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## COMMUNITY & ECONOMIC DEVELOPMENT OFFICE

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### Memorandum

**To:** All Interested Agencies

**From:** Community and Economic Development Office, City of Burlington

**Date:** Monday June 8<sup>th</sup>, 2015

**Re:** Participation in the 2015-2016 We All Belong Program

The Community and Economic Development Office invites non-profit organizations, educational institutions and city agencies interested in participating in the We All Belong Program to submit an application for the 2015-2016 program year. To **request an application** and for more information, please contact We All Belong Program Director Marcella Gange at [mgange@burlingtonvt.gov](mailto:mgange@burlingtonvt.gov) or (802) 865-7178. Please submit application electronically by July 10<sup>th</sup>, 2015

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#### About the Program

The goal of the We All Belong Program is to provide the tools and resources for organizations to create a more inclusive workplace and better serve our diversifying community. The program supports cultural competency knowledge, skills, and awareness of staff and board members in your organization to transform your organization into a more inclusive community partner. In doing so, we will create a broad foundation of positive communication, understanding and interaction across Burlington and beyond.

Over five years, we have provided training and coaching to more than 150 leaders representing 26 organizations, schools and City departments. The Program partners with CQ Strategies, a highly skilled consultant team that provides coaching and training to participants. In 2015-16, the We All Belong Program will continue to support these 'veteran' agencies and their maturing needs. We will also select new agencies into the first-year program.

## We All Belong Participating Organizations 2014 - 2015

Burlington International Airport  
Burlington School District\*  
CEDO\*  
City of Burlington Human Resources\*  
ECHO Lake Aquarium and Science Center  
Greater Burlington YMCA\*  
HOPE Works\*  
Northeast Organic Farmer Association of VT (NOFA)\*  
St Michael's College  
Vermont Energy Investment Corporation  
United Way of Chittenden County  
Vermont Legal Aid\*  
Visiting Nurse Association of Chittenden & Grand Isle Counties\*  
Woodside Juvenile Rehabilitation Center

**AmeriCorps Host Sites\***  
Burlington Housing Authority\*  
Peace and Justice Center\*  
CVOEO Mobile Home Program\*  
Dress for Success\*  
Burlington Parks and Recreation\*  
ReSource\*  
VT Center for Crime Victim Services\*  
Winooski Family Center\*  
Local Motion\*  
BCA\*  
Sarah Holbrook Community Center\*  
King Street Youth Center\*



### The 2015-16 We All Belong package to support organizational change includes:

- Strategic planning, assessment, and skills training for each organization's Cultural Competency Team.
- A series of full and half-day retreats and small group coaching sessions to develop awareness, skills and strategy to achieve your organization's equity goals. Retreats also facilitate a rich learning network among the participating agencies.
- One day We All Belong Introductory Sessions, for any staff or board member or volunteer new to We All Belong.
- An AmeriCorps member to serve for one year in your organization. This member will provide direct service in addition to supporting your equity goals.

### We All Belong Program Details

The We All Belong Program provides a unique package of coaching and training to participating organizations. This year, the program includes:

- WAB Foundations Program: for cultural competency team members who are new to their team, or would like a review.
- Half-day Seminars: providing deeper content learning-designed for entire cultural competency team to attend;
- Rich learning community among the participating organizations.

**Three full-day retreats and three ½-day customized trainings** to develop awareness, skills and strategy to achieve your organization’s equity goals. Retreats focus on select cultural competency topics including: increasing personal awareness, understanding organization culture and strategic planning tools. Trainings are cumulative; designed for your entire Cultural Competency team (ED, Staff, Volunteers, Board Member, and AmeriCorps).

**Strategic Planning for Change – WAB Foundations.** Two of the trainings will focus specifically on the book Switch: How to Change things when Change is Hard by Chip and Dan Heath, and how to apply the book’s change strategies to the task of increasing cultural competency in organizations. The group will discuss and analyze strategies with proven positive effects as well as how similar strategies are or are not being implemented in member organizations. In addition, utilizing strategies from the book, each organization will generate an action plan that will serve as a road map over the next year.

**Professional Learning Community** - We All Belong’s cohort model facilitates a rich network across participating organizations. Learn from what other teams are trying, learning and what they’ve learned when efforts were not successful. WAB will support information sharing with a variety of online tools.

