



TOWN OF
BRECKENRIDGE

EQUITY BLUEPRINT

TABLE OF CONTENTS

| | |
|--|----|
| STATEMENT OF PURPOSE..... | 3 |
| LAND ACKNOWLEDGMENT..... | 4 |
| INTRODUCTION..... | 5 |
| ORGANIZATIONAL: PEOPLE, POLICY & PRACTICE..... | 9 |
| Diversity, Equity and Inclusion Committee Members | 10 |
| Commitment to Diversity & Inclusivity | 11 |
| Commitment to Community | 13 |
| Development of DEI strategic plan | 15 |
| Leadership Commitment & Training | 17 |
| Recruitment & Retention | 19 |
| EXTERNAL: COMMUNITY & PARTNERSHIPS..... | 21 |
| Meet the Breckenridge Social Equity Advisory Commissioners | 22 |
| Celebrating Diversity | 23 |
| Community Influence & Education | 25 |
| Community Outreach & Engagement | 27 |
| Immigration Rights & Advocacy | 29 |
| Civic Engagement | 31 |
| COMMUNITY IMPACT REPORT..... | 33 |
| RESOURCES..... | 34 |
| Terminology | 35 |
| Additional Resources | 37 |
| ACKNOWLEDGMENTS..... | 38 |

STATEMENT OF PURPOSE

Striving for racial and social equity for all by
removing barriers and facilitating opportunities
to thrive

LAND ACKNOWLEDGEMENT

The Town of Breckenridge acknowledges that our community resides on the traditional and unceded territories of the Ute tribe. We recognize the enduring relationship that Indigenous peoples have maintained with this land for countless generations.

Furthermore, we acknowledge the 48 contemporary Indigenous Tribes and Nations that have historically called Colorado home, as outlined in the [Colorado Tribal Acknowledgement List](#). This recognition is an essential step towards honoring the rich cultural heritage that has shaped the region.

We pay our respects to Elders past, present, and future, and express gratitude to all those who have stewarded the land, air, and water for generations. Honoring the diverse stories of all people connected to this place—be they good or bad, simple or complex, inspiring or contemptible—we commit to understanding the inequities of our past and strive for a more inclusive and equitable future, where the voices and experiences of all community members are valued and respected.

INTRODUCTION

Following the nationwide racial unrest sparked by the murder of George Floyd, and magnified by the COVID-19 pandemic, the Town of Breckenridge grappled with how to address its own community disparities. Since then, the Town has been actively engaged in multiple equity initiatives, including the creation of this Equity Blueprint. This plan is a culmination of the Town's collective work and commitment to fostering diversity, equity, and inclusion within our community and beyond.

In collaboration with The Equity Project, led by Dr. Dwinita Mosby Tyler and Monica Williams, the Town began its equity journey by laying the groundwork for this Blueprint. The Equity Project conducted an organizational assessment, and from there, the Town established its foundation for equity work. This collaborative effort led to the creation of the Breckenridge Social Equity Advisory Commission (BSEAC) in June 2020, and the introduction of tools such as the Equity Lens, designed to foster conscious consideration of equity in Town-wide decision-making processes.

INTRODUCTION

The Breckenridge Social Equity Advisory Committee (BSEAC) plays a crucial role in promoting racial and social justice. The nine commissioners consist of community members with diverse backgrounds, expertise, and lived experiences. The commission's core responsibilities include advising the Town Council on equity priorities, championing and advancing equitable policies, programs, and events, enhancing accessibility, and creating a safe and welcoming environment for a more inclusive Breckenridge. The BSEAC developed the community-driven External: Community & Partnerships goals in the Equity Blueprint.

In 2023, to further equity efforts, the internal Diversity, Equity, and Inclusion (DEI) committee was formed. This committee, consisting of town staff from various levels and departments, developed the Organizational: People, Policy & Practice goals included in the Equity Blueprint. This committee works in partnership with BSEAC to address staff needs, reform internal policies and procedures, and ensure DEI principles are integrated into the Town's organizational culture.

