



United Way of King County

Together, we're working toward a **racially just community** where **all people have homes, students graduate and families are financially stable.**



## Agenda

- How did we get here
- Assessment process overview
- Implementation plans & Assessment results (per phase)
- Assessment recommendations
- Where are we going



## How did we get here

- Board of Directors: Task Force to develop a set of recommendations to strengthen the organization's commitment to racial equity in all aspects of its operations
- DEIAC: staff have initiated conversations, facilitated trainings, reviewed policies and implemented other initiatives that center racial equity
- RFP committee : sought a consultant to guide~ assess where we are, where we want to be, and develop strategies on how to get there
  - led by board and staff/SLT, selected Equity Matters
- Hired Equity Matters to lead organizational assessment

# Assessment Process Overview: Equity Matters's Philosophy

- Two prong approach: assessment and implementation at the same time (allows us to make adjustments/ be responsive to our needs, learn and play)
- We will see it play out in 3 phases:
  - Assessment: deeper, focused, disaggregate data by race
  - Operationalize and implementation: building internal capacity, building knowledge, and building experience



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# Assessment Process Overview

## Fall

Oct 2020: Phase I  
Assessment Results

Nov 2020- Feb 2021:  
Implementation and skills  
practice

## Spring

Mar 2021: **Phase II  
Assessment Results**

Apr 2021- June  
2021: **Implementation and  
skills practice**

## Summer

July 2021: **Phase III  
Assessment Results**

Aug 2021: **Implementation  
and skills practice**

Sept 2021: Organizational  
recommendations and plans





# Phase 1: Implementation Plan

- **Skills Labs**
  - Lab learning content: integrate racial equity skills into your work (deepen ability to take two of the racial equity tools and practice applying them)
- **Internal Resource Team**
  - Workshop "Leading for Racial Equity": exploring UWKC shared systemic narratives

# Phase 1: Assessment Results

Process: Racial Equity Survey

## WHAT DID WE LEARN?

Phase One Assessment

### RACIAL DEMOGRAPHIC ANALYSIS

#### Native & Black Staff

- Least represented on Board
- Least represented on Brand & Marketing and Development Teams
- Most alignment around disagreement that UWKC has racially equitable *communication techniques or shares power with community*
- Strongest desire (of all groups) to focus on power sharing with community – Focus on Collectivism and Power Sharing (organization and systems)

#### Asian, Latinx, & Mixed-Race (MENA) Staff

- Range of perception of organization
- Close alignment to range of perceptions of white staff, except for desire for organizational implementation ideas – Focus on Collectivism
- There are no MENA (Middle Eastern North African) Staff

#### White Staff

- Majority or super majority on nearly every team
- Range of perceptions of organization
- Focus of racial equity work is on individual implementation ideas – Focus on Individualism

### STAFF / BOARD ANALYSIS

#### Board

- Lacks Native & Black Board Members
- Priority area for racial equity growth is recruiting, hiring, and mentoring diverse staff and board
- Focus for racial equity work is on self-awareness and increased understanding of racial equity

#### Staff / Board Alignment

- Strong agreement that UWKC values and prioritizes racial equity
- Close alignment around range of perceptions of organizational subdomains analyzed, when data is not racially disaggregated
- Current examples of racial equity are focused on access and inclusion (and some business as usual), and not explicit about power sharing
- Board and white staff members want the racial equity work to focus on self-awareness / increased understanding of racial equity and individual implementation ideas – Focus on Individualism

### TEAM ANALYSIS

#### Racial Demographics

- Brand & Marketing and Development Teams have a super majority of white staff, and least number of Native and Black staff
- Other Team (Office of the President and Human Resources) is the smallest team, and the racial demographics are an anomaly

#### Organizational Perception

- Operations Team has the smallest portion of 'disagree' responses to organizational racial equity domains analyzed - most positive perception
- Community Service Team consistently has the largest portion of 'disagree' responses to organizational racial equity domains analyzed – least positive perception
- Brand & Marketing Team has the strong range of perceptions to the organizational racial equity domains analyzed - broadest range of perceptions



