



GREATER FARALLONES ASSOCIATION

Strategic Plan for Justice, Equity, Diversity, and Inclusion

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Introduction

When embarking on our work to advance social justice, equity, diversity, and inclusion (JEDI) at GFA, we realized the best way to support JEDI in the communities we seek to engage is to boost JEDI in our own organization.

GFA's commitment to viewing all its work through a JEDI lens began in 2020, with office-wide conversations on racial justice spurred by the murder of George Floyd, the Black Lives Matter Movement, and COVID-19-fueled racism and violence against Asian Americans. This conversation bloomed into several actions: (1) the formation of a JEDI Team and (2) an internal assessment of our joint workplace culture with the Greater Farallones National Marine Sanctuary, that resulted in the [2021 Justice Outside Findings and Recommendations Report](#). GFA is committed to expanding its initial work so that JEDI becomes a part of every program, every goal, the entire mission, staff, and leadership—so that we *always* include JEDI principles in thinking, planning, and actions.

In response to recommendations from the Justice Outside report, GFA made several changes to increase JEDI internally. GFA held several trainings focused on addressing bias; formed a staff-led BIPOC affinity group space; implemented a recruitment, hiring, and interview process that centers equity; and successfully increased racial diversity among our staff. In addition, as GFA has been developing this JEDI Strategic Plan (also referred to as JEDI Plan), we initiated two goals—Formalize the JEDI Team and Solicit and Incorporate Feedback from Staff—to immediately address requests from GFA employees.

Through our JEDI Plan, we aim to ensure that GFA's internal and external goals and growth priorities reflect the communities we serve. We will begin tackling the following areas over the next three years:

- Infrastructure, tools, and initiatives needed to build a strong foundation for GFA to continuously advance JEDI.
- Support systems, guidelines, and training to better support staff, particularly BIPOC staff.
- Transparency, communication, and work guidelines to ensure an inclusive joint workplace and strengthen collaborations with our federal counterparts.
- Equity, accessibility, inclusion, and social justice in our relationships with our broader community and in our programs to the public.

As GFA embarks on this work, we acknowledge challenges to JEDI in our field and broadly in this country. The actions of federal, state, and local governments have supported systemic inequities excluding communities of color, Indigenous communities, and queer and disabled communities from: fair education, employment, and housing; opportunities to build home equity and financial security; and safe access to coastal and outdoor public spaces. Our country also has a long history of violent suppression of cultural identity. As a whole organization, we recognize our unintentional contribution to these inequities with our inaction, and that our path forward to counter a history of discrimination in our field will not be easy. In doing so, we recognize that protecting the marine environment for the

future means we need to engage all communities and decision makers of the future, to address the gap in reaching historically and currently underserved people. As with climate change, to reverse social injustice we must incorporate it into everything we do, so that everyone will benefit, even far into the future.

In supporting GFA staff and programs, this plan also considers how to continually improve GFA's close working relationship with the National Oceanic and Atmospheric Administration's (NOAA) Office of National Marine Sanctuaries and our joint workplace and programming partnership with the Greater Farallones and Cordell Bank National Marine Sanctuaries (GFNMS and CBNMS). We acknowledge that GFA does not have the authority to direct any governmental decisions or personnel actions regarding federal staff. This plan suggests ways that we can communicate our organizations' JEDI efforts and describe how we can together develop a thriving joint workplace. The plan aims to strengthen the relationship between the two entities, develop sustainable structures such as communication nodes and policy, and goals to center JEDI in our work together.

Finally, we acknowledge that the plan strongly focuses on support for BIPOC staff, due to (1) racial justice being the impetus for developing JEDI efforts at GFA and (2) GFA staff stating its urgency. We hope future iterations of this plan will incorporate the specific needs of other historically excluded groups including queer and disabled communities.

Our strategic plan is a living document and guideline for where we wish to grow. We hope you will join us in our path forward to put this plan into action.

Signed,

The JEDI Team (Gina, Jean, Monika, Tishma, and Wendy)

The image shows five handwritten signatures in black ink. From left to right: Gina Contalvo, Jean (initials), Monika (initials), Tishma Patel, and Wendy Kordesch. The signatures are written in a cursive, flowing style.

Definitions

- BIPOC: Black, Indigenous, People of Color.
- Diversity: representation with respect to race or ethnicity, nationality or immigration status, gender identity, sexual orientation, socioeconomic background, education, family context, religion, political affiliation, spiritual belief, age, physical and mental ability, health, pregnancy and parenthood status, cultural expression, etc.
- Equity: fair or just access, opportunity, and advancement taking into consideration individual differences in access, opportunity and advancement due to systemic inequities.
- Ethnicity: a social construct linked to cultural expression and identification.
- Inclusion: how different people feel within an organizational context which may include whether they feel their voices are heard, their value is recognized, and a sense of belonging.
- JEDI: Justice, Equity, Diversity, and Inclusion
- Justice: the concept of fairness. In this case, 'justice' represents the term 'social justice' which looks at fairness as it occurs in society such as fairness in healthcare, employment, housing, etc. Examining issues with a social justice lens means asking if human rights, access, participation, and outcomes are impacted by current or past discrimination.
- Privilege: Privilege operates on personal, interpersonal, cultural, and institutional levels and gives advantages, favors and benefits to members of dominant groups at the expense of members of targeted groups.
- Psychological safety: In this context, it asks how individuals feel included and valued in their teams. A psychologically safe team member will feel: accepted and like they belong; safe asking questions and making mistakes; safe making meaningful contributions; safe speaking up if there is an opportunity to change or improve things.
- Race: a social construct grouping individuals typically by shared physical characteristics and phenotypic expression.
- Social justice: In terms of the distribution of wealth, opportunities, and privileges within a society.
- Tokenism: the practice of making only a symbolic effort to do a particular thing (such as hiring a person who belongs to a marginalized group) in order to give the appearance of equality in a workplace.
- White supremacy: A historically-based, institutionally-perpetuated system of exploitation and oppression of continents, nations, and people of color by white people and nations of the European continent for the purpose of maintaining and defending a system of wealth, power, and privilege.

