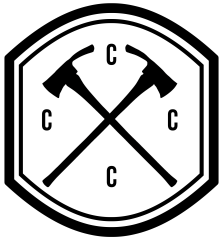CREAM CITY
CONSERVATION

2023
FALL
COHORT

Certified
B
Corporation

AUGUST M. BALL

MILWAUKEE: GREEN + EQUITABLE
august@creamcityconservation.org
414.322.8482

MEET THE FOUNDER & LEAD CONSULTANT

SPECIALTIES:
- Company Culture & Conflict Management
- Organizational Assessment & Capacity Building
- Recruitment, Hiring & Retention for Diversity, Equity & Inclusion
- Employee Engagement & Professional Development
- Environmental Education & Training Program Design
- Public Speaking (Keynotes, Plenary Sessions & Panel Discussions)

August M. Ball is the founder, CEO, and Lead Consultant of Cream City Conservation, a two-prong social enterprise and Wisconsin's first Black-owned Certified B Corps. First, Cream City Conservation & Consulting works with environmental, corporate, and community-based organizations to address internal cultures and practices that contribute to racial homogeneity. Through equity audits, inclusion surveys, racial literacy building workshops, policy and practice review and coaching, the firm provides insight and recommendations to organizations that help them cultivate inclusive and equitable environments, develop intentional green career pathways, culturally responsive programs, and identify and mitigate bias in all aspects of the organization.

Second, through proceeds from the consulting firm, the Cream City Conservation Corps provides paid training and work experience to young adults 15-25 years of age, whose social identities are under and inequitably represented in various conservation, agriculture, and green infrastructure industries. The model is a closed-loop system between the Consulting firm and the Corps program which cultivates the next generation of environmental stewards while preparing organizations to attract, develop, and retain a diverse pool of leaders. The Corps program is supported by profits from the consulting firm, fee-for-service contracts, and community partnerships.

August received her formal education from UW-Parkside and UW-Milwaukee. She studied Sociology, Community Education, and Non-Profit Management. A self-taught conservationist, she has continued her education informally via organizations such as the Center for Diversity in the Environment, The Student Conservation Association, Paradigm, Policy Link, and the National Outdoor Leadership School (NOLS)

A native of Southeastern Wisconsin but citizen of the world, having lived in Southeast Asia for 15 years, she speaks three languages fluently. When not teaching, August enjoys traveling the globe, cooking, hiking, and will shamelessly sing karaoke whenever the opportunity presents itself.

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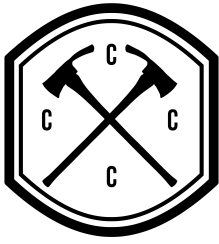
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BASED IN MILWAUKEE, WI - WORKING WORLDWIDE

COMMUNITY SERVICE:

- The Wilderness Society - Board Member
- WI Governor Ever's Climate Action Task Force - Former Appointee
- Milwaukee City/County Climate & Economic Equity Task Force - Former Appointee
- US Water Alliance - Milwaukee Water Equity Team Delegate
- Green Leadership Trust - Current Board Member

AWARDS & RECOGNITION:

- Field Museum's Parker Gentry Award 2022
- TEDx Milwaukee 2021 Speaker
- YWCA - Eliminating Racism Award 2018
- United Way - Philanthropic 5 Award 2018
- Wisconsin Conservation Voters - Green Tie Award 2018
- WI Association of Environmental Educators - Eco-Justice Award 2018
- Force for Positive Change - *Finalist* 2018, *Winner* 2022

FEATURED PRESS:

- Technical.ly - Cream City Conservation is Uprooting Bias in the Green Sector
- WUWM 89.7 (Milwaukee's NPR) - A Starting Place to Mutual Understanding
- Shepard Express - Hero of the Week 2020
- Wisconsin EYE - Morning Minute
- TMJ4 - Racial Equity in the Environmental Sector
- Next City - Milwaukee Feature

EXAMPLES OF WHO WE'VE HELPED:

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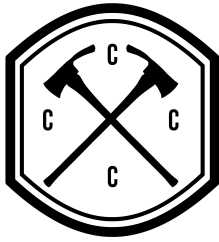
METHODOLOGY

DIVERSITY • EQUITY • INCLUSION

HOW WE WORK & WHY

Cream City Conservation utilizes a combination of social science-backed assessments, a suite of interactive workshops and presentations to build racial literacy and assist in developing a shared language. These components are critical to not only envisioning an organization's desired future state but in cultivating the internal culture and outward communication necessary to make that vision a reality.

