

**Proposed Inclusiveness Blueprint  
Priorities  
David Miller**

**1. Continue The Denver Foundation's internal inclusiveness work.** This is important for us to continue learning as an organization. It is important because I sincerely believe that more inclusive organizations are more effective organizations. And, it is important that we walk our talk and set an example for other nonprofits.

**2. Continue developing inclusiveness within The Denver Foundation's board.** Our board should reflect the community we serve. We should have a roughly equal number of males and females. The major communities of color in the seven-county metro Denver area (Latino, African-American, and Asian-American) are currently represented on our board in greater percentages than their percentages in the community. I hope this continues. I also want to continue working to educate our board about inclusiveness and its importance.

**3. Spread the word.** Communicate both locally and nationally the importance of nonprofit inclusiveness. Do this humbly. We have a lot to learn and we certainly don't have all of the answers.

**The Denver Foundation  
Internal Inclusiveness Initiative**

**Communication Department  
Inclusiveness Blueprint 2005-6**

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**I. Available Facts**

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The Communications Department collected information in two broad areas:

- The inclusiveness of current Denver Foundation communications activities
- External activities conducted by the communications departments of other Metro Denver grantmakers

This report details the information collected in both areas. Each subsection includes action items, and the report concludes with a compilation of those action items. The communications department wishes to use the Action Items as the basis for its section of the Foundation's inclusiveness blueprint.

**Internal Activities**

***Media/Communications Advisory Group***

Three out of fifteen current members (20%) of the Media/Communications Advisory Group are people of color. Each of these three individuals represents a media outlet that serves communities of color and brings much-needed expertise to the table. Most meetings of the advisory group have included discussion of reaching out to diverse communities through the media. The member of our group who is a representative of the African-American community has recently dropped off in meeting attendance.

*Action items:* Expand representation of diverse communities, particularly the African-American community. Make discussion of inclusiveness a regular agenda item.

***Media List***

The Foundation's general media list currently includes nine outlets reaching communities of color, the Jewish community, and the LGBT community. Generally, there is one key publication with which we correspond in each area. Notable exceptions are the Asian community, the Native American community, and publications serving seniors, none of which are represented on our current general list.

*Action items:* Expand media list to include Spanish-speaking radio and magazines, Asian community newspapers, Native American community publications, and publications serving seniors.

**Communications Department  
Blueprint, Page Two**

***Meet the Media***

The communications department conducts outreach meetings with numerous members of the media. In the last two years, 5 out of 25 (20%) of the **media outlets** with which we connected serve diverse communities and 15 out of 51 (29%) of the **individuals** with whom we met were representative of diverse communities.

*Action item:* As media list expands, continue to seek connections with people representing media outlets that target diverse communities.

***Events***

The Foundation only holds events in locations that are accessible to the disabled. The Foundation includes individuals from diverse communities in the program for each annual celebration. The Foundation engages a sign language interpreter for the awards celebration and the annual celebration.

*Action items:* To be determined

***Publications***

The communications department is committed to representing individuals from diverse communities in its materials. The following is an assessment of the diverse representation in the stories and photos in our key publications in 2004:

**PHOTOS**

| <b>Publication</b> | <b>Inclusive Photos</b> | <b>Total Photos</b> | <b>%-age</b> |
|--------------------|-------------------------|---------------------|--------------|
| Focus              | 16                      | 32                  | 50%          |
| Annual Report      | 24                      | 65                  | 37%          |
| SN Report          | 7                       | 10                  | 70%          |
| Brochures (3)      | 8                       | 15                  | 53%          |

**STORIES**

| <b>Publication</b> | <b>Inclusive Stories</b> | <b>Total Stories</b> | <b>%-age</b> |
|--------------------|--------------------------|----------------------|--------------|
| Focus              | 12                       | 37                   | 32%          |
| Annual Report      | 3                        | 8                    | 37%          |
| SN Report          | 3                        | 5                    | 60%          |

## **Communications Department Blueprint, Page Three**

### ***Publications, continued***

The department notes that we have good representation of diverse communities in its publications, and will continue to emphasize equitable representation. The representation of diverse communities is higher in the materials for the Strengthening Neighborhoods program, reflecting that program's constituents.

*Action items:* Continue to emphasize representation of diverse communities in materials. Create feedback loops to determine whether these stories are resonating with the communities that they are targeting.

