BerryDunn

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A PROPOSAL FOR A

Diversity, Equity, and Inclusion (DEI) Program and Equity Audit

TO BENEFIT

The City of West Linn, Oregon

BerryDunn
4722 North 24th Street, Suite 250
Phoenix, Arizona 85016
207-541-2200

Seth Hedstrom, Principal
shedstrom@berrydunn.com

Michelle Kennedy, Project Manager
mkennedy@berrydunn.com

Proposal Submitted On:
May 19, 2020 before 5:00 p.m.

May 19, 2020

Mr. John Williams, City Manager
City of West Linn
22500 Salamo Road
West Linn, Oregon 97068

Dear Mr. Williams:

Berry Dunn McNeil & Parker, LLC (BerryDunn) is pleased to submit our proposal in response to the City of West Linn's (the City's) Request for Proposals for a Diversity, Equity, and Inclusion (DEI) Program and Equity Audit. We have read the solicitation, understand its contents, and agree to the terms and conditions therein. Our proposal is a firm and irrevocable offer valid for 120 calendar days from the proposal due date of May 19, 2020.

BerryDunn is a certified public accounting and consulting firm with a Government Consulting Practice dedicated to serving state, local, and quasi-governmental agencies. We are a Limited Liability Company (LLC) formed in 1974 with 48 principals and 21 owners, each holding an equal share of the firm's ownership. *We have experienced sustained growth throughout our 46-year history.* Our firm is headquartered in Maine with our servicing office in Phoenix, Arizona. We provide consistent, high-quality services to our clients in all 50 states, including local governments in the State of Oregon (the State), and in Canada.

We are confident that we are best fit to serve the City and ask that the following key attributes are considered as you evaluate firms to partner with:

- *The City will benefit from our hands-on experience and our track record which includes work with more than 300 public-sector clients.* BerryDunn's consultants stand out through our hands-on experience—we understand our clients' perspectives because we have been in their positions. In fact, 75% of the consultants in our specialized Local Government Consulting Practice Area are former government employees, including several of our proposed team members. This background provides us with an appreciation for the environment in which you work and an understanding of your constraints which we bring to all engagements with public-sector clients.

- *We have carefully assembled a team with a highly experienced DEI subject matter expert (SME) and a local project manager to provide perspective, lessons learned, and valuable insights throughout the City's project.* Our team's DEI SME, Daryl Dixon, is an expert in DEI related initiatives. He has over 27 years of experience working in the State of Oregon and the Portland metropolitan area, including private sector companies and government agencies. In addition, our team includes a local project manager, Michelle Kennedy, who has more than three decades of experience working with Oregon state and local governments, including various local government clients in the Portland metropolitan area. Daryl and Michelle will combine forces to deliver a DEI program and equity audit with a keen attention to detail, consideration for the Oregon state and local environment, and passion for the City and its desire to provide superior services and care for its staff and residents.

- *Our team's approach is proven and integrates methods to quickly establish trust and credibility with stakeholders.* We understand that a project of this nature requires effective stakeholder engagement. We are well-versed and skilled at engaging diverse stakeholder

groups, including elected and appointed officials, executive leaders, supervisors, front line staff, partner agencies, community organizations, advocates and the public, and building trust to expedite the time necessary to see results. We listen to stakeholders' varying opinions and collaborate with them to help identify priorities and come to consensus on the outcomes. We find that this collaboration helps stakeholders to support the process and plans for change.

- *We are experienced in conducting stakeholder and community engagement activities.* We leverage our past experience to engage staff and stakeholders in ways that **maximize creativity and innovation and inspire collaboration and consensus** for a future vision. The facilitation techniques we use promote the engagement of all participants so input is not only heard, but valued.

As a principal in our Local Government Consulting Practice Area, I am authorized to bind BerryDunn to the commitments made herein. Should you have any questions regarding our proposal or updates on the evaluation process, please do not hesitate to contact me directly. We appreciate the opportunity to submit this proposal and look forward to working with City on this important initiative.

"BerryDunn consults with an incredible amount of energy and enthusiasm for the work. They are excellent facilitators and strategically work to achieve the best outcomes possible. They apply systems thinking in approaching any given topic, so that the final products are well-constructed, realistic, and viable."

- Ms. Cheryl Twete
Community Development Director
City of Beaverton, Oregon

Sincerely,

Seth Hedstrom, PMP®, LSSGB | Principal
4722 North 24th Street, Suite 250, Phoenix, AZ 85016
207-541-2212 | shedstrom@berrydunn.com

Table of Contents

1. INTRODUCTION TO BERRYDUNN

1.1 BerryDunn Overview

BerryDunn is a certified public accounting and consulting firm with a Government Consulting Practice dedicated to serving state, local, and quasi-governmental agencies. We are a Limited Liability Company (LLC) formed in 1974 with 48 principals and 21 owners. *We have experienced sustained growth throughout our 46-year history.*

Our firm provides a full range of professional services, including IT and management consulting; tax, audit, and accounting services; and wealth management services. BerryDunn employs more than 500 staff members (including over 200 in our Government Consulting Group), and has a long and successful history of working with state and local agencies across the country in support of IT and management initiatives. Our team members bring valuable perspective from their experiences providing project planning, project management, business process improvement, organizational development, organizational assessments, staffing analyses, and efficiency consulting services for a variety of projects.

Dedication to the Public Sector

The City will benefit from BerryDunn's deep understanding of government operations, staffing needs, and the business processes required to provide necessary services to internal divisions and the constituents you serve. We have gained this understanding through our work with more than *300 state, local, and quasi-governmental clients* across the country, as well as through our team members' prior work in various roles across state and local government. We have a deep understanding of state, county, and municipal operations, allowing us to provide unparalleled expertise and unique insights.

Figure 1. Local Government Consulting Practice Area

Figure 1 illustrates the overall organization of BerryDunn's Local Government Consulting Practice Area. We provide a wide range of specialized consulting services across the practices.

1.2 Our Proposed Project Team

To best serve the City, we have carefully assembled a comprehensive team with the necessary expertise to best accommodate the goals and objectives for this project. Our Government Consulting Group also includes *more than 200 consultants* who can help support the project team with efforts relating to fact-finding, research, and deliverable development, as needed. We anticipate drawing upon these resources when it will benefit the City's project.

Seth Hedstrom, PMP®
Project Principal

Seth is a principal in our L ocal Government Consulting Practice Area who focuses on finance and administration related projects, including organizational development, business process analysis, system selection and implementation, and project management activities. He has managed more than 50 enterprise process and technology planning

projects over the course of 11 years with BerryDunn. These clients include the cities of Richland, WA and Alameda, Fountain Valley, La Mesa, Long Beach, Novato, and San Jose, CA, among others. Seth has led our clients through many of the complex decision points and issue-resolution processes typical of organizational development, business process analysis, system selection, and implementation projects, and he has facilitated focused review of business processes needing change. Through this, Seth has provided improvement services for many clients, either as a stand-alone engagement or as part of an enterprise system selection. His experience includes documenting as-is business processes, benchmarking processes with similar organizations, introducing industry best practices, and developing to-be business process recommendations.

As **project principal**, Seth will:

- Build and maintain a productive relationship with the City
- Participate in meetings with project leadership
- Be actively engaged in all phases of our work
- Provide oversight of our team
- Maintain overall responsibility for the services provided to the City

- Help ensure the commitment of our firm and that appropriate resources are allocated to the engagement
- Review and approve deliverables
- Present findings and recommendations

Michelle Kennedy, Prosci® CCP
Project Manager

Michelle is a senior consultant in our Government Consulting Group and has more than 30 years of government sector management and consulting experience in organizational development, including leadership development and executive coaching, organizational assessments, strategic and business planning, organizational change management, program evaluation, business process improvement, and performance measurement. Michelle is certified Prosci® change management methodology, the *Hogan Leadership Assessment System*®, the *Myers Briggs Type Indicator*®, and the ICA *ToP*® facilitation methodology. She is a member of the national OD Network and is an expert in adult learning theory and the Association for Talent Development Instructional Systems Design model. Michelle has provided consulting services and project leadership for state and local government agencies in California, Hawai'i, Illinois, Nevada, Oklahoma, Oregon, Texas, Washington, and West Virginia, including Metro Parks Tacoma, WA; the City of Beaverton, OR; the Oregon Department of Human Services; the Oregon Harbor of Hope; the City of Portland, Tualatin Hills Parks and Recreation District, the Association of Oregon Counties; the Oregon Youth Authority; Clatsop County, OR; and Marion County, OR;, among many others. Michelle served as a senior-level executive in three government agencies and two higher education institutions. She is also a local resource for this project, as she lives in the Portland Metropolitan area.

