



# RACIAL EQUITY PLAN

Promoting Safety & Equity for  
all Delawareans

JANUARY 2022



## 01

# RACIAL EQUITY VISION

The Delaware Coalition Against Domestic Violence (DCADV) prioritizes the work of racial equity and envisions a First state in which Black, Latinx, Asian, Native American, Native Hawaiian/Pacific Islander, and all People of Color are safe, welcomed, treated with respect and equity, and have the opportunity to thrive.

DCADV understands that engaging in the work of racial equity is essential in our efforts to end and prevent domestic violence. Racism is rooted in historical and systemic oppression, arising from white supremacy culture. It underlies the heartbreaking violence that grips communities and families.

Racism, like domestic violence, is not a problem of the individual, it is not limited to a certain group, it is not a personal prejudice that can be ignored, rather it is a reflection of systemic inequities and it is ingrained in cultural bias. At its very core, racism is abuse, a violence, an oppressive power over another, an inequity that dismisses, devalues, and destroys.



# 02

DCADV values equity. The Coalition is committed to being an antiracist organization. Prioritizing the work of racial equity is interwoven into the Coalition's philosophy which includes the following commitments:

- to work from an inclusive, empowering, feminist perspective grounded in the principles of social justice.
- to promote the right of all persons to live safely without fear, abuse, coercion, oppression and violence.
- to oppose all forms of dominance over others.
- to change social and structural conditions which support the use of power to control and harm others.
- to be accountable to our communities, to domestic violence victims/survivors from diverse groups and to their children.
- to engage in open communication, respect, and cooperation as foundational to our work and core in empowering others.

DCADV understands that the work of racial equity is intersectional and necessarily includes preventing and intervening in gender-based violence. Rather than an either-or approach, we engage expansively and collaboratively to build coalitions focused on systemic change. This advocacy prioritizes racial equity efforts and includes analysis of racial impact.

DCADV recognizes that the work of achieving equity begins within the organization and DCADV is committed to challenging itself to move beyond white supremacy culture and build an organization that lives its values. This includes examining and amending policies and practices using a racial equity and inclusion framework.

Setting goals for our equity outcomes, tracking results, measuring progress and implementing needed course adjustments are critical to effectively doing this work. The Board and staff of DCADV will assess progress at least annually making note of efforts in the Annual Report.

DCADV deeply appreciates that this work will require courage, collaboration, humility and perseverance. We commit ourselves to being intentional in this work because it is the path to equity, safety and peace.



## 03

# ORGANIZATIONAL AND INDIVIDUAL EQUITY ASSESSMENT

During the spring and summer of 2020 the country grappled with racial inequities which had been brewing for hundreds of years. In the wake of subsequent national conversations, DCADV was compelled to reevaluate its commitment to racial equity and determine how it could strategically implement a framework which would promote racial equity within the organization. To that end, DCADV created a Racial Equity & Social Justice Board committee and internal Racial Equity Team. Healing Equity United (a partnership of Centering the Margins GBV LLC and Justice and Logic LLC) was contracted to support DCADV's efforts to commence its racial equity journey. The initial phase of DCADV's journey included baseline assessments of the organization's infrastructure, policies, and procedures.

## RECOMMENDATIONS

Based on the findings of the organizational and individual assessments, Healing Equity United recommended that DCADV consider specific strategies in the areas of:

- Board of Directors
- Leadership & Management
- External Communications
- Staff Training & Development
- Human Resources





# 04

## BOARD OF DIRECTORS

- Diversify the Board through amplified recruitment efforts so that a percentage of board membership reflects the demographics of the communities served
- Expand scope of Board Matrix to value and include lived experiences and identities (e.g. socio-economic diversity)
- Adopt a written racial equity plan that articulates how the Board will implement a race, equity, and inclusion (REI) framework. The plan should also indicate how the Board will hold itself accountable for adhering to the framework
- Dedicate a percentage of Board development funds for regularly conducted REI professional development Incorporate baseline race, equity, and inclusion training into Board members' onboarding process
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## LEADERSHIP & MANAGEMENT

