE
THEY LIVE





nbbj





FORT&ERRA



FORTERRA





NINE GREEN CITY PARTNERSHIPS









DIVERSITY & EQUITY

DIVERSITY & EQUITY STRATEGIC PLAN

Fellows Network

Angela Park

Mission Critical, Consultant

Vermont

Angela Park is an independent consultant, researcher, writer, and founder of Mission Critical (formerly Diversity Matters*), an organization dedicated to making social justice and equity hallmarks of progressive advocacy and policy making. She brings nearly three decades of experience on sustainable development policy, environmental justice, equity and diversity, and organizational and leadership development. While her primary focus is partnerships with nonprofit and philanthropic organizations, Angela has consulted for banking, technology, retail, communications, insurance, and utilities industries in addition to educational institutions and government agencies at all levels.



MAJOR GOALS

- 1) Organizational Culture
- 2) Expanding the diversity of Forterra's:
 - Employees
 - Board
 - Volunteers
- 3) Program Approach and Community Engagement

Goal 1: Organizational Culture				EDT - 2014 Measurement							
Support ongoing, granular efforts to sustain an inclusive organizational culture based on our values, principles, and vision to bring an expansive skill set and talent professionalism to our mission. We define inclusion as a high level of employee engagement, transparency in decision making, opportunities for professional development and growth, ability to work effectively across difference, and valuing the unique contributions of all members of our team.				Measurement opportunities		EDT, High, HR - appear in particular	Note: Red - Changes to original EDT, removing targeted staff (asking of volunteer changed)				
Strategies				Program [ELT Measurement] - 2014		EDT Notes - 5/5/2014	Review with Ship - 6/12/14	Next Steps - 2014	EDT Category	Point person	Notes
1		Clarify and articulate the organizational culture we wish to create and sustain, leveraging ongoing education and training to instill the behaviors and responsibilities we seek across the organization.			Reasonable progress addressing this strategy as defined (see below); more work to be done.		It seems from our discussion that there are a lot of examples and conversations that the staff at large (including EDT members) are not aware of. In the spirit of this strategy, we would love some more regular communication on how ELT is working towards the items spelled out here.	Ramp up social elements of equity, further clarifying organizational equity and inclusion goals	Measurement	HGHT	Core comprehensive work is missing - Mike Melanson, etc, etc, etc
		Build on 2013 ELT requirements to be 10 issues that need to be addressed; define barriers, culture and implement strategies to build and sustain desired culture; define core comprehensive and observational at barriers, leaders; assess "gates" across			2012-2013: HR recommended priorities in ELT based on survey data and interviews with employees.	Please expand on details and offer validation this summer (we're unsure what happened at the ELT level concerning this topic).	Clarify with current examples	Review annual review process, while reinforcing core values and organizational Theory of Change. Consider formalizing definition of inclusion, not regulations, standards			
		Define barriers, culture and implement strategies to build and sustain the desired culture			Culture defined, though a number of issues identified through the NextWave process that have not been fully addressed. Likely work remaining with COO given large numbers of new employees since 2012	Requires further clarification on what is being referenced in Cell E7.	Historical advances, especially on the equity discussion topic, from 2011 to now (see our example). We also suggest looking into a health training (like the City of Seattle's RSH health training, although there are others) to do with all staff this year. We also want to see more progress towards continuing to challenge, improve, and open up our existing culture in order to make it more inclusive. We should be using feedback we get from public surveys, exit interviews, and other means to find opportunities to improve. We also need a more transparent and dedicated pathway for confidential/safe employee feedback in the	Develop a current / forward-looking definition, institute. Celebrate & reinforce what's positive, ID it and we appreciate it			
