



**2019 Equity Roadmap  
for the East Bay Community Law Center**



**Developed in Collaboration  
With EBCLC's Equity and Inclusion Committee  
In January 2019**

**Executive Summary**

*This Roadmap document is an Equity-Centered Strategic Plan for the East Bay Community Law Center for the next year and beyond and was co-developed by The Justice Collective (TJC) in partnership with EBCLC's Equity and Inclusion Committee (EIC). It is the summation of the work the EIC has done with TJC over the past year in an effort to understand EBCLC's greatest opportunities for equity within the organization and is an explicit articulation of the equity goals the EIC has determined, as well as the tactics and strategies developed to achieve them. It should be noted that this plan is inclusive of the equity priorities the EIC identified and developed as delivered in a memo to EBCLC's Executive Management Team in 2017, as well as TJC's recommendations, which reflect observational insights and key findings from the 2018 Culture Audit of the organization.*

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## Introduction and Context

In March 2017, the East Bay Community Law Center (EBCLC) engaged The Justice Collective (TJC) at the recommendation of EBCLC's Equity and Inclusion Committee (EIC) to design content for and facilitate its annual, daylong, all-staff retreat with an eye toward internal organizational equity mapping. In April 2017, TJC furnished the EIC with a set of specific management recommendations resulting from TJC's observations during and analysis after the retreat. The following month, May 2017, the EIC presented a memo to EBCLC's management team expressing the imperative to implement several recommendations, as organized by EIC's five priority areas. These priorities included 1) Defining Impact, 2) Sustainability of the Equity Work, 3) Inter-Clinic and Inter-Office Collaboration, 4) Management Inclusivity, and 5) Human Resources, which were substantiated by the observations and lived experiences of EIC members and their collective accounting of other staff's experiences at EBCLC.

EBCLC subsequently engaged TJC in early 2018 through the advocacy of the EIC, whose partnership immediately began with a focus on the March 2018 annual all-staff retreat. TJC designed content and delivery for that daylong session with EIC-informed feedback and approval and concurrently began the deep listening, research, and observation required to inform this Equity Roadmap development process and the recommendations that preceded it. Through a multi-modal Culture Audit, regular, bi-monthly meetings with the EIC, and supporting the EIC through the growth and leadership succession process of growing its membership, the goals and strategies presented in this document are born from the synthesis of over two years of work and partnership between the EIC and TJC.

### **Assumptions**

In partnership with the EIC, TJC believes that all equity and inclusion work at EBCLC contributes broadly and specifically to the organization's mission, which is the following:

#### **EBCLC's Mission Statement**

*To promote justice and build a community that is more secure, productive, healthy, and hopeful by providing:*

- *Legal services and policy advocacy that are responsive to the needs of low-income communities, and*
- *Law training that prepares future attorneys to be skilled and principled advocates who are committed to addressing the causes and conditions of racial and economic injustice and poverty.*

## Impact and Work of the EIC

Since its inception, the EIC has served to analyze and interrogate the staff, student, and community experience of EBCLC from the multiple individual and collective vantage points of the intersectional identities represented on the committee. Serving on the EIC is an opportunity to question, confront, discuss and reflect on the inequities that exist within our organization broadly, within the law school generally, and within our eight individual clinical program areas specifically. Most importantly, the EIC's

role is to question and re-examine our values and to engage in deep introspection about how our existing systems measure up against those values and what policy shifts or other implementation may be necessary to bring our existing systems into alignment with our values.

In addition to the aforementioned development of equity and inclusion priorities and advising management on various equity related issues, the specific work of the EIC has included:

- Revising student clinic application to include prompts to discuss how students view equity work and to assess their interest in doing their work through an equity lens.
- Revising student Learning Goals Memo and Mid-semester review to include a prompt about equity principles and their clinical work.
- Design and implementation of seven Equity Bootcamps for students; educating and developing approximately 250 students
- One equity and inclusion trainings for EBCLC staff, held in February 2017; which has been made mandatory for new staff since May 2017
- Representation on hiring committees and advising in those specific processes
- Engaging all EBCLC staff through Equity readings, video, and podcast assignments, discussed within each clinic team and reviewed at monthly staff meetings, since July 2018

***Definitions: What do we mean when we say “equity and inclusion?”***

The EIC has worked to operationalize the concept of equity across the organization and uses the definition of **equity** as:

*Work that yields transformative, just and fair outcomes through the deliberate pursuit and implementation of solutions that are responsive to the intersectional issues faced by historically marginalized communities.*

When we talk about **inclusion**, we recognize that there are an array of institutional practices, policies, mindsets, and cultures that persistently and systematically exclude historically marginalized communities. Inclusion, therefore, is the process by which we harness and value all of our diverse experiences, backgrounds, and perspectives to continually assess our practices and build a just community.

