



STRATEGIC PLAN

SEPTEMBER 2024 UPDATE

MISSION

Friends of the Mississippi River engages people to protect, restore and enhance the Mississippi River and its watershed in the Twin Cities region.

VISION

FMR envisions a river that is recognized and celebrated for its intrinsic values. Imagine with us a river where the water is clear and clean and safe to swim in, where fish and wildlife are healthy and abundant, and where scenic bluffs and cultural treasures are protected.

This is a river where residents and visitors can escape the rush of daily life to find solitude in a hidden backwater, wonder while paddling past towering bluffs, and connection to what sustains us.

Here you can catch fish that are healthy to eat. You can stroll through oak savannas and sand prairies alive with the diversity of our natural heritage. Here historic sites speak to the timeless connection between people and the river.

Envision a river accessible to all and a community that actively embraces this river ethic and welcomes its role as the Mississippi River's steward for current and future generations.

CORE VALUES

Equity: Friends of the Mississippi River believes that the Mississippi River connects us all, and that social and environmental issues are woven together. We strive to be culturally competent, welcoming and inclusive of all people and are committed to using our resources and influence to redress structural inequality where it intersects with the health and vitality of the Mississippi River.

Stewardship: We believe all of us are accountable for the health of the Mississippi River, its creatures and the communities that live along its banks and rely upon its waters.

Sustainability: We believe our society must meet the needs of the present without compromising the ability of future generations to meet their own needs.

Leadership: Through thoughtful and decisive action, we inspire and engage others to protect the Mississippi River.

Collaboration: We cannot succeed alone. We work with others because our outcomes are better and more lasting when driven by strong and diverse partnerships.

Integrity: We do what is right for the Mississippi River. Our decisions and actions are clearly and proudly aligned with our mission and values.

Expertise: We pursue our mission with professionalism, bringing to bear deep understanding, creativity and technical proficiency.

INTRODUCTION

The FMR strategic plan is a living document that will guide the organization's work for the next 3-5 years. Its content is regularly reviewed and revised in a formal process that occurs every 2-3 years. This 2024 plan revision is the result of a six-month review by FMR's planning committee and was adopted by the board of directors in September.

The current revision does not represent a major departure from the main priorities of our work. In fact, this plan foresees growth and greater investment across the organization's programs. However, there are new goals or changes in emphasis that are worth highlighting.

Invasive carp

Though FMR has worked on addressing the threat of invasive carp for more than 10 years, recently, the scale of our investment in this work has increased with the significance of the threat. In this plan, we've added a goal (Land Use and Planning, Goal 5) specifically focused on protecting the river and its watershed from invasive carp.

Copper-Nickel Mining

This plan also includes a new goal (Land Use and Planning, Goal 6) addressing a new threat to the Mississippi River; copper-nickel mining. Though copper-nickel or sulfide mining has been a prominent environmental issue in Minnesota for two decades, previously proposed mines have been outside of the Mississippi River watershed. In 2023, a new mine, the Tamarack Mine was proposed by Talon Nickel in Aitkin County, MN near the headwaters of both the Mississippi and St. Croix Rivers. Unlike iron ore mining, which has been conducted in Minnesota for more than 100 years, copper-nickel mining poses new and dangerous environmental risks. The Tamarack Mine proposal also poses unique threats to the Mille Lacs Band of Ojibwe whose tribal lands are proximate to the proposed mine site. The new goal includes a strategy to partner with the Mille Lacs Band's Water Over Nickel Campaign to advocate for thorough environmental review of the project, including impacts on tribal nations, Indigenous communities, treaty rights, and the Mississippi River.

Climate Mitigation

This strategic plan places a greater emphasis on the potential of continuous living cover (CLC) cropping systems to deliver significant reductions in greenhouse gas emissions from both the agriculture and transportation sectors (Water, Goal 5). Previous plans have focused more on the climate resilience and adaptation benefits of CLCs, and while those benefits are still extremely important, our recent work leading advocacy around sustainable biofuels policy means the climate mitigation impacts of our work have led us to reflect that change in this plan.

Our strategic plan goals and strategies, including these new areas of emphasis, are brought to life by

incorporating them into the organization's operational workings, such as our annual budgets, work plans, and individual staff work goals.

PROGRAM GOALS

Land Use & Planning

Vision: Local communities appreciate the natural, scenic, cultural, historical, recreational, and other public values of the Mississippi River such that important planning decisions consistently protect and enhance these values.