While we are clear that diversity goes beyond color and our workshops/assessments capture a breadth of diversity facets (including socioeconomics, ability, language, gender identity/expression, sexual orientation, neurodiversity, national origin, etc.), we intentionally center our teachings around race and anti-racism as it is the foundation of all other forms of oppression. We also center our work around race because people of the global majority continue to be disproportionately impacted by climate change and environmental injustice and therefore should be at the center of key decision making when it comes to sustainability.

We employ interactive techniques not only because they are the most effective for cognitive learning but because we believe the seeds of solutions lay within those experiencing the problem. We believe your organization already holds the knowledge required for resolution. What's needed is often a skilled facilitator to foster internal awareness and guide action toward the desired future state.

Upon completion of our time together, past clients have revamped or created holistic practices affecting the employee/board member/volunteer life-cycle from attraction to selection to development to retention and when necessary: off-boarding. They've developed new programs to funnel talent into their succession plan, launched campaigns to build awareness and increased engagement from historically excluded communities. Diversity is the result of inclusive practices after all and the main marker of an anti-racist organization is whether or not racial justice and equity are embedded within all aspects of the institution.

At the end of our time together, you will have a benchmark of where your organization currently is and a roadmap with concrete strategies to achieve your desired future state.
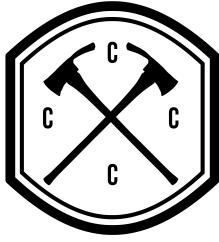
METHODOLOGY

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HOW WE WORK & WHY

Phase 1: Assessing Organizational Culture
Phase 2: Foundational & Advanced Level Workshops
Phase 3: DEI Strategy Design (aka The Roadmap)

Assessing Organizational Culture

Each member organization of the cohort will conduct an assessment of their organization using Cream City Conservation's **Culture Survey**. The assessment measures culture, practices, and sense of belonging among staff as well as system structure, procedures, and program delivery of the organization. This assessment provides insights to help companies better understand the differing experiences of employees across social demographics via heatmaps. You'll be able to identify and understand whether underrepresented groups feel that decisions are fair, their voices are heard, whether they see opportunities for themselves, and whether they feel a sense of belonging. The results will highlight areas where your organization is currently thriving and identify areas of opportunity. The assessment will help your organization establish a true benchmark of readiness to engage in racial equity work by evaluating existing organizational structure and culture. The consultant will compile results from the assessment and provide an overview presentation to the leadership team and help craft a presentation for the entire organization.

The assessment will be live for 2 weeks. The consultant will require 2 weeks lead time to compile data into an overview presentation.

To the right is an example of a customized heatmap based on survey responses for each factor. Each factor has an established set of questions. Your workgroup may choose to add 3 custom questions and two open-ended questions. An FAQ page will be provided to address any anonymity concerns of staff. If selected, the consultant will demo this platform.
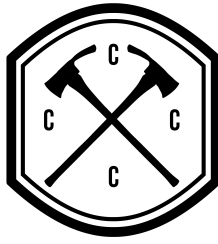
Custom

+ Add Column

Δ DELTA   % SCORE

	Baseline: All Results	White Men	White Women	Women of Color	Non-Binary Folks
NO. OF RESPONSES	3992	1081	810	743	5
Engagement	74%	76%	75%	71%	76%
Decision Making	57%	67%	51%	46%	73%
Fairness	68%	72%	65%	61%	85%
Opportunities & Resources	67%	72%	64%	63%	60%
Voice	72%	81%	66%	63%	93%
Belonging	79%	82%	78%	72%	85%
Diversity	80%	84%	80%	71%	90%
Contribution to Broader Purpo...	95%	96%	95%	93%	90%

