

## Big Brothers Big Sisters of Colorado (BBBSC) 2011 Inclusiveness Blueprint Action Plan

Goals, Objectives and Activities	Time elin e	CRI Committee Lead/Liaison
<b>Agency Goal I: People-Attract and retain diverse and experienced BOD, volunteers and staff who execute programs and policies that incorporate the needs, consider the viewpoints, and utilize the assets of the diverse communities BBBSC serves.</b>		
<b>Objective A:</b> Increase the knowledge and competency of BBBSC staff in the area of diversity and inclusiveness by providing professional development opportunities that build upon previous learning and incorporate BBBSC's new vision.		
<b>Activity:</b> Provide a minimum of 3 workshops on inclusiveness topics that are mandatory for all BBBSC staff.	Q2- Q4	Sally Stoker
Change Workshop	April	
Listening Workshop	July	
Bias Workshop	Oct ober	
<b>Activity:</b> Coordinate "bridge groups" to support staff in applying learning from professional development workshops to their work with children, parents, volunteers and/or donors.	Q2- Q4	Sally Stoker
<b>Activity:</b> Coordinate at least optional 3 brown bag workshops for staff.	Q2- Q4	Robin Szeliga
<b>Activity:</b> Provide at least 1 workshop on an inclusiveness topic for BBBSC's Board of Directors.	TBD	Sally Stoker
<b>Objective B:</b> Create an inclusive work environment to support a goal of 90% or higher retention rate of staff.		
<b>Activity:</b> Conduct internal survey of all staff to gather information about job satisfaction and work environment.	Q2	Robin/Kim White
<b>Activity:</b> Analyze survey data and develop strategies to improve job satisfaction and staff retention.	Q2- Q4	Robin/Kim White
<b>Objective C:</b> Increase diversity among volunteer mentors, board members and staff to better reflect the needs of the communities BBBSC serves.		
<b>Activity:</b> Gather information and feedback from current board members via an online survey.	Q1	Robin Szeliga

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<b>Activity:</b> Analyze data from BOD survey and share results with Leadership and BOD Development Committee to inform Board recruitment strategies.	Q2	Robin Szeliga
<b>Activity:</b> Partner with diverse community organizations to host 3 Urban Youth Movement Day events.	Q2- Q4	Program Leadership, UYMD committee
<b>Activity:</b> Develop and enhance relationships with diverse community organizations.	Q2- Q4	BOD; CRI Committee
<b>Activity:</b> Develop and enhance relationships with corporations that have a diverse workforce.	Q2- Q4	BOD; CRI Committee
<b>Activity:</b> Conduct "Lunch and Learn" sessions at diverse community organizations and corporations with a diverse workforce.	Q2- Q4	Desiree Ott
<b>Objective D:</b> Convene and sustain a working committee of Board and staff to promote, execute and/or monitor agency's inclusiveness goals, objectives and activities.		
<b>Activity:</b> Merge the BOD Cultural Relevance Committee and staff Inclusiveness Committee.	Q1	Leadership
<b>Activity:</b> Identify committee chairs, staff and board members for new Cultural Relevance and Inclusiveness (CRI) Committee.	Q1	Leadership
<b>Activity:</b> Develop 2011 Inclusiveness Blueprint including goals, objectives, activities and committee leads/liasons.	Q1	Kim Wedlick; Tracy Slama; CRI Committee
<b>Activity:</b> Hold 6 CRI Committee meetings in 2011; committee members to provide progress reports at each meeting on goals, objectives and activities as reflected in the Inclusiveness Blueprint.		CRI Committee
<b>Activity:</b> Participate in quarterly Denver Foundation Learning Community meetings.		Dave Stalls, BOD representatives on CRI Committee
<b>Activity:</b> Facilitate agency participation in Omni Inclusiveness Survey; utilize survey results to amend Inclusiveness Blueprint as needed and to develop recommendations for future inclusiveness goals.	Q3- Q4	Summer Boggs
<b>Activity:</b> Identify committee chairs, staff and board members for 2012 Cultural Relevance and Inclusiveness (CRI) Committee.	Q4 11- Q1 12	Leadership