1. Goal: Mississippi River Corridor Critical Area (MRCCA) ordinances are clear, consistent and enforced. Resulting riverfront development balances conservation, recreation, and economic development goals.

Strategies:

- Engage state agencies, local governments and community members to advocate for consistent implementation and enforcement of the MRCCA rules and ordinances.
- Continue to play an impactful role in MRCCA ordinance adoption as well as future updates to MRCCA plans and ordinances.
- Engage a broad spectrum of community members throughout the corridor to educate public officials about the national park, key resources and threats to the river, and the importance of MRCCA ordinances.

2. Goal: Economic and park development in the corridor is sensitive to the river's unique natural and cultural resources and climate change. Planning processes build community power, respond to community goals, and advance racial and economic equity.

Strategies:

- Increase FMR's staff and volunteer capacity to play a strategic and influential role in river corridor policy, land use, and development issues. Priority issues include implementation of St. Paul's Great River Passage and Minneapolis' Above the Falls master plans, Ford Area C, open space protection, and responsiveness to emerging issues.
- Build organizing power throughout the corridor, with a strategic focus on communities most affected by environmental injustice and/or significant development opportunities.
- Adapt engagement strategies for corridor communities' unique contexts. Pursue state-of-the-art tactics with a focus on building community power and racial, cultural, and economic equity.
- Advocate for riverfront development that reduces human-driven climate impacts, protects fragile habitats, and withstands extreme weather events and impacts of climate change.

- Seek opportunities to expand Land Use & Planning program staff capacity, with a focus on expanding staff support for community leadership in advocacy activities.

3. Goal: The Above the Falls vision for continuous parks and trails along the river north of downtown Minneapolis is achieved in a way that creates improved and equitable public river access from surrounding neighborhoods, as well as economic development that supports vibrant, diverse, and affordable communities.

Strategies:

- Play a meaningful role to guide and support the Minneapolis Park Board's efforts to acquire and develop new parkland for the Above the Falls Regional Park while preventing involuntary displacement.
- Influence Above the Falls planning and implementation of new parks, public infrastructure, and economic development while incorporating anti-displacement tools and strategies.
- Develop partnerships and explore opportunities for community-driven design, development, and/or advocacy efforts to increase community access to and ownership over emerging North Minneapolis riverfront development and parkland.

4. Goal: FMR plays a leading role in Twin Cities lock and dam disposition and the future of the Mississippi River gorge.

Strategies:

- Increase local influence in the Army Corps disposition study by engaging a wide range of community members. Expand and diversify community participation in the disposition process.
- Lead advocacy efforts with local, state, and federal, decision-makers.
- Partner with Dakota tribal nations and other Indigenous community members to support their leadership in the future of the river gorge.
- Influence the disposition study process to ensure that issues of lock and dam disposition and removal are thoroughly studied and publicly discussed, with the final outcome to the extent possible reflecting community will and best outcomes for the river's health.

5. Goal: FMR leads efforts to protect the Mississippi River and its watershed from invasive carp.

Strategies:

- Advocate for timely installation of an invasive carp deterrent at Lock and Dam 5.
- In partnership with state and federal agencies and researchers, advocate for funding for and implementation of emerging invasive carp management and prevention tactics.

6. Goal: FMR plays a meaningful role in opposing negative impacts of the Tamarack Mine.

Strategies:

- Participate as a partner in the Water Over Nickel campaign led by the Mille Lacs Band of Ojibwe.
- Advocate for thorough environmental review of the project, including impacts on tribal nations, Indigenous communities, treaty rights, and the Mississippi River.

Land Conservation

Vision: An ecologically functioning and climate-resilient corridor of natural habitat exists along the Mississippi River.

1. Goal: Land that is important to the river's ecosystem and for building climate resilience is protected in perpetuity.

Strategies:

- Conduct yearly outreach to landowners in priority conservation areas.
- Annually revisit and update the Land Protection Priority Map.
- Conduct project-specific fundraising for protection projects.
- Work with the Metro Conservation Network to advance ecological corridor planning.
- Support local and state initiatives, including the Dakota County Open Space Referendum, to fund conservation and protect habitat.

2. Goal: Critical ecological functions of the land managed by FMR are restored for habitat - with special emphasis on pollinators - climate resiliency and water quality.

Strategies:

- Conduct outreach with at least eight landowners every two years.
- Develop at least four natural resource management plans every two years.
- Conduct restoration on at least 1,500 acres every two years.
- Work within the Metro Conservation Network to identify and address habitat gaps.
- Incorporate climate change resilient species and pollinator-beneficial species into ecological management plans and restoration efforts.