As **project manager**, Michelle will:

- Build and maintain a productive relationship with the City
- Participate in meetings with project leadership
- Serve as primary point of contact with the City
- Lead and perform daily project management and oversight activities
- Develop and maintain the Project Work Plan and Schedule

- Lead the analysis and development of project deliverables
- Conduct on-site interviews and focus groups
- Oversee the development of deliverables
- Present findings and recommendations to the City
- Provide subject matter expertise

Daryl Dixon
DEI SME

Daryl is an expert in implementing DEI initiatives, policies, programs, and training that advances DEI throughout the organizations he served. He is focused on developing and retaining a highly productive, diverse workforce. In these initiatives, Daryl develops long-term strategic equity goals while implementing short-term programs to meet these goals systematically. Daryl's experience includes equity policy development and implementation, cross-cultural communications, cultural competency and diversity training, anti-bias training, leadership development, community engagement, team building and conflict resolution, and EEO investigation and mediation. Daryl has a strong presence in the State and nationwide both as a consultant and as a public and on-site leadership seminar trainer and speaker. Some of Daryl's key engagements include work with the Oregon Center for Educational Equity and Multnomah County, and the North Clackamas School District, OR.

As a **DEI SME**, Daryl will:

- Be actively engaged and support the project team throughout the project
- Participate in data and document review and analysis
- Help review and evaluate the City's existing DEI work to date
- Help facilitate DEI training

- Provide subject matter expertise
- Assist with engagement activities
- Support the facilitators in documenting and reporting the artifacts, work products, and outcomes of planning meetings
- Help to develop DEI programs and policies

Michele Dotson, MPA, PMP®, CCMP, Prosci® CCP
Research Analyst

Michele is a manager in our Local Government Consulting Practice Area who focuses on organizational development, business process analysis, system selection and implementation, and change management projects. Michele is a certified PMP® and brings knowledge of local government processes and policies through her work with the cities of Alameda, Fountain Valley, Long Beach, and Novato, CA and the cities of Glendale and Surprise, Arizona, among others. She also provides change management expertise, building on her experience and leveraging her change management training and certifications, including the Prosci® CCP and Certified Change Management Professional designations, to drive stakeholder buy-in and adoption of large-scale process and policy changes. Prior to joining BerryDunn, Michele worked for several cities in management and budget analyst capacities. Her primary responsibilities included acting as a liaison to community organizations on behalf of the Mayor and City Manager; leading community engagement events with local business owners, volunteers, and citizens; and advising on policy and process review and development.

As **research analyst**, Michele will:

- Be actively engaged and support the project team throughout the project
- Participate in data and document review and analysis
- Review and evaluate the City's existing DEI work to date

- Provide subject matter expertise
- Assist with engagement activities
- Support the facilitators in documenting and reporting the artifacts, work products, and outcomes of planning meetings

2. OUR PROPOSED PROJECT APPROACH

2.1 Our Approach to Working as Part of a Multicultural/Multiracial Team

A project of this nature requires a multicultural/multiracial team. Because our proposed DEI SME, Daryl Dixon, has firsthand experience with and an in-depth perspective in regards to himself and other individuals having different backgrounds, experiences, and skin colors, he will provide unique insights and lessons learned from his past experiences. He will leverage these lessons learns and past experiences with the team and the City on this initiative. As part of this team, we will also work together to conduct the work effort with complete authenticity. We will exhibit care and respect for others, allowing individuals to speak for themselves and teach us through their own authentic experiences as someone from another racial or ethnic group. With this mindset, we will build trust with the City's stakeholders and establish a mutual buy-in this process. We believe that this opportunity is as much about us learning from you all as it is for you all to learn how to best improve the City's current DEI state and we look forward to learning about we can work together to make the City's stakeholders feel heard, respected, and cared for.

2.2 Our Approach to Project Management

As part of every project, we provide our clients with an established project management methodology based on best practices to help ensure our work is completed on time and within scope and budget. Our team applies *proven project management processes, tools, and techniques* using principles in the Project Management Body of Knowledge (PMBOK[®]) and those of the Project Management Institute (PMI[®]). We apply standard processes across the project management life cycle and scale them to fit the project's specific needs.

We will provide regular project updates with format and delivery method to be agreed upon and documented. Additionally, we will document lessons learned throughout the project. This is a project management best practice that we regularly perform on similar engagements.

Our Integrated Change Management Methodology

Stakeholders' willingness to adopt new processes and tools plays a significant role in the success—or failure—of the new systems. BerryDunn has observed resistance to change in virtually all of our operational efficiency assessment and process improvement engagements, and we will work with you to proactively address resistance by:

- Engaging stakeholders at the right level throughout the project—from initial planning through implementation—to build understanding for the need for change and gain support from the people who will be using the future solutions, and who are most familiar with current processes
- Developing and executing a Communications Plan that considers the information needs of each stakeholder group
- Documenting as-is and to-be business processes, and working with stakeholders to understand how their work will be performed in the future environment
- Monitoring training activities to help ensure that users will be prepared on day one.

We have adopted the Prosci[®] change management methodology and trained *over 100 consultants to become Prosci[®] Certified Change Practitioners (CCPs).* A central focus of the Prosci change management approach is the belief that, in order for change to work in an organization, individuals must be willing to change and understand change.

The City can be confident in our flexibility while developing and executing our change management approach. We understand that no two engagements are exactly alike, and believe that one of the primary

reasons we have been successful with similar projects is our willingness to be flexible in adapting to our clients' unique needs.

Our Utilization of the ICA ToP® Facilitation Methodology

When leading and facilitating training, we use the ICA® ToP® facilitation methodology, which has been used for over 30 years to facilitate adult learning and group processes. This methodology is rooted in the principles of inclusion and is a consensus-based. We utilize these principles in an effort to focus on including all points of view, perspectives, and experiences. These methods help ensure that the training experience will be:
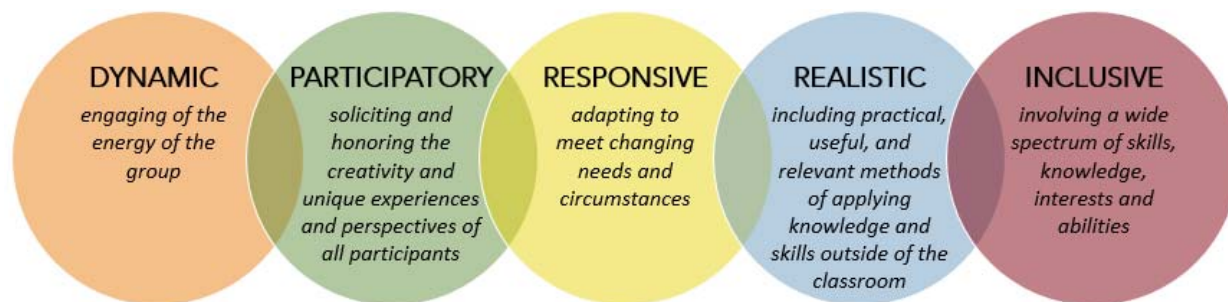
The ToP® methodology emphasizes structured participation that pulls as much information as possible into the training so that learning is enhanced and the unique experiences of each participant can be fully leveraged by the group.

2.3 Details of Our Proposed Project Work Plan

An equity audit and comprehensive review of the City's policies should produce fundamental decisions and actions that will shape and guide the organization's commitment to DEI. It will describe how it will transform practices in serving West Linn residents and the entire community. The recommendations we develop will articulate not only the status of the City's current state, desired future for DEI, and the actions needed to make progress, but also how the City will gauge its success in implementing its vision.

What follows is a detailed description of the planned tasks and deliverables to deliver the services requested by the City. We also provide the associated timeline estimates to conduct each phase to best meet the goals and objectives described in the RFP. It is our intention to have our proposed project manager, Michelle Kennedy, be the primary point of contact throughout the duration of the City's project. Because she is a local resource, she will be available to be present on-site as needed, pending the COVID-19 restrictions.

Our approach is based on a proven methodology, yet still flexible in accommodating the unique needs of the City. Our approach will include a racial equity audit and policy review, recommendations, short-term actions, and long-term goals. We recognize that some staff and stakeholders might participate in these types of projects with some level of hesitancy and resistance, and we use our certifications and expertise with organizational change management and facilitation tools and methodologies throughout the project to help ensure that the staff and stakeholders feel comfortable sharing their perspectives, concerns, and ideas.

