

| Activities/Strategies | Outputs | Interim Milestones (Jan19) | Long term outcomes |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Conduct Informational interviews with other organizations to understand their DEI processes | 3 connections to orgs undertaking DEI work | Understanding of approach – learning from experience what has worked, what has gotten in the way | Spark staff is more representative of the clients and stakeholders we work with/for (represented by different social, ethnic/racial identities) and has a plan in place to build a supportive environment that encourages retention. |
| Find and hire equity consultant(s) | Spark has equity consultant(s) for initial and ongoing support | | |
| Conduct Staff Survey | 70% of staff believing Spark is creating an inclusive, equitable and diverse workplace. | Staff has an increased positive perception of DEI in the work environment. | |
| Develop a template to vet projects for DEI practices. | The template exists and is used across the firm. | All new project proposals (started in 2018) go through a DEI project checklist. | Spark is seen as a qualified, and “go-to” DEI firm by clients, partners and communities. |
| Train staff on how to use the DEI vetting template | | | |
| Determine and complete DEI 101 training(s) with all staff Determine Required researcher, consultant, and admin trainings and implement for staff. | There are defined required trainings in which employees across the firm are participating. | All staff feel confident integrating DEI principles into the design and implementation of projects and/or into office culture | The surrounding community (Denver, Five Points) knows what Spark does, why we do it, and sees Spark as a positive and contributing member of the community. |
| Review existing and create new policies to incorporate DEI principles (<i>Hiring, Performance Review, Onboarding</i>) | Hiring, performance review and onboarding policies include DEI principles. The combined review/creation is part of a plan to create a supportive environment and encourage retention | DEI principles are imbedded as part of Spark staff expectation and skill-building. | Spark cultivates environment that promotes a culture of civility and positive regard to diverse voices, perspectives and knowledge and allows for fairness and equitable access to support, resources, and opportunities regardless of title/role or expressed social identity. |
| Communicate goals and progress | Spark newsletter and team day/CEO memo include updates on DEI work | Spark follows through on DEI commitments. Staff and partners understand Spark’s progress and value-add. | |
| Host two Lunch and Learns with specific invitation to community-based orgs in the neighborhood/ Denver. | Community based orgs attend a lunch and learn. | At least one project in 2018 with a community-based organization in Five Points/North Denver. | |
| Host Open house/ Meet and Greet | Community members and Spark staff interact | | |
| Develop and implement a system for project wrap-up/learning and review with DEI principles embedded. Consider a client feedback component. | Depends on project wrap up/learning process | Depends on project wrap up/learning process. Hope for way to measure increased trust in Spark as a trusted DEI firm. | |