How the Plan was Developed

GFA initially explored JEDI when we worked with Justice Outside for a comprehensive assessment of the GFA-GFNMS/CBNMS joint workplace in 2020 that consisted of an online survey (44 total participants from GFA and GFNMS/CBNMS including some volunteers), six focus groups (24 total participants), and a document review (7 internal and external documents). One of their recommendations was to undertake concerted action to initiate and sustain action on JEDI.

The Unconscious Bias Project (UBP), a fiscally sponsored project of Social Good Fund 501c3 nonprofit, supported the organization, development, and management of GFA-specific JEDI Strategic Plan. UBP has also supported GFA through workshops for all employees to create a framework from which to act. UBP is based in the Bay Area, CA with a mission to empower leaders to impact their organizations with inclusive programs that foster diversity.

This plan is informed by the extensive feedback received throughout the strategic planning process, which consisted of GFA staff surveys (28 total survey responses), three focus groups (15 total participants), and one town hall (11 participants plus the JEDI Team). All feedback was examined by the JEDI Team and incorporated into the plan or noted as a future action item. UBP provided guidance and a structure to follow throughout the process.

The plan represents the aspects of JEDI that are urgent and actionable in the coming three years. This draft includes a manageable timeline, metrics, and reflects difficult decisions that we made to prioritize the most urgent goals. Other goals shared through feedback from staff that are not included in this plan are topics we expect to revisit and prioritize once we have completed the three years encompassed in this plan.

It is our hope that the JEDI Strategic Plan will serve as a compass and guiding document that lives, breathes, and evolves with GFA and our community's needs over the years.

We are grateful to the teams that dedicated themselves to this work:

GFA Team

- **Jean Alupay**, Education Program Manager
- **Gina Contolini**, Kelp Restoration Specialist
- **Wendy Kordesch**, Geological Oceanographer
- **Monika Krach**, Deputy Director
- **Tishma Patel**, GFNMS and CBNMS Sanctuary Advisory Council Coordinator

Unconscious Bias Project Team

- **Linnet Mera, PhD**, Co-Executive Director
- **Alexis Krohn**, Co-Executive Director

If you have any questions about the JEDI Strategic Plan, wish to receive an accessible version, or want to learn how it may impact you, please contact us at jedi@farallones.org.

How We Will Utilize the JEDI Strategic Plan

While ambitious and comprehensive, the plan is meant to be a dynamic document that will undergo revision on an annual basis and spur additional planning as led by GFA's **JEDI Team** to best serve the needs of all stakeholders and those impacted by the plan.

The **JEDI Strategic Plan Coordinator** (or Plan Coordinator, whose role will be filled by the GFA Administrative Coordinator) will coordinate the overall implementation, communicate progress and mark successes to the JEDI Team/all staff, manage the JEDI direct expense budget, organize/update JEDI files on the GFA Shared Drive, and help tackle issues as they arise.

Each goal will have a **Goal Implementation Lead**. The leads will be joined by 2-6 team members, and together, decide on implementation activities, milestones, and roles and responsibilities. Each Goal Implementation Lead will coordinate the implementation of a specific goal, track its progress, and communicate with the Plan Coordinator.

We envision that the Plan Coordinator will have monthly check-ins with Goal Implementation Leads, and quarterly check-ins with leadership and managers to make sure goal leads and team members have time to work on these goals and the resources needed. Quarterly check-ins (and additional communications as needed) with leadership should include emerging concerns of any kind, additional unbudgeted resource needs, or needs to clarify processes. The Plan Coordinator will also share regular (e.g. quarterly) summaries of the plan's implementation to keep all GFA staff up-to-date on the progress of the plan's implementation.

Informed extensively by the feedback from GFA staff, the process for selecting Goal Leads will be coordinated by the JEDI team and the Executive Director with a final decision from the candidate Goal Lead. The JEDI Team and ED will choose a goal lead based on the staff member's interest, availability (all goal leaders need approval from their supervisor), skills/experience, and the position's suitability for the goal. In certain cases, the ED may decide that a goal should be built into a staff member's workplans, and in those cases, that staff member will be the Goal Implementation Lead.

GFA staff will have the opportunity to express an interest in being a Goal Implementation Lead or team member via an electronic questionnaire. Goal Implementation Leads will be selected 3-6 months in advance of a goal's start date.

Each Goal Implementation Team will begin with a Kick-Off Meeting in which the team will build off the suggested implementation steps in the Strategic Plan, develop a detailed implementation plan, and review the written plan with the JEDI Team. Upon completion, the Goal Implementation Team will present final products and results to the JEDI Team as well as all staff. To achieve the goals of the plan, staff will work with their supervisors to create a feasible work plan so as to avoid task overloading and burnout. Using our Annual JEDI survey, we will track the following metrics during and after goal completion:

- Do you feel you have enough time to work on this part of the JEDI plan?
- Were you able to voice your opinion throughout the process?
- If you did voice a problem or idea, was it heard?

This process will be reviewed and revised annually.

Goal #1: Formalize JEDI Team

Desired Impact	GFA will continuously advance justice, equity, diversity, and inclusion (JEDI) in our organization, achieved by formalizing a group dedicated to JEDI initiatives.
Lead	JEDI Team
Timeline	Oct 2023–Mar 2024 (Year 1; 6 months)
Implementation	<ol style="list-style-type: none">1. Develop a JEDI Team Charter outlining roles, goals, member terms, and meeting frequency.2. Get review and buy-in from Executive Director.3. Share the charter with staff.4. Review and revise (if needed) the charter once a year.
Metrics of Success	<ol style="list-style-type: none">1. Six months after development, all JEDI Team members agree that the charter is effective and useful.2. In the Annual JEDI Survey, at least 50% of GFA staff indicate they understand the JEDI Team and its charter.3. In the Annual JEDI Survey, at least 50% of GFA staff indicate they feel the JEDI Team is valuable.

By formalizing the JEDI Team with a charter, GFA's JEDI Team will have defined goals, objectives, and basic purpose, a shared understanding of goals, objectives, and resourcing requirements, and a structure of an official group dedicated to addressing the JEDI needs of GFA. This goal addresses the need for transparency around GFA JEDI efforts and a group to receive and process feedback from staff throughout the year (see Goal #3: Solicit and Incorporate Feedback from Staff). This goal was deemed medium impact and low effort with no costs to GFA beyond staff time.