PHASE 1.1: PROJECT INITIATION	
TASK	**DETAILS**
1	**Kick-Off Meeting:** Within seven days of the notice to proceed date, we will coordinate with the City to schedule a project kick-off meeting. The meeting will include the BerryDunn team, City leadership, and other staff, as appropriate. BerryDunn will collaborate with the City to create a meeting agenda that will involve a review of the scope of services, the process, expectations, requirements, outcomes, communication, reporting requirements, and timeframe for completing the project. We will also identify benchmark cities to include in best practice research. Following the kick-off meeting BerryDunn will finalize a Project Work Plan that outlines its objectives, timeline for completion, and management strategies and preferences. Throughout the project, the project manager will also provide Biweekly Status Updates that describe the activities and accomplishments for the reporting period, plans for the upcoming month, risks or issues encountered during the reporting period, and anticipated problems that might impact any project deliverable.
	Deliverable 1 – Project Work Plan
	Deliverable 2 – Biweekly Status Updates

June 15 – June 30 and ongoing

PHASE 1.2: EQUITY AUDIT AND POLICY REVIEW	
TASK	**DETAILS**
2	**Data Review:** One of the most important elements of a DEI consulting engagement is the consultants' ability to have an in-depth understanding of the organization's current state. As an effort to gain this level of understanding, we will conduct a full data analysis. This analysis will include reviewing of the City's current program, work practices and structures, workplace and workforce data, community demographics, community surveys and results, previous stakeholder input on DEI, and other items of importance provided by the City. A data request form will be provided to guide the City through data collection activities.
3	**In-Depth Policy Review:** Our DEI SME will conduct a comprehensive analysis of all relevant programmatic and operational policies through an equity lens. We will review all policies that direct and guide housing, transportation, land use, economic and public safety decisions and programs. We will also review policies surrounding the City's hiring, recruitment, retention, and employee development practices. We will document the strengths and weaknesses of the City's existing policies and identify gaps and opportunities for improvement. The resulting analysis will be integrated with our document review and our qualitative research efforts involving City staff, stakeholders, and comparable cities/municipalities.
4	**Benchmark and Best Practices Research:** We will collaborate with the City to identify up to four benchmark cities that have successfully implemented a DEI framework and program. We will research the DEI policies and plans each organization has developed and note successes in implementing DEI strategies to create a more inclusive culture and produce more equitable outcomes for community members. We will use a combination of interviews and data reviews to complete our analysis.
5	**Interviews and Focus Groups**: We will use the data gathered during Tasks 2-4 to identify specific discussion topics for the one-on-one and group interviews with City leadership, staff, and stakeholders. The format of these meetings will involve one-on-one sessions with elected officials, senior-level leadership, and selected stakeholders, and group interviews with mid-level managers, staff, and stakeholder groups. We anticipate that these interviews will take place over one and half days on-site, unless factors require remote facilitation, such as the availability and preference of those involved or the City's requirements under COVID-19. We will work with the City during project initiation to determine the right mixture of one-on-one and group interviews to achieve the project goals and accommodate the project budget.

June 29 – August 28

	PHASE 1.2: EQUITY AUDIT AND POLICY REVIEW	
	TASK	**DETAILS**
June 29 – August 28	**6**	**Key Themes and Desired Future State:** Based on previously gathered information, our team will develop key themes in the current environment, opportunities for improvement, and innovative practices and ways to shift policies to emphasize a DEI lens and framework. We will synthesize this information into a description of a desired future state that creates more opportunity and better outcomes for West Linn community residents and populations who are under-served and/or historically affected by discriminatory practices.
	7	**Gap Analysis – Key Themes and Desired Future State:** Our team will facilitate a teleconference with the City's project team to solicit feedback to finalize the vision for the City's desired DEI state. We will integrate that feedback and conduct a gap analysis between the current and future state to identify the actions and investments that will be needed to achieve the City's future DEI vision. We will facilitate a second teleconference to review the gap analysis with the City, solicit feedback, and develop a summary report of the work to date.
	Deliverable 3 –Key Themes, Future State, and Gap Analysis Summary Report	

	PHASE 1.3: DEVELOP AUDIT REPORT	
	TASK	**DETAILS**
August 31 – September 21	**8**	**DEI Policies and Implementation Plan:** Using the key themes, future state, and gap analysis as a foundation, we will develop DEI policies for inclusion in all of the City's functional areas and programs. We will also embed new inclusive policies and practices into the City's culture. This will include policies to guide decision-making related to housing, transportation, land use, economic development, and public safety, and the City's hiring, recruitment, retention, and employee development, communication, and public engagement practices. We will develop a plan for implementing the recommended policies, including short-term actions and long-term goals for DEI policy adoption. We will also make recommendations for evaluating the effectiveness of the policies once fully implemented.
	9	**Final Audit Report:** Our team will facilitate a teleconference with the City's project team to present the draft policies and implementation plan, solicit feedback, and draft the Final Audit Report. The report will include all of the deliverables from project Phases 1-3, as well as a description of the process used to conduct the audit and additional recommendations to help the City sustain its DEI work long-term.
	Deliverable 4 – Final Audit Report	

	OPTIONAL PHASE 1A: DEI TRAINING FOR CITY LEADERSHIP	
	TASK	*DETAILS*
September 21 – October 9	*10*	*Customized DEI Training Workshop: Our DEI SME will customize our existing curriculum of DEI training curriculum to create a workshop that will assist the City's senior leadership and key staff in successfully implementing new inclusive policies and transforming the organization's culture. The workshop will incorporate key themes from the equity audit and proven DEI best practices to set the foundation for an inclusive and equitable culture within City government and the broader community.*
	11	*DEI Training: Our DEI SME will conduct four half-day in-person training sessions for the City: one for elected officials, one for senior-level leadership (department directors and senior managers), one for selected mid-level managers, and one for staff in key roles.*
	12	*Training Workshop Evaluation: At the end of each workshop session, participants will evaluate the effectiveness the training content, the presenter, and the overall training experience. Our team will compile the individual evaluations and provide the City with a summary report of the documenting the results of each workshop and an evaluation of the training as a whole.*
	Optional Deliverable 5 – Training Evaluation Report	

3. OUR RELEVANT EXPERIENCE

3.1 References

In Table 1 below, we provide three references that can speak to our team's experience and qualifications to provide the work requested by the City. We would be happy to provide additional references upon the City's request.

Table 1: References

Client	Project	Contact
City of Beaverton, Oregon	Strategic Planning and Organizational Development Services	Ms. Cheryl Twete Department Director 503-526-2422 ctwete@beavertonoregon.gov
Gladstone School District, Oregon	DEI Consulting Services: Training, and Policy Creation	Mr. Bob Stewart Superintendent 503-901-5584 bob@gladstone.k12.or.us
North Clackamas School District, Oregon	DEI Consulting Services: Community Engagement and Training	Ms. Shelly Reggiani Executive Director of Equity and Instructional Services 503-709-7173 reggianis@nclack.k12.or.us

3.2 Experience Providing Similar Consulting Services

In Table 2 below we provide a representative list of relevant project experience related to the services requested by the City. We would be happy to provide additional detail or contact for any said project upon City request.

Table 2: Similar Consulting Services Projects

Client	Project Description
City of Beaverton, OR	Organizational and Leadership Development
Metro Parks Tacoma, WA	Organizational and Leadership Assessment
Gladstone School District, OR	DEI Consulting Services: Training and Policy Creation
North Clackamas School District, OR	DEI Consulting Services: Community Engagement and Training
Diversity Resource Group, GA	DEI Training and Consulting services
Multnomah County, OR	DEI Strategy Development, Decision Making, Priority Setting, and County Policy Development and Implementation

3.3 Sample List of Past and Current Clients

In Table 3 below, we provide a sample list of our team's past and current clients in the region.

Table 3: Sample of Regional Past and Current Clients

Clients		
• Bay Area Air Quality Management District, CA	• City of Richland, WA	• Northwest Family Services, OR
• Central Washington University, WA	• City of San Jose, CA	• Oregon Department of Administrative Services
• City of Alameda, CA	• City of Shoreline, WA	• Oregon State Lottery
• City of Beaverton, OR	• City of Snoqualmie, WA	• University of Nevada School of Medicine, NV
• City of Fountain Valley, CA	• City of Vancouver, WA	• University of Nevada, Las Vegas, NV
• City of Grants Pass, OR	• DePaul Treatment Center, OR	• USC Sol Price School of Public Policy
• City of Kirkland, WA	• Double Tree Hotel	
• City of Long Beach, CA	• Lee Hecht Harrison, OR	• Warner Pacific College, OR
• City of Novato, CA	• Metro Parks Tacoma, WA	• Umpqua Bank, OR
• City of Pasco, WA	• Port of Portland, OR	
• Spokane Public Schools, WA	• Multnomah County, OR	
• City of Puyallup, WA	• Multnomah Athletic Club, OR	
	• NIKE	

4. PROPOSED PROJECT COST

4.1 Methodology and Approach to Cost

After careful review of the City's scope of work and our experience conducting similar projects, we have determined that the development of the requested DEI plan, program and program structure would exceed the City's stated budget of $40,000. We understand the City likely has budgetary constraints; however, and we are pleased to propose an approach that is both phased to work within the immediately available budget and includes reductions we have elected to make to demonstrate our strong desire to work with the City.

The work plan and budget we are proposing in response to the City's RFP is the equity audit and policy review only (Phase 1). This is followed by an optional phase for DEI training for Leadership (Phase 1A). Additional work effort would be to engage additional stakeholders, administer training, and further develop the DEI program. These future phases are summarized on the following page in Table 4 and the associated timeline is outlined in Table 5. We are proposing to further discuss the scope for these phases and our involvement as we complete Phase 1, recognizing any opportunities to leverage internal resources. Effectively planning these phases depends on Phase 1 such that our work in the first phase will lay the foundation for the subsequent efforts.

