



Cultural Responsiveness and Inclusion Road Map

Priority Area Goals and Objectives Adopted

By the Board of County Commissioners

May 31, 2016

Executive Summary

In 2013, a team of county staff, through the 2013 Leadership Academy, undertook a project to understand the perceptions and attitudes of Boulder County employees toward diversity and the diversity trainings offered by the county, and to make recommendations based on those findings. This project was initiated by Pete Salas and Mark Ruzzin in the Commissioners' Office, after they began noticing a decline in staff participation rates in the non-mandatory diversity classes offered by the county. It was also noted that upper management was, in general, not attending the classes. These facts raised the question of whether the county's overall diversity goals for its staff, customers, and stakeholders and, in particular, the diversity curriculum designed to support implementation of these goals, were still relevant and able to serve the county's internal and external communities. This led to the 2013 Leadership Academy project, which led to the formation of the committee that developed the content of this Road Map.

Looking back even further, in 1992, the Boulder County Board of County Commissioners (BOCC) undertook an initiative to more adequately address diverse needs of different cultures and populations in Boulder County. This effort was predicated on the belief that multicultural diversity is to be valued and respected in every aspect of county government. The BOCC adopted a Multicultural Diversity Policy articulating this belief, and this policy served as the basis for development of ongoing diversity efforts by the county. Based on feedback gleaned from the various meetings and roundtable discussions, in late 1993 at the direction of the BOCC, staff began developing of a countywide diversity initiative. By the end of the year, a plan was drafted and approved after thorough vetting by the BOCC, department heads and elected officials.

The result was the Boulder County Diversity Program, which the BOCC officially adopted in May of 1994. Each department was charged with attempting to ensure that: 1. Boulder County employees serve all residents with dignity and respect; 2. Boulder County Government is responsive to the needs of the diversity within the county; 3. Boulder County Government employs and retains a diverse work force at all levels of the organization; and 4. Boulder County has a management structure capable of managing a diverse workforce. Department heads were expected to take an active role in ensuring that the program was successfully implemented. Since its adoption in 1994, much of the original plan's goals and strategies have been integrated into the fabric of county departments, including bilingual services, employee trainings and other activities (see Appendix B).

Since that original 1994 program, substantial research has emerged in support of a strong business case for organizations and businesses to intentionally engage in and dedicate resources to diversity and inclusion. Organizations and businesses implement diversity initiatives in order to create inclusive environments in which people from different groups and backgrounds are treated fairly and given equal access to opportunities, services or resources. Diversity and inclusion in county government reduce employee costs, help to reach diverse populations, increase customer satisfaction, and decrease legal risk. Embracing cultural responsiveness and inclusion brings a wider range of viewpoints, experiences and ideas, and can lead to more effective decision-making, planning and program design. Consistently cited strategies for doing this work include adopting policies and hiring dedicated staff to support the effort, embedding inclusion in organizational goals and accountability, building a diverse workforce and leadership, and making diversity and inclusion visibly important.

Through the 2013 Leadership Academy team's research, it became clear that a more comprehensive, system-wide approach needs to be implemented by the county to create and maintain a more culturally responsive and inclusive workforce and work environment. The Leadership Academy team proposed the creation and implementation of a *Boulder County Cultural Responsiveness and Inclusion Road Map*. The team laid out the following goals for the Road Map, which would be achieved by a subsequent, broad committee through an intentional, long-term planning process:

- Develop a vision of cultural responsiveness and inclusion for the County
- Create tangible goals and objectives to meet this vision
- Provide implementation tools, funding, and resources for all county departments to integrate cultural responsiveness and inclusion
- Develop measures for accountability at all levels
- Create ways to keep the initiative alive

The overarching goal of this initiative as presented by the Leadership Team was to incorporate cultural responsiveness and inclusion into *every* aspect of county business and to ultimately provide the best in public service.

With the support of county leadership, a multi-departmental Staff Team was formed to help scope the work of the Cultural Responsiveness and Inclusion Committee (CRIC), recruit CRIC members, and then support the CRIC through a long-term planning process that would result in the CRI Road Map. After consideration of 33 applications to CRIC, 19 individuals were invited to serve on the committee.

With the facilitation support of Leslie Irwin from the Commissioners' Office, the CRIC was kicked-off in October of 2014 and completed their work at the end of summer 2015. The committee included representation from most county departments and elected officials' offices, as well as a diverse range of classifications (technician, analyst, clerk, division manager, planner, program manager, etc.) and diversity of age, ethnicity, gender identity, sexual orientation, and other identities and experiences not immediately visible.

CRIC members built expertise about the topics, got to know the other committee members, and had intentional discussions about oppression, marginalization, privilege, and other relevant topics. Mission, Vision and Values statements were drafted.

The committee members then identified five Priority Areas for the Road Map, and subcommittees were formed to develop the content for each area. Subcommittees were tasked with developing strategic goals in their Priority Area, based on lessons learned from a SWOT analysis, best and promising practices, guest speakers, and other research. For each goal, concomitant objectives, measurable outcomes, responsible parties, and timelines are defined to ensure successful implementation of the goal..

The five CRI Priority Areas are:

- **Accountability**, which addresses administrative structure, data to measure and report, external and internal communications, and staff performance evaluations and advancement.
- **Leadership**, which includes recommendations around implementation plans, policy, commitment and visibility, and a CRI Advisory Committee.

- **Policy and Sustainability**, including policy development and review, evaluation tools and processes, advocacy and communications from leadership, and administrative structure.
- **Recruitment, Hiring and Retention**, specifically recruitment and hiring practices for a more diverse workforce, and creating a culture of inclusion to support retention.
- **Training**, which includes training infrastructure; introduction to concepts of cultural responsiveness and inclusion and experiential training (level 100); workforce/workplace training for supervisors, managers and other leadership (level 200); creating a culture of inclusion and responsiveness (level 300); executive coaching, training and support (level 400); and a topical electives series.

Committee members finalized the Road Map's mission, vision, values, and goals and objectives on July 30, 2015. Consensus decision-making was used to finalize the mission and vision, and in particular the goals and objectives which are the core components of the Road Map. Formal adoption of the Road Map's Priority Area Goals and Objectives by the Boulder County Board of County Commissioners occurred on May 31, 2016, and will be followed by implementation in through 2017.

CRIC also identified consensus recommendations around administrative structure supports that will ensure the longevity and successful implementation of the CRI Road Map. These include hiring a full-time staff person to coordinate the implementation of the Road Map, forming a CRI Advisory Committee, and recruiting Champions in every department to act as liaisons and resources. In order for cultural responsiveness and inclusion to become embedded in every aspect of Boulder County, additional involvement will be needed from leadership, staff, subject-matter experts, champions and others.

Completion and adoption of the Road Map mark the end of phase one of the Cultural Responsiveness and Inclusion (CRI) project. Phase two begins where phase one leaves off, with additional planning and development tasks and then implementation. Planning and development work includes further design and prioritization of recommendations based on importance, feasibility, resources and other factors, and development of communications, data, policy and other components of the Road Map.

Implementation will require a long-term commitment of resources as well as dedication by all county staff and leadership to creating an environment of cultural responsiveness and inclusion. CRIC members regularly referred to the county's sustainability work as an example. Today, we have a Sustainability Office that has tremendous visibility, achieves quantifiable results in its core competencies, and is a national model. Sustainability as a value and a practice is embedded in every department and every aspect of the county, supported by infrastructure, training, culture, leadership and other factors, and their programming in ongoing and substantial. However, that did not happen overnight. Sustainability became part of the county culture and everyday life through long-term support from leadership, dedication of staff and funding to implementation, support from all county employees, creation of programs and processes, and evaluation and refinement.

It is the CRIC members' hope that cultural responsiveness and inclusion similarly become an intrinsic part of Boulder County's organizational culture, and this Road Map can serve as a guide for achieving this goal.

Acknowledgments

The Cultural Responsiveness and Inclusion Committee (CRIC) and Staff Team would like to thank the following individuals for their support and efforts in moving this initiative forward:

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Deb Gardner	CRIC Executive Sponsor, Boulder County Commissioner
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Chapter I: History

Historical Background: Boulder County Efforts from 1992 to 2013

This section describes historical efforts to increase effectiveness for serving diverse populations and diverse county employees. In 1992, the Boulder County Board of County Commissioners (BOCC) undertook an initiative to more adequately address diverse needs of different cultures and populations in Boulder County, predicated on the belief that multicultural diversity is to be valued and respected in every aspect of county government.

Multicultural Diversity Policy

The BOCC adopted a Multicultural Diversity Policy articulating this belief, and this policy served as the basis for development of the county's diversity efforts at the time.

Boulder County Multicultural Diversity Policy, 1992

It is an expressed goal of the Boulder County Commissioners to foster inclusion in all phases of Boulder County Government. Boulder County promotes diversity in the workplace and recognizes, understands, and respects the interests and concerns of its diverse employees and citizens. Diversity, for purposes of this policy, includes race, color, religion, gender, gender identity, disability, sexual orientation, age, socio-economic status and genetics.

Boulder County is committed to an inclusive, multi-culturally diverse work force, in all departments, at every level. Boulder County shall strive to design all services and operations, in every department, to serve the diverse citizens of the county. Inclusion shall be viewed as an integral and essential element of the county work environment, one in which great value is vested.

It is the responsibility of all county Department Heads to ensure that this goal is articulated to each employee under their supervision. It is expected that all employees exhibit behavior consistent with this policy.

The following year, at the direction of the BOCC, the Multicultural Outreach Coordinator (MOC) investigated ways to ensure that the policy did in fact accomplish its stated objectives. In addition to meetings with department heads, elected officials and multicultural community leaders, a series of minority employee roundtable discussions with diverse Boulder County employees were held to gain a better understanding of perceptions of county diversity issues and the climate of the county work environment. It became clear that many diverse employees felt that the county was not as responsive to the needs of diverse employees or residents as it could be and that some type of diversity programming was necessary.

Based on feedback gleaned from the various meetings and roundtable discussions and at the direction of the BOCC, a countywide diversity initiative was developed. After thorough vetting by the BOCC, department

heads and elected officials, the plan was adopted by the BOCC in May 1994, thus creating the Boulder County Diversity Program. (See Appendix B.)

Boulder County Diversity Program

The Boulder County Diversity Program, launched in 1994, was an initial five-year plan to implement the county's diversity policy, which was designed to address public, customer and employee needs. Each department was charged with attempting to ensure that:

1. Boulder County employees serve all residents with dignity and respect.
2. Boulder County Government is responsive to the needs of the diversity within the county.
3. Boulder County Government employs and retains a diverse work force at all levels of the organization.
4. Boulder County has a management structure capable of managing a diverse workforce.

All department heads were expected to take an active role in ensuring that the program was successfully implemented. Public needs focused on strategies to increase appreciation of the county's rich multicultural communities. Customer efforts focused on strategies to increase county department capacity to serve diverse communities in the conduct of daily business activities. Staff strategies aimed to enhance employees' ability to appropriately and effectively work with and manage diversity in the work force.

More than twenty years have passed since the adoption of the Multicultural Diversity Policy and Diversity Program by the BOCC. Since then, many of the original plan's goals and strategies have been implemented and integrated into the fabric of each department. For example, county written materials underwent extensive review to ensure that non-English speakers are being sufficiently served. Boulder County also explored various methods to increase the multilingual capacity of staff and provide a tuition reimbursement program for employees taking Spanish language classes from accredited sources in the community. Public Health, Housing and Human Services, and Community Services departments have all seen a tremendous increase in the numbers and diversity of residents they serve, and each of these departments has engaged in extensive programming efforts to more effectively serve those populations. Boulder County also established an employee development cross-cultural training curriculum designed to address diversity goals. Approximately 3,500 current and past employees have attended the mandatory classes, and hundreds of employees have attended at least one of approximately 30 optional classes.

Much of the 1994 Diversity Program has been successfully implemented through activities such as providing service in people's languages and training employees in cultural competency. Since the development of that Program and Plan, Boulder County's approach to diversity work has not been looked at systematically or holistically. The 2013 Leadership Academy project prompted that work to happen, the Cultural Responsiveness and Inclusion Committee undertook that tremendous task, and this Road Map is a result. This Road Map can help guide Boulder County from diversity to a new era of inclusion and cultural responsiveness.

