

JUSTICE EQUITY DIVERSITY AND INCLUSION

December 2022

ACCOUNTABILITY AND PROGRESS REPORT



BLAKE MCCORD



GRAND CANYON
TRUST

Table of Contents

- 2** Introduction and welcome
- 3** Executive note
- 4** Diversity, Equity, and Inclusion Statement
- 5** Our JEDI journey
- 7** Timeline of JEDI work at the Grand Canyon Trust
- 8** JEDI plan progress summary and assessment
- 17** Conclusion

Introduction and welcome

Welcome to the Grand Canyon Trust’s first Justice, Equity, Diversity, and Inclusion (JEDI) Plan Accountability and Progress Report. Thank you for taking time to engage with our work and read about our journey to infuse and strengthen justice, equity, diversity, and inclusion within our organization at all levels.

In this report you will find a timeline describing our justice, equity, diversity, and inclusion journey, our diversity, equity, and inclusion statement, and a goal-by-goal look at progress on our first justice, equity, diversity, and inclusion plan over the past three years. Our intention is to be transparent about our work, missteps, barriers, and successes in an effort to make JEDI work more accessible to the broader conservation and nonprofit fields.

Prioritizing justice, equity, diversity, and inclusion has meant slowing down and looking at our systems, culture, relationships, and community in new ways. It has meant acknowledging harm, both past and present, and thinking creatively about how to do things differently, toward a more just and equitable future, both within the organization and with external partners and supporters. We hope to contribute to positive change, centered in equity, in the conservation field and on the Colorado Plateau.

Executive note

Justice, equity, diversity, and inclusion are cornerstones of the Grand Canyon Trust’s commitment to growth and evolution as an organization. We are committed to JEDI because an undeniable moral and ethical imperative underlies our work to disrupt systems of oppression—the impacts of which have been felt by people and lands across the Colorado Plateau and the United States for centuries, and to the present day. We are also committed because a strategic imperative is obvious to us. If we are to pursue our mission, we should not and cannot do so without the support and leadership of many communities diverse in identity, interest, and worldview.

Our commitment to justice, equity, diversity, and inclusion is one that must and does manifest in our work beyond the walls of the Grand Canyon Trust offices, and it is incredibly important as a lodestar for how we manage ourselves within those same walls. We have redoubled and created new commitments to do better and be better over the last several years. This work must be something entirely more than words and sentiment alone. We have done our absolute best to frame our commitments within our Justice, Equity, Diversity, and Inclusion Plan as discrete, measurable, and transparent, such that we can hold ourselves accountable to change. We have allocated and will continue to allocate substantial staff, financial, and leadership resources to this work. Across the organization we have engaged in this work with a sense of pride for the progress we have made, and more importantly, humility for the work we have left to do.

Accountability is a core value of our organization. This accountability and progress report is one of several means by which we assume and convey our responsibility to this work, both internally, and publicly. For those who take the time to read through this report, we hope to hear from you with questions, suggestions, or provocations that will help us continue to evolve our thoughts, commitments, and actions.

We remain committed to working day in and day out toward an organization, an approach to our work in community, and a future for the Colorado Plateau that are all equitable and just—and we very much look forward to working with those of you who are committed to and interested in contributing to that change in your spheres of influence. We are in this together.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Ethan Aumack', with a stylized, cursive style.

Ethan Aumack
Executive Director

Diversity, Equity, and Inclusion Statement

At the Grand Canyon Trust we are committed to honoring the inherent value of a diverse, equitable, and inclusive society and conservation movement. We envision a Grand Canyon and a Colorado Plateau where wildness, the diversity of native plants and animals, clean air, and flowing rivers abound; sovereign tribal nations thrive; a livable climate endures; and people passionately work together to safeguard the region they love for future generations. To realize our vision, we foster a workplace and conservation movement that are intentionally diverse, equitable, and inclusive. We can achieve outwardly only what we model within, and we recognize this evolution is an ongoing process.

What diversity, equity, and inclusion mean to us

We define diversity as psychological, physical, social, and cultural differences that occur among all individuals within the Trust's community, including, but not limited to, race, ethnicity, nationality, religion, socioeconomic status, education, marital status, language, age, gender, sexual orientation, mental ability, physical ability, and learning style. Our organization is one in which a variety of psychological, physical, social, and cultural characteristics exist and add value to our work.

