Council On Diversity Affairs
Proposed Action Plan
2020 has been a challenging year on so many fronts. In addition to the challenge of COVID-19 in our community, we have seen instances of deep racial inequity resulting in a national move towards addressing these injustices. In fact, COVID-19 worsened equity gaps.

Although it has been nearly six months since George Floyd lost his life in a deliberate act of violence, our hearts still burn with rage over injustice. After that horrific day last May, I spent the following weeks meeting one-on-one with more than sixty community leaders and invited other County officials to join me for three town hall listening sessions. During each meeting and session, I made a commitment to the community that I would listen and use the power of my office to act. I further committed that Salt Lake County’s Council on Diversity Affairs (CODA) would be a forum for discussion and action.

For the past several months, seven CODA subcommittees, including dozens of community volunteers and supported by Salt Lake County staff, have been building an Action Plan. This draft Action Plan, based on the community’s input, includes measurable action steps and will guide our work in eradicating systemic bias and institutional racism from Salt Lake County and its services.

In October, the final appointments were made to CODA. Each Council member is also participating on a subcommittee. The community leaders who are serving share my vision of action and will collectively oversee progress on the final Action Plan.

I am inspired by the leadership in the community that brought us to this point. Together, I know we can act and make measurable progress towards creating a Salt Lake County that welcomes all.

Jenny Wilson
Salt Lake County Mayor
Council on Diversity Affairs

Salt Lake County Mayor’s Council on Diversity Affairs, including diverse, committed community members from throughout the county, has a rich 16-year history of advocating, supporting, and promoting an inclusive community and government through dialogue, respect, action, and celebration.

CODA will now build on that foundation, identifying systemic failures, providing policy recommendations, and focusing on measurable actions toward addressing equity, access, institutional reform and racial justice.

The Council on Diversity Affairs will serve as a bridge between the Mayor’s Office for New Americans and the Mayor’s Office for Diversity & Inclusion, working in concert with community members to identify, shape and guide the development and implementation of Salt Lake County's priorities.
OUR VISION is for Salt Lake County to be a place where EVERYONE has equitable access to opportunities; a place where we act intentionally to connect people of ALL BACKGROUNDS to achieve their highest civic and economic potential; and a place where we confront and address the historic, systemic RACIAL INEQUALITIES that continue to exist in our community.

CODA believes in the equal and inherent value of ALL people.
CODA Members

Brieanne Witte, Senior Project Coordinator, Center for Clinical Translational Science, University of Utah
Ciriac Alvarez-Valle, Policy Analyst, Voice for Utah Children
Clare Lemke, Director, LGBT Resource Center, University of Utah
Corey Hodges, Pastor, The Point Church
Ephraim Kum, Student Body President, University of Utah
Joey Hanna, Executive Director, Utah Parent Center
Kevin Nguyen, Community Health Worker Specialist, Utah Department of Health
Luna Banuri, Executive Director, Utah Muslim Civic League
Mackey Smith, Sr. Strategy Consultant, Tanner LLC
Melanie Hooton, Administrative Program Coordinator, University of Utah School of Medicine
Michael Andrews, Manager, Operation Warm
Mike Zuhl, Community Advocate
Natalie El-Diery, Executive Director, International Rescue Committee in Salt Lake City
Verona Sagato Mauga, Executive Director/ Co-owner, Renew Wellness & Recovery and Co-owner, Sagato Bakery & Café
Yolanda Francisco Nez, Executive Director, Restoring Ancestral Winds
CODA
Subcommittees

- Law enforcement / Criminal justice reform
- Housing access
- Health initiatives
- Economic opportunity
- Data and performance
- Rising young leaders
- Human resources
Subcommittee on Human Resources

Staff Leads: Pashion Whales
Chair: Mackey Smith

INTENTION
An advisory committee to Salt Lake County that assists with creating a workforce that is reflective of the residents, employees and visitors we serve; welcomes and supports uniqueness and individuality; and supports all employees to reach their highest level of potential.
Employee Staffing
SLCo will make a public commitment to show the diversity of those living in the County match the make-up of County staff. Focusing on hiring and retaining high contributing talent.

CODA Subcommittee
Partner with community organizers to promote distribution of job availability to non-traditional community groups, while making sure job skills and education requirements are closely associated to the job title. Identify focus groups that will work to recognize hiring gaps, and set-up a fair and equitable interview process that reflects the diverse make-up of our community.

County Operations
Show commitment between County HR Staff and County Leadership to promote hiring opportunities in diverse communities. Review job descriptions to encourage acceptable requirements that can be met by the communities we aim to reach.