Chapter II: The Business Case for Diversity

In the decades since the inception of the Boulder County Diversity Program, substantial research has demonstrated a strong business case for organizations and businesses to intentionally engage in and dedicate resources to diversity and inclusion. During research for the CRI Road Map, committee members looked at research from a wide array of sources uniformly supporting diversity and inclusion in the workplace.

Organizations and businesses implement diversity initiatives in order to create inclusive environments in which people from different groups and backgrounds are treated fairly and given equal access to opportunities, services or resources. Embracing cultural responsiveness and inclusion brings a wider range of viewpoints, experiences and ideas, and can lead to more effective decision-making, planning and program design.

The Case for Diversity

Common reasons cited for diversity efforts being good for business include:

- Reduced employee cost due to reductions in turnover and absenteeism and increases in productivity and retention;
- Expansion of markets and broader outreach to the community and potential customers;
- Increased sales and profits (according to American Sociological Review in April 2009, “Workplace diversity is one of the most important predictors of a business, sales revenue, customer numbers and profitability.”); and
- Diminished legal risk due to fewer discrimination lawsuits and complaints.

Although these rationales are focused on private-sector businesses, the same benefits apply in the public sector. Diversity and inclusion in county government will reduce employee costs, help Boulder County reach broader and diverse populations, increase customer satisfaction and effectiveness, and decrease legal risk.

Strategies for Diversity

Research similarly generally coalesces around consistent strategies for implementation of diversity efforts in an organization. Some key strategies include:

- Demonstrate long-term commitment through policies and resources to implement and track progress, including at least one full-time employee dedicated to the effort;
- Explicitly connect inclusion with the organization’s strategic goals, define measurable inclusion objectives, measure incremental progress and hold people accountable to outcomes;
- Build a diverse and inclusive workforce, and create paths to leadership for diverse employees;
- Create a culture of inclusion by making the effort visible and visibly important; and
- Engage diverse groups in planning and design of programs or products.

By connecting diversity and inclusion objectives to the goals of the organization and making efforts visible and institutionalized, there can be greater buy-in from employees and implementation of diversity and inclusion strategies are more likely to be successful.

Chapter III: Summary of Recommendations and Need for Cultural Responsiveness and Inclusion Committee and Road Map

In 2013, a team of County staff, through the 2013 Leadership Academy, undertook a project to understand the perceptions and attitudes of Boulder County employees towards diversity and the diversity trainings offered by the County, and to make recommendations based on those findings. This project was initiated by Pete Salas and Mark Ruzzin in the Commissioners' Office, after they began noticing a decline in staff participation rates in the non-mandatory diversity classes offered by the County. It was also noted that upper management was, in general, not attending the classes. These facts raised the question of whether the County's overall diversity goals for its staff, customers, and stakeholders and, in particular, the diversity curriculum designed to support implementation of these goals, were still relevant and able to serve the County's internal and external communities.

As part of the project, the Leadership Academy team conducted a county-wide survey of staff, interviewed a number of County leaders and staff members, reviewed past training evaluations, attended many of the 2013 diversity-related trainings, and performed a literature review. Through the team's research, it became clear that diversity training by itself is not sufficient to achieve diversity-related goals, and that a more comprehensive, system-wide approach needs to be implemented by the County to create and maintain a more culturally responsive and inclusive workforce and work environment.

Strategies for Cultural Responsiveness and Inclusion

Based on the findings of this research, the following ideas and suggestions on how to create and maintain a more culturally responsive and inclusive workforce were gleaned by the Leadership Academy team:

- Strategically embed cultural responsiveness and inclusion throughout all levels of the County and in everything we do
- Provide a focus on cultural responsiveness and inclusion from the top (i.e. elected officials, department heads, managers, and supervisors) through priority setting and actions
- Recruit, hire, and retain a culturally diverse workforce that is representative of the public we serve, including in County leadership roles
- Create better accountability throughout the county, including tying cultural responsiveness and inclusion to professional goals and performance evaluations, and potentially creating a Cultural Responsiveness and Inclusion certificate
- Acknowledge, highlight, and celebrate the diversity, as well as the similarities, of all staff and the public, including race, age, gender identification, work styles, personalities, religion, socioeconomic, etc., in trainings and other programs and activities
- Seek to increase both awareness and skills around cultural responsiveness and inclusion and complement training with other cultural responsiveness and inclusion initiatives

- Incorporate practical application of training materials into staff's day-to-day work, include department or job-specific trainings to meet each department's goals and objectives, and provide tools to managers to support staff in implementing what they've learned
- Keep training content up-to-date and relevant, address different learning styles, provide a continuum of learning opportunities (i.e. beginners, intermediate, advanced, refresher, and management level), and seek the best trainers or panels of experts possible

Boulder County Cultural Responsiveness and Inclusion Road Map

Based on this knowledge and to accomplish many of these objectives, the Leadership Academy team proposed the creation and implementation of a *Boulder County Cultural Responsiveness and Inclusion Road Map*. The team laid out the following goals for the Road Map, which would be achieved by a subsequent, broad committee through an intentional, long-term planning process:

- Develop a vision of cultural responsiveness and inclusion for the County
- Create tangible goals and objectives to meet this vision
- Provide implementation tools, funding, and resources for all County departments to integrate cultural responsiveness and inclusion
- Develop measures for accountability at all levels
- Create ways to keep the initiative alive

The recommendation was presented to the Board of County Commissioners and to the Elected Officials and Department Heads, who each supported moving the Road Map forward. The overarching goal of this initiative as presented by the Leadership Team was to incorporate cultural responsiveness and inclusion into *every* aspect of County business and to ultimately provide the best in public service.

Chapter IV: Cultural Responsiveness and Inclusion Committee Members and Composition, Work and Process

With the support of County leadership, a multi-departmental Cultural Responsiveness and Inclusion Committee (CRIC) Staff Team was formed to help scope the work of the committee, recruit members, and then support the CRIC through a long-term planning process that would result in the CRI Road Map. The Staff Team drafted the task and charge of the CRIC committee, along with general direction for the planning process. The Staff Team also began to recruit committee members through an application process that was open to all County employees, with Commissioner Deb Gardner extending the invitation, including via an InsideBC video. Anyone interested in serving on the committee was encouraged to apply.

The Staff Team consisted of the following members:

Ryan Ankrum, Administrative Services
Mark Ruzzin, Commissioners' Office
Pete Salas, Commissioners' Office
Ernst Strenge, Parks and Open Space
Emma Webster, Housing and Human Services

The task and charge of the CRIC were as follows:

Task: Develop a Road Map aimed at embedding cultural responsiveness and inclusion within Boulder County's organizational culture.

Charge: To create a framework and strategies for supporting and nurturing cultural responsiveness and inclusion at Boulder County, including the development of new or revised cultural responsiveness and inclusion vision, goals and policies.

The Staff Team received 33 applications representing 10 County departments and offices. The number of applicants was narrowed to 19 individuals who were invited to serve on the committee, following a selection process that looked at the quality of application as well as obtaining a diverse group of committee members.

The CRIC members included:

Anthony Avelar, Community Services
Ernest Cienfuegos-Baca, Community Services
Andy Coco, Community Services
Leisha Connors-Bauer, Community Services
Heather Crate, Public Health
Meca Delgado, Community Services
Sam Forsyth, Assessor's Office
Al Hardy, Parks and Open Space
Dave Hatchimonji, Commissioners' Office
Carrie Inoshita, Parks and Open Space

Joyce Lucero, Administrative Services
Jess Martinez, Clerk and Recorder's Office
Susan Martinez, Sheriff's Office
Ian McMahon, Housing and Human Services
Mary Pierce, Assessor's Office
Nick Robles, Public Health
Kathy Sandoval, Land Use
Cheyanne Valenzuela, Administrative Services
Leah Wellisch, Housing and Human Services

With the facilitation support of Leslie Irwin from the Commissioners' Office, the CRIC was kicked-off in October of 2014 and worked through July 2015. The committee included representation from most County departments and elected officials' offices, as well as a diverse range of classifications (technician, analyst, clerk, division manager, planner, program manager, etc.) and diversity of age, ethnicity, gender identity, sexual orientation, and other identities and experiences not immediately visible.

The Work of the Committee

From the kick-off, the CRIC members displayed incredible commitment and dedication over the ten months of CRI Road Map development, striving for excellence and thorough, well-thought out processes and products. They met monthly as a committee for two to four hours per meeting, and also met regularly in sub-committees, usually monthly or more frequently. Committee members also had one-on-one meetings with the facilitator, conducted independent research, and consulted with subject matter experts. Most CRIC members remained well or very well engaged over the course of the project, though three people left due to workload or other demands.

During initial meetings, CRIC members discussed process, how decisions would be made, and working definitions for the issues they were delving into. They established ground rules and working agreements for their group that reflect cultural responsiveness and inclusion.

CRIC's Ground Rules:

- **Confidentiality.**
 - "What's said here, stays here. What's learned here, leaves here."
- **Communicate with honesty and candor.**
 - Focus on the situation and impact, not names or blame.
- **Use inclusive language.**
 - We all have permission to call-out one another on language.
- **Honor impact over intent.**
- **We all can make mistakes...and we all can learn from them.**
- **We commit to learning and sharing.**
- **We commit to being present and participating.**
- **We will respect the ebb and flow of workload and understand time constraints.**
 - But if we commit, we will complete.

- **We commit to attend every meeting...but we understand if attendance is not possible on occasion.**
- **No electronic devices during meetings.**

Consensus Decision-Making

Topics and agenda items were covered through discussion, presentations, and facilitated activities, and the core content that would be finalized and included in the Road Map was decided on a consensus decision-making basis. Consensus basis for CRIC meant that when decisions were made, such as finalizing the Mission or Vision statement, committee members voted with their thumbs: Thumbs up meant they agreed with the language, decision, etc.; thumbs down meant they did not agree; and thumbs sideways meant that they did not fully agree or had some concerns to discuss. Committee members that had presented thumbs sideways or down were invited to share their concerns, and offer solutions such as alternate language where possible.

Discussion would continue in the full committee until a “re-vote” resulted in all thumbs up, which sometimes meant that thumbs sideways or down members agreed to “live with” language or a decision that was acceptable but not 100 percent of their choosing. Consensus decision-making was used to finalize the Mission, Vision and Values statements, and the Strategic Goals and Objectives that are the recommendations and focus of this Road Map.

Key Definitions (see Appendix A for more)

It was important to the group to have a general sense of agreement around the primary concepts. Below are definitions the group referred to when clarifying what was meant by cultural responsiveness and inclusion. Definitions were crafted from sundry sources, unless otherwise noted.

Cultural Responsiveness

- Taking responsibility to act, react, and respond respectfully to cultural differences, and acknowledging and challenging assumptions and perceptions of privilege and dominant culture.

Inclusion:

- “Inclusion involves bringing together and harnessing these diverse forces and resources, in a way that is beneficial. Inclusion puts the concept and practice of diversity into action by creating an environment of involvement, respect, and connection—where the richness of ideas, backgrounds, and perspectives is harnessed to create business value. Organizations need both diversity and inclusion to be successful.” (“Moving from Diversity to Inclusion,” *Diversity Journal*, May 2011.)
- Inclusion is a state of being valued, respected and supported. It’s about focusing on the needs of every individual and ensuring the right conditions are in place for each person to achieve his or her full potential. Inclusion should be reflected in an organization’s culture, practices and relationships that are in place to support a diverse workforce.

Building Expertise

Staff Team members presented to CRIC members about the Leadership Academy project that led to the CRIC, survey results, prior research, and resources, and this information was posted on a CRIC SharePoint site on InsideBC. The committee also had intentional discussions about oppression, marginalization, privilege, and other relevant topics, though it should be noted that the group included a broad range of familiarity and expertise with diversity and inclusion, an fact which occasionally was in itself cause for illuminating discussion.

Road Map Content Definition

After the group began getting to know one another, defined how they would work together, and clarified their task, they drafted Cultural Responsiveness and Inclusion Mission and Vision statements. Development of the Mission and Vision statements exemplified the consensus decision-making process, as they were initially drafted in November 2014, discussed at several meetings during the winter and spring, and approved via consensus in late July 2015. Values statements were developed later in the project. The Mission, Vision and Values statements are included in Chapter VI.