## Purpose Statement of the EIC

Developed in June 2018 with TJC, the EIC’s purpose at EBCLC is detailed as follows:

The Equity and Inclusion Committee at EBCLC is a staff-centered body in both makeup and purpose. The impact of our work extends beyond the lives of staff and impacts the programmatic work with clients and the clinical work with students.

The EIC is both a bridge between and an advisor to executive management and all staff on issues of

equity, diversity, and inclusion. Our purpose is to empower all staff to do their best work through:

1. Investing in staff members as people, skill- and confidence-building and participation in various equity-related activities;
2. Aligning organizational operations and program strategy with equity and inclusion through transparency, accountability, policy, and process change where needed;
3. Advising and building the capacity of EBCLC to create a sustainable, safe, and supportive work environment; and
4. Communicating this work throughout the organization and supporting EBCLC in communicating the work externally.

## EIC Values and Guiding Principles

The work of the EIC is guided by the following values and operating principles:

<b>Staff-Centering</b>	<i>We center staff in all we do. We believe in the expertise of our own experiences and the value all staff provide to the organization, regardless of their role, title, or tenure.</i>
<b>Empowerment</b>	<i>We believe that for staff to do their best work, they must be empowered and invested in through the skillsets, knowledge, trust of management, and organizational resources and infrastructure necessary to do so. We regularly ask ourselves, “What does it take for people to be their whole selves at work?” and follow with, “How can we build in those resources necessary to empower staff to make that happen?”</i>
<b>Transparency</b>	<i>We believe that clear and honest communication is at the heart of all trust building.</i>
<b>Relationships</b>	<i>We know that relationships are both a tool and a result of peak equity, diversity, and inclusion. We demonstrate our value of relationship building through the power of shared experiences, honoring our differences, and partnering on our equity work together with our common values.</i>
<b>Resilience</b>	<i>We recognize and honor the role resilience plays in all equity-related work, and encourage ourselves and all staff to cultivate and communicate and embody resilience through leadership, service, and vulnerability.</i>

## Proposed Equity Goals for EBCLC

At the October 2018 retreat, EIC members worked collaboratively to identify three areas of focus for goal setting to create a more equitable and inclusive EBCLC. These include:

1. To update, resource, and build the capacity of EBCLC’s Human Resources policies and practices to support greater equity and inclusion at EBCLC.
2. To intentionally build a more equitable and inclusive organizational culture at EBCLC where all staff, regardless of role, responsibility, tenure or leadership status, can thrive and grow professionally, feeling seen, heard, and valued in tangible ways.

3. To increase transparency in organizational decision-making, communication, and collaboration across all areas of EBCLC through the implementation of organization-wide practices and policies, intended to increase impact within and beyond EBCLC.

**Goals: Strategies, Metrics, and Tactical Action Implementation Planning**

For each of the Equity Goals, the EIC has identified tactical strategies for accomplishing them. This includes the identification and articulation of the necessary resources (human, time, financial, and other) and accountability mechanisms with which to both initiate, sustain, and make meaningful progress on this work. These details are as follows:

Goal One:

***To update, resource, and build the capacity of EBCLC's Human Resources policies and practices to support greater equity and inclusion at EBCLC.***