The Equity Blueprint serves as a roadmap with key deliverables and strategies aimed at dismantling barriers and cultivating opportunities for all community members. The Town's involvement in initiatives—such as a customized workshop on Deconstructing Equity—demonstrates the Town's commitment to narrowing the divide between the current and desired future state of diversity, equity, and inclusion in the community.

INTRODUCTION

With this Equity Blueprint, the Town acknowledges the importance of measuring progress to maintain accountability. The Town is further committed to transparency in its progress of addressing inequities and will present an annual performance review via a community impact report while also providing regular updates during monthly Breckenridge Social Equity Advisory Committee (BSEAC) meetings. Further, Town staff will conduct a mid-year internal review each June and an annual review to celebrate achievements and pinpoint areas for enhancement in the Town's ongoing pursuit of racial and social equity.

The evaluation process will include quantitative and qualitative assessments, drawing on insights from equity training evaluations and Town and County surveys. The Town will continue to actively seek input from the community to gain a deeper understanding of areas for improvement and evaluate the effectiveness of programs and projects. Periodically, adjustments to the Blueprint's goals and tactics will be made to ensure the tool is truly reflective of the evolving community's needs.

INTRODUCTION

We are publishing the Equity Blueprint to share our strategic plan with the community and partner organizations, many of whom are already making significant strides in advancing equity. In the interest of transparency and accessibility, progress that occurs between annual reports will be communicated periodically through Town Council memos, documents included in Breckenridge Social Equity Advisory Committee (BSEAC) meeting packets, social media posts, and via the Town's website. This proactive approach ensures that the public remains well-informed about the ongoing progress of the Equity Blueprint.



ORGANIZATION: PEOPLE, POLICY & PRACTICE

MEET OUR DIVERSITY,
EQUITY & INCLUSION
(DEI) COMMITTEE
MEMBERS

Anne Lowe, Open Space & Trails Manager

Bela Del Valle, Accommodations Compliance Program Manager

Brian Backes, Facilities Asst Manager

Dana Laverdiere, Director of Human Resources

Darci Henning, Housing Specialist

Hayden van Andel, Sustainable Materials Management Coordinator

Kyle Flowers, Senior Parks Operator

Mack Russo, Community Outreach and Engagement Liaison

Maddy Norgard, Municipal Court Administrator

Pam Ness, Revenue Manager

Patricia Reyes, Recreation Manager

Shannon Haynes, Town Manager

TJ Reynolds, Water Operator

GOAL 1 COMMITMENT TO DIVERSITY & INCLUSIVITY



The Town of Breckenridge is committed to fostering an inclusive and respectful work environment that celebrates the unique contributions of all employees, promoting unity and appreciation for every staff member, regardless of their background.

TACTICS

- Increase strategic use of interpretation and translation services.
- Facilitate language classes for employees wanting to learn Spanish or English.
- Provide opportunities for staff to engage in meaningful conversations about diversity, equity, and inclusion (DEI) topics.
- Build components that foster inclusive behaviors, clearly defining what inclusivity entails and disseminating this understanding throughout the organization. Additionally, acknowledge and celebrate the ways in which diverse viewpoints and perspectives are embraced.
- Leverage the DEI Committee to ensure equity is embedded in policies, strategies, and Town of Breckenridge initiatives.
- Improve community engagement in DEI discussions and initiatives by regularly providing updates on the DEI Committee. This includes featuring DEI employee recognition that spotlights individuals from diverse backgrounds and their contributions to the community in the town-wide newsletter.

METRICS

- Track number of engagement opportunities, staff participation and conversation topics.
- Track the number of nominations and recipients of the DEI employee recognition.
- Assess the success of a language course by measuring participation rates and conducting post-program surveys to gauge increased employee competency in communication.

GOAL 2 COMMITMENT TO COMMUNITY

2023



The Town of Breckenridge strives to foster a strong sense of community through trust, inclusivity, active partnership seeking, and collaboration with community members and organizations dedicated to breaking down barriers and creating opportunities for all residents to thrive.

