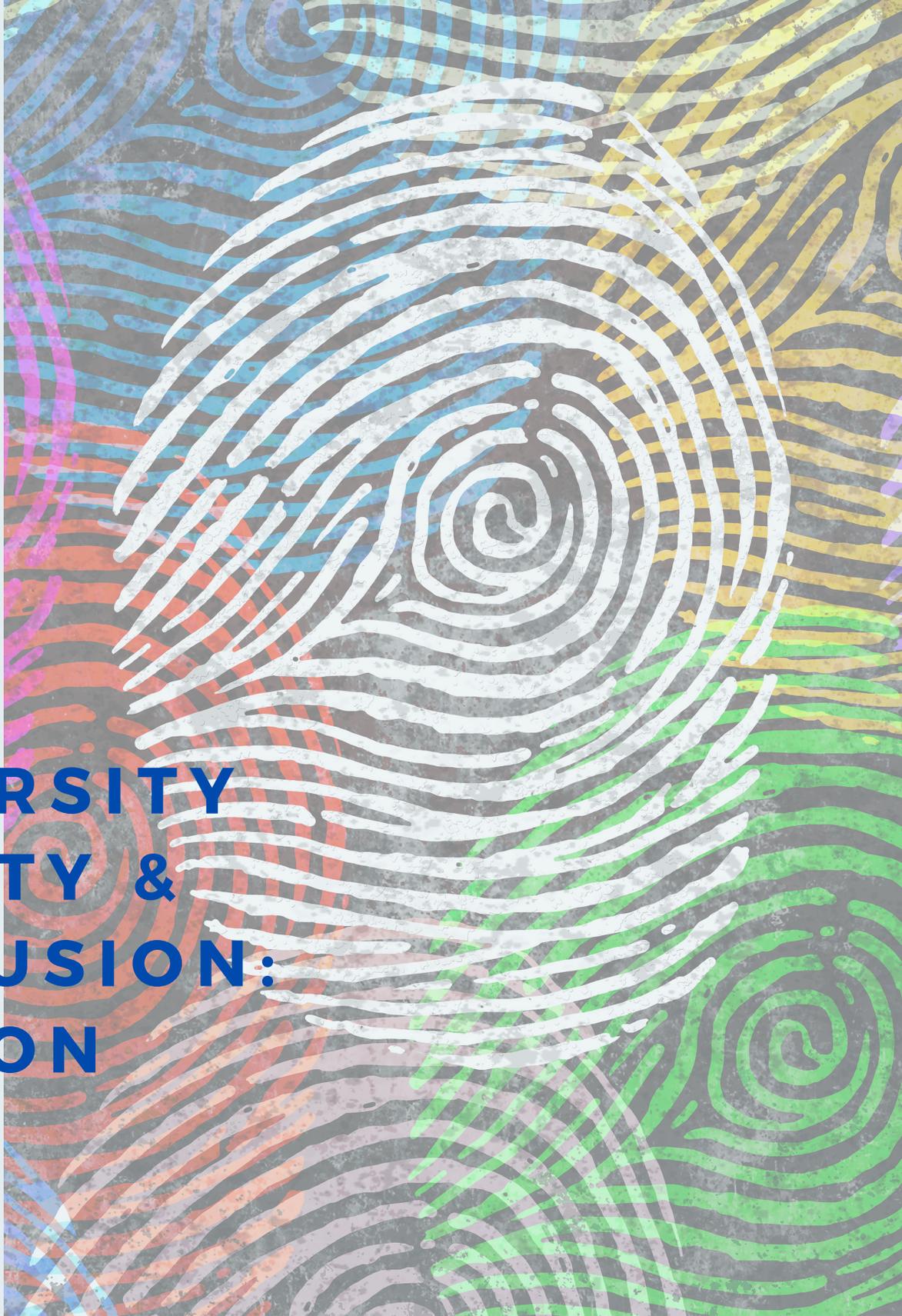


**DIVERSITY  
EQUITY &  
INCLUSION:  
ACTION  
PLAN**



**Development  
Centers**

Inspiring Hope...Improving Lives

## MISSION

Helping children, adults and families live healthier, happier lives.

## VISION

Development Centers will be the preeminent organization committed to excellence and the recognized leader in Human Services. We will provide a continuum of diversified services based upon community need, resulting in outstanding and ever improving outcomes.

## OUR POSITION ON EQUITY

We believe in the fair and just distribution of resources and opportunities needed to achieve well-being. We engage with compassion to confront and dismantle oppression interpersonally, institutionally, and systemically. We commit to building a culture of equity and belonging.

## VALUES

Respect and compassion for all persons served.

Acknowledge the abilities, strengths, and worth of the individual and his/her family.

Commitment to diversity, equity and inclusion in programming, staffing and service delivery.

Commitment to education and advocacy to confront racism and prejudices.

Seek out and be responsive to community need.

Dedication to teamwork, professionalism, ethical conduct and the prudent use of resources.

Commitment to opportunities, regardless of personal barriers.

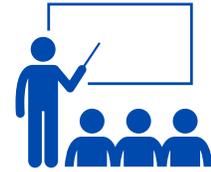
Commitment to best practices.



