

# The Organizing Principles of Amigos Bravos

**Mission – To protect and restore the waters of New Mexico**



## VALUES

### Goals:

- Protect and restore watershed health
- Hold polluters accountable
- Build a water stewardship program for the future
- Policy advocacy to support all three goals above

**PURPOSE – Healthy rivers, vibrant communities**

# Amigos Bravos 2020-2024 Strategic Plan Overview

Strategies		Tactics
<b>1</b>	<b>Expand Amigos Bravos' reach to more communities in New Mexico</b>	A. Expand Amigos Bravos' on-line presence generally to grow our audience/network as a whole, with a focus on younger people now so that they can grow into donors/supporters
		B. Refresh website to make it easier to navigate and present current information about our work
		C. Look for opportunities to engage with and support communities facing a particular problem
		D. Expand our issue areas as appropriate
		E. Continue technical assistance to reinforce community commitment to river advocacy and water protection
		F. Provide the media and the public with the most current information available
		G. Help the public connect to a vision for the future
<b>2</b>	<b>Expand the role of Amigos Bravos in educating the public and particularly youth in watershed protection</b>	A. Seek funding for a part-time or full-time educator position and develop an education and outreach plan
		B. Measure youth engagement
		C. Investigate opportunities for interns
		D. Provide Clean Water Act training to individuals and communities that want to protect and restore waters in their own backyards
		E. Continue and expand opportunities for field and "hands-on" experience
<b>3</b>	<b>Ensure a sound financial foundation for the organization's continued success</b>	A. Work to identify additional funding sources
		B. Revamp the website to inspire donations and make the process of becoming a member easier to do on-line
		C. Continue to build a successful investment portfolio that has investments in socially responsible funds
		D. Continue to build endowments
		E. Develop a "planned giving" strategy to encourage legacy gifts
		F. Consider the addition of dedicated development staff



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4	<b>Prioritize our work in order to maintain organizational focus</b>	<p>A. Analyze potential new projects and programs with specific criteria:</p> <ul style="list-style-type: none"> <li>• Are there clear objectives that serve our mission?</li> <li>• Do we have the ability to have a positive impact?</li> <li>• Do we have current capacity or does the opportunity come with additional funding?</li> <li>• Does it have a statewide impact?</li> </ul> <p>B. Endeavor to serve more communities across the state, while still recognizing our home community can serve as a useful proving ground for broader initiatives</p>
5	<b>Cultivate a committed and engaged staff</b>	<p>A. Ensure capacity matches workload</p> <p>B. Evaluate benchmarks to ensure a competitive level of salary and benefits</p> <p>C. Investigate a wellness program to maintain a healthy work force and minimize insurance claims</p> <p>D. Monitor new legislation and developments in health insurance to provide cost effective coverage</p> <p>E. Ensure that our 403b retirement program is performing well and the employees are well-versed in how to manage this benefit</p> <p>F. Ensure employees get the opportunity to obtain valuable training and professional development</p>
6	<b>Integrate the precepts of justice, equity, diversity, and inclusion (JEDI) into our work</b>	<p>A. Ensure that adding staff or Board members includes a consideration of maintaining diversity</p> <p>B. Obtain “cultural competency” training for Board and staff on a regular basis</p> <p>C. Build respectful and reciprocal relationships with community partners with an awareness of their cultural norms and sensibilities</p> <p>D. In addition to justice, equity, diversity and inclusion, build in a consideration of the natural environment as having intrinsic value</p> <p>E. Look at recurring barriers to participation</p> <p>F. Develop a JEDI committee on the Board, and develop a formal “Statement of Intention/Values,” along with a plan to implement it</p>
7	<b>Continue our dedication to proactive policy initiatives that protect and restore New Mexico’s waters</b>	<p>A. Productively engage with policy makers, including the governor’s office, the legislature, and our congressional delegation</p> <p>B. Ensure that awareness of justice, equity, diversity, and inclusion dynamics are incorporated into policy advocacy to ensure that water policy at local, state and federal level is just and equitable</p> <p>C. Continue our engagement with other conservation organizations to develop good policy</p> <p>D. Engage with all levels of management at agencies that affect the work we do, particularly NMED, EMNRD, and USEPA</p>



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7	Continue our dedication to proactive policy initiatives that protect and restore New Mexico's waters	E. Continue our engagement with applicable decision makers who make decisions on our issues, notably the Water Quality Control Commission, the mining Commission, the Interstate Stream Commission, and state legislators and advocate for good appointments to these commissions
8	Implement high priority projects to promote watershed health	A. Strategically choose projects that leverage our strengths for high impact results B. Geographical diversity across the state should be a goal when selecting new projects C. Prioritize collaborative projects to sustain long term relationships
9	Continue our work to hold polluters accountable, which is a recognized strength of the organization	A. Maintain good working relationships with public interest law firms who are interested in our issues, including New Mexico Environmental Law Center, Western Environmental Law Center, and Earth Justice B. Critically evaluate the performance of agencies charged with protecting our waters, push them to do their jobs, and even take legal action against them as necessary C. Put particular focus on communities that are targeted by polluters (extractive industries, etc.)
10	Work to protect and enhance the image and public esteem of Amigos Bravos	Staff and Board shall work to ensure that the image and public esteem of Amigos Bravos is protected and enhanced by ensuring that all interactions with the public, regulators, policy makers, supporters, partner organizations, and each other are respectful, based on sound science and policy, and consider the importance of justice, equity, diversity and inclusion in our work.



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