We define equity as an approach based in fairness that aims to dismantle systems that privilege some groups and individuals and disadvantage others within the conservation movement based on their identity. Equity ensures equal opportunity to thrive in the workplace and participate in the conservation movement. We acknowledge that because of systems of oppression and privilege, individuals and groups have different access to resources. To achieve equity, we must balance that disparity, which may mean dividing and sharing resources unequally in order for each person or group to have access to the same opportunity.

We define inclusion as the act of creating a conservation movement in which any individual or group is welcomed, respected, and valued, while being supported in fully participating without barriers based on identity. The Trust's work environment embraces differences and offers respect in words and actions for all people.

Who we are

We recognize, support, and respect all identities. We welcome and respect the diversity of our staff, partners, volunteers, constituencies, and the communities in which we work. We are dedicated to ensuring that our commitment to inclusion and honoring our region's diversity is evident in our staff, board of trustees, organizational structure, policies, goals, and work plans. We know that without diverse perspectives, ways of knowing, and backgrounds, we cannot achieve our potential as an organization. We foster an organizational culture of openness, vulnerability, integrity, and dignity. We encourage and support our staff to courageously and respectfully engage in difficult conversations about diversity and identity and to uphold our mission and commitment to shared values.

Our work

The Trust is inclusive both internally and externally because we seek and honor diverse perspectives. We acknowledge, support, and advocate for the respect for, and rights of, all individuals and their communities. The Trust values cross-cultural collaboration to engage in sustainable processes toward change that address the needs of all affected communities. We work to make the conservation movement accessible to historically marginalized and oppressed communities and prioritize their input, history, and knowledge. Without insight from these perspectives, we will not achieve our goals.

Who we serve

The Trust seeks to respectfully and thoughtfully engage and support the communities in which we work. We recognize that the Colorado Plateau is Indigenous land and that the Western conservation movement has historically excluded voices of Indigenous peoples who have practiced land stewardship since time immemorial. For these reasons, it is essential that we support Indigenous leadership and uphold our responsibility to elevate Indigenous voices. The Trust seeks to respectfully and thoughtfully engage and support communities, both Indigenous and non-Indigenous, in the places we work, and we create opportunities for people of all backgrounds, abilities, identities, and ages to become involved in our work. We listen to and incorporate diverse perspectives to foster an equitable conservation movement and empowered public.

Our JEDI journey

Foundations of JEDI at the Grand Canyon Trust

While formal JEDI work started in 2018 at the Grand Canyon Trust, we have been working with tribal communities since the 1990s. The foundation of our JEDI work is based on our values and learned through our work, mistakes made, and relationships built with tribal communities. We support and follow the needs and priorities of Native peoples of the Colorado Plateau and, as a predominantly white-led organization, we are constantly learning.

Since fall 2018, we have been on an evolving journey toward a more just and equitable organization, Colorado Plateau, and conservation movement. We have started internally with our policies, systems, staff education and training, and internal and external relationship building.

1,680 HOURS of staff time devoted to JEDI education

Over the past three years we have held three all-staff trainings related to justice, equity, diversity, and inclusion with each of our approximately 40 staff members devoting 42 total hours of their time. This is approximately 1,680 hours of overall staff time given toward JEDI education.

3,900 HOURS of staff time devoted to implicit bias and equal opportunity training

Each hiring committee attends an implicit bias and equal employment opportunity training. Over the past three years and on average, we have dedicated 65 hours and trained and retrained 60 staff members on implicit bias and equal employment opportunity, totaling 3,900 hours of overall staff time.

\$65,000 BUDGET devoted to JEDI work

We have a dedicated budget for justice, equity, diversity, and inclusion work. Not including staff salaries, we have put approximately \$65,000 toward this work so far.

2,000 HOURS of staff time devoted to JEDI committee work

Overall, 18 staff members have participated in our staff Justice, Equity, Diversity, and Inclusion Committee, committing approximately 2,000 hours total to the committee over the past four years.

It takes all of us...

To infuse our entire organization with JEDI takes all of us; individuals contribute to the collective vision. We do this at every level of our organization, from providing education and training on JEDI topics for our staff, to developing policies and procedures, and creating workflows that allow for each of us to consider how to use a JEDI lens and build a culture where JEDI is a central consideration.

