



Equity Roadmap



United Way
of Salt Lake

March 2021

Partners—

Everyone deserves a fulfilling and stable life, but hundreds of years of collective, often intentional choices made about education, housing, employment, banking, and criminal justice have created outcomes that vary predictably and inexcusably based on race. This is unacceptable.

The Promise Partnership is changing the way that nonprofits, businesses, schools, state and local governments, students, and parents work together to create a place where everyone can thrive. We do that by working with partners to align strategies, change policies, target resources, and shift power across a region that includes 476,000 young people. .



We build networks of “community schools,” helping educators and community partners learn from each other and target supports to those who need them the most to improve educational outcomes.

We build community and regional partnerships, bringing together civic leaders, business leaders, elected officials, parents, healthcare workers, administrators, teachers, superintendents, and community leaders to address the gaps in systems that hold families back. This work is led by the Promise Partnership Regional Council.

We build relationships with and engage community members in decisions that incorporate the experience of students and families because, ultimately, we are accountable to those most impacted by health and education inequities. We employ and train grassroots organizing fellows to lead this work.

We are at the State Capitol, advocating for policies that enable more equitable outcomes.

Via Utah 211, we are a point of contact for Utahns in need, connecting them to the right housing, health, and human services 24/7, 365 days a year—and we work to close gaps in our current social service delivery systems.

Through all of this work, we hold ourselves accountable for eight education, health, and financial stability outcomes. We have always tracked and acknowledged racial (and other) disparities where data was available to do so, and by creating this roadmap hope to take even more concerted effort to address racial disparities.

This document is a description of how we are working to close those gaps. It begins with a history of our organization’s journey toward equitable results, outlines the process we initiated in the fall and winter of 2020-2021 to create a roadmap to achieve more equitable outcomes, and finishes with the Equity Roadmap that resulted from that process. It is a living commitment that we will adapt and improve as we learn more about what works and what we’ve missed.

The work in front of us is both within our organization, and with our partners. It is to co-create a future Utah where outcomes at a population level do not vary predictably based on race. It will take time, self-reflection, learning and sustained commitment to equitable results, and we are so thankful to all of you who are united in learning and in action. If you aren't yet part of our shared effort, we hope you will join us. For questions about our racial equity journey or information about our outcomes-focused work, please contact us.

Thank you,
The United Way of Salt Lake & Promise Partnership Team



Introduction

This Equity Roadmap aims to describe UWSL’s approach to embedding equity into our Behaviors, Work, Structure/Composition, Operations, Policies, Procedures, Practices, and Communications and Reporting mechanisms.

Our north star has always been, and will continue to be, improving specific education, health, and financial stability outcomes across our region through partnerships committed to transforming the systems that create inequitable outcomes. Our **Equity Roadmap** will include only strategies that have the potential to meaningfully drive education, health and financial stability outcomes at scale.

While UWSL rejects discrimination in all its forms, the initial focus of our **Equity Roadmap** will be on systemic racism. In addition to our near-term focus on addressing racism, we will continue to adopt policies and practices that embrace diversity, equity, and inclusion for people of all ethnicities, genders, sexual orientations, religions, abilities, political affiliations, etc.

Our Statement on Racial Justice and Healing (Adopted by the UWSL Board of Directors on June 11, 2020, 17 days after the murder of George Floyd.)

United Way of Salt Lake (UWSL) condemns racism in all its forms—visible and hidden—structural, systemic, and often not seen by those of us who are white. We cannot overcome racism unless we actively pursue its extinction. We must speak about it openly—with humility and a sincere desire to examine our own biases and our role in the systems that exclude and marginalize Black community members and other people of color.

Every day UWSL serves and supports those in our community who are marginalized and harmed by structural racism, and we hold ourselves and our partnerships accountable for closing racial and economic gaps in education, health, and financial well-being—but we know we must do more.

We join with those who are calling on our country to be better—and commit to continue our own journey toward racial awareness and healing—as individuals and as an organization. We pledge to do our part to create an organization and a community where racism is no longer the daily experience for people of color.

We will seek out and learn from those impacted by racism and work together to dismantle racism in our community. We will:

- Continue to build and strengthen partnerships that close disparity gaps
- Use data to shine a light on disparities of all kinds, with an initial focus on race, ethnicity, and income
- Communicate and demonstrate that equity is a core organizational value that is embedded in everything we do—including hiring and board recruitment
- Increase our role in participating in and leading education and community dialogue
- Explore new partnerships and offer support to organizations leading racial equity work
- Review every initiative and significant activity through the lens of how it can obliterate racism

We invite those in our community who are wondering how to engage with others in working to build a world free of racism and oppression to learn about UWSL’s commitment and join us at uw.org/dismantleracism.

This **Equity Roadmap** provides a structured approach to identifying areas of focus and specific actions that will enable us to make significant and measurable progress in addressing inequity in our community through what we do and how we do it. As we look to the future, we intend to be a leader in our approach and our results—we hope our approach will be a benchmark and a beacon for others who are seeking to accomplish similar outcomes.