METHODOLOGY

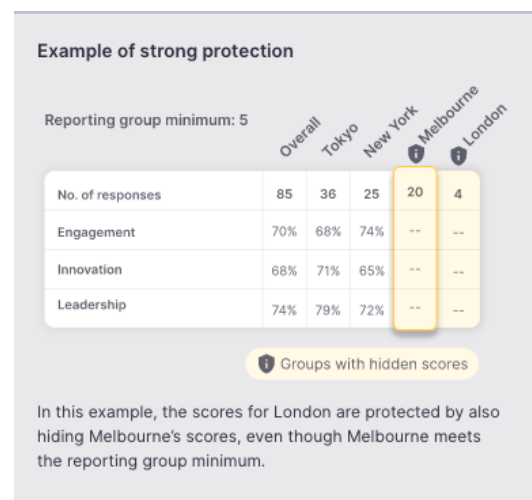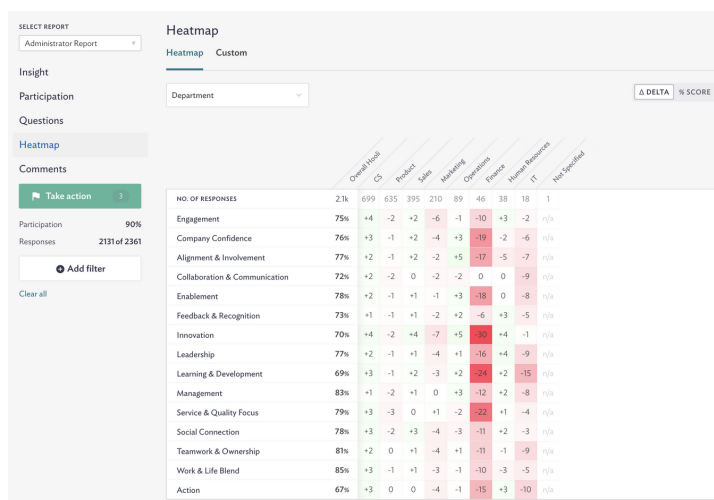## DIVERSITY • EQUITY • INCLUSION

THE COHORT MODEL

Cream City Conservation offers two ways to access our services. One is through working with us privately and the other is through our cohort model. This cohort process helps larger organizations phase in their equity work either departmentally or hierarchically and supports smaller organizations of 100 or fewer. The cohort experience cultivates space for co-learning across industry while providing mutual accountability through the virtual workshop series and affinity spaces.
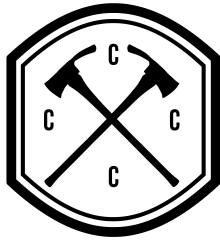
Each organization must establish a workgroup committed to moving racial equity work forward and possessing the power to hold their organization accountable to established goals. Cream City Conservation will provide support in establishing your workgroup if you do not already have one established.

The Phase 1 Assessment is customized by your workgroup via demographic heatmaps, 3 custom questions, and 2 open-ended questions for each participating organization. Results of your assessment are provided to your organization confidentially (I.e. not shared with other cohort organizations.)

The assessment is anonymous and takes participants 7-10 minutes to complete. We protect the anonymity of participants by maintaining a minimum sample size of 3-5. When the minimum sample size per demographic is not met, responses will be hidden but will still be counted in the overall organization score.
Please see examples of identity protection below:

Example of strong protection

Reporting group minimum: 5

	Overall	Tokyo	New York	Melbourne	London
No. of responses	85	36	25	20	4
Engagement	70%	68%	74%	--	--
Innovation	68%	71%	65%	--	--
Leadership	74%	79%	72%	--	--

ⓘ Groups with hidden scores

In this example, the scores for London are protected by also hiding Melbourne's scores, even though Melbourne meets the reporting group minimum.

