



## Diversity, Equity, and Inclusion Plan 2019



*Words Used by Staff and Board Describing What DEI Means*

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## Introduction

Our Diversity, Equity, and Inclusion Plan creates a guide for a culture that values trust respect, and the preservation of personal dignity. It provides the opportunity for personal development and self-fulfillment in the attainment of RDI's mission and goals. This plan is designed to:

- ◆ Establish the definition of diversity, equity, and inclusion (DEI) for our organization.
- ◆ Create strategic outreach and recruitment initiatives to reach all segments of society.
- ◆ Support an internal Inclusion, Diversity, Equity, and Action (IDEA) Team to monitor progress and support employee engagement.
- ◆ Promote effective and ongoing communication with employees and stakeholders to heighten awareness of diversity, equity, and inclusion issues and share best practices.
- ◆ Heighten diversity, inclusion, and equity in staff development programs and promotes continual learning among our staff and board.
- ◆ Set a path to demonstrate leadership commitment and accountability to diversity, equity, and inclusion (DEI) at RDI.

The tool selected to assist us in the assessment and establishment of our baseline and strategies is the Protocol for Culturally Responsive Organizations by Anne Curry-Stevens, Marie-Elena Reyes, & Coalition of Communities of Color. This protocol was designed to cover the full range of an organization's governance and operations organized around nine different domains. The assessment contains a set of 99 standards to establish ideals for our work and a set of 109 ranking statements that address the level of equity in our organization. Below is a list of the nine domains:

- ◆ Commitment, Governance, and Leadership
- ◆ Equity Policies and Implementation Practices
- ◆ Organizational Climate, Culture, and Communication
- ◆ Service Based Equity
- ◆ Service User Voice and Influence
- ◆ Workforce Composition and Quality
- ◆ Community Collaboration
- ◆ Resource Allocation and Contracting Practices
- ◆ Data, Metrics, and Quality Improvement

Our organization first took this assessment during the summer of 2016 and upon the review of our results it was determined that strategies should be created for our initial diversity, equity and inclusion plan within seven of the nine domains. This year, our organization took the full assessment for a second time to measure our progress and we determined that we will work on all nine domains in the coming year. After completion of the assessment, we assigned teams to take a closer look at each domain to evaluate progress to date, determine which strategies should carry forward to the new plan and what new strategies could be added for 2018. The draft strategies developed by the teams were presented to the Equity Advisory Board (EAB) for their review. The suggestions and input from the EAB were incorporated into the strategies and those action items are included in this plan.

## Work To-Date

Our initial DEI plan had thirty-six strategies organized around seven domains. So far, work has been completed on fourteen strategies, work is in progress on fourteen strategies, and work has not begun on eight strategies. Some highlights from our accomplishments this year include:

- ◆ Established a rural community-based Equity Advisory Board (EAB) to provide input to RDI on policy, administration and program-related decisions
- ◆ Thirty percent of our staff development fund was designated for learning opportunities related to DEI and all staff included DEI related action items in their Action Plans for Development for 2017
- ◆ Diversity Policy was drafted and approved
- ◆ Time was dedicated during staff and board meetings for discussion and increasing awareness of equity and cultural responsiveness
- ◆ A number of RDI programs were either designed or revised to include DEI best practices and the promotion of DEI
- ◆ Program materials for Rural Community Leadership in Washington were developed in Spanish
- ◆ A Spanish translation team was formed to translate our priority marketing materials into Spanish
- ◆ Program staff were conscious of cultural norms when interacting with program participants
- ◆ Recruitment efforts were expanded to increase the diversity of candidates for open positions
- ◆ Diversity training developed and presented at Conference of Communities

## Definitions

How do we define *diversity, equity, and inclusion*?

- ◆ **Diversity** is the variation of social and cultural identities among people existing together in a defined setting.
- ◆ **Inclusion** means that everyone can participate and everyone belongs.
- ◆ **Equity** is when everyone has access to the opportunities necessary to satisfy their essential needs, advance their well-being and achieve their full potential.

## Commitment, Governance, and Leadership/Equity Policies and Implementation (Domain 1 & 2)

	Strategies	Responsible Party	Collaborators Partners	Timeframe by Quarters			
				Q1	Q2	Q3	Q4
1.1	The RDI Board of Directors guides the organization's improvements in cultural responsiveness and racial equity.	Executive Director	Board of Directors				
1.2	Dedicate time during all board meetings to advance equity, diversity, and inclusion and encourage board members to engage in their own education in this area.	Executive Director	Board of Directors				
1.3	Maintain and commit resources to support a rural community-based Equity Advisor Board (EAB).	Executive Director	Board of Directors				
1.4	Develop visionary goals for Diversity, Inclusion, and Equity.	Executive Director	Board of Directors				
1.5	Dedicate 30% of RDI staff development resources to increasing individual knowledge, enhance awareness and strengthen skills related	Executive Director	Board of Directors				
1.6	Hold an annual deep dive training for RDI Board and staff	Human Resources Director	Board of Directors				
1.7	Develop, adopt, and release a public statement of commitment to equity, inclusion, diversity	Executive Director	Board of Directors				
1.8	Review and update Board members' job description to reflect commitment to diversity, equity and inclusion.	Human Resources Director					
1.9	Develop categories related to diversity and equity and prioritize when recruiting new members for Board of Directors.	Executive Director	Board of Directors				
1.10	Maintain and support internal working group focused on diversity, equity and inclusion. (i.e. IDEA Team).	Executive Director	Board of Directors				
1.11	Evaluate and report on progress towards our DEI vision and goals. This progress report will be shared with staff and board with highlights	Human Resources Director	Board of Directors				
1.12	Develop an Equity and Inclusion Plan for 2019 that outlines key goals and strategies. Publish this plan to RDI website to have it publicly available.	Executive Director	Board of Directors				
1.13	Participate with other organizations that are advocating for rural in public policy and institutional reforms related to rural.	Executive Director	Board of Directors				
1.14	Include review of progress towards diversity, equity and inclusion goals in annual Executive Director performance review.	Human Resources Director	Board of Directors				