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<b>Activity:</b> Develop 2012 Inclusiveness Blueprint including goals, objectives, activities and committee leads/liaisons.	Q4 11- Q1 12	Kim Wedlick; Tracy Slama; CRI Committee
<b>Agency Goal II: Impact-Have a positive, measurable impact on the educational success of the children/students BBBSC serves.</b>		
<b>Objective A:</b> Engage the voices of the communities BBBSC serves to help identify program enhancements that will improve student outcomes.		
<b>Activity:</b> Gather information and feedback from BBBSC target communities by facilitating at least 2 focus groups with parents/caregivers of children in BBBSC programs.	Q1- Q2	Kim Wedlick
Focus Group 1: West Denver, Latino/a Parents/Caregivers	Q1	
Focus Group 2: Aurora, African-American Parents/Caregivers	Q2	
<b>Activity:</b> Gather information and feedback from current volunteer mentors via an online survey.	Q1	Kim Wedlick
<b>Activity:</b> Conduct informational interviews with educators.	?	Sally Stoker
<b>Activity:</b> Analyze data from focus groups, surveys and interviews and develop recommendations for program enhancements based on this analysis; share this information with Program and Agency Leadership.	?	Sally Stoker
<b>Objective B:</b> Provide intentional, culturally relevant enrichment opportunities for matches in metro Denver that enhance outcomes for youth, especially outcomes related to academic performance and student success.		
<b>Activity:</b> Offer at least 12 enrichment activities for youth and their mentors that are culturally relevant and that provide opportunities to learn new skills, explore interests and career opportunities, prepare for and succeed in school, and engage in volunteer/community service projects.	Q1- Q4	Sally Stoker
<b>Agency Goal III: Financial-Be a secure, stable, scalable agency with \$10 million annual revenues and endowments that support the agency's operating costs.</b>		
<b>Objective A:</b> Build capacity for securing revenue from new sources.		

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<b>Activity:</b> Identify and conduct outreach to potential donors from underrepresented communities.	Q1- Q4	Tracy Slama, Aaron Green
<b>Objective B:</b> Effectively manage financial resources allocated to Inclusiveness Initiative.		
<b>Activity:</b> Identify and monitor expenses related to Inclusiveness Initiative to stay within 2011 budget.	Q4	Robin Szeliga
<b>Agency Goal IV: Communication-Create and communicate a compelling value proposition that articulates BBBSC's competitive advantage and relevance to current and prospective donors, volunteers and community partners and generates transformational giving.</b>		
<b>Objective A:</b> Convey BBBSC's commitment to inclusiveness to internal and external constituents.		
<b>Activity:</b> Revise BBBSC's Inclusiveness Case Statement to be more relevant and accessible for the children BBBSC serves.	Q2	Jeff Eliassen, CRI Committee.
<b>Activity:</b> Develop and implement communication plan to convey BBBSC's commitment to inclusiveness to internal and external constituents.	Q3- Q4	CRI Committee
<b>Objective B:</b> Increase outreach to diverse communities through agency communications.		
<b>Activity:</b> Publicly promote and celebrate BBBSC's accomplishments through diverse media/outreach outlets, such as Urban Spectrum, Church bulletins, company newsletters, etc.	Q2- Q4	BOD/CRI Committee

## **Big Brothers Big Sisters of Colorado 2011 Inclusiveness Blueprint**

The Big Brothers Big Sisters of Colorado 2011 Inclusiveness Blueprint provides a description of the organization's Inclusiveness Initiative, which began in late 2007. The blueprint includes information about the history, accomplishments and lessons learned to date, the methods and results of information gathering conducted during 2010, and the organization's inclusiveness goals, objectives and planned activities for 2011.

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## I. Introduction/Overview

### **Mission and Vision**

The mission of Big Brothers Big Sisters of Colorado is to help children reach their full potential through professionally supported one-to-one volunteer mentoring relationships with measurable impact.

The vision of Big Brothers Big Sisters of Colorado is to transform student success through mentoring.

### **Inclusiveness Case Statement**

As leaders in youth mentoring, Big Brothers Big Sisters is dedicated to implementing inclusiveness as a tool to strengthen and enrich every aspect of our organization. Big Brothers Big Sisters strives to continually meet the needs and reflect the diversity of the communities we serve by valuing and respecting the individuality of all our employees, volunteers, board members, children, families, and community partners. We are committed to the highest standards of safety, integrity and positive outcomes in order to empower all our children, volunteers, and employees.