### ***Use of language-appropriate materials***

The communications department has executed (or is in the process of executing) numerous forms of Spanish-language outreach for the Strengthening Neighborhoods program, which continues to serve an increasing number of monolingual Spanish speakers. Strengthening Neighborhoods has Spanish language material about their grants and will soon have (within 60 days) Spanish language applications. We have produced news releases in Spanish and David Miller and David Portillo have both been interviewed on Univision, a Spanish language television station.

The Foundation's Community Grants Program staff have determined that their audiences do not need Spanish language materials. No other languages have been identified as widely spoken among Foundation audiences.

*Action items:* Continue to assess need for language-appropriate materials on an ongoing basis.

### ***Vendors***

The communications department has worked with four graphic designer firms in 2004, of which people of color own three (75%). The current photographer with whom we primary work is white. The ownership of the printers with whom we work is not known.

### **External research**

#### ***Activities of other foundations***

Staff have queried the communications departments of numerous local foundations and learned the following:

## **Communications Department Blueprint, Page Four**

### ***Activities of other foundations, continued***

- Piton Foundation has a little-used Spanish language version of their website. They are currently assessing the need for this and may discontinue its use. The website is expensive and cumbersome to maintain. Piton also prints one of its publications regarding public education in Spanish on one side and English on the other. They plan to continue with this practice.
- Rose Community Foundation has a challenge when writing for the Jewish community as neither of the two communications staff are Jewish. They pass all material by the President or the Jewish Life Program Officer.
- The Colorado Trust is currently assessing the need for Spanish language materials and other types of materials for its SIRFI initiative, primarily for the web.
- Piton and the Colorado Trust may be working on a curriculum on the immigrant experience in Colorado for middle school classrooms. This would address issues of diversity in the changing Colorado population.

*Action items:* Continue to ask in CoPhCo (Colorado Philanthropy Communicators) meetings if there are additional outreach strategies that the Foundation should try.

### ***Media consumption patterns of Metro Denver demographic groups***

The communications department had hoped to determine the media consumption patterns of Metro Denver residents. Unfortunately, this data proved more complex and difficult to retrieve than we had originally thought. We are able to get consumption data of individual publications, and have recently learned of a source for media consumption patterns in the Latino community. Three members of the media communications advisory group are currently in the process of providing us with these materials.

*Action items:* Use resources from media communications advisory group. Develop a profile of media consumption for the Latino, Asian, Native American, and African American communities and tailor messages and outreach to these media.

**Communications Department  
Blueprint, Page Five**

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**II. Stakeholder Perspectives**

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Surveys of various stakeholder groups provided us with the following important feedback regarding communications activities:

- Board members recommend that we make direct connections with various groups representing diverse communities and ask for their feedback about our marketing activities.
- Committee members suggested we consider how to clarify communication about our guiding principles regarding inclusiveness.
- Grantees recommended we consider large type in some of our publications and consider the difficulty of language used in some materials.
- One Strengthening Neighborhoods grantee mentioned the need for more information in Spanish.

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**III. Action Plan**

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| <b>Area of Activity</b>                    | <b>Goals</b>   | <b>Objectives</b>  | <b>Who's Responsible?</b>  | <b>By When?</b>   |
|--|--|--|--|---|
| <i>Media Communications Advisory Group</i> | <ul style="list-style-type: none"> <li>➤ Expand representation of diverse communities, particularly the African American community.</li> <li>➤ Review inclusiveness of media and marketing outreach on a regular basis.</li> </ul> | <ul style="list-style-type: none"> <li>➤ Recruit at least 2 new members with connections to diverse communities before February 2006 meeting.</li> <li>➤ Include at least one item in all future agendas.</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Rebecca</li> <li>➤ Rebecca</li> </ul> | <ul style="list-style-type: none"> <li>➤ 1/06</li> <li>➤ Begin 9/15/05</li> </ul> |
| <i>Media List</i>                          | <ul style="list-style-type: none"> <li>➤ Expand media list to reach underserved populations.</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Identify media outlets in the following areas:               <ul style="list-style-type: none"> <li>○ Spanish-speaking radio/magazines</li> <li>○ Asian community newspapers</li> <li>○ Native American community publications</li> <li>○ publications serving seniors</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>➤ All</li> </ul>                        | <ul style="list-style-type: none"> <li>➤ 9/06</li> </ul>                          |
| <i>Meet the Media</i>                      | <ul style="list-style-type: none"> <li>➤ Make connections with people representing media outlets that target diverse communities.</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Identify five additional key prospects in diverse media as named above for "Meet the Media" meetings</li> </ul>   | <ul style="list-style-type: none"> <li>➤ All</li> </ul>                        | <ul style="list-style-type: none"> <li>➤ 9/06</li> </ul>                          |