As we address inequities, we will be:

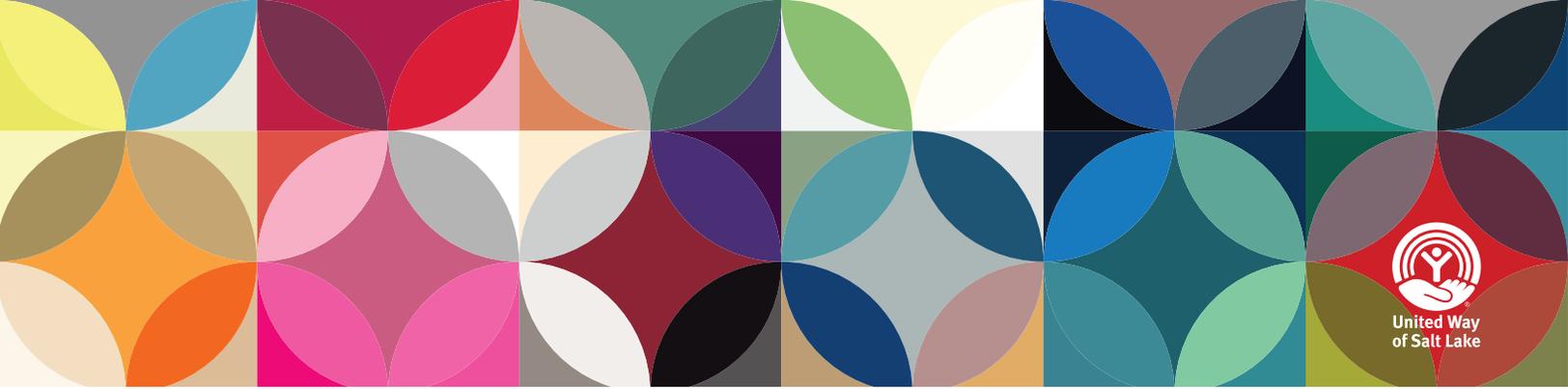
- > Collaborative
- > Empathetic
- > Vulnerable
- > Passionate and compassionate
- > Focused on the dignity of all people
- > Authentic
- > Data-driven
- > Humble
- > Respectful

We'll know we've made significant progress when:

- Everyone involved in our work understands how to authentically embed diversity, equity, and inclusion, and appreciates the ways in which systemic racism negatively impacts BIPOC (Black, Indigenous, and people of color) and society as a whole.
- Racial equity gaps in education, health, and economic mobility are closing, and ultimately eliminated.
- We've expanded the diversity of our team and board—and are continuing to do so until our board and team reflect the communities we work with.
- The communities we serve are authentically centered in the work we do.
- Our team and extended team are more nimble and able to steer in a different direction when we see something that's not working as intended or requires more focus and attention.
- Our progress and what we're learning is regularly and transparently communicated.
- Our equity efforts are embedded, ongoing, and continually improving. Equity—especially racial equity—is part of the fabric of UWSL.

Target Audiences; We'll do this equity work with:

- > UWSL team members and volunteers
- > Partners
- > Healthcare providers
- > Policymakers
- > Caregivers, parents, students, community members
- > UWSL board members and board committee members
- > Educators and those who work with students and families



UWSL categorically rejects discrimination of any kind—including, but not limited to, discrimination based on race, ethnicity, gender, sexual orientation, religion, or ability. Our commitment is to equity in all its forms, but the initial focus of our Equity Roadmap is on racial equity—specifically improving conditions for members of the BIPOC (Black, Indigenous, and people of color) community.

We will focus on racial equity first because:

- Systemic racism continues to oppress, invalidate, and deeply affect the lives of BIPOC.
- Race is often the foundation of, and intersection for, amplifying other forms of discrimination.
- We've learned that if we don't name and address racism specifically, it persists..
- It reinforces the fact that not all BIPOC have the same experience, particularly when it comes to legislation and systemic oppression.
- Racial differences are typically apparent and visible—some of our other identities that are discriminated against are not.
- To achieve our core purpose of improving education, health, and economic mobility outcomes for all young people in our region, we need to prioritize strategies that address systemic racial equity gaps.

By centering our work on becoming an anti-racist organization, we are not supplanting our commitment to addressing other types of discrimination.

We'll focus on the following areas of UWSL:

- > Behaviors
- > Our work and our partnerships
- > Structure and composition
- > Operations
- > Policies
- > Procedures
- > Practices
- > Communications and reporting mechanisms

We'll use a stepped process to intentionally and thoughtfully plan our approach, guide and assess our actions, and continuously improve. The approach will consist of five discreet areas we're calling the **"Five R's"**:

Reflect

- Discuss and debate, listen and learn, and clearly define our vision along with specific goals (Objectives and Key Results—OKRs) for each of our focus areas.
- Engage those with lived experience to learn from their perspectives and expertise.
- Tap into research, published data, and expertise of those with professional and personal experience \in helping organizations achieve equity objectives.
- Take stock of where we are – candidly. Openly assess our performance and identify where we're doing well and where we need to do better.
- Commit to learning new equity concepts and practices to help us understand how we truly embed equity in everything we do.

Reshape

- Revise, redesign, restructure, and rethink mindsets, behaviors, processes, procedures, policies, and practices.
- Build more equitable systems with input from those who have been most impacted by them.
- Improve the systems that create variable outcomes based on race by engaging those most impacted to lead the change.
- Utilize lived experience to inform why our outcomes are what they are and what it will take to improve them.
- Elevate and incorporate the perspectives and presence of those most impacted into the decision-making process and act on their feedback.