**AmeriCorps\*State Member** - All participating organizations can request one or more *AmeriCorps* members to support your diversity and equity goals. AmeriCorps members can be full or part-time and serve between **9/1/15-8/30/16**. Every effort will be made to select the most diverse team of local leaders possible. The AmeriCorps program is made possible by a grant from the Corporation for National and Community Service. *See page 8 for more information.*

**Participating agency requirements:**

- Participation is based on a clear commitment of your organization to create a more inclusive workplace and provide more equitable and culturally relevant services.
- Maintain an internal cultural competency team to oversee this work, to be composed of the CEO, a board member, representation of staff and AmeriCorps member. This team is expected to meet monthly in addition to WAB retreats.
- Cultural Competency Team fully participates in cultural competency retreats and coaching sessions.
- Financial contribution towards training and AmeriCorps costs.

**Costs**

We All Belong is funded through contributions from each participating organization and a grant from the Corporation for National and Community Service. Each organization pays a *training fee* scaled according to your organization’s budget (see table below) AND a cost share for the AmeriCorps member. There are a limited number of scholarships available; please include a paragraph in your application stating your need and amount of scholarship requested.

### Participation Fees

<b>AmeriCorps Cost Share</b>	
Full-time member (1700 hours) \$9,900	Part-time member (900 hours) \$5,500
<b>Training Fee Scale by Organization Budget</b>	
< \$1,000,000	\$3,200
\$1,000,000-\$2,000,000	\$5,000
> \$2,000,000	\$6,500

### Who Should Apply?

The ideal applicant aspires to grow your organization to better serve and reflect Vermont’s demographic diversity. This applicant will demonstrate a commitment to engage at all levels of leadership, board and staff. Applicants demonstrate a clear desire for organizational growth and change. We All Belong provides tools for assessment, planning and the platform for organizations to create sustained changes. We All Belong is seeking organizations ready to make, at a minimum, a **one-year commitment** to the program with the expectation that systems-level change is a multi-year endeavor.

Applicants must be able to travel to Burlington for trainings though the program is not exclusive to Burlington-area agencies.

## 2015-2016 We All Belong Program Timeline

### **We All Belong Agency Selection**

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**Friday July 10<sup>th</sup>, 2015** Applications are due electronically to CEDO by 12:00 PM

**Friday July 17<sup>th</sup>** We All Belong 1.0 agencies announced  
AmeriCorps\*State placements announced

### **AmeriCorps Member and Supervisor Dates**

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**Thursday, July 30<sup>th</sup>** Workshop: *Making change in your organization: how to maximize the We All Belong experience.*  
This workshop is required for Executive Directors and AmeriCorps Supervisors accepted into the We All Belong 2015-16 Program. Supervisors will receive information about AmeriCorps recruitment, hiring, writing a service plan, AmeriCorps grant rules and regulations.  
10:00 AM-12:00 PM, Location TBD

**July-October** AmeriCorps Member Recruitment  
Applications accepted on a rolling basis  
CEDO conducts Cultural Competency Pre-Screening for applicants  
Host sites conduct interviews

**Thursday, September 10 and 17** AmeriCorps Member Orientation  
9:00 am-2:30 pm, Location TBD

**September Date TBD** SerVermont State Service Launch at the Statehouse  
Time TBD, Vermont State House

**Tuesday, October 6<sup>th</sup>** AmeriCorps Supervisor Peer Network Meeting  
2:00 PM-3:30 PM, Location TBD

**Tuesday, December 8<sup>th</sup>** AmeriCorps Supervisor Peer Network Meeting  
2:00 PM-3:30 PM, Location TBD

**Tuesday, February 2<sup>nd</sup>, 2016** AmeriCorps Member-Supervisor Mid Year Retreat  
9:00 AM-12:00 PM, Location TBD

**Tuesday, April 26<sup>th</sup>** AmeriCorps Supervisor Peer Network-Quarterly Meeting  
2:00 PM-3:30 PM, Location TBD

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## **We All Belong Training Dates for Cultural Competency Teams 2015-2016**

**Wednesday November 18<sup>th</sup>, 2015** WAB Seminar #1 8:30 am – 12:30 pm

**Wednesday, February 3<sup>th</sup>, 2016** WAB Seminar #2 8:30 am – 12:30 pm

**Wednesday, May 4<sup>th</sup>, 2016** WAB Seminar #3 8:30 am – 12:30 pm  
Content to be announced.

The 2014 – 2015 seminar series content included:

- Being in Difficult or Tense Conversations related to Race - Key Tools
- Uncovering the Invisible - Exploring ways to Address how White Privilege and Class Privilege Intersect Systemically in Society
- Increasing Conversations about Cultural Competency in our Organizations

## **We All Belong Foundations 2015-2016 (New Organizations Only)**

**Friday, September 4<sup>th</sup>, 2015** Complete Learner's Needs and Resources Assessment and submit to CQ via email by Friday, September 4.

