

## Iowa Coalition Against Domestic Violence Action + Accountability Plan

### Area of Focus: Succession Planning – (Joan and Laurie worked on this section)

**Objective:** By October 30, 2020, ICADV will center the leadership of Black, Indigenous and People of Color (BIPOC) by prioritizing the hiring of a BIPOC executive director to lead the Iowa Coalition Against Domestic Violence (ICADV), to fully implement the agency's *Theory of Change*, centering solutions that work for everyone, to the Last Girl.

#### Activities:

- Current executive director and director of Administration and Finance develop a board approved, strength-based exit strategy that provides overlap for training, mentoring, and continuity for ICADV and member programs. (August 2020)
- Work with the ICADV Board of Directors to select a hiring committee by September 2020 for the new executive director to be hired by October/November 2020.
- The current executive director will act as senior advisor to the executive director beginning October/November through March 2021 and then will be part-time thru May. If beneficial to ICADV, the current executive director will remain with ICADV one day per week through August 2021.
- New executive director trains with the director of Finance and Administration until January 1, 2021, to familiarize herself with grant administration and financial policies and practice.
- The existing director of Administration and Finance will go part-time beginning January 1, 2021, and continue with bookkeeping responsibilities for ICADV.
- All unfilled staff positions will remain open until a qualified BIPOC or representative of another marginalized group can be recruited and hired.
- ICADV BIPOC employees will be prioritized for retention whenever funding cuts are required unless performance issues are well documented and attempts at additional training/mentoring is unsuccessful.
- BIPOC employees will be given priority and promoted internally into leadership positions whenever possible and additional training and mentoring resources will be made available when necessary.

#### Performance Measures:

- A BIPOC will fill the executive director position by October/November 2020.
- The senior advisor to the executive director will gradually decrease hours with ICADV until the position is fully terminated by August 2021.
- Clear and thorough onboarding and mentoring will occur for the new executive director with the goal of demonstrated knowledge of fiscal duties and the role of executive director prior to August 2021.

#### Outcomes:

- ICADV staff will fill future staff positions with a priority given to BIPOC leading to a minimum of 60% of positions filled by people representing marginalized communities in five years.
- Expanded partnerships with social/racial justice organizations.
- Expanded community-based victim services program work with social/racial justice organizations.

- Increase in number of BIPOC seeking services and expressing that they know more about resources available to them and know better how to plan for their safety.

### Area of Focus: Recruiting, hiring and personnel practices – (Veronica and Liz worked on this section)

**Objective:** Mitigate gender, racial, and other hidden biases in our institutional recruiting and hiring processes.

#### Activities:

- Ensure hiring committees include representation of BIPOC and people from other marginalized groups.
- Develop training and offer technical assistance to local member programs about succession planning and mentorship to deepen and widen the pool of likely applicants for ICADV positions. Provide technical assistance to advocates in the field for future leadership opportunities at the Coalition.
- Recruit intentionally. Encourage staff, Board of Directors, and program allies to extend specific invitations to apply to their friends and professional connections qualified candidates.
- Advertise open positions on a wider network of employment websites and recruitment specifically intended to reach a variety of applicants.
- Identify BIPOC-specific professional/civic groups (i.e. historically BIPOC alumni associations, fraternities /sororities) and advertise within those professional groups and networks.
- Open ICADV job descriptions and qualifications include fewer teachable and more non-teachable skills. Include “ICADV is committed to building a diverse staff and strongly encourages applications from “candidates of color” or “People of Color encouraged to apply.”
- Develop consistent metric to assess applicants’ fit for the position with room to modify tool for particularities of each position. Intended to increase an apples-to-apples comparison of candidates and focus on necessary skills and experience and reduce reliance on applicant’s “fit” with the agency (homogeneity).
- Interview multiple BIPOC applicants before making hiring decisions.
- Cast a wider net with fair and balanced wording. Avoid words that are gender-specific (i.e. strong, sensitive, superior).
- Be transparent about organizational culture and workload.
- BIPOC employees will be given priority and promoted internally into leadership opportunities whenever possible and additional training and mentoring resources will be made available when necessary.