- Dedicate an annual organizational budget line item for recurring REI training and professional development
- Review all organizational policies to ensure that each includes application of the REI framework (i.e. In the Employee Handbook, how are conflicts related to racial incidents addressed, contractor engagement and compensation)
- Ensure uniform collection of demographic information throughout the organization



# 05

## EXTERNAL COMMUNICATIONS

- Mindfully and intentionally create uniform, consistent, and cohesive REI messaging for external purposes. Such purposes include, but are not limited to: website, mission, vision, values, annual reporting, grant proposal writing etc. The same language should be known to all staff, Board members and other stakeholders
- Broaden communications to different target audiences beyond the Women of Color Task Force

## STAFF TRAINING & DEVELOPMENT

- Ensure that conversations regarding race are increasingly normalized and occurring regularly (i.e. during staff meetings)
- Create brave spaces, time, and resources for staff to come together to continue increasing self-awareness and exploring dynamics of race, racism, and racial equity (i.e. book clubs, movie discussions, etc.)
- Consider creating caucusing space for staff who identify as Black, Indigenous, Latinx, Asian, Pacific Islander, or Other People of Color to discuss issues and solutions openly
- Dedicate an annual organizational budget line item for recurring REI training and professional development
- Be mindful that everyone should be engaged in this process because everyone has been socialized to internalize some components of systemic oppression. Consequently, each individual has room for continued growth and evolution



# 06

## HUMAN RESOURCES

- Update the performance evaluation tool to include REI (i.e. include questions such as: How many trainings have staff attended on REI over the past year? For program directors, have they evaluated the program to ensure adherence to an REI framework?)
- Create a uniform internal HR structure specifically dedicated to ensuring that there is not just diversity, but equity and inclusion in hiring practices and policies (i.e. job postings are posted within communities they serve and in communities of color; interview screening panels are recognizing the impact of their own biases on the process; being aware of how job postings may be unintentionally creating barriers to diversity through requiring certain degrees or types of experience when perhaps those skills can be learned through lived experiences or on the job)

## AS A COALITION

- Recognize how the dynamics of power and control in domestic violence are replicated as power and control related to oppression in the workplace
- Provide support to member programs by advocating for funding for REI initiatives and professional development for the programs
- Provide technical assistance for member programs that are attempting to implement their own REI frameworks



## 07

## 2021 INITIAL ACTION PLAN

### PRIORITY AREAS, OBJECTIVES, AND TASKS

*In a 2021 retreat led by Healing Equity United, DCADV staff and Board members identified 5 recommendations for immediate priority. A staff workgroup (HEU Workgroup) then formed to identify objectives, tasks, and timelines associated with each prioritized recommendation. Meeting bimonthly, this workgroup developed DCADV's Racial Equity Plan, solicited all-staff feedback, and sought consensus. A Project Timeline was also created and can be found in the Appendix.*

## PRIORITY #1

Review all organizational policies to ensure that each includes application of the REI framework (i.e. In the Employee Handbook, how are conflicts related to racial incidents addressed, contractor engagement and compensation)

- Review and update Fiscal Policies - *completed September 2021*
- Reach out to other coalitions regarding sample policies - *January 2022*
- Review and update the Human Resources Manual - *December 2022*
  - Establish work group to review and revise each section, seeking feedback from the HEU Workgroup and all-staff prior to submitting to the Board's HR Committee
  - Seek technical assistance and capacity-building support from HEU
- Review and revise the Employee Handbook - *June 2023*



# 08

## PRIORITY #2

Create a uniform internal HR structure specifically dedicated to ensuring that there is not just diversity, but equity and inclusion in hiring practices and policies (i.e. job postings are posted within communities they serve and in communities of color; interview screening panels are recognizing the impact of their own biases on the process; being aware of how job postings may be unintentionally creating barriers to diversity through requiring certain degrees or types of experience when perhaps those skills can be learned through lived experiences or on the job)