	Tactical Step	Ownership, Partnership Necessary	Timeline: When to Start, Feasible Deadline(s)	Accountability and Metrics
1	Collect data on staff and board, measuring changes in demographics and identity factors. Share analysis with staff and partners to bolster transparency and accountability on an annual basis, with an internal tracking system to measure progress over time.	EBCLC Staff:  EIC Point Person: HR		Accountability and metric included in goal
2	Set aspirational diversity goals and criteria for demographic and other identity representation for future hiring: determine what identity representation mix should be ideal for EBCLC given regional, economic, and community factors (how much should staff represent the client communities EBCLC serves?)	EBCLC Staff:  EIC Point Person:		Generation of the document, utilization of the document in hiring/retention, review of the document - annually, tracking of the document's use in committees, review of the impact of the goals on staff
3	Rethink and critically assess the job design process before or at the time of a position search including: <ul style="list-style-type: none"> <li>● An analysis of what constitutes actual "requirements," vs. characteristics that perpetuate inequity</li> <li>● Learn how to evaluate culture <i>add</i> over culture fit; lift up the value of candidates' lived experience as relevant to the role and team(s) they would be leading/supporting</li> <li>● Consider the key aspects that can be learned on the job rather than only past experience as predictors of success in the role and on the team</li> <li>● Shift concept of "readiness" to value "distance traveled" as much as academic pedigrees and other criteria, etc.</li> </ul>	EBCLC Staff:  EIC Point Person:		Document generation, tracking of hiring searches utilizing this model, tracking of outcomes, surveying of utility of the doc from hiring committees
4	Create comprehensive and expanded outreach, marketing, and partnerships for recruitment of more diverse candidates in	EBCLC Staff:  EIC Point		Tracking of candidates, tracking of searches portals etc., used.

	<p>order to build a better pipeline that more closely reflects the communities EBCLC serves, including:</p> <ul style="list-style-type: none"> <li>● Draft more equitable and inclusive job descriptions</li> <li>● Identify strategic partnerships as a pipeline to candidates</li> <li>● Advocate within legal profession the case for increasing diversity in the profession</li> <li>● This pool should include a greater diversity of audiences not limited to professional associations, student groups, and other organizations representing folks of color and diverse backgrounds. Identify strategic partnerships as a pipeline to candidates</li> <li>● Advocate within legal profession the case for increasing diversity in the profession</li> </ul>	<p>Person:</p>		<p>Consultation with some type of Diversity Report which compares the applicant pool characteristics to the national availabilities in the sub-field. One possible example may include <a href="#">this resource from UC Irvine's Faculty Search process</a></p>
5	<p>Initiate a "train the trainer" model for interviewing and hiring in an equity-centered way that mitigates vulnerability to bias in each decision in a hiring process. Have staff experts train others on an annual and an as-needed basis with the following content:</p> <ul style="list-style-type: none"> <li>● Resume screening</li> <li>● Interviewing</li> <li>● Candidate evaluation</li> <li>● Onboarding and orientation</li> </ul>	<p>EBCLC Staff:</p> <p>EIC Point Person:</p>		<p>Annual training On boarding Mandatory hiring committee participation (rotation)</p>
6	<p>Codify and increase transparency in promotion, professional development, and succession policies, protocols, and practices. Make this information easily accessible, communicate during onboarding and with some frequency year after year.</p>	<p>EBCLC Staff:</p> <p>EIC Point Person:</p>		<p>Annual review</p>

7	Intentionally build professional development plans (with timelines) for staff at all levels and clarify precisely how performance assessments can be used to inform them.	EBCLC Staff:  EIC Point Person:		Program directors assessed based on how well supervisees have achieved their professional development goals  Annual development of professional development plan
8	Adopt and implement 360 performance reviews.	EBCLC Staff:  EIC Point Person:		Create and share clear goals, directions and purpose of reviews.  Get feedback on the review process itself to be shared out to staff.  Implement changes as necessary.  Have reviews dovetail with some sort of specific professional development plan.
9	Build equity, diversity, and inclusion metrics into performance assessments and evaluations.	EBCLC Staff:  EIC Point Person:		Develop questions and rubrics in consultation with the EIC, Staff and other stakeholders.  Frequently revisit shared language on EIC.
10	Design and implement a pay or salary equity tool.	EBCLC Staff:  EIC Point Person:		Work with compensation committee to increase overall compensation for all staff.  Push committee to lower the ratio between highest and lowest-paid, and to consider comp time and alternatives.
11	Discuss and document a conversation about a “no salary negotiation” approach to salaries.	EBCLC Staff:  EIC Point Person:		Education on the pay scale at on boarding, updating pay scale on a regular basis.  Have a conversation about how lived experience, language skills, communication skills, etc. should be included in the pay

