

**Mission:** Through a one-of-a-kind ten-year commitment, Fiver provides experiences that challenge and build relationships that nurture so that youth from systemically under-resourced communities in New York can create their own positive futures.

*To amplify this mission, Fivers plans to focus on DEIB efforts anchored on four strategic pillars, carried out by specific initiatives, accountability mechanisms, and communication channels to share progress:*

**Representation**

Hire, retain, and progress staff and board members from underrepresented backgrounds

**Inclusive culture**

Advance progress on inclusion, belonging, and accessibility for all community members

**Accessible and inclusive services**

Offers services and resources that serve all of Fiver’s program participants/alumni and community members inclusively

**Staff and board member development**

Provide education opportunities to support staff and board members on their journeys to become inclusive leaders in support of Fiver’s mission



# DEIB metrics: With a clear understanding of areas of opportunity for the organization, Fiver introduced KPIs to advance its DEIB mission over the next 3 years.

DEIB pillar	3-year KPIs	DEIB initiatives
<p><b>Representation</b></p> <p>Hire, retain, and progress employees and board members from underrepresented backgrounds</p>	<ol style="list-style-type: none"> <li>50% of people of color represent the total board representation with at least 2 Fiver alums represented on the board</li> <li>50% of self-identifying women represent the total board representation</li> <li>20% of the total board representation includes LGBTQI+ self-identifying individuals</li> <li>100% of candidate slates have URGs and/or women for all Fiver staff and board positions</li> <li>Retain associate-level staff for at least three years at Fiver</li> </ol>	<ul style="list-style-type: none"> <li><b>Board service:</b> Lead leadership discussions with chairs to define what board member service term duration and alumni representation should look like</li> <li><b>Board accountability:</b> Design a system to set and measure board member effectiveness</li> <li><b>Board pipelines:</b> Develop recruitment plan that considers current board gaps and builds a diverse talent pipelines for board vacancies</li> <li><b>LGBTQI+ partnership:</b> Establish partnerships with organizations focused on supporting LGBTQI+ leaders in landing board positions</li> <li><b>HR policies &amp; benefits review:</b> Conduct a comprehensive assessment of employee benefits and policies against benchmarks &amp; industry practices</li> </ul>
<p><b>Inclusive culture</b></p> <p>Advance progress on inclusion, belonging, and accessibility for all community members – program participant, alumni, staff, and community partners</p>	<ol style="list-style-type: none"> <li>Maintain at least an 80% or above “Climate for Inclusion at Fiver” score (2023 inclusion score is at 80%)</li> <li>100% of participants feel like they belong at Fiver</li> <li>85% of Fiver alumni feel a sense of belonging with Fiver’s mission and alumni support</li> </ol>	<ul style="list-style-type: none"> <li><b>Rewards and recognition:</b> Build out the pay-for-performance approach for 2024 compensation planning</li> <li><b>Organizational culture review:</b> Review and update the organization’s culture book and practices</li> <li>DEI integration: 100% of offsites, summits, staffing meetings include a DEI related update or discussion.</li> <li><b>Alumni engagement:</b> Re-evaluate and enhance strategies for alumni engagement and support offerings</li> </ul>
<p><b>Staff and board member development</b></p> <p>Provide education opportunities to support staff and board members on their journeys to become inclusive leaders in support of Fiver’s mission</p>	<ol style="list-style-type: none"> <li>100% of all Fiver staff receiving DEIB training (with managers receiving at least one targeted manager training per year)</li> <li>100% of board members participated in DEIB training and all committee chairs have at least one DEIB priority included in their annual committee goals</li> <li>100% of director and above level Fiver staff and board members in chair positions have succession plans (with one or more diverse candidates in the pipeline)</li> </ol>	<ul style="list-style-type: none"> <li><b>DEIB communications &amp; storytelling:</b> Design and implement a comprehensive DEIB communication strategy (e.g., DEIB journey)</li> <li><b>Leadership development and education:</b> Continue yearly DEIB training for all staff and board members and implement an application plan to apply learnings</li> <li><b>Board goal setting:</b> Incorporate DEIB objectives into annual committee goals</li> <li><b>Talent management and development:</b> Build out a talent management approach for Fiver and 100% of team members have a development plan</li> </ul>
<p><b>Accessible and inclusive services</b></p> <p>Offers services and resources that serve all of Fiver’s program participants/alumni and community members inclusively</p>	<ol style="list-style-type: none"> <li>Equitable HR policies (maternity/leave policy, benefits), voting time off, accessible office equipment investment, gender neutral bathrooms per location, and DEI demographic data collection process</li> <li>Fiver’s workplace and summer camp meets ADA accessibility standards and LGBTQ+ best practices</li> <li>100% of Fiver staff reach pay equity against external market rates for comparable NYC-based non-profit positions</li> </ol>	<ul style="list-style-type: none"> <li><b>HR policies:</b> Reference the benchmarking bullet in the representation initiative</li> <li><b>ADA and LGBTQ+ practices:</b> Benchmark best practices for ADA accessibility and LGBTQ+ inclusion for Fiver’s workplace and summer camp</li> <li><b>Compensation policy and process:</b> Develop the organization’s compensation philosophy, approach, and process (using tools like Lattice)</li> </ul>