TACTICS

- Identify organizations and community members interested in partnership and work together to establish ways we can collaborate.
- Leverage Diversity, Equity, and Inclusion (DEI) committee members in outreach and engagement within the community.
- Promote accessible community engagement through town resources and community partners.
- Join and participate in Governing Alliances for Racial Equity (GARE) and other professional groups committed to advancing equity.

METRICS

- Track the number of projects and working group processes, effective integration of feedback into engagement processes.



GOAL 3 DEVELOPMENT OF A DEI STRATEGIC PLAN

The Town of Breckenridge will develop and implement a comprehensive diversity, equity, and inclusion (DEI) strategic plan, ensuring that all town committees actively prioritize diversity and equity in their decision-making processes, representation, and outreach efforts.

TACTICS

- Outline the policies and procedures that need to be updated or created to support diversity, equity, and inclusion (DEI) initiatives within internal committees.
- Provide introductory Equity Training to committees.
- Include committees progress toward DEI goals in the annual Equity Community Impact Report
- Improve communication through regular DEI updates in the town-wide newsletter to engage all staff in DEI discussions and initiatives.

METRICS

- Conduct regular surveys or assessments among employees to gauge their perceptions of inclusion and satisfaction with DEI efforts.

GOAL 4 LEADERSHIP COMMITMENT AND TRAINING

2023



The Town of Breckenridge aims to cultivate inclusive leadership by offering comprehensive training programs to leadership and all staff, enhancing their equity awareness.

EQUITY BLUEPRINT

17

TACTICS

- Conduct diversity, equity, and inclusion (DEI) trainings, available in both English and Spanish, and integrate it into the New Employee Orientation.
- Encourage leaders to incorporate DEI principles into their employee reviews to actively promote these principles within their respective teams.
- Leverage the DEI Committee to organize Equity Teams responsible for leading implementation of the Equity Lens within their respective departments.
- In the Equity Training, use a “train-the-trainer” model to continue to build internal expertise.
- Provide training in communications and messaging about equity to appropriate staff.
- Encourage the Leadership Development Team to prioritize a project related to DEI within the Leadership Challenge Program. This project should challenge participants to create innovative solutions that address DEI issues within the local government.

METRICS

- Track number of trainings held number of participants and staff levels (e.g., managers) trained and participation rate.
- Conduct surveys to gather feedback from participants and assess their perception of the impact of the diversity-focused project on their leadership skills and awareness.
- Conduct pre/post training surveys

GOAL 5 RECRUITMENT & RETENTION

2023



The Town of Breckenridge is committed to identifying and addressing specific departmental barriers that may unknowingly hinder recruitment and retention of underrepresented populations to enhance workforce diversity.

EQUITY BLUEPRINT

19

TACTICS

- Promote equity in outreach and recruitment processes and broaden outreach efforts through collaborations with institutions to attract a more diverse range of applicants.
- Make implicit bias and microaggression training mandatory for recruiters and hiring managers.
- Evaluate new and existing position descriptions to reduce barriers to access (e.g., higher education, English proficiency).
- Explore and implement compensation for language skills.

METRICS

- Track the diversity index within the workforce, measuring the representation of different demographics compared to the overall population of Breckenridge.
- Number of partnerships formed; Increase in diverse applicants and hires through community outreach efforts.



EXTERNAL: COMMUNITY & PARTNERSHIPS

MEET THE BRECKENRIDGE SOCIAL EQUITY ADVISORY COMMISSION



JORDAN BURNS
CHAIR



TAHJA GRIER
VICE CHAIR



CAROL SAADE
TOWN COUNCIL LIAISON



ELIANA CRABB



ISAURA CIRILLO



JOTWAN DANIELS



JUNE WALTERS



LAURIE MOROCO



SILVIA VICUNA

GOAL 1 CELEBRATING DIVERSITY



The Breckenridge Social Equity Advisory Commission will celebrate our broad community culture to increase awareness, understanding, and recognition of diverse cultures, perspectives, and lived experiences.