**Friday, September 11<sup>th</sup>**

### ***1<sup>st</sup> Session: Introductions/Intro to Cultural Competency/Personal and Social Identities***

In this full-day introductory session, participants meet members of the 2015/16 WAB Foundations cohort and explore concepts of cultural competency, the iceberg of culture, personal identity, social identity, organizational culture and dominant norms. Participants are introduced to a WAB checklist of steps organizations take toward becoming more culturally competent.

8:30 am – 4:30 pm

Miller Recreational Center

140 Gosse Ct.

Facilitators: Brian Hsiang, Kathy Johnson, Paul Yoon

**Friday, October 9<sup>th</sup>**

### ***2<sup>nd</sup> Session: Bias – Personal & Institutional/Switch Strategies, Elephant & Rider/Fixed & Growth Mindsets***

8:30 am – 4:30 pm

Facilitators: Brian Hsiang, Kathy Johnson, Paul Yoon

**Friday, January 8<sup>th</sup>, 2016**

### ***3<sup>rd</sup> Session: Intent & Impact/Power,***

***Intersectionality & Privilege/Ally Strategies/Switch Strategies***

8:30 am – 4:30 pm

Facilitators: Brian Hsiang, Kathy Johnson, Paul Yoon

**We All Belong Introductory Session (For any staff members new to WAB)**

**New for 2015 -2016.** Offered on an ‘as needed’ basis. These sessions may be used as professional development for your staff, board or volunteers. (Minimum 10 new participants required for each session.)

These sessions are for staff members, board members or volunteers of existing WAB organizations who are unable to attend the WAB Foundations with their colleagues. Participants attend either session 1 or 2, not both.

**Friday, October 16<sup>th</sup>, 2015**                      8.30am - 4:00pm Location TBD

**Friday, January 22<sup>nd</sup>, 2016**                      8.30am - 4:00pm Location TBD

**Coaching Sessions (By Application Only)**

**November, December, January, February, and March**                      Up to two 1.5 hour tailored sessions tailored available to returning organizations. Dates to be confirmed.

**Affinity Space for People of Color**

**Thursday, Dec 10<sup>th</sup>, 2015**                      9:30 – 11:00 am Location TBD

**Thursday, Jan 14<sup>th</sup>, 2016**                      9:30 – 11:00 am Location TBD

**Thursday, March 17<sup>th</sup>, 2016**                      9:30 – 11:00 am Location TBD

**WAB Training-of-Trainers Program (By Application Only)**

This year the program will move the ToT Program into practice through supported facilitation of sessions.

Google Calendar: All of these dates are to be loaded onto a Google Calendar. View [here](#) or request access to add to your own calendar.

## We All Belong AmeriCorps\*State Program



The We All Belong Program offers participating agencies the support of an AmeriCorps member. AmeriCorps members can do both direct service and capacity building. This year CEDO's AmeriCorps team offers between 15 to 20 full and part-time positions allocated through a competitive process. Some of the most successful current AmeriCorps placements have been:

- The second year half time AmeriCorps member at **HOPE Works** aided in establishing an annual staff survey to analyze internal strengths and opportunities. The member reestablished and grew a council of survivors, representing various identities and stories, to serve as a community mouthpiece for HOPE Works, and facilitated a support group for women of color and vulnerable populations at the Chittenden Regional Correctional facility.
- Our AmeriCorps member serving with **ReSOURCE** has impacted culturally competent programming within the agency by serving on the Helping Hands Job Skills Training Program, an after-school program helping new American youth prepare for work. The member supported the redesign of the course curriculum and lesson plans, bringing inclusion strategies to the program.
- **Dress for Success** hosted two AmeriCorps members this year, enabling the organization to devote more time to inclusion. Through education and research, Dress for Success has reached a record new number of participants and achieved success in integrating clients into the workforce
- Half time members at the **VNA Family Room** and the **Winooski Family Center** serve to support the development of client services best adapted to the needs of the communities served by these community organizations. The members help provide childcare, develop learning opportunities for parents using services, provide translation support, if needed and appropriate, and help staff understand cultural practices and norms to better engage with clients.
- The AmeriCorps member at the **Northeast Organic Farmers Association of Vermont** connects low-income Vermonters with local produce at Farmer's Markets and through weekly farm share programs.