3. Goal: FMR's protection and restoration work is rooted in science, incorporates Traditional Ecological Knowledge (TEK), and is designed to have the greatest possible ecological and climate resiliency impacts.

Strategies:

- Develop and use methodologies to measure and understand the impact of our work.
- Increase the use of experimentation and research to improve the efficacy of our restoration work and responsiveness to climate change and communicate our results.
- Add ecological capacity and expertise to program staffing by hiring subcontractors, working with interns, partnering with academic institutions and hiring staff.

4. Goal: FMR's Land Conservation Program engages and respects the diverse communities in the Twin Cities and fosters the development of racially and culturally diverse environmental professionals.

Strategies:

- Establish an internship program focused on BIPOC students, and explore developing an apprenticeship program.
- Incorporate issues of community and cultural significance in land protection, planning, and restoration efforts.
- Engage with federal, state and tribal nations and use available cultural resource data to ensure that all restoration projects respect the historical and cultural history of the sites where we work.
- Add a section to all natural resource management plans that describes opportunities to incorporate culturally significant plant species and restoration strategies.

Water

Vision: The Mississippi River and its watershed meets all water quality standards and fully supports a healthy aquatic ecosystem.

1. Goal: Continuous living cover crop (CLC) market demand and cultivated acreage are significantly increasing in Minnesota.

Strategies:

- Successfully strengthen the Forever Green Partnership to provide strategic leadership for broad adoption of CLC systems in the Upper Midwest.
- Secure state and federal funding support for the University of MN Forever Green and other CLC-focused initiatives to conduct research and foster commercialization.
- Develop, prioritize and advocate for policy innovations to advance CLC systems.

- Play a leadership role in developing and advancing the Forever Equitable initiative to ensure CLC agricultural systems prioritize and engage BIPOC agricultural interests.

2. Goal: Secure federal authorization and funding for the Mississippi River Restoration & Resilience Initiative (MRRRI).

Strategies:

- Continue to play a leadership role in the MRRRI Collaborative.
- Advocate for a MRRRI Science Plan and Action Plan that reflect FMR's priorities.
- Continue to engage Tribal nations in the effort to establish and implement MRRRI.
- Leverage MRRRI funds for FMR priority projects, once Congress passes MRRRI.

3. Goal: State and federal water policy reflects FMR's priorities.

Strategies:

- Advocate for policies and funding that reflect FMR's priorities at the federal and state levels.
- Identify and pursue opportunities to act as an ally for BIPOC communities in their clean water work.

4. Goal: FMR's water program supports effective communications to increase public awareness and accelerate the adoption of continuous living cover cropping systems.

Strategies:

- Support key partners to clearly identify goals and target audiences and execute strategic communications campaigns to achieve them.
- Support advocacy and outreach efforts through the creation and editing of educational materials for priority target audiences
- Enhance communications staff capacity to support water program advocacy and communications work with priority target audiences.

5. Goal: Develop and pursue policies that maximize the benefits of CLC's to deliver carbon reduction and climate mitigation outcomes.

Strategies:

- Enhance our understanding of the carbon sequestration, mitigation and adaptation potential of CLC systems.
- Identify and advance priority state and federal legislative, administrative and funding initiatives that maximize climate benefits.

6. Goal: Significantly expand Water Program advocacy and communications capacity.

- Expand FMR's state and federal legislative advocacy capacity through staff and/or contract support.
- Enhance FMR's grassroots organizing and event capacity.
- Expand FMR's CLC and low-carbon fuel communications capacity through staff and/or contact support.

Stewardship & Education

Vision: Individuals and communities feel a connection to the Mississippi River and its watershed that inspires an ethic of active participation in stewardship and conservation.

1. Goal: FMR annually engages 4,000+ participants in stewardship and education events and outings to learn about the river and meaningfully contribute to protecting and enhancing river resources.

Strategies:

- Provide background information on each site/project before, during and after an event via an in-person introduction and orientation and through our website and social media, including historic and present importance of the site in Dakota culture.
- Expand program content and affinity programming to center more BIPOC communities.
- Expand LGBTQIA2S+ programming and work with BIPOC-led partners to support more culturally relevant programming that centers BIPOC communities.

2. Goal: Participants and volunteers are prepared and eager to participate in more events and activities, share their experiences with others, and make river-positive behavior changes in their personal lives, homes and yards.