Each of our program teams includes JEDI-centered actions in their work plan each year, using strategies that are centered in JEDI to accomplish our long-term goals and mission. We have a staff JEDI committee consisting of 10-12 staff members at one time. The committee meets regularly and advises and collaborates on JEDI work with our JEDI manager throughout the year. The JEDI manager position was formalized in fall 2018 to facilitate and envision JEDI work at the organization. As we work to infuse our organization with JEDI, we recognize that this effort takes all of us; our staff are a huge part of making this work possible.

All of these actions have enabled us to explore, learn, advance, and accomplish the goals in our JEDI plan. While we have more work ahead of us and more learning to do, we are proud of the progress we have made. We look forward to continuing the journey and the work.

Timeline of JEDI work at the Grand Canyon Trust

October 2018

First diversity, equity, and inclusion (DEI) training led by the Center for Diversity and the Environment.

January 2019

Staff Diversity, Equity, and Inclusion Committee forms and begins to meet.

February 2019

First DEI Statement published on the Trust's website.

May and June 2019

Conflict-resolution policy is rewritten based on staff needs and using a JEDI lens.

June 2019

Three staff members are nominated as staff mediators to support staff in having difficult conversations and working through conflict.

September 2019

Justice is added as an important focus of our DEI work, moving us from DEI to JEDI.

September 2019

We hire a temporary JEDI manager who facilitates a process to write our first JEDI plan. The manager leads a nine-month collaborative process developing the plan with the committee.

January 2020

All staff attend a conflict styles and conflict-management training led by Pari Karim of the Center for Conflict Resolution.

January 2020

Three staff members attend a 40-hour training in Chicago with the Center for Conflict Resolution.

February 2020

COVID closes the office and JEDI work is adjusted for remote work.

April 2020

JEDI manager becomes a permanent position.

May 2020

JEDI plan is finalized and published on our website. Work around our nine JEDI goals begins.

June 2020

Mediation team launches the Mediation Program and begins supporting staff through conflict and difficult conversations.

May 2021

Interim director of human resources (HR) is hired and supports JEDI work and the infusion of JEDI into HR and people and culture work using a perspective based in equity.

February 2022

All staff attend a microaggressions and interrupting harmful behavior training led by Emily Ambrose and Omar Eli Martinez Lezama from Engage Coaching and Consulting.

March 2022

Launch of an inclusion and belonging survey project of all staff supported and led by a subgroup of the staff JEDI committee and Olivia Roanhorse and Casey Kee Long from Roanhorse Consulting LLC.

October 2022

First JEDI plan is assessed using the inclusion and belonging survey and other feedback.

October 2022

First director of people and organizational culture is hired.

November 2022

Culture and belonging survey is completed. Results and findings are analyzed and shared with staff. A small team begins to craft strategies for action in response to the results.

December 2022

Anti-harassment and anti-discrimination policy is updated to include microaggression and tokenization.

JEDI plan progress summary and assessment

Below you will find a goal-by-goal assessment of our JEDI plan. Our plan is structured using four categories of work: (1) individual, (2) programmatic, (3) internal and institutional, (4) external. While work within all four levels is happening simultaneously, each level supports the next as our JEDI plan builds on itself. Progress is categorized into three main categories.



an initiative we have made very little progress on



an area where we have started work and have ongoing work to do or room for continued growth



work that is complete, near completion, or sustainably implemented across the organization

Individual

The individual level expresses the JEDI work our staff have engaged in on an individual level, based on each staff person's interests in and opportunities related to continuing justice, equity, diversity, and inclusion education.

GOAL 1: Provide continual learning opportunities in justice, equity, diversity, and inclusion.

1. Provide resources to staff including educational materials and individual and organization-wide training.

In early 2020 Pari Karim from the Center for Conflict Resolution led a two-day conflict-management training for all Grand Canyon Trust staff. This resulted in more proactive and communicative approaches to conflict using skills and tools explored in the training. In early 2022 all staff engaged in a two-day microaggression and interrupting harmful behavior training led by Emily Ambrose and Omar Eli Martinez Lezama from Engage Coaching and Consulting resulting in increased awareness of our multicultural backgrounds and experiences within the organization and the inclusion of microaggressions in our anti-harassment and anti-discrimination policy.

