



ANTI-RACISM PLAN

April 2022

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WEST END HOUSE ANTI-RACISM PLAN

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In 2020, West End House developed an Anti-Racism Plan to review, formalize, and continue anti-racist efforts at West End House in all areas of the organization including: programming, staff culture and practices, communications, and leadership & decision making. As part of that effort, WEH created the Equity & Social Justice (ESJ) Team, which is the body that drives our diversity, equity, and inclusion work. West End House wants to ensure that the Anti-Racism Plan centers youth in the plan, as all outcomes should benefit the young people who attend West End House programs and events. In 2021, the WEH hired a consultant to create a youth focused anti-racism plan. This document is a combination of both the 2021 Youth Plan and the 2020 Anti-Racism Plan. It is the authors hope that this plan integrates outcomes for all WEH stakeholders whether they be the board of directors, staff or young people in our programs.

West End House staff and leaders recognize that individuals and the whole organization must actively work to eliminate systemic racism and white supremacy by being actively anti-racist and actively working towards racial equity in the West End House community and beyond. WEH also understands that this plan is designed to inspire equity in all dimensions. While we are racial explicit in our plan, we are not racially exclusive in analysis about how to create an organizational culture that promotes equity and belonging amongst its stakeholders.

The WEH Anti-Racism plan has 7 Goals. Each Goal is described using the following definitions and format below:

- GOALS: intentions, stated purpose
- OUTCOMES: what things look like when we've accomplished the goal
- STRATEGIES: How the work/goal will be accomplished
- SUCCESS MEASURES: how we measure the goal

GOAL 1: West End House programs promote racial equity

OUTCOME 1 The ESJ team remains a safe space for open communication and an equal exchange of ideas about strategies for diversity, inclusion, and accountability.

The team is empowered to communicate about those strategies with Senior Leadership and programmatic staff.

STRATEGIES:

1. Share information on major decisions and ongoing projects with program team quarterly
2. Host open forum meetings after quarterly report so staff can share input, thoughts and areas they'd like to see improvement on racial equity practice implementation--including with each other, WEH leadership and the ESJ
3. Survey all staff bi-annually to offer an additional safe and anonymous space for communication of concerns and ideas

SUCCESS MEASURES:

1. Anti-Racism Plan is completed, reviewed, and signed by all staff
2. Members have safe spaces throughout the club to discuss issues of race and identity, with norms supported through restorative justice practices developed in collaboration with the Director of Community Health and Well-Being
3. Staff report feeling informed about and connected to major decisions and projects in bi-annual survey

OUTCOME 2 West End House stakeholders are comfortable talking about racial equity language and concepts

STRATEGIES:

1. Expand anti-racism challenges and/or create new challenges to engage other West End House community members
2. Make WEH's Anti-racism goals and definitions accessible for the whole West End House community to review

- a. Actively use racial equity definitions developed by staff at West End House in programming & communications and with stakeholders
 - b. Revise definitions as necessary
3. Develop a training on values and expectations for West End House partners, volunteers, guest teachers, and other West End House affiliated groups
4. Facilitate ongoing spaces to talk and think about anti-racism at West End House for all stakeholders, and monitor stakeholder participation.

SUCCESS MEASURES:

- Ongoing spaces to explore anti-racism at WEH are attended by stakeholders at all levels
- Language and exposure to concepts leads to integrating anti-racism into everyday practice at West End House
- Create and implement annual surveys of staff and members, and eventually board members and other stakeholders.

OUTCOME 3 Integrate racial identity awareness into youth programming for members and alumni

STRATEGIES:

1. Programming honors and celebrates cultural holidays to highlight diversity, identity, and community for staff and members
 - a. Highlighted holidays are scheduled in the master calendar
2. Create opportunities for staff and members to share knowledge about cultural events, food, and traditions
3. Staff regularly identify partnership opportunities with organizations/ programs that have a racial identity focus (i.e. Latinx, Black, Indigenous, etc); those resources are circulated to members and alumni
4. Evaluate efficacy of racial identity interventions using one of the following methods: pre- and post- member skills surveys, focus groups, or staff evaluations

SUCCESS MEASURES

1. Members feel pride in their racial identities at West End House and more actively lead activities with peers
2. Leadership creates a West End House-wide youth-led space to discuss current events relating to race and identity, per youth leaders request
 - Members have opportunities to openly talk about issues, thoughts and feelings in a flexible, less structured space

3. Peer leadership actively shifts the role of long-term members to embody and model anti-racist principles

GOAL 2: West End House implements policies that promote racial equity

OUTCOME 1 Increase Racial Equity Fund in order to financially support anti-racism work

OUTCOME 2 The ESJ team continues evaluating the efficacy of WEH policies promoting diversity, inclusion, and accountability.