Table 4: DEI Program Development Key Elements and Timeline Estimates

Phase 2 *Stakeholder Engagement*	Phase 3 *Training*	Phase 4 *DEI Program Development*
• City Diversity Advisory Council formation advisory services • Stakeholder engagement in DEI work recommendations	• City staff training • Train-the-trainer training	• Community partner outreach and communication on DEI issues • Internal system identification for DEI culture post-training • Program success evaluation methods recommendations and implementation

Table 5. DEI Program Development Timeline Estimates

Phases 2-4	Month							
	1	2	3	4	5	6	7	8
2: Stakeholder Engagement		2-3 months						
3: Training				1-2 months				
4: DEI Program Development						2-3 months		

4.2 Proposed Project Cost

In Table 4 on the following page, we outline our proposed project cost per phase based on our proposed work plan.

Table 6: Proposed Hourly Rates

Phase 1	Cost
1.1: Project Initiation	$8,100
1.2: Equity Audit and Policy Review	$20,600
1.3: Audit Report Development	$8,100
Services Sub-Total	**$36,800**
Phase 1 Travel Estimate	$2,900
Phase 1 Total	**$39,700**
OPTIONAL PHASE 1A: DEI Training for Leadership (with travel)	$5,900

We will plan to submit monthly progress invoices towards the completion of each phase on a fixed-fee basis. Each invoice will include the actual travel expenses, on a billed-as-incurred basis. Recognizing the potential need to conduct some project tasks remotely, we have included this line item separately. Our teams are well versed in leading similar projects remotely and will do so where it meets the needs of the project.

We would be happy to further discuss our proposed project cost in light of the City's stated budget as well as in consideration of our optional and future phases described above. At this time, we would be pleased to include all future work at the composite hourly rate of $205, exclusive of travel expenses.

Seth Hedstrom, PMP®, LSSGB
Principal

Public-Sector Experience: 11 years

Seth focuses on assisting public-sector clients with organizational needs assessments and process improvement services, which includes analysis of the current state, recommendations for the future state, and planning the actions required to make the recommended improvements.

Key Qualifications

- Leads the Finance and Administration Practice within BerryDunn's Local Government Consulting Practice Area
- Project management for organizational assessments and process improvement services
- Experience in full life cycle of organizational assessments and process improvement services
- Experience with system selection, implementation, and organizational development initiatives with regionally relevant clients

Relevant Experience

Project Management: Seth has managed organizational needs assessment and process improvement projects for some of BerryDunn's largest local government clients, including the City of Cambridge, Massachusetts.

Organizational Assessments: Seth has been involved in numerous organizational assessment projects, which involve current environment analysis, future state planning, and the development of an implementation plan for incremental improvements over a multi-year planning horizon to align with the resources of the clients.

Business Process Improvement: Seth has provided business process improvement services for many BerryDunn clients, either as a stand-alone engagement or as part of an enterprise system selection. His experience includes documenting as-is business processes, benchmarking processes with similar organizations, introducing best practices, and developing to-be business process recommendations.

Key Clients:

- City of Alameda, CA
- City of Bismarck, ND
- City of Cambridge, MA
- Coconino County, AZ
- City of Fort Collins, CO
- City of Fountain Valley, CA
- Glynn County, GA
- City of La Mesa, CA
- City of Long Beach, CA
- City of Mesquite, TX
- City of Midland, TX
- Monroe County, FL
- City of Novato, CA
- City of Santa Fe, NM
- Scott County, IA
- City of Sioux Falls, SD
- City of South Jordan, UT
- City of Surprise, AZ

Education and Memberships

BS, Business Management, Babson College
Project Management Professional (PMP), Project Management Institute
Lean Six Sigma Green Belt Certified
Associate Member, Government Finance Officers Association (GFOA)

Michelle Kennedy, Prosci® CCP
Senior Consultant

Public-Sector Experience: 30 years

Michelle brings 20 years of government sector consulting experience in organizational assessments, community engagement, strategic planning, leadership development and executive coaching, organizational change management, program evaluation, and business process improvement.

Key Qualifications

- Organizational development consulting with more than 60 public sector organizations
- Served as an executive manager in three Oregon government agencies
- Experience in aligning organizational strategy with DEI policies, plans, and practices

Relevant Experience

Metro Parks Tacoma, (MPT) Washington – **Organizational and Leadership Assessment**: Michelle is leading BerryDunn's assessment of the organizational structure, methods and tools related to how Metro Parks Tacoma (MPT) delivers district programs and services. This work includes review of existing documentation; administration of a districtwide survey of employees; individual and group interviews with 75 department leaders, managers, and staff; and analysis of the organizational structure, operations, systems, and culture of MPT. BerryDunn developed findings and recommendations for changes to organizational structure and capacity, as well as improvements to operations, systems, and organizational culture, incorporating established best practices in the park and recreation industry. Michelle partnered with MPT's DEI consultant throughout the project to align BerryDunn's assessment and recommendations with the DEI framework included in the district's Strategic Master Plan.

City of Beaverton Community Development Department – Executive Coaching, Leadership Development and Strategic Planning: Michelle is providing coaching, leadership development and strategic planning facilitation to executive managers and teams within the city's Community Development Department (CDD). This work involves: administering the Hogan Leadership Assessment and providing interpretive feedback to each member of the executive management team, facilitating the Gallup Employee Engagement survey and assisting CDD in developing action plans to address the results, providing on-going coaching to the CDD Development Division team, providing coaching and training to the teams and individuals responsible for the department's continuous improvement effort and facilitating the development the department's strategic plan. Michelle has partnered with the City's Cultural Inclusion Manager to ensure all training and coaching was developed and delivered through a DEI lens and that the department's strategic plan aligns with the City's DEI plan through specific DEI goals related to community development activities.

City of Tacoma, Washington Human Services Department – *Community Needs Assessment and Four-Year Human Services Strategic Plan*
Michelle conducted an environmental scan, needs assessment and geographical mapping of the community's demographics and socio-economic conditions to support the development of a strategic plan to address the City's human services' needs. The plan was developed through a DEI lens, and Michelle led the consulting team in using the Opportunity Index as a strong equity lens to identify inequities and gaps in program and service delivery. With the scan as the foundation, she led the City Council, the Mayor, the City's Human Services Department and the Human Services Commission in the creation of a four-year plan that is the policy guide for the City's investment strategy and human services funding decisions.

Clatsop County, Oregon – *County Administrator Review*
Michelle conducted a comprehensive management review of the leadership, organizational structure, culture, and operations of Clatsop County. The purpose of this review was to take a holistic look at the effectiveness of the county's executive leadership and make recommendations for improvement. The review was prompted by significant conflict, political in-fighting, and contentious relationships amongst the County's board members, elected officials, County Administrator, and labor unions. Michelle conducted the engagement under high public and media scrutiny. The review included confidential data gathering and interviews with staff, managers, elected officials, community stakeholders, and state legislators, recommendations for leadership improvement and executive coaching for the county administrator.

Marion County, Oregon – *Organizational Assessments*
Michelle conducted an assessment of the organizational culture and a management review of leadership and communications of the Marion County Juvenile Department. She made recommendations to improve the relationship between senior management and line-staff and the Department's organizational culture and assisted with the initial steps of implementing the changes. She also conducted an organizational assessment for the Board of Commissioner's Office and made recommendations for changes to the organizational structure, staffing assignments, and communication to better support the Board's needs. Michelle led a re-alignment and business process streamlining of the county's enterprise business functions to improve efficiency and customer service.

City of Portland, Oregon – Leadership Development: Michelle developed and delivered a seven-module managerial and leadership training program for the City of Portland. This work involved developing customized curriculum, design of a train-the-trainer component, selection of trainers, and pilot delivery of the training to selected City trainers and City managers and supervisors.

Portland Development Commission – Leadership Development: Michelle conducted a comprehensive assessment of the leadership development needs of the Portland Development Commission with the goal of improving the performance of managers throughout the organization. This involved assessing the strengths, weaknesses, and development needs of all of the agency's managers and management structure. The end products of this engagement were 24 recommended improvements to leadership of the organization, an action plan for implementing the recommendations, and the recruitment of an organizational development expert to implement the change management and leadership development recommendations.

Key Clients:
- City of Beaverton OR
- City of Portland, OR
- City of Tacoma, WA
- City of SeaTac, WA
- City of Woodinville, WA
- Clatsop County, OR
- Marion County, OR
- McHenry County, IL
- Lake County, IL
- Multnomah County, OR
- Portland Development Commission
- Portland State University
- San Mateo County, CA
- Tacoma Public Utilities

Education and Memberships

BA, Journalism/Mass Communication, Iowa State University
Institute of Cultural Affairs (ICA) *Technology of Participation*® certified facilitation practitioner
Prosci® Certified Change Practitioner
Hogan Leadership Assessment System® certified practitioner
Myers Briggs Type Indicator® certified practitioner
Member, Organization Development (OD) Network

Daryl Dixon
Senior Consultant

Public-Sector Experience: 26 years

Daryl is an expert in implementing DEI initiatives, policies, programs, and training that advances DEI throughout the organizations he served. He is focused on developing and retaining a highly productive, diverse workforce. In these initiatives, Daryl develops long-term strategic equity goals while implementing short-term programs to meet these goals systematically. Daryl's experience includes equity policy development and implementation, cross-cultural communications, cultural competency and diversity training, anti-bias training, leadership development, community engagement, team building and conflict resolution, and EEO investigation and mediation.