With a stronger grasp of the subject matter, the committee brainstormed content for the CRI Road Map. Through an affinity diagramming exercise, content areas emerged out of themes from similarity groupings of committee members' ideas. These became the Road Map Priority Areas, and subcommittees were formed in each area to develop Road Map content for that area.

Road Map Priority Areas

The five Priority Areas include Accountability, Leadership, Training, Policy and Sustainability, and Recruitment, Hiring and Retention. Subcommittees were tasked with developing recommendations for goals and objectives in their Priority Area.

Within each Priority Area, related ideas generated from the brainstorm were used as a starting point in developing goals and objectives. These included:

- **Accountability**
 - Accountability, feedback mechanisms, monitoring for change, accountability tools, evaluations, team/department culture evaluations, embedded in everyday work
- **Policy and Sustainability**
 - Policy, sustainability over long-term, ongoing policy and evaluation review, keep it current (consistently revisit/revise trainings, policies, etc.), funding, resources, policy manuals, data analysis annually or regularly, collection and review of success metrics, community engagement, public interface and resources, media (website, e.g.), the forms we use
- **Leadership**
 - Consistent leadership, commitment by leadership, pipeline for diverse leadership, goals/guiding values, diverse leadership at higher levels, management, provide focus of cultural responsiveness and inclusion from the top, department-specific consultations and policy revision

- **Recruitment, Hiring, Retention**
 - Recruitment, hiring, recruitment and hiring practices, how to shift hiring practices, advancement, data analysis, regular surveys and recommendations, employee surveys and input
- **Training**
 - Training needs, training tools, curriculum, department-specific (goals, practices, etc.), staff and supervisor trainings, practical application, staff skills, increase awareness, staff awareness, daily interaction, community interaction, recruitment and rewards, certification
- [Tabled for future phase: **Marketing and Outreach**]
 - *This priority was tabled because marketing and outreach will be conducted after finalization of the Road Map and implementation plan. This priority will be undertaken by the Advisory Committee with staff support.*

Each subcommittee then performed a facilitated SWOT analysis of their Priority Area to identify the known strengths, weakness, opportunities and threats. Independently, subcommittee members researched best and promising practices elsewhere in Colorado and the nation, which were later presented to the CRIC as a whole. The CRIC also learned from presentations by guest speakers and reports from subject-matter experts. All of this work built CRIC members' expertise and ultimately supported creation of the Road Map

Goals and Objectives

Based on this body of expertise, each sub-committee drafted goals and objectives for their respective Priority Area. Each goal has three to nine concomitant objectives, each with measurable outcomes, responsible parties, and timelines. Development of the goals and objectives occupied most of the project calendar, with subcommittees spending more than six months on this component of the project, which required repeated research and refinement as subcommittees honed the content.

Once each subcommittee's Priority Area goals and objectives were defined, they were vetted through the full CRIC over the course of several months. Ratings of and comments on the Mission, Vision, Values and every Goal and its Objectives additionally were supplied by committee members through electronic survey. The electronic survey particularly helped to identify areas where there was strong or no consensus, so CRIC meetings could focus discussion more productively on areas with mixed or unclear consensus.

Approval, Adoption and Implementation of the Road Map

Committee members finalized the CRI Road Map's Mission, Vision, Values, and Goals and Objectives on July 30, 2015. The plan was then written and reviewed with County Commissioners and discussed with department heads prior to Commissioner approval. Formal adoption by the Boulder County Board of County Commissioners occurred on May 31, 2016..

Completion and adoption of the Road Map marks the end of phase 1 of the Cultural Responsiveness and Inclusion (CRI) project. Phase 2 begins where phase 1 leaves off, with additional planning and development then implementation. Planning work includes further design and prioritization of recommendations based on importance, feasibility, resources and other factors, which will be completed by an Advisory Committee to be appointed in summer 2017. An internal outreach plan also will be developed and launched. The outreach

effort will aim to gain buy-in, involvement, support, and awareness. Outreach initially will be internal to the County, but later phases of the project should extend outward into the community to engage external partners, perhaps through a public process regarding the Road Map.

Ensuring success of this Road Map comes with strong recommendations from CRIC to hire a full-time staff member to oversee implementation of the Road Map and to form a CRI Advisory Committee. Full-time staff will manage implementation and further development of the Road Map as well as a marketing and outreach plan. An Advisory Committee will guide, champion and support implementation. Note that hiring a full-time staff person (FTE) and putting in place an Advisory Committee were recommendations of all five Priority Area subcommittees, for it will require resources and dedication to implement every part of the CRI Road Map.

In order for cultural responsiveness and inclusion to become embedded in every aspect of Boulder County, additional involvement will be needed from leadership, staff, subject-matter experts, champions and others. Leadership will be asked to dedicate resources and staff time to the Road Map to ensure its successful implementation. Subject-matter experts could be needed for further program development, for example with the training curriculum. And some CRIC members hopefully will remain involved for consistency with the project, as champions and to support success of the project in other ways.

Cultural Responsiveness and Inclusion as an Intrinsic Piece of County Culture

Implementation will require a long-term commitment of resources as well as dedication to seeking an environment of cultural responsiveness and inclusion that is other than the status quo. CRIC members regularly referred to the county's sustainability work as an example. Today, we have a Sustainability Office that achieves quantifiable results in its core competencies and is a national model. Sustainability as a value and a practice is embedded in every department and every aspect of the county, supported by infrastructure, training, culture, leadership and other factors. However, that did not happen overnight. Sustainability created and expanded its programming and became part of the county culture and everyday life through support from leadership, dedication of staff and funding to implementation, support from all County employees, creation of programs and processes, and evaluation and refinement.

It is the CRIC members' hope that cultural responsiveness and inclusion become an intrinsic and sustained part of Boulder County's organizational culture, and this Road Map can serve as a guide for achieving that goal.

Chapter V: CRIC Mission, Vision and Values

A mission statement communicates the fundamental purpose of a group, program or company in a concise, realistic statement about what they do or why they exist. A vision statement conveys, in an inspiring or compelling way, what the group, program or company looks like in a future state of success, and provides direction for where the group, program or company will be in five years if the mission is implemented successfully. Values statements express core beliefs, priorities and ways of doing business, or describe a group's role in their community; values can be operational (how they provide service) or moral (what is important to them).

Below are Mission, Vision and Values statements developed by the CRIC.

MISSION AND VISION

Mission

Through culturally responsive and inclusive practices, at Boulder County we create an environment that respects, values and serves all people.

Vision

We are a county government that embraces dignity and equity for everyone, we create and cultivate an inclusive and supportive environment for our diverse staff and community, and we inspire others through leadership in culturally responsive practices.

VALUES

1. We are a diverse group of individuals who have come together to find innovative and creative ways to meet the needs of the public and each other as coworkers, and we do so with kindness, respect and civility.
2. We provide the best in public service by valuing all members of the community in policy and decision-making processes and service delivery.
3. Cultural responsiveness and inclusion means we value people's intersecting identities, including (but not limited to) race, ethnic identity and origin, age, sexual orientation, gender identity, gender expression, religion, socio-economic background, body size and shape, ability, political affiliation, and veteran status.

Chapter VI: Priority Areas, and Goals and Objectives

This Road Map is essentially a strategic plan, featuring goals and objectives to achieve over the next five years to attain or improve cultural responsiveness and inclusion at Boulder County. Goals and objectives are presented in the Priority Areas discussed throughout this Road Map: Accountability, Policy and Sustainability, Leadership, Recruitment/Hiring/Retention, and Training, plus Administrative Structure.

Definitions for Goals and Objectives

Each Priority Area contains multiple strategic goals, and under each goal are several objectives, each with measurable outcomes, responsible parties, and timeline.

- **Strategic goals** are new practices to be implemented or current practices to be modified or updated. These can include new projects, processes, policies, communications, or simply modifications to something already in place. Goals represent what is to be achieved or accomplished.
- **Objectives** are components, steps or actions necessary in order to successfully implement each new goal. They are milestones for reaching the goal.
- **Measurable outcomes** gauge progress towards successfully fulfilling or completing each objective.
- **Responsible party or parties** are the individuals or groups that will be responsible for achieving each objective. This can be more than one person, and it also can be a team or division or department rather than an individual.
- **Timeline is** target date for implementation and completion of each objective.

It is important to note that department heads are listed as responsible parties under many of the objectives but elected officials are not. That is because the Boulder County Commissioners do not have the authority to make other elected officials or their offices responsible for implementing this Boulder County government plan. However, **elected officials and their offices are invited and welcome to be involved in the design and then join us in implementation of any part of or all of this plan.**

Format of this Section

Because each priority has multiple goals and every goal has multiple objectives, the Priority Areas sections contain a substantial amount of information and detail that can be challenging to synthesize holistically. Therefore, **this chapter first includes summary lists of only the goals and summarized objectives for each priority, and then, following the summary lists, each Priority Area is fully detailed** with objectives, measurable outcomes, timelines and so on.

Summary of Goals and Objectives for Each Priority Area

Goals are summarized in the bolded words under each Priority Area below, and objectives are summarized in the text next to each goal.

Accountability Goals

1. **Administrative Structure:** Put into place a full-time staff person (FTE), Advisory Committee and “Champion” or liaison administrative supports to guide the implementation and drive the success of culturally responsive and inclusive practices within Boulder County.
2. **Data to Measure and Report:** Collect, analyze and disseminate employee climate, county demographic and other data annually to measure progress related to cultural responsiveness and inclusion efforts, including demographic, workforce and programmatic data and an annual “report card” to BOCC.
3. **Communications:** Boulder County’s value of cultural responsiveness and inclusivity is clearly communicated to staff and employees, communications to the community are culturally competent, and county departments have and implement a CRI communications plan.
4. **Performance Evaluations and Advancement:** Staff and leadership will be accountable for cultural responsiveness and inclusion efforts through performance evaluation, compensation, advancement and training.

Leadership Goals

1. **Implementation Plans and Policy:** Ensure sustainability of CRI program by institutionalizing efforts through implementation plans, administrative structure, and policy review and development, including the application of a CRI matrix or tool when developing, revising or adopting policies.
2. **Commitment and Visibility:** Work with Boulder County leadership to develop and promote a more culturally responsive and inclusive management and staff at Boulder County through visible commitment to CRI on website and printed materials, hiring and management practices, training, and celebration of diversity.
3. **Advisory Committee:** Form and sustain an Advisory Committee. Each department will have a representative to the Boulder County Cultural Responsiveness and Inclusion Advisory Committee, and elected officials will be encouraged to have representation.

Policy and Sustainability Goals

1. **Policy Development and Review:** Through policy development, review and adoption, establish cultural responsiveness and inclusion as an organizational commitment and community value for Boulder County.
2. **Evaluation Tools and Processes:** Establish county standards, metrics, and data tools for ongoing evaluation and assessment of CRI implementation.
3. **Advocacy and Communications from Leadership:** Ensure initial and long-term commitment from county leadership to steward the development and sustainable implementation of CRI principles and practices in their departments, divisions and programs, through vocal support, communications and CRI plans.

4. **Administrative Structure:** Create the staff and funding infrastructure needed for initiating and sustaining CRI policies, principles and practices at Boulder County.

Recruitment, Hiring, Retention Goals

1. **Recruitment:** Implement broader cultural responsiveness and inclusion practices into the Recruitment stage of the hiring process in order to create a more diverse workforce.
2. **Hiring:** Incorporate best and promising practices into the Screening, Interviewing, and Selection stage of the hiring process so that more diverse candidates are considered for employment.
3. **Retention:** Create a culture of respect and acceptance that allows employees to feel safe, included and valued, and thereby increases employee satisfaction and retention.