Resources are available to all staff in a shared folder from every all-staff training. Additionally, all staff are encouraged to contribute to the resources folder. The documents are collaborative and fluid, and consistently updated. Within the resource folder, a document with JEDI-specific professional development opportunities is available for staff to utilize. Some staff have chosen to use their professional development time and funds to focus on JEDI.

2. Support staff in developing at least one JEDI objective in their work plans each year.

All staff are incorporating JEDI into their individual work objectives. Each program's work plan now includes JEDI-specific activities for most, if not all, major strategies. This is an ongoing process and will continue to take some fine-tuning. This approach has allowed staff and programs to start from where they are and strengthen their JEDI work accordingly.

Programmatic: The programmatic level of the JEDI plan commits all of our program teams to thinking critically about how they can engage in practices that enact justice, equity, diversity, and inclusion in striving toward our long-term goals.

GOAL 2: Integrate JEDI into all program work.

1. Ensure that at least one strategy relating to JEDI exists for each long-term goal and in associated work plans.

We have not yet incorporated a major JEDI strategy for each long-term goal in the strategic plan. We have instead asked all programs to incorporate activities within their work plans that use a JEDI lens or framework. We have decided to incorporate more JEDI major strategies at the next strategic planning period along with a JEDI strategic goal.

2. Create JEDI evaluation criteria for assessing new initiatives and institutionalize their ongoing application.

Evaluation criteria were created and added to a project-planning criteria document that previously existed at the Trust. The document was distributed to staff in 2020. We have learned that this document is largely underutilized and that we need to continue to adapt our approach to ensure an equity lens is being used in decision-making. Additionally, an equity lens framework was sent to all staff to use during work planning in mid-November 2021. Some programs chose to use it, while others did not. We believe we can develop this strategy and make it more accessible and central to our decision-making processes within the organization.

Internal and institutional: The internal and institutional level commits the Trust as an organization to creating and maintaining structures that support a sense of belonging, value, and collective ownership of success.

GOAL 3: Support organizational development in cultural sensitivity to facilitate respectful advocacy for Indigenous lands and the rights of Indigenous peoples.

1. Facilitate a cross-program conversation annually to support a common understanding of our values and motivations for engaging with Indigenous communities.
 - a. Assess the history of our relationships with Native communities and identify opportunities to repair broken trust and strengthen genuine long-term partnerships.

In early 2021 we began exploring this goal. Several staff committees and groups gave feedback around their needs and interests related to cultural awareness both within the organization and externally with communities and partners. We landed on designing a four-part cultural competency training series consisting of 1) a microaggression and interrupting harmful behavior training led by trainers from Engage Coaching and Consulting 2) cultural competency, building shared understanding, and exploring tribal history on the Colorado Plateau training 3) field tours in smaller staff groups to help staff better understand the lands and peoples we work with and 4) a session to plan how to incorporate perspectives gained through the series into our work and theory of change.

Planning for the cultural competency training series has been long, collaborative, and intentional. As of February 2022, we have completed the first part of the four-part series. Challenges of this project have included matching the diversity of staff needs and experiences with training and resources available to us, and finding or creating resources that meet the needs of our largely white-identifying staff, while centering the communities most impacted by inequity.

- b.** Provide opportunities for staff to attend Indigenous community events.

Due to the pandemic, we made a decision as an organization not to pursue this goal in order to avoid spreading COVID-19, especially in Native communities. Moving into the future, we plan to keep an updated calendar of events in tribal communities that staff would be welcome to attend. Our intention is to support our staff by providing a foundation through our cultural competency training as they attend events.

- 2.** Examine internal policies and systems annually to ensure they support Indigenous staff and respectfully engage Indigenous communities.

All policies and procedures outlined in the employee handbook have been updated to include a perspective based in equity and inclusive of cultural needs of our staff. While there is always more work to do, we have made great progress. Since 2020 we have updated our bereavement policy to be five work days and expanded the definition of “family” to include chosen family, implemented a parental leave policy inclusive of single parents and non-birthing parents, made all holidays flexible so staff may choose when to use their holiday paid time off, and expanded our anti-harassment and anti-discrimination policy to include microaggression and tokenization. This work was led by Interim Director of HR Skye Mercer and JEDI Manager Chelsea Griffin, and supported by Executive Director Ethan Aumack, and many additional staff across the organization.