### **Definitions**

At Big Brothers Big Sisters, inclusiveness is a process of creating an organization that values the perspectives, similarities, and differences of all people through intentionally learning and growing as individuals. By engaging in this process, we will increase our positive impact on our kids, families, and community.

Big Brothers Big Sisters has adopted the following definitions as recommended by The Denver Foundation:

*Diversity* = the extent to which an organization has people from diverse backgrounds and communities working as board members, staff, and/or volunteers.

*Inclusiveness* = inclusive organizations not only have diverse individuals involved; more importantly, they are learning-centered organizations that value the perspectives and contributions of all people, and strive to incorporate the needs and viewpoints of diverse communities into the design and implementation of universal and inclusive programs.

### **History of Big Brothers Big Sisters' Inclusiveness Initiative**

In 2007, Big Brothers Big Sisters of Colorado engaged in a strategic planning process wherein, the organization developed a vision to “attract and retain diverse and experienced people who execute programs and policies that incorporate the needs, consider the viewpoints, and utilize the assets of the diverse communities we serve.” To achieve this strategic vision, Big Brothers Big Sisters decided to engage in an inclusiveness initiative and adopted the Denver Foundation’s Expanding Nonprofit Inclusiveness Initiative as the model for its inclusiveness efforts. The Denver Foundation’s resource workbook, *Inclusiveness at Work*, was also adopted as the primary resource guide.

The agency's inclusiveness work from October 2007 through December 2009 included developing an inclusiveness committee, working with consultants to facilitate an inclusiveness conversation, developing definitions for diversity and inclusiveness, creating a case statement, gathering information about our organization, developing an one-year organizational blueprint to overcome specific issues identified through an information gathering process and implementing the first one-year agency Inclusiveness Blueprint.

In 2010, the agency applied for and received a two-year inclusiveness grant from The Denver Foundation and was given the opportunity to participate as one of ten local non-profits in an Inclusiveness Learning Community. During the year, Big Brothers Big Sisters' work included hiring a consultant, gathering updated and enhanced information about the organization, reviewing our case statement and definitions, providing training for board and staff on inclusiveness topics, and implementing policy and program changes to support the agency's inclusiveness goals.

Big Brothers Big Sisters recognizes that in order to serve the maximum number of children and families with the highest quality services, it is necessary to invest in an organized and intentional effort to become more fully inclusive. Big Brothers Big Sisters has committed to the institutionalization of its Inclusiveness Initiative as an ongoing, integral part of the agency.

### **Major Accomplishments of Big Brothers Big Sisters' Inclusiveness Initiative**

#### **2007-2009**

- Formed Inclusiveness Committee and subcommittees.
- Hired inclusiveness facilitators.
- Designed agency Case Statement for Inclusiveness.
- Conducted information gathering including:
  - Internal – team meetings with facilitators; staff survey, all-staff workshops
  - External – focus groups with community groups
- Conducted an agency photo contest to select representative and diverse photographs of children and their mentors.
- Developed the 2009 Big Brothers Big Sisters Inclusiveness Blueprint.
- Established a new quarterly performance review plan for agency staff.
- Established a new system for processing monolingual Spanish family/child inquiries.
- Made Leadership meetings open and visible.
- Implemented a new policy regarding education requirements for the Program Specialist position to make it accessible to a more diverse applicant pool.
- Relocated Denver office to location that is more accessible by public transportation.
- Created Associate and Community Resource Boards and revised Board agreement to make agency leadership opportunities more accessible to diverse populations.
- Shifted from zero bilingual staff positions to four bilingual staff positions.