# DEI PRIORITIES

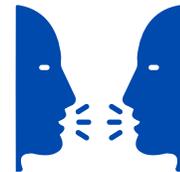
## EDUCATION, AWARENESS, AND TRAINING

Staff have real understanding of how oppression impacts clients and each other. Consistent training for all staff regarding the agency's values on DEI, trauma informed support, customer service and all of their many intersections.



## COMMUNICATION

Communication and expectations are clear, frequent, and transparent.



## TEAMWORK & COLLABORATION

Staff have safe and courageous spaces to reflect on progress, check-in across departments, and engage in equity-centered dialogue. Staff feel more connected to the agency and to each other as a result.



## FEEDBACK OPPORTUNITIES FOR STAFF AND CONSUMERS

Clients and staff have multiple ways to share insights and feedback with the agency.



## CLIENT INVOLVEMENT

Clients have opportunities to be engaged with and in decision-making bodies.



## STAFF HIRING & RECRUITMENT

Staff hiring reflects the identities and lived experiences of the community we serve.



## DEI COMMITTEE

A DEI committee is established and to help guide the work embedded in this plan.



# ACTION STEPS

2020-21

- Establish a DEI Committee
  - Statement of work, purpose, etc. drafted by **9/10/20**
  - Determine committee sub-teams/small groups
- Build a training and development calendar that includes quarterly, semi-annual, and other regular events (i.e. lunch and learns, book clubs, etc.) for staff to build DEI competencies, sense of belonging, and deepen relationships
  - Create schedule of topics and get staff feedback
- Identify consultants to help lead trainings
- Maintain and grow consumer advisory board
- Build accountability processes (i.e. surveys, facilitated dialogue groups, etc.) to check in on progress and continuous empowerment of each other
- Develop staff and consumer attitudinal surveys
  - Be sure to include mechanisms for determining satisfaction, sense of belonging, and value, and reasons for leaving if applicable
  - Opportunities for staff to share insights on their investment to DEI
  - Consider 360 review
- Create mentorship partnerships and pathways to support leadership onramps (prioritizing access for members of historically marginalized communities and/or those who share background with communities we serve)
- Develop strategies to recruit from colleges and universities that serve diverse student populations
- Build infrastructure to retain students/interns
  - Offer stipends/work credit and mentoring opportunities
- Place messaging throughout facilities that amplify our beliefs and commitments to diversity, equity, and inclusion
- Use explicit language about 'who' we are referring to (i.e. underserved, under-represented, marginalized, etc.) in our communications.

# DEFINITIONS

For your reference, listed below are definitions of words used in this document.

**Belonging:** Being a member or part of (a particular group, organization, or class).

**DEI:** Acronym for Diversity, Equity, Inclusion

**Diversity:** Representation of a range of various racial, ethnic, socioeconomic and cultural backgrounds, lifestyles, identities, disabilities, experiences and interests.

**Empowerment:** The capacity of individuals, groups and/or communities to take control of their circumstances, exercise power and achieve their own goals, and the process by which, individually and collectively, they are able to help themselves and others to maximize the quality of their lives.

**Equity:** Division of resources proportionally to achieve a fair outcome for all.

**Ethical:** Relating to beliefs about right and wrong

**Fair:** Free from bias, favoritism, prejudice, dishonesty, or injustice

**Identity or identities:** Is who you are, the way you think about yourself. What makes you you.

**Inclusion:** Fostering a culture of belonging regardless of differences.

**Interpersonal Oppression:** The idea that one group is better than another and has the right to control the other. *\*Many people in the dominant group are not consciously oppressive. They have internalized the negative messages about other groups, and may consider their attitudes towards other groups quite normal.*

**Intersectionality:** Is a theoretical framework for understanding how aspects of a person's social and political identities (e.g., gender, sex, race, class, sexuality, religion, disability, physical appearance, height, etc.) combine to create unique modes of discrimination and privilege.

**Institutional Oppression:** The idea that one group is better than another group and has the right to control the other is embedded in the institutions of the society--the laws, the legal system and police practice, the education system and schools, employment and hiring policies, public policies, housing development, government and political power, health care, media images etc.

# DEFINITIONS

**Just:** Based on or behaving according to what is right and fair.

**Marginalized:** (Of a person, group, or concept) treated as insignificant or peripheral.

**Oppression:** Prolonged cruel or unjust treatment or control.

**Prejudice:** A preconceived; usually unfavorable opinion, belief or idea formed about a group without knowledge of the facts.

**Racism:** The belief that groups of humans possess distinct characteristics, abilities or qualities, so as to distinguish themselves as superior or inferior to others. Is enacted by power plus prejudice.

**Systemic Oppression:** Is the result of the overlapping of institutional and interpersonal oppression leading to a socially wide acceptance of intentional and unintentional practices, laws, and policies that further and sustain the oppression of marginalized groups.

**Transparent:** Free from pretense or deceit; readily understood; characterized by visibility or accessibility of information especially concerning business practices.

**Underrepresented:** When a subset of a population holds a smaller percentage within a significant subgroup than the subset holds in the general population; provide with insufficient or inadequate representation.

**Underserved:** In regard to health services, refers to populations which are disadvantaged because of ability to pay, ability to access care, ability to access comprehensive healthcare, or other disparities for reasons of race, religion, language group or social status.



September 14, 2020