Training Goals

1. **Training Infrastructure:** Create job description or RFP for training staff or provider, design a comprehensive training curriculum at all organizational levels that supports Boulder County’s vision for a more culturally responsive and inclusive workforce, and implement training evaluation process.
2. **Introduction to Concepts of Cultural Responsiveness and Inclusion, and Experiential Training, Level 100:** Design and launch an introductory 100-level training series for all Boulder County employees within the comprehensive training curriculum, that includes introductory full-day classroom training, half-day “my story” training, half-day experiential training, and half- or full-day department-specific training.
3. **Training for Supervisors, Managers, and Other Leadership, Level 200:** Design and launch a 200-level training series for supervisors, managers, department heads, elected officials related to working with and managing a diverse workforce and supporting cultural responsiveness and inclusion in the workplace, which builds on 100-level training. Training will also be a required component for all current and future Boulder County certificate programs, and a prerequisite for Leadership Academy.
4. **Creating a Culture of Inclusion and Responsiveness, Level 300:** Design and implement a 300-level training within the comprehensive training curriculum at all organizational levels that supports Boulder County’s vision for a more culturally responsive and inclusive workforce, including creating a culture of inclusion through policy, material and training development, circles of influence, hiring and promotion, and other tools.
5. **Executive Coaching, Training and Support, Level 400:** Design and launch a 400-level training and coaching series for county executives (department heads and elected officials).
6. **Electives Series:** Design and launch an electives/enrichment training within the comprehensive training curriculum at all organizational levels that supports Boulder County’s vision for a more culturally responsive and inclusive workforce.

Administrative Structure Goals

1. **Full-Time Staff (FTE):** Fund and hire at least one full-time equivalent employee to support and coordinate the Cultural Responsiveness and Inclusion Program. Position reports to the County Commissioners’ Office or Human Resources in Administrative Services and works with the CRI Advisory Committee to implement, track and make progress on the CRI Road Map.

2. **Advisory Committee:** Form and sustain an Advisory Committee. Each county department will have at least one designated representative to the Boulder County Cultural Responsiveness and Inclusion Advisory Committee, and each elected official will be encouraged to have a representative. Committee advises the FTE and other stakeholders, monitors progress, supports CRI, and oversees modifications or adaptations to the CRI Road Map.
3. **Champions:** Identify, recruit and train CRI Champions within each department to serve as department cultural responsiveness and inclusion liaisons, aka “liaisons” or “ambassadors for change.” Champions will be resources for capacity-building, support, advocacy and problem-solving.

Detailed Goals and Objectives for Each Priority Area

Administrative Structure to Support Full Implementation of the Road Map

Before looking at each Priority Area, this Road Map presents a set of consensus recommendations brought forward by every Priority Area subcommittee. Specifically, Priority Area subcommittees unanimously proposed goals or objectives for building an Administrative Structure that will support full implementation of the Road Map, including:

- Hiring full-time staff (FTE), and
- Forming an advisory committee, and
- Onboarding champions or liaisons.

These roles are seen as crucial for ensuring progress on the Road Map, accountability for achieving goals and objectives, and support and awareness throughout Boulder County government. Several Priority Area subcommittees included these recommendations in their written goals and objectives, and some subcommittees proposed them for inclusion by other subcommittees because they are important goals and objectives but didn't necessarily fit logically within their own Priority Area.

The three key components of the Administrative Structure are detailed immediately below, and they also are included within each Priority Area that brought them forth, so that users of this Road Map can see the specific Priority Area goals supported or achieved by these objectives.

Administrative Structure Strategic Goal 1: Full-Time Staff (FTE): Fund and hire at least one full-time equivalent employee to support and coordinate the Cultural Responsiveness and Inclusion Program. Position reports to the County Commissioners' Office or Human Resources in Administrative Services and works with the CRI Advisory Committee to implement, track and make progress on the CRI Road Map.

Objectives:

- A. Secure approval of position (draft job description, identify funding source, secure approval by BOCC)**
 - Measurable Outcomes: Board approval of a position with responsibility and authority for implementation of CRI Road Map; position is created and filled.
 - Responsible Parties: BOCC; Commissioners' Office; HR
 - Timeline: Within six to nine months of Road Map finalization
- B. Fill position, and FTE begins serving. The full-time permanent position will be charged with directing implementation of the CRI Strategic Plan/Road Map and will report to the Commissioners' Office or Human Resources in Administrative Services.**
 - 1) Measurable Outcomes: FTE begins serving and successfully fulfilling duties.
 - 2) Responsible Parties: BOCC; Commissioners Office; HR
 - 3) Timeline: Annual review includes progress on Road Map implementation.

Administrative Structure Strategic Goal 2: Advisory Committee: Form and sustain an Advisory Committee. Each county department will have at least one designated representative to the Boulder County Cultural Responsiveness and Inclusion Advisory Committee and elected official office will be encouraged to have representation. Committee advises the FTE and other stakeholders on Road Map implementation, monitors progress, supports CRI, and oversees modifications or adaptations to the CRI Road Map.

Objectives:

- A. The Advisory Committee will provide ongoing support and oversight to evaluate the continued implementation of and progress on goals of the Road Map, which may encompass the following, and more:**
- Leadership capacity, staff development and service delivery,
 - Communication and engagement,
 - Measurement and accountability,
 - Policy development,
 - Data reporting and tracking, and
 - Workforce and work environment.
- 1) Measurable Outcomes: Advisory Committee roles are clearly identified and documented; Advisory Committee meets regularly.
 - 2) Responsible Parties: FTE; Commissioners' Office; HR; Staff Team
 - 3) Timeline: Within 30 days of Road Map finalization
- B. Identify composition of Committee to include leadership-level participation from every County department and elected official office, and recruit members.**
- 1) Measurable Outcomes: Members are identified and recruited. Advisory Board is formed that is representative.
 - 2) Responsible Parties: Commissioners' Office; HR; Staff Team
 - 3) Timeline: Advisory Committee is selected within three months of Road Map finalization; members serve two-year terms. (Appoint half of the members initially to either one- or three-year terms to ensure entire membership doesn't end terms at once.)
- C. Committee will begin meeting monthly and broaden to quarterly with successful implementation of project.**
- 1) Measurable Outcomes: Committee launches; meetings are held and attended by at least a quorum.
 - 2) Responsible Parties: FTE; Commissioners' Office; HR; Staff Team
 - 3) Timeline: Within six months of Road Map finalization, and then ongoing
- D. The Committee along with the FTE will track and analyze data, such as an internal demographic report and diversity climate survey, and will monitor results and progress with data tools.**
- 1) Measurable Outcomes: Tools are developed and utilized for tracking, evaluation and analysis.
 - 2) Responsible Parties: Advisory Committee; FTE; Staff Team
 - 3) Timeline: Within six months of Advisory Committee recruitment

E. The Committee will provide an annual “report card” to the Board of County Commissioners on overall organizational performance and progress on the CRI Road Map and program implementation.

- 1) Measurable Outcomes: Report card is prepared and presented annually, and positive results and proposed modifications or improvements are included in the report.
- 2) Responsible Parties: CRI Advisory Committee; FTE
- 3) Timeline: Within 12 months of implementation, and then annually.

Administrative Structure Strategic Goal 3: Champions: Identify, recruit and train multiple CRI Champions within each department to serve as department cultural responsiveness and inclusion liaisons, aka “ambassadors for change.” Champions will be resources for capacity-building, support, advocacy and problem-solving.

Objectives:

A. Develop Champion training and onboarding content and framework.

- 1) Measurable Outcomes: Training content is developed.
- 2) Responsible Parties: FTE; Commissioners’ Office; HR
- 3) Timeline: Within nine months of Road Map finalization

B. Identify and recruit vocal advocates among senior leadership to serve as Champions, including early adopters. (Departments will have multiple Champions. All department heads are expected to be vocal leaders, and other leaders and elected officials will be encouraged.)

- 1) Measurable Outcomes: Champions are identified and recruited, committing to a two-year term.
- 2) Responsible Parties: FTE; Commissioners’ Office; HR; CRIC; department heads; leadership
- 3) Timeline: Recruit within six to nine months of Road Map finalization; Champions serve for at least two years

C. Train and onboard Champions

- 1) Measurable Outcomes: Champions are trained and actively, visibly participate in and promote CRI initiatives in each department and across the county.
- 2) Responsible Parties: BOCC; department heads; FTE; Advisory Committee
- 3) Timeline: Within six to nine months of Road Map finalization

D. Quarterly meetings and regular trainings will be held to support and build capacity of Champions.

- 1) Measurable Outcomes: Meetings and trainings are organized, held and attended by a majority of Champions.
- 2) Responsible Parties: Advisory Committee; FTE
- 3) Timeline: Within nine months of Road Map finalization

Priority Area: Accountability

Accountability Strategic Goal 1: Put into place FTE staff, committee and liaison Administrative Structure to guide the implementation and drive the success of culturally responsive and inclusive practices within Boulder County.

Objectives:

- A. Fund at least one FTE in a new Cultural Responsiveness and Inclusion program that reports to the County Commissioners' Office or Human Resources in Administrative Services and works with the CRI Advisory Committee to advance and make progress on implementation of the CRI Road Map.
 - See detail in *Administrative Structure* section.
- B. Form and sustain a Cultural Responsiveness and Inclusion Advisory Committee. Each department will have at least one designated representative to this new CRI Advisory Committee. Committee advises the FTE and others involved with the program, monitors progress on and supports the CRI Program, and oversees modifications or adaptations to the CRI Road Map.
 - See detail in *Administrative Structure* section.
- C. Identify, recruit and train CRI Champions within each department to serve as department cultural responsiveness and inclusion liaisons, aka "ambassadors for change." Departments will have multiple Champions, and quarterly meetings and regular trainings will be held to support and build capacity of Champions.
 - See detail in *Administrative Structure* section.
- D. Form and sustain a Boulder County Cultural Responsiveness and Inclusion Community Advisory Board, which will include members from the community and other stakeholders, and will advise on the external-facing cultural responsiveness and inclusion work of the County. Recommend composition of committee to include community leaders, employers, non-profit representatives, partner organizations, community members from at-risk and diverse populations, and county staff (e.g. Champions). Oversight duties might include:
 - Service delivery,
 - Communication and engagement,
 - Measurement and accountability,
 - Policy development,
 - Workforce and work environment, and
 - Annual evaluation and reporting on progress, or "Report Card."
 - 1) Measurable Outcomes: Board membership is identified, members recruited, and quarterly meetings are held.
 - 2) Responsible Parties: Advisory Committee; FTE
 - 3) Timeline: Advisory Board is selected within 24 months of Road Map finalization; members serve two-year terms, consider appointing half of the members initially to either one- or three-year terms to ensure entire membership does not end terms at once.

Accountability Strategic Goal 2: Collect, analyze and disseminate employee climate, county demographic and other data annually to measure progress related to cultural responsiveness and inclusion efforts, including an annual “report card” to BOCC.

Objectives:

- A. Develop, launch, and analyze a Cultural Responsiveness and Inclusion employee climate survey, including questions about the activities of the CRI Program and recommended next steps for the program; and regularly evaluate CRI Program according to the survey results.**
 - 1) Measurable Outcomes: Survey component is developed and deployed; at least 50% staff response in first year; increase by 5% next year. If response is less, reevaluate how information is delivered and why responses were low. Reassess key program areas based on data, which could include recommendation to modify CRI Road Map implementation if necessary.
 - 2) Responsible Parties: FTE; Advisory Committee
 - 3) Timeline: Development within 9 to 12 months of Road Map finalization; implemented annually or biannually
- B. Record and report diversity demographics of Boulder County workforce. Report should include at the least: County-level information, specific information showing department-level data, and data comparisons for supervisory and non-supervisory positions. (See possible example in the Boards and Commissions [infographic](#).)**
 - 1) Measurable Outcomes: Elements to report are identified, data are gathered, and reports posted.
 - 2) Responsible Parties: FTE and Advisory Committee
 - 3) Timeline: Gather data and develop report within 9 months of Road Map finalization; subsequently report annually or biannually
- C. Using a standard template that will be developed, programs and departments will track demographic information on populations they serve and report data to the CRI Program.**
 - 1) Measurable Outcomes: Template is developed, provided by FTE, and completed by each program summarizing populations served.
 - 2) Responsible Parties: Program coordinators countywide; FTE
 - 3) Timeline: Within six months of program launch and then annually
- D. Advisory Committee will provide an annual “report card” to the Board of County Commissioners on overall organizational performance and progress on the CRI Road Map and program implementation.**
 - 1) Measurable Outcomes: Report card is prepared and presented annually, and positive results and proposed modifications or improvements are included in the report.
 - 2) Responsible Parties: CRI Advisory Committee; FTE
 - 3) Timeline: Within 12 months of implementation, and then annually

Accountability Strategic Goal 3: Boulder County's value of cultural responsiveness and inclusivity is clearly communicated to staff and employees, and communications to the community are culturally competent.