GOAL 4: Attract and hire a diverse staff that is receptive to JEDI values.

- 1.** Develop equitable hiring protocols that are consistently implemented in all staff, internship, and fellowship hiring processes.
 - a.** Proactively seek a diverse applicant pool.

Our JEDI manager conducted an audit of the hiring process in 2020. Partnering with hiring managers and the administration team, we have invested far greater resources in our recruitment than ever before. Examples include: posting jobs to a larger variety of job boards geared toward recruiting people from historically oppressed identity groups, hiring recruiters and consultants to support our hiring process, and hiring a contractor to act as our interim director of HR. While we still have a long way to go in diversifying our applicant pools, we are starting to invest tangible resources into this area of hiring. We have seen an increase in racial diversity in our applicant pools over the years. In winter 2022, we will begin onboarding our director of people and organizational culture who will support our hiring and recruitment processes centered in JEDI.

All staff who participate in hiring committees attend an equal employment opportunity and implicit bias training session; these sessions have been led by the JEDI manager and interim director of HR. To date, approximately 60 staff have attended the training over the past three years. Staff are asked to attend on a yearly basis and before sitting on a hiring committee.

b. Define clear salary ranges and promotional pathways during hiring processes.

Clear salary ranges are now listed on every job posting. Salary expectations are discussed with candidates during interview screenings, with the interim director of HR in the past and with the director of people and organizational culture moving forward. We have also implemented benefit transparency for all job postings as well as internally with our current staff to clearly state our benefits packages. We have added a pay policy to our employee handbook that highlights our pay philosophy and links to our pay scales, ultimately increasing pay transparency within the organization overall. This has, in turn, influenced decision-making around benefits as we center trying to meet the needs of our staff to the best of our ability.

GOAL 5: Strengthen and support organizational systems to foster an organizational culture based in JEDI.

1. Implement clear and consistent onboarding practices for new hires with integrated JEDI values.

Over the past two years we have outlined, streamlined, and applied clear and consistent onboarding practices for all new hires. During onboarding all new hires meet with a representative of each program and department. This supports a better understanding of each program's work, how programs and departments overlap, and how each individual staff member and their programs engage with JEDI work. We have additionally asked all staff to create a "personal work preferences profile" that is kept in a central folder in our cloud storage system for all staff to access. This profile provides insights into working style preferences and is used in program and project teams to strengthen working relationships and communication among teams. All new staff are introduced to this process during onboarding and are asked to fill out their own profile as well as read the profiles of those they work with. This resource is updated yearly by each staff member.

2. Assess and adjust existing employee policies (employee handbook sections 4, 5, and 6) to be inclusive of staff of all identities and backgrounds.

In late 2020 we hired Skye Mercer Consulting to support our organization in creating an HR audit and roadmap. Skye Mercer acted as our part-time and interim director of HR and in fall 2022 supported the Trust to hire a full-time director of people and organizational culture. As part of the work done with Skye, an entire employee handbook update was conducted. This was inclusive of a JEDI lens. All staff had the opportunity to offer feedback on the updated handbook, including all policies and procedures.

3. Ensure transparent, clear, and consistent professional growth opportunities for staff.

- a.** Discuss and identify employee professional goals and professional development pathways at annual performance reviews.
- b.** Allocate organizational resources for professional development for all employees.

As of spring 2020, all staff had gone through a three-hour professional development training with a long-time Grand Canyon Trust volunteer and supporter who offered his services pro bono. During the training, staff gained insights into how to plan for professional development in the long and short term, and how to take advantage of the resources available through the Trust to bolster professional

development. Each staff member has access to \$1,000 yearly for professional development opportunities. While not all staff utilize professional development opportunities, we have seen an increase in the number of staff who do on a yearly basis. Continued work to refine this process will occur over the next year. In fall 2022 we implemented a tuition assistance program accessible to staff who have worked at the Trust for one year or more to support staff who may want to attend a certificate, graduate, or training program. This is a voluntary benefit for all staff members who work 20 hours or more per week.