Report

- Measure results. Communicate broadly with all our audiences. Transparently share gaps and learnings.
- Transparently report on our progress and performance.
- Provide updates on key results (OKRs) on a regular basis.

Refine

- Reflect on the process, and our progress, to better understand our impact, motivations, insights, and perspectives.
- Identify what's working and what's not.
- Build on what's working/bright spots.
- Determine what needs more focus and attention.

Repeat

- Acknowledge that this is an iterative process.
- Continuously re-start in an expansive and catalytic way.
- Accept the process as fluid, cyclical, and "centrifugal."
Return to Step 1 and incorporate learnings to continue to progress and improve.



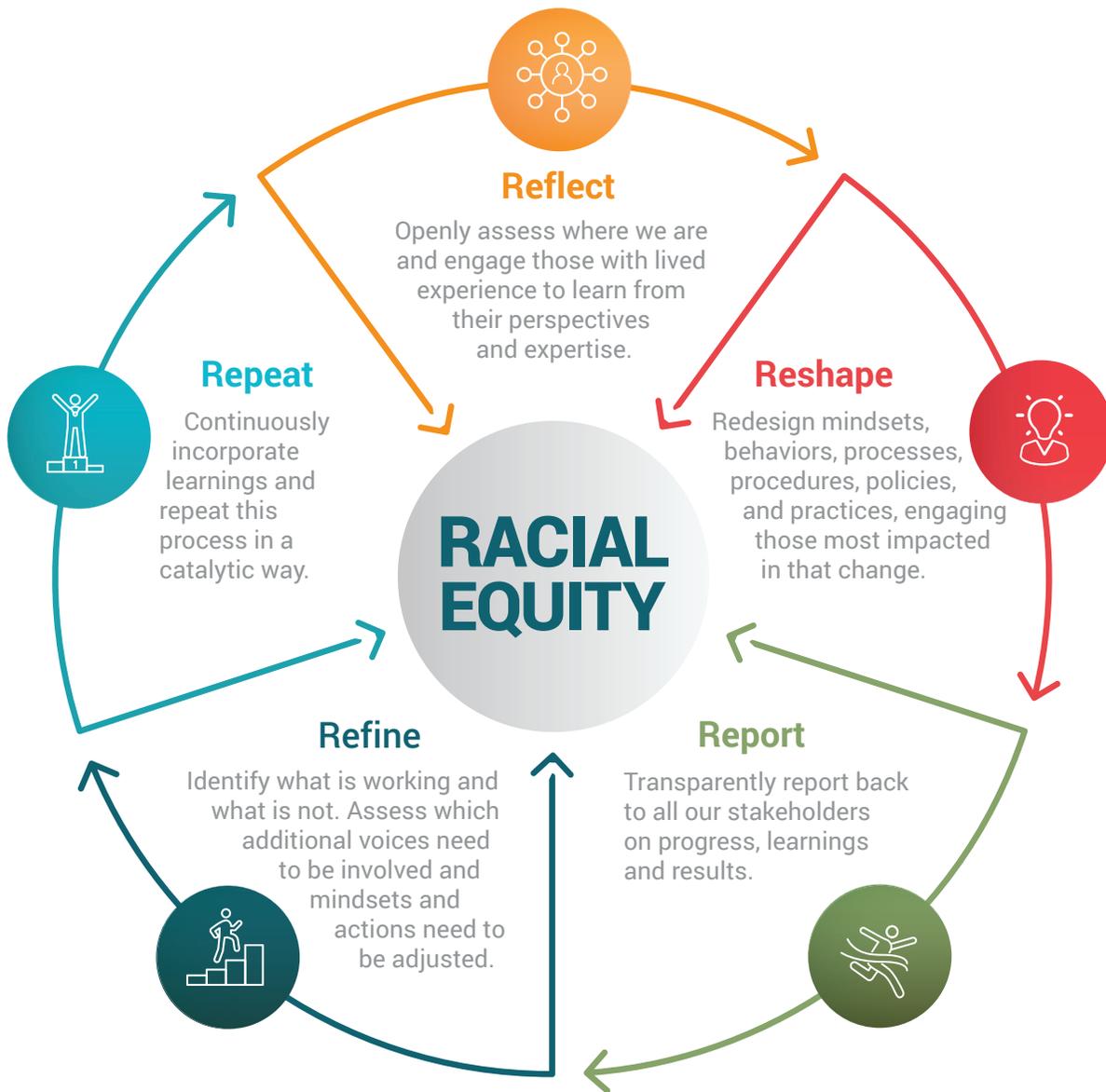
United Way of Salt Lake



United Way of Salt Lake

EQUITY ROADMAP

Path to Diversity, Equity & Inclusion





Equity Roadmap—Objectives and Key Results—Our “Report Card”

This Report Card reflects what we believe we need to do to help each of the 476,000 young people in our region achieve their potential—eliminating racial equity gaps in education, health, and financial stability results. It includes what we believe we need to do within our organization and externally to change patterns, systems, and behaviors outside UWSL that we’ve collectively built.