Objectives:

- A. Establish and implement multi-faceted communications plan on CRI Program and implementation to ensure staff and community are aware of County's commitment to cultural responsiveness and inclusion.**
 - 1) Measurable Outcomes: Communications plans are written and implemented, and subsequent updates on implementation are communicated at least quarterly through various methods.
 - 2) Responsible Parties: FTE, Advisory Committee; Advisory Board; Champions
 - 3) Timeline: Communications Plan drafted within 12 months of CRI Program implementation; quarterly updates on implementation
- B. Communications staff review printed and outreach materials such as brochures, web pages, etc. for cultural responsiveness and inclusion content, utilizing review criteria and supported by training of communications staff.**
 - 1) Measurable Outcomes: Criteria for review are established, communications staff is trained, and existing materials produced for Boulder County services are reviewed for cultural responsiveness and inclusion, with changes recommended and developed as appropriate. Subsequent newly produced materials are produced according to the established criteria.
 - 2) Responsible Parties: FTE and Advisory Board; Communications staff (PIOs, e.g.)
 - 3) Timeline: Develop criteria and review all publications within first year of CRI Program implementation and revise as necessary; then criteria applied ongoing

Accountability Strategic Goal 4: Staff and leadership will be accountable for cultural responsiveness and inclusion efforts through performance evaluation, compensation, advancement and training.

Objectives:

- A. Develop with leadership a link to CRI competence and performance as part of the annual employee performance review and compensation. Cultural responsiveness and inclusion are added to every employee's performance standards.**
 - 1) Measurable Outcomes: Performance review tools are developed; employee annual reviews reflect diversity and inclusion measurements. Departments report annually to Human Resources on this component in conjunction with finalization of annual reviews and merit increases.
 - 2) Responsible Parties: Advisory Committee; department heads; supervisors; HR
 - 3) Timeline: Pilot within 12 months of Road Map adoption; roll-out to remainder of county in year two
- B. Link leadership development and advancement to CRI goals, particularly in departments with a higher level of engagement with diverse and at-risk communities and populations in Boulder County.**
 - 1) Measurable Outcomes: Employee advancement and reviews will reflect CRI competency. Departments report annually to Human Resources on this component in conjunction with finalization of annual reviews and merit increases.
 - 2) Responsible Parties: Advisory Committee; department heads; supervisors; HR

- 3) Timeline: Pilot within 12 months of Road Map adoption; roll-out to remainder of county in year two

C. Develop and conduct 360 evaluations of supervisors by staff that prompt feedback related to cultural responsiveness and inclusion.

- 1) Measurable Outcomes: Tool is developed and launched; all departments implement this 360 evaluation tool.
- 2) Responsible Parties: Advisory Committee; DH
- 3) Timeline: Develop within nine months of Road Map finalization; implement by end of year one

D. Develop and launch formalized PMI training with cultural responsiveness and inclusion as a core component.

- 1) Measurable Outcomes: Develop and launch PMI framework to assist in growth and development of staff
- 2) Responsible Parties: HR; department heads; supervisors
- 3) Timeline: Develop within nine to 12 months of Road Map finalization , then annual training

Priority Area: Leadership

Leadership Strategic Goal 1: Ensure sustainability of CRI Program by institutionalizing efforts through implementation plans, administrative structure and policy review and development.

Objectives:

- A. Leadership will show their commitment to implementing CRI through department-level CRI implementation plans.**
 - 1) Measurable Outcomes: Department heads will have identified and communicated at the departmental level how they will implement CRI policies and the timeline for doing so. Elected Officials will be encouraged.
 - 2) Responsible Parties: Department heads; CRI Advisory Committee; FTE; all leadership
 - 3) Timeline: Within 12 months of CRI launch of work plan and policy recommendations
- B. Fund at least one FTE in a new Cultural Responsiveness and Inclusion program that reports to the County Commissioners' Office or Human Resources in Administrative Services and works with the CRI Advisory Committee to advance and make progress on implementation of the Road Map.**
 - See detail in *Administrative Structure* section.
- C. Identify, recruit and train CRI Champions within each department to serve as department cultural responsiveness and inclusion liaisons, aka "ambassadors for change." Departments will have multiple Champions, and quarterly meetings and regular trainings will be held to support and build capacity of Champions. Champions will be resources for capacity-building, support, advocacy and problem-solving.**
 - See detail in *Administrative Structure* section.
- D. Apply formal cultural responsiveness and inclusion lens when developing and seeking approval of any adopted Boulder County plan or policy. A matrix or policy tool will be developed.**
 - 1) Measurable Outcomes: Policy development review tool is created and successfully implemented by all departments.
 - 2) Responsible Parties: FTE; department heads; Advisory Committee; BOCC
 - 3) Timeline: Within nine to 12 months of Road Map finalization and then ongoing
- E. Leadership review and revise internal policies within their departments and divisions to include cultural responsiveness and inclusion components for employees, using a standard template, matrix or other tool will be developed and provided to departments.**
 - 1) Measurable Outcomes: Internal policy revision tool is developed. All county and department-level internal policies are reviewed and revised for inclusion of CRI components.
 - 2) Responsible Parties: FTE; Advisory Committee; department heads
 - 3) Timeline: Develop tool within six months of Road Map finalization; complete review and revision within 12 months

Leadership Strategic Goal 2: Work with Boulder County leadership to develop and promote a more culturally responsive and inclusive management and staff at Boulder County through visible commitment to CRI, hiring and management practices, and celebration of diversity.

Objectives:

- A. Display the organization’s commitment to diversity on website and promotional and informational materials, as well as department and division intranet sites and other resources.**
 - *See Accountability Goal 3.*
 - 1) Measurable Outcomes: Public website, promotional materials, intranet and other internal resources will be updated with new look and content
 - 2) Responsible Parties: FTE; Web Governance committee; Advisory Committee; PIOs
 - 3) Timeline: Within six to nine months of Road Map finalization
- B. Ensure that each manager or supervisor within every department is trained, knowledgeable and accountable for meeting the department goals in accordance with the new CRI Road Map and department implementation plans.**
 - 1) Measurable Outcomes: Training is developed and launched, and all management staff trained within two years and then ongoing.
 - 2) Responsible Parties: FTE; department heads and supervisors; Advisory Committee
 - 3) Timeline: Developed and launched within nine months of Road Map finalization, and management trained within 12-24 months
- C. Educate and train supervisors and managers regarding appropriate application of merit and fitness so job applicants are screened against a broader definition that may address the county’s ability to increase workforce diversity.**
 - *See Training Level 200 and Level 300.*
 - 1) Measurable Outcomes: Education and training are developed to support increased workforce diversity, and all managers and supervisors are trained.
 - 2) Responsible Parties: HR; outside consultant; department heads
 - 3) Timeline: Within six to 12 months of Road Map finalization
- D. Develop executive coaching for senior management to build leadership capacity in cultural responsiveness and inclusion, including coaching for elected officials, department heads, managers and supervisory staff.**
 - *See Training Level 400.*
 - 1) Measurable Outcomes: Coaching consultant is identified, coaching developed, and first round of executive coaching takes place by end of year one of implementation.
 - 2) Responsible Parties: FTE; Advisory Committee; HR; outside consultant
 - 3) Timeline: Within 12 months of implementation
- E. Promote and celebrate diversity, cultural and inclusion events across county departments, similar to the level of promotion and celebration of Sustainability initiatives.**
 - 1) Measurable Outcomes: Methods and materials for promoting and celebrating events are developed and launched.
 - 2) Responsible Parties: FTE; CRI Advisory Committee; department heads

- 3) Timeline: Develop resources (calendar, materials) within six months of Road Map finalization

Leadership Strategic Goal 3: Form and sustain an Advisory Committee. Each department will have at least one designated representative to this new Boulder County Cultural Responsiveness and Inclusion Advisory Committee, and elected officials will be encouraged to have representatives. Committee advises the FTE and others involved, coordinates and monitors progress on Road Map implementation, supports CRI, and oversees modifications or adaptations to the CRI Road Map.

Objectives:

- See detail in *Administrative Structure* section.
- A. **The Advisory Committee will provide ongoing support and oversight to evaluate the continued implementation of and progress on goals of the Road Map, which may encompass the following, and more:**
 - Leadership capacity, staff development and service delivery,
 - Communication and engagement,
 - Measurement and accountability,
 - Policy development,
 - Data reporting and tracking, and
 - Workforce and work environment.
- B. Identify composition of Committee to include leadership-level participation from every county department and elected official office, and recruit members.
- C. Committee will begin meeting monthly and broaden to quarterly with successful implementation of project.
- D. The Committee along with the FTE will track and analyze data, such as an internal demographic report and diversity climate survey, and will monitor results and progress with data tools.
- E. The Committee will provide an annual “report card” to the Board of County Commissioners on overall organizational performance and progress on the CRI Road Map and program implementation.

Priority Area: Policy and Sustainability

Policy and Sustainability Strategic Goal 1: Through policy development and adoption, establish cultural responsiveness and inclusion as an organizational commitment and community value for Boulder County.

Objectives:

- A. Develop a Cultural Responsiveness and Inclusion Policy for Boulder County defining CRI expectations in the areas of personnel practices, training, community engagement, etc., and including principles that identify Boulder County's CRI values.**
 - 1) Measurable Outcomes: Development and adoption of a Boulder County Cultural Responsiveness and Inclusion Policy
 - 2) Responsible Parties: FTE; Advisory Committee; BOCC; department heads
 - 3) Timeline: Within six months of Road Map finalization
- B. Develop a cultural responsiveness and inclusion policy assessment tool for use by county staff, elected officials, and boards and commissions during discussion of and before approval of new policies, plans and processes.**
 - 1) Measurable Outcomes: A CRI assessment tool is developed, adopted and utilized consistently
 - 2) Responsible Parties: FTE; Advisory Committee; BOCC
 - 3) Timeline: Within six months of Road Map finalization
- C. Develop a set of principles and promising practices that identify Boulder County's CRI values, to be included in CRI policy and planning.**
 - 1) Measurable Outcomes: Principles and promising practices are developed, launched and utilized consistently in policy and planning
 - 2) Responsible Parties: FTE; Advisory Committee; BOCC
 - 3) Timeline: Within six months of Road Map finalization
- D. Develop a policy review and revision process that ensures policies are and remain consistent with culturally responsive and inclusive principles, and adhere to a schedule of regular, recurring policy review.**
 - 1) Measurable Outcomes: Review schedule is developed, approved and communicated, policies are reviewed regularly.
 - 2) Responsible Parties: FTE; Advisory Committee; department heads
 - 3) Timeline: Within six to nine months of Road Map finalization

Policy and Sustainability Strategic Goal 2: Establish county standards, metrics, and data tools for ongoing evaluation and assessment of CRI implementation.

Objectives:

- A. Establish metrics and data tools for measuring CRI success over time, including successful program implementation, better retention, increased diversity, increased employee satisfaction, fewer grievances, etc.**
 - *See Accountability Goal 2 for more on data that will be measured.*
 - 1) Measurable Outcomes: Countywide assessment standards, metrics and methods are developed and adopted

- 2) Responsible Parties: FTE; Advisory Committee; department heads; HR
 - 3) Timeline: Within six months of Road Map finalization
- B. Conduct a baseline evaluation of current measurements, and set countywide and departmental CRI goals against the baseline.**
- 1) Measurable Outcomes: Development, presentation and publication of baseline evaluations, and goals are adopted.
 - 2) Responsible Parties: FTE; Advisory Committee; department heads
 - 3) Timeline: Within 12 months of Road Map finalization
- C. Utilize data to conduct regular progress reviews of achievement of county and departmental CRI goals and program implementation, quarterly, twice annually or as appropriate.**
- 1) Measurable Outcomes: Review and progress reports are conducted, presented and published, documenting progress on CRI objectives.
 - 2) Responsible Parties: FTE; Advisory Committee; BOCC
 - 3) Timeline: As appropriate but at least annually after baseline data established
- D. Define a framework for monitoring and addressing the outcomes of reviews and evaluations, including celebrating progress or outlining accountability for lack of progress.**
- 1) Measurable Outcomes: Framework is developed, and clear objectives communicated across departments for progress and accountability
 - 2) Responsible Parties: FTE; Advisory Committee
 - 3) Timeline: Within 12 months of Road Map finalization

Policy and Sustainability Strategic Goal 3: Ensure visible initial and long-term commitment from county leadership to steward the development and successful, sustainable implementation of CRI principles and practices in their departments, divisions and programs.