Set up a framework that will review current hiring guidelines, programs and procedures supported through the lens of equity, inclusion and diversity. Provide recommendations on Policies, Procedures and, Programs focused on hiring diversification, employee culture to make sure retention and SLCo branding welcomes the perspectives of our communities. By working with our community partners we aim to develop an increasingly desirable working environment.

Policies, Procedures, and Programs (PPP)
Audit SLCo policies, procedures and programs to ensure they are equitable and inclusive to a diversity of backgrounds and perspectives.

CODA Subcommittee
Review and provide feedback on PPPs. Specifically, HR policies section 2: Employment and section 3: Employee Relations. Ensure we are comparable and using acceptable language used by our SLCo community.

County Operations
The Employee Retention and Equal Employment Opportunity (ER/EEO) manager will name structural gaps that do not support an inclusive working environment. ER/EEO manager will review current policies through the lens of I.D.E.A (Inclusive, Diverse and Equitable Access). Recommendations will be reviewed with the proper leadership and will follow appropriate policy approval process.

In partnership with the Data and Innovation team, consider focus groups and tools (user experience design) to assist with reviewing our PPPs and perception of SLCo. Ensure we are comparable and using acceptable language used by our SLCo community.
Employee Resource Groups
Recommend the creation, funding, and support of Employee Resource Groups (ERGs) for all employees to learn and discuss cultural norms.

CODA Subcommittee
In partnership with SLCo leadership, review feedback from staff and the community members to promote programs celebrating cultural differences in the workforce and encourages willingness to grow as a collective through community dialogue.

County Operations
Employee communications will identify the need/interest for the ERGs, with an intent to start a pilot program as needed. Once established, select a chair and create a code of conduct and mission statement.

Employment Data
Track and publicly report workforce diversity data on an annual basis to create accountability for SLCo.

CODA Subcommittee
Review, analyze, and make recommendations for improvements.

County Operations
ER/EEO manager will partner with Data and innovation to share data. Work with County HRIS to assist with creating adequate data capabilities to collect/retrieve information.
Subcommittee on Economic Opportunities

Staff Lead: Wisam Khudhair
Chair: Danyelle White

INTENTION
Identify and address various obstacles that threaten the economic opportunity for diverse and underserved communities in Salt Lake County. Develop BIPOC individuals into leadership and management roles.
COVID Recovery Assistance
Increase access to business resources and assistance for communities experiencing economic opportunity gaps (Opportunity Communities).

CODA Subcommittee
Share small business resources with subcommittee members so that we all can share with our professional and social networks. Conduct specific outreach to community groups or business associations. Provide feedback on resource gaps or opportunities to improve existing resources.

County Operations
Small Business Impact Grants (SBIG): Provide SBIG grant for small business impacted by Covid -19 and advertise widely in multiple languages and media platforms. Continue translating SBIG materials and offering hotline times for non-English speakers.

Economic Inclusion Community Assistance Program (EICAP): Fund additional capacity for Community Partners assisting Opportunity Communities to provide Facilitators that connect businesses with available resources.

Partner with community based organizations and local chambers such as the Suazo Center, PIK2AR, Utah Black Chamber, Utah Asian Chamber, and other minority chambers to conduct outreach to businesses impacted by COVID to help them get grants and other financial aid.

Long-term Business Assistance
Learn from activities in Action Item 1 to create long-term business assistance programs that connect Opportunity Communities with existing resources and identify resource gaps.

CODA Subcommittee
Continue providing updates and feedback on existing resources and resource gaps. Maintain connection between diverse communities and County staff so that we can work together to achieve economic opportunity for all.

County Operations
To be determined based upon lessons learned from SBIG and EIPAC.
Convening Problem-Solvers
Partner with leadership from diverse and Opportunity Communities to actively identify issues and needs related to economic, financial, and business issues in Salt Lake County.

CODA Subcommittee
Actively engage with the committee and work with staff to involve additional organizations and leaders that will maximize the inclusiveness of committee representation.

County Operations
Actively work with members to maximize inclusiveness of representation.

Plan and coordinate meetings and events to convene this group.

Ensure that the committee provides value to members by working toward clear impact and deliverables.

Strategic Initiatives
Respond to issues and initiatives raised by the committee that involve activities outside the portfolios or programs of the Economic Development Department by convening and working with the relevant stakeholders.

CODA Subcommittee
Help County staff identify and connect with relevant stakeholders, work with those stakeholders to create more activities more inclusive for Opportunity Communities, and provide feedback on those activities to improve them in the future.

County Operations
Digital Divide and Broadband Initiative: Work with public and private entities to ensure that all Salt Lake County communities have high-speed internet access.