Goal #2: Form Affinity Groups

Desired Impact	GFA will have safe spaces where staff can learn and grow while feeling valued, included, and empowered to succeed, achieved by formalizing affinity groups, clearly communicating the benefits of them, and incorporating them as a formal part of GFA.
Lead	TBD
Timeline	Jan–Jun 2024 (Year 1; 6 months)
Implementation	<ol style="list-style-type: none">1. Develop a charter for existing BIPOC space, review with Executive Director, and share with all staff.2. Develop general guidance for developing and hosting Affinity Groups at GFA (i.e. other affinity groups staff would like to have and would be willing to lead, e.g. one named in the Justice Outside report is a space for non-BIPOC staff members to develop bias awareness and to learn and apply anti-racism skills e.g. “Allies for Racial Justice”. Another could be LGBTQ+, etc).3. Share guidance with staff. Send open invitations to all current staff.4. Add descriptions and invitations to the new staff onboarding process.
Metrics of Success	<ol style="list-style-type: none">1. Affinity Groups have regular meetings and active participation from staff measured by percent participation maintained at 40–60% from initial meetings.2. In the Annual JEDI Survey, at least 50% of participants state that the group provides support and contributes to them feeling valued and empowered to succeed at GFA.

GFA staff truly value the current BIPOC affinity space and want to make it an official group in the organization. This goal was deemed high impact and low effort with no cost beyond staff time (though one of the outcomes of this goal may be to request a budget for activities/trainings).

Goal #3: Solicit and Incorporate Feedback from Staff

Desired Impact	Staff will have the opportunity to raise concerns and provide input on JEDI topics, accomplished by dedicated feedback mechanisms, clear protocols, and consistent follow-up action.
Lead	JEDI Team
Timeline	Oct–Dec 2023 (Year 1; 3 months)
Implementation	<ol style="list-style-type: none">1. Create a JEDI Comment Box which staff can use anonymously if desired.2. Develop a process for the JEDI Team to field comments.3. Develop communication protocols (how/when to reach out, response times, how/when to share results).4. Set up a process to regularly promote its use among staff.5. Set up a process to share results, when appropriate.
Metrics of Success	<ol style="list-style-type: none">1. Staff utilize the Comment Box.2. Summarized comments from Comment Box shared at least quarterly with staff.3. In the Annual JEDI Survey, at least 50% of GFA staff indicate they are satisfied or very satisfied with the Comment Box.4. In the Annual JEDI Survey, all GFA staff that used the box report they feel their concerns were solicited, heard, and responded to.

GFA staff expressed a need to be able to share problems, concerns, and suggestions related to JEDI anonymously, as well as a process for the organization to receive them. This goal was deemed high impact and low effort with no cost beyond staff time.

Note: Policies and procedures in the employee handbook will have to be followed for reporting and to address concerns about behavior. If a complaint relates to a particular GFA or federal staff member's behavior or an incident, additional communication may be needed to prevent further harm.

Goal #4: Sustain JEDI Initiatives Through Annual Plans and Budget

Desired Impact	In order to sustain JEDI initiatives, GFA will include JEDI into annual program plans and incorporate staff time, consultants, and other needed financial resources for JEDI into the GFA annual operating budget.
Lead	Monika
Timeline	Jan–Jun 2025 (Year 2; 6 months)
Implementation	<ol style="list-style-type: none">1. Express long-term and annual JEDI goals through each program’s plans, as well as through a stand-alone GFA JEDI program.2. Incorporate into individual staff workplans and GFA’s annual operating budget sufficient staff time for participation in trainings and participation in JEDI implementation teams, as well as consultants and other financial resources3. Ensure that JEDI goals and budget needs are incorporated into grant proposals when appropriate.4. Work with the development team to apply to JEDI-specific grant opportunities when appropriate.
Metrics of Success	<ol style="list-style-type: none">1. JEDI initiatives are appropriately staffed and financially supported, determined by feedback from JEDI Implementation Goal Leads and Annual Survey.

We need to support JEDI work, and to do that, GFA needs to continue (and expand) building JEDI work into program plans and the annual operating budget. While unrestricted funds will support stand-alone JEDI initiatives, programmatic funding requests should incorporate JEDI support as appropriate. Funding requests require a strong case for support with metrics and evaluation, so to efficiently accomplish this goal, GFA should first complete Goal #6: Annual JEDI Survey and Goal #18: Define and Collect JEDI Metrics. This goal was deemed high impact and medium effort.

Most financial support for both staff time and consultants comes from unrestricted net assets and is likely to continue to be so. The decision to allocate resources, including staff time, to JEDI occurs during annual planning and budgeting. Implementation of this goal should include communication to staff around this process.

Goal #5: Offer Regular JEDI Training

Desired Impact	All staff will continue to learn about JEDI topics, accomplished by a regular schedule of trainings and workshops.
Lead	TBD
Timeline	Jul 2024–Jun 2025 (Years 1–2; 12 months)
Implementation	<ol style="list-style-type: none">1. Identify training needs for all GFA staff; GFA BIPOC staff; federal staff; and partner organizations; (analyze input from Annual JEDI Survey and anonymous Comment Box).2. Suggest training topics for federal and partner organizations to Executive Director.3. Research successful trainings, workshops and consultants, as well as seek feedback from staff on previous consultants.4. Solicit input from all staff and affinity groups on training/workshop topics.5. Develop a Scope of Work and solicit proposals; select consultants.6. Create a year-long schedule of quarterly trainings/workshops and consider staff schedules (e.g. field seasons).7. Encourage staff to attend.8. Solicit feedback after each training/workshop and evaluate the success.9. Solicit feedback from staff on overall satisfaction of trainings/workshops in the annual JEDI survey.10. Revise and develop next annual schedule of trainings (new and recurring).
Metrics of Success	<ol style="list-style-type: none">1. Trainings and workshops are scheduled quarterly.2. GFA participation rate is above 70%.3. In the post-workshop survey and Annual JEDI survey, at least 50% of staff indicate they are satisfied or very satisfied.4. Satisfaction from BIPOC staff is equal or higher than from non-BIPOC staff.

GFA staff want consistent opportunities for learning. GFA should first complete Goal #6: Annual JEDI Survey and use results to inform the trainings selected. This goal was deemed low impact and medium effort with costs beyond staff time, specifically consultants to lead trainings (estimated \$10,000 per year). Note: See Goal #9: Develop a Program to Support BIPOC Staff.