**Communications Department  
Blueprint, Page Six**

|   |  |   |   |   |
|---|--|---|---|---|
| <b><i>Publications</i></b>                                      | <ul style="list-style-type: none"> <li>➤ Continue to emphasize representation of diverse communities in materials.</li> <li>➤ Create feedback loops to determine whether these stories are resonating with the communities that they are targeting.</li> </ul> | <ul style="list-style-type: none"> <li>➤ Monitor publication content for coverage of diverse communities</li> <li>➤ Make at least 8 calls to members of diverse communities who are constituents to ask for their feedback on content.</li> </ul> | <ul style="list-style-type: none"> <li>➤ All</li> <li>➤ All (with appropriate input from other depts.)</li> </ul> | <ul style="list-style-type: none"> <li>➤ Ongoing</li> <li>➤ 6/1/06</li> </ul> |
| <b><i>Web Site</i></b>  | <ul style="list-style-type: none"> <li>➤ Website accessible to visually impaired</li> <li>➤ Refine and evaluate usability (language, font, etc.)</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Add "Alt Tags" for visually impaired visitors</li> <li>➤ Conduct usability study with volunteers from diverse communities (age, ability)</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Carmen/Neulogic</li> <li>➤ All</li> </ul>                                | <ul style="list-style-type: none"> <li>➤ 2/1/06</li> <li>➤ 9/1/06</li> </ul>  |
| <b><i>Language Appropriate Materials</i></b>                    | <ul style="list-style-type: none"> <li>➤ Develop language-appropriate materials as needed.</li> </ul>  | <ul style="list-style-type: none"> <li>➤ During annual budget cycle, work with departments to assess need for these materials.</li> </ul>   | <ul style="list-style-type: none"> <li>➤ All</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Ongoing</li> </ul>                   |
| <b><i>Practices of Metro Denver grantmakers</i></b>             | <ul style="list-style-type: none"> <li>➤ Assess and implement appropriate best practices from Metro Denver foundations</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Continue to ask in CoPhCo meetings about additional outreach strategies</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Rebecca/Tiffany</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Quarterly</li> </ul>                 |
| <b><i>Media Consumption Patterns of Diverse Communities</i></b> | <ul style="list-style-type: none"> <li>➤ Understand and tailor outreach to media consumption patterns for the Latino, Asian, Native American, and African American communities.</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Collect information from publications and media outlets regarding consumption patterns</li> <li>➤ Assess information in association with TDF communications plan</li> </ul>                              | <ul style="list-style-type: none"> <li>➤ All</li> <li>➤ All</li> </ul>  | <ul style="list-style-type: none"> <li>➤ 8/1/06</li> <li>➤ 9/1/06</li> </ul>  |
| <b><i>Events</i></b>  | <ul style="list-style-type: none"> <li>➤ Assess venues for accessibility and inclusiveness of location</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Develop a comprehensive list of event venue options</li> </ul>   | <ul style="list-style-type: none"> <li>➤ All (Carmen lead)</li> </ul>   | <ul style="list-style-type: none"> <li>➤ 9/1/06</li> </ul>                    |

## **Finance & Administration Department Inclusiveness Blueprint Task List**

### Elements

- Responsible party – who is going to take the lead in each specific area?
- Area of concern.
- Problem statement - why it's a concern?
- Tasks - what needs to be done to get where we're going?
- Timeline – how long will it take to accomplish our goal?
- Budget – what are the associated costs with accomplishing our goal?
- Goal(s) - where do we want to go / what's our ultimate destination?

### Responsibilities

#### **I. Area of concern - Recruiting**

- A. Problem Statement - “Special efforts should be made to advertise to communities of color and to the local nonprofit sector”
- B. Tasks – Provide a comprehensive recruiting resource guide to be utilized by all TDF hiring managers. This resource should include the following: resource name, contact name, contact phone + email, cost of advertising, important advertising dates, other important info for hiring manager. *See attached excel sheet of diverse advertising venues.*
- C. Timeline -
- D. Budget –
- E. Goal -

## **II. Area of concern – Diversity among TDF contractors and vendors.**

A. Problem Statement – To implement a guide, process or policy that ensures TDF is fair in considering diverse vendors. The mission of the Denver Foundation is: To improve life in Metro Denver through philanthropy, leadership and strengthening the community. We recognize that by including minority-owned, small, and local business in our selection process, that we are working towards strengthening our community, while helping these businesses thrive. We realize that our current process does not seek out minority-owned, small, or local businesses. We are committed to providing fair opportunities for all members of the community. Therefore we are working to develop a vendor/contractor diversity plan to reaffirm our commitment to diversity.