#### Performance Measures:

- Increased number of applicants for each open position, especially applicants who feel comfortable identifying as BIPOC through their cover letter or resume.
- A majority of staff will be comprised of individuals from diverse, historically marginalized communities.
- At least 50% of applicants will come from social justice backgrounds outside domestic violence/sexual assault.
- Audit organizational hiring practices and organizational culture by January 2022.
- Interview multiple BIPOC applicants before making hiring decisions

#### Outcomes:

- Center the needs of BIPOC and other marginalized groups as core to the vision and action of ICADV.
- Amplify voices of BIPOC people through the authority and power of positions at a statewide organization (ICADV).
- By working together to develop a shared history, ICADV will strengthen relationships with social justice movements.

- Improve ICADV and member programs' policies and programmatic responses to other social justice issues by more clearly articulating the interconnected systems of oppression.

**Objective:** Maintain and grow agency talent by improving employee retention rates and job satisfaction.

Activities:

- Prioritize self-care as a necessary part of healthy employment: EFR, flexible leave policies and work from home options, maintain employee benefits like cellphone reimbursement and sabbatical.
- Maintain access to affordable, comprehensive health insurance that includes reproductive healthcare.
- Maintain physical and emotional space for employees to have group conversations about important issues in the news, in their lives, in their work, and in the movement.
- Invest in at least one training opportunity for each employee annually to encourage employees to learn, to meet other advocates in their field, and to feel inspired in their work, including exploring new ideas or skills.
- Coordinate two annual employee team-building activities – potlucks, movie watching, bowling, board game tournament, etc.
- Review annual work plans as a group to identify opportunities for partnership and support within the agency, build awareness of other employees' scope of work, and challenge each other to maintain the plumblines toward ICADV's mission and vision.
- Practice and promote ethical communication and crucial conversations.
- Provide new employees with ICADV's mission and vision, racial justice library, definitions, and Action and Accountability plan to orient new staff to common language and goals and to encourage healthy dialogue.
- Include annual 3% cost-of-living increases to employee salaries in all grant application budgets.
- Encourage ICADV staff to use 8 hours per month of staff time to participate in volunteer activities outside ICADV including nonpartisan civic engagement, social justice action, or community development.
- Exit interviews will include specific questions and time to discuss racism, discrimination, and organizational white supremacy.

Performance Measures:

- A majority of staff will be comprised of people from diverse historically marginalized communities.
- Provide new employees with ICADV's mission and vision, racial justice library, definitions, and Action and Accountability plan within two weeks of hiring.
- 100% of ICADV staff will attend at least one training or conference annually.
- Coordinate two annual staff team building activities. (Ongoing)
- ICADV will offer an opportunity for any outgoing staff to complete an exit interview either in-person or written.
- 100% of ICADV will participate in community events related to civic engagement, social justice, or community development/volunteerism by October 2022.
- Complete organizational equity audit by January 2022.

- Conduct employee engagement assessments to pinpoint areas in need of work by January 2022 and annually ongoing.
- Staff will feel valued, included, and report overall satisfaction with workplace culture and position.

#### Outcomes:

- Staff will feel encouraged to bring their whole selves to work. Retention levels shall be reflective of responsive and validating workplace environment.
- Work will incorporate joy, playfulness, healthy risk and experimentation along with rest, reflection, and time to mourn.
- ICADV staff will be leaders in the movement and in the community.
- Leadership from BIPOC and those most impacted by different systems of oppression will enable ICADV to craft the most effective strategies to work toward ICADV's mission and vision.
- ICADV staff will feel like a team committed to each other's well-being and success, both personally and professionally.

#### Area of Focus: Board Make-up – Laurie and Valerie

**Objective:** Board Makeup – A minimum of 90% of ICADV Board members will represent diverse historically marginalized communities with 80% from BIPOC communities.

#### Activities:

- Expand relationships with organizations and community groups engaging in racial/social justice work.
- Leadership positions will be filled whenever possible by BIPOC individuals.
- Clear and thorough onboarding will be completed with new board members.

#### Performance Measures:

- 90% board make-up will be from diverse historically marginalized communities. 80% from BIPOC.
- The goal of 80% board make-up by BIPOC will be maintained.

#### Outcomes:

- The executive director will be supported in her role.
- ICADV continue to work on the agency *Theory of Change*.
- Board members will exit their term feeling positive about ICADV and the work of the agency and the board.
- A continued focus on centering the needs of the most marginalized by centering the leadership of BIPOC.

