



Council On Diversity Affairs

Proposed Action Plan





November 18, 2020

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.

A handwritten signature in black ink, reading 'Jenny Wilson'.

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

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

- Brienne 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

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.





Subcommittee on Human Resources

Staff Leads: Pashion Whales
Chair: Mackey Smith

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Employee Staffing

Make a specific, measurable, and public commitment to improve diverse representation at all levels of SLCo staffing. Focusing on hiring and retaining top talent.

CODA Subcommittee

Provide resources and connections for diverse communities/Community Coalitions to receive information of job opportunities. Review Job descriptions/postings and ensure minimum qualifications are appropriate. Consider interview committees be comprised of diverse employees. Utilize external focus groups to identify hiring gaps.

County Operations

Partner with County HR and County Agency Leadership/Hiring managers to ensure we are actively and strategically reaching our diverse communities to share job opportunities.

Partner with County HR-CCR team and County Agency Leadership to review job descriptions/postings and ensure minimum qualifications are appropriate, explore options for a referral program and consider partnering with Rising Young Leaders for internship opportunities.

Establish a mechanism to provide paid internships and create pathways for diverse candidates to enter and excel within the workplace. Create relationships to encourage candidates to apply by building trust with community partners.

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

ER/EEO manager will assign policies for review through the lens of I.D.E.A. and review recommendations. Upon receiving recommendations will review with HRD and where appropriate move forward through the stated 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, systems and perception of SLCo. Ensure we are comparable and using acceptable language used by our SLCo community.



Subcommittee on Human Resources

Staff Leads: Pashion Whales

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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

Review notes and/or recommendations. Conduct research and recommend opportunities to highlight Cultural celebrations and relevant conversation topics.

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

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.





Subcommittee on Economic Opportunities

Staff Lead: Wisam Khudhair
Chair: Danyelle White

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Support diverse and traditionally underserved-owned small businesses and entrepreneurs overcome current economic challenges

Increase access to financial assistance for diverse and traditionally underserved-owned small businesses and entrepreneurs.

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.

County Operations

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.

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.

Financial assistance equity

Increase financial assistance programs for diverse and traditionally underserved-owned small businesses and entrepreneurs who don't qualify for other similar programs; institute a program that fills in the gaps.

CODA Subcommittee

Identify and report barriers to access faced by traditionally underserved business owners. Help potential funders and technical assistance providers understand the existing challenges.

County Operations

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

Redesign SLCo's revolving loan fund to meet the needs of businesses that don't currently have access to working capital. Work with identified stakeholders to provide help accessing capital markets.

Invest in other agencies who have access to loan capital and the infrastructure to administer loans.



Subcommittee on **Economic Opportunities**

Staff Lead: Wisam Khudhair
Chair: Danyelle White

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Workforce development of diverse and traditionally underserved communities

1. Increase access to job training in high demand fields to improve employment for diverse and traditionally underserved community.
2. Implement tech programs for youths at a younger age (or any high demand fields).
3. Have access to paid internships and support.
4. Implement a career bridge program to connect the diverse and traditionally underserved community with the business community.

CODA Subcommittee

Coordinate with Economic Development & Recovery SLCO and stakeholder to set strategy to create a job training program, tech program and a career bridge program.

County Operations

Exploring a partnership with SLCC to provide skills training. Coordinate with HR and Young Leaders subcommittees on SLCo internship recruitment.

Identify the fields that are not only in high demand, but also have a high earning potential to provide better pathways for BIPOC to move up in income bracket and foster economic mobility.

Economic resilience for diverse and underserved businesses

Create strategic partnerships with community organizations and businesses to increase access to economic resources promoting long-term resiliency for diverse and underserved businesses.

County Operations

Connect SBIG applicants requesting technical assistance with organizations that provide that service for small business owners.

Provide training to business to help them adapt, seek out new markets, and be more agile.



Subcommittee on **Law Enforcement / Criminal Justice Reform**

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

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.





Subcommittee on

Law Enforcement / Criminal Justice Reform

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

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Community voice in criminal justice policy

Create and sustain a permanent bilateral framework for the communities most affected by criminal justice policy to inform/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

Make information about criminal justice system function and performance, including race and ethnicity data at each decision point in the criminal justice process, easily accessible and publicly available.

CODA Subcommittee

Review currently available data on race and ethnicity and make recommendations regarding additional data elements needed to evaluate disparities. Review existing system process maps and make recommendations for additional visualizations.

County Operations

Make publicly available, current data on race and ethnicity. Make publicly available, existing systems process maps that visualize each step in the criminal justice system.

Community involved policing

Engage with local governments to support efforts that ensure policing by local agencies, including the Unified Police Department, is fair and effective, driven by community-engaged policies and practice, comprehensive community safety metrics, and 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.



Subcommittee on

Law Enforcement / Criminal Justice Reform

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

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Address & account for bias

Identify and take concrete steps toward eliminating conscious and unconscious systemic racial bias within criminal justice processes and institutions. Develop and implement policies that account for the existence of bias.

CODA Subcommittee

Review current status of implicit bias training within SLCo’s criminal justice-related agencies and make recommendations for improvements.