4. Assess and share patterns of salary equity across the organization on an annual basis, and remedy salary inequity.

In 2021 the executive director, Ethan Aumack, completed the first salary equity audit and report. At the time we had 36 full-time staff. All demographic information was collected by the executive director and based on assumption and not on individuals' personal identification. The report found that 22 percent of our staff identified as people of color and 61 percent of our staff identified as women. The report found that, overall, white staff made 13.7 percent higher salaries than staff who identified as people of color, and male-identifying staff made 13.7 percent higher salaries than female-identifying staff. Factors contributing to these unadjusted wage disparities were identified, as well as remedies to be implemented. These remedies included equity adjustments in salaries, and a monitoring system for tracking and responding to potential wage disparities over time. Disparities in wages were also partially accounted for by demographic imbalances in how position types are filled across the organization. We are committed to achieving as much balance as possible through our professional development, advancement, and hiring processes. Because of the intensive process of collecting this information, we have decided to do this assessment on a biennial basis moving forward. The next report will be released to staff in early 2023.

5. Assess conflict-management practices and resources annually; update as needed.

As part of our updated conflict-management policy, the Trust created a mediation team. The purpose of this team is to facilitate dialogue as a neutral third party, and mediate conflict between colleagues. In 2019, staff were asked to nominate other staff members to serve as staff mediators. In early 2020, three staff members began to serve as staff mediators after completing a 40-hour mediation training at the Center for Conflict Resolution. In 2022, the mediation team began to offer conflict coaching in addition to dialogue facilitation and mediation. The team is responsible for tracking internal themes and patterns of conflict across the organization and makes recommendations to leaders within the Trust on ways to address patterns that arise. The mediation team works closely with the director of people and organizational culture and the executive director. Mediation services are available to all staff to support the resolution of conflicts between staff, or to coach staff about how to address external and internal conflicts. As of 2022 approximately 25 percent of staff have utilized mediation, most of whom have been at manager or associate level positions.

6. Survey organizational culture and belonging to inform, at a minimum, every strategic planning process.

The culture and belonging survey project started in early 2021 and went into 2022. A small working group from our staff JEDI committee created a draft survey consisting of approximately 90 questions.

We then started working with Roanhorse Consulting LLC to ensure we centered our process in confidentiality as much as possible. In working with Olivia Roanhorse and Casey Kee Long from Roanhorse Consulting LLC, we identified the need for a deeper dive and relationship building with our staff in order to build the strongest baseline of information possible. We divided the project into four phases:

GROUNDING

In this phase a small team of Grand Canyon Trust staff worked with the team at Roanhorse Consulting LLC to share information about the Grand Canyon Trust that would be helpful in understanding the organization.

ADMINISTER THE ONLINE SURVEY

In April 2022 the online survey was sent out to staff after a staff presentation on the project. Thirty-five out of 47 staff took the survey. An executive report was compiled based on the data collected and shared with staff at a voluntary meeting in June 2022.

INDIVIDUAL INTERVIEWS WITH STAFF

In this phase, staff had the opportunity to voluntarily be interviewed by Olivia and Casey. We had 22 staff participate.

NEXT STEPS AND TURNING INFORMATION INTO GOALS AND ACTION

We shared back the findings and themes from the interview phase of the project with all staff at a staff meeting. Olivia and Casey presented an overview of next steps and recommendations for the organization and staff were asked to participate in breakout groups to offer reflections, questions, suggestions, etc. A version of the survey will occur on an annual basis, at minimum.

GOAL 6: Sustain support from our board of trustees and reinforce our JEDI work.

1. Diversify our board of trustees through intentional outreach and recruitment.

Diversification of the board of trustees happens through the board's nominating committee and greater board. This group supports the need for diversification, has established further diversification of the board as an overarching goal, and is taking steps toward greater diversity through the nomination and selection process. The nominating committee considers diversity first in terms of race, ethnicity, and gender. Since 2020 the board has nominated and elected five new trustees; three of whom identify as people of color, and four who identify as female.

a. Support regular and ongoing communication and collaboration on JEDI work between staff and board JEDI committees.