BEHAVIORS *The ways we show up to conversations and our work to create a culture of results and belonging*

“BRIGHT SPOTS”	REFLECT	RESHAPE	REPORT	REFINE	REPEAT
	OBJECTIVES		KEY RESULTS (BY 6.2022)		
<p>Convened a team of staff and board members to create this roadmap (which includes input from all UWSL staff who chose to provide input) (2020).</p> <p>Provided training for all team members in implicit bias, microaggressions, and crucial conversations - and worked to continuously improve them. (2016-present)</p>	<p>Understand where we are in our equity journey. Know that we will always be on this journey!</p> <p>Commit personally to seeking out new information & people and applying what we learn to our personal and professional roles.</p>	<p>In the meetings that we convene and in which we participate:</p> <p>Build a culture of safety to address issues of race, self-reflection, and supporting each other.</p> <p>Push beyond our comfort zone and understand that this is how we grow.</p> <p>Make space for others to be heard.</p> <p>Adopt and stay accountable to working norms that encourage curiosity, humility, transparency, respectful conflict, freedom from retaliation, and a focus on education, health, and financial stability results at scale.</p>	<p>85% of BIPOC team satisfied with workplace climate.</p> <p>85% of White team members satisfied with workplace climate.</p> <p>Track % of networks and partnerships with equity training and agreed-to norms. Set baseline and target.</p>	<p>Regularly analyze the impact of each action on our north star: education, health, and financial stability results at scale. Engage those most impacted by each of the actions in the process of analysis. Make intentional adjustments.</p> <p>Continuously re-start in an expansive and catalytic way.</p> <p>Return to Step 1 and incorporate learnings to continue to progress and improve.</p> <p>Annually report back to our stakeholders.</p>	<p>Continuously incorporate learnings and repeat this process in a catalytic way.</p>

OUR WORK *Our education, health, economic mobility, 211, and public policy strategies*

“BRIGHT SPOTS”	REFLECT	RESHAPE	REPORT
	OBJECTIVES	KEY RESULTS (BY 6.2022)	
<p>Launched the Women’s Leadership Council (now known as Women United), focused on immigrants and refugees (2003).</p> <p>Helped develop The Utah Compact, which among other things opposes the unnecessary separation of families and affirms the role of immigrants in our economy (2010 and in 2019).</p> <p>Launched the Promise Partnership Regional Council, focused on creating outcomes at a regional scale (2014).</p> <p>Continued federal advocacy in support of immigrant rights (2018-2020).</p> <p>Launched our Reimagine Education partnerships and made awards to six schools prioritizing racial equity and parent and student voices (2020).</p> <p>Following a listening tour, modified Utah 211 Interactive Voice Response to center suggestions from multicultural communities (2020).</p>	<p>Study input from community members about root causes and solutions.</p> <p>Use board, staff, and partner meetings to unpack how racism impacts our outcomes and relationships.</p>	<p>Implement an inclusive recovery, social determinants of health, and Re-imagine Education agenda that reduces disparities.</p> <p>Incorporate and empower youth and parents.</p> <p>Collect actionable population-level data (qualitative and quantitative) about measures of systems and holistic well-being.</p>	<p>75% of equity gaps in core outcomes are closing.</p> <p>75% of “systems transformation” milestones met.</p> <p>100% of inclusive recovery policy work is underway.</p>
REFINE AND REPEAT (See description in first chart)			

Equity Roadmap–Objectives and Key Results–Our “Report Card”

STRUCTURE/COMPOSITION *of our team, board, and partnerships*

“BRIGHT SPOTS”	REFLECT	RESHAPE	REPORT
	OBJECTIVES	KEY RESULTS (BY 6.2022)	
<p>Voted in a board that represents the racial and ethnic makeup of our service area (2018).</p> <p>Secured resources and initiated recruitment for a Chief Equity Officer (2020).</p>	<p>Learn about the stages of community engagement.</p> <p>Continue to conduct annual staff culture/climate surveys.</p> <p>Continue to analyze the racial and ethnic diversity of our team, board, and partnerships.</p> <p>Make this Roadmap part of board/team member recruitment, action planning, and accountability.</p>	<p>Broaden recruitment efforts to include BIPOC candidates for all open staff and volunteer leadership positions.</p> <p>Continue to track the number of BIPOC team members, supervisors, management team members, and board members.</p>	<p>25% BIPOC in candidate and interview pools.</p> <p>100% of initiative teams engage community members.</p>
REFINE AND REPEAT (See description in first chart)			