				scale.
12	Ensure that all employees are onboarded and oriented consistently, receiving the same messages and information as their peers.	EBCLC Staff:  EIC Point Person:		Have documented on boarding steps that are referred to and checked off during each on boarding process.
13	Discuss and document a conversation about specifically including mental health benefits for all employees to mitigate for the repetitive stress of case and community work.	EBCLC Staff:  EIC Point Person:		Anonymous survey of staff who've used services re: how easy they were to access and overall satisfaction. Use feedback to drive changes to mental health benefits.
14	Increase pay for both Administrative and practice area staff. Discuss and document transparently decision points and discussion factors material to all decisions, including any decision to delay this step.	EBCLC Staff:  EIC Point Person:		See #s 10 and 11, above
15	Revisit work-life balance perceptions and attitudes across the organization and develop and transparently share work-life balance and wellness goals for all staff, partnering with the Wellness Committee to ensure alignment with equity values.	EBCLC Staff:  EIC Point Person:		Have a conversation to unpack what we mean when we say work/life balance and if the framing is problematic.  Revisit the self-care framework  Analyze how programmatic growth and organizational growth may negatively impact work life balance.  Survey staff  Have discussions as a part of strategic planning
16	Institutionalize an EIC Task Force to work regularly with HR and empower and support this partnership.	EBCLC Staff:  EIC Point Person:		Determine size of task force and frequency of meetings for 2-way communication between HR and the task force.  Create task force mission/goals statement.

Goal Two:

*To intentionally build a more equitable and inclusive organizational culture at EBCLC where all staff, regardless of role, responsibility, tenure or leadership status, can thrive and grow professionally, feeling seen, heard, and valued in tangible ways.*

Tactical Step		Ownership, Partnership Necessary	Timeline: When to Start, Feasible Deadline(s)
1	Incorporate equity and inclusion into EBCLC’s mission, vision, and values statements. Start by interrogating with the question, “Can these statements be more clear and explicit about how and to what extent we value equity and inclusion?”	EBCLC Staff: Executive Management EIC Point Person:	Start: Feb.1st Deadline: June 1st
2	Infuse foundational EDI (equity, diversity, and inclusion practices) into all Clinical and Practice Areas: <ul style="list-style-type: none"> <li>Identify a non-EIC member from each clinical practice area to work with an EIC member partner to engage regularly on how each team’s practices and programmatic processes can be more equitable and inclusive. Document and share examples from which other teams can learn.</li> </ul>	EBCLC Staff: Clinical Director)  Practice Area Contact:  EIC Point Person:	Start Feb. 1st, 2019  End: Feb. 1st 2021
3	Increase consensual intimacy and psychological safety to enable ease of staff getting to know each other, as this is key to the capacity of leading, facilitating, and navigating difficult but necessary conversations. This can be done through the following examples: <ul style="list-style-type: none"> <li>Training on non-violent communication, conflict resolution and courageous conversations to navigate difficult, complex conversations;</li> <li>Mindfulness and emotional intelligence training for all staff and management;</li> <li>Resource every team (not just clinical areas) with a budget for social community building and time to get to know each other outside of work;</li> <li>Connection before Content: Include a “culture share” activity at the beginning of every meeting agenda.</li> </ul>	EBCLC Staff:  HR Director & EM  EIC Point Person:	Start: March 1st, 2019  Deadline: Ongoing
4	Analyze the appropriateness of developing Affinity Groups to create safe space for staff who share aspects of identity.	EBCLC Staff:  HR Director	Start: March 1st, 2019

		EIC Point Person:	Deadline: September 1st, 2019
5	Resource ongoing work of EIC including development of strategy to “off-load” some work to support meaningful and sustainable engagement of staff members. We recommend the creation of discrete and specific working groups and committees, similar to the Wellness Committee, for HR Practices, Celebrating Staff, Professional Development for Administrative Staff; etc.	EBCLC Staff: EIC & Management EIC Point Person: Chair	Start: February 1st, 2019  Deadline: February 1st, 2020
6	Fundraise specifically to support ongoing equity work and sustainability of the EIC.	EBCLC Staff: Development EIC Point Person:	Ongoing  Need a fundraising goal in order to develop a timeline
7	Build an organizational culture that values the contributions of every staff member by uplifting accomplishments, building community, and celebrating significant life events. In essence, bridging the gap between the work and the personal as we recognize the two are not necessarily separate.	EBCLC Staff: HR Director & Directors EIC Point Person:	Start: April 1st, 2019  Deadline: July, 1st, 2019  Develop a celebration and team committee that would handle this.