County Operations

Human Resources will share data, proposed curricular elements, and benchmarks regarding the development of the Inclusion, Diversity, Equity, and Access (I.D.E.A.) with the CODA Subcommittees for input.

Comprehensive community safety

Identify and take concrete steps toward remedying the inequities that underlie differential community safety outcomes and make appropriate public investments in the activities that promote community safety for all communities.

CODA Subcommittee

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

County Operations

Make staff available to answer inquiries regarding related budget items, budget processes, and related performance metrics.

Youth and young adults

Address the experience of youth and young adults from marginalized communities with law enforcement and the justice system, both in the community and within formal justice system settings, to ensure that those experiences are harm reducing, promote positive development, and are aligned with the unique developmental needs of youth and young adults.

CODA Subcommittee

Identify and make recommendations for equity-centered priorities for the Criminal Justice Advisory Council (CJAC) Youth and Young Adult Workgroup, including recommendations to ensure that programs and services are accessible and inclusive of all youth who need access.

County Operations

Create a Youth and Young Adult Workgroup under the CJAC.



Subcommittee on Rising Young Leaders

Staff Lead: Gabe Moreno
Chair: Ephraim Kum

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.





Subcommittee on Rising Young Leaders

Staff Lead: Gabe Moreno
Chair: Ephraim Kim

Education and development for youth and young adults

Salt Lake County helps advance the careers of young and emerging leaders within the county, who oftentimes, come from diverse and/or underserved communities.

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.
- Work with HR to enhance Salt Lake County internship programs and policies and make recommendations.
- Identify outside entities working in this space for potential partnership with Salt Lake County.
- Identify mentoring opportunities and partnerships.

County Operations

HR works with Rising Young Leaders subcommittee to review internship outreach materials and strategies, support diverse and under-rep 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.
- Collaborate with HR to analyze county-wide policies through subcommittee and provide recommendations to CODA board.



Subcommittee on Health Initiatives

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

Improve the health of Salt Lake County residents by collaborating with community partners to promote health in all policies.





Subcommittee on Health Initiatives

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

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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 the proposed health perspectives in all policy frameworks in county 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

Create directory of partners and coalitions in SLCO and determine role of CODA with those partners and initiatives. Support appropriate efforts.

County Operations

Provide list of partners and coalitions of which community health County related agencies are involved with or aware. Promote coordination of efforts when possible.



Subcommittee on Health Initiatives

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

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County-service processes and language services

Identify and address existing barriers to applying for county services (e.g. housing and economic relief). Promote language capabilities throughout the county; ensure language needs (written and spoken) are adequately met.

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.

County Operations

County agencies work with subcommittee to do an assessment of their service processes and language services. County agencies make changes based on assessment and created plan.

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

Assure low income communities are aware of resources
and services leading towards stabilized housing.





Subcommittee on Housing

Staff Lead: Michael Gallegos
Chair: Michael Andrews



Outreach to low-income communities and vulnerable populations to inform them of available resources in the community which can help them improve their housing stability

Increase housing stability with improved income 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 household housing stability by improving access to economic opportunities

Increase housing stability with improved income and career opportunities for households.

CODA Subcommittee

Collaborate with the Economic Opportunities subcommittee.

Outreach to households to take advantage of education and training opportunities including ESL.

Create or improve processes for community-based service providers to refer clients to workforce development institutions and employers seeking trained workers.



Collaborate with community-based and other organizations providing services to focus on housing stability as an outcome of their services

Households shall have a plan for moving towards greater housing stability.

CODA Subcommittee

Provide opportunities to service providers to help them increase their capacity supporting housing stability.

Support program services leading to homeownership and increased assets for households.



Expand and improve landlord-tenant mediation

Mediation can result in positive outcome to both parties and prevent evictions and unintended circumstances.

CODA Subcommittee

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



Subcommittee on Data & Performance

Staff Lead: Javaid Lal + Saskia DeVries

Support Council on Diversity Affairs (CODA) to identify, utilize and share data; facilitate data-driven decisions; and promote a culture of continuous improvement.





Subcommittee on Data & Performance

Staff Lead: Javaid Lal + Saskia DeVries



Data Analytics

CODA Subcommittees make data informed decisions / recommendations.

CODA Subcommittee

Recommend and review mission critical data sets, data sources and information for the subcommittees.

County Operations

Collect, review and visualize data to understand current trends, gaps and opportunities. Create dashboards and reporting for the subcommittees.



Performance Management

CODA subcommittees' Action Items and performance metrics are tracked and reported. Stakeholders have access to the subcommittee's performance metrics.

CODA Subcommittee

Review the subcommittees performance on Action Items and recommend appropriate steps to meet performance goals.

Communicate value creation around the deliverables and expectations.

County Operations

Schedule data dives to review performance goals, trends and future actions.



Foster Collaboration

A culture of continuous learning and growth.

CODA Subcommittee

Recommend collaboration guidelines for the CODA subcommittees.

County Operations

Identifying tools, resources and trainings for the subcommittees to embed culture of continuous improvement and collaboration with other stakeholders.

Salt Lake County Welcomes All



Council On Diversity Affairs

Proposed Action Plan

Last updated: January 18, 2021