### Organizational Climate, Culture and Communication (Domain 3)

	Strategies	Responsible Party	Collaborators Partners	Timeframe by Quarters			
				Q1	Q2	Q3	Q4
3.1	Have the EAB review our external marketing items (documents, banners, website) to determine if it is visible that we value and respect our participants across the organization.	O & E Coordinator	Board of Directors				
3.2	Utilize quotes from satisfaction surveys on RDI website as “Yelp” type reviews to show that participants affirm that our culture is respectful and inclusive.	O & E Coordinator	Board of Directors				
3.3	Conduct organization level review of satisfaction surveys (staff and participant) from DEI perspective once per year with all staff and board present.	Human Resources Director					
3.4	Strive to increase the overall cultural and rural presence in our communications and physical spaces. Example: 1) Increase multiple language on signage and banners 2) Increase presence of rural artwork in RDI office 3) More of a DEI presence on website	O & E Coordinator	Executive Director				
3.5	Share our journey working on DEI including influence of the EAB with newsletter story, images and on the website	O & E Coordinator	Executive Director,				
3.6	Set an organizational priority to remove language barriers that prevent access to our programs and services. Have option for translation on our registration form and related expense included in budget calculator.	Program Directors					
3.7	Raise the rural voice! Staff strive to create and maintain strong positive talk about rural when working in communities, attending conferences and speaking at events to highlight success and challenges in rural.	Program Directors	Program Managers				
3.8	Utilize Regards to Rural Conference (R2R) to highlight the success of rural and hold a session on the perception of rural at R2R.	O & E Coordinator					
3.9	Develop and implement a protocol and capacity to review our newsletters, annual reports and website through a cultural lens.	O & E Coordinator	EAB				
3.10	Research and determine if the CARE Protocol (current organizational assessment tool) should continue to be our tool or if there is another option.	Human Resources Director	IDEA Team				

**Service Based Equity (Domain 4)**

	Strategies	Responsible Party	Collaborators Partners	Timeframe by Quarters			
				Q1	Q2	Q3	Q4
4.1	Develop criteria for community selection that provides RDI staff the ability to give weighted priority to communities that are experiencing the greatest disparities. Utilize research partners in this process.						
4.2	Continue Each RDI program will include a community demographic assessment for each community on the front end to identify marginalized populations to be served, cultural adaptations needed, and local culturally specific organizations as potential partners						
4.3	Continue designing each RDI program to include DEI best practices and the promotion of DEI with emphasis on the recruitment and outreach stage.						
4.4	Review of all print materials and web presence to reflect a DEI lens, in an effort to eliminate embedded bias and replace with culturally responsive language	<b>O &amp; E Coordinator</b>					
4.5	Have program delivery and marketing materials available in Spanish to participants based upon need and program demand.	<b>O &amp; E Coordinator</b>					
4.6	RDI staff members interact with community according to cultural norms and be intentional about it such as providing food based on cultures being served.						

## Service User Voice and Influence (Domain 5)

	Strategies	Responsible Party	Collaborators Partners	Timeframe by Quarters			
				Q1	Q	Q3	Q4
5.1	Continue to utilize and invest in a rural community-based Equity Advisory Board (EAB) to provide input to RDI staff on policy, administration, and program-related decisions	Executive Director					
5.2	Research best practices around adding salary <i>premium</i> for bilingual ability and other specialized culturally specific skills to our pay practices.	Human Resources Director					
5.3	Create an end of event/program report that that includes outcomes disaggregated by race and language and require use for all contractors and staff. The reports to be reviewed at Program Manager meetings.	Evaluation Coordinator	Program Support Staff				
5.4	Match service delivery team with composition of communities being served and make accommodations by adding community volunteers to the delivery team.	Program Directors					