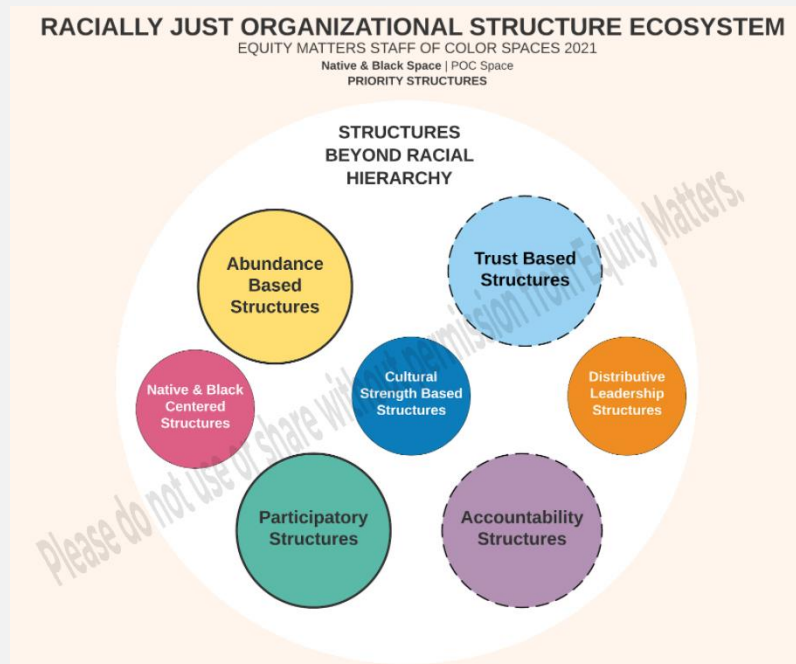
## Phase 2: Implementation Plan

- Racial Equity Leadership Guidance
- Internal Resource Team Workshop
  - Workshop: Framing Systemic Questions
  - Monthly meetings: focus on laying the foundation for operationalizing racial equity for the future



# Phase 2: Assessment Results

Process: BIPOC Collective Organizing & Power Building Space



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## Phase 3: Implementation Plan

- Default Hierarchy Structure: Senior Leadership Team
- Racial Equity Leadership Guidance: Cohort for Leaders of Color
- Accountability Structure: IRT and BIPOC Staff Affinity Group



# Phase 3: Assessment Results

Process: Trust Based Survey

## EXTERNAL

**Lack of Broad, Deep, & Accountable Relationships with Communities of Color**

**Strategic Mistrust:** Coupled with misplaced loyalties and the disproportionate influence of (white) donors, corporations, and business as usual 'metrics'

**Increase Influence of Communities of Color at UWKC**

Relationship Building without Extraction

Multidirectional Communication Avenues & Approaches

Community Accountability Council (Paid) - Rooted in community & with RJ skills

## INTERNAL

**Lack of Clarity and Shared Vision of Racial Justice**

**Strategic & Particularized Mistrust:** Creating a power struggle, where people in power, mostly white people, are using organizational power to 'control' the racial equity work; passion ≠ racial justice skills

**Adoption of Clear Racial Justice Vision & Actions**

Take a Stand - Focused on Desired State (*not just anti*)

Rooted in Solidarity with Communities of Color, especially Local Black & Indigenous Communities

Based on the Collective Wisdom & Scholarship of People of Color (plural)

**Test New Organizational Practices & Processes**

Identify What UWKC is NOT Going to Do (RJ ≠ Diversifying or Additive)

Standardize Clear Transparency Processes: Who, What, Why

Broaden the Decision Making Group to Increase SOC Leadership

## INTERPERSONAL

**Default White Supremacy Culture in Daily Operations**

**Particularized Mistrust:** Focused on individual (egos) over a racial justice vision, and 'me and my work' over the collective & collaborative work - siloed, competitive, overly 'productivity' oriented - yet conflict adverse