- Ensure current job postings reflect racial equity - *completed November 2021*
- Include Racial Equity Vision statement on the website - *January 2022*
- Add interview questions targeting racial equity and social justice (RESJ) work to the standard interview process - *Ongoing*
  - Research interview questions relating to RESJ - *January 2022*
  - Create a standard, core interview question folder on G-Drive - *December 2021*
- Ensure job descriptions are crafted with racial equity lens - *Ongoing*
  - Research best practices - *January 2022*
  - Create standard template - *February 2022*
  - Review qualifications and descriptions prior to posting - *Ongoing*
- Ensure jobs are posted in communities served - *Ongoing*
  - Identify list of equitable posting locations - *February 2022*
  - Update administrative manual with listing locations - *February 2022*
- Include racial equity as an area of formal appraisal in annual staff evaluations - *Ongoing*
  - Review and revise current appraisal forms - *March 2022*
  - Gain necessary consensus/approval and implement new forms - *May 2022*





## 09

**PRIORITY #3**

Dedicate an annual organizational budget line item for recurring REI training and professional development

- Develop racial equity training budget that includes technical assistance - *Ongoing*
  - 2021-2022 budget - *completed June 2021*
  - Discuss RE budget needs annually during February HEU Work Group meetings - *February annually*
  - HEU Workgroup to present recommendations in March all-staff meetings - *March annually*
  - Include dedicated racial equity budget line in annual budget - *Ongoing*

**PRIORITY #4**

Ensure that conversations regarding race are increasingly normalized and occurring regularly (i.e. during staff meetings)

- Include RE agenda items in recurring staff meetings - *Ongoing*
  - Identify meetings appropriate for recurring RE agenda items - *Completed December 2021*
  - Add to monthly all-staff meeting agenda - *completed September 2021*
  - Add to monthly Policy Committee and Bill Review Committee agendas - *completed September 2021*
- Secure external facilitation for internal Racial Equity Team meetings - *January 2022*
  - Explore potential external facilitators through interview, opportunities to facilitate meetings, and feedback discussions - *January 2022*
  - Establish ongoing contract with selected facilitator - *January 2022*



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## PRIORITY #4 CONTINUED

- Include racial equity training as part of onboarding for new staff - *Ongoing*
  - Provide history of agency efforts and practices - *Ongoing*
  - *Provide list of recommended resources and books previously used by staff* - *Ongoing*
  - Ask Fall 2021 hires for feedback on the onboarding process - *December 2021*
- Utilize tools to facilitate internal Racial Equity Team discussions - *Ongoing*
  - Identify tools, soliciting recommendations from experts/leaders in the field of racial equity work - *Ongoing*
  - Organize G Drive to ease accessibility of the available racial equity tools - *December 2021*

## PRIORITY #5

Diversify the Board through amplified recruitment efforts so that a percentage of board membership reflects the demographics of the communities served

- Identify gaps in representation
- Examine and update recruitment policies with racial equity lens
- Include racial equity training and discussion as part of annual Board retreat/training
- Participate with Board Lead program
- Ensure racial equity is part of onboarding for new Board members



## ACCOUNTABILITY

A summary of next steps and evaluation in pursuit of continuous improvement and transparency

This Racial Equity Plan will be reviewed on an annual basis for progress on the outlined priority areas. A progress report will be generated annually and shared with the Board and member program agencies. During this annual review, additional priority areas may be added to the plan as initial priority areas are completed.

The Racial Equity Project Timeline (located in Appendix) will be reviewed on a bimonthly basis in the HEU Workgroup. This regular review will promote continuous improvement through the focus on next steps and internal deadlines.

Inherent in the process of this work is the inclusion of all DCADV staff and the Board. The HEU Workgroup, along with any sub-workgroups that may be necessary, will bring work and recommendations to all staff in monthly all-staff meetings, and upon reaching consensus, the Executive Director will share with the Board for consensus and approval.



# APPENDIX