TACTICS

- Research and promote various events, holidays, and annual recognition dates that could play a role in celebrating diversity.
- Work with community partners and individuals to ensure any efforts to celebrate a culture, perspective, or lived experience includes representation from that community in the planning process.
- Work with non-profits, art organizations, business owners, other community partners, and town staff to create media highlighting diversity
- Utilize median banners to promote the Town's recognition of the broader community, as well as other media & forms of communication.
- Partner with other organizations on existing community events that celebrate diversity and align with the commission's values

METRICS

- Track number of events/ campaigns
- Track community involvement through attendance, social media, and other engagement



GOAL 2 COMMUNITY INFLUENCE & EDUCATION

The Breckenridge Social Equity Advisory Commission will facilitate and amplify racial and social equity educational opportunities and collaborations to encourage actions that advance equity and inclusion in our community.

TACTICS

- Collaborate with the Breckenridge Tourism Office (BTO) to offer educational resources and learning opportunities to businesses on the topics of diversity, equity, and inclusion, microaggressions, and recognizing implicit bias.
- Develop an equity resource landing page featuring instructional video content.
- Build partnerships with community organizations, non-profits and businesses to help them advance their equity impact and outreach.
- Launch public education campaigns using social media, flyers, and other mediums to spread awareness about racial and social equity issues.
- Help facilitate trainings and workshops for community partners and residents to effect a measurable change in equity and social practices.

METRICS

- Track participation and interaction within the community
- Track visits to the Breckenridge Social Equity Advisory Commission University page
- Utilize surveys, quizzes, or follow-up assessments to gauge the educational impact and influence on the community over time



GOAL 3 COMMUNITY OUTREACH & ENGAGEMENT

The Breckenridge Social Equity Advisory Commission will connect with, involve, and inform our diverse community in meaningful ways to build relationships, foster collaboration, and address community needs and interests related to racial and social equity.

TACTICS

- Identify how individuals and groups receive information and what are barriers to community engagement.
- Obtain community feedback and communicate how community engagement influenced decisions in the Breckenridge Social Equity Advisory Commission (BSEAC).
- Update and expand the BSEAC web page.
- Work with the Breckenridge Tourism Office (BTO) to incorporate BSEAC projects within their communications channels.
- Provide the community with information to assist individuals and businesses in understanding identified problems, opportunities and decisions.
- BSEAC members will join community organizations in an ongoing interactional process to increase equity through outreach and engagement strategies.

METRICS

- Track the number of people who attend community outreach events
- Track the number of people who provided feedback
- Track visits to the BSEAC website
- Track the participation of BSEAC members on community coalitions and committees

GOAL 4 IMMIGRATION RIGHTS & ADVOCACY

2023



The Breckenridge Social Equity Advisory Commission will make Town programs, resources, and services more equitable in serving our immigrant community members, as well as advocate for these community members with other organizations and businesses.

TACTICS

- Meet with immigrant community members and partner organizations that serve the immigrant community to better understand their needs and identify opportunities.
- Identify avenues for supporting community partner initiatives and existing programs.
- Evaluate and enhance the process, outreach, and translation efforts for the Town's programs, resources, and services, prioritizing housing, childcare, and recreation programs.
- Host an open house or listening session to engage with the immigrant community, gather feedback, provide information about Town programs, resources, and services, and foster trust.
- Collaborate with partner organizations and businesses to advocate rights and promote equity for the immigrant community.

METRICS

- Measure and report number of individuals and community partners actively participating in/ and or providing outreach events, leveraging resources, and establishing connections.
- Measure the level of active participation and influence in meetings and the subsequent policies affected for housing, childcare, and recreation programs.

GOAL 5 CIVIC ENGAGEMENT



The Breckenridge Social Equity Advisory Commission will equip, educate, and create systems for community members to engage in decision-making for fairness, justice, and the well-being of all individuals, especially the historically marginalized.