### Recruitment

We are seeking members who have experience to inform organization cultural competency work. We All Belong AmeriCorps\*State makes every effort to hire members who reflect our diverse community. Our ideal AmeriCorps member is a dedicated social justice advocate and community organizer. We are seeking individuals with excellent personal awareness and communication skills who are confident about working across difference and comfortable with challenging dominant cultures.

**Who Can Serve as an AmeriCorps\*State Member?**

Anyone can serve as an AmeriCorps member, they just have to be 17 years or older and a legal resident of the United States. Members may begin serving as early as September 2015 and serve through August 2016. AmeriCorps\*State members may have another job or be in school.

<b>Time Commitment</b>	<b>Service Hours</b>	<b>Living Allowance</b>	<b>Education Award</b>
Full-time	1,700 hours	\$12,530	\$5,730
Half-time	900 hours	\$6,641	\$2,865

In return for their service, AmeriCorps members receive an AmeriCorps Education Award up to \$5,730 that they can use to pay for higher education or to pay back qualified student loans. Other benefits include health coverage (full-time only), and childcare for those eligible. For more information on member benefits, please go to <http://www.burlingtonvt.gov/cedo/>.

## About AmeriCorps

AmeriCorps has a track record of accomplishment in the areas of education, public safety, the environment, and health and human needs. Vermont hosts 120 AmeriCorps\*State members statewide; the We All Belong AmeriCorps Program is one of four AmeriCorps\*State programs in Vermont. Funding comes from the Corporation for National and Community Service and is administered by SerVermont. SerVermont promotes, supports, and recognizes volunteerism and community service throughout Vermont: <http://servermont.vermont.gov/>.

## Requirements for hosting an AmeriCorps Member

Provide workstation for AmeriCorps members including desk, computer, phone and access to other essential office equipment. Provide members with site-specific training, tools, and transportation/mileage needed to successfully perform their service assignments.

Willingness to hire and support an emerging leader who may represent diverse race or socio-economic backgrounds.

Provide supervision and support to members, including weekly supervision meetings, prompt review of timesheets, mid-year and end-of-year performance reviews and reports. See side bar for best practices.

Commit to sending members to all trainings, meetings, and events sponsored by CEDO, SerVermont, and the Corporation for National and Community Service.

Make reasonable accommodations for members who have disabilities (e.g. mobility, sight, mental health), pursuant to the Americans with Disabilities Act.



“The AmeriCorps program is made possible by a grant from the Corporation for National and Community Service”.

## AmeriCorps Support & Supervision

### AmeriCorps Alums made these suggestions to best support your AmeriCorps member:

- Organization change can be ambiguous so if next steps are not clear, humility in honoring the ambiguity is appreciated
- Ask for and create a professional development plan for your member
- Set (and keep) weekly check-in meetings
- Ask for feedback about a member’s experiences and observations. Members may be intimidated by the power difference and not offer valuable feedback.
- Respect and help cultivate a balance of work and life
- Set clear expectations; use the work plan as a living document to map and evaluate projects
- Provide feedback that is genuine and detailed
- Respond promptly when member asks for your review of a document or action plan
- Find ways to regularly say thank you
- Remember, the AmeriCorps stipend isn’t much—especially living in Chittenden County. Extend as many perks as possible such as food, training, access to local events, or other benefits offered to paid staff

## Definitions and Resources

### A Working Definition of Cultural Competence

Cultural competence is a developmental process that evolves over an extended period. Both individuals and organizations are at various levels of awareness, knowledge and skills along the cultural competence continuum.

Cultural competence includes:

- Having a defined set of values and principles, and demonstrate behaviors, attitudes, policies and structures that enable organizations to work effectively cross-culturally;
- Having the capacity and commitment to (1) value diversity, (2) conduct self-assessments, (3) manage the dynamics of difference, (4) learn about and institutionalize cultural knowledge and (5) adapt to diversity and the cultural contexts of the communities organizations serve; and
- Incorporating the above in all aspects of policy making, administration, practice, service delivery and systematically involving constituents, key stakeholders and communities.

Cultural competence also incorporates a social justice perspective and includes:

- Recognizing and understanding the impact and influence of personal, institutional, and cultural dynamics of power and privilege;
- Understanding the larger social context and systems and their impact on people's lives and interpersonal/group behaviors; and
- Practicing social justice values such as equity, respect, fairness, cooperation, and shared responsibility.

Adapted from the National Center for Cultural Competence at Georgetown University definition <http://www11.georgetown.edu/research/gucchd/nccc/>