H O W   W E   W O R K   &   W H Y

Phase 2: Foundational & Advanced Level Workshops

Foundational & Advance Level Workshops

Cream City Conservation recognizes that one-off education workshops related to diversity can be helpful in "planting seeds", but without intentionally following up the education with action steps, they can do more harm than good. Because this work is lifelong and establishing shared language within a multi-dimensional organization on a historically layered, complex, and intersectional topic such as equity and anti-oppression, we have crafted a series of workshops that build upon one another.

This levels the playing field for entry into this work while leveraging the existing expertise of your organization's participants (staff, board, etc.) who are further along on their journey.
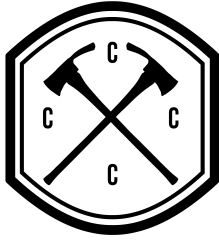
The next page will outline our standard suite of interactive virtual workshops. These will be conducted on an accelerated schedule (weekly). A program timeline is available within this document.

Participation in some of the workshops will require attendees to complete advance readings that will be provided. These readings will require 15 minutes to 1 hour max of your time.

Lastly, we ask participants of virtual trainings to adhere to a "one screen-one person" practice. We realize that in these unprecedented times our hybrid workplaces often have some staff/board members who are in-person while others are "calling-in" from home.

Limiting screens to one-person each allows for each participant to have equal footing and voice in the workshops and breakout groups.

Because the workshops are high content and fairly condensed, organizations are required to host internal reflection spaces for participants who wish to dialogue further about readings and workshop learnings. These can be scheduled weekly or bi-weekly, depending on your organization's preference and capacity.
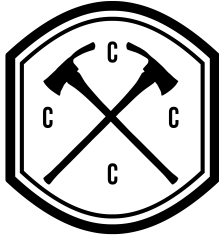
H O W   W E   W O R K   &   W H Y

Phase 3: Workplan and Roadmap Process

Upon completion of Phases 1 & 2, your organization's workgroup, that will consist of a maximum of 6 people, will co-create a workplan that will outline how you will implement equitable practices in your organization to reach your desired future state. This plan will be informed by your existing knowledge about your organization, coupled with the results from your Culture Assessment.

C4 will then work with your organization's workgroup to create a public facing Roadmap document that highlights key items from your workplan and Culture Assessment.

Your workgroup must be identified before the start of the cohort and have representation from multiple levels in the organization, including your organization's executive leader.
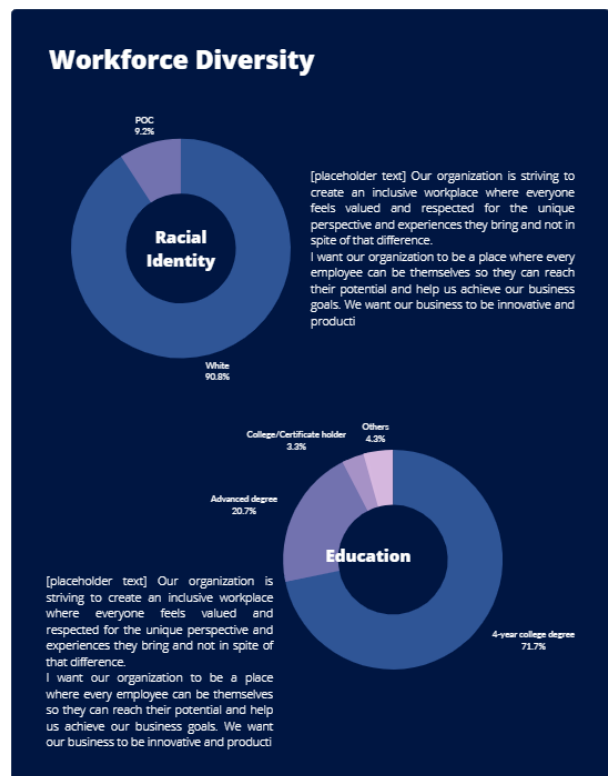
PROJECT DELIVERABLES

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VIRTUAL WORKSHOPS

Each organization is allowed up to 100 participants per workshop (unless the organization has purchased 2 slots, in which case, up to 250 participants are allowed). Organizations must provide their list of workshop participants in advance. A form for this will be provided. Joining other organizations in co-learning will allow for collective building of shared language and (ideally) collective action. During the virtual workshops, you will have time to work privately with members of your organization as well as with colleagues from other organizations during breakout groups. In between virtual workshops, your organization will spend time in reflection with guided prompts and readings.