TACTICS

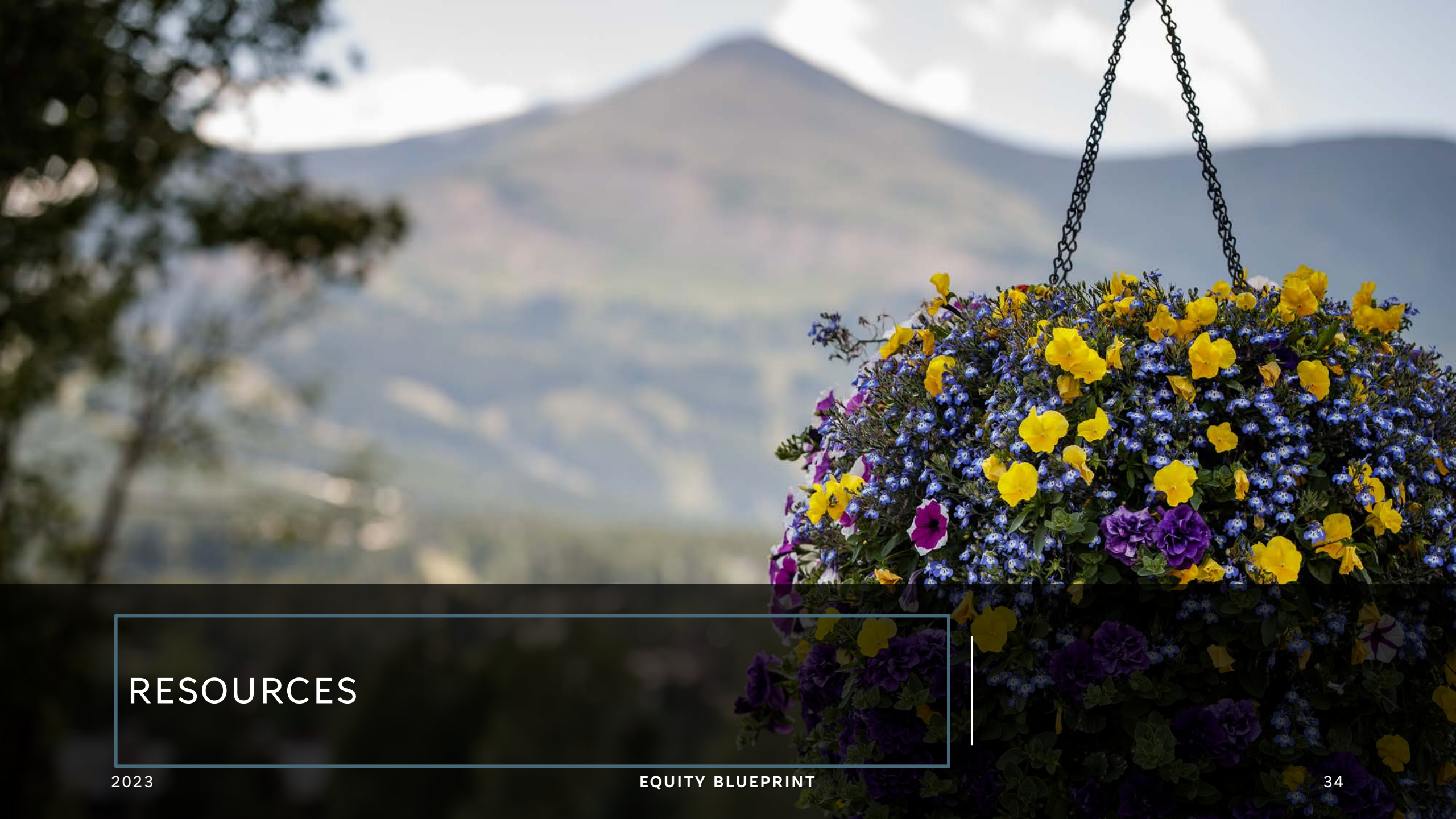
- Establish an engagement system that advises Town Council on action steps to advance equity goals.
- Organize and participate in community events to reach diverse community members and understand their concerns and ideas.
- Utilize different communication channels to keep the public informed and engaged on upcoming policies that could have an impact on racial and social equity.
- Develop and collaborate on educational learning opportunities to raise awareness of civic engagement and encourage involvement among community members.
- Educate community members on how to advocate for policy that promotes racial and social equity within the state and local governments, and the broader community.