#### Area of Focus: Membership make-up/expansion – Adam

**Objective- Certification:** ICADV will continue to maintain and develop the online learning center to help facilitate learning opportunities to broaden the community of activist engaged in racial/social justice work.

Activities:

- Victim Counselor Training
  - ICADV will provide a 20-hour victim activism training course.
    - The training meets the educational requirements outlined under 915.20A section d.(1) for a Certified Victim Counselor
    - The training meets the educational requirements outlined under 915.20A section d.(1) for a Certified Victim Counselor.
    - The training will provide basic knowledge for activists invested in racial/social justice and its intersection with interpersonal violence.
  - Privilege and oppression will move from a section of training to the lens in which all other training contents is filtered.
  - As the community of service providers broadens, organizations who identify as crime victim programs and meet the criteria, as such under Iowa code 915.20A section b.(2), will confirm their employees /volunteers as Certified Victim Counselors.
  - We will explore changes to Iowa code section 915.20A, section d.(3) to include the Iowa Coalition for Collective Change (ICCC).
- Certified Victim Advocate
  - ICADV will offer continuing education through online learning, webinars, and in-person training through the racial/social justice intersection lens.
  - The training will meet the training requirements for Certified Victim Advocate status and provide opportunities for the community of activists interested in racial/social justice and its intersection with interpersonal violence.

Performance Measures:

- ICADV will see a 25% increase in online training registrations by *DATE TBD*.
- The number of users from non-domestic violence focus programs will increase 50%.
- ICCC will be in Iowa code in *X* number of years.

Outcomes:

- Easier access for BIPOC advocates to receive training.

*Source:*

**915.20A, section d.** “Victim counselor” means a person who is engaged in a crime victim center, is certified as a counselor by the crime victim center, and is under the control of a direct services supervisor of a crime victim center, whose primary purpose is the rendering of advice, counseling, and assistance to the victims of crime. To qualify as a “victim counselor” under this section, the person must also have completed at least twenty hours of training provided by the center in which

the person is engaged, by the Iowa organization of victim assistance, by the Iowa coalition against sexual assault, or by the Iowa coalition against domestic violence, which shall include but not be limited to, the dynamics of victimization, substantive laws relating to violent crime, sexual assault, and domestic violence, crisis intervention techniques, communication skills, working with diverse populations, an overview of the state criminal justice system, information regarding pertinent hospital procedures, and information regarding state and community resources for victims of crime.

<sup>2</sup> **915.20A section b**, "Crime victim center" means any office, institution, agency, or crisis center offering assistance to victims of crime and their families through crisis intervention, accompaniment during medical and legal proceedings, and follow-up counseling.

<sup>3</sup> **To qualify as a "victim counselor"** under this section, the person must also have completed at least twenty hours of training provided by the center in which the person is engaged, by the Iowa organization of victim assistance, by the Iowa coalition against sexual assault, or by the Iowa coalition against domestic violence....

**Objective – Membership:** ICADV will update its current membership structure to engage a broader range of community individuals, organizations, and businesses committed and working to end systemic and interpersonal violence. Our purpose horizon is a 500-year vision where the conditions exist for every person to thrive.

- Membership Paths
  - Path One: CVAD funded domestic violence programs/agencies
  - Path Two: Individuals and nonprofit organizations invested in using their collective voices to change the conditions impacting survivors of systemic and interpersonal violence, specifically BIPOC and other marginalized individuals/communities.
  - Path 3: For-profit businesses/organizations interested in supporting and connecting with the anti-violence movement, with an investment in racial/social justice action/activism.
- ICADV Support
  - Path One:
    - Personalized technical assistance
    - Legislative advocacy
    - Advocate certification
    - In-person, live virtual, and online learning by invitation and request
    - Resource and training curriculum library
    - Member collaboration
  - Path Two:
    - Community Listserv
    - Action Alerts
    - In-person, live virtual and online learning by invitation
    - Resource library
    - Community conversations
  - Path Three:
    - Action alerts
    - Online learning
    - Resource library
  - Contributions:

- Path One:
  - DV Focus organization – .4% annual budget
  - Dual+ Focus Organizations

Performance Measures and Outcomes in progress:

Area of Focus: Standards – Zeb, Isabel, Elodia, and Kirsten

**Objective:** By October 1, 2023, ICADV will produce direct service standards for member programs in a process that creates buy-in on how our values are operationalized in our work, with focus on the need for program services to be inclusive of the multicultural needs of survivors and celebrate differences.