Goal #6: Develop GFA Annual JEDI Staff Survey

Desired Impact	GFA will track progress on JEDI at GFA, accomplished by developing an Annual JEDI Survey to track and share progress on our JEDI goals.
Lead	TBD
Timeline	Apr–Sep 2024 (Year 1; 6 months)
Implementation	<ol style="list-style-type: none">1. Research best practices and/or seek out a professional evaluator.2. Determine a system for collecting and sharing survey results, as well as tracking over time.3. Develop a JEDI survey (include metrics listed for strategic plan goals).4. Administer the JEDI survey annually.5. Summarize results, compile a report, and share with all staff.6. Create a protocol for incorporating feedback into a strategic plan revision utilizing the JEDI Team.
Metrics of Success	<ol style="list-style-type: none">1. Annual survey is completed by 60% or more of GFA staff.2. In the Annual JEDI survey, at least 50% of staff indicate they are satisfied or very satisfied with our JEDI goals and progress achieving them.3. In subsequent Annual JEDI Surveys, at least 50% of staff indicate they are satisfied or very satisfied with the transparency of the results from previous years.

GFA needs an efficient way to assess progress towards achieving JEDI goals as well as monitoring staffs' perspectives and needs related to JEDI. This goal was deemed high impact and medium effort. We expect the initial cost of developing this survey and compiling the first year of results will be \$2,000 for a professional evaluation.

Goal #7: Recognize JEDI Successes

Desired Impact	GFA staff and leaders will share successes and foster shared responsibility in JEDI work to recognize and motivate each other to continue efforts, accomplished by creating a regular recognition process.
Lead	TBD
Timeline	Apr–Sep 2026 (Year 3; 6 months)
Implementation	<ol style="list-style-type: none">1. Discuss successes that should be recognized.2. Create a template for a communication piece (a "success roundup") that the JEDI Team sends regularly (e.g. quarterly).3. Create a Recognition Guide and/or set of recognition norms that supervisors and staff can use to encourage monthly or quarterly recognition in a team setting or in their one-on-ones with staff. Create a process to share with all staff and solicit feedback.4. Create a process to specify big milestones to be shared in external communications.
Metrics of Success	<ol style="list-style-type: none">1. In the Annual JEDI Survey, at least 50% of GFA staff indicate they are satisfied or very satisfied with recognition in their evaluations of management performance.2. In the Annual JEDI Survey, at least 50% of GFA staff indicate they are satisfied or very satisfied with recognition of their JEDI work in the Annual JEDI Survey.

GFA needs an efficient way to assess our progress towards achieving JEDI goals as well as monitoring staffs' perspectives and needs related to JEDI. This goal was deemed low impact and low effort with no costs beyond staff time.

Goal #8: Finalize Field Safety Guidelines and Protocols

Desired Impact	GFA will develop procedures, strategies, and training to prevent and mitigate the impact of threats of physical and psychological harm while participating in field work (including science, restoration, and education activities).
Lead	TBD
Timeline	Apr 2024–Dec 2024 (Year 1; 9 months)
Implementation	<ol style="list-style-type: none">1. Survey all staff to identify field safety needs related to JEDI.2. Work with the concurrent Conservation Science Team GFA-GFCBNMS Field Safety team to ensure the development of the GFA JEDI-specific Safety Plan is complementary and compatible with the GFA-GFCBNMS Field Safety Plan.3. Develop a draft plan of JEDI field safety best practices.4. Review with Executive Director and with Risk Assessment consultants.5. Share with and solicit feedback from staff; conduct a survey to gauge satisfaction with the draft plan.6. Refine plan and develop detailed implementation plan based on feedback.7. Include questions on the JEDI Field Safety Plan in the Annual JEDI Survey to assess effectiveness/usefulness.8. Identify training needs and opportunities to help partners and colleagues build skills that will improve joint efforts in the literal field and the professional field.9. Incorporated into GFA policies, onboarding/orientation, and broader field safety/emergency response policies.
Metrics of Success	<ol style="list-style-type: none">1. In the Annual JEDI Survey, at least 50% of staff indicate they feel field safety initiatives are addressing issues and they find the plan effective and useful.2. Track number of field safety issues reported over time, and see a reduction in this number and/or reduction in rate per field project.

GFA staff have concerns about keeping staff—particularly BIPOC staff—safe in the field. An informal field safety team was formed in 2023, and staff are eager for a formal plan to be developed. Beyond field work at-sea or rural areas along the coast, the plan should also include best practices for safely doing any external field work, including: travel, external meetings with partners, visiting classrooms, meeting with volunteers or the public, and hosting or attending outreach events. This goal was deemed medium impact and low effort with no costs beyond staff time.

Goal #9: Develop a Plan to Support BIPOC Staff

Desired Impact	GFA will ensure BIPOC staff are supported, accomplished by developing a plan that fosters career advancement and professional development, and providing safe spaces for growth.
Lead	TBD
Timeline	Apr–Dec 2024 (Year 1; 9 months)
Implementation	<ol style="list-style-type: none">1. Research effective tools, training, existing research, and support systems that promote professional growth and retention for BIPOC professionals.2. Conduct a survey among BIPOC staff on specific barriers and needs and seek feedback on previous programs and consultants.3. Determine if consultants are needed and select consultants.4. Develop a dedicated plan with pathways for supporting BIPOC staff. Review plan with Executive Director.5. Solicit feedback from BIPOC staff on plan components.6. Allocate needed resources to proposed activities.7. Develop a description of the plan and a calendar of activities.8. Develop annual and multi-year objectives and budget for inclusion in annual plan and GFA annual budget.
Metrics of Success	<ol style="list-style-type: none">1. A plan exists with ongoing support systems that promote professional growth and retention for BIPOC professionals.2. In the Annual JEDI Survey, at least 50% of BIPOC staff express they are satisfied or very satisfied with BIPOC staff support.3. Retention rate of BIPOC staff is equal to or better than that of non-BIPOC staff.

GFA staff identified the need for support for BIPOC staff because marine conservation sciences have traditionally been, and remain, non-diverse work environments with many barriers to JEDI that disproportionately limit the success of BIPOC professionals, who come from under-represented, marginalized, historically excluded, and overburdened groups. This goal was deemed high impact and high effort with costs beyond staff time, including consultant and training costs. The success of this goal requires ongoing commitment from leadership and managers to prioritize making time for BIPOC staff to participate in the plan activities.

Goal #10 Strengthen Onboarding Experience for New Staff

Desired Impact	GFA will provide a support system for new staff that fosters belonging, inclusion, and equity to promote satisfaction and retention, accomplished by a JEDI-focused onboarding process and ongoing support services.
Lead	TBD
Timeline	July–Dec 2025 (Years 2–3; 6 months)
Implementation	<ol style="list-style-type: none">1. Assess staff onboarding process to understand effectiveness in integrating new hires into organizational culture.2. Create new onboarding processes with a JEDI lens.3. Research ways to foster early belonging and inclusion for BIPOC staff specifically through the onboarding process (e.g., working in white spaces, and other tailored support).4. Incorporate mentoring into supervisors' performance plans.5. Identify staff time requirements for both mentors and mentees and incorporate into both program plans and proposed annual budget.
Metrics of Success	<ol style="list-style-type: none">1. In the Annual JEDI Survey, at least 50% of staff express they are satisfied or very satisfied with the onboarding experience.2. In the Annual JEDI Survey, at least 50% of new staff express they are satisfied or very satisfied with the support they received.

New GFA employees need support as they navigate their jobs, especially now that GFA is a larger, more complex, and more diverse organization than it was only a few years ago. This goal was deemed medium impact and low effort with no costs beyond staff time.

Goal #11: Address White Supremacy Practices at GFA

Desired Impact	Develop and adopt norms and policies to counter and reduce the impacts of white supremacy culture affecting our joint workplace.
Lead	TBD
Timeline	Apr 2025–Mar 2026 (Year 2–3; 12 months)
Implementation	<ol style="list-style-type: none">1. Hire a consultant to guide and advise the implementation of this goal, including introductory training/learning on white supremacy so everyone can be able to identify practices/norms related to white supremacy and how they affect belonging, recognition, agency, and sustainability at work, especially for BIPOC staff.2. Utilize Annual JEDI Survey results to identify what GFA practices/norms are related to white supremacy.3. Solicit feedback from staff and help from a consultant to identify opportunities for meaningful change and specific measures to take to reduce harm on both the informal and formal aspects of GFA culture.4. Develop a policy/set of norms and/or group agreements and any identified ongoing activities from working with the consultant.5. Incorporate policies/norms/agreements into individual performance plans and employee handbook.6. Recommend training tailored to leaders, managers, and staff.7. Develop a specific set of survey questions to include in the Annual JEDI Survey to gauge a change in white supremacy practices at GFA.
Metrics of Success	<ol style="list-style-type: none">1. In the Annual JEDI Survey, at least 50% of staff express they have experienced improvement related to white supremacy practices.

GFA staff identified problematic white supremacy norms that the organization should aim to address. It will take time and dedication from all staff to adjust our work culture, but identifying and naming the norms borne from white supremacy is the first step. A shared understanding and adoption of anti-white supremacy norms and the shifting of structural and institutional practices will then be accomplished by a commitment to action by GFA and all staff. To help BIPOC staff feel psychologically safe during the implementation of this goal, Goal #9: Develop a Program to Support BIPOC Staff is a prerequisite. This goal was deemed high impact and high effort with costs beyond staff time, including consultant(s) and training(s).

Goal #12: Clarify GFA's HR Policies and Procedures

Desired Impact	GFA will improve equity with tools for understanding how to navigate situations at GFA, accomplished by educating staff on GFA's employee handbook and HR policies.
Lead	Mattson
Timeline	Oct 2024–Mar 2025 (Year 2; 6 months)
Implementation	<ol style="list-style-type: none">1. Use the Annual JEDI Survey to identify what HR policies need clarification.2. Host a workshop to present HR policies and procedures, including ongoing opportunities to provide feedback on policies and to identify gaps and needs.3. Incentivize staff to attend or have Executive Director make it mandatory.4. Solicit staff feedback on the employee handbook.5. Make a plan to host at least one workshop to present and discuss HR policies and procedures a year.
Metrics of Success	<ol style="list-style-type: none">1. In the Annual JEDI Survey, at least 50% of staff state they understand HR policies, know where they are located, and who to talk to with questions or issues.2. In the Annual JEDI Survey, at least 50% of staff state that the HR workshops are helpful.

Through the multiple rounds of feedback during the plan's development, we learned that staff aren't aware of GFA's HR policies including how to report situations and conflict resolution procedures. This goal was deemed low impact and low effort with no costs beyond staff time.

Goal #13: Build Relationships Across Programs

Desired Impact	GFA will foster cross-program collaboration and camaraderie across GFA, accomplished by creating designated space and time for connection for staff to engage with each other in social settings and outside their teams.
Lead	TBD
Timeline	Apr–Sep 2026 (Year 3; 6 months)
Implementation	<ol style="list-style-type: none">1. Solicit feedback and ideas from staff regarding cross-program collaboration and GFA social events.2. Develop a plan and/or calendar of events for GFA staff to socialize outside of their program team.3. Incentivize attendance and ensure that they occur at opportune times and at convenient locations.
Metrics of Success	<ol style="list-style-type: none">1. Greater than 40% of staff participate in events.2. In the Annual JEDI Survey, at least 50% of staff express they are satisfied or very satisfied with social events, and agree that these events help cross-program communication and relationship building.

Staff want to engage with people outside of their immediate teams, something that was difficult to do during COVID, and needs an active effort to restart. Implementation of this goal will not only have a positive impact on JEDI at GFA but also improve the organization's programs and products by enhanced collaboration. This goal was deemed medium impact and low effort with costs beyond staff time including materials for social events.

Goal #14: Develop Guidelines for a Safe and Inclusive Joint Workplace

Desired Impact	GFA and GFCBNMS will foster staff members' psychological safety and respect, achieved by articulating workplace behavior norms and expectations for communications, collaboration, and navigating conflict.
Lead	TBD
Timeline	Jul 2024–Mar 2025 (Years 1–2; 9 months)
Implementation	<ol style="list-style-type: none">1. Articulate what a psychologically safe joint workplace looks like (what will constitute success) and develop a proposed list of desired norms and unproductive behaviors to guide all staff in the joint workplace.2. Develop a clear process for bringing forward and responding to issues.3. Vet with JEDI team and share with Superintendent for input and clarifications.4. Share policies, norms, and agreements with both staffs5. Develop recommendations for and provide psychological safety training for GFA and federal staff.6. Develop a process and timeline for evaluation and iterative adjustments to the joint workplace agreements and GFA policies.
Metrics of Success	<ol style="list-style-type: none">1. In the Annual JEDI Survey, at least 50% of GFA staff report a substantial improvement in joint team psychological workplace safety and inclusion regarding interactions with federal staff.2. In the Annual JEDI Survey, at least 50% of staff express they are satisfied or very satisfied with the agreement and with related GFA policies.3. Federal staff express satisfaction with the agreement.

Many GFA staff brought up issues of psychological safety when working with partners. Addressing behavioral norms in joint GFNMS/CBNMS project teams will alleviate workplace stress and reduce the harm caused by microaggressions and other behaviors. This goal was deemed high impact and medium effort with no costs to GFA beyond staff time, except training costs. The success of this goal is dependent on the willingness of staff from both organizations to embrace the behavioral norms and the effort of both organizations' leadership to hold their joint team members accountable.

Note: Human resources and performance plans cannot be discussed between organizations.

Goal #15: Develop a GFA-GFNMS/CBNMS Relationship Chart

Desired Impact	GFA staff in joint teams experience less tension due to power dynamics and feel empowered to provide feedback, achieved by leadership clarifying the roles and responsibilities (including decision-making authority) of the two organizations' staff with a GFA-GFNMS/CBNMS Relationship Chart.
Lead	Deb
Timeline	Jan–Jun 2024 (Year 1; 6 months)
Implementation	<ol style="list-style-type: none">1. Deb and Maria complete the draft relationship chart with roles and responsibilities to document relationship parameters.2. Maria shares with her leadership team and Deb shares with Program Managers; then for discussion at Joint Project leadership team meeting.3. Share with all staff.
Metrics of Success	<ol style="list-style-type: none">1. In the Annual JEDI Survey, at least 50% of GFA staff indicate an understanding of and that they are satisfied or very satisfied with the chart and clarifying documents.2. In the subsequent Annual JEDI Surveys, at least 50% of GFA staff report a substantial improvement in their understanding of the roles of the two organizations.3. In the Annual JEDI Survey, at least 50% of staff report knowing how to communicate issues/concerns with joint projects.4. In the Annual JEDI Survey, at least 50% of staff report reduced tension and improved dynamics when participating in joint teams.

GFA staff feel that the lack of clarity in the staff roles between the two organizations hinders collaboration, creates tension, and reduces the effectiveness of what should be a very beneficial partnership. GFA staff are unsure of the 'chain of command' when expressing feedback or who has the authority to make decisions. This goal was deemed medium impact and medium effort with no costs to GFA beyond staff time.

Goal #16: Establish Inclusive and Collaborative Joint Program Planning

Desired Impact	GFA and GFCBNMS will center equity and inclusion in program planning, achieved by a clear process in which all staff are integrated into project evaluation and planning process to identify both long-term goals and annual priorities.
Lead	Deb
Timeline	Jan–Dec 2025 (Years 2–3; 12 months)
Implementation	<ol style="list-style-type: none">1. Deb and Maria work with program managers and coordinators in both organizations to ensure supervisors are aware of (and accountable for) their current responsibility to engage all project staff in documenting observations, gap analysis, and the articulation of how to implement sanctuary goals.2. Deb and Maria develop guidelines on how to include project staff in evaluation and planning, ensuring everyone has a voice to inform GFA’s approach in restoration, education, and science.3. Share the process and planning template with all staff at least one month before the process starts.4. During the joint project planning process under the MOA/federal partnership, program managers should incorporate equity and inclusion into prioritization and decisions where possible (and allowed by NOAA).5. Managers and project coordinators will include their direct reports in planning. GFA staff should try to identify program priorities and questions, centering equity and inclusion, for implementation wherever feasible.6. Afterward, staff will receive a short survey to measure satisfaction with the program planning process.
Measure of Success	<ol style="list-style-type: none">1. In the Annual JEDI Survey, at least 50% of staff indicate they feel the annual planning process in 2025 is more transparent compared to prior years.2. In the Annual JEDI Survey, at least 50% of staff indicate they feel their feedback was valued and incorporated (or provided an explanation on why it was not incorporated).

GFA staff have felt that program planning has been an opaque process and many would like to be more involved in the process for their program/project. Others feel like the current process is laborious with no clear benefit (“does anyone even read them?”). This goal was deemed high impact and estimated to be high effort with the potential need for monetary resources for program planning training for program leads.

Goal #17: Collaborate with GFNMS/CBNMS on JEDI Efforts

Desired Impact	GFA and GFNMS/CBNMS collaborate on JEDI efforts, achieved by establishing ongoing communication channels, receiving coordinated JEDI training and support, and creating a mechanism to integrate JEDI efforts in our shared workplace.
Lead	TBD
Timeline	Jan–Sep 2026 (Year 3; 9 months)
Implementation	<ol style="list-style-type: none">1. Engage federal staff in collaborating on this goal.2. Measure the current baseline of JEDI readiness, and solicit feedback from staff of both entities to identify room for growth.3. Establish a way to unify GFA and GFNMS/CBNMS's JEDI efforts and jointly pursue JEDI goals (e.g. periodic joint JEDI Teams meeting).4. Plan joint JEDI meetings, workshops, trainings guided by the feedback from staff.
Metrics of Success	<ol style="list-style-type: none">1. In the Annual JEDI Survey, at least 50% of staff indicate they are satisfied or very satisfied with joint efforts.2. GFA staff know what are the GFNMS/CBNMS JEDI goals.3. Over 50% of GFA staff feel that federal staff and leadership value JEDI.

GFA staff shared an *overwhelming* desire to work with federal staff on JEDI initiatives. The goal was deemed medium impact and medium effort with no cost to GFA beyond staff time, though implementation steps might include funds for training resources.

Goal #18: Define and Collect JEDI Metrics of Success

Desired Impact	GFA will identify and establish standardized JEDI metrics of success and collect them regularly and organization-wide to inform how we best meet the needs of the communities we serve or would like to serve.
Lead	TBD
Timeline	Jul–Dec 2024 (Years 1–2; 6 months)
Implementation	<ol style="list-style-type: none">1. Identify what information is already being collected (e.g., school demographic info) and for what programs.2. Identify the goals of these metrics, the gaps in data collection, and assess whether current data is useful.3. Determine if other metrics should be collected (use non-profit resources; ask community).4. Hire a professional evaluator to help with more nuanced metrics (e.g., do GFA program participants feel a sense of belonging when participating?).5. Create a data collection plan across the organization, which staff will tailor to their programs.6. Make collecting evaluation and demographic data requirements in all workplans and program leads' annual staff evaluations.7. Set up a centralized database for data.8. Perform organization-wide analysis once a year and share with staff.9. Development Team to incorporate the data in securing funding for JEDI.
Metrics of Success	<ol style="list-style-type: none">1. Participation of all programs in the data collection plan.2. In the Annual JEDI Survey, at least 50% of staff agree or strongly agree that 1) the report produced with the data collected is clear and 2) the metrics being reported are useful for their program assessment.3. One year after initial data collection, the Development Team agrees that the data collected is useful in securing funding for JEDI.4. Data from participants reflect improved feelings of inclusion in the program and increased representation of diverse groups.

In order to serve the community best, GFA needs to identify what communities have a stake in sanctuary management. We need to understand what communities we are currently serving, and understand where are our gaps when serving them, and what aspects can we improve. The goal was deemed medium impact and medium effort with cost to GFA beyond staff time including a professional IRB-certified evaluator.

Goal #19: Incorporate JEDI into All Public Facing Programs

Desired Impact	GFA will serve the community in a just, equitable, and inclusive way, accomplished by incorporating aspects of JEDI into all programming, including identifying equity barriers when designing a program.
Lead	TBD
Timeline	Apr 2025–Mar 2026 (Years 2–3; 12 months)
Implementation	<ol style="list-style-type: none">1. Look at community needs assessments collected by other similar organizations.2. Brainstorm equity considerations for general program planning, including audience, accessibility, and safety.3. Utilize JEDI metrics and program evaluation to identify other needs of our audiences.4. Create a checklist based on brainstorm that program leads can use when assessing their programs' plan (this may be specific to each target audience).5. Incorporate JEDI assessments of programs is built in as a requirement in all workplans and program leads' annual staff evaluations.6. Review with Executive Director and GFCBNMS.
Metrics of Success	<ol style="list-style-type: none">1. In Annual JEDI Survey, at least 50% of staff agree or strongly agree that the equity checklist is useful.2. Program evaluations by participants show an improvement in JEDI-related metrics.

A clear program planning process from which to build these programs would ensure sustainability of this goal. Requires completion of Goal #18 Define and Collect JEDI Metrics of Success. The goal was deemed medium impact and medium effort with no cost to GFA beyond staff time.

Goal #20: Renew & Strengthen Indigenous Engagement & Acknowledgement

Desired Impact	GFA will support Tribal communities and develop non-transactional relationships that guide GFA's program priorities and methods.
Lead	TBD
Timeline	Jun 2025–Sep 2026 (Years 2–3; 15 months)
Implementation	<ol style="list-style-type: none">1. Engage federal staff in collaborating on this goal to align efforts, protocols, and communication channels.2. Survey staff to see who at GFA has worked or is working with Tribal members.3. Determine who and how to engage, drawing on recommended resources.4. Clarify the differences between GFA's informal relationship-building and the government-to-government engagement consultations which may only be conducted by NOAA agency staff and NOAA affiliates under strict approvals.5. Create and share a centralized process to ensure engagement efforts are coordinated and thoughtful.6. Meet with Tribal members to discuss their needs concerning GFA's work and local programs/initiatives7. Explore land acknowledgments in consultation with Tribal members. If pursued, publish acknowledgment on website and incorporate into program materials.8. Develop a plan to engage and support indigenous people *beyond* a land acknowledgement, as well as define measures of success.
Metrics of Success	<ol style="list-style-type: none">1. In Annual JEDI Survey, at least 50% of staff agree that they know there is a process to engage Tribal members and have used it if it applies to their work.2. Tribal members feel positively about GFA's inclusion of Tribal perspectives in its work.3. Other metrics as developed.

GFA wants to engage with local Tribal communities in a respectful and thoughtful way, as well as communicate the value of Tribes to partners and our other audiences. To better engage with Tribal communities, we recommend that Goal #11: Address White Supremacy Practices at GFA is implemented first. The goal was deemed medium impact and high effort with cost including stipends/reimbursements of Tribal members for their time.

Goal #21: Solicit and Incorporate Feedback from our Community

Desired Impact	GFA will deepen our connection to the community and directly respond to their needs, accomplished by establishing and promoting an active channel for community members to give feedback. GFA will also create a process to implement community feedback especially to improve programming.
Lead	TBD
Timeline	Oct 2024–Mar 2025 (Year 2; 6 months)
Implementation	<ol style="list-style-type: none">1. Solicit staff input and compile a list of community groups, partners, etc. that this goal should consider.2. Contact community members to identify best communication channels (i.e., online tool or other).3. Create a tool to collect community input; if needed, engage a professional evaluator.4. Promote the tool among GFA's audiences and desired audiences.5. Develop a process for monitoring the feedback and incorporating that feedback into our programs.
Metrics of Success	<ol style="list-style-type: none">1. Community input tool is utilized by community members.2. Follow up with those who use the tool reveal that they are satisfied with the tool and incorporation of their feedback.3. In the Annual JEDI Survey, at least 50% of staff agree or strongly agree that the feedback received is helpful in strengthening partnerships and the community.

The goal was deemed high impact and medium effort with cost including stipends and incentives to partners and participating community members, as well as possible budget for engaging professional evaluator(s).

Goal #22: Share JEDI Outcomes Externally

Desired Impact	GFA will hold itself accountable to its staff and community, accomplished by sharing our outcomes in a publicly accessible report.
Lead	TBD
Timeline	Apr–Sep 2026 (Year 3; 6 months)
Implementation	<ol style="list-style-type: none">1. Synthesize results from the Annual JEDI Surveys, program/participant metrics/evaluations, and other sources to compile a report on GFA's JEDI progress and accomplishments.2. Share draft with staff for review and input; revise as needed.3. Post the org-wide analysis on our website, share in a GFA eNews, and/or incorporate into GFA's Annual Report.
Metrics of Success	<ol style="list-style-type: none">1. In the Annual JEDI Survey, at least 50% of staff agree or strongly agree that the report was useful in demonstrating GFA's JEDI effort and holding GFA accountable to its commitment to JEDI.

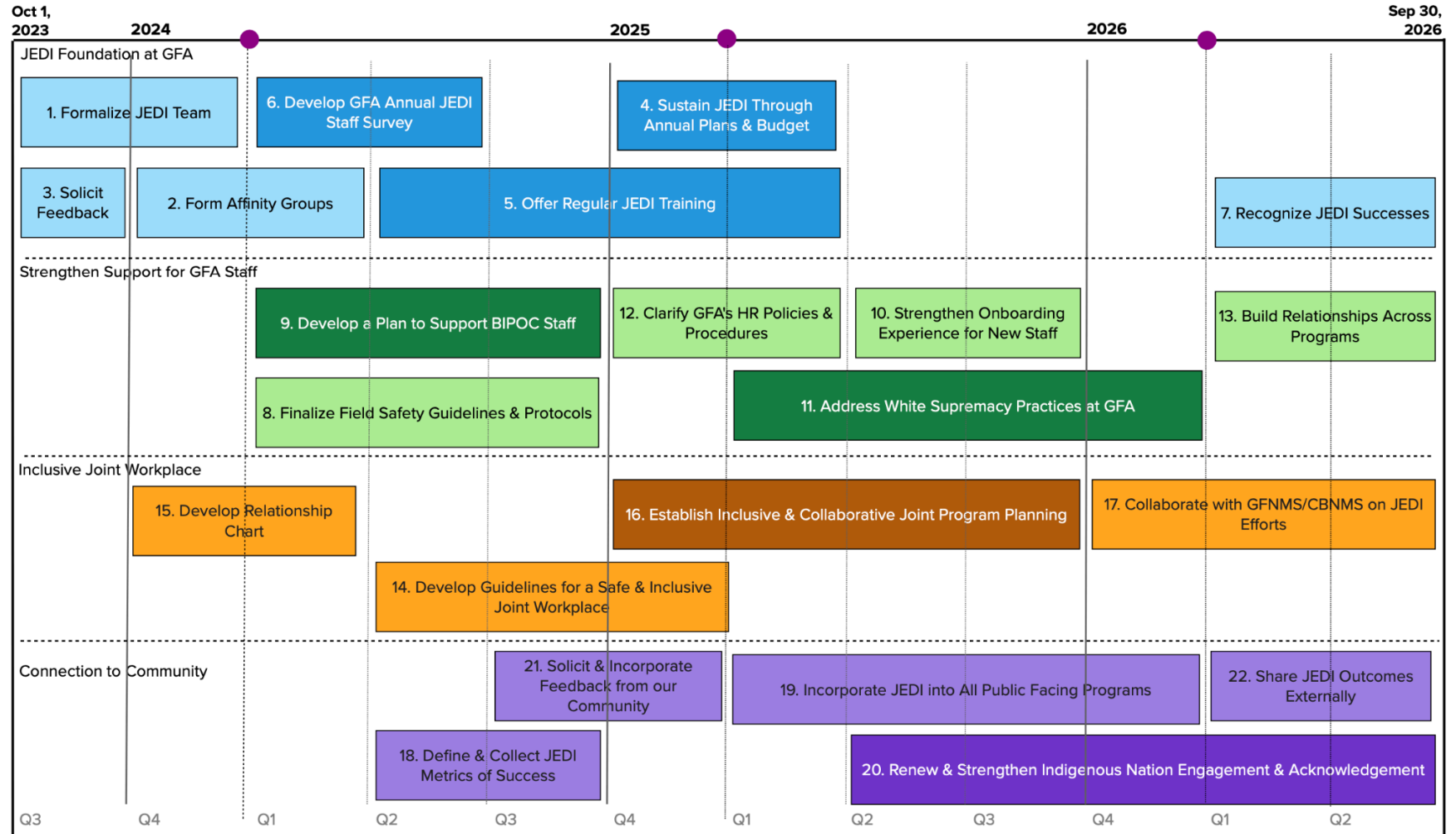
To gather enough data for this report, Goal #18: Define and Collect JEDI Metrics of Success and Goal #6: Develop GFA Annual JEDI Survey will need to be completed and implemented for 2-3 years. The goal was deemed low impact and medium effort with cost in time for updates from all team leads.

Appendix A: Implementation Timeline

GFA JEDI Strategic Plan 2023-2026

KEY

- Yearly review of plan implementation and refinement
- Highest saturation = high effort
- Medium saturation = medium effort
- Lowest saturation = low effort



Appendix B: Future Topics

Appendix A includes topics or suggestions either included in JO Report or recommended by JEDI team; May be priorities in years 4–5; may also be included in years 1–3 if enough interest/bandwidth.

GFA Staff & Leaders	Federal Partners	Community & Outreach
Career advancement & lateral career movement support	Conflict Navigation & Resolution Processes for Combined Teams	Engage in feedback cycle with program participants and potential participants for JEDI in new programs/updated programs
Explore solutions to workplace inaccessibility and non-inclusivity	Est. a policy for how combined teams are credited in collaborative work.	Re-examine program dev/design process to focus on mitigating bias, including in Annual Planning processes
Review exit & stay interviews for improvements & things to continue	Consider interest in social time with federal partners	Anti-racism & bias statement on all materials/programs
Create a communal space for ongoing staff support	Implicit Bias Training for Community Engagement	Continue & expand free/affordable programming
Establish pay transparency		Offer further translation support for ELD/ESL, ASL, and other global majority languages
Revise performance evaluation process - 360 deg to ensure reciprocal feedback & to include JEDI topics		Identify other ways to connect community with nature (e.g. kayaking, snorkeling, diving, etc..)
Continue to have recruitment & hiring process to include diversity metrics & best practices for each stage		Partner with community orgs w/JEDI beliefs or involvement
Establish a Space for Connection & Communication between GFA Staff & Board		Ensure accessible programs go beyond physical disability and socioeconomic access
Increase staff understanding of the GFA Board		