**Accountability and Metrics: *How will we know progress is being made?***

	An increase in EIC contact with clinical programs. Quantitatively measured by reviewing amount of touchpoints in a given period.
	An increase in funding related to EIC activity
	Survey on organizational culture using TJC figures as the benchmark.
	An increase in the amount of social, professional development, and/or skill sharing events

Goal Three:

***To increase transparency, communication, and collaboration across all areas of EBCLC through the implementation of organization-wide practices and policies, intended to increase impact within and beyond EBCLC.***

	Tactical Step	Ownership, Partnership Necessary	Timeline: When to Start, Feasible Deadline(s)
1	<p>Address and regularly acknowledge the existing “attorney vs. non-attorney” cultural binary so endemic to legal culture across the field. Highlighting the actual professional diversity of functional areas at EBCLC that reflect the different needs and considerations of decision making and work would allow for more equitable outcomes</p> <p>Include representation of Administrative and other (currently non-represented) staff on the Management Team and share meeting minutes or notes across the organization for greater transparency and accountability. Include documentation for any rationale for not upholding or implementing this standard.</p>	<p>EBCLC Staff: Management team, Executive Assistant</p> <p>EIC Point Person:</p>	<p>Start date: try to implement for 1st EM meeting facilitated by Interim ED</p>
2	<p>Resource a training on delivering and receiving equitable and inclusive feedback and performance review.</p> <p><i>Evaluating the performance review first: how equitable and inclusive is it? Or what is it missing?</i></p>	<p>EBCLC Staff: HR Director, broad management</p> <p>EIC Point Person:</p>	<p>Coordinate evaluation with spring review process</p>
3	<p>Conduct an internal annual audit on how policy, process, and practice stands against goals - and transparently share that information with staff and board members.</p>	<p>EBCLC Staff: All Staff</p> <p>EIC Point Person:</p>	<p>Spring, starting early Feb</p>
4	<p>Develop a specific value proposition to communicate how and why equity and inclusion will make EBCLC a better organization - for staff, clients, and community.</p>	<p>EBCLC Staff: EIC as a general body</p> <p>EIC Point Person:</p>	<p>Start immediately, deadline = hire of new ED</p>
5	<p>Conduct a comprehensive strategic planning process to establish shared goals and vision for all practice areas and functional teams.</p>	<p>EBCLC Staff: Org-wide; flows from Executive Management</p>	<p>At one of EIC’s next 3 meetings with the ED, get an intro to how</p>

		EIC Point Person:	strategic planning is happening and suggest EIC involvement
6	<p>Continue perennial capacity building of the EIC to support ongoing stewardship of the effort.</p> <p>Capacity may be measured by ability to carry out the tasks as enumerated throughout this plan and the confidence necessary to communicate this capacity with transparency and integrity. Example: EIC members feel a sense of ownership of the work and have the ability to educate and assist others in carrying it forward. This may mean increasing issue area knowledge through professional development (attending conferences, classes, seminars, etc.), and other means. It may also mean allocating a certain portion of on-the-job work time and work planning to EIC work.</p>	<p>EBCLC Staff: Development associate/ Development team</p> <p>EIC Point Person:</p>	Ongoing- Development and Communications Associate will suggest researching EIC funding in upcoming grant planning
7	Discuss and determine the role of advisory boards and task forces as a way to increase diversity and representation, including the documentation of the rationale for decisions about this potential.	<p>EBCLC Staff: EIC, general staff, practice areas</p> <p>EIC Point Person:</p>	2019 planning phase and long-run change
<b>Accountability and Metrics: <i>How will we know progress is being made?</i></b>			
	Growth in numbers of EIC members and diversity of representation. Members from all levels, clinical/program areas, and tenure would provide excellent perspective on the team, and ensure various stakeholders' interests at EBCLC are being represented.		
	Consistent use of an equity framework in the development and testing of new policies		
	Establishment of frequent interfacing/culture-building opportunities, available to full staff, for open dialogue and connection around issues of equity.		
	Consistent sharing of minutes and agendas from management meetings and time at staff meeting to discuss if necessary.		
	A member of the Administrative Staff team is represented in Management meetings.		
	A strategic planning process is initiated and completed.		

## Conclusion

These goals and detailed action implementation plan embody a mindfulness of both what the EIC feels is absolutely necessary for change at EBCLC to realize peak equity and inclusion for the organization as well as the pragmatism and feasibility of accountability tracking. This document is intended to serve both as an aspirational vision for the ideal changes EIC believes must happen as well as a management tool to ground the EIC members, founding and new, Core and Advisory, in specificity with direction and support of each other moving forward.

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