Activities:

- Define the purpose(s) of having service standards, who they apply to, how they will be used, and how fidelity to standards will be supported and maintained.
  - ICADV staff discussion
  - Membership discussion
- Poll member programs for suggested changes: standards that need clarity, that are not useful, need to be expanded, or new ones to add. Encourage feedback from BIPOC working in programs.
  - Evaluate the level of openness of people to welcome inclusivity
  - Explore the environment in which standards are taking place
- Host Zoom chat focus groups for survivors who identify as BIPOC to provide feedback on service provision.
- Provide online space where survivors may anonymously provide feedback, advertise through social media.
- Divide the manual into sections, recruit advocate and BIPOC representation to work on sections.
- Expand standards to include inclusive workplace policies supporting the efforts of BIPOC staff.
- Host a series of Zoom chats to discuss sections, co-facilitated by advocate representative.
- Support the conversation about standards by ongoing webinars, round tables, and conversations on community-based solutions for survivors, divestment in criminal legal system solutions, prevention, conflict resolution and centering the needs of marginalized survivors.
- As a draft of each section is finished, review for inclusion, equity, and possible impacts on survivors and staff who are most vulnerable prior to distribution to programs and ICADV Board, for feedback. Incorporate feedback into a final draft.
- Outline strategies for when standards are not being implemented in an inclusive environment, including:
  - learning and partnership opportunities.
  - a process and opportunities for conflict resolution for survivors and staff.
- Send section out for review prior to final vote at membership meeting.
- Host a series of webinars to familiarize advocates with new standards.
- Recruit BIPOC and advocate representation for implementation review.

- Change survey forms to include optional BIPOC demographics for performance reviews and measurements.

Performance measures:

- Final service standards will be ready for distribution by October 1, 2023.
- By final ICADV Board vote, member programs will commit to supporting ICADV service standards and meeting those standards in their work.
- When asked, 90% of advocates working in programs will be aware of ICADV service standards and how they apply to daily practice.
- Feedback from survivors.
- Demographic information on population statistics vs population served.
- Results from implementation review in FY2025.

Outcomes:

- 65% of BIPOC survivors will feel supported and safer as a result of contacting member programs.
- ICADV's direct service standards will reflect a commitment to inclusion, equity, and community engagement.
- Programs providing direct services to survivors will feel supported by a best practice framework in developing policies and practice.
- Programs will show an increase in providing services to BIPOC survivors, greater retention of BIPOC advocates, and reduced reliance on criminal legal interventions.

Area of Focus: Funding – Laurie, Laura, Valerie, and Veronica

**Objective:** To increase overall funding for victim service programs and to fairly distribute the funding to agencies that work within the margins and whose leadership is culturally specific to the population they serve.

Activities:

- ICADV will advocate for increases in overall state and federal funding for all anti-violence programs.
- ICADV will decrease reliance on federal/state dollars by utilizing new funding streams.
- ICADV will support and work to enact federal funding formulas that center the needs of culturally specific services, including a dedicated budget allocation for culturally specific programs within the Family Violence Prevention and Services Act (FVPSA), and increases to tribal coalitions.
- ICADV will support and work to amend the Violence Women Act (VAWA) to ensure that funding for services through this law prioritize options for safety and justice that better meet the needs of most survivors, e.g. reduce priority set aside funding for criminal justice system work /grantees and increase funding for options for safety and prevention programs outside the criminal justice system.
- ICADV will advocate with funders to increase the set aside for Iowa CSPs.

- ICADV supports a five-year goal of increasing CVAD funding awarded to the provision of services targeted to BIPOC individuals and communities as well as the development of new CSP projects and programs.
- ICADV supports CVAD prioritizing the funding of CSPs and advocates serving BIPOC communities.
- ICADV will advocate to funders and donors for resources to support service providers that are addressing the needs and advance the work of racial justice-based programs and BIPOC communities.
- ICADV supports the creation of new CSP programs and will provide TA, resources and support as a priority.