Objectives:

- A. Identify and onboard vocal advocates among senior leadership, including early adopters (leadership that already support and are familiar with CRI principles). All department heads are expected to be vocal leaders. Elected officials and their leadership will be encouraged.**
- 1) Measurable Outcomes: Advocates are recruited and onboarded, and senior leaders actively, visibly participate in and promote CRI in each department and across the county
 - 2) Responsible Parties: BOCC; department heads; FTE; Advisory Committee; Champions
 - 3) Timeline: Within six to nine months of Road Map finalization
- B. Develop messaging and communications for senior leadership around CRI, with the expectation that senior leadership will *lead* in the communication of CRI values to their staff, the county community and the public. Communications will include strategies for education and outreach to staff on all aspects of CRI policy and practice development, implementation, assessment and evaluation.**
- 1) Measurable Outcomes: Messaging and communications are developed and employed; departments' and offices' CRI communication plans include messaging for leadership
 - 2) Responsible Parties: FTE; Advisory Committee; department heads; Champions
 - 3) Timeline: Within six months of Road Map finalization

C. Create and/or update CRI plans in each department and office, including CRI objectives tied to department and office goals and mission.

- 1) Measurable Outcomes: Updated or newly created CRI plans are adopted in each department and office
- 2) Responsible Parties: Department heads; Advisory Committee; FTE
- 3) Timeline: Within 12 months of Road Map finalization

Policy and Sustainability Strategic Goal 4: Create the staff and funding infrastructure needed for initiating and sustaining CRI policies, principles and practices at Boulder County

Objectives:

A. Fund at least one FTE in a new Cultural Responsiveness and Inclusion program that works with the CRI Advisory Committee to advance and make progress on implementation of the Road Map. The full-time permanent position will be charged with coordinating implementation of the CRI Road Map and will report to the Commissioners' Office or Human Resources in Administrative Services.

- *See detail in Administrative Structure section.*

B. Form and sustain an Advisory Committee. Each department will have at least one designated representative to a new internal Boulder County Cultural Responsiveness and Inclusion Advisory Committee. Committee advises the FTE and other stakeholders, monitors implementation progress, supports CRI, and oversees modifications or adaptations to the CRI Road Map.

- *See detail in Administrative Structure section.*

C. Establish an annual budget that supports implementation and long-term sustainability of the CRI Road Map and protects the program long-term from shifting priorities and variable effort levels

- 1) Measurable Outcomes: Development and board approval of a CRI budget are achieved, with permanent FTE and program funding, with minimum five year budget commitment
- 2) Responsible Parties: BOCC; Advisory Committee; FTE
- 3) Timeline: Within six months of Road Map finalization

Priority Area: Recruitment, Hiring, Retention

Recruitment Strategic Goal: Incorporate broader cultural responsiveness and inclusion practices into the Recruitment stage of the hiring process in order to create a more diverse workforce.

Objectives:

- A. Job postings and website include a diversity-related welcoming statement by the Commissioners.**
 - 1) Measurable Outcomes: Letter or statement by the BOCC is developed, and additional inclusivity messaging inserted in general employment related content
 - 2) Responsible Parties: BOCC; HR; Advisory Committee
 - 3) Timeline: Within three months of Road Map finalization
- B. Create alternative outreach options and opportunities to reach broader communities and achieve a more diverse applicant pool.**
 - 1) Measurable Outcomes: Alternative outreach options are identified, and HR and hiring managers utilize them to develop a larger pool of qualified applicants.
 - 2) Responsible Parties: Hiring department with input from HR; Advisory Committee
 - 3) Timeline: Within three months of Road Map finalization
- C. Expand “Opportunity to Compete” programs such as Circles and tuition reimbursement.**
 - 1) Measurable Outcomes: Program is expanded, and more diverse pool of applicants is reached.
 - 2) Responsible Parties: Human Resources; Advisory Committee
 - 3) Timeline: Within six months of Road Map finalization
- D. Adopt an employee referral program that targets the recruitment of a diverse pool of applicants, and consider use of incentives in recruitment.**
 - 1) Measurable Outcomes: An employee referral program (potentially with incentives) is adopted
 - 2) Responsible Parties: HR; with department input; Advisory Committee
 - 3) Timeline: Within nine months of Road Map finalization
- E. Ensure job posting verbiage is comprehensible to all applicants. Use reader-level language, avoid jargons and acronyms, and minimize industry-specific language.**
 - 1) Measurable Outcomes: Standards and developed and utilized, language is revised, and standards are applied going forward; applicants and non-applicants can have a clear understanding of the posted position and its requirements.
 - 2) Responsible Parties: Hiring supervisors; HR; Advisory Committee
 - 3) Timeline: Within three months of Road Map finalization
- F. Review positions that require higher education degrees to determine if positions truly need such degrees and if experience in lieu of education can suffice.**
 - 1) Measurable Outcomes: Job postings are reviewed, positions are identified that can accept experience in lieu of education, and policy is developed or revised as appropriate.
 - 2) Responsible Parties: Hiring supervisors; HR; Advisory Committee
 - 3) Timeline: Within nine months of Road Map finalization
- G. Create and maintain a comprehensive list of job posting sites and alternative avenues for distributing employment opportunities. Possible locations to display job postings:**

Community centers, job boards, language schools, local ethnic and community newsletters/papers, ethnic professional associations, cultural groups and associations that serve diverse communities, job fairs, immigration services and programs, professional networking events, and informing Boulder County volunteers about open opportunities.

- 1) Measurable Outcomes: Posting list is developed, and lead sources are tracked to determine effectiveness of using such job posting sources.
- 2) Responsible Parties: HR with department input; Advisory Committee
- 3) Timeline: Within six months of Road Map finalization

Hiring Strategic Goal: Incorporate best and promising practices into the Screening, Interviewing, and Selection stage of the hiring process so that more diverse candidates are considered for employment.

Objectives:

- A. Use applicant number instead of personally identifiable information and redact identifying information from documents before sending to the hiring supervisor, in order to remove name or other bias.**
 - 1) Measurable Outcomes: Policy is approved and implemented, and applicants are screened based on experience, with name bias removed.
 - 2) Responsible Parties: HR; BOCC; Advisory Committee
 - 3) Timeline: Within three months of Road Map finalization
- B. Educate and coach hiring supervisors on how to screen using equitable, relevant lenses related to diversity needs; ensure hiring supervisors use clear and consistent guidelines when interviewing; and educate hiring supervisors and interview panels on interviewing skills around CRI, including what to ask and what not to ask.**
 - 1) Measurable Outcomes: Education content and policy are developed; hiring supervisors are trained and prepared to incorporate CRI in screening and interviews.
 - 2) Responsible Parties: HR; Advisory Committee; Champions
 - 3) Timeline: Within six to 12 months of Road Map finalization
- C. Incorporate cultural responsiveness and inclusion values into discussions during interviews, and require interview questions related to cultural responsiveness and inclusion, so that interviewees understand Boulder County's commitment to diversity and interviewers gain a better understanding of applicants' knowledge and skills around diversity.**
 - 1) Measurable Outcomes: Recommended questions and guidelines are developed and launched.
 - 2) Responsible Parties: Hiring Supervisors; HR
 - 3) Timeline: Within six months of Road Map finalization
- D. Ensure interview panels reflect diversity, including all levels of employees and including line staff, so that interviewees see themselves reflected in the panel.**
 - 1) Measurable Outcomes: Develop policy, which is implemented to ensure diversity is present on interview panels.
 - 2) Responsible Parties: Hiring supervisors; HR
 - 3) Timeline: Within six months of Road Map finalization

- E. Develop policies or guidelines to ensure interview sites are accessible for people with disabilities, religious holidays are considered for various groups when scheduling interviews, and transportation needs are considered including whether the site is near bus lines.**
 - 1) Measurable Outcomes: Policy is developed to ensure and provide more accessibility for diverse interviewees.
 - 2) Responsible Parties: Hiring supervisors; HR
 - 3) Timeline: Within one month of Road Map finalization
- F. Provide orientation on cultural responsiveness and inclusion priorities and programming as standard onboarding process.**
 - 1) Measurable Outcomes: Orientation is developed, and the county's commitment to cultural responsiveness and inclusion is communicated to all new employees.
 - 2) Responsible Parties: Hiring supervisors; HR
 - 3) Timeline: Within nine months of Road Map finalization
- G. Investigate the internal hiring process and pay range offered to ensure equitable practices and transparency around process.**
 - 1) Measurable Outcomes: Hiring ranges are analyzed, results are reported, and greater transparency of internal hiring is achieved.
 - 2) Responsible Parties: HR; hiring supervisors
 - 3) Timeline: Within nine months of Road Map finalization

Retention Strategic Goal: Create a culture of respect and acceptance that allows employees to feel valued and included, and thereby increases employee satisfaction and retention.

Objectives:

- A. Create a culture of safety and inclusion so that each person is able to express who s/he is, does not have to hide any aspect of his or her identity, and feels safe, valued and respected.**
 - 1) Measurable Outcomes: Customer surveys will show improved employee satisfaction, feelings of safety and respect, and other metrics.
 - 2) Responsible Parties: Advisory Committee; FTE; Champions; all staff
 - 3) Timeline: Ongoing, with annual analysis and reporting
- B. Evaluate succession planning needs within each department and strategically plan to promote with diversity in mind while preparing diverse employees for those opportunities. Provide opportunities for advancement for diverse employees through internal and external training efforts and by establishing or redefining equivalencies for minimum education and experience requirements.**
 - 1) Measurable Outcomes: Promotions of diverse candidates increases, and more diverse internal candidates qualify for promotional opportunities.
 - 2) Responsible Parties: HR, department heads
 - 3) Timeline: Within nine months of Road Map finalization, and ongoing
- C. Require departments to pay a differential for bilingual and diversity skills if they require or expect people with those skills to use them on the job.**

- 1) Measurable Outcomes: Pay differential plan is developed; bilingual and other employees will be compensated for their skills.
 - 2) Responsible Parties: HR; department heads
 - 3) Timeline: Within nine months of Road Map finalization
- D. Ensure that all employees have access to the same benefits and perks of employment in accordance with the Harassment, Discrimination and Retaliation Policy.**
- 1) Measurable Outcomes: The policy and compliance will be reviewed, and Boulder County will be in compliance with federal and state laws and county policy.
 - 2) Responsible Parties: HR; BOCC; department heads
 - 3) Timeline: Within one year of Road Map finalization and then ongoing
- E. Implement a program of ongoing onboarding efforts to engage employees with cultural responsiveness and inclusion from the date of job acceptance through the first year or two of employment (current employees also will receive onboarding content). Provide support and encouragement for employees to participate in efforts to promote diversity and inclusiveness.**
- 1) Measurable Outcomes: Longer-term onboarding is developed and launched so that employees will be engaged in CRI over the long term.
 - 2) Responsible Parties: HR; department heads; Advisory Committee; Champions
 - 3) Timeline: Within nine months of Road Map finalization and then ongoing
- F. Identify Champions in each department, to serve as resources or liaisons around cultural responsiveness and inclusion.**
- *See detail in Administrative Structure section.*
- G. Sponsor and promote events, celebrations and other social opportunities for employees to celebrate diversity and inclusiveness, and allocate funds for participation and attendance at diversity events.**
- 1) Measurable Outcomes: Calendar and budget are developed, and employees participate in events.
 - 2) Responsible Parties: BOCC; department heads; Champions
 - 3) Timeline: Within nine months of Road Map finalization and then ongoing
- H. Create awards and recognition programs to honor efforts related to diversity (e.g. “The Face of Boulder County,” similar to Employee of the Month).**
- 1) Measurable Outcomes: Award and recognition program is developed and increases recognition, awareness, and employees feeling valued.
 - 2) Responsible Parties: BOCC; department heads; HR; Champions
 - 3) Timeline: Within 12 months of Road Map finalization, and ongoing
- I. Offer and encourage or require attendance at a wide array of internal training opportunities on diversity, inclusiveness, cultural responsiveness, and topics related to all protected groups, and allocate funds for attendance at external trainings if the subject is not offered internally. Provide training to managers, supervisors and staff to help all employees understand and value the variety of perspectives that come with a diverse workforce and thereby making diverse employees feel valued and respected.**
- *See Training Level 200 and Level 300.*

- 1) Measurable Outcomes: Training opportunities are identified and advertised, and budget allocated, resulting in a more culturally competent workforce, higher employee satisfaction, and decreased complaints, absenteeism and turnover.
- 2) Responsible Parties: HR; department heads; BOCC
- 3) Timeline: Within 12 months and then ongoing

J. Conduct exit interviews to learn each employee's experiences around diversity. Use a standardized template for this interview and require them as part of the employee's separation process.