Strategies:

- Cultivate and sustain deeper relationships with individual volunteers and groups.
- Facilitate strong and sustainable connections to our stewardship sites with local groups, schools and community members.
- Continue to offer river-friendly homes and gardens workshop offerings to intentionally reach new communities.
- Expand events programming in collaboration with community partners, prioritizing partners that are BIPOC-led and/or center underrepresented groups to create programs that are more culturally relevant.
- Conduct additional follow-up communication with event participants to provide tips and ideas for personal stewardship and opportunities for deeper involvement with FMR.

3. Goal: Stewardship events and activities support other FMR programs and efforts, including membership, fundraising, land conservation, advocacy and communications.

Strategies:

- Expand and enhance the FMR database in order to maximize relationships with event participants, volunteers and stewardship program partners.
- Work with other staff and the database to coordinate cross-departmental communications.
- Promote membership opportunities at all public events.
- Promote advocacy opportunities when feasible and/or relevant at select events.

ORGANIZATIONAL GOALS

Youth Engagement

Vision: A new generation of river stewards is inspired and prepared to protect and restore the health of the Mississippi River and to engage in efforts to promote environmental health and environmental justice as advocates and professionals.

1. Goal: Youth are engaged in programs that create an appreciation, understanding, and ethic for protecting the health of the river and the diverse communities through which it flows.

Strategies:

- Provide river-based environmental education and experiential programming for schools, youth groups, colleges and universities in the Twin Cities metro area.
- Introduce young people to environmental issues through place-based learning opportunities and connect them to natural areas in their community through recreation and restoration activities that improve the health of the river and instill a deeper connection and understanding of their water resources.
- Develop and expand sustainable partnerships and communications with schools, teachers, and youth groups through the Water Knowledge Network.
- Collaborate with organizational partners to share resources and work collectively to facilitate long-term youth involvement in river-based programming.
- Develop and integrate program content aimed at increasing understanding of climate change, Indigenous perspectives, environmental justice, and important changes in agriculture for protecting the river.

2. Goal: Youth are empowered to create and lead positive, self/community-driven change for protecting the river and its diverse communities.

Strategies:

- Continue to enhance the Environmental Stewardship Institute's youth council and summer program with a focus on youth-led environmental projects and initiatives, professional development, on-water experiences, and place-based learning opportunities.
- Establish opportunities for continued involvement in the Environmental Stewardship Institute for past participants to inform and participate as leaders in subsequent years of the program.
- Refine youth-directed programming in which ESI participants work collaboratively to choose topics for self-directed projects and lead the coordination of relevant programming and outings with a consistent program structure.
- Explore ways to facilitate youth-led involvement in FMR's advocacy and community environmental organizing efforts through the ESI council.
- Incorporate perspectives and knowledge from BIPOC leaders in youth development programming.

3. Goal: Expand interest and participation in career pathways for all youth in environmental careers with a priority focus on BIPOC youth.

Strategies:

- Enhance and enrich the Environmental Stewardship Institute by creating mentorship and multigenerational opportunities; engaging with community organizations and leaders; and creating clear, direct paths from engagement to employment in environmental fields.
- Expand partnerships with BIPOC-led organizations to co-create culturally relevant program content that engages and empowers youth in environmental issues and careers.
- Explore certificate-based programming and or partnerships to advance youth opportunities in environmental careers/internships.
- Create meaningful and mutually beneficial paid internship opportunities, prioritizing BIPOC individuals, for career exposure across FMR programs and departments and with other existing internship programs.
- Play a leadership role in creating a Collaborative Pathways Program with other environmentally focused organizations.

Climate

Vision: Climate change's adverse effects on the river and our communities are lessened through FMR's leadership across our programs and relationships.

1. Goal: FMR elevates awareness of the impacts of climate change on the river and increases understanding of measures that can be taken to reduce carbon emissions, increase resilience and mitigate climate impacts.

Strategies:

- Include climate change as a topic/issue within youth and stewardship/education program content
- Through all communications channels, increase understanding of the connection between climate change, the river's health and FMR's work.

2. Goal: FMR incorporates climate mitigation, adaptation and resilience objectives as key priorities throughout our programs.