B. Tasks – The F&A Department will at all times remain price and quality sensitive first and foremost.

- Contact Better Business Bureau, Chambers of Commerce, and other business related organizations to determine best practices in the area.
- Draft a vendor/contractor diversity policy
- Develop and implement a fair vendor/contractor selection process
- Gather and maintain data on diverse vendors

C. Timeline - We would like to get this done by 2006.

D. Budget - We do not require additional funds to help us broaden our vendor/contractor base. However it will require us to invest more time and be more diligent in the process. We have to use our resources and ask more questions.

E. Goal – TDF realizes the need to support and strengthen diverse business in our communities. We also realize the need to seek out vendors who will provide us the best service and price. Therefore we will make every attempt at seeking out the most cost-effective vendors in our effort to effectively utilize the community's assets.

### **III. Area of concern – Volunteers**

A. Problem Statement – we need a way to track the diversity of our volunteers by tracking certain demographic information.

B. Tasks – Search database products that will easily retain this info. Define scope of project – i.e. what sort of data is to be collected; establish key participants and stakeholders; collaborate on desired outcomes and priorities; evaluate software tools available to accomplish this task

C. Timeline – 2 months

D. Budget - software or reference material may need to be purchased; possible cost could reach \$500

E. Goal – Clear and highly visible aggregate and volunteer-specific data about our pool of volunteers and their diversity as measured by TDF's internal measures

#### **IV. Area of concern - Mentoring**

- A. Problem Statement – Make sure every staff member is aware of our professional development policy.
- B. Tasks – Schedule brown bag lunches with VPs & supervisors to talk about a variety of different mentoring or professional development topics. Designate an area to post information about professional development opportunities.
- C. Timeline – 2006 during performance reviews.
- D. Budget – This task may not require extra funds however each department has a budget for professional development.
- E. Goal – Ensure that every employee is aware of advancement opportunities in their professional career. Build confidence, sharpen skills and prepare for leadership in the community. This will not only help the individual succeed but also strengthen The Denver Foundation as a whole.

## V. Area of concern – Internal promotions

A. Problem Statement – No written policy or tracking system specifically focused on internal promotions.

B. Tasks –

- Contact HR personnel at other CFs to explore example policies and ideas
- Review resources on SHRM website

C. Timeline –

- Draft policy/system by Oct. 31, 2005
- Final policy/system for approval by TDF management - by Dec. 31, 2005

D. Budget - \$0

E. Goal – To develop a proposed system to inspire and manage internal promotions, beyond that which reflects EEO in the DF Personnel Handbook.

## **What is an Inclusiveness Blueprint?**

An inclusiveness blueprint is a plan created by your organization to ensure that the desired changes that are identified as a result of the assessments become actualized. An inclusiveness blueprint is a lot like a detailed strategic plan. It includes goals, objectives, tasks, timelines and the party responsible for accomplishing a task.

Information to consider for each area requiring attention:

- Assessment results
- Example blueprint (Philanthropic Partnerships Department)

## **Philanthropic Partnerships Goals and Objectives (for Inclusiveness Blueprint)**

### **Personnel**

*Goals: Fill open positions with individuals who value inclusiveness and have experience with/the desire to work with diverse communities.*

#### Tasks:

- Create position descriptions that include qualifications related to inclusiveness. (Ongoing)
- Advertise positions in diverse media, through multiple channels, and use informal networks to advertise positions, such as the ENII Steering Committee. (Ongoing)
  - Create a list of channels for advertising positions. (Done, with the help of Finance & Admin department).
- Involve a subgroup of ENII Steering Committee members in the review of resumes and/or the candidate interview process for ENII positions to solicit additional feedback. (Ongoing)

### **Volunteers**

*Goal: The ENII Steering Committee will be diverse and inclusive of voices from all communities of color represented in the Denver Metro area.*