		Define core comprehensive and observational at barriers, leaders			Core comprehensive defined through iteration process with ELT and all employees. Incorporated into all performance reviews and the hiring process. As of 2014, also incorporated into All-Hands discussions	Overall, we agree. We also need to call out cultural competence as a core competency.					
		Assess "gates" across			Annual survey has languished in the absence of a COO	Agreed.		Reiterate in a formalized manner, presenting the org. in a simplified manner.			
2		Mean priorities & strategies, particularly & transitioning to include them, given, and ensure that strategies/activities. Be focusing across an entirely old rules, clarify the priorities we want to establish.			Organization experienced financial challenges the last few years despite efforts to expand. A new strategic plan & strategy, Development and Communication teams, and COO all position us for success moving forward.	We have questions pertaining to our project selection and the cost benefit analysis that goes into project approval. Also, we're confused with the wording of this item. We think it means that we want to increase available "blank" funds for priority work that doesn't get funded. There should be a standard to prioritize equity work in that decision-making process.	Better align this topic with equity (per Ship, this relates to funding on the current team structure). Also, the green-light project review at the end of the year in order to reassess the outcomes.	Meet strategic plan goals as related to Drive and Communication fundraising; continue to review & improve programming business models.			
3		Continue to create space for leadership, requirements, recognition, and activities at various various levels, especially across departments and divisions.			Annual departmental and organizational reviews outlined. Mission, Governance, Resourcing, Recruitment, Events per and goal arguments added to monthly staff meetings. Multi-functional teams at support breadth-of-work opportunities.	We agree with the ELT notes and need to do more on this topic. Suggesting rank process on staff has a better-informed manner throughout the year.		2014 all-staff review is planned, EDT to add an additional more social/appreciation review (see workshop)	Measurement	EDT	Council; help implement these goals in departments.
		Strengthen professional development, create formal and informal education and training programming as directly, inclusion, and equity to create highly skilled staff team.			Annual departmental and all-staff appreciation fall festival, budget, recognition, and recognition. Professional development opportunities highlighted as team rank year, funded when budget allowed. Limited formal diversity/equity/inclusion training was supported in 2012-2013, as was informal training via EDT brown bags.	We agree!		Needs assessment added, featured into 2017 budgeting process in Q3	Measurement	EDT	We have good resources - COE, CTC. Need about what the needs are (program, etc), who would use what training; what's the strategy.
5		Review job descriptions and performance review processes to further clarify advancement and career opportunities.			Performance review process and job descriptions overhauled.	Good progress. Now in ongoing maintenance on this topic progressing? We'd love to talk further and make sure this continues in a similar direction.	Complicated process (per Tony and Michael); new rules are shared against the compensation philosophy matrix	Career path and internal pay currently being revised.	Measurement	HR/OPS	
6		Strengthen employee board membership & interaction. Continue to provide opportunities for employees across the org to participate in events to engage with the board.			Limited employee interaction with board outside of ELT and Barbershop events.	Yes, please!		President's Office facilitating Board Brown Bags - opportunities for professional development and Board interaction.	Measurement	Presidential	

SUCCESSIONS & CHALLENGES

ORGANIZATIONAL CULTURE



ORGANIZATIONAL CULTURE



DIVERSITY OF OUR: EMPLOYEES



DIVERSITY OF OUR: EMPLOYEES



DIVERSITY OF OUR: EMPLOYEES BOARD



DIVERSITY OF OUR: EMPLOYEES BOARD



DIVERSITY OF OUR: EMPLOYEES BOARD VOLUNTEERS



GREEN SEATTLE PARTNERSHIP



PROGRAMS & COMMUNITY ENGAGEMENT

STRONG COMMUNITIES FUND





KNIGHT'S INN

TUKWILA

AFFORDABLE HOUSING
=
A KEYSTONE PLACE



CONSERVATION & RECREATION

2X

RURAL POVERTY

rates are twice those of
urban areas.



CONSERVATION & RECREATION



COMMUNITY ENGAGEMENT



TUKWILA COMMUNITY CONNECTORS



TUKWILA COMMUNITY CONNECTORS



COMMUNITY LIAISONS BEYOND TUKWILA



THE CHALLENGES WE CONTINUE TO PUSH



KEEP THIS PLACE WE LIVE
A PLACE WE LOVE.

FORT&RRA