#### Performance Measures:

- Schedule meeting(s) with relevant stakeholders (ICCC, IowaCASA, CSPs, etc.) to discuss strategies to increase funding to CSPs; to assess current and future capacity for providing victim services that meet the needs of BIPOC survivors; and to consider new service delivery models (regional placement of CSPs, additional outreach offices that create and fund new programs providing meaningful alternatives for accessing safety and justice.
- Meet with CVAD to discuss plans for funding. (A minimum of two times per year and as needed).
- Public statements/plans/education materials that educate and engage communities in solutions to meet the needs of Iowa crime victims in BIPOC communities.
- Direct fundraising activities by ICADV to support CSPs and other programs.

#### Outcomes:

- Increased awareness by state and federal policymakers and funders, resource needs, and plans to address unmet needs and need to commit to funding alternatives to criminal legal system response.
- Community engagement in efforts to address and prevent community violence.
- Increase in funding available to all victim service providers

#### Area of Focus: Training the Field (Member Programs) – Kirsten

**Objective:** Provide training opportunities that meet the needs of diverse constituents while pushing forward an agenda of creating safe communities, workplaces, and opportunities for all to the Last Girl. Training is provided in multiple modes and forums to meet people where they are at and attend to the transformative process as well as outcomes.

#### Activities:

Activities prioritize three constituencies for the focus of training: victim service providers who are members of ICADV, allied agencies whose work impacts survivors, and communities, especially marginalized communities in Iowa.

#### *Victim service providers:*

1. Pivot programs toward racial justice and community-based strategies
  - Revision and revise victim counselor training to center the needs of marginalized survivors and community-based solutions for safety and healing.
  - Pivot member programs toward, or increase strength of, using community-based strategies rather than reliance on criminal legal system.

- Roundtable discussions and circles to listen and learn from each other's experiences, process reactions and impacts of change, and develop unity around a vision of beloved community.
  - Awareness of and incorporating standards revisions in daily practice .
  - Utilize story-based strategies to change the narrative of what we do.
  - Ensure BIPOC staff at programs do not experience negative consequences from training and agency change. Checking in with staff.
  - Education on historical inequities, anti-blackness, settler colonialism, and other ways white supremacy creates our current context.
  - Expand program capacity to be responsive to staff and survivors, and better representative of their communities, through administrative training on hiring, retention, succession planning, mentoring of BIPOC.
  - Use story-based strategies to change the narrative of what domestic abuse advocacy looks like and build unity around our 500-year vision.
2. Prepare advocates for their work
- Prepare advocates for their work by revisioning and revising victim counselor training.
  - Utilize and expand access to victim counselor training and other online opportunities.
  - Develop advocate collaboration and outreach skills for forming community partnerships.
  - Encouraging participation in and provide opportunities for training focused on equity issues and creative interventions.
  - Revisioning the role and process for certification. (and advocate code of ethics)
  - Training and outreach on revised standards

*Allied agencies/projects:*

- Collaborate on training opportunities, videos, materials.
- Provide access to online training created and maintained by ICADV .
- Offer ways ICADV's training resources/online platform could be utilized by allies for their training efforts for their constituents (e.g. hosting online modules for their volunteers/staff).
- Create transparency on training efforts by inviting auditing and providing access to training materials.

*Communities:*

1. Increased capacity for ICADV staff to be good ancestors through continued internal work.
  - Allocate resources toward continued staff training on the history and impact of white supremacy on historically marginalized communities.
  - Provide support for staff who identify as BIPOC around doing the work while also experiencing the impact of racism, nativism, and other acts of inequality and violence, including culturally specific learning opportunities.
  - Encourage staff participation in training opportunities regarding social change strategies, movement activism, community engagement, and collaboration.
2. Culture change
  - Use cultural strategies to create public conversation and education about social justice, racism, and community-based strategies to create safety for everyone.

- Voter-training, citizenship workshops for immigrant communities, survivors, and re-enfranchised voters.
3. Safety
- Know your rights workshops for immigrants and targeted communities.
  - Support training efforts of other targeted groups related to personal and community safety needs.