#### Tasks:

- Assess the composition of the ENII Steering Committee on a yearly basis, related to race and ethnicity, emerging and established leaders, and field of work and background. (Ongoing, by November 30 of each year)
- Solicit a broad pool of candidates from current and past ENII Steering Committee members and The Denver Foundation staff. (Ongoing, once per year)
- Strive to select candidates to maintain a balance related to race and ethnicity, leadership experience, and field of work. (Ongoing, once per year)
- Investigate ways to invite new voices at the table and to encourage full participation on the Committee. (Ongoing)

## **Grantmaking and Partnerships**

*Goal: Value and practice inclusiveness in the different partnerships that The Denver Foundation is a part of.*

### Tasks:

- Practice the Foundation's values of excellence, service, and respect at all times. (Ongoing)
- Informally evaluate the partnerships that the Foundation is a part of, and consider ways to invite other perspectives and voices that are not yet at the table as appropriate to each specific partnership. (Ongoing)
- Create a checklist, for internal use, with inclusiveness-related questions to consider when embarking on a new partnership. (Six months – by February 15, 2006)
- Discuss with the Philanthropic Partnerships Advisory Committee the staff suggestion that The Denver Foundation explore focusing on a major issue in the community and taking a stand (by January 30, 2006, and then ongoing if necessary).

## **Events**

*Goal: Ensure that events and activities that the Philanthropic Partnerships Department is a part of strive to be accessible and inclusive of all individuals.*

### Tasks:

- Create a checklist of inclusiveness-related questions for event planning. (six months – by February 15, 2006)
- Create a list of inclusiveness resources for events. (by June 30, 2006, then updated periodically)
- Make use of both resources, sharing them internally and externally as appropriate. (Ongoing)

## **Consultants and Vendors**

*Goal: Employ culturally competent and diverse vendors and consultants.*

### Tasks:

- Include language about inclusiveness in consultant contracts, as appropriate.
- Consider inclusiveness and diversity when selecting consultants and vendors.

## **Internal and External Communications**

*Goal: Communicate clearly to staff and volunteers about partnerships and ENII.*

### Tasks

- Provide bi-monthly partnership updates. (ongoing)
- Provide brief updates at staff meetings.
- Provide ongoing written updates as appropriate.
- Respond to questions from staff members and volunteers in a timely & thorough manner.

*Goal: Strive for two-way communicate in culturally competent ways with external audiences.*

### Tasks

- Partner with the communications staff who have expertise in creating press releases, speaking engagements, and other communications activities and, when appropriate, have materials reviewed by diverse community members (with Communications department, ongoing).
- Explore the staff suggestion to engage in listening efforts with specific marginalized communities (with Communications department, 6 months).

## **Philanthropic Partnerships Department Assessment February 2005**

### **External Partnerships:**

(Advancing Colorado's Mental Health Care, Early Childhood Education Funder's Group, Philanthropic Education Partnership, Housing and Homelessness Funders Collaborative, Mayor's Office of Strategic Partnerships, Mayor's Justice Center Task Force, Colorado Hunger & Homelessness Response Fund, Hispanics in Philanthropy)

Foundation only: 5/8

Public/Denver Government: 2/8

Foundations/nonprofits: 1/8

Focus, as related to Community Grants priorities:

Arts & Culture: 0/8

Health: 1/8  
Human Services: 2/8  
Civic & Education: 2/8  
Other/General: 3/8

**Grants/Population Targeted:**

**Philanthropic Education Partnership**

Targets Middle School Reform

Opportunistic grants include Rethinking Excellence programs in elementary schools, KIPP facility construction, and the College Summit program's work in the Mapleton School District.

*Smiley population:*

African American: 75.9%  
American Indian: 0.5%  
Asian: 0.4%  
Hispanic: 17.0%  
White: 6.2%  
Free/Reduced Lunch: 74.5%  
English Language Learners: 3.5%

*Cole population:*

African American: 25.1%  
American Indian: 0.8%  
Asian: 0%  
Hispanic: 72.4%  
White: 1.6%  
Free/Reduced Lunch: 93.2%  
English Language Learners: 26.4%

*Noel population:*

African American: 41.7%  
American Indian: 0.2%  
Asian: 1.3%  
Hispanic: 53.4%  
White: 3.4%  
Free/Reduced Lunch: 77.5%  
English Language Learners: 10.3%

*Merrill population:*

African American: 17.9%  
American Indian: 1.1%  
Asian: 12.4%  
Hispanic: 33.1%  
White: 34.4%  
Free/Reduced Lunch: 64.9%