Key Qualifications

- DEI industry expert with 15 years of consulting experience and firsthand experience as a public-sector employee
- Strong presence in the State of Oregon conducting similar DEI-related projects
- National speaker and trainer for DEI programs and leadership development

Relevant Experience

DEI Training and Coaching: Daryl is an expert coaching and training facilitator. He motivates his participants to speak authentically and work towards achieving what is deserved. He also helps organizations to implement DEI initiatives with a focus on policy analysis and development, cultural competency, and leadership development.

DEI Policy and Program Management: Daryl is well-versed in the importance strategic development, decision making, priority setting, and policy development and implementation plays in DEI initiatives. He acts as a catalyst for organization change by promoting and implementing organization-wide DEI initiatives. He looks for opportunities to create and coordinate cultural competence models and develop models, policies, and organization-wide structures to best incorporate best practices and future business trends. As a result, Daryl delivers meaningful results to key stakeholders.

Project/Program Management: Organizations engage Daryl to lead and develop organization-wide DEI programs, initiatives, and plans. His programs and strategies promote and increase levels of engagement from diverse communities, community partnership in supporting organizational goals, and organizational culture of awareness, inclusion, respect, and accountability.

Key Clients:

- Oregon Center for Educational Equity, OR
- Diversity Resource Group, GA
- Multnomah County, OR
- North Clackamas School District, OR
- Gladstone School District, OR
- DePaul Treatment Center, OR

Education, Memberships, and Awards

Master of Divinity, George Fox University, Portland, Oregon
BA, Morehouse College, Atlanta, GA
Certified Equal Employment Opportunity (EEO) Investigator
Diversity Spirit Achievement Award
Former EEO Officer, US Army
Former Board Member, Regional Arts and Cultural Commission

Michele Dotson, MPA, CCMP™, PMP®, Prosci® CCP
Manager

Public-Sector Experience: 10 years

Michele is a manager in BerryDunn's Government Consulting Group with five years of prior municipal government experience. While her experience has given Michele insight into various local government operations, her greatest strengths are in the areas of city administration, budget, finance, communications, marketing, and citizen engagement.

Key Qualifications

- Experienced manager within BerryDunn's Government Consulting Group
- Well-rounded perspective with strengths in city administration, budget, finance, communications, marketing, and citizen engagement
- Led numerous change management efforts for system selection and implementation projects

Relevant Experience

Project Management: Michele has served in the project manager and/or engagement manager capacity for a number of local government clients in California, Arizona, New Mexico, Colorado, and Texas.. In these roles, Michele had primary responsibility for engagement success, tracking project milestones; monitoring open risks and issues; developing project deliverables and associated communications; and providing oversight of change management, testing, and training.

Change Management: As a Prosci® Certified Change Practitioner who has led change management efforts for system selection and implementation projects alike, Michele brings an understanding to each project of how change management can enhance an organization's ability to achieve project goals. Michele's knowledge of current change management research and lessons learned from previous engagements allows her to assist BerryDunn clients in preparing for, managing, and reinforcing change related to enterprise system projects.

Local Government Experience: As an analyst for several local government entities, Michele served as liaison on behalf of the Mayor and City Manager; developed communications for the City's executive staff and elected officials; organized community engagement events; and performed research and analysis for operational and policy decisions.

Key Clients:

- City of Alameda, CA
- City of Allen, TX
- City of Arlington, TX
- City of Boulder, CO
- City of Brighton, CO
- City of College Station, TX
- City of Fountain Valley, CA
- City of Glendale, AZ
- City of Long Beach, CA
- City of Novato, CA
- City of Santa Fe, NM
- City of Sugar Land, TX
- City of Surprise, AZ
- Coconino County, AZ
- Louisville/Jefferson County Metro Government, KY
- Pitkin County, CO

Education and Memberships

Master of Public Administration (MPA), University of Kansas
BA, Communications, International Relations, Texas Christian University
Project Management Professional (PMP), Project Management Institute
Prosci® Certified Change Practitioner
Member, Association of Change Management Professionals (ACMP)
Member, Government Finance Officers Association of Texas (GFOAT)

May 19, 2020

City of West Linn
Diversity, Equity and Inclusion Audit and Program Proposal

Center for Equity and Inclusion
5757 SW Macadam Ave, Suite 150
Portland, Oregon 97239
www.ceipdx.org

Contact: Karen Belsey 503-451-3003

About Center for Equity and Inclusion

Our mission is to transform the spaces we work and live in so that all people can experience a sense of inclusion and belonging.

Founded in 2015 by educators Hanif Fazal and Frewine Kiros, Center for Equity and Inclusion (CEI) is a Person of Color-owned organizational change consultancy based in Portland OR that provides a range of services for clients to transform their culture and systems using a racial equity framework. CEI has served over 100 clients nationwide in different sectors: civic, non-profit, foundation, education and private. We bring people together to connect the dots between personal beliefs, organizational leadership and culture, and the institutional practices and policies that manifest disparities grounded in racism. We take an intentional, agnostic approach to our work. We put people first.

With over 20 years of collective expertise, our model integrates research, assessment, learning, tool-building, leadership development, strategic planning, and operationalizing support so our clients can both build capacity and sustain their equity and inclusion efforts over time. By doing so, our clients and the communities they serve can all thrive together.

Our Approach

CEI will work with the City of West Linn (COWL) to facilitate transformational change through an initial 15-24 month engagement that focuses on assessment, training, internal capacity building, leadership development, overall racial equity tool-building, and possibly restorative justice work. With CEI's support, COWL can have the long-term support it needs to develop and sustain a commitment to equity and inclusion long-beyond its involvement with CEI.

Our key goals in this engagement are:
- To be in collaborative partnership with COWL staff and leadership to work from the inside out; supporting the City's internal ability to operate equitably and inclusively before turning attention to external programming and services.
- To build a strong foundation for this work by acquiring an accurate assessment of the COWL culture and, if deemed necessary, leading restorative justice listening and work sessions before embarking on equity advancement efforts.
- To begin building capacity for DEI working with an Equity Team, COWL's Leadership Team and City Council using a racial equity framework with the aim of eventually engaging all staff.
- To provide COWL leadership and staff with building blocks that will support efforts to audit, plan, and implement equitable and inclusive policies and programs in a sustainable manner long after CEI's is no longer engaged.

- To clearly and effectively plan and communicate both the "why" and "how" of DEI learning and operationalizing across the organization.
- To provide the expertise to listen, guide and learn with COWL as staff and leadership involved begin to develop the COWL Equity Lens and apply it across all aspects of practice, policies and protocols.
- To provide the support needed to draft the framework for COWL's Racial Equity Plan that COWL will own over time.

CEI's approach will draw upon our extensive adaptive facilitation experience using a combination of instruction, guided questions, and opportunities for storytelling, reflection and experiential learning. Our success lies in our ability to engage participants coming from very different experiences, from those with extensive DEI experience to those to who are resistant to addressing anti-racist and other anti-oppression topics.

Theory of Change

CEI's work is anchored by a single theory of change: in order for meaningful, sustainable change to occur, a transformative process is necessary. This process must support all people (personal work) in developing a common language, consciousness, and value in relationship to equity, diversity and inclusion (culture work). It must also include the development of clear, usable tools that inform the creation of a visionary and tactical equity plan that operationalizes equity and inclusion into an organization's identity, policies and procedures (institutional work).

Applying this theory of change, CEI will engage COWL in a long-term effort to embed DEI across all aspects of its internal and external work.

Scope

This 15-24 month engagement is comprised of the following components:

Planning and Alignment (1-2 months)

At the outset, CEI and key COWL leaders will meet to build relationships, discuss goals of the overall engagement, clarify activities, and review logistics (scheduling, etc.). From here, we will set up a limited number of additional planning and alignment sessions to:

- Assess when and if Restorative Justice listening and work occurs
- Set the cultural assessment process in motion
- Guide COWL in how it begins to recruit and onboard an Equity Team. The primary goal for the Equity Team (or E-Team) is to build internal capacity to become DEI champions and holders of COWL's organizational Equity Toolkit over time. This group of 12-20 will be a cross-section of roles and personal identities from COWL including significant leadership representation.
- Provide preliminary support COWL as it develops a comprehensive communications strategy (internal and external) to inform staff, leadership and external stakeholders about the work that lies ahead
- Once the Equity Team is selected, schedule an orientation session to prepare and set expectations for what's ahead in DEI learning, homework and toolkit building during this engagement.

> <u>What We'll Do</u>
> - Hold **2-3 planning meetings with COWL key leads** to discuss our shared goals, initial schedule, roles and responsibilities, assessment planning, Equity Team planning and communication strategy efforts
> - Provide **Equity Team recruitment and general communication support**.
> - Hold an **Equity Team Orientation** to build relationship, set expectations and review logistics.

