



COMMUNITY & ECONOMIC DEVELOPMENT OFFICE

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Memorandum

To: All Interested Agencies

From: Community and Economic Development Office, City of Burlington

Date: Friday, April 24, 2014

Re: Participation in the 2014-2015 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 2014-2015 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. An **information meeting** will be held on Tuesday, May 13 from 10:00 AM-12:00 PM at the Fletcher Free Library. Applications must be submitted electronically by 12:00 PM on Wednesday, June 4, 2014.

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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 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 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 four years, we provide training and coaching to 145 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 2014-15, the We All Belong Program will continue to support these 'veteran' agencies and their maturing needs. We will also select 8 new agencies into the first-year program listed on the next page.

The 2014-15 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.
- An AmeriCorps member to serve for one year in your organization. This member will provide direct service in addition to supporting the equity goals.

We All Belong Program Details

- 1) **Two full-day retreats and four 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, Board Member, and AmeriCorps).
- 2) **Strategic Planning for Change** - Two of the 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, each organization will generate an action plan that will serve as a road map over the next year.
- 3) **Small Group Coaching Session** - Participants engage in a more intimate learning opportunity through Affinity Groups. These are facilitated groups of 10-15 people convening 3 times each on topics identified by participants. Last year's Affinity Groups were: *Creating Culturally Competent Marketing and Outreach*; *Learning to talk about Race and Culture*; and *Utilizing Switch strategies in organizations to get people on board and address resistance with diversity and equity work*. Affinity Groups build awareness beyond your own organization to be inspired by what other organizations are doing, learn from their missteps and set personal goals.
- 4) **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.
- 5) **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 9/1/14-8/30/15. 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.*

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

AmeriCorps Cost Share	
Full-time member (1700 hours) \$9,000	Part-time member (900 hours) \$5,000
Training Fee Scale by Organization Budget	
< \$1,000,000	\$3,000
\$1,000,000-\$2,000,000	\$4,500
> \$2,000,000	\$6,000

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.

2014-2015 We All Belong 1.0 Program Time Line

We All Belong Agency Selection

Thursday, April 24, 2014	Program Announcement
Tuesday, May 13	Information Meeting (required) Fletcher Free Library, Pickering Room, 10:00 AM-12:00 PM
Wednesday, June 4	Applications are due electronically to CEDO by 12:00 PM
Friday, June 20	We All Belong 1.0 agencies announced AmeriCorps*State placements announced

AmeriCorps Member and Supervisor Dates

Thursday, July 10	<i>Workshop: Making change in your organization: how to maximize the We All Belong experience.</i> This workshop is required for Executive Directors and AmeriCorps Supervisors accepted into the We All Belong 2014-15 Program. Supervisors will receive information about AmeriCorps recruitment, hiring, writing a service plan, AmeriCorps grant rules and regulations. 9:00 AM-12:00 PM, Location TBD
Thursday, July 24	AmeriCorps Job Description and Service plan due
June-October	AmeriCorps Member Recruitment Applications accepted on a rolling basis CEDO conducts Cultural Competency Pre-Screening for applicants Host sites conduct interviews
Thursday, September 11 and 18	AmeriCorps Member Orientation 9:00 am-2:30 pm, Location TBD
Friday, September 12	SerVermont State Service Launch at the Statehouse Time TBD, Vermont State House
Tuesday, October 7	AmeriCorps Supervisor Peer Network Meeting 2:00 PM-3:30 PM, Location TBD
Tuesday, December 9	AmeriCorps Supervisor Peer Network Meeting 2:00 PM-3:30 PM, Location TBD
Tuesday, February 3, 2015	AmeriCorps Member-Supervisor Mid Year Retreat 9:00 AM-12:00 PM, Location TBD
Tuesday, April 28	AmeriCorps Supervisor Peer Network-Quarterly Meeting 2:00 PM-3:30 PM, Location TBD

We All Belong Training Dates for Cultural Competency Teams

Thursday, July 10, 2014	<i>Workshop: Making change in your organization: how to maximize the We All Belong experience.</i> This workshop is required for Executive Directors and AmeriCorps Supervisors accepted into the We All Belong 2014-15 Program. 9:00 AM-12:00 PM, Location TBD
Friday, September 19	Full-day retreat for Cultural Competency Teams #1, 8:30 AM-4:30 PM, Miller Recreation Center, 140 Gosse Ct, Burlington (off North Ave)
Friday, October 17	Full-day retreat #2, 8:30 AM-4:30 PM, Miller Recreation Center
Friday, November 14	Half-day retreat #3, 8:30 AM-12:00 PM, Miller Recreation Center
Friday, February 13, 2015	Half-day retreat #4, 8:30 AM-12:00 PM, Miller Recreation Center
Friday, April 10	Half-day retreat #5, 8:30 AM-12:00 PM, Miller Recreation Center
Friday, May 8	Half-day retreat #6, 8:30 AM-12:00 PM, Miller Recreation Center
November, January & March	Affinity Group Meetings, 3 90-minute sessions, Dates and Locations TBD
Friday, June 19	End of Year Equity Summit & Celebration, 1:00 PM-3:00 PM, Location TBD

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

Calendar updated: 4/28/2014

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

- Three half-time members serve at the **VNA Family Room**. These women, two Somali Bantu and the other Burmese, 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 **South Burlington School District** supports the District's nascent equity efforts. She is conducting a needs assessment by interviewing principals, teachers and school partners to identify what is working, prioritize needs and help the District set a strategic plan for diversity and inclusion.
- 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 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 2014 and serve through August 2015. 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 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.



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/>