AFFINITY GROUPS

Affinity groups are intended to bring people together over a commonality. We all benefit from interactions with people who share common identities or experiences. When you are in the numerical minority of a community, these bonding interactions may only occur during an affinity group.

It's no secret that the environmental industry is extremely racially homogenous. This means that POC (People of Color) and BIPOC (Black and Indigenous People of Color) may rarely have the opportunity to be in community with other environmental professionals who are non-white.

It is also important to note that because identity has meaning, we acknowledge that your staff's identity will inform how they experience this process. As an example, "inclusion" can mean two very different things depending on ones membership in a socially dominant identity group vs a socially marginalized identity group. In addition, other social demographics such as neurodiversity, gender, LGBTQ+ affiliation, etc. also inform and intersect one's experience in the world of environmental work. Because our individual role in cultivating an equitable and just working environment will look different based on our identities and positions of power, the Phase 1 Assessment, coupled with interviews from Cream City Conservation will highlight the affinity spaces needed of the cohort.

Facilitation of the affinity groups will be co-designed by it's participants with recommendations from Cream City Conservation. (*See FAQ for more info on Affinity Groups*.)
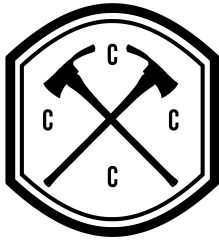
EDUCATION

DIVERSITY • EQUITY • INCLUSION

Reflective Leadership & Effective Communication

In this initial workshop, we will lay the foundation for effective communication by establishing mutual understanding across communication styles and leadership values. Participants from all levels of the organization will get clear on their unique communication style along with that of their peers. Participants will explore skills for communicating across differences, effective problem solving and empathy building.

Racial Equity & Environmentalism

Workshop participants will explore how compounded disparities impact communities of color in every corner of society. Be it socio-economic, political, educational, health, etc. In addition, communities of color remain disproportionately impacted by environmental hazards yet grossly under-represented in spaces that hold key decision-making power related to conservation and sustainability. This workshop will provide the history of the construction of race, a key component in driving these inequities, while also evaluating environmental policies that have negatively impacted the environmental movement and produced the racial homogeneity we see today. The goal of this workshop is to help participants understand why these inequities exist, so we can do something about them. Participants will develop shared language for how to discuss these issues and interrogate the intricate relationship between race and institutional outcomes. This workshop will be challenging as participants will be invited to examine the ways in which they have interacted with race on internalized, interpersonal, institutional, and systemic levels.

Foundations of Internalized Racism

This session helps participants understand why power dynamics exist among racial identities. As a follow-up to the historical context set in Racial Equity, this session will guide participants in assessing the impact of race on individual socialization and exam one's role and agency. This workshop fosters collective understanding of the implications of race and assesses the ways we unintentionally uphold these dynamics in our policies, practices, organizational culture, partnerships, funding, decision-making, etc.
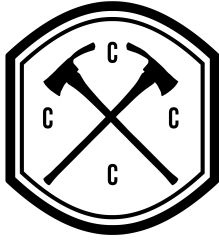
EDUCATION

DIVERSITY • EQUITY • INCLUSION

VIRTUAL WORKSHOPS - 2.5 HOURS EACH

Decentering White Dominant Culture

Participants will practice identifying the various attributes of white dominant culture in both the working environment and in personal behaviors and mindsets. Participants will leave with an understanding of how white dominant culture harms us as individuals and our colleagues across all racial identities.

- Understand the definition and components of White Dominant Culture;
- Recognize and evaluate harm done to self and others;
- Examine characteristics of white fragility and racial battle fatigue
- ·Articulate alternative practices/cultures that mitigate trauma and foster a thriving environment.