Our work with our board JEDI committee has been inconsistent. The JEDI manager typically communicates and works with the board JEDI committee chair, Rebecca Tsosie. Moving forward we seek deeper and more regular collaboration with the board committee. Rebecca Tsosie has supported several major projects including the 2022 culture and belonging survey, cultural competency training, JEDI plan development, and dialogue between the board JEDI team and staff JEDI team.

External: The external level commits the Trust to enact justice, equity, diversity, and inclusion-focused social change on the Colorado Plateau and in the conservation movement through our outward-facing work.

GOAL 7: Contribute to inclusive engagement in the conservation movement, starting by building a diverse community of Grand Canyon Trust members and funders.

1. Assess membership survey findings to identify underrepresented regional populations in our membership base.

The Trust is a membership organization with approximately 3,300 individual, foundation, and corporate supporters. Annual membership fees begin at \$25 per year with the primary benefit of receiving three print publications and regular email communications each year. In order to better understand our existing donor base and determine how to build a broader base of supporters, in 2019 we conducted a membership survey. Findings indicated that the majority of our supporters identify as white and are between the ages of 40 and 60.

Our organization's communications team's efforts over the years yielded tens of thousands of contacts who were not financial contributors but had engaged with us in other ways like signing petitions, subscribing to e-news, action alerts, and hiking updates, or attending events. Together, our communications and development teams have implemented regular and robust outreach and communications strategies with most of these contacts to provide greater opportunities to contribute at any level, financial or otherwise. We recognize that the value of the Trust's supporters extends beyond financial contributions, and we work to offer opportunities to support the Trust's efforts both financially and through advocacy and volunteerism.

While work has been done to strengthen and broaden communication with current members and supporters, and expand communication with those who contribute to our community in other ways, work to identify underrepresented regional populations in our membership base is still in progress.

2. Develop and implement inclusive giving levels and reduce barriers to becoming a Grand Canyon Trust member.

In 2021, the development team recognized that the annual membership cost of \$50 created a significant barrier for many individuals to participate in our organization's mission and member benefits. In 2022, we lowered the cost of membership to \$25 to address this. We believe by lowering the membership cost, we are decreasing the barriers for participation in our community of engaged supporters. We continue to promote a low-dollar monthly giving program in order to be more inclusive of those who want to support our work at lower dollar amounts. We regularly communicate with most individuals who have engaged with us in some way, whether financially or otherwise. We believe this strategy will support us to make our work more accessible.

3. Use development publications and relationships with funders to communicate and build appreciation for the intersectionality of our conservation and environmental justice work.

The development team strives to accurately represent our work in all of their publications and regularly communicates with our members and supporters. A significant portion of their communication happens through written materials including letters, emails, case statements, proposals, and reports. These materials include perspectives that center our mission and justice work. In turn, Trust members and supporters have responded to the inclusion of equity and justice-centered work positively and recognize it as an ethos of the organization. As we continue on our organizational journey to center justice and equity, our externally facing publications will reflect this to our supporters.

4. Cultivate donors who would be amenable to supporting JEDI-related work.

Many of our supporters are first drawn to our work due to their love of the Grand Canyon. As we learn more about their interests and passions, they become donors and, more importantly, partners. As such, we grow strong, lasting, and meaningful relationships with these individuals that provide us with opportunities to share more deeply about all facets of our work across the Colorado Plateau, including our equity and justice-based work. As our partnerships grow, together we deepen our understanding of the nuances and complexities of the conservation movement. Some donors support our justice and equity work and contribute financially specifically because of it, others become donors because of our ecological and conservation work. We see opportunities to share the connections between equity and justice work, and ecological and conservation work with all our donors.

GOAL 8: Prioritize all forms of Indigenous leadership and elevate Indigenous voices.

The majority of the work in goal 8 is accomplished by our program teams. Some programs have been doing work related to JEDI for decades, others are starting to think about ways to more intentionally incorporate a JEDI perspective into their work. The JEDI manager has spent significant time in 2021 meeting with program staff to support external work via coaching, brainstorming, and being a partner-in-thought with program staff. We have additionally created resources, planned trainings, and held focus groups to ensure we are supporting this goal based on the needs of Indigenous staff and partners. While the implementation is largely in the hands of program staff, we are strengthening the culture, resources, and policies around this goal which will lead to long-term and durable change.