Cultural Assessment (3-5 months)

At the core of an inclusive work culture is individual experience, in particular one's sense of belonging, safety, and the ability to preserve a sense of authentic self. CEI's Cultural Assessment measures personal experience as it relates to workplace culture and how culture is developed through executive influence, institutional policies, and broader, systemic influences.

The Cultural Assessment will happen in tandem with onboarding the new Equity Team.

After we spend time with internal planning for the Assessment (this includes time with COWL stakeholders), CEI will roll out our online all-staff survey. Data gathered from this survey will inform how we plan the follow up qualitative work: a series of small focus groups and individual interviews. All data gathering is confidential and will not be shared with COWL to ensure staff feel safe in the feedback they provide to CEI.

The culmination of the Assessment is an initial share out of learnings with COWL's leadership team and other key leads in this engagement. Following the Equity Team Foundation Intensive (see below), we may then share learnings with your Equity Team (note: there are dependencies we will need to discuss once we have synthesized Assessment findings).

> What We'll Do
> - Lead an **assessment-specific kickoff and planning meeting** with COWL key leads in this engagement to review scope and schedule, confirm roles and responsibilities, and discuss goals
> - Prepare and distribute CEI's online **Cultural Assessment survey** to COWL's entire staff. The survey is anonymous and takes approximately 20-30 minutes.
> - Based on survey learnings, run a **set of small focus groups and/or individual interviews** to gain further insight to personal experiences at COWL
> - Analyze and synthesize survey and focus group/individual interview feedback into a **Cultural Assessment Summary Report.**
> - Lead a **Cultural Assessment summary share out** with COWL's leadership team and/or the COWL Equity Team

Possible - **Restorative Justice (2-3 months)**

If/When emotions are high, the potential for discord among staff may exist within an organization. In these circumstances, the likelihood of embarking upon a successful equity advancement effort can be limited. In the event that initial discussions with key COWL leads or results from the Cultural Assessment indicate the presence of significant discord between COWL staff, CEI may recommend that members of COWL staff go through a Restorative Justice (RJ) process. In this case CEI will provide DEI leadership and facilitated expertise to listen, lead a set of facilitated conversations, and provide any other restorative justice support with the goal of building community and healing relationships so all parties can focus on work together with trust and understanding in service of the City.

> What We'll Do:
> - Plan for, schedule and lead a **series of focus groups and interviews** over the course of 3 weeks.
> - Prepare and present a **summary of the themes and issues raised** during the listening sessions.
> - Prepare for, schedule and facilitate up to **three 4-5 hour restorative justice sessions.**

Equity Team Learning (11 months)

Equity Foundation Intensive: After COWL's Equity Team is confirmed and Orientation occurs, CEI will lead an Equity Foundation Intensive. Typically a 2.5-day in person learning intensive, we will determine what may need to be modified based on COVID-19 protocols.

The outcome of this intensive is to invite both Equity Team and COWL leadership together to begin to develop the competency and commitment needed to build equitable and culturally inclusive practices, policies, and protocols across COWL and the communities it serves. We encourage all of COWL's leadership to participate because this time together is critical for grounding DEI learning and the work that's ahead in this engagement.

Curriculum themes for the Equity Foundation Intensive include:
- Establishing a shared common language and framework for critical analysis with an explicit focus on race
- Establishing agreements and protocols between Equity Team members that promote equity and create safe spaces for productive conversations about equity and inclusion
- Exploring historical foundations of structural racism and how these impact current practices and outcomes
- Unpacking individual and institutional biases that result in systems that disproportionately impact underrepresented individuals and communities
- Providing a preliminary exploration of implicit bias against underrepresented groups served by or within COWL that may work against organizational values and priorities
- Identifying and de-centering dominant culture from COWL's operational and programmatic practices; identifying and developing the foundation for a plan to infuse equitable and inclusive practices at the operational and programmatic levels

Equity Team Work Sessions: After the Equity Foundation Intensive, CEI will meet with COWL's Equity Team at least once a month for 11 months in person or remotely to engage in ongoing, capacity-building efforts. Sessions may be as long as 5 hours or as short as 3 hours. With social distancing considerations that may still be in place, CEI can work with COWL to schedule and determine the appropriate concentration of remote sessions.

Some themes and activities we'll cover include:
- Reinforcement and continued development of common language, framework, and protocols so COWL's Equity Team can productively navigate and advance equity and inclusion efforts internally.
- Strategic considerations of COWL's mission, vision and values and how each of these intersect with equity and inclusion.
- Application of DEI concepts to COWL's organizational culture.
- Development of COWL's Equity Lens. This will become a critical tool for COWL to engage in equitable and inclusive decision-making. Considerations include:

- - Understanding and unpacking how implicit bias impacts institutional and individual decision-making that lead to disparities in the way COWL operates and the communities COWL serves.
    - Identifying key questions and actions that will consistently guide current and future decision-making within COWL
  - Considerations related to when and how training and subsequent DEI work will roll out to fuller COWL staff.
  - Development of Equity Plan framework that eventually will specify concrete goals, action steps and milestones to advance DEI across COWL. Plan elements may address overarching internal policies and practices related to human resources, budgeting, decision making, DEI roll out plans to individual departments and practices related to organizational culture, as well as external elements related to programming and community partnerships.
  - Review and discussion of homework that will be assigned between sessions.

> What We'll Do:
> - Prepare and lead a **2.5-day intensive training** or alternately designed remote training session with COWL's Equity Team and leadership,
> - Offer **eleven (11) in-person monthly learning sessions** or an ample series of virtual sessions with COWL's Equity Team focused on DEI learning and tool-building
> - Guide COWL's Equity Team to develop and apply an **Equity Lens**.
> - Support the development of a COWL **Equity Plan Framework**
> - Lead a **mid-point check in** with COWL's Equity Team to review personal learning and Equity Toolkit development progress. Discuss changes or adjustments that may need to occur based upon organizational progress.
> - Provide **homework & reading materials** based on each session's topics.

1:1 Coaching and Consultation (ongoing throughout engagement)

CEI's facilitators will be available to provide general consultation to COWL's Equity Team and Leadership to help navigate internal dynamics, homework (assigned between sessions) and other issues as they arise. We also recommend using this time to meet monthly with the organizational leader to support their leadership of this work by helping them navigate the complex challenges associated with being both a leader and a learner in equity advancement.

> What We'll Do:
> - Provide **30 hours of coaching/consultation** with COWL's Equity Team and Leadership across the duration of this engagement.

City Council Training (Single Day)

It's essential for the COWL City Council to be brought along in this effort as well. CEI will offer a full day in-person or comparable remote Council learning session(s) where members participate in DEI learning activities, are exposed to the agreements, common

language, and framework that the E-team is using (see Equity Foundations Training above), and explore their role in supporting and championing these efforts as well as holding COWL staff accountable.

> What We'll Do:
> - Prepare and lead a **full-day intensive training** or alternately designed remote training session with COWL's City Council.

Optional but Recommended - Leadership Team Learning (4 months)

Organizational transformation is hard work. Often, leaders can be uncertain how to navigate the complexities of organizational needs, their role and what it takes to maintain momentum for advancing DEI. CEI will provide a series of leadership-only work sessions, occurring concurrently with E-team sessions, to clarify roles, troubleshoot issues and create space where COWL leaders can explore what it means to lead.

> What We'll Do:
> - Offer **four (2-4 hour) in-person or remote Leadership learning sessions** focused on DEI learning and tool-building for leaders.

Equity Foundations Training for the Full COWL Staff

The full COWL staff will benefit from training so the full organization can share agreements, common language and consciousness. Historically, CEI has found that in organizations the size of COWL, it is wise to wait to train the full staff until after leaders and the E-team are trained and feel prepared to address staff issues and questions that may arise following the training. This may occur during the initial year of work with CEI or in the following year. If however there is eagerness to train staff during the initial year, CEI is able to provide a two day Equity Foundations Training (see above) to groups of 30- 40 attendees at a time.

> What We'll Do:
> - Offer **a two day Equity Foundation training (or remote equivalent) to groups of 30- 40 COWL staff** at a time focused on DEI learning and tools.

Deliverables
- COWL Cultural Assessment Report
- If Required - Restorative Justice Process for members of COWL staff
- Equity Team Learning and Development (2.5 day Equity Foundations Intensive followed by 3-5 hours of remote and/or in-person learning and tool building monthly for 11 months).
- Full day COWL City Council Equity Foundations Training
- Optional - Leadership Development (approximately 2-4 hours of monthly learning and tool building for 4 months)
- Development of the COWL Equity Toolkit:
    - Common Language
    - Agreements

- o   Equity Statement
- o   Equity Lens
- COWL Equity Plan Framework

Timeline

Because of current commitments CEI is currently available to begin scheduling work in September 2020. A general timeline follows with the understanding that it is based upon issues that arise, the ease of scheduling, and the possible need for restorative justice work.