Strategies:

- Prioritize climate resilience in the selection of land protection sites to mitigate climate impacts on and beyond the site
- Incorporate climate resilience into all of our ecological management plans and goals
- Incorporate climate change benefits (carbon sequestration and climate resilience) in the selection of our agricultural water policy priorities
- Advocate for river-related development that reduces human-driven climate impacts, protects fragile habitats, and that is resilient to the impacts of climate change

3. Goal: FMR understands that the impacts of climate change disproportionately affect BIPOC and low-income communities and incorporates that knowledge into the policies we advocate for and the allies we work with.

Strategies:

- Incorporate climate justice principles in our youth, stewardship and education program content
- Grow and diversify our base of advocates to build knowledge, power and to engage with the climate justice concerns where they intersect with FMR's mission.
- Partner with organizations that focus on climate justice to amplify their work and support interconnected issues in the climate justice movement
- Highlight climate change's disproportionate impact on BIPOC and low-income communities throughout our work.

Building Influence & Impact

Vision: FMR successfully influences decisions that affect the health, vitality and accessibility of the Mississippi River by bringing to bear reliable information and a strong, diverse and well-informed network of advocates.

1. Goal: FMR activates a strong, diverse and well-informed network of advocates, and maintains the staff and technical capacity to organize and support their participation in important decisions that affect the health, vitality and accessibility of the Mississippi River.

Strategies:

- Increase grassroots power by growing and diversifying our base of advocates through targeted engagement.
- Expand and utilize a broad menu of advocacy tactics and tools focusing on building community power and continuous organizational learning.
- Strengthen data analysis to evaluate efficacy of grassroots organizing tactics.

2. Goal: Expand government affairs capacity to achieve policy objectives.

Strategies:

- Maintain and enhance staff or contract resources to enhance state legislative and administrative policy advocacy capacity.
- Maintain and enhance staff or contract resources to enhance federal legislative and administrative policy advocacy capacity.

Communications & Outreach

Vision: People in Minnesota, especially in the Twin Cities metropolitan area, value and respect the Mississippi River. They are well-informed of FMR's work and how to protect, restore and enhance the river.

1. Goal: FMR strategically and effectively communicates with key audiences and communities about the river's importance and the organization's work, inspiring and supporting the actions needed to protect it.

Strategies:

- Continuously assess the use and value of current communications efforts.
- Develop a communications strategy, identifying key messages and audiences for every FMR campaign.
- Enhance synergy across FMR programs and communications to raise the profile of individual programs and FMR as a whole.

2. Goal: Strengthen FMR's position as the "go-to" organization for the media, policymakers and other decision-makers who wish to learn about or protect the river.

Strategies:

- Actively cultivate relationships with the media and policymakers.

- Enhance the impact of FMR's online presence and causes or programs in which FMR plays a critical support or leadership role.

3. Goal: Increase understanding of the importance of the river's benefits flowing to all.

Strategies:

- Highlight issues of access and equity in outgoing content in various formats and illustrate how FMR applies an equity lens to our work.
- Support outreach of river-related events and projects from under-represented groups.

4. Goal: Exercise excellence and best practices in communications and marketing.

Strategies:

- Develop an organizational strategic marketing and communications plan with input from all departments, reviewed internally on an annual basis.
- Expand our brand kit to support a consistent FMR style across all departments both visually and in writing.

Diversity, Equity & Inclusion

Vision: Diverse communities are actively engaged in caring for the river and the work of FMR.

1. Goal: FMR partners with diverse communities to effectively address the needs of the river and our communities.

Strategies:

- Develop strong, mutually beneficial intercultural relationships and share resources with diverse communities directly impacted by FMR's key programmatic activities and priorities.
- Identify, engage, and support underrepresented communities in river activities and decisions that impact the river and riverfront communities.
- Sustain meaningful relationships with tribal nations, local Indigenous communities and Native-led organizations to collaboratively advance our shared goals.
- Cultivate diverse FMR stakeholder representation (volunteers, advocates, event participants, members) by offering inclusive, accessible and welcoming pathways for participation.
- Help to lead a unified effort to advance the inclusivity and diversity of our sector to better meet the needs of the river and our communities.

- Defer to, support, and uplift established and emerging BIPOC leaders to catalyze change when our leadership doesn't best serve the movement.

2. Goal: FMR's Board and staff reflect the cultural and racial diversity of our community and foster an inclusive organization.

Strategies:

- Identify, recruit, and retain Board members from diverse backgrounds and communities.
- Proactively recruit, hire, mentor and retain a diverse staff; and offer pathways for all staff to influence culture, engage in decision-making, and grow within the organization.
- Develop and contribute to environmental career and leadership pathway efforts for BIPOC youth.
- Take deliberate steps to foster a culture of inclusion.
- Prioritize the investment of our time and resources in equity-related work, and expand dedicated staff time for advancing equity actions and priorities for internal growth.