Social Identities & Intersectionality

Workshop participants will explore their unique identities and identify areas that intersect. This workshop will highlight the business case for prioritizing socioeconomics mindfully in organizational culture. Session participants will be able to:

- Articulate the definition of intersectionality
- Understand there is an aggregate impact when different identities are combined
- Understand how socio-economics impacts the culture of work in America and how to identify and eliminate inequitable practices.

Recruitment & Retention for the 21st Century (2 Parts)

In this 2-part workshop, participants will learn how to attract a diverse candidate pool and cultivate the culture necessary to foster a diverse and dynamic team. Participants must be ready to objectively evaluate current hiring, recruitment, evaluation, and staff development practices and strategies. Session participants will be able to:

- Debunk commonly held myths regarding talent acquisition
- Evaluate sample job/volunteer descriptions with an inclusive, equity lens
- Identify existing practices that contribute to homogeneous work teams
- Gain tips for cultivating equitable workforce practices, identify other areas of opportunity

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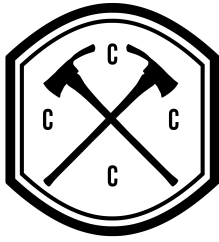
PROJECT COST

DIVERSITY • EQUITY • INCLUSION

Brain Trust Support Calls

Cohort members are welcome to join our bi-weekly supportive check-ins, called Brain Trust Calls. Cohort members (and staff of retainer clients) may submit questions/issues they are tackling in advance or bring them to the meeting live. While the goal is to foster a community of trust and vulnerability, it is recognized that not all members may feel safe publicly presenting their question. Therefore, members will have the option to submit questions anonymously via braintrust@creamcityconservation.org. Each session will be recorded for those who cannot attend live. Brain Trusts are currently scheduled bi-weekly on Thursdays 1-2pm CST.

Examples of Topics:
- Navigating challenging conversations across power dynamics
- Staying on Track with Roadmap goals
- Disrupting Performative Allyship
- Equitable Community Engagement

PROJECT PRICING

Project Deliverables & Cost   *Total Investment $25,000*

1. Pre-program Planning Session
2. Organization-wide survey and analysis
3. Coaching Session with Workgroups
4. Affinity Group Framing
5. Brain Trust Access
6. Education Plan & Virtual Workshop Facilitation
7. Recommendations & Roadmap Creation

To apply for the cohort, please complete this underlined application. Cream City Conservation will schedule an interview with you (and your workgroup if one is established) to ensure this cohort model will be an ideal fit for your needs.
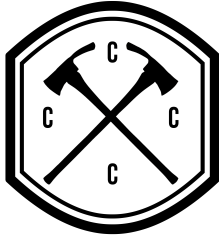
PROJECT TIMELINE

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FALL COHORT TIMELINE

JULY 1, 2023 - Deadline to apply for the Cohort
Organization interviews and selection will occur on a rolling basis

July 25, 2023
1.5 hours
Pre-Onboarding Call with Leadership & Workgroup Only

August 8, 2023
1.5 hours
All Participants: Introductory Presentation/Cohort Meet & Greet

August 1-4, 2023
Customization of Phase 1 Assessments with each organization's workgroup

August 7 - 14, 2023
Launch Assessments

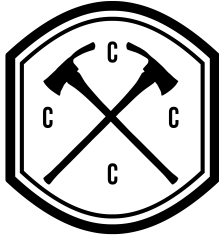(2 weeks): Consultant compiles assessment results

September 11 - 14, 2023
1-1.5 hours
Consultant presents Phase 1 results to workgroups privately

August 22, 29, September 5,12,19, 26, October 3
(One session weekly, 2.5 hours, 9:30am-12pm CST)
Weekly Education Workshops (7)

October 10, 17, 24, 31
Roadmap Design Process
(5 Meetings per Organization with consultant, Tuesdays)
(5 Meetings Internally at the discretion of the organization workgroup)

November 7, 2023
Cohort Celebration and Culmination Session

COHORT FAQ

DIVERSITY • EQUITY • INCLUSION

We have more than 100 people. Can we still participate in the cohort?
Yes! You have two options: *Option 1*: If you have up to 250 people, you can purchase 2 Cohort Packages at $25,000/each and utilize 2 slots. This also entitles your organization to a 1 year follow up re-assessment.
Option 2: You can phase the participation of your organization starting with your most senior level staff to mid-level managers and then reserve a slot for the next 100 people in the next cohort. Option 2 is a great way to ensure the effective roll-out of shared language and action for Justice, Equity, Diversity, and Inclusion by starting with those who hold the most power in your organization.

