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# ECRI: Equity-Based Strategic Planning



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**I see the  
problem**

**I have the  
solution**

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I see the  
~~problem~~  
people

I have the  
~~solution~~  
question

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**What do we need to learn  
or unlearn?**

# Overview

## **Immersive Diagnosis**

- Review
- Interviews

## **Introducing the process of change**

- From the diagnosis

## **Intervention design and map the path**

- Co-designed

## **Implementing change**

- Done by the organization and by YOU

# Immersive Diagnosis

We conducted seven (7) semi-structured interviews

Interviews started on April 14, 2021 & ran from 60-95 minutes.

Snowball sampling

Thematic content analysis

Themes used to inform the process of change

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**Before we move on**

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# Themes

Meetings are not open or welcoming

Gatekeeping - lack of trust

Confusion over roles

Confusion over organizational purpose and direction

ECRI is obsolete



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# Meetings are not open or welcoming

- It's a little bit - awkward going in. Someone just starts talking - and it's interesting, but you know they all know each other and you don't.
  - Physically it was uncomfortable to go and there was no attempt to get to know one another.
  - There is a fun component missing – feels stilted. Doesn't get people out of the bubble. Not socially warm and welcoming place. We meet in a government building. Feels like a chore.
  - They are a closed group. There is no welcoming and so they have no new membership.
  - We don't talk to them (new folx). Why would they want to come back?
  - ...there's business to be done, there are projects, but most of all isn't it about the community and we have to get comfortable with that.
  - You attend and it's not welcoming, then people don't come back.
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# Gatekeeping - Lack of trust

- There is a desire to do the work, but it is hindered by the lack of trust, between the advocacy groups vs community groups.
  - ECRI is serving those bigger greens. Those organizations aren't trying to transform or become anti-racist.
  - No trust (with) groups that are new. Mistrust with these new social justice organizations. Don't want to slight members.
  - It's difficult for groups to say we want to work together.
  - Distrust and lack of respect for the work that is being done on the ground.
  - Lack of trust. Unclear that there is real power – linkages aren't there. At least on the side of the advocates, there is a huge chasm that hasn't been bridged.
  - The problem with ECRI was they were so many BIG green organizations, than community organizations or highly impacted communities, and when the NGO community started getting stronger and asking for a voice...now they want to work (together)?
  - They were telling these grassroots organizations that there is only one way to do and the way they wanted to do it was wrong.
  - There is not a strong effort to pay attention to the issues and solutions that are coming from the communities themselves.
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# Confusion over roles

- Not sure what it takes to be an actual member. Just being at a meeting?
  - It feels like a space where people have very little left to give
  - ECRI has spoken in ways that misrepresent. Are you speaking for ERCI? As yourself? As your organization?
  - volunteer time for people who are already maxed out
  - We need other forms of communication. Not sure how to connect and with who.
  - Confusing is that the board is anyone who shows up – and you're supposed to pay a membership fee – but not everyone does.
  - Anyone who shows up has a vote.
  - Administrative process is unclear.
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# Confusion over organizational purpose and direction

- The strategic planning side – is focusing on the C3. That is the most organized part. It is the driving force of all of the discussions.
  - I didn't even know that there was a C3 and a C4 or an educational branch or anything.
  - The website and stated mission are really dated. Hasn't changed since the inception. Not really knowing what to expect.
  - If anyone is a member, who's being supported?
  - Stop concentrating on just data - make relationships
  - A tagline but doesn't really reflect what goes on under the roof of ECRI. Why are all the organizations there? Doesn't explain what the coalition is trying to accomplish. Sustainable, healthy, doesn't mean much.
  - (ECRI has) been a way to build power and build support, through membership and also through events and community calendars, to get people involved in the community. So power and community.
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# ECRI is obsolete

- I see ECRI as becoming a thing of the past, not as current.
  - ECRI is going to keep doing it in a more traditional way.
  - ECRI right now, it's old, it's stilted.
  - Things are changing - people don't want to do things the way it's always been. You can't say you're trying to be anti-racist but be in the system. It's extractive.
  - The other groups aren't interested. They are not interested in this path. They don't want someone to add an extra seat to the table. They have their own table.
  - ...it is also difficult to bridge the generation problem. ECRI is old. But that's a problem. Even their outreach is stodgy.
  - Don't know what to do about it. What is the next step. Is ECRI the space where this is going to happen?
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# Workshop Schedule

Wednesdays from 4:30-6 est

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# Process of Change

## System diagnosis A

- ~ Connect to purpose
- ~ Define current reality and desired state
- ~ Explore the structure holding the current system

## Listening Circle



06.16.21

06.23.21

06.30.21

07.07.21

## System diagnosis B:

- ~ Explore our roles in the system
- ~ Discover mental models
- ~ Make a choice for change
- ~ Ideate a work team

## Setting the foundation for change

- ~ Define and learn shared vocabulary
- ~ Introduce and learn shared communication platform

# Implementing Change

## Purpose and futures:

- ~ Reconnect to purpose
- ~ Start charting the path ahead

## Listening Circle



## Co-designing purposeful interventions:

- ~ Identify risk, impact, and who needs to do the work
- ~ Authority vs. leadership
- ~ Find the right tools for implementation

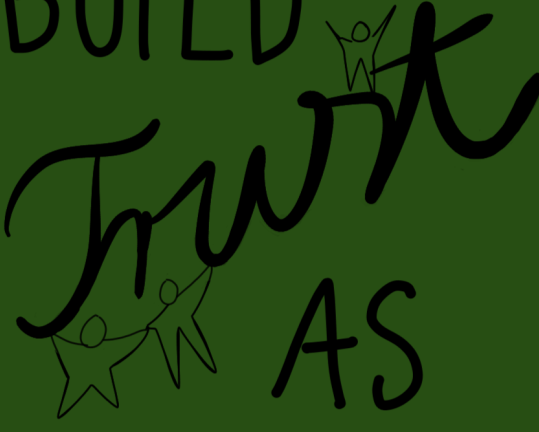
## Defining success:

- ~ Evaluation
- ~ Iteration
- ~ Evolution



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BUILD  
Trust  
AS  
YOU GO

The text is arranged in a vertical stack. The word 'BUILD' is in a simple, uppercase, sans-serif font. Below it, the word 'Trust' is written in a large, flowing, cursive script. To the right of the 'u' in 'Trust', there is a small, simple line drawing of a person with arms raised. Below 'Trust', the word 'AS' is written in a simple, uppercase, sans-serif font. To the left of 'AS', there is a line drawing of two people holding hands, with a five-pointed star above them. At the bottom, the words 'YOU GO' are written in a simple, uppercase, sans-serif font.

**SIGN UP**

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# Before the questions

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# What do YOU think we need to learn and unlearn?