1. Include Indigenous perspectives in all conversations about public land use on the Colorado Plateau.

Many program staff regularly meet with tribal partners to ensure our support as a non-Native led organization is in alignment with the needs and interests of the tribal partners we work with. Indigenous perspectives are regularly uplifted in conversations about public land use and our program staff include Native partners at every opportunity by waiting to move forward on initiatives until tribal partners have decided upon their strategy and priorities.

- 2.** Prioritize Indigenous perspectives and knowledge in program work.
- a.** Support existing and developing Indigenous-led work that aligns with our mission and vision.

The Trust provides support to Native-led organizations where requested and appropriate. We view our role as listening to the needs and requests of tribal partners and providing support based on those needs. Our work to do this takes place across our programs and in partnership with Native-led organizations, groups, communities, and partners across the Colorado Plateau. We are advised by two Native-led advisory groups consisting of community members and partners. We respect and value our relationships with Native partners and know that our work on the Colorado Plateau must be led by those who experience the greatest impacts to their lands, cultures, and futures.

- b. Incorporate Indigenous perspectives by working with Indigenous consultants, partners, and contractors whenever possible.

Contractor, partner, and consultant selection is largely decided within our programs and departments. Many programs and departments have embraced this element of our JEDI work by being very intentional with their consultant, partner, and contractor recruitment to include prioritizing hiring consultants and contractors who have lived experience with frameworks rooted in Indigeneity. Ultimately, this strengthens our work and organizational culture, and supports our mission and vision.

- c. Ensure that Indigenous voices are in the room with policymakers at every opportunity.

The Trust works to impress upon policymakers the importance of working directly with Native leaders. We step back from discussions that should occur between decision-makers and Indigenous leaders, without our presence. We encourage other white-led nonprofits to consider their roles carefully and defer to tribal perspectives and timelines on issues and lands important to Indigenous cultures.

GOAL 9: Make our work accessible by strategically building relationships with a diversity of communities, organizations, and groups.

- 1. Identify communities that are underrepresented in our work and develop strategies for making our work accessible to and inclusive of those communities.

This goal has been difficult with COVID. Some networking has been possible through Zoom but we have made little progress on this goal. As the dynamics shift with COVID, we will reengage with this goal.

- 2. Form a JEDI cohort with representation from other committed organizations for active support, problem-solving, and networking in the JEDI field.

We have been working in a JEDI cohort around access to Grand Canyon and Colorado River recreation. The group is largely working to figure out how to implement JEDI within the organizations and companies they represent. The Trust seems to be further along in our JEDI work and our role in this cohort has been mostly advising and supporting. We will reassess our participation in this space in 2023.

3. Include an honest, outward-facing educational component about environmental justice and the history of land and Indigenous peoples on the Colorado Plateau in our communications and outreach.

Our communications team works to honor the stories and experiences of the peoples and landscapes of the Colorado Plateau. Their practices are based in equity and empowering voices that are not typically represented in the media, such as Native voices. In 2020 and 2021 the team worked with Native authors, advocates, elders, and cultural leaders to publish blog, Advocate, and multimedia stories about representation and environmental justice, and integrated environmental justice issues and historical context into content across Trust communications platforms, ultimately furthering our efforts to offer educational opportunities about the history of the land and Indigenous peoples of the Colorado Plateau. We have more work to do here and are operating from a strong base.

Conclusion

At the Grand Canyon Trust we see justice, equity, diversity, and inclusion as values inseparable from our mission to safeguard the wonders of the Colorado Plateau while supporting the rights of its Native peoples, both internally and externally. As we reflect on the work we have done so far in our first justice, equity, diversity, and inclusion plan, we feel a sense of gratitude to our staff and partners, especially those who hold disenfranchised identities, who have contributed to this ongoing work and helped define our vision, growth, and how we measure success. Moving into 2023, we are engaging in the next iteration of this work with curiosity, excitement, and humility.

We will continue to be transparent and honest about our justice, equity, diversity, and inclusion work. We cannot do it alone, and we hope you, our community, will be a part of our journey toward being an organization centered in equity and justice. We invite you to reach out to info@grandcanyontrust.org with any feedback, questions, or for dialogue about our justice, equity, diversity, and inclusion work. We hope this report has been useful and that it may support others who are engaging in JEDI work. Thank you for your continued support and engagement.