Sept '20	Planning & Alignment and Cultural Assessment Process begin
Oct/Nov '20	E-Team Selection, Orientation, and Training. Determination of need for Restorative Justice (RJ)) Process. Leadership Sessions begin
Dec/Jan '21	Cultural Assessment Report, E-Team Sessions begin (if no Restorative Justice)
Feb - Dec '21	City Council Training (late winter) Leadership Sessions (b-monthly) E-Team Work Sessions (monthly) Mid Process Check-In (spring)

Cost & Methodology $161,806 - $293,692

The CEI proposal for COWL is based upon an hourly rate of $250 plus an overall administrative rate of 15%.

Planning and Alignment	*$13,110*
Cultural Assessment	*$60,088*
Equity Advancement with E-team + Coaching & Consultation	*$81,708*
City Council Training	*$ 6,900*
	$161,806
Equity Advancement with Leadership (Recommended)	*$13,800*
Restorative Justice (If Needed)	*$68,511*
3 All Staff Training ($10,925 per each group of 30-40 staff)	*$35,775*
	$***131,886***

CEI Facilitator Bios

CEI has a highly skilled team of Facilitator/Consultants that are eager to support COWL through this equity journey. During our work with organizational partners, CEI traditionally provides a facilitation team composed of, at a minimum, a facilitator of color and a white co-facilitator. The facilitation team most likely to work with COWL will include:

Elle Weatheroy: Elle brings extensive experience in civic, social services, education, community organizing, and youth support to CEI. A lead facilitator, leadership coach and team builder, Elle has spent more than two decades helping people directly (counseling, social work support) and indirectly (program building and systems development). Before joining CEI in 2019, Elle worked with the City of Portland's Police Bureau as Equity and Diversity Program Manager and consulted with the Anne E. Casey Foundation. She received her Bachelor of Science degree in Human Development and Family Studies from Oregon State University. Elle holds a Master's of Social Work, Community Development from Portland State University.

Tobias Sherwood: An educator and facilitator, Tobias brings nearly two decades of practical experience in social service sectors to advancing equity and inclusion in meaningful, noticeable ways. In 2016, he joined the Center for Equity and Inclusion (CEI) as an equity consultant and facilitator, co-leading foundational, consciousness-raising initiatives for organizations across the U.S.

With a focus on tool building, leadership development and strategic planning using an equity filter, Tobias has guided dozens of clients in this work since joining CEI. One element of his practice is the importance of relationship and community in moving equity at an organizational level. Clients include the Portland Trail Blazers, Portland Art Museum, ACLU of Oregon, and Clark County's Community Services Department. Tobias also contributes to CEI's community-focused learning intensive, Reframing Racism.

CEI Clients & References

Past and current clients involved in CEI's long term model of engagement include: City of Portland OMF, City of Hillsboro, Clark County, Multnomah County Department of Community Services, Home Forward, Feeding America, Playworks, Neighborworks America, Stupski Foundation, Meyer Memorial Trust, Prosper Portland, Portland Trail Blazers, Park City Community Foundation and Omaha Community Foundation. For more information, please visit our website: https://ceipdx.org/

CEI References for COWL include several organizations that have done a full Equity Advancement Process with CEI (Long-term Training, Consultation and Coaching with E-team, Leadership and Staff leading to an Equity Plan) as well others receiving specialized services:

Portland TrailBlazers	Christa Stout VP, Social Responsibility christa.stout@trailblazers.com 503-797-9665	Full Equity Advancement Process plus multi-year support
Community Food Bank of Southern Arizona	Michael McDonald CEO mmcdonald@communityfoodbank.org 520- 449-8343	Full Equity Equity Advancement Process + Assessment
OPB	Holly Denniston Director of HR HDenniston@opb.org 503-293-1928	Full Equity Advancement Process
City of Hillsboro	Tami Cockeram Community Services Manager tami.cockeram@hillsboro-oregon.gov 503-681-6119	Training, Coaching and Consultation for City Council & E-Team
Portland Public Schools	Dani Ledezma Senior Advisor, Racial Equity & Social Justice dledezma@pps.net 503-916-3769	Extensive training, coaching, and consultation for Senior Leadership

City of West Linn, Oregon

Diversity, Equity and Inclusion Program and Equity Audit

CONTACT:

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Kara Ryan, MPP
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CommonHealth ACTION is delighted to submit this proposal to support the City of West Linn, Oregon (COWL) in its efforts to conduct an equity audit and develop an EDI plan. This proposal describes our approach and experiences as well as a recommended scope of work based on requirements provided in the request for proposals.

Please note that CommonHealth ACTION has an *Equity, Diversity, and Inclusion Training Institute* and Curriculum. Therefore, throughout our proposal we will reference equity, diversity, and inclusion (EDI) – which reflects how we often frame our work and content. While we use "equity" and "EDI" as a broad frame for our work, we engage through intersectional approaches incorporating multiple identities and 'isms' causing damaging forms of oppression in our systems, institutions, and culture. We are thought leaders in redesigning the roles of privilege, power, and allyship in systems and institutions.

Although we are based in Washington, DC, our EDI work takes place throughout the country, therefore, we are experts at working with clients through a mixture of in-person and virtual work—which will be critical in the months and years following the 2020 Coronavirus pandemic. We are excited by the prospect of engaging in equity-focused work that can impact your city government and community.

Please direct any questions or requests for clarification to **Kara D. Ryan**, Director, Programs & Business Development at kryan@commonhealthaction.org and **Kyle Salazar**, Sr, Program Manager at ksalazar@commonhealthaction.org.

I. INTRODUCTION

The current socio-political climate has heightened awareness of the roles of racism, sexism, xenophobia, and other isms in systemic inequities—yet many people, including well-intended individuals and service providers, are not able to move from good intentions to meaningful impact. Movements such as the Women's March, #MeToo and #TimesUp, are bringing conversations and consequences about gender and sexual assault into workplaces, but traditional sexual harassment training often leaves staff of all genders anxious and fearful of how professional kindness or affection will be interpreted. The high-profile revelations of political leaders' engagement in racist behavior, together with the resurgence of white supremacist organizing and demonstrations in communities like Charlottesville, has immobilized many leaders who want to support their organizations but feel ill-equipped to host discussions about structural racism or analyze how their policies and norms may perpetuate inequitable opportunities for employees based on their race and the intersections of their many identities. The emergence of anti-immigrant rhetoric and public policies at federal, state, and local levels has cultivated a culture of mistrust and fear in communities throughout the country – jeopardizing social cohesion, safety, lives, and livelihoods. Most recently, the obvious inequities experienced by communities of color throughout the COVID-19 crisis demonstrates that racial equity truly is a matter of life and death. Early numbers indicate that African Americans in various communities have been more likely to contract and die from the coronavirus (due to pre-existing conditions precipitated by the social determinants of health).

These reinvigorated culture wars, based on social identities—predominantly race, have made it clear that America's $8 billion annual investment in "box-checking" diversity and inclusion (D&I) approaches has not and will not create a nation where all people have fair opportunities to achieve their full potential and live their best lives. Those efforts rarely resolve internal or interpersonal conflict or prepare leaders to deal with the complexities of equity because they fail to change the ways those leaders think and behave; they fail to utilize anti-racism approaches rooted in brain science; and they do not move most people from awareness and understanding of racial inequities to the commitment and skills necessary to create change.

Building Capacity for Equity through Perspective Transformation

While we speak of systems, institutions, organizations, and communities as almost abstract entities -- the reality is that they are made up of individuals who are connected to one another. CommonHealth ACTION's capacity-building approach is rooted in the belief that perspective transformation is necessary to change systems so that all people can achieve their full potential. **Perspective transformation is about individuals and leaders knowing, thinking, and believing something different and therefore, they are compelled to decide, behave, and act differently** – it involves both the head and the heart.

Equity requires us to engage the more technical aspects of this work— the "head" component—by writing policies, knowing the factual and historical contexts, and using data to drive our actions and strategies. However, an equity analysis—*assessing who experiences the benefits and who experiences the burdens of decisions and actions*—is not always black and white. Rather, equity requires interpreting shades of gray by activating a personal and shared understanding of fair and just outcomes. Using only one of these levers—the "head" or the "heart"—will rarely produce the desired results. It is the connection between the head and the heart that achieves perspective transformation and brings us closer to equitable policies, practices, organizations, communities, and individuals – all prerequisites for people to thrive.

> **PERSPECTIVE TRANSFORMATION**
> is the process of becoming critically aware of how and why our assumptions have come to constrain the way we perceive, understand, and feel about our world; changing these structures of habitual expectation to make possible a more inclusive, discriminating, and integrating perspective; and, finally, making choices or otherwise acting upon these new understandings.
> (Source: Mesirow 1978)

This focus on *perspective transformation* is the basis for the content of our curriculum, training methodology, leadership coaching and development, as well as our strategic planning, implementation, and measurement activities.

About CommonHealth ACTION

CommonHealth ACTION is a national public health organization that develops people and organizations to produce health through equitable policies, programs, and practices. We believe that health is "a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity" (WHO, 1948). With the inclusion of "social well-being," the definition of health makes it clear that good health and thriving are synonymous.