#### Performance Measures

- A new version of victim counselor training will be available online by Fall 2022.
  - The percentage of BIPOC advocates working in shelters will increase by 20% over five years.
  - Every year ICADV will offer administrative training on agency culture, hiring, and retention of BIPOC advocates.
  - 4X/year roundtables/forums or other opportunities for discussion on racial justice, social change, and community-based practices will be offered to membership. Ongoing.
  - 4X/year check-ins and support for BIPOC staff in member programs regarding changes, impact, and needs. Ongoing.
  - Every year create and launch at least one story-based strategy project targeted toward member programs and one targeted toward communities. Starting in 2022 and ongoing.
  - Provide an annual training opportunity focused on collaboration and community engagement. Ongoing.
  - Allied agencies utilizing our online training platform is increased by 50% in three years.
  - Collaborate on 2 training projects with allied agencies per year.
- 
- Each ICADV staff person engages in 6 opportunities per year to increase their understanding of the impact of white supremacy on historically marginalized communities, racial justice strategies, social change, and community engagement. (workshops, books, podcasts, conferences, roundtables, etc.)
  - A minimum of 2 per Know Your Rights training provided per year to immigrants and targeted communities each year.
  - A minimum of 2 voter training, citizenship workshops for immigrant communities, survivors and re-enfranchised voters each year.

#### Outcomes:

- Advocates will be able to articulate why racial and economic justice is essential to domestic violence work.
- Advocates will incorporate activism into their identity and services.
- Allied agencies and BIPOC will regard ICADV as a trustworthy ally and utilize ICADV resources to amplify their agendas.
- BIPOC survivors will be safer accessing services and more community strategies will be available to them.

#### **Area of Focus: Voter Engagement (edited Maria 3.4.2021)**

**Objective: Community Engagement:** Increase community engagement by empowering voters to understand the electoral process and vote their values to move toward an America that works for everyone. Encouraging survivors to vote as a step toward regaining control and investing in their future.

#### Activities:

- ICADV will provide *Get Out the Vote* resources to shelter domestic abuse comprehensive programs (i.e. Safe At Home Program, absentee ballot forms, list of statewide polling locations) to increase voter engagement and participation. (September/October 2020)
- ICADV will share all developed *Get Out the Vote* resources with ICCV and IowaCASA.
- Provide *Get Out the Vote* support to marginalized communities through engagement with BIPOC leadership and nonprofit agencies. ICADV staff will look for opportunities to participate in the electoral process (phone banking, Get Out the Vote sign-up stations, polling places, rideshare).
- ICADV will be nimble in responding to emerging racial justice initiatives and current events that impact historically marginalized communities.
- ICADV will stay up to date on ongoing changes in voting rights and processes and make that information accessible to advocates and voters engaged with our programs. (recorded webinar on voter basics for advocates and survivors).
- Utilize ICADV's legal clinic and prison outreach to teach new and potential voters about the voting process and encouraging engagement in the political process, and partner with other programs doing citizenship workshops for immigrants.

#### Performance Measures:

- Voter information to all member programs and partners.
- Engage in two GOTV partnerships targeting BIPOC communities. (Fall 2020)

#### Outcomes:

- ICADV's network of victim service programs will express confidence assisting clients with voter engagement requests and questions.
- ICADV's network of victim service providers will understand the importance of the voter engagement and its direct impact on survivors (i.e. funding, affordable housing, healthcare, education).
- Position local, state, and national leadership to move an agenda that helps create an America that works for all of us.
- ICADV will engage survivors to be life-long voters.

**Objective:** Anti-Racism Work: ICADV will expand anti-racism partnerships and provide support to organizations working in the margins by sharing information, resources, and time spent working within marginalized communities as well as lifting-up and amplifying the work of racial justice organizations.

#### Activities:

- All Coalition work will be centered through the lens of Diversity, Equity, and Inclusion.
- Listening: to CSP director's group, facilitate support/listening sessions with advocates of color/community organizing listen workshops.
- Support, lift-up, amplify, and share resources with ICCV and other racial justice org work and lift-up ICCV and CSP work with ICADV funders and donors.
- Continue internal anti-racist conversations and anti-racism curriculum and training opportunities for staff and

member programs.

- Support leadership development/opportunities for staff of color.
- Support leadership development/opportunities for advocates of color.
- Research funding opportunities for CSPs, racial justice partners, and the Coalition.
- Provide *Get Out the Vote* support to marginalized communities through engagement with BIPOC leadership and nonprofit agencies. ICADV staff will look for opportunities to participate in voter engagement.
- ICADV will serve as bridge to assist CSPs and mainstream programs/co-advocacy efforts by providing resources, training, safe spaces, and facilitation as needed and requested.
- Increase hiring and retention of staff of color for ICADV and member programs.

#### Performance Measures:

- BIPOC Coalition staff and advocates will fill existing and new positions in their respective programs. (Ongoing)
- Incorporating feedback from CSPs and BIPOC leadership into the Coalition's anti-racism work (i.e. updating policies, standards, training, technical assistance).
- Bi-annual review and update of performance measures outlined in the Action/Accountability Plan document.
- Provide full transparency to ICCV, CSPs, ICADV Board of Directors, and funders related to barriers and successes.
- Modeling non-racist practices and work culture for non-CSP programs to also provide transparency regarding equity and inclusion efforts.
- Provide resources and increased support to CSPs and ICCV.
- Results from ongoing equity and inclusion assessments of staff.

#### Outcomes:

- Increased support/resources to Iowa's CSPs to stabilize programming and community supports.
- Expanded partnerships with social and racial justice organizations.
- ICADV's network of victim service providers will reflect the communities in which they serve.
- Move toward our vision of a state and country where all communities can thrive.

#### **Area of Focus: Cultural Strategy – Kirsten, Veronica, Elodia, Isabel, Lindsay**

“Cultural strategy is a field of practice that centers artists, storytellers, media makers and cultural influencers as agents of social change. Cultural strategy speaks to our broadest visions and highest hopes. In the realm of social justice, this means forging and preserving equitable, inclusive, and just societies.

Over the long term, cultural strategy cracks open, reimagines and rewrites fiercely held narratives, transforming the shared spaces and norms that make up culture. In addition, it has a role to play in near-term campaigns — helping to shape opinions, beliefs and behaviors that lead to electoral, legislative, and policy wins.” — *A Conversation about Cultural Strategy* by Jeff Chang, Liz Manne & Erin Potts, Medium.com, 2018

**Objective:** Utilize cultural strategies to engage advocates, community partners and the public in reimagining society, lift

up the voices of marginalized communities, and transform narratives about safety and justice.

#### Activities:

- Build relationships with community partners utilizing cultural strategies such as Art Force and Movement 515 through staff meet and greets, support of their current projects. Support can include financial contributions, amplifying marketing, attendance, volunteering, assistance with resources/equipment/space, or other efforts.
- Support performance and art by BIPOC through the same means.
- Host a training by the Center for Story-based Strategy for ICADV and community-based programs to develop practical skills in analyzing cultural narratives and utilizing cultural strategies to create change.
- Use cultural strategies to pivot advocates and programs away from criminal legal solutions, create unity around the vision of beloved community, raise awareness/re-educate on marginalized communities, and give voice to BIPOC advocates within the movement.
- Create a social media strategy to build support for investing in community-based solutions and prevention for violence.
- Create a public action utilizing cultural strategies to support our legislative agenda.
- Create training on the power of words/language in causing harm and creating an environment that allows violence to flourish.
- Assigned spaces to cultural projects that are innovated and promote cultural inclusiveness.
- Promote the participation a local cultural development with the purpose to include a diverse population.
- Utilized initiatives and organizations that promote cultural art focused on diversity and inclusivity, such as Art Force Iowa, Gateway Theaters, Movement 515, NDSF.
- Use social media using graphic arts from artists who are part of the multicultural community (artists who have not been discovered).
- Prioritize including survivors of violence in the process of art projects depicting social justice, equity in connections to end violence.

#### Performance Measures:

- ICADV staff will have a minimum of four collaborative meetings with community programs utilizing cultural strategy by Fall 2021 in order to build relationships and coordinate action.
- ICADV will host a training by the Center for Story-based Strategy by Summer 2022.
- ICADV will provide support for at least two events per year raising the voices of BIPOC and other marginalized members of our communities. (Spring and Fall 2021).
- ICADV will create and deploy three cultural strategies targeting: pivoting member programs toward community-based solutions, building community support for investment in the well-being of all of us to the Last Girl, and raising awareness of a specific ICADV legislative agenda goal. (Fall 2023)

#### Outcomes:

- Program advocates will be better invested in a goal of beloved community.
- BIPOC artists will identify ICADV as an avenue to bring attention to their work.
- Iowans will increase support for community-based solutions and prevention of violence, creating safer options for BIPOC and marginalized individuals.
- Art could send messages that could reach diverse communities.
- It would create a silent but powerful movement.
- It would create special emphasis on the cultural planning of each area corresponding to the identity characteristics of those who inhabit it.
- Cultural strategies would serve as educational platform of identity and inclusion.

### Area of Focus: Centering the needs, issues, and leadership of Black and Brown communities – Lindsay, Veronica, Laura, and Kirsten

**Objective: Centering BIPOC Survivors:** ICADV's engagement, education, policy advocacy, and public relations /communication with individuals and communities will center the needs and prioritize the issues that advance safety, self-determination, and opportunity for BIPOC survivors and BIPOC communities.

#### Activities

- Center the Coalition's mission, vision, and purpose around the framework and message of DEI: Diversity, Equity, and Inclusion.
- Sign on and distribute the national Moment of Truth statement.
- Build and expand relationships with racial and social justice organizations, anti-poverty organizations and community groups. Engage in formal discussions around issues and needs of BIPOC individuals and communities (e.g. like Listening Tour done in the past) and develop strategies for addressing needs and advancing issues.
- Build and expand relationships with safety net providers (i.e. United Way, community action agencies, community health centers) to ensure/enhance access to services/resources (i.e. food assistance, healthcare, TANF, employment opportunities) for *all* survivors.
- Dedicated engagement with relevant Iowa Department of Human Rights Commissions/Offices (i.e. API, Latino, Indigenous, African American, Women, etc.) to build/maintain relationships, be a resource, and participate when it adds value to this objective.
- Stay in community with partners who want to have conversations with us, however, we are moving with individuals who are ready, willing, and able.
- Recruit, train, support BIPOC survivors and racial/social justice community organizers for ICADV's Speakers Bureau to expand communication and outreach efforts. Moving forward, the Speaker's Bureau will include stories from BIPOC who can share stories and insight about the intersections of race, gender, systemic/cultural/generational oppressions, and the direct impact these have on interpersonal violence.
- Utilize cultural strategies to engage advocates, community partners and the public in re-imagining society; lift-up the voices of marginalized communities; and transform narratives about safety and justice.
- ICADV staff will only participate on panels when the organizers have prioritized representation of BIPOC individuals. ICADV staff will work with conference organizers on barriers that prevent panels and round table

discussions from being inclusive. These include but are not limited to assistance with panelist compensation, language access, knowledge and access to experts, and a multitude of resources.

- Research programs and service delivery models that provide alternatives to safety and justice outside the criminal legal system and advocate/collaborate for funding and resources to implement them. Advocate for community partners who provide community-based programs (i.e. Creative Visions) that could be formally supported within current funding structures and collaborate with other agencies to advance and lift-up their projects and resources.
- Develop a strategic plan and dedicate time to pursue local initiatives that support efforts to advance statewide policy changes on specific issues (i.e. Des Moines racial profiling, Waterloo ban the box in hiring, housing non-discrimination, paid leave).
- Develop a formal internship program for BIPOC to assist ICADV staff (i.e. Financial Literacy Courses, PR/marketing, fundraising/event planning, legal clinic, research assistance).

#### Performance Measures

- Center the Coalition's mission, vision, and purpose around the framework and message of DEI: Diversity, Equity, Inclusion. (Fall 2021)
- Sign on and distribute the national Moment of Truth statement. (July 2020)
- Written workplans for activities that include timelines for conducting activities and ongoing work. (January 2021)
- Hold a minimum of two formal conversations/events with non-DV partners each year. (Spring and Fall 2021)
- Host a minimum of two events per year – i.e. conference, poetry slam, fundraiser – that elevates the voices of BIPOC survivors and highlights the need for transformative justice, liberation, and community-based solutions. (Spring and Fall 2021)

#### Outcomes

- Expanded partnerships with social/racial justice organizations to inform our work and hold us accountable to our mission to center needs of the most marginalized ... to the Last Girl.
- Expanded community-based victim services program work with social/racial justice organizations and expand work with safety-net providers to ensure better access to essential services for all survivors.
- Increased awareness about the need and effectiveness of alternative paths to safety and justice for survivors.
- All survivors will have the power to define what success looks like for them.
- Coalition staff, community partners, victim service providers, and individuals will demonstrate an understanding of ICADV's mission and pivot to center the needs of the most marginalized ... to the Last Girl.
- CSPs and programs representing marginalized groups will be seen as experts.