English Language Learners: 29.8%

*KIPP: Sunshine Peak Academy population:*

African American: 8.9%  
American Indian: 0.7%  
Asian: 0.7%  
Hispanic: 82.9%  
White: 6.8%  
Free/Reduced Lunch: 89.7%

*Munroe population:*

African American: 1.0%  
American Indian: 0.5%  
Asian: 1.8%  
Hispanic: 94.0%  
White: 2.6%  
Free/Reduced Lunch: 97.1%  
English Language Learners: 61.5%

*Cheltenham population:*

African American: 6.5%  
American Indian: 2.6%  
Asian: 1.4%  
Hispanic: 86.4%  
White: 3.0%  
Free/Reduced Lunch: 95.9%  
English Language Learners: 51.7%

*Mapleton School District/College Summit grant:*

Percent minority: 62.6%  
Free/Reduced Lunch: 43.68%

**Expanding Nonprofit Inclusiveness Initiative**

Two grants focused on inclusiveness of individuals of color

1/2 Organization providing technical assistance and nonprofit support

1/2 Organization primarily serving youth

**Advancing Colorado's Mental Health Care**

Anticipate 6 – 10 grants

Focus on integrating mental health services for individuals with severe mental health needs, which will likely include services to the disabled, low-income, and other underserved populations, such as communities of color, the elderly, and children with severe mental or emotional illness.

**Department Staff:**

2

Female: 2/2

Caucasian: 1/2

African American: 1/2

Over 45: 1/2

Under 45: 1/2

**Volunteers:****ENII:**

Percentage Nonprofit Sector: 69 % (9/13--includes consultants)

Percentage Public Sector: 15 % (2/13)

Percentage Private Sector: 15 % (2/13)

Percentage of 50 and over: 46% (6/13)

Percentage 35 - 50: 46% (6/13)

Percentage under 35: 7% (1/13)

Percentage Female: 53% (7/13)

Percentage Male: 46% (6/13)

African American: 6/13

Asian American: 3/13

Caucasian: 2/13

Latino/a: 3/13

Native American: 2/13

Percentage of Emerging Leaders: 38% (5/13)

Percentage Established Leaders: 62 % (8/13)

**Philanthropic Partnerships Advisory Group Volunteers:**

Caucasian: 2/2

Female: 1/2

Male: 1/2

**Consultants/Vendors:**

(ENII, PEP, ACMHC)

Male: 5/12

Female: 7/12

Caucasian: 6/12

Hispanic/Latino: 6/12

**Donors (not including financial partnerships)**

**ENII**

1 Donor Advised Fund

1 Corporation

3 Foundations (not including The Denver Foundation)

**ACMHC**

1 Foundation (not including the four partner foundations)

**MHFC Report**

2 Donor Advised Funds

The Denver Foundation  
Internal Inclusiveness Initiative  
The Philanthropic Services Group Blueprint 2005-2006

*“Philanthropy needs the insights, wisdom, and experience of the broadest possible cross-section of people,”* Barbara Bryan, New York Regional Association of Grantmakers

## **Background**

The Philanthropic Services Group of The Denver Foundation works to meet the charitable giving needs of donors in the Metro Denver area who make numerous, large, and diverse grants; who want to involve future generations of their family in their giving; and/or who want to learn thoughtful ways of giving from a community foundation. The Philanthropic Services Group also works with local financial and legal advisors to identify individuals and families for whom our services are appropriate.

Through the efforts of The Philanthropic Services Group, and its predecessor, the Advancement Department, The Denver Foundation holds approximately 500 charitable funds for individuals, families, companies, organizations, and other groups. The size of the funds ranges from \$25,000 to \$30 million.

In addition to the *external* audiences listed above, the Philanthropic Services Group also works with a very important *internal* constituency—our colleagues at The Denver Foundation. The Philanthropic Services Group is dedicated to improving our inclusiveness efforts within both of these groups.

This report includes goals and action items for each of our constituent groups. The action items will form the blueprint of our inclusiveness effort.

## **Internal Constituency**

In 2003 the then Advancement Department sought and hired a person of color to serve as Advancement Coordinator. Today, this person’s excellent service to TDF donors is a cornerstone of our donor acknowledgement and stewardship services. In 2004 two departments were combined and the resulting Philanthropic Services Group added two additional administrative positions and one vice presidential position. While no new people of color have been added with the combination of the two departments, hiring procedures have been focused, and will continue to be focused, on inclusiveness as a priority.

*Goals:*

1. To have a racially and culturally diverse Philanthropic Services Group staff.
2. To keep the board aware of our orientation and actions to improve our inclusiveness effort.
3. To work collaboratively and proactively with our colleagues in TDF inclusiveness initiative.

*Action Items:*

1. Initiate proactive procedures to promote inclusiveness when hiring new staff. This includes advertising in publications and websites that are likely to have applicants from diverse backgrounds, and using contacts to spread the word in communities of racial and cultural diversity.
2. Use periodic board reports to update board members when new hires are made.
3. Participate in trainings, meetings and other activities whose goals are to move the initiative forward.
4. Participate in strategic and operational fundraising activities to assist in securing funding for TDF inclusiveness activities.

**External Constituency**

The three major external audiences for the Philanthropic Services Group are:

1. Donor advisors;
2. Professional advisors; and
3. Prospective donors.

The community demographics of our external constituents are:

1. Ethnicity of the Metro area population
  - 71% Caucasian
  - 18% Latino
  - 5% African American
  - 3% Asian
  - 1% Native American
  - 2% other
2. Metro area households with income levels of \$200K+:
  - 92% Caucasian;
  - 2% African American;
  - 3.94% Latino;
  - 2% Asian; and
  - .24% Native American

### *Goals for Outreach Plan to Donors/Donor Prospects*

Our donor base has been largely Caucasian. Only 13 of the 500 funds we now hold were established by diverse donors. In the past three years we have established about 200 Donor Advised Funds and 11 of them have been from diverse donors. Our goals are:

1. Increase the number of funds held by diverse donors; and
2. Add diversity to our marketing efforts and materials.

### *Action Items*

1. Increase the number of funds held by diverse donors through meeting individually or on the phone with diverse fund holders to learn how/why they selected us.
  - Their perceptions of our inclusiveness.
  - Other activities we should undertake to reach more diverse donors; what barriers there are to attracting more diverse donors.
  - Ask diverse donors for referrals to their advisors.
  - Include in our “high impact questions,” a dialogue about the climate of inclusiveness that donors experience when they become part of The Denver Foundation.
  - Ask diverse fund holders for referrals for new prospects.
  - Investigate the possibilities open to us through the diverse chambers of commerce (Latino, Asian, Black...).
  - Consider a donor discussion session on diverse donors.
2. Add diversity to our marketing efforts and materials.
  - Include diverse donor pictures and stories in Noteworthy and Focus.
  - Utilize pictures people of diverse cultures in new marketing materials.

### *Goals for Outreach plan for Professional Advisors*

The philanthropic Services Group meets with about 200 advisors each year. The advisors are largely Caucasian, although there are approximately 17 diverse advisors in the network. Our goals are to:

1. Increase awareness of The Denver Foundation among diverse communities; and
2. Increase participation of diverse professional advisors in foundation activities.

*Action Items*

1. Utilize connections with diverse professional advisors. An example is the relationship with Myra Donovan of Eagle Strategies.
2. Work with key advisors and Professional Advisor Council members for referrals. For example, Barbara has met with Penfield Tate and Joyce Nakamura to request referrals.
3. Sponsor events where we can network with diverse professional advisors, such as the Black Economic Summit.
4. Utilize Professional Advisors Seminars and other advisor events as a way of engaging diverse advisors.
5. Have current Professional Advisor Council members such as Penfield Tate and Myra Donovan send invitations to targeted diverse advisors.
6. Have current board members send invitations to diverse advisors.
7. Explore doing presentations with Sam Cary Black Bar Association, Hispanic CPA Society, and Sigma Pi Phi Fraternity.

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# THE DENVER FOUNDATION

## Inclusiveness Blueprint for the Programs Department

Developed May 2005

### **Goal A: Determine how much of our Community Grants Program dollars are reaching low-income people and people of color.**

Objective/Tasks/Timelines/Responsibilities:

1. Revise grant application to require info on race/diversity/ income, with breakdown for programs, if it's a program request –
  - Staff
  - Board
  - People served

Revision done in October 2005 for 2006 guidelines; Soto.

### **Goal B: Increase inclusiveness of CGP advisory committee members**

Objective/Tasks/Timelines/Responsibilities:

1. Develop a matrix of skills/race/ethnicity/class desired on each committee – June 2005; Soto, Portillo, Hirota, Konrad, Sharp
2. Develop specific advisory committee goals for inclusiveness around race/ethnicity/class – July 2005; Soto, Portillo, Hirota, Konrad, Sharp
3. Develop a nominating process that includes active participation of TDF program staff – July 2005; Soto, Hirota, Konrad
4. Develop options on how to best develop and utilize an ongoing list of nominees – July 2005; Soto, Hirota, Konrad
5. Presentation to nominating comm. from staff re: above objectives – Early August 2005; Soto, Hirota, Konrad

### **Goal C: Determine if our own technical assistance (such as pre-application workshops, Meet the P.O., and TA Grants Program) helps emerging qualified nonprofits that serve and/or are led by low-income people and people of color successfully apply for CGP grants.**

Objective/Tasks/Timelines/Responsibilities:

1. Start tracking attendees at Pre-Appl Workshop who haven't received a grant before but meet basic eligibility for CGP and evaluate at one year – September 2005; Sharp
2. Pre-Appl. Workshop – on evaluation ask info about race/ethnic/income of people they serve/board/staff and ask questions to determine basic eligibility for CGP – May 2005; Soto
3. On application for Technical Assistance ask info about race/ethnic/income of people they serve/board/staff – September 2005; Soto
4. Determine if “marketing” of Pre-Appl. Workshop and TA is resulting in participation by communities and organizations serving and led by low-income people and people of color. If not, evaluate and revise marketing practices. – June 2006; Soto and Communications Dept.

**Goal D: Complete stakeholder survey to learn how the programs department is perceived in terms of its inclusiveness practices.**

Objective/Tasks/Timelines/Responsibilities:

1. Work with Communications staff to complete design – May 2005; Soto, Arno
2. Publish survey online – June 2005; Communications
3. Evaluate results – July 2005; Soto, Communications

**Goal E: Make SN more accessible to communities of color and lower income/less well-educated residents of our partner neighborhoods**

Objective/Tasks/Timelines/Responsibilities:

1. Translate a compilation of the SN Newsletter into Spanish once/year – fall 2005; SN staff.
2. Translate outreach brochure – summer 2005; SN staff
3. Put together enhanced translation budget for 2006 to lay out what we can afford and what we need to translate and by when – September 2005; Patrick,
4. Change all SN documents to easier reading level, make fill in the blanks where possible and adjust to maximum 8th grade reading level – summer 2005; SN and Communications staff
5. Scan current group of trained TA providers to determine total number who are bilingual and of color, see if there is need for further diversity, work to increase number of non-Anglo TA providers, in particular African-American. Begin to use TA assessment form that we have already translated, in order to see if we need additional bilingual providers – end of 2005; SN staff
6. Provide Neighborhood Leadership Development Program (NLDP) in Spanish - perhaps in a truncated format, picking out key sessions and offering them in Spanish in condensed fashion – end of 2005; David P.

**Goal F: Accomplish the SN Committee's mandate to balance committee membership between TDF trustees and residents of SN partner neighborhoods, to make the SN Committee more inclusive in terms of race, culture, and socio-economic status**

Objective/Tasks/Timelines/Responsibilities:

1. Add two new community members to committee, focusing on broadening committee's racial and socio-economic diversity. Use focus groups and NLDP to identify potential candidates – one new member by end of 2005, one new member added in 2006; SN staff and committee.
2. Consider moving meeting times to accommodate work schedules of potential committee members who may not be able to meet during the day – when needed; SN staff and committee,

**Goal G: Ensure that SN as an institution is as supportive as possible of the communities with which we partner**

Objective/Tasks/Timelines/Responsibilities:

Develop additional vendor relationships in our neighborhoods, for purchase of food for meetings, childcare services, and other needs that are able to be supplied at neighborhood level – ongoing; SN staff

**Goal H: Develop SN's capacity to act as a pipeline for racially, culturally, and economically diverse community members to move into leadership positions within community groups, non-profit organizations, and The Denver Foundation.**

Objective/Tasks/Timelines/Responsibilities:

1. Create tracking mechanism to identify those who have received leadership training through SN and have shown ability and willingness to move into broader leadership positions – ongoing; SN staff.
2. Refer, recommend, and advocate for these leaders within institutions that are seeking more diverse leadership – ongoing; SN staff and SN committee.

**Goal I: Ensure that a sufficient share of SN's grant resources are going to diverse residents within its partner communities and are creating connections between and among diverse residents in its partner communities**

Objective/Tasks/Timelines/Responsibilities:

1. Develop mechanism within application process to identify race/class/ethnicity of applicant groups – fall 2005; SN staff
2. Develop mechanism within FIMS to track race/class/ethnicity of grant recipients – fall 2005; SN staff