Development

Vision: FMR grows a sustainable, diverse and flexible resource base to fuel the creativity, pace and agility with which we pursue our mission.

1. Goal: Annually enhance stewardship of leadership donors, expand outreach efforts, and grow giving by 25% (\$153K new revenue) over three years (FY25-27).

Strategies:

- Identify and steward leadership donor prospects and renew and upgrade current Mississippi Riverkeepers.
- Pursue small family foundation and donor advised fund prospects through targeted communication and stewardship
- Explore opportunities to more strategically engage and leverage the board, committee members, and organizational leaders in donor identification, cultivation, solicitation and stewardship.
- Develop opportunities to more deeply engage leadership donors, including but not limited to serving on a committee, participating in a focus group, hosting a gathering in honor of FMR, engaging in learning and stewardship opportunities (i.e. webinar, lunch and learn), etc.
- Integrate the data and insights gained from the Our River Campaign into the database and work plans to enhance relationships and increase leadership donor giving.

- Expand leadership donor program staff to build upon the momentum of the special campaign and continue to grow leadership donor support.

2. Goal: Increase annual general membership (giving less than \$500 annually) from 1,865 to 2,229 households and increase giving by 12% over three years (FY25-27).

Strategies:

- Continue to implement strategies, tactics and recommendations as defined by the Membership Audit and Strategic Plan to increase membership numbers and improve membership engagement.
- Pursue varied membership acquisition strategies, including but not limited to recommendations outlined in the membership audit and strategic plan, mass mailings, targeting our activists and volunteers, membership events, and utilizing list brokers and other geographic or issue-based resources.
- Implement a member stewardship and upgrade plan, with an emphasis on increasing supporters giving \$100-250 annually.
- Improve our tools and systems (i.e. database functionality, renewals process, etc.) based on the recommendations in the membership audit and strategic plan to ensure maximum efficiency, reduce costs, accurate data management, and timely membership engagement.
- Implement and test digital tools and technologies recommended in the membership audit and strategic plan to grow FMR's toolbox of emerging resources to maintain and grow FMR's membership base across age demographics.
- Prioritize funding in annual budgets for membership growth activities as defined in the membership audit and strategic plan.
- Continue to populate a robust set of membership metrics to benchmark, track and measure our renewal, acquisition, and engagement efforts quarterly. Metrics will be used to evaluate and inform strategic decisions and/or proposed changes to the membership program.
- Increase membership retention of new members from 44% to 50% through cultivation events and enhanced communications.

3. Goal: Increase Mississippi River Legacy Society (MRLS) membership by three individuals/households annually.

Strategies:

- Annually identify, cultivate, and solicit top MRLS prospects and the broader community through targeted communication, marketing, and stewardship efforts.
- Work with estate planning professionals to provide educational opportunities (i.e. lunch and learn, workshops) to prospective and current legacy donors.

4. Goal: Grow institutional giving at a pace that meets the demand of our expanding programs and helps to fill the funding gap left by changes in key funder priorities.

Strategies:

- Continuously and proactively seek new institutional donors.
- Annually host a Fall Fundraiser or event series that strives to raise significant unrestricted support for our mission, serves as an inspiring introduction to FMR, and is accessible to – and inclusive of – all.
- Cultivate new and non-traditional funders with interests in burgeoning program areas, including but not limited to our ag/water work, youth development, equity, and climate.

5. Goal: Raise \$5 million through a special campaign to grow enhanced and sustained funding for FMR, and to support high-impact initiatives outlined in the case for support.

Strategies:

- Implement the campaign plan developed in partnership with our campaign consultants.

Our People

Vision: Friends of the Mississippi River is a great place to work – we recruit extraordinary talent, cultivate a supportive and flexible working environment, value individual and organizational ambitions, and achieve excellence.

Goal: Friends of the Mississippi River attracts and retains dedicated, creative, diverse and expert staff.

Strategies:

- Strive to lead our sector in fair and appropriate compensation (salary and benefits) for our staff.
- Ensure that the conditions in which staff work and the tools they are provided allow them to thrive.
- Devote organizational resources to fostering a transparent, intentional, inclusive and supportive culture.
- Value, foster and recognize employee development.
- Maintain a staff care committee to advance progress and ensure a platform for all voices at FMR to be heard.