**Focus on Creating & Cultivating a Culture of CARE Especially for leaders & white staff**

**Curiosity & Listening; Learning-Focused:** *What stood out from the survey? Why?*

**Asking For and Accepting Feedback:** *What can I/we focus on to better support you?*

**Repair & Vulnerability (Not Distancing):** *How can I work to be in better relationship with you?*

**Expect Transparency & Accountability** *What does it look like to follow up with you?*

# Where are we going

Key themes turned into **strategic plan's** programmatic strategies:

- Increase influence & share power with communities of color at UWKC
- Build racially equitable comms techniques
- Create org programs to increase BIPOC in leadership roles
- Collectively create a culture that centers racial justice
- Give clarity and a shared vision/ practices



# ORGANIZATIONAL STRATEGY 1: Increase resources by leveraging current donor, funder, and community partner relationships and creating new ones

Year	Programmatic Strategy	Tactic(s)
1	<b>Increase influence &amp; share power with communities of color at UWKC</b>	Increase Black and Indigenous board members
		Accountability and Trust systems & structures~ sharing decision-making power with people who are rooted in community with RJ skills (+ RETOC)
		Ensure adequate funding for BIPOC organizations/community to effectively serve their communities (+ RETOC)
2	<b>Increase influence &amp; share power with communities of color at UWKC</b>	Evaluate, refine and evolve the accountability systems
		Ensure adequate funding for BIPOC organizations to effectively serve their communities (+ RETOC)
		Establish a way for BIPOC donors/funders/businesses to be a part of resource-building side UWKC
3	<b>Increase influence &amp; share power with communities of color at UWKC</b>	Create practices and principles for accountability systems and community-centered structures
		Evaluate, refine and evolve the accountability systems
		Establish a way for BIPOC donors/funders/businesses to be a part of resource-building side of UWKC



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# ORGANIZATIONAL STRATEGY 2: Grow UWKC's systems change efforts informed by and in partnership with BIPOC communities

Year	Programmatic Strategy	Tactic(s)
1	<b>Build racially equitable comms techniques</b>	Increase transparency and demonstrate a genuine understanding of racism through UWKC's work and mission/vision/values
		Engage in cyclical feedback loops that are open for all audiences centering community partners (+ RETOC)
		Develop a more inclusive/equitable project lifecycle (project lifecycle includes Brand creative brief and project kickoff process)
2	<b>Build racially equitable comms techniques</b>	Develop authentic relationships with BIPOC organizations in King County (+ RETOC)
		Provide culturally relevant and accessible communications



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# ORGANIZATIONAL STRATEGY 4: Ensure UWKC is a world class organization with regard to infrastructure, job satisfaction, and organizational culture

Year	Programmatic Strategy	Tactic(s)
1	<b>Create org programs to increase BIPOC in leadership roles</b>	Review of HR policies to ensure equitable outcomes that center our organizational racial equity goals (starting with Pay Equity) Implement career progression and succession planning processes & programs
	<b>Collectively create a culture that centers racial justice</b>	Create and cultivate a culture of C.A.R.E., Collectivism, Power Sharing (organization and systems)
	<b>Give clarity and a shared vision/ practices</b>	Adoption of clear racial justice vision, terms/language & actions
2	<b>Create org programs to increase BIPOC in leadership roles</b>	Review of HR policies to ensure equitable outcomes that center our organizational racial equity goals Implement career progression and succession planning processes & programs (+ RETOC) Examine internal hiring practices: promotions/ reclassifications/ transfers, as well as existing grade levels, job descriptions and salary levels
	<b>Collectively create a culture that centers racial justice</b>	Building Abundance, Native & Black Centered, Racially Equitable and Participatory systems
	<b>Give clarity and a shared vision/ practices</b>	Implementation of Equity Matter RE tools & framework
3	<b>Create org programs to increase BIPOC in leadership roles</b>	Review of HR policies to ensure equitable outcomes that center our organizational racial equity goals
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