Workforce Development: Work with stakeholders such as the Utah Department of Workforce Services, Salt Lake Community College, and others to improve workforce training for Opportunity Communities and connect Opportunity Communities with higher paying jobs.

Other issues as they arise.
Subcommittee on Law Enforcement / Criminal Justice Reform

Staff Leads: Jojo Liu + Nick Renfro
Chair: Luna Banuri

INTENTION
Elevating community voice to inform criminal justice policy and practice, with the goal of eliminating persistent racial and ethnic disparities in the criminal justice system and addressing how criminal justice practices have affected communities of color and other historically marginalized communities.
**ACTION PLAN**

**Community voice in criminal justice policy**
Create and sustain a mutually beneficial work model with communities affected by criminal justice policy to inform and influence policy and practice.

**CODA Subcommittee**
Strategic planning for the subcommittee, with an initial focus on process and performance transparency, in recognition of the reality that meaningful community participation relies upon up-to-date information on current programs and processes.

**County Operations**
Ensure CODA representation on Salt Lake County's Criminal Justice Advisory Council and its workgroups.

**Transparency in criminal justice process & performance**
Create or support data sharing platforms that allow for easy to digest data on race and ethnicity at each decision point in the criminal justice process.

**CODA Subcommittee**
Review current available data on race and ethnicity and make recommendations regarding additional data elements needed to evaluate disparities. Make recommendations for additional visualizations to help interpret data.

**County Operations**
Focused on strengthening levels of transparency that make data sharing accessible and easily understood by the community as it pertains to policy recommendations within the justice system.

**Community involved policing**
Interconnect with local governments to ensure local agencies like the Unified Police Department utilize community focused policies and practices, that ensure inclusive community safety, guided by the values of equity, transparency, and accountability.

**CODA Subcommittee**
Review current UPD training curriculum elements, community engagement efforts, and community oversight process. Make recommendations for changes aligned with the mandate of this subcommittee. Engage with local leaders to encourage the same with other local police departments.

**County Operations**
UPD will evaluate its current training curriculum, with the engagement and participation of leaders from communities of color. County will engage local leaders in discussions to address training and curriculum issues within their departments.
Address & account for bias
Review implicit bias training within SLCo’s criminal justice-related agencies and make recommendations for improvements to define concrete steps toward eliminating the existence of conscious and unconscious systemic racial bias.

Comprehensive community safety
Identify and make measurable investments in built environments, economic opportunities and intervention services to remedy the inequities that tie directly to criminal justice.

CODA Subcommittee
Identify and review the existing performance metrics that drive budget decisions for criminal justice-related entities.

County Operations
Prepare staff interacting with the community with education and training, to break down questions on budget items, procedures, and related performance metrics to ensure accessibility by the community at large.

Youth and young adults
Address the experience of marginalized youth and young adults with law enforcement, and the justice system within the community and inside formal justice system. Ensure that age appropriate resources are available to ensure positive developmental needs of youth and young adults promoting accessibility and inclusion.

CODA Subcommittee
Identify and make recommendations for equity-centered priorities for the Criminal Justice Advisory Council (CJAC).

County Operations
Create a Youth and Young Adult Workgroup under the Criminal Justice Advisory Council.
Subcommittee on
Rising Young Leaders

Staff Lead: Efren Corado Garcia
Chair: Isael Torres

INTENTION
The mission of the Rising Young Leaders Subcommittee is to serve communities across Salt Lake County through initiatives focused on development and social responsibility for youth, up-and-coming leaders, and future generations of ethical and informed, public-minded residents in Salt Lake County.
Develop opportunities for youth and young adults in the county with an emphasis on education and professional development
Establish mentorship programs highlighting integration and a rise in representation from a minority lens.

CODA Subcommittee
• Identify educational institutions to examine current relationship with Salt Lake County and work with career offices to inquire about image of Salt Lake County as a place to work.
• Rising Young Leaders and Human Resources will work together to enhance Salt Lake County internship programs by studying current policies, internship outreach materials, and strategies in order to make recommendations to appropriate leadership.
• Identify outside entities working in this space for potential partnership with Salt Lake County.
• Identify mentoring opportunities and partnerships.

County Operations
Set up strategies to support diverse and under-represented interns working with the county, and advertise entry-level job postings to county internship alumni.

Youth and young adult representation in Salt Lake County
Make Information about Salt Lake County policies easily accessible to youth and young adults in the community and create recommendations guided by the values of equity, transparency and accountability.