METRICS

- Track total monetary value contributed to community partners towards the Breckenridge Social Equity Advisory Commission (BSEAC) grant fund.
- Track the number of policies and ordinances where our input has had an impact
- Track the number of individuals engaged

BRECKENRIDGE SOCIAL EQUITY ADVISORY COMMISSION ANNUAL REPORT

Community Impact Report 2023, *coming soon*



RESOURCES

TERMINOLOGY

When addressing racial and social equity, establishing a shared and consistent terminology is essential to ensure a common foundational understanding of the language employed in this context. The following terms are integral to the blueprint and crucial for advancing this important work.

Bias: Prejudice in favor of or against one thing, person, or group compared with another, usually in a way that's considered unfair.

Diversity: the presence of a wide variety of differences and similarities among people. These differences can encompass various aspects, including but not limited to race, ethnicity, gender, age, sexual orientation, socioeconomic status, physical abilities, religious beliefs, and cultural backgrounds.

Equity: concerned with achieving fairness and justice by addressing the specific needs of different individuals or groups. Unlike equality, which treats everyone the same, equity recognizes that people may start at different points and face varying barriers. It involves redistributing resources, support, or opportunities to ensure that all individuals have an equal chance of success.

TERMINOLOGY

Historically Marginalized: a community that has historically suffered from discrimination and has not had equal access to public or private economic benefits due to the race, ethnicity, gender, geography, language preference, immigrant or citizen status, sexual orientation, gender identity, socioeconomic status, or disability status of its members.

Implicit bias: Bias that occurs without awareness, often influenced by societal stereotypes or cultural conditioning.

Inclusion: is the practice of creating environments, systems, and policies that welcome and embrace diversity.

Microaggressions: Subtle, often unintentional, actions or comments that convey negative or derogatory messages about someone's race, gender, or other characteristics.

Racial equity: The fair and just treatment of all races, ensuring that historically marginalized groups have equal access to opportunities and resources.

Social Justice: A form of activism based on principles of equity and inclusion that encompasses a vision of society in which the distribution of resources is equitable, and all members are physically and psychologically safe and secure.

Underrepresented: Groups or individuals who are not adequately represented in a particular context, such as in education or employment.

ADDITIONAL RESOURCES

In crafting the equity blueprint and supporting principles for the town of Breckenridge's equity work, our staff has diligently leveraged supplementary resources beyond **the Equity Project**. These resources have played a pivotal role in shaping our approach and ensuring a comprehensive foundation for our equity initiatives.

[Government Alliance on Race & Equity \(GARE\)](#)

[International City/County Management Association](#)

[Race Forward](#)

[National Associations of Counties DEI Key Terms](#)

COMMISSIONER ACKNOWLEDGMENTS

We extend our gratitude to the commissioners- past and current, whose invaluable contributions were pivotal in shaping our equity blueprint. Your dedication and expertise have left an enduring impact on our mission.

Alexandria Carns

Andrew Brottman

Carol Saade, Town Council Liaison

Dick Carleton, Town Council Liaison

Eliana Crabb

Erin Gigiello, Town Council Liaison

Isaura Cirillo

Jason Smith

Jordan Burns

Jotwan Daniels

Joyce De La Torre

June Walters

Laurie Moroco

Silvia Vicuna

Tahja Grier

THANK YOU

Original Blueprint created by
THE EQUITY PROJECT

revised December 2023 by staff

