



DAC's Strategic Plan

GOAL: To create a workforce that best serves our community and to have a workforce that is more equitable and inclusive.

Objective 1: Be more deliberate about creating an inclusive working environment and one where DEI is front and center

Key Strategies to Achieve Goal:

- Create opportunities for everyone to get to know their colleagues on a more personal level such as staff meeting spotlights/share outs.
- Schedule DEI lunches and/or DEI trainings every other month and ensure safe spaces for dialogue around these topics.
 - Create feedback loop for DEI Committee members to develop additional DEI trainings based on discussions from previous DEI lunches or trainings with staff
 - Require additional trainings specific for firm leadership around DEI issues
 - Implement a speaker series based on the various heritage month recognitions (February: Black History; March: Women's History; May: Asian Pacific American Heritage; June: LGBTQ+ Pride, September/October: Hispanic Heritage; November: Native American History)
- Create an internal newsletter to spotlight and lift up current events and information relevant to DEI.
- Check in and evaluate best practices on a continuous basis for hybrid/remote work and when it makes sense to work in-person.
- Create opportunities for all roles within DAC to share their expertise with one another such that attorneys are not treated as more important than other roles.
- Include in annual reviews and exit interviews questions around employee's sense of inclusion and belonging and whether there is any difference in responses of the various roles.



Objective 2: Require DAC's recruiting strategy and approach to align with its DEI goals

Key Strategies to Achieve Goal:

- Create a pipeline exposing potential employees to the work and environment by:
 - creating Internship Programs and
 - becoming more involved in outside organizations with similar DEI goals that can provide opportunities for recruitment, such as minority bar associations
- Ensure advertising reaches diverse communities where a wide variety of candidates are more likely to look for job postings.
- Ensure external materials (i.e., website, marketing brochures, social media posts and other recruiting materials) are effective and accurate when portraying DAC's DEI initiative by:
 - Creating a process to ensure all DAC internal and external materials are developed using a DEI lens; and
 - Reviewing all current DAC related internal and external materials using a DEI lens and making recommendations to modify, if necessary.
- Develop a hiring policy focused on hiring the best people by creating a diverse hiring panel (of gender, age, race/ethnicity) to help assess candidates at all levels of the hiring process (resume review, interviews, etc.).
- Guarantee the new employee orientation process effectively integrates people into DAC, both professionally and socially.

Objective 3: Implement continuous review of service model system

Key Strategies to Achieve Goal:

- Develop "experiential learning" opportunities to better educate DAC employees on what their clients experience, such as:
 - Creating activities where employees (not mentor parents) navigate a case plan/services;
 - Spotlighting mentor parents' stories; and



- Designing opportunities for employees with lived experience and/or close proximity to client background/experiences to share with other DAC employees their story (not only mentor parents).
- Conduct community outreach regarding services offered by DAC (such as doing Know Your Rights presentations by non-prevention program staff) and at the same time create opportunities for DAC employees to learn more about the communities they serve.
- Value the role of Spanish speakers (both native and learned) in overall system by:
 - Supplementing salary for Spanish speaking bilingual employees;
 - Investing in Spanish classes for interested employees; and
 - Prioritizing bilingual skills in recruitment and hiring of staff consistent with Objective 2.
- Develop protocols for DAC and DAC leadership to respond to DEI related incidents that DAC employees may encounter in their work, including advocating for DAC employees who have experienced bias, microaggressions, and prejudice from external sources (ie, the bench, DFCS, social workers, service providers).
 - Establish quarterly meetings between DEI committee representatives and executive management about DEI related incidents/situations within DAC and externally
- Develop protocols for DAC and DAC leadership to respond to respond to DEI related incidents that DAC clients may encounter in the system, including advocating for DAC clients who have experienced bias, microaggressions, and prejudice from either DAC staff or from external sources (ie, the bench, DFCS, social workers, service providers).