#### **2010**

- Applied for and received two-year Inclusiveness Grant from The Denver Foundation.
- Participated in Denver Foundation Learning Community quarterly meetings, attended workshop on information gathering.
- Participated in two internal inclusiveness assessments:



- OMNI Inclusiveness Survey for Denver Foundation.
- Big Brothers Big Sisters of America's Intentionality checklist for national inclusiveness effort.
- Redesigned staff recruitment and hiring practices and hired 10 new staff members, resulting in increased racial/ethnic diversity of Big Brothers Big Sisters staff.
- Provided inclusiveness workshops for staff and Board:
  - Stages of Cultural Competency-Elliott Cisneros-staff and Board
  - Diversity and the Media-Dena Samuels-staff
  - Generations in the workplace-Conflict Center-staff
  - LGBTQ issues and understanding-Sarah Bergamy-staff
  - Applied learning to real-life scenarios workshop-Dena Samuels-staff
- Launched "Bridge Group" discussion groups with staff members to discuss inclusiveness workshops and how to apply learning from the workshops.
- Applied feedback from workshops and developed guidelines for staff and board workshops including clear objectives, applied learning, etc.
- Created BOD Cultural Relevance Committee to focus on outreach and recruitment efforts and invited representatives from Latina community to meetings.
- Developed community partnerships with leaders in the African American Community and hosted first Urban Youth Movement Day to recruit more African American male mentors.
- Established goals for 2011 based on inclusiveness assessments and worked with consultant to build training calendar for 2011.

### **Lessons Learned**

- Becoming a more inclusive organization is a long-term process that requires a commitment of considerable time, energy and resources.
- The work to become a more inclusive organization is emotionally challenging, triggers very personal reactions and is at once both threatening and empowering.
- Devoting time and energy to processing reactions, questions, and concerns is critical, however, this must be balanced with measurable progress toward concrete goals and objectives.
- To become a more inclusive organization, inclusiveness must be identified, recognized and accepted as a priority at all levels of the organization.
- The Inclusiveness Committee is an essential vehicle for facilitating the process of becoming a more inclusive organization and promoting organizational accountability to inclusiveness goals.
- Inclusiveness goals must be integrated throughout all departments as opposed to being the responsibility of one department or the Inclusiveness Committee.
- Inclusiveness goals and strategies must have both an internal and external focus.
- Inclusiveness can be misinterpreted to mean that organizational decisions will be based on consensus, therefore, it is necessary to clearly and openly articulate the organization's decision making process and how inclusiveness is incorporated into and reflected by that process.
- Board and staff both have a role in creating a more inclusive organization, however, the process and goals for board and staff may not be identical. Still, efforts of Board and staff

must be integrated and cohesive if the organization is to move forward in its transformation.

- An objective, outside facilitator who provides guidance and support in developing goals and strategies, responding to challenges and moving the organization forward is integral to the process of becoming a more inclusive organization.
- Training and professional development opportunities that support inclusiveness goals must increase participants' theoretical knowledge as well as their practical, everyday ability to work with and among diverse communities.
- Working to become more inclusive can be very uncomfortable for the individuals involved, however, discomfort is often an indication of progress toward this goal.

### **Development of 2011 Goals and Inclusiveness Blueprint**

Big Brothers Big Sisters of Colorado began developing the goals for our 2011 Inclusiveness Blueprint during the fall of 2010. This process included evaluating the progress made over the past three years as well as the identified areas in need of improvement from our information gathering work.

The Inclusiveness Committee identified inclusiveness goals within the agency's 2011 strategic goal areas, which include:

- **People-Attract and retain diverse and experienced BOD, volunteers and staff who execute programs and policies that incorporate the needs, consider the viewpoints, and utilize the assets of the diverse communities Big Brothers Big Sisters serves.**
- **Impact-Have a positive, measurable impact on the educational success of the children/students Big Brothers Big Sisters serves.**
- **Community-Be a proactive leader in youth development and volunteerism, effecting and forming policies and programs that are helping shape the future of Colorado and the Rocky Mountain Region.**
- **Financial-Be a secure, stable, scalable agency with \$10 million annual revenues and endowments that support the agency's operating costs.**
- **Communication-Create and communicate a compelling value proposition that articulates Big Brothers Big Sisters' competitive advantage and relevance to current and prospective donors, volunteers and community partners and generates transformational giving.**

Individual departments also incorporated inclusiveness into their annual departmental goals. In February 2011 the Inclusiveness Committee met and reviewed the 2011 inclusiveness goals and identified committee members to develop the 2011 Inclusiveness Blueprint. The committee reviewed and finalized the blueprint in March 2011.

## II. Key Findings from Information Gathering that Informed Inclusiveness Goals

Big Brothers Big Sisters used a variety of sources to gather information for our Inclusiveness Initiative.