## Workforce Composition and Quality (Domain 6)

	Strategies	Responsible Party	Collaborators Partners	Timeframe by Quarters			
				Q1	Q2	Q3	Q4
6.1	Implement strategies from staffing diversification plan	Human Resources Director					
6.2	Have all staff and key contractors participate in staff development activities related to DEI. This is evident in staff action plans and staff development resources are designated for DEI efforts.	Human Resources Director	Program Directors				
6.3	Include responsibility for workforce diversity in the performance goals for Director level staff.	Executive Director	Human Resources Director				
6.4	Maintain an internal structure and entity responsible for workforce diversity.	Executive Director					
6.5	Provide a list of educational resources to staff to allow multiple methods of increasing DEI knowledge and/or accessing DEI training.	Human Resources Director	IDEA Team				
6.6	Research and select a reflective tool for self-audit on bias and differences in treatment of communities of color.	Human Resources Director	IDEA Team				
6.8	Have all staff, key contractors and board members take reflective tool for self-audit on bias with results discussed at board/staff meeting. Commonalities to be highlighted and addressed with goal of adapting practices to eliminate disparities.	Human Resources Director	IDEA Team				

## Community Collaboration (Domain 7)

	Strategies	Responsible Party	Collaborators Partners	Timeframe by Quarters			
				Q1	Q	Q3	Q4
7.1	RDI has a strong understanding of the many culturally specific organizations that serve throughout our region.	Executive Director					
7.2	Partner with culturally specific organizations (i.e. Tribal, Latino, Youth, Low Income) to seek mutual resources, incorporate their work into ours, and effectively serve people of all cultures.	Executive Director					
7.3	Analyze the demographics of each community we serve and work alongside culturally specific organizations to scope, design and deliver programs in their communities.	Program Directors					
7.4	Continue to convene and have staff attend gatherings of culturally specific partners, stakeholders, and participants to understand needs, interests, and gaps related to rural capacity building and economic vitality services. (i.e. R2R/RSB/CBS/ATNI)	Program Directors					
7.5	Request and keep on file letters of support from culturally specific organizations that highlight RDI's actions for inclusion and to improve service equity and cultural responsiveness. (i.e. Pasos Program, Latino leadership, RCL Yakima, FILP Madras, Happy Camp)	Program Directors	Program Managers				
7.6	Include in RDI's silver anniversary report a list of supporters from organizations who formally represent communities of color and other cultural differentiations that RDI has served. (i.e. Tribal, Latino, Youth, low income)	Outreach & Engagement Coordinator					
7.7	Design and host a webinar that introduces a panel of culturally specific organizations to rural communities, leaders and to our staff.	Executive Director					

### Resource Allocation and Contracting Practices (Domain 8)

	<b>Strategies</b>	<b>Responsible Party</b>	<b>Collaborators Partners</b>	<b>Timeframe by Quarters</b>			
				<b>Q1</b>	<b>Q</b>	<b>Q3</b>	<b>Q4</b>
8.1	Establish targets for minority contracts and subcontracts for catering, facilities, and consultants by dollar and number with steps to achieve target.	<b>Finance Director</b>	<b>Program Directors</b>				
8.2	Include resources in contracts to reduce specific disparities – i.e. extended recruitment, child care, adapted schedule, language interpretation, local community hosts/connector	<b>Program Managers</b>	<b>Program Directors Finance Director</b>				

## Data, Metrics and Quality Improvement (Domain 9)

	Strategies	Responsible Party	Collaborators Partners	Timeframe by Quarters			
				Q1	Q	Q3	Q4
9.1	Establish and implement an approved evaluation and client satisfaction plan for every RDI program and service that includes a set of uniform customer satisfaction questions as well as customized evaluation questions related to equity, diversity and inclusion.	Evaluation Coordinator	Program Directors Program Managers				
9.2	Monitor demographic changes in the Pacific Northwest on yearly basis	Evaluation Coordinator	Program Directors				
9.3	Conduct market analysis for services useful to communities of color	Evaluation Coordinator	Program Directors				
9.4	Conduct annual assessments that include the following elements: <ul style="list-style-type: none"> <li>Participant satisfaction including experiences of inclusion/exclusion</li> <li>Comparisons of customer satisfaction outcomes between race/ethnicity of participants from same cohort/program/event</li> </ul>	Evaluation Coordinator	Program Directors				
9.5	Collect data from customer satisfaction surveys, pre-tests and post-tests with regular review of results at program manager meetings.	Program Director	Program Support Staff				
9.6	Evaluate RDI progress towards becoming a culturally responsive organization based on the spectrum from the CARE Protocol and share with staff and board.	Human Resources Director	IDEA Team				

## **Assuring Impact: Accountability, Evaluation and Periodic Revision**

This Diversity, Equity, and Inclusion Plan is a guiding document that will help shape and direct our work in the coming years. As we move forward, the IDEA Team will meet regularly and will gather input from the EAB as we move strategies to action and monitor our progress at accomplishing the strategies for each domain. As we evaluate this forward progress, we will determine if we are doing the right thing in the right way and whether there are ways to have a greater impact.

## **Conclusion**

The values and practices of diversity, equity, and inclusion are critical to the success of our organization. RDI will continue working to advance a perspective of integration, learning and valuing differences. Diversity, equity, and inclusion are not just buzzwords or boxes to check and we realize that the undertaking of a diversity, equity, and inclusion initiative is not a one-time event, but rather a long-term journey. Our organization understands that diversity, equity, and inclusion are important values to embrace and are about excellence in who we are and what we do.