STRATEGIES:

1. Add new members to the ESJ team to replace two departures, ensuring the team maintains momentum
2. Collaborate with Senior Leadership to provide an update to staff, board, and community on the progress of our Anti-Racism plan
3. Maintain and expand funding and allocations for the Racial Equity Fund in future budgets to support ongoing racial equity work
4. Engage in a contract with Trinity Boston Connects to provide targeted support to the ESJ team to maximize their effectiveness and impact
5. Use recommended equity assessment tools to review the Employee Handbook

SUCCESS MEASURES:

1. ESJ has a productive working relationship with the Senior Leadership team, with access to decision makers and clear lines of communication
2. Anti-Racism Plan is completed and approved by ESJ and Senior Leadership
3. AR Plan is reviewed by ESJ quarterly, with outcomes and changes presented to all staff

OUTCOME 3 West End House supports members and staff in coping with racial trauma, including providing mental health and case management support for members.

STRATEGIES:

1. Conduct informational interviews in the summer of 2020 to determine needed skills and experience, wage requirements, supervision, etc..
2. Finalize job description and start the hiring process with the goal of onboarding new position by April 2022
3. Reach out to previously contacted individuals to discuss support for new position in the area of treating racial trauma, with the awareness that most Master in Social Work graduates have not received training in this area

SUCCESS MEASURES:

1. Hired a FT mental health professional to bring mental health/racial trauma support to programming and training*
2. Staff in position develops processes and practices to measure intervention practices at staff and student level
3. Students and staff are surveyed re: their engagement with the new mental health provider, and confirm that they're receiving relevant and culturally competent support

OUTCOME 4 A salary structure exists that reduces the gap between high earning and entry level positions

STRATEGIES:

1. Develop a compensation philosophy and accompanying implementation plan informed by our commitment to equity and inclusion
2. Implemented salary adjustments for several direct service program coordinators*
3. Provided a year end thank you gift that gave employees earning \$49,999 or less a check of \$1,000 and those earning \$70,000+ a check for \$250*
4. Survey staff after implementation to gauge efficacy and get feedback

SUCCESS MEASURES

1. Reduced gap between high earning and entry level positions by 3%*
2. Improved employee satisfaction and retention of current entry level staff

GOAL 3: WEH proactively acknowledges racial inequities and promotes ongoing racial equity learning

OUTCOME 1 WEH addresses racial inequity in internal communications, external communications, and at the program level

STRATEGIES:

1. Senior Leadership creates and shares statements that affirm WEH racial equity commitments with stakeholders and the public consistently, and specifically during times of increased racial trauma (ie police brutality, anti-Asian hate crimes, etc)
2. The vision and outline of the AR Plan are shared out with external WEH community
3. WEH anti-racism commitments are integrated into regular internal communications to staff (i.e. providing regular updates on AR plan progress, reiterating commitments during times of increased racial trauma, etc)
4. WEH anti-racism principles and commitments are integrated into the Annual Celebration and other fundraising efforts
5. Senior Leadership supports ESJ and program teams in implementing regular spaces to address racial trauma and ad-hoc spaces as needed

SUCCESS MEASURES:

1. Students report in annual surveys that WEH is a trauma informed youth center and with a demonstrated commitment to racial equity
2. Staff report WEH has a demonstrated commitment to racial equity
3. WEH remains committed to consistent anti-racist messaging when there's stakeholder pushback

OUTCOME 2 WEH engages in ongoing learning to understand the different ways racism harms all racial/ethnic groups.

STRATEGIES:

1. Identify areas for growth and improvement in addressing racial inequities and created an Anti-Racism plan based on staff feedback
2. Facilitate ongoing training about racism and its impact
3. Reinforce continued learning for staff on topics and skills relating to anti-racism and racial equity in all staffs and program spaces

4. IF WEH is ready (refer to OEPs Conditions for Caucusing checklist), BIPOC caucus/affinity group and a non BIPOC affinity groups meet (frequency TBD).
5. Continue to engage non-BIPOC stakeholders (staff, board, and program volunteers) in learning to identify and address internalized racial superiority

SUCCESS MEASURES:

1. Reintroduce “buddy format” in which pairs of non-BIPOC staff meet independently to discuss shared anti-racism readings
2. Add monthly group meeting to complement buddy format
3. Identify Board members to take through the Anti-Racism challenge

GOAL 4: Diversify the racial composition of our Board of Directors

OUTCOME 1 The Board of Directors more closely resembles the racial and age diversity populations of WEH neighborhood

STRATEGIES:

1. Involve staff members in the nomination, consideration, and selection process through quarterly updates
2. Offer board member office hours for staff to engage and share
3. Connect more closely with recent graduates and alumni to add youth voice to the board
4. Transition inactive Board members and review current list of members on Board of Advisors and Event Committee for moving into new board positions
5. Engage Governance Committee in active recruitment of new BIPOC candidates for the Board of Directors.