### 1. Demographic Information

Big Brothers Big Sisters gathered demographic information about our overall community, target population, clients, volunteers/mentors, staff and board to inform needs, challenges and opportunities. This included:

- Community that we serve:
  - Method: Staff reviewed US Census data
  - Findings:

The population Metro Denver is: White 68%, 22% Hispanic, Black 5%, Asian 4%, 2% Multi-Race, 1% Other

The population of El Paso County is: White 73%, 14% Hispanic, 7% Black, 3% Asian, 1% Native American, 3% Multi-Race, 0% Other

The overall high school graduation rate in Colorado is 73.9%. For African American/Black students it is 64.1%, for Hispanic Latino students it is 55.6%. Male students of all ethnicities graduate at rates that are at least 7% lower than females of the same ethnicity.
- Target population:
  - Method: Staff reviewed and analyzed of Colorado Department of Education and US Census data.
  - Findings:

35,000 children in grades 2-5 who qualify for Free and Reduced School Lunch and who live in single head of households.
- Clients:
  - Method: Staff reviewed agency data from AIM database
  - Findings:

The population of the children we serve is: 26% White, 31% Hispanic, 23% Black, 1% Asian, 18% Multi-Race, 1% Other.
- Volunteers/Mentors:
  - Method: Staff reviewed agency data from AIM database
  - Findings:

The population of our volunteer mentors is: 81% White, 5% Hispanic, 5% Black, 3% Asian, 4% Multi-Race, 2% Other.
- Staff: Reviewed on 3/2011
  - Method: Staff reviewed agency information provided by HR
  - Findings: 24% of staff are men and women of color, 76% are white women and men.
- Board: Reviewed in 3/2010
  - Method: Staff reviewed board survey results and board list
  - Findings: 13% of members are men and women of color, 81% of board members are white women and men.

## 2. Staff and Board Agency Assessment Survey developed by OMNI for the Denver Foundation Inclusiveness Grantees

Big Brothers Big Sisters' staff and board participated in the OMNI Agency Inclusiveness Assessment survey to create a baseline for evaluation and to help identify areas in need of improvement for the agency.

- Staff and Board Member self-assessment of agency
  - Method: Big Brothers Big Sisters' President and CEO sent our email communication regarding survey to all staff and statewide board members and staff and board members completed the survey online
  - Findings: Big Brothers Big Sisters scored lowest in the category **Organizational Effectiveness**. This category includes elements related to **recruiting and retaining diverse staff, board and volunteers as well as conducting outreach to diverse populations and considering issue of culture, race and ethnicity in the design of our programs**. Each of these elements has been addressed in the blueprint. Please see full report.

## 3. Big Brothers Big Sisters of America's Intentionality Checklist

Big Brothers Big Sisters agency leadership staff completed Big Brothers Big Sisters of America's Intentionality Checklist. This checklist was developed by Big Brothers Big Sisters of America to encourage intentionality amongst agencies with regard to strengthening their engagement with the Hispanic/Latino and African American communities. Each year, Big Brothers Big Sisters of America asks its leading agencies and grantees to complete the intentionality checklist. The checklist is a self-assessment of an agency's efforts and is used to identify areas of growth and demonstrate progress.

- Self-assessment taken by agency leadership staff and inclusiveness committee staff that is reported to Big Brothers Big Sisters of America.
  - Methodology: as needed, agency leadership and inclusiveness leadership meets to evaluate efforts in identified areas and complete the checklist and action steps.
  - Findings: low scores are highlighted

Element	Score	Element	Score
#1: Board & Executive Staff Recruitment, Involvement & Training	3.5	#6: Match Enrollment, Support and Relationship Development	3.5
#2: Strategic Business Planning	4.0	<b>#7: Marketing</b>	<b>2.0</b>
<b>#3: Strong Advisors</b>	<b>2.75</b>	<b>#8: Volunteer Recruitment</b>	<b>2.75</b>
#4: Staff Hiring, Assigning & Training	4.0	#9: Partnership with Service Partners, Mentor-rich Organizations, Local Funders, and Community Leaders	3.0
#5: Customer Relations	3.5	<b>Average Score =</b>	<b>3.28</b>

Each of these elements has been addressed in the blueprint. Please see full report for additional info.