CODA Subcommittee
Identify available Salt Lake County Boards and Commissions with vacant positions and support existing target outreach efforts to include younger voices.
Subcommittee on Health Initiatives

Staff Leads: Siosaia Hafoka + Jorge Mendez
Chair: Kevin Nguyen

INTENTION
Improve the health of Salt Lake County residents by collaborating with community partners to promote health in all policies.
Health in all policies
Collaborate with other subcommittees and community partners to create a policy/process to approach future and current policies with a health lens that promotes health and equity throughout Salt Lake County.

CODA Subcommittee
Create a plan to implement health and equity in all policies framework throughout Salt Lake County processes.

Work with other CODA subcommittees that already have more equitable policy/process changes as their priority areas.

County Operations
Support and adopt programs as social determinants of health in County wide operations.

Under-resourced populations
Identify under-resourced and vulnerable subpopulations (i.e. youth, senior adults, people with disabilities) to address gaps in resources and ensure their voices are being heard and needs are being addressed.

CODA Subcommittee
Use data, environmental scan, and other methods to identify under-resourced populations and create a plan to address needs and collaborate more with these groups and those who represent these groups.

County Operations
Provide data and information to better understand and reach under-resourced populations.

Make necessary changes in county resources and services to better reach these groups.

Community partnerships
Identify non-traditional partners and sustain current partnerships with goals to improve community health.

CODA Subcommittee
Support or create a directory of partners and coalitions outside of County services and determine role of CODA to support appropriate efforts.

County Operations
Create a directory of partners and coalitions specifically focused on health base related agencies and promotes coordinating of efforts when possible.
County-service processes and language services
Identify and address existing barriers to applying for county services (e.g., housing and economic relief). Promote language capacity throughout the county; ensure language needs (written and spoken) are adequately represented.

CODA Subcommittee
Create assessment plan to identify barriers in applying for county services and language services needs. Create and implement a plan to start addressing barriers.

Mental health
Identify vulnerable populations and ensure appropriate community resources around mental health are accessible and adequate. Have more trauma informed service providers throughout Salt Lake County Health services and identify any overlap in the Law Enforcement Subcommittee.

CODA Subcommittee
Use data, environmental scan, and other methods to assess mental health status of SLCO and identify most impacted populations. Create a plan to address gaps and needs.

County Operations
Provide data and information around mental health. Coordinate county services that support mental health and make necessary changes when appropriate to better reach most impacted populations.
Subcommittee on Housing

Staff Lead: Michael Gallegos
Chair: Michael Andrews

INTENTION
Assure low income communities are aware of resources and services leading towards stabilized housing.
Increase housing stability by educating community members on housing programs aimed to provide equitable housing
Expand outreach to include education around income growth and career opportunities.

CODA Subcommittee
Coordinate the targeted outreach to households with a directory in multiple languages of the community-based service providers they can utilize.

Improve outreach directed to individual households by working to gather information and increase accessibility to workforce trainings, including language appropriate educational material
Develop partnership with work training programs that support generational economic growths.

CODA Subcommittee
In collaboration with the Economic Opportunities Subcommittee develop a partnership with private businesses and other governmental agencies to promote education and training opportunities using ESL standards. Focus on supporting economic stability across generations by creating or improving streamline referrals from community-based service providers to workforce development institutions and employers seeking trained workers.

Assess or implement programs in partnership with service providers, with an agreed service outcome of economic growth, housing stability, and increased assets supporting home ownership

CODA Subcommittee
Work with community partners to create or support programs with the end goal of increase community support around housing stability. Programs will focus services that strengthen a household's assets and increases homeownership opportunities.

Expand and improve landlord-tenant mediation resources, which result in positive outcomes including eviction prevention and unintended circumstances
Work with community organizers to spread information on mediation and legal services with proper language needs.

CODA Subcommittee
Communicate to communities the mediation assistance which is available including legal services.

ACTION PLAN
Subcommittee on Data & Performance
Staff Lead: Javaid Lal + Saskia DeVries

INTENTION
Support Council on Diversity Affairs (CODA) to identify, utilize and share data; facilitate data-driven decisions; and promote a culture of continuous improvement.
The Data & Performance Subcommittee promotes transparency and accountability for the CODA Action Plan by developing tools for internal and external reporting. Embracing a culture of continuous improvement and growth, Data & Performance trains subcommittee members to develop indicators, analyze data, communicate findings, and adjust their activities in response to new information.

The infrastructure developed by Data & Performance is predominantly for internal use, connecting subcommittees in a collaborative network to identify related programs, shared goals, and available resources to advance CODA priorities. Transparency, accountability, and learning are key to ensure the CODA Action Plan translates to data driven policies with real impact for our community.