SUCCESS MEASURES:

1. Commitment to not adding another white man onto the Board of Directors until we have changed the current racial composition is honored.
2. Finalized the current Governance Committee members with our Chair Amy Atwood. Members include Board member Bithiah Carter, Chris Murphy, Henry Barr, Mindy Berman; and staff members Andrea Howard, Jenny Nute, and Mark DaCruz. Part of the goal of the Committee will be recruitment and diversification of the Board.

3. Continue assessment to transition off inactive Board members to facilitate openings on the Board of Directors prior to Annual meeting in March.
4. Continued recruitment process for BIPOC prospects on our Board including:
 - a. BIPOC candidate who has been involved funder, parent, and ad-hoc committee member. He had originally accepted nomination to join Board of Directors but could not because his job did not want more than one employee involved in board work. However, he has transitioned, and we are continuing conversation to gauge interest
 - b. BIPOC candidate who is currently involved as an event committee member. Conversation has started in gauging his time commitment for joining the Board of Advisors.
5. Add 3-5 new members to the Board of Directors and Board of Advisors in 2022.

GOAL 5: Increase diversity of staff voices in decision making

OUTCOME 1 Senior Leadership Team expands to include two new members

STRATEGIES:

1. Continue to solicit input from all staff on priority areas, i.e. changes to programmatic structure, outreach to most in need members, creating learning hub assignments, case management within learning hubs, and operational changes in response to BPS shifts to hybrid learning.
2. Elevated Director of College and Career Success and the Director of Leadership Gifts to the Leadership Team*
3. Convene Leadership Team bi-monthly to focus on strategic organizational priorities such as planning for WEH post pandemic and advancing our Anti-Racism work.

SUCCESS MEASURES:

1. Leadership team engages in equitable facilitation practices to ensure everyone's voice is heard and the power dynamics in the room are mitigated.
2. Staff who are new to Senior Leadership feel supported and empowered to contribute.
3. Staff report feeling well informed of decision making processes and able to provide feedback when necessary

GOAL 6: WEH has accountability processes to address incidents of racial harm

OUTCOME 1 WEH staff and other stakeholders (board members, volunteers, and youth) trust each other to address racism (racial abuse/microaggressions) when it happens.

STRATEGIES:

1. Create a position paper/policy for staff and youth involvement in externally hosted events and activity that outlines our expectations.
2. Rollout policy internally to staff
3. Inform our partners of how we will engage when incidents do occur
4. ESJ and Senior Leadership team develop process to review instances where the policy is enacted

SUCCESS MEASURES:

1. The accountability policy and process is piloted
2. Youth and staff understand the policy and use it when there's harm
3. ESJ and Senior Leadership review instances where the policy is used, reflect on the lessons, and use it for shared learning
4. WEH follows through on accountability process with partners and external stakeholders, even when there's push back

GOAL 7: WEH is a diverse workforce that reflects the community it serves at all levels

OUTCOME 1 BIPOC employees, particularly at the program level, are supported in their professional development goals and aspirations

STRATEGIES:

1. Finalize professional development plans developed for BIPOC program staff (including training and coaching)
2. Develop succession plans for leadership positions
3. Develop mentorship or shadowing plans for potential candidates for leadership positions
4. Expanding leadership teams in inclusive and structured pathways

SUCCESS MEASURES:

1. Used the ESJ Professional Development plan that could help with employee's retention and career aspirations
2. Created guidelines for accessing and/or allocating resources provided through the Racial Equity Fund
3. Reviewed outcomes from executive coaching to support possible expansion offering to other staff
4. Assessed the feasibility of Leadership Coaching expansion to other staff as part of the Professional Development offerings
5. Staff report in the annual survey that they feel supported in their professional development and clear on the pathways to grow in the organization

OUTCOME 2 Hire and retain more Black and Latino men across the organization.

STRATEGIES:

1. Expand our current hiring pool by identifying other organizations for possible employee recruitment
2. Continue to conduct outreach to West End House alumni when seeking to fill job vacancies

SUCCESS MEASURES:

1. Complete quarterly demographic audit of staff by race, gender and other demographics so WEH can maintain a diverse workforce that aligns with membership demographics through intentional recruiting and hiring practices
2. Towards this end, Black and Latinx males will be prioritized for recruitment for the remainder of 2022