OPERATIONS *Organizational finance, office, technology, and contracting work*

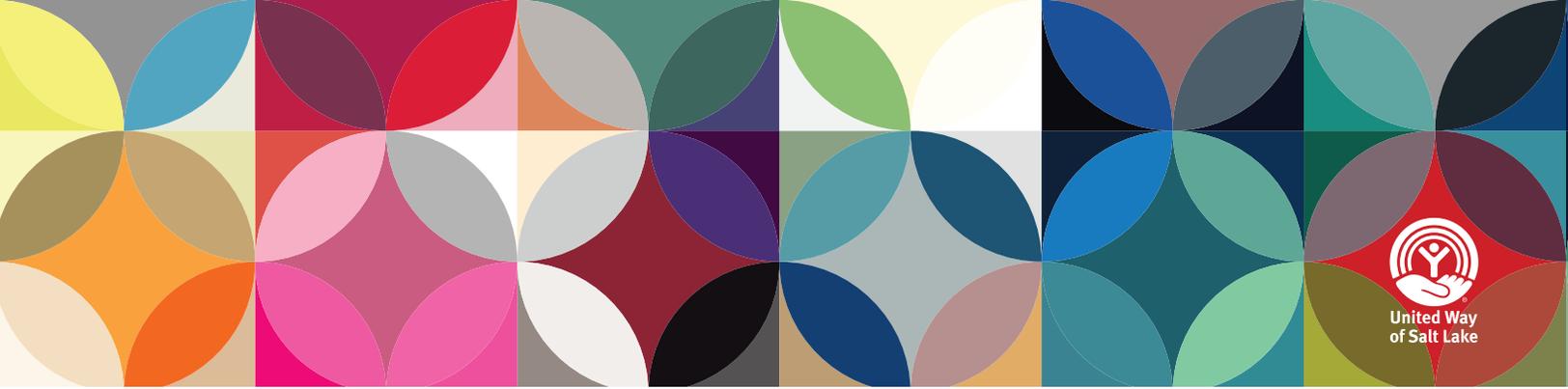
“BRIGHT SPOTS”	REFLECT	RESHAPE	REPORT
	OBJECTIVES	KEY RESULTS (BY 6.2022)	
<p>Launched our grassroots leadership strategy, designed to support community leaders and center community expertise in our partnerships (2016).</p> <p>Further value the participation and expertise of community members through the implementation of a compensation policy for community engagement (2020).</p> <p>Explored and implemented a salary floor and increased salaries that fell below it (2020).</p>	<p>Continue to reflect on what we’ve done to center racial equity in our operations.</p> <p>Participate in year-long StriveTogether Finance & Sustainability Community of Practice, focused in part on centering racial equity in planning and resource allocation.</p>	<p>Design and implement equity-based criteria for our outgoing grants and consultant, contractor, and event procurement.</p>	<p>Increase # of grants going to organizations led by BIPOC (2019 baseline: 12%).</p> <p>Track # vendor agreements to organizations led by BIPOC. Set baseline and target.</p> <p>Track # of grassroots fellows & dollar value of community compensation. Set baseline and target.</p>
REFINE AND REPEAT (See description in first chart)			

POLICIES *Rules that ensure consistency with our mission and values*

“BRIGHT SPOTS”	REFLECT	RESHAPE	REPORT
	OBJECTIVES	KEY RESULTS (BY 6.2022)	
<p>Updated our Gift Acceptance Policy. If the source of a potential gift is questioned, we will consider input from community members impacted by the source in our acceptance decision (2019).</p> <p>Made equity one of our core values (with results, continuous improvement, and relationships) (2020).</p> <p>Updated our Statement on Diversity, Equity and Inclusion to include equity and name actionable commitments (2020).</p>	<p>Reflect on what we’ve done to center racial equity in our policies.</p> <p>Learn from others.</p> <p>Review specific policies to ensure racial equity, including our commitment to zero tolerance for retaliation against those who surface inequities.</p>	<p>Clarify which board committee will monitor and report progress on this roadmap.</p> <p>Review all internal and external policies with a racial equity lens and update as needed.</p> <p>Embed equity-related responsibilities into all job descriptions.</p>	<p>100% of policies signed by board and staff have been assessed against a racial equity lens and updated.</p> <p>Track % of inclusive recovery partnerships that have conducted an equity audit of policies. Set baseline and target.</p>
REFINE AND REPEAT (See description in first chart)			

PROCEDURES *Practical applications of our policies*

“BRIGHT SPOTS”	REFLECT	RESHAPE	REPORT
	OBJECTIVES	KEY RESULTS (BY 6.2022)	
<p>Completed internal compensation audits (2019 and 2020).</p> <p>Initiated diversity & organizational climate survey, with data disaggregated by race (and gender, etc.).</p>	<p>Launch racial affinity groups for staff.</p> <p>Use data from annual diversity survey to focus on operational/administrative areas of improvement.</p> <p>Review specific procedures to ensure racial equity.</p>	<p>Complete compensation and team turnover audits, providing equal pay for equal work, and ensure fair and equitable compensation regardless of race or gender. (Salaries for like roles may vary based on tenure, experience, individual performance, and market related inversion/compression, but UWSL is 100% committed to upholding the same standards and practices–free of bias–when it comes to equal pay for equal work.)</p> <p>Complete racial equity-oriented audit of HR policies. Adjust policies. Modify procedures to match policies.</p> <p>Work for transparent, equitable practices as they pertain to retention, advancement, and promotion.</p>	<p>Track disparities in compensation, retention, and internal advancement (within like roles) based on gender, race, or ethnicity. Set baseline and target.</p>
REFINE AND REPEAT (See description in first chart)			



Equity Roadmap—Objectives and Key Results—Our “Report Card”

PRACTICES *How we do our work and interact*

“BRIGHT SPOTS”	REFLECT	RESHAPE	REPORT
	OBJECTIVES	KEY RESULTS (BY 6.2022)	
<p>Invested in results-based coaching with a racial equity focus for senior team members and team members leading outcomes-focused partnerships (2020).</p>	<p>Continue to embed equity learning objectives within each team member’s quarterly goals.</p> <p>In board, staff, and partnership conversations continue to explore the role of racism and equity in our results.</p> <p>Review specific practices to ensure racial equity.</p>	<p>Build group dialogue norms into presentations/agendas for each meeting in which we are addressing equity to build expectations of safety for interpersonal communication.</p> <p>Include measurable, specific, diversity, equity, and inclusion goals in each part of our annual strategic plan.</p> <p>Modify practices to prioritize racial equity and provide training as needed.</p> <p>Develop relationships with Indigenous communities and collaboratively establish an approach to land acknowledgment*</p>	<p>100% of assigned quarterly equity goals are completed.</p> <p>Track # networks and partnerships satisfied with partnership climate. Set baseline and target.</p>
REFINE AND REPEAT (See description in first chart)			

COMMUNICATION *Brand, Social Media, PR, Content, Design*

“BRIGHT SPOTS”	REFLECT	RESHAPE	REPORT
	OBJECTIVES	KEY RESULTS (BY 6.2022)	
<p>Launched our Speakers Series for Racial Justice (2017).</p> <p>Published Working for Racial Justice with a call to action (2020).</p> <p>Evolved messaging to more directly name racial disparities and injustices that existed well before the year’s multiple pandemics (2020).</p> <p>Created uw.org/dismantleracism to house racial equity commitments and learning resources (2020).</p>	<p>Continue to host public events that prompt learning and action around equitable results.</p> <p>Create process for team members to give input on messaging and communications.</p>	<p>Develop shared, asset-based language for how we talk about racism and poverty and the impact that our systems have on community members most impacted by racism and poverty.</p> <p>Continue to reinforce our commitment to dismantle racism and embed equitable language in all communications.</p> <p>Ensure that branding and communication appropriately represent the community members we work with.</p> <p>Regularly update uw.org/dismantleracism based on what we’re learning and input we’re getting.</p> <p>Highlight staff diversity on our website.</p>	<p>20% increase in attendance at Speaker Series events.</p> <p>Track awareness and support within the community and among donors. Set baseline and target.</p> <p>Track support from current and former team members, reflected in exit interviews & company reviews (e.g. LinkedIn). Set baseline and target.</p>
REFINE AND REPEAT (See description in first chart)			

We’ve surely missed ideas for meaningful action, and the Reflect/Reshape/Report/Refine approach is designed to help us learn from and improve upon what we do. [Please share insights](#) that would help us deliver on our commitment to partnerships that are eliminating racial disparities.

For a full glossary of terms please visit uw.org/equity-glossary/

For a list of resources related to racial equity in service of equitable results please visit <https://uw.org/equity-resources/>

*Land Acknowledgment * is the practice of recognizing, in a public setting, the fact that the places where we do our work originally belonged to Native/Indigenous people who were displaced, violently, from their ancestral lands; and that the harm from that displacement and subsequent actions continues. Developing a land acknowledgment and implementing this practice can be a first step toward building authentic relationships with Indigenous communities if coupled with authentic and ongoing actions as part of a larger equity plan. UWSL has committed to using a basic land acknowledgment in our public events, and to working in collaboration with Indigenous communities to develop a more impactful approach to land acknowledgment appropriate for our organization and work.



Appendix – Our Equity Journey



Nearly 15 years ago, UWSL began a transformation—from an organization primarily focused on raising money and making grants to an organization focused on convening partnerships capable of improving health, education, and financial stability outcomes for the more than 476,000 young people in our region. We worked with partners to disaggregate education, health, and economic mobility outcomes data by race. This work confirmed what we’ve long known: outcomes vary predictably and inequitably based on race. Systems are not designed for children and families of color. We began working with partners to target strategies to specific groups.

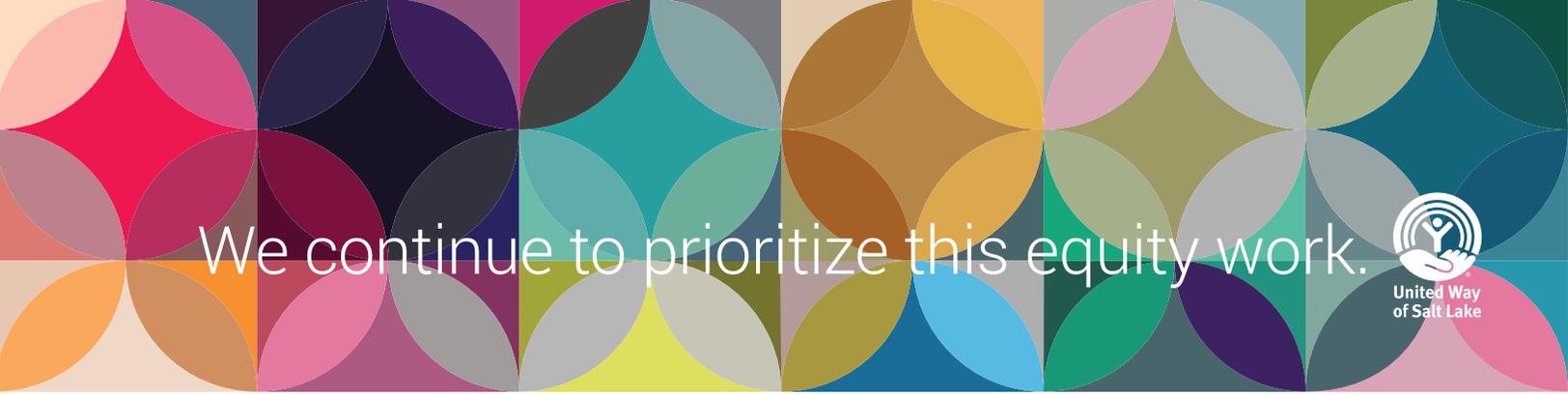
Still, our work was not yet racial equity work.

In 2016, we recognized a missing component in our work: the authentic, ongoing engagement of community members. We launched our grassroots leadership strategy, designed to support community leaders and to center community expertise in our partnerships. Around this time, at the request of team members, we also launched an internal equity committee, focused on exploring how to build our team’s capability to embed equity within our organization.

In 2018, we interviewed UWSL backbone facilitators (and others around the country) and clarified the competencies that we believe are essential for individuals who facilitate cross-sector, outcomes-focused partnerships accountable for improving results at scale. A belief that cross-sector partnerships can eliminate racial disparity gaps and produce change at a whole population level was at the center of that work.

Shortly thereafter, we went through a certification process to become the 11th StriveTogether Proof Point Community; the process involved StriveTogether interviewing dozens of our partners. In their written assessment, StriveTogether noted how our structure aligns grassroots efforts and systems leaders and how it’s enabled significant policy change. They also spotlighted areas for continued growth: the further disaggregation of data; the setting of measurable goals for narrowing racial disparity gaps; an explicit focus on strategies targeted at narrowing these gaps; more intentional engagement of community members in doing this work.

In 2020, the COVID-19 pandemic and the murders of Breonna Taylor, George Floyd, and so many others exposed once again the systems designed in ways that fail children and families of color, and sharpened our collective awareness that structural racism is a significant determinant of our current inequitable outcomes. As we have always tried to do, we reflected upon our own work, on inequities that we perpetuate, on ways in which we could improve, and on the next phase in our journey. We stated our commitments publicly, in a Statement on Racial Healing and a revised Statement on Diversity, Equity and Inclusion. We sought out and secured the resources to hire a Chief Equity Officer and to facilitate an inclusive recovery that we hope will transform our education, health, and human services systems. We formed the staff and board committee that produced the roadmap that’s in front of you.



We continue to prioritize this equity work.



Who has contributed to this roadmap so far?

We invited both staff and board members onto our committee, seeking out team members with different backgrounds in and experiences of equity work.

Eleven board members took up the work, and brought with them varying degrees of racial equity exposure. In terms of staff, we involved management team members and non-management team members—our committee included our CEO, COO, Senior Director of Grassroots Engagement, and 211 Operations Director. Two additional team members—one from our resource development team and one from our 211 team—were part of the core staff team making decisions that were delegated to staff.

Outside of the board equity committee, we aimed to engage all our board members and all our team members. Data from our annual climate and engagement surveys, from an internal equitable community engagement committee, and from other recommendations from team members inform the objectives and key results (OKRs). In December, after drafting the roadmap, we shared it with our full team, held focus groups, and distributed a survey so staff could provide input into the plan. Our full Board of Directors provided feedback on the Equity Roadmap at its annual retreat in January 2021.

In February 2021, members of the staff/board equity committee facilitated seven focus groups with community members who had previous exposure to our work. That feedback was incorporated, and in March 2021, our Board of Directors voted to adopt the Equity Roadmap.

What were the steps in the process to date? What questions did we ask (and what pieces of the roadmap resulted from each step?)

Our process so far has been thoughtful yet efficient. It is far from done—our commitment (which is described in our 5 R's approach) is to continuously reflect on progress and refine our approach.

To start we gathered the group listed above in the Who Has Contributed section for a series of meetings.

Step 1 Setting the Foundation

November 6, 2020: We started our first meeting by answering five questions: (1) Fast-forward 3-5 years from now—how would an outside observer describe us as having a world-class DEI (diversity, equity, and inclusion) organization? (2) What audiences/stakeholders are we addressing? (3) What is the scope of our efforts? (4) What are the stages of our roadmap? (5) How do we measure success, communicate our progress, know we're on the right track, and identify gaps/issues?

From there, we created the first pieces of roadmap, and the template for our scorecard that would connect our aspirations to thoughtful actions and measurable results.



Step 2 Defining Action Commitments

December 4, 2020: In our second meeting, reviewing what we'd done prompted lively debates about the audience and scope of our roadmap. We agreed on the importance of documenting our "action commitments" that would directly serve our goal of change at scale. The committee members asked that those closest to UWSL's daily work—UWSL team members—populate the scorecard.

Over the course of four weeks, team members created a scorecard that pulled in bodies of work that our outcomes-focused partnerships, our board, and our team had either begun or aspired to do. We created a glossary of terms, because shared definitions matter. We began to compile a list of podcasts, videos, articles, books, and other resources to inform and assist personal and community understanding and growth.

Step 3 Securing Board and Staff Feedback and Buy-In

January 9, 2021: In our third meeting, we reviewed the draft scorecard, glossary, and resource list. We created a graphical depiction of our process.

We brought our roadmap to our executive committee, our full board, two of our board committees, and our full staff for discussion and input. We made important changes based on the feedback we received.

Step 4 Securing Community Feedback

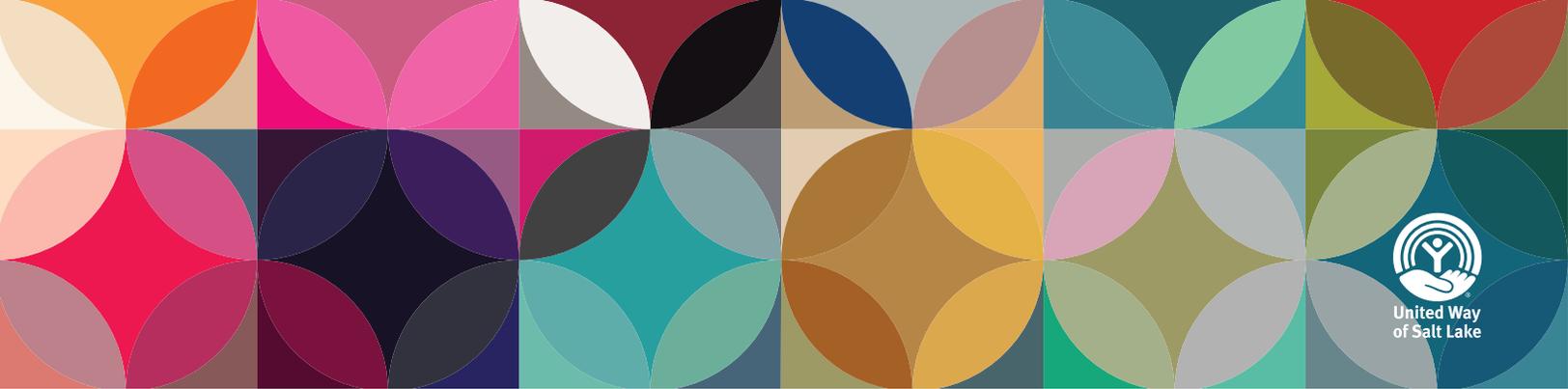
February 18, 2021: In early February, we conducted focus groups and interviews with twelve community members. In our fourth committee meeting, we reviewed the recommendations from those focus groups, and made important changes based on the feedback we received.

Step 5 Apply Feedback & Publish Roadmap

March 2021: Our board voted to adopt the equity roadmap and recognized that the work it represents is ongoing and long-term work.

Continuing the Work:

The steps described above were critical to bringing everyone in our organization together around a shared vision of equity for United Way of Salt Lake. In our case, it happened alongside and was informed by equity work already in progress. Because there is much work still to be done, we are excited by the clarity this roadmap provides, and by the shared purpose its creation has fostered across our organization.



What have we learned in the process of creating our equity roadmap?

Among our many learnings are the ideas that:

When individuals share accountability for a result and share a mental model for achieving it, you can accomplish a lot in a short amount of time. Our staff/board committee met just four times and produced actionable targets, shared mental models, and a sense of what committed, continuous action it will take to get there. It is also important to note that beyond these committee meetings were many additional meetings, conversations, emails, and individual and small group work, often with tight timelines.

A continuous improvement that centers racial equity is one that could be used in multiple contexts. That said, process matters. Other organizations and communities are at different places in their journeys, have different contexts, and will identify different factors and action commitments. It's only through the process of convening the stakeholders within the context you're trying to change, listening with intention, and speaking authentically that you create a meaningful plan that has the buy-in of those who must do the work.

You must expect hard conversations and commit to having them with respect, humility, and a willingness to change. Our implicit norms included making sure everyone in the room felt heard, encouraging participation from all, and being fully present. As noted in our report card, we continue to test ways of setting agreements about how we will engage with each other and make decisions, including when conflicting views inevitably arises.

Policies, practices, and procedures are foundational but insufficient on their own. People make change, and so mindsets, behaviors, interactions, and relationships that are put to work in service of equitable results should be at the center of our work.

We're early in a long-term process. The strategies in the roadmap have in some cases started (but not fully implemented) and in some cases not yet begun. We have a lot left to do and a lot left to learn.

What's next?

Our roadmap is a living document that we'll update and report back on regularly. We've included a template of our Equity Roadmap below, along with the key questions we asked as we co-created the content for each section.

We are grateful to the board, staff, and community members who contribute to creation and implementation of this roadmap and our broader work toward results at a population level that don't vary based on race.

Equity Roadmap Template



Target Audiences

Question we asked:

What audiences/stakeholders are we addressing (e.g. working with and accountable to)?

Scope

Question we asked:

What is the scope of our efforts? Fast-forward 3-5 years from now—how would an outside observer describe us as having a world-class DEI organization?

Process/Approach

Question we asked:

What are the stages of our roadmap? *From this, we derived the “5 R’s”—reflect, reshape, report, refine, and repeat.*

Report Card

Question we asked:

How do we measure success, communicate our progress, know we’re on the right track, and identify gaps/issues?

"BRIGHT SPOTS"	REFLECT OBJECTIVES	RESHAPE KEY RESULTS (BY 6.2022)	REPORT