For the better part of 20 years, we have worked with philanthropy, associations, non-profits, businesses, governments, and community-based coalitions across the country to map, make, manage, measure and master change through three primary areas of focus: 1) equitable leadership development and executive coaching support; 2) a proprietary EDI curriculum, training, and learning experiences; and 3) technical assistance for strategy, planning, and implementation of strategic equity plans focused on racial equity while re-purposing privilege and power.

A guiding principle for our work in organizations and communities is respectful entry, which ensures that we enter relationships honoring the work and perspectives of the organization and community. We do this through environmental scanning to understand culture, history, political context, and vision. Successful exit means that we understand that our role is to help develop relationships, processes, capacity, plans, and skills for the organization to thrive long after our period of performance ends—so we enter with our exit in mind. In addition to our team's professional qualifications and educational training, we reflect an intentional diversity of race, sex/gender, and age as well as cultural, socioeconomic, and geographical backgrounds.

II. APPROACH

Our work is grounded in equity, diversity, and inclusion. We lead with "equity" to highlight its importance while leveraging the nation's six decades of investments in diversity and inclusion – tapping into concepts that are familiar and often mandated by policy. This creates opportunities to engage organizations that often confuse equity with equality and people for whom equity is a foreign concept. **Equity**— *providing all people with fair opportunities to achieve their full potential*—is the focus of our individual, organizational, and community-level change efforts. While we use "equity" and "EDI" as a broad frame for our work, we engage through intersectional approaches and strategies that place special emphasis on **racism and sexism** as the most damaging forms of oppression in our systems, institutions, and culture.

Our approach is defined by the following characteristics:

1. **Systems-focused:** Our body of work is focused on community- and systems-level change. We apply a systems level approach as a framework for change management, individual leadership development, network analysis and growth.

2. **Proactive, yet adaptive:** We recognize that organization and community-centered systems change work is non-linear. We practice rapid-cycle learning, developing a framework for action while using continuous quality improvement methods to incorporate ever shifting dynamics, relationships, environmental factors, and both individual and cohort needs to inform our processes, methodology, and approach throughout our engagement.

3. **Learning-oriented:** We recognize that success requires incorporating learning in real time. As a program team, we continuously engage in environmental scanning to assess the organizations in which we are engaged and to stay abreast of trends, policy/political shifts, and real-time developments. Our coaching and training methods incorporate reflective practice at the individual and organizational levels, and we build space for participants to engage in peer-to-peer and group learning.

4. **Innovation-focused:** The nature of our work requires us to identify implications of potential future developments for our clients. Our team includes experts who are nationally recognized not only for their thought leadership but also for their hands-on experience with leaders and collaboratives who are addressing systemic change in their organizations and communities; this practice allows us to spot trends and innovations often before they are formally documented and published.

5. **Upstream mindset:** Our in-house expertise includes helping organizations to adopt this upstream focus to improve conditions and circumstances for people to thrive by creating healthier environments through policy change and individual perspective transformation.

6. **Equity-focused:** We have more than a decade of experience working with organizations and collaboratives that understand equity is crucial to their success but do not know how to operationalize an equity lens in practice. Our tested training and strategic approaches use the framework of **privilege and oppression** with an emphasis on *structural racism* as well as other "-isms" (e.g., classism, elitism, anti-ruralism, sexism, ableism, ageism, heterosexism, and xenophobia). This framework provides each person a structure to become aware of times that we may, intentionally or unintentionally, reinforce -isms through our decisions, behaviors, and actions, while defining and supporting engagement in allyship and anti-racism. In addition to our focus on privilege and oppression, **we have *pioneered a unique approach that includes analysis of the roles of social advantage and social disadvantage – ensuring the most comprehensive, intersectional approaches available in the field*.**

7. **Relationship-oriented:** Our success is driven by our philosophy that relationships are primary. This is evidenced by our vast network of experts as well as relationships with clients that last far beyond the initial engagement, often resulting in multi-year or renewed commitments and partnerships.

8. **Capacity-builder:** Changing the status quo requires building individual and organizational capacity for calculated risk-taking. We support organizations and communities as they learn to: test approaches that have not yet been documented or implemented; build muscles for difficult conversations and make a compelling case for equitable approaches to unfamiliar or resistant audiences; and identify accessible language to engage people and stakeholders authentically and meaningfully.

III. EXPERIENCE-INFORMED METHODOLOGY

CommonHealth ACTION has extensive experience assessing equity, diversity, and inclusion; providing training on equity, diversity, and inclusion; facilitating strategic and organizational planning processes; and developing tools to ensure equitable decisions, behaviors, and actions. Those experiences included the intentional engagement of staff from all levels of organizations as well as board members and elected officials. We have found that our framing (Equity, Diversity, and Inclusion) is incredibly effective when working with progressive as well as with resistant individuals and organizations. This has been critically important given the political risk associated with the introduction of an equity lens and efforts focused on anti-racism, power, privilege, and oppression. We often serve as an external support to leaders who carry the weight of equity-focused change by lending credibility to their efforts.

As mentioned in the "OUR APPROACH," section, we start all engagements with an environmental scan to ensure respectful entry and that we do no harm. In that process we usually conduct a confidential EDI survey of staff, leadership, and Council members that focuses on current perceptions of inequity within the COWL and its work; individual perceptions and experiences of -isms; the historical context of race relations within the organization; and the role of racism in relationships with stakeholders and communities. In addition, we conduct key informant interviews with internal and external stakeholders; we review existing policies and organizational artifacts provided by the client (e.g., workforce policies, formal criteria for partnerships and decision-making. employee inclusion/satisfaction surveys, etc.); and we conduct external research to gather external perceptions.

After the environmental scan is complete, we recommend that staff (and when possible, Council members) complete our *EDI Training Institute Curriculum*. During the training we establish a common language and explore the roles of -isms and the historical context of privilege and oppression. We encourage participants to go beyond saying, "I'm not racist" to embrace the responsibility and actions necessary when you are truly "anti-racist." Additional details regarding the training curriculum are captured in the scope of work. For this engagement we recommend participation in a mix of virtual synchronous and asynchronous learning modules to establish a foundation while also building shared meaning across staff members.

There are a number of different reporting formats we use when developing work plans. Information we collect during document review and the environmental scan as well as the City's existing brand/communications will help us to determine (in partnership with your team) which format would be most effective given that communication styles vary significantly from one organization to another. Former clients have requested their plans in a variety of ways including traditional, narrative formats as well as simplified slide decks that may be easier to explain and modify over time. We would work with you to determine the best fit for West Linn while working to minimize level of effort and costs. The overall function of the Plan Development would serve to establish goals for the city to advance the incorporation of an equity lens into policies, programs, and practices. A key component of this will be developing plans to stand up a Diversity Advisory Council and Community Advisory Groups to whom city leaders can turn for advice to ensure authentic community engagement in rollout strategies and to inform ongoing feedback for continued improvement during the implementation process.

In the past, we have developed tools and processes to guide organizational decision-making. One example includes developing an equitable grantmaking tool for philanthropic organizations. Our current "equity lens" process can serve as the basis for the development of a tool that we would tailor to your needs.

IV. TIMELINE

The timeline below is realistic based on the following assumptions:
- Collaborative work will mostly take place via email and virtual meetings (Zoom)
- City staff respond to requests for information, review, and approvals agreed upon in the detailed timeline
- The timeline may shift across months depending on the format selected for the work plan development and training scheduling but also based on the status of the Coronavirus pandemic.
- The number of key informant interviews, amount of qualitative data from the survey, and actual start date may require adjustments to the timeline based on future conversations with COWL.

2020 TIMELINE							
WORK COMPONENT	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC
KICK-OFF MEETING & EQUITY AUDIT & PRESENTATION	■	■					
EDI LEARNING SERIES		■	■				
ROADMAP DEVELOPMENT AND REVIEW				■	■		
CLOSE-OUT MEETING & AFTER-ACTION REVIEW MEETING					■	■	

V. PAST PERFORMANCE

Our team has extensive experience providing businesses, governments, foundations, and nonprofits with learning and technical assistance experiences. Our work with clients listed below includes but is not limited to: strategic planning; equity, diversity, and inclusion training; EDI assessment; workforce development; conflict management; equitable leadership development and coaching; strategic communications; program design, direction, and management; community and stakeholder engagement; and team building.

- American Association of Critical-Care Nurses
- American Public Health Association
- Blue Cross North Carolina Foundation
- California Accountable Communities for Health
- Center for Creative Leadership
- City of New Orleans
- Connecticut Department of Public Health
- Kaiser Permanente/KPMAS
- Institute for Healthcare Improvement
- Interact for Health
- Myriad 360
- NAACP
- Natl. Camp. to Prevent Teen/Unplanned Pregnancy
- Nemours Children's Health System
- Office of Minority Health, US DHHS
- Partnership for a Healthier America
- ReThink Health
- Robert Wood Johnson Foundation
- Seattle Children's
- Service Employees International Union
- Spitfire Strategies
- Susan G Komen
- Texas Department of State Health Services
- