



Diversity, Equity & Inclusion (DEI) at Peninsula Open Space Trust

Prepared by POST's DEI Staff Steering Committee

January 2021





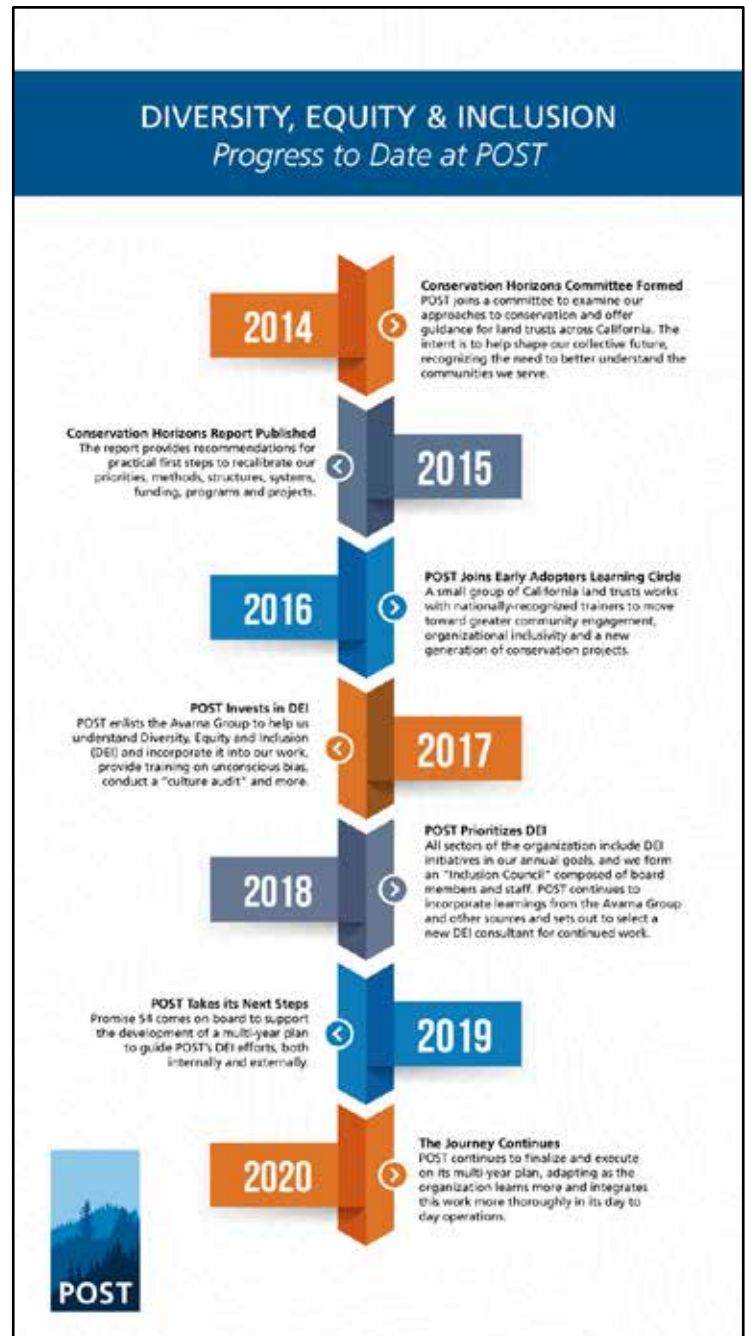
EXECUTIVE SUMMARY

At POST we believe Diversity, Equity and Inclusion are integral to our mission of protecting open space for the benefit of all. This summary describes our journey thus far and clarifies our commitment and approach towards transformational change across multiple levels - including the individual, interpersonal, organizational, and field level – and how each member of the POST team can take a leadership role in this change.

Broadly stated, we work to address historical injustices in conservation and our region by enabling growth and evolution towards the following objectives:

- More authentic representation of the valuable perspectives of different people and communities, integrating their voices into decision making to foster a sense of belonging & better program outcomes.
- Cultivation of an anti-racist orientation at the individual and organizational level.
- An active role in our community's process of healing from intergenerational trauma related to racism and other forms of oppression.
- Equitable access to the benefits of our natural lands and open space.

The summaries of our equity commitments, DEI definitions, multi-year plan and governance structure that follow reflect years of collaboration involving POST's staff and board.



Over the past several years, POST has been working to understand how we need to evolve in order to better serve the diversity of people who live in our region.

OUR MISSION AND EQUITY COMMITMENTS

Our primary focus over our 40+ year history has been on the first part of our mission: the protection of land. As we have sharpened our knowledge of equity and history, we have come to understand the many ways in which the legacies of exclusion and racism in conservation are alive today. You can read more about how the concepts of Diversity, Equity and Inclusion are related to land conservation, and POST's organizational commitments in our full equity commitments, available on our [website](#).

Our focus continues to evolve from solely protecting land for a variety of conservation benefits towards ensuring this land also benefits all people in an equitable manner. The integration of DEI across all POST's work is critical to sustaining thriving human and natural communities for the generations to come. We recognize this evolution as mission-critical, long term and fundamentally necessary.



DEFINITIONS

Our definitions tailor the general concepts of diversity, equity and inclusion to the world of conservation. They include a belief, explanation, and commitment of what each mean for POST.

Diversity

POST believes that diversity of all types creates strength and resilience in our interconnected natural and human communities. We recognize the inherent value of nature and all people, and we are currently dedicated to amplifying the voices of Black, Indigenous, and People of Color who have been marginalized in the history of land conservation and more broadly in society. We strive to have our staff, board, community of supporters and partners, and our work better represent the full diversity of our region.

Equity

POST believes that equity involves taking action to address historical and contemporary injustices against both nature and people as we work towards a fuller expression of our mission and vision. We believe that POST has a duty to address this systemic oppression by examining our own organizational practices. We will start with elevating internal equity, including but not limited to our approaches to hiring and promotion, and external equity in our community engagement and project prioritization. We are committed to creating an environment where people of all backgrounds and identities have the ability to connect with and be an active participant in shaping the future of POST's work.

Inclusion

POST believes that inclusion of all perspectives and experiences, especially those of marginalized communities, are critical to achieving our mission. We recognize that there are many ways to connect with and take care of our local open space. In addition to the expertise that drives our conservation decisions, we are committed to engaging, listening, learning from and removing barriers for a diversity of communities whose voices must be included in our decision making to cultivate a genuine sense of belonging in our work and our shared landscapes

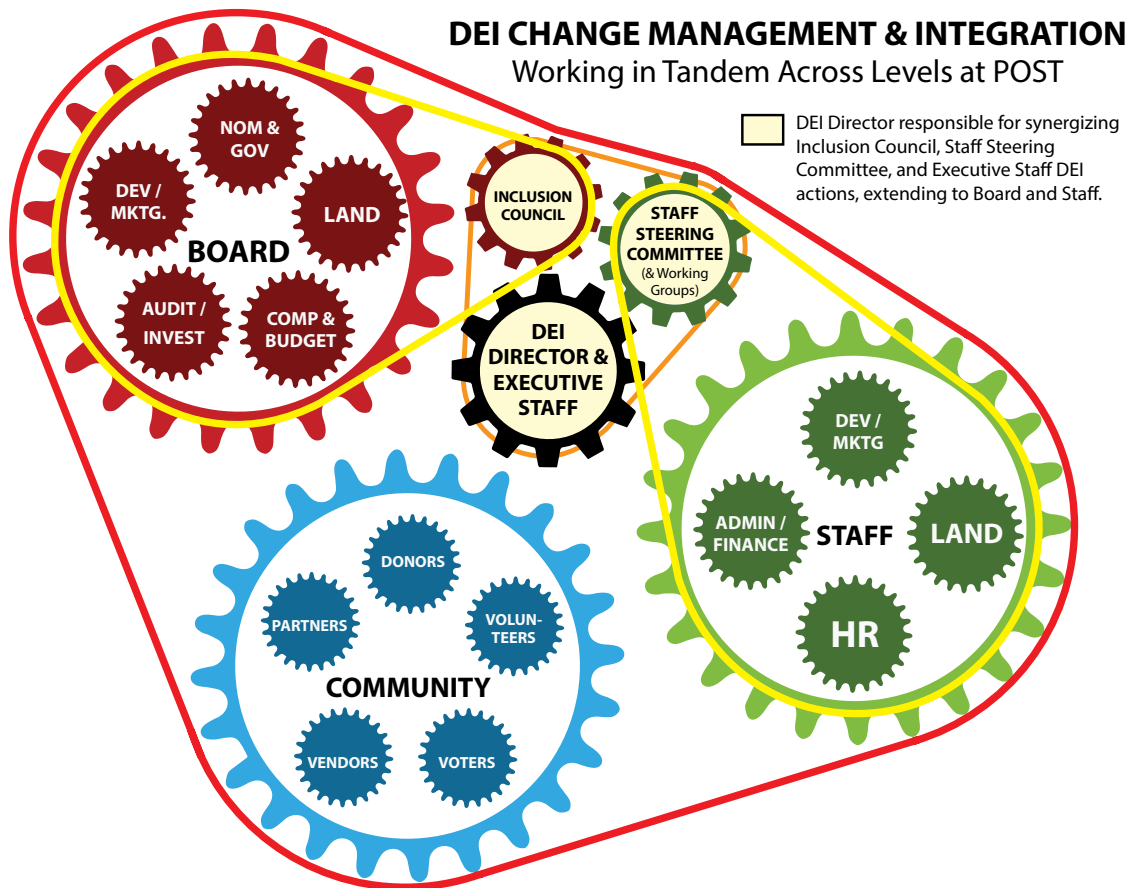
DEI GOALS

We have developed four broad goals with 25 supporting strategies - summarized in the plan below – that will guide our DEI work into the next phase of development. This plan does not encompass every discrete activity related to DEI at POST. More targeted and specific DEI work should continue to be defined and carried out under the leadership of appropriate individuals or teams, informed by the context and timeline of these organization-wide DEI goals.

POST Multi Year DEI Plan Summary

4 Primary DEI Goals	FY21	FY22	FY23
DEI Strategy - Demonstrate consistent measurable improvements in clarity and commitment across the organization for the DEI work underway at POST.	Build Shared Strategic Vision for DEI		
	Develop Core POST Values		
	Finalize Governance Structure for DEI work at POST		
	Establish Working Groups aligned to Key Strategies related to each broad DEI Goal	Create DEI Dashboard to track progress across Goal Areas and implement regular checkin points	Review and revise goal-setting processes, project frameworks, and performance management systems in alignment with DEI values.
Inclusive Culture - Create tangible cultural change that supports and amplifies DEI in our everyday behaviors, operations, and practices.	Capacity Building - Ongoing and occurring at all levels of the organization (Including All Staff, Board, Dept Specific and Executive Level) Topics such as mitigating bias, disrupting microaggressions, engaging in difficult conversations, etc.		
		Engage people managers in inclusive management capacity building	
			Operationalize culture of giving and receiving positive and constructive feedback across organizational levels
Diverse Pipelines - Achieve meaningful, measurable increases in the diversity of POST staff, board, donors, vendors, partners, volunteers, and other stakeholders.			Audit and revamp recruitment and selection processes and materials through a DEI lens.
			Set talent diversity goals that include targets for: racially diversifying the senior leadership team and hiring from communities POST serves; Track and measure progress against the goal of diversifying the staff and senior leadership team.
Community Engagement - Cultivate and deepen authentic, reciprocal relationships with diverse community stakeholders that advance our missions and broaden our impact.	Build or strengthen relationships with Native American/Indigenous organizations/tribes in the area.		
		Collect demographic data across the organization to set goals for increasing diversity	
			Review & revise current processes used to identify external vendors/partners to increase diversity.
			Clarify and align on POST's priority communities, partners, and relationships and begin to invest.





COLLECTIVE LEADERSHIP IN DEI

We believe that transformational change happens when DEI is integrated across all levels of POST and within each individual's unique sphere of influence. The following structure will cultivate a collective leadership model where decision-making is shared, power is built collectively and the emphasis shifts from the skills of individuals to the capacities, relationships and creativity of groups, including our community. Yellow gears are identified leverage points, and yellow bands display tighter connections between entities. The primary roles and responsibilities are summarized below.

All POST Staff

- Participate in capacity building and commit to ongoing learning (in general and related to their specific roles)
- Participate at the appropriate level in working groups or department conversations
- Drive DEI change within their respective roles and spheres of influence

Director of Diversity, Equity & Inclusion

- High-level strategic thought leader and change agent for all internal and external DEI
- Central driver of our organization-wide DEI Multi-Year Plan, and oversees plan implementation, governance, reporting, and related change management efforts across organization

POST Departments

- Integrate DEI into existing workstreams while accounting for the context of the DEI Multi-Year Plan

Executive Team and Supervisors

- Balance DEI with other organizational priorities at the department and individual level
- Ensure that relevant discussion and work related to DEI are socialized at the executive levels of the organization

Staff Steering Committee

- Representative group of staff from all departments.
- Coordinates efforts across DEI working groups and communicates to staff or departments as appropriate
- Embody POST's DEI values. Serve as examples and as a resource to the broader staff

DEI Working Groups

- Tackles discrete strategies and projects related to our DEI plan
- Working groups will be formed and disbanded as projects are undertaken and completed

Inclusion Council

- Composed of board and staff members to coordinate across levels of the organization
- Ensures POST's DEI efforts integrate with and inform overall organizational strategy
- Lead Board-level DEI work, progress reports, discussions and trainings
- Make recommendations to the Board concerning DEI related matters

POST's Board of Directors

- Tackles issues of inclusion, representation, structural change and ongoing learning within the Board itself.
- Weigh in on issues related to how we better fulfill our mission to benefit all people in our region.
- Support the integration of DEI in all aspects of POST's operations and strategies, including priority setting and resource allocation

CONCLUSION

DEI is a complex undertaking, requiring simultaneous change at the individual and organizational levels. We hope this document helps to provide clarity regarding the change POST seeks in DEI, and how our equity commitments, DEI definitions, DEI Goals and governance structure will help support this change.

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