



COMMUNITY & ECONOMIC DEVELOPMENT OFFICE

Celebrating 30 Years ~ 1983-2013

Memorandum

To: All Interested Agencies

From: Community and Economic Development Office, City of Burlington

Date: Monday, July 29, 2013

Re: Participation in the 2013-2014 We All Belong Program – Request for Proposals

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 2013-2014 program year. To **request an application** and for more information, please contact We All Belong Program Director Beth Truzansky at btruzansky@burlingtonvt.gov or (802) 865-7178. Applications must be submitted electronically by 12:00 PM **Wednesday, August 28, 2013**.

In this packet

- P 1... The We All Belong Program
- P 3... 2013-2014 Training and Coaching Package
- P 4... We All Belong 1.0 Program Timeline
- P 5... AmeriCorps*State Program Overview
- P 7... Cultural Competency Definition

About the Program

The goal of the We All Belong Program is to provide the tools and resources for organizations to create more inclusive workplaces and better serve our diversifying community. The program supports cultural competency knowledge, skills, and awareness of staff and board members in your organization and to subsequently 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.

In 2010 We All Belong launched a pilot program to support organizations engaged in change efforts to create more welcoming and equitable organizations. Over three years, we provided 80 hours of professional development to 130 leaders representing 20 organizations, schools and city departments. The Program partners with CQ Strategies, a highly skilled consultant team that provides coaching and training to participants. In 2013-14, the We All Belong Program will continue to support these 'veteran' agencies and their maturing needs. We will also select 10 new agencies into the 1.0 (first-year) program listed on the next page.

The 2013-14 WAB package to support organizational change includes:

- Strategic planning, assessment and skills training for each organization's Cultural Competency Committee
- A series of half-day retreats and small group coaching sessions to develop awareness, skills and strategy to achieve your equity goals. Retreats also facilitate a rich learning network among the participating agencies.
- An AmeriCorps member to serve for one year in your organization. This member will provide direct service in addition to supporting the organization's cultural competency work.

We All Belong Program Details

- 1) **One full-day retreat and four ½-day customized trainings** on select cultural competency issues for management and non-management groups across organizations. These trainings are designed for your entire Cultural Competency team (ED, Staff, Board Member, and AmeriCorps).
- 2) **Two of these ½-day 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, individual organizations will generate an action plan for change that will serve as a road map for cultural competency work over the next year.
- 3) **Peer and Affinity group meetings:** In-person and online information sharing and coaching among participating agencies. These groups are an opportunity to share and discuss concerns and challenges as well as resources and successes in relation to the process of incorporating cultural competency strategies into their respective workplaces. They also cultivate a greater awareness on a community-wide level, beyond individual organizations, as well as personal support and relationships for continuing efforts when difficulties arise. **We will hold 3 sessions for Executive Directors** to meet as a peer group. **We will offer 2 affinity groups (meeting 3 times each)**, with topics identified by participants, meeting between February-June. WAB will support information sharing with list serve and other online tools.
- 4) **AmeriCorps*State Member:** All participating sites can request an *AmeriCorps* member to support your diversity and equity work. Members will be full or part time and serve between 9/1/13-8/30/14. 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 5 for more information.*

Who Should Apply?

The ideal applicant aspires to grow their organization to better serve and reflect Burlington's demographic diversity. This organization will demonstrate a commitment to engaging the organization at all levels of leadership, board and staff. Applicants demonstrate a clear desire for organizational growth and change. We are seeking organizations ready to make, at a minimum, a **one-year commitment** to the program.

Participating agency requirements:

- Participation is based on a clear commitment of your organization to cultural competency goals.
- 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 meets monthly in addition to WAB trainings.
- Fully participate 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 is limited scholarship money available; please include a paragraph in your application stating your need.

Participation Fees

AmeriCorps Cost Share	
Full-time member (1700 hours) \$8,000	Part-time member (900 hours) \$4,000
Training Fee Scale by Organization Budget	
< \$1,000,000	\$2,500
\$1,000,000-\$2,000,000	\$3,500
> \$2,000,000	\$5,000

2013-2014 We All Belong 1.0 Program Time Line

We All Belong Agency Selection

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|-----------------------------|---|
| Monday, July 29 | Program Announcement |
| Wednesday, August 28 | Applications are due electronically to CEDO by 12:00 PM |
| Friday, September 13 | We All Belong 1.0 agencies announced
AmeriCorps*State placements announced |

AmeriCorps Dates

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| Friday, September 20 | Mandatory training for AmeriCorps Supervisors, 9:00 AM-12:00 PM,
Location TBD |
| Tuesday, October 1 | AmeriCorps Position Description and Workplan Due |
| July-October | AmeriCorps Member Recruitment
CEDO conducts Cultural Competency Pre-Screening for applicants
Host sites conduct interviews |

We All Belong Training Dates

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| Friday, October 4 | Full-day retreat, 8:30 AM-4:30 PM, ECHO Lake Aquarium and
Science Center, 1 College Street, Burlington Waterfront |
| Friday, November 15 | half-day training #1, 8:30 AM-12:00 PM, Location TBD |
| Friday, February 7 | half-day training #2, 8:30 AM-12:00 PM, Location TBD |
| Friday, April 4 | half-day training #3, 8:30 AM-12:00 PM, Miller Recreation Center,
140 Gosse Ct (off North Avenue), Burlington |
| Friday, June 13 | half-day training #4, 8:30 AM-12:00 PM, Miller Recreation Center |
| February, March &
May, Dates TBD | Affinity/Peer Group Meetings, 3 90-minute sessions, Location TBD |
| Friday, July 25 | End of Year Equity Summit & Celebration, 8:30 AM-12:00 PM,
Location TBD |

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 will grow from 12 to 26 full and part-time positions allocated through a competitive process. Some of the most successful AmeriCorps placements have been:

- Two half-time members serve at the **VNA Family Room**. These women, one Somali Bantu and the other Nepali, recruited families from their communities to participate in the Family Room, helped provide childcare, provided translation when needed, and helped staff understand cultural practices and norms so they could better engage with clients.
- The AmeriCorps member at **Local Motion's Bike Recycle** shop devoted half of her time to bike shop management (helping clients get/fix bikes and managing volunteers). As a former volunteer, she already understood the organization and committed the other half of her time to create more culturally competent systems. She assessed client satisfaction and created new customer service standards to make the bike shop more welcoming.
- The AmeriCorps member at the **United Way of Chittenden County** interviewed each staff and board member to assess their experience and comfort talking about diversity and equity issues. This information influenced staff and board trainings and the creation of a Diversity Strategic Plan.

Recruitment

We are seeking members that 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 can cross cultures and work with organization staff that tends to be dominated by western, white, middle-class culture.

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 2013 and serve through August 2014. AmeriCorps*State members may have another job or be in school.

Time Commitment	Service Hours	Living Allowance	Education Award
Full-time	1,700 hours	\$12,300	\$5,350
Half-time	900 hours	\$6,519	\$2,941

In return for their service, AmeriCorps members receive an AmeriCorps Education Award up to \$5,350 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 that 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 more 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.

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 and create a professional development plan for your member
- Set (and keep) weekly check-in meetings
- Inquire 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/>