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Executive Summary:

Date: April 12, 2021

In June, Harold Sparrow, Lori Lehan and Robin Thibault met with D & I consultants from Deloitte to discuss how the YMCA of Greater Hartford could engage staff and address racism at our Y. In July 2020, an employee Town Hall meeting was held to announce a "Listening Tour on Race" that would be held virtually for all locations. Harold Sparrow, CEO and Robin Thibault, Manager of D & I, led conversations by asking questions designed to facilitate conversation and identify opportunities to address racism at the YMCA of Greater Hartford and in our communities.

Each of the sessions was recorded and the output was documented by Intern Olivia Bucci. The tour began in the fall and wrapped up in January 2021.

Next, a group of employees representing a cross section of position, age, race, and gender were invited to participate in the "Staff Anti-Racism Task Force." Members of the task force: Lori Lehan, Robin Thibault, Laura Floyd, Wali Burney, Abigail Poirier, Dustin Nord, Karima Abdul-Salaam and Ronny Segura. Their purpose of was to review and discuss the eighteen pages of Listening Tour output, identify areas of opportunity, and make recommendations to address these areas. The Staff Anti-Racism task force began meeting on February 17th, 2021 and by April 2nd, 2021 had developed thirty recommendations. The recommendations were divided into four categories:

1. Organizational Leadership Commitment
2. Branding and Visibility
3. Culture and Staff Education
4. Membership Engagement and Program Innovation

These recommendations were shared with Harold Sparrow, CEO and the Diversity, Equity, and Inclusion Task Force of the Board. They were then evaluated, consolidated to twenty-nine, edited for repetition/jargon and placed in sequential order within the four categories. Possible lead(s) were identified, and costs were estimated.

Respectfully Submitted,

Lori Lehan
Chief Human Resource Officer



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Organizational Leadership Commitment

Recommendation	Lead(s)	Cost Estimate	Priority
1. Board of Directors & Trustees, CEO and other C-Suite staff make an official statement committing to anti-racism. Silence is no longer acceptable.	Board & CEO	Existing resources	Highest
2. Demonstrate public support of social justice issues and anti-racist movements, i.e.: Black Lives Matter, anti-violence related to API (Asian Pacific Islander) and BIPOC (Black, Indigenous, People of Color) Communities.	Board & CEO	Existing resources	Highest
3. Create a pledge – CEO and direct reports make an anti-racism pledge and identify steps the organization is going to take – for example adding to meeting agendas, offer training, identifying and communicate a place people can bring concerns without fear of retribution, offer anonymity. (Fear of retribution was a very common theme from the Listening Tour)	CEO	\$500 for printing pledge cards, creating system for raising concerns	Highest
4. Identify opportunities to deliver DEI related workshops for Board of Directors and Advisory Boards.	Board Chair, CEO, HR Staff	\$5,000 bi-annually Cost of one 4-hour workshop or multiple shorter sessions	Highest



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5. Reconcile an association-wide strategy for engaging in DEI work with buy-in from all teams and existing Board committees. Build staff, intern, and volunteer teams to help execute the strategy, supported by the Global Initiative Committee of the Board. Continue to offer DEI Mini-Grants.	COO, HR staff	Dependent on #3 in Culture and Staff category	High
6. Review Operational values with Diversity, Equity and Inclusion (DEI) lens and ensure that our commitment to being anti-racist is reflected appropriately.	HR Staff & Guiding Coalition	Existing resources	Medium
7. Include DEI metrics in Operational plans.	COO	Existing resources	Medium

Branding and Visibility

Recommendation	Lead(s)	Cost Estimate	Priority
1. Identify ways we can promote the Y as anti-racist in marketing and social media outlets.	Marketing Task Force & HR	\$2,000 annually	Highest
2. Create collateral material such as posters to hang in our branches/locker rooms.	COO & Marketing Task force	\$500	High
3. DEI "marketing" needs to be a part of everything we do; see #2 in Organizational Commitment. Also, our marketing material should reflect who we are and that we are "open to all"	CEO, COO, Marketing Task Force	Existing Resources	High



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4. Proactively seek opportunities to engage our community in anti-racist events and promote accordingly. For example: family events, volunteer opportunities, educational opportunities, etc.	COO & Branch ED's	Existing Resources	Medium