What is a _workgroup_ and who should be in it?
Each organization will identify up to 5 people from various departments, who will represent the organization in ensuring the heatmap categories (job level, tenure, department, etc.) for your assessment make sense for your company. The workgroup will also be tasked with customizing 3 additional questions and 2 open-ended questions to be added to the Culture Survey. Lastly, but most importantly, the workgroup will lead the charge in co-designing the organization's Roadmap. Representation from senior leadership, mid-level management, and foundational support is ideal to ensure diversity of perspective on the organization and power to move Roadmap commitments forward.

Will the workgroup be able to _collect feedback_ from other colleagues before finalizing the Roadmap?
Absolutely. In fact, it's required. The workgroup will present their initial draft Roadmap for organizational feedback, incorporate that feedback and present again for final edits.

If we choose Option 2, does this mean only the senior level staff will take the Culture Survey?
No! Your entire organization will still be required to participate in the Culture Survey to gain a baseline assessment for your organization.

Why can't we customize the entire Culture Survey?
The goal of the assessment within this cohort is to establish a benchmark of not only how your organization is doing against its own goals but to evaluate how the environmental industry is doing as a whole. We also want to measure the impact the cohort experience has on your organization's progress. Want to use our platform for a special assessment? That's possible! Send us an _email_!

What if some of our staff can't attend all workshops?
It's best for all staff to participate live in the workshops, however, we understand life happens. Workshops will be recorded and made available throughout the project. Each workshop builds upon the one prior, therefore staff are required to review recordings and complete pre-reading (plan for at least 30 minutes) prior to the next workshop.
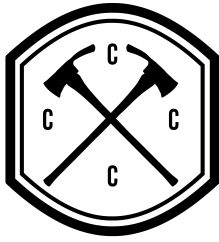
COHORT FAQ

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Who should our organization's *Main Contact* be for the consultant?
Each organization will identify the **main contact** and a **backup contact**. While this does not need to be the executive director, it's best if the two contacts are key decision-makers and/or individuals who have the capacity to maintain regular communication between the consultant and the organization. Communications managers, Culture Officers, Human Resources, and Executive Assistants may all be ideal selections.

How will the Affinity Groups be established and managed?
Members of the cohort itself will establish the affinity groups it feels would best serve them. The Consultant will provide foundational support and tools for launching and facilitating the groups, however, the groups will remain sovereign.

Should White people, cis-gender men, etc. have an affinity group?
Absolutely! Here's why: Establishing an affinity group for those of a dominant identity can help reduce the burden on marginalized people. Having a safer space for those of the dominant identity to seek clarity, gain knowledge and share concerns without fear of causing harm to colleagues is catalytic to progress and continued accountability for growth. This is also where the work of White allies and abolitionists who are further along in their journey, is most impactful.

Do we have to pay the $25,000 all upfront?
A non-refundable deposit of $500 is required to hold your organization's spot in the cohort. Payment plans of 6 months to 1 year are available and include a 5% fee.

The deliverables are aligned with what we need, but can we work with you privately?
We'd love to have you as a private client. Complete the Client Questionnaire and we'll be in touch.

What's a Brain Trust?
Brain Trust was originally coined to describe a group of close advisors to a key figure, typically a political candidate or incumbent. Brain Trusts were typically comprised of academics who were prized for their expertise in a particular field. At C4, we recognize that as your organization goes through this process, speed bumps will appear. The Brain Trust is here to help keep you and your colleagues on tract by having a consistent space where you can go to get support from our team of high quality consultants.

Wait! I still have questions!
Let's talk. Complete this application and you will be contacted to schedule a private information session. Tip: It's best to have all key decision-makers present at this meeting.