- 1) Measurable Outcomes: Interview guidelines are developed, and departments will begin reporting at last annually on this component.
- 2) Responsible Parties: department heads; managers and supervisors; HR
- 3) Within six months of Road Map finalization

Priority Area: Training

Training Strategic Goal 1, Training Infrastructure: Create job description or RFP for training staff or provider, design comprehensive training curriculum at all organizational levels that supports Boulder County’s vision for a more culturally responsive and inclusive workforce, and implement evaluation process.

Objectives:

- A. Develop an RFP and/or job description for training curriculum and or trainers.**
 - 1) Measurable Objectives: RFP or job description is developed for selection of individual or organization to design and provide training curriculum.
 - 2) Responsible Parties: FTE; Advisory Committee; HR
 - 3) Timeline: Within 12 months of Road Map finalization
- B. In collaboration with Advisory Committee, establish baseline measurements for current Boulder County climate around CRI training for relevancy, effectiveness and organizational impact.**
 - 1) Measurable Objectives: Measurements are identified, data are gathered, and goals are set for training curriculum impact.
 - 2) Responsible Parties: FTE; Advisory Committee; HR
 - 3) Timeline: Within six months of Road Map finalization
- C. Create an evaluation process for all levels of training curriculum and instructors that utilizes climate survey, training evaluations, employee feedback and other applicable data and tools. Evaluation to be completed by third-party vendor, and HR receives final report and outcomes. Curriculum and instructors should be evaluated annually for relevancy, effectiveness, and organizational impact.**
 - 1) Measurable Objectives: Using the baseline and goals, training impact is measured for organizational change, employee satisfaction and relevancy.
 - 2) Responsible Parties: FTE; Advisory Committee; HR, training provider. Evaluation process conducted by 3rd party
 - 3) Timeline: Within six months of Road Map finalization and then ongoing

Training Strategic Goal 2, Introduction to Concepts of Cultural Responsiveness and Inclusion, and Experiential Training, Level 100: Design and launch an introductory 100-level training series for all Boulder County employees within the comprehensive training curriculum, that includes introductory full-day classroom training, half-day “my story” training, half-day experiential training, and half- or full-day department-specific training.

Objectives:

- A. INTRODUCTORY – Introduction to Concepts and Experiential Training, 100-level training includes four key components or sessions:** Full-day classroom training, half-day “my story” training, half-day experiential training, and half- or full-day department-specific training.
 - **Full-day training** – Introduction to county’s vision and policy on cultural responsiveness and inclusion which emphasizes that employees are expected to conduct themselves in accordance with this vision and policy while at work. The training defines concepts such as

oppression and privilege, and provides a framework as to how oppression and privilege impact work environment and service delivery. Simple exercises are utilized to stimulate discussion on topics covered. Full-day classroom training is a prerequisite to participate in other 100-level classes.

- **Half-day “My Story” training (3-hour session)** – Panel discussion with a diverse group of participants. Discussion is held in a safe and respectful environment where all individuals are comfortable to participate. Session will highlight similarities and acknowledge differences, challenges, and positive and negative interactions of panelists’ lives.
- **Half-day experiential training (3-hour session)** – Training will take the format of one activity or series of activities or exercises, with the objective of providing “real life” experiences of oppression and privilege. Participants are encouraged to consider how and if these scenarios are visible or experienced in their workplaces. (For examples already in use, see HHS scavenger hunt, Circles poverty simulation.)
- **Half-day or full-day department-specific training** – Content will be tailored to the workforce, issues and populations served in specific county departments.

B. Audience: All county employees; 100-level training series will be required of all county employees. Elected officials and their leadership will be encouraged to participate.

C. Requirements and time commitment: The full-day session is a prerequisite to other trainings; training is one full day plus three half days; and employees will fulfill 100-level training within first year of employment. 100-level training is a prerequisite for other training levels and for Leadership Academy.

- 1) Measurable Objectives: Four key components of level 100 training are developed (full-day classroom training; half day “my story”; half day experiential training; half-/full-day department specific training), and employees complete 100-level training within first year of employment.
- 2) Responsible Parties: HR; training provider; department heads
- 3) Timeline: Design within nine months, implement within 12 months, then ongoing

Training Strategic Goal 3, Training for Supervisors, Managers, and Other Leadership, Level 200:

Design and launch a 200-level training series for supervisors, managers, department heads, elected officials related to working with a diverse workforce and supporting cultural responsiveness and inclusion in the workplace, which builds on 100-level training. Training will also be a required component for all current and future Boulder County certificate programs, and a prerequisite for Leadership Academy.

Objectives:

A. WORKFORCE AND WORKPLACE – Training for Managers and Supervisors, and Other Leadership focuses on supervisory skills related to a diverse workforce, how to effectively support diversity in the workplace, and building or enhancing management skills for a diverse workforce. Level 200 courses will be included as a requirement or elective in Boulder County certificate programs such as Office Professional Certificate, Foundations in Public Service, Leadership Academy, Supervisory Skills, etc. Training is a prerequisite for participation in Leadership Academy.

- B. Audience: All supervisors, division managers, department heads, and other leadership, as well as participants of certificate programs, who will be required to complete the 200-series training.** Elected officials and their leadership will be encouraged to participate.
- C. Requirements and time commitment: 200-level training includes 16 hours of training, which will take the form of two full days or four half days. Training must be completed within 12 months of 100-level certification.** Training is a prerequisite for participation in Leadership Academy and also is included as a requirement for all certificate programs.
 - 1) Measurable Objectives: Level 200 will be developed, and leadership complete training within 12 months of completion of 100-level training.
 - 2) Responsible Parties: HR; training provider; department heads; leadership
 - 3) Timeline: Design within nine months, implement within 12 months, then ongoing

Training Strategic Goal 4, Creating a Culture of Inclusion and Responsiveness, Level 300: Design and implement a 300-level training for creating and sustaining an embedded culture of CRI in departments, divisions and programs, within the comprehensive training curriculum at all organizational levels that supports Boulder County’s vision for a more culturally responsive and inclusive workforce.

Objectives:

- A. CULTURE OF INCLUSION AND RESPONSIVENESS – Creating a Culture of Inclusion, level 300 training, focuses on: Creating a culture that respects diversity, inclusion and cultural responsiveness; policy development; designing department specific trainings, materials and tools; embedding this value in your circles of influence; and hiring, promotion and retention of a diverse workforce.**
- B. Audience: All supervisors, division managers, department heads, and other leadership.** Elected officials and their leadership will be encouraged to participate.
- C. Requirements and time commitment: 300-level training is required for all division managers and department heads, and elected officials and their leadership will be encouraged to participate. 300-level series must be completed within 12 months of 200-level certification.**
 - 1) Measurable Objectives: Level 300 will be developed, and leadership complete training within 12 months of 200-level certification.
 - 1) Responsible Parties: HR; training provider; department heads; leadership
 - 2) Timeline: Design within nine months, implement within 12 months, then ongoing

Training Strategic Goal 5, Executive Coaching, Training and Support, Level 400: Design and launch a 400-level training and coaching series for county executives (department heads and elected officials).

Objectives:

- A. EXECUTIVE-LEVEL COACHING, TRAINING AND SUPPORT – Executive 400-level coaching and training, intended for Department Heads and Elected Officials, will be conducted as needed and/or twice a year in regular EODH meetings. Content includes policy development, implementation, and evaluation, and will provide executive training, coaching, and support with tools, problem solving, and best practices.**

- B. Audience: Level 400 training is intended for department heads and executive-level leadership.** Elected officials and their leadership will be encouraged to participate.
- C. Requirement and time commitments: 400-level training is required for all department heads, and elected officials will be encouraged to participate. Trainings will be provided during EODH meetings, or individual coaching as needed.**
 - 1) Measurable Objectives: Level 400 training is developed, and EODH participate in trainings and coaching sessions.
 - 2) Responsible Parties: HR; training provider; department heads; elected officials as needed
 - 3) Timeline: Design within nine months, implement within 12 months, then ongoing

Training Strategic Goal 6, Electives Series: Design and launch an electives and enrichment training on CRI topics within the comprehensive training curriculum at all organizational levels that supports Boulder county’s vision for a more culturally responsive and inclusive workforce.

Objectives:

- A. ELECTIVES – Electives will be developed that build on the 100-level training series and address specific topics, issues or organizational needs, and extend or enrich learning related to CRI. Examples of topics could include socioeconomic issues, immigration, language, gender, privilege, etc.**
- B. Audience: Electives are intended for any employee that has completed the 100-level trainings.**
- C. Requirement and time commitments: 16 hours of electives must be completed by all employees within two years of 100-level certification. Department-specific trainings also can count as electives.**
 - 1) Measurable Objectives: Electives series is developed, and employees complete required hours within 24 months of 100-level certification.
 - 2) Responsible Parties: HR; training provider; department heads
 - 3) Timeline: Design within six months, implement within 12 months, then ongoing

Appendices

- A. Working Definitions
- B. Boulder County Diversity Program Overview, May 10, 1994
- C. Cultural Responsiveness and Inclusion Committee Recommendation to Create an Advisory Committee to Support the Implementation of CRI in Boulder County
- D. Cultural Responsiveness and Inclusion Committee Recommendation to Create a Full-Time Staff Position to Support the Implementation of CRI in Boulder County

Appendix A: Working Definitions

Ableism – A system of advantage based on physical/mental ability.

Ally - An ally is a person whose commitment to dismantling oppression is reflected in a willingness to do the following:

- Educate oneself about oppression;
- Learn from and listen to people who are targets of oppression;
- Examine and challenge one's own prejudices, stereotypes, and assumptions;
- Work through feelings of guilt, shame, and defensiveness to understand what is beneath them and what needs to be healed;
- Learn and practice the skills of challenging oppressive remarks, behaviors, policies, and institutional structures;
- Act collaboratively with members of the target group to dismantle oppression.

Cultural Responsiveness – The ability to learn from and relate respectfully to people from your own and other cultures.

Cultural Responsiveness – Taking responsibility to act, react, and respond respectfully to cultural differences, and acknowledging and challenging assumptions and perceptions of privilege and dominant culture.

Culture – Culture is the system of shared beliefs, values, customs, behaviors, and artifacts with which the members of society use to understand their world and one another.

Discrimination – Denial of opportunities. Different treatment. Granting advantages to one group while denying opportunities to another.

- Individual Discrimination – perpetuated by an individual.
- Structural Discrimination – perpetuated by an institution through tradition or custom.
- Organizational Discrimination – perpetuated by individuals but reinforced by established rules, policies and practices.

Heterosexism – A system of advantage based on sexual orientation.

Inclusion (from Diversity Journal) – “Inclusion involves bringing together and harnessing these diverse forces and resources, in a way that is beneficial. Inclusion puts the concept and practice of diversity into action by creating an environment of involvement, respect, and connection—where the richness of ideas, backgrounds, and perspectives are harnessed to create business value. Organizations need both diversity and inclusion to be successful.” And “Inclusion is a state of being valued, respected and supported. It’s about focusing on the needs of every individual and ensuring the right conditions are in place for each person to

achieve his or her full potential. Inclusion should be reflected in an organization's culture, practices and relationships that are in place to support a diverse workforce.”

Oppression – A relationship that exists between groups where dominates benefit at the expense of subordinates reinforced by a system of social inequity.

Privilege – Privilege operates on personal, interpersonal, cultural, and institutional levels and gives advantages, favors, and benefits to members of dominant groups at the expense of members of target groups.

Racism – A system of advantage based on race.

Sexism – A system of advantage based on gender.

Appendix B: Boulder County Diversity Program Overview, May 1994

BOULDER COUNTY DIVERSITY PROGRAM OVERVIEW

May 10, 1994

In 1992, by the creation of the position of Multicultural Outreach Coordinator, the Boulder County Board of County Commissioners embarked on a mission to more adequately address multicultural needs in Boulder County. This mission was predicated on the belief that multicultural diversity is to be valued and respected in every aspect of county government. The Board of County Commissioners have since adopted a policy articulating this belief, and this policy serves as the basis for development of an ongoing diversity effort by the county.

In keeping with the intent of Boulder County's statement of general policy, it shall be the goal of the Boulder County Diversity program to engender a spirit of community in which all people feel valued, respected and can engage in participatory government with a measure of dignity. Multicultural diversity, as defined by Boulder County policy, includes race, color, religion, gender, disability, sexual orientation, age, and socio-economic status.

The Boulder County Diversity Program is a multi-phase, multi-year effort designed to address public needs, customer needs and employee needs. Public needs will be met by considering those strategies which develop an increased appreciation of the county's rich multicultural communities. Customer needs will focus on those strategies which will enable county departments to more adequately serve the multicultural communities in the conduct of daily business activities. Staff needs will focus on strategies which will enhance employee's sensitivity in working with and managing diversity in the work force. Strategies addressing each of these need areas will be presented in this outline.

All department heads are expected to take an active role in ensuring that the program is successfully implemented.

MULTICULTURAL DIVERSITY POLICY

It is an expressed goal of the Boulder County Commissioners to foster multicultural diversity in all phases of Boulder County Government. Boulder County promotes multicultural diversity in the workplace and recognizes, understands, and respects the interests and concerns of its diverse employees and citizens. Multicultural diversity, for purposes of this policy, includes race, color, religion, gender, disability, sexual orientation, age and socio-economic status.

Boulder County is committed to a multiculturally diverse work force, in all departments, at every level. Boulder County shall strive to design all services and operations, in every department, to serve the diverse citizens of the county. Multiculturalism shall be viewed as an integral and essential element of the county work environment, one in which great value is vested.

It is the responsibility of all county department heads to ensure that this goal is articulated to each employee under their supervision. It is expected that all employees exhibit behavior consistent with this policy.

GENERAL PROGRAM OUTLINE

GOAL I: Ensure that Boulder County employees serve all residents with dignity and respect.

Objective: To increase the awareness, appreciation and acceptance of the multitude of diverse county residents by county employees.

Activities:

1. Provide customer service training that focuses on diversity awareness and sensitivity, in areas that have extensive contact with the public.

Responsibility: Human Resources

Timeline: 06/95

2. Include a supplement in "County Comments," similar to "Challenge", that reflects work place diversity goals and objectives.

Responsibility: Multicultural Outreach Coordinator

Timeline: 09/94

3. Establish and maintain a library as a resource for diversity and cultural awareness and training.

Responsibility: Multicultural Outreach Coordinator

Timeline: 06/94

4. Display, where appropriate, culturally diverse art work throughout County facilities.

Responsibility: All Departments

Timeline: Ongoing

GOAL II: Create a County Government that is responsive to the needs of the diversity within the County community.

Objective: Assure that all Boulder County residents have access to County government services and programs.

Activities:

1. Continue and enhance various departmental diversity efforts.

Responsibility: MOC & Departments

Timeline: Ongoing

2. Conduct an analysis of all printed County services information to ensure that material is printed in other languages than English, where appropriate.

Responsibility: MOC & Departments

Timeline: 06/95

3. Research and target positions where having bilingual skills would best serve a diverse citizenry. Provide opportunities and incentives for employees to seek second language training, where appropriate.

Responsibility: Human Resources

Timeline: 06/95

4. Provide instruction sheets in other languages.

Responsibility: All Departments

Timeline: 06/95

5. Initiate a pilot program utilizing comment cards at specified County facilities for residents to provide input to County staff, including a process for review and follow-up of comments.

Responsibility: MOC

Timeline: 12/94

6. Explore the possibility of providing interpretation services to various departments, when necessary.

Responsibility: Administrative Services

Timeline: 12/94

7. Develop community education strategies aimed at greater diversity in volunteer activities, including County boards and commissions.

Responsibility: MOC & Department Heads

Timeline: 12/94

8. Participate, when appropriate, in community efforts aimed at involvement of County residents in diverse activities.

Responsibility: All Departments

Timeline: Ongoing

GOAL III: Create a County Government, at all levels, that employs and retains a diverse work force.

Objective: To assure a diverse future Boulder County government.

1. Review and revise staff training and development practices to assure diverse staff participation in the organization. Include diverse personnel, presenters and delivery methods in staff training programs. Assess how training dollars are used in the organization and make any necessary revisions to assure equitable access to training opportunities.

Responsibility: MOC & Human Resources

Timeline: 06/95

2. Review and revise affirmative action plan and other employment opportunity strategies to assure their effectiveness in recruitment and promotion of a diverse workforce. Create a management taskforce to oversee this process.

Responsibility: Human Resources

Timeline: 06/95

GOAL IV: Develop a County management structure capable of managing a diverse workforce.

Objective: To assure that supervisors, at all levels, have sufficient skills to effectively manage a diverse workforce.

1. Develop an extensive training program for all staff to heighten awareness of diversity issues, and too enhance skills in working with diverse co-workers and customers.

Responsibility: MOC & Human Resources

Timeline: 06/95

2. Develop an extensive section on managing work place diversity in the County's management development program to enhance management's ability to create work environments that maximize employee contributions, that are conducive to the growth and development of all employees, and support the County's diversity policy.

Responsibility: Human Resources

Timeline: 06/95

3. Evaluate current performance standards for incorporation of performance expectations regarding diversity in the workforce.

Responsibility: Department Heads

Timeline: 06/95

4. A diversity section will be included in the new employee orientation and all new employees will be required to attend a diversity orientation program during the first six (6) months of employment.

Responsibility: MOC
Timeline: 09/94

DEPARTMENTAL PROGRAM OUTLINE

The following outline represents those action items for which each Department shall be held responsible under the general program outline, when developing departmental plans.

GOAL I: Ensure that Boulder County employees serve all residents with dignity and respect.

Objective: To increase the awareness, appreciation and acceptance of diversity of County residents by County employees.

Action Items:

1. Evaluate staff positions with key public contact points for customer service and appropriate cross cultural communication skills.

Timeline: 9/30/94

2. Implement mandatory "First Response" training for all staff positions.

Timeline: 9/30/94

3. Assist the Human Resource division with the coordination of an inventory of available language skills as resources to other divisions.

Timeline: 6/30/94

GOAL II: Create a County Government that is responsive to the needs of the diversity within the County Community.

1. Work with Print Shop to remove barriers to printing departmental materials in Spanish.

Timeline: 12/31/94

2. Evaluate printed or other County informational material for translation into other languages, when appropriate.

Timeline: 12/31/94

3. Encourage roundtables dealing with all types of diversity and employee attendance at those roundtables.

Timeline: Ongoing

4. Where appropriate, participate in community efforts aimed at involvement of county residents in diversity activities.

Timeline: Ongoing

GOAL III: Create a County Government, at all levels, that recruits and retains a diverse work force.

1. Determine how departments can work more effectively with Human Resources, including the evaluation of recruitment and hiring processes.

Timeline: 12/31/94 - Ongoing

GOAL IV: Develop a County management structure capable of managing a diverse workforce.

1. Department Heads and supervisors will avail themselves of training opportunities.

Timeline: 12/31/94

2. Incorporate accountability for diversity issues into performance standards. (not quota based)

Timeline: 12/31/94

Departmental Plan Development Considerations

Here are some additional things to consider when developing departmental diversity plans.

I. Involvement of Staff

Staff involvement should be an integral part of the plan development activities in order to achieve necessary "buy-in" at all levels.

- a. What staff will be involved and at what levels?
- b. How will feedback be solicited from staff?
- c. Development of Department diversity team?

II. Resources from Multicultural Outreach Coordinator

How can the MOC be of assistance in the planning and implementation of each departmental plan. Are there special needs or areas of concern?

- a. General advice and consultation.
- b. Resource materials.
- c. Staff presentations.
- d. Focus groups.

III. Timelines for planning and implementation

- a. Realistic timelines must be developed and adhered to.

IV. Steering Committee

- a. How do you feel about a steering committee comprised of representatives from each department to work with the MOC.

Appendix C: CRI Advisory Committee

Cultural Responsiveness and Inclusion Committee Recommendation to Create An Advisory Committee to Support the Implementation of CRI in Boulder County

CRI Advisory Committee

Recommendation: Create an Advisory Committee consisting of leadership and management from county departments and elected officials' offices.

The Cultural Responsiveness and Inclusion Advisory Committee will direct and provide oversight for implementation of the Cultural Responsiveness and Inclusion (CRI) Road Map, and will consist of representatives from leadership and management from county departments and elected officials' offices.

Committee Liaison: Julia Yager

Applicants should have:

- Passion for creating a positive climate for cultural responsiveness and inclusion in Boulder County.
- A strong commitment to advancing the content of the CRI Road Map.
- Practical experience working on issues of diversity and inclusion.
- Expertise in at least one of the Road Map Priority Areas (Training, Leadership, Accountability, Policy, Recruitment/Hiring/Retention).
- Applicants must have prior approval from their department head to participate.

Committee Membership

Members: The Committee will have 15 members – 9 department seats (one seat for a representative from each county department), and 6 at-large seats. The Advisory Committee will strive to have diverse membership that is representative of Boulder County's employees and communities. Preference for the at-large seats will be given to one representative from each elected official's office; however, should any elected official's office not have an applicant, the seat will be appointed to the most qualified applicant from the full applicant pool.

Terms: Typically, appointments will be for two years. However, with the formation of this new committee and in order to ensure that not all terms end at one time, seven of the initial appointments will be for one year and eight will be for two years. (Applicants will indicate their preference for an initial appointment of either one or two years.)

Meetings: Meetings are once a month, from 10 a.m. to noon on the first Tuesday of every month. The first meeting will be a special four-hour, half-day kick-off meeting from 10 am to 2 pm on September 6th.

Duties and Roles of the Committee

- a. The Advisory Committee provides direction regarding implementation and oversight of the Cultural Responsiveness and Inclusion Road Map. Representatives must be empowered to make recommendations on behalf of their respective departments or offices.

- b. Topics that may be brought to this committee include data metrics and tools, training, hiring and retention strategies, accountability measures, policy recommendations, internal and external communication and outreach, and other topics referenced in the Road Map.
- c. Advisory Committee will utilize data to set a baseline, assess the effectiveness of Road Map implementation, and make recommendations accordingly.
- d. Advisory Committee members are expected to be vocal supporters of CRI.
- e. The Advisory Committee will provide guidance and direction to the FTE, with ultimate decision-making authority residing with the board liaison and the County Commissioners.

Appendix D: CRI FTE

Cultural Responsiveness and Inclusion Committee Recommendation to Create Full-Time Staff Position to Support the Implementation of CRI in Boulder County

CRI FTE Staff Position

Recommendation: Create and fund a permanent, full-time position charged with directing the implementation of the CRI Road Map and stewarding the sustained practice of CRI policies and principles.

The position should be classified higher than entry- or mid-level. Ideally the position would result in a respected employee who consistently demonstrates a commitment to the principles of cultural responsiveness and inclusion and is a decision maker with authority to lead and act on recommendations.

Standards for CRI Full-Time Lead Position:

- a. Ability to envision and conceptualize the CRI mission of Boulder County through a broad and inclusive definition of cultural responsiveness.
- b. Understanding of ways in which training, programs, policies, changes in institutional practices and other strategies may be used to advance the CRI mission for staff and leadership, and ability to lead implementation of those strategies.
- c. Ability to assist Department Heads and Elected Officials to make the case for CRI in their respective departments and to advance CRI within their offices.
- d. Understanding and ability to articulate in verbal and written form the importance and benefits of equity, inclusion, and cultural responsiveness to the broader mission of Boulder County through formal and informal interactions with employees, stakeholders and constituents.
- e. Current and historical knowledge related to issues of non-discrimination, access, equity and CRI.
- f. Understanding of the contexts, cultures, and politics that impact the implementation and management of effective CRI change efforts.
- g. Knowledge of how to utilize institutional data to benchmark and promote accountability.
- h. Awareness and understanding of the various laws, regulations, and policies related to equity, diversity and CRI.
- i. Awareness and understanding of the research and practices that support advancement of a positive climate for CRI.