Culture and Staff Education

Recommendation	Lead(s)	Cost Estimate	Priority
1. Branch Ambassador – create a paid internship program of DEI ambassadors at the branches.	COO, Branch ED's and HR	\$9,000 year 1 3 interns \$18,000 year 2 6 interns \$36,000 years 3+ 12 interns	Highest
2. Build a brave culture, (Brave culture is one that is ready to change in terms of will and skill) that incorporates tools for employees to address discomfort, address fear of retaliation. Permission to be anti-racist, challenge the silence and the status quo. Create more opportunities for open conversations about fear and bias. Include storytelling and shared experiences, anonymous and honest testimonials about how people of Color feel walking into white spaces.	COO, CHRO	\$5,000 promotional giveaways, t-shirts with educational / inclusive sayings, posters, business cards and training/info sessions detailing what tools exist for raising concerns and how to use those tools	Highest



<p>3. Require full-time staff training annually in related DEI topics. Use in-person workshop method to allow sufficient time for discussion and practice.</p>	<p>COO, CHRO</p>	<p>\$5,000 annually. cost of one 4-hour workshop for 200 people</p>	<p>Highest</p>
<p>4. Be intentional about hiring more diverse resident camp staff, use marketing to attract staff, consider a year-round employment opportunity for a Black, Indigenous or person of Color camp staff via internship Or consider offering scholarships etc. to offset the resident camp compensation challenge.</p>	<p>CHRO, HR Team, COO and Camp ED's</p>	<p>\$50,000 annual for year-round position \$6,000 for 2 scholarships supplementing contract amount</p>	<p>Highest</p>
<p>5. Create more touch points for employees to discuss concerns related to anti-racism with their supervisors, including but not limited to the evaluation process.</p>	<p>CHRO, COO</p>	<p>Existing resources</p>	<p>High</p>
<p>6. Provide definitions on relevant terms such as: Stereotypes, unconscious bias, racism, systemic racism, micro aggression and racist acts, colorism etc.</p>	<p>HR team</p>	<p>Existing resources</p>	<p>Medium</p>



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7. Review hiring practices/interview process/performance evaluation. Consider social media screen of applicants. Interview process to communicate our values/expectations on race.	HR Team/Hiring managers	Existing resources	Medium
8. DEI work is written into job descriptions.	HR Team/Hiring Managers	Existing resources	Medium
9. Develop a podcast or panel discussion to share the challenges we individually face around racism and difficult conversations.	HR Team	Existing resources	Medium

Membership Engagement & Program Innovation

Recommendation	Lead(s)	Cost Estimate	Priority
1. Acknowledgement that experiences occur at an early age & impact on our youth/child development programs – breaking the cycle, infuse language lessons, cultural competency into youth/child development curriculum. Utilize existing toolkits and resources for curriculum development and for staff to address anti-racist comments/action in the classroom/childcare location.	Childcare leaders	\$2,000 course creation fee	Highest



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2. Determine if the Financial Assistance process is a barrier to equitable access to programs for people without legal tax paperwork, a printer, or with debt. If so, work to make the process more accessible.	COO & Membership leaders	Existing resources	Medium
3. Offer anti-racism training for parents.	Childcare Leadership	Existing resources	High
4. Host more multicultural events and community conversations at our Ys to educate and provide experience.	Branch ED's and DEI intern	Existing resources	Medium
5. Review materials & programs to move out language that is no longer appropriate and to be more inclusive.	Branch ED's & DEI Intern	Existing resources	Medium
6. Review member, program participant and parent handbook and employee codes of conduct to include anti-racism expectations.	DEI Intern	Existing resources	Medium
7. Promote multi-faith prayer breakfast.	Equity Manager	Existing resources	Medium
8. Consider offering DEI training and workshops to members, participants, and community members for a fee. Money goes to Global Initiatives or paid internships.	COO & Equity Manager	Existing resources	Long-Term



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9. Acknowledgement of health disparities and explore resources to address them in our communities.	COO & Community Partners	TBD	Long-Term

Cost Estimate:

<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
500 one time pledge	0	0
5000 bi-annual	0	5000
2000	2000	2000
500	500	500
5000 one time campaign	0	0
5000	5000	5000
9000	18000	36000
6000 *	6000 *	6000 *
<u>2000</u> one time course creation	<u>0</u>	<u>0</u>
\$ 35,000.00	\$ 31,500.00	\$ 54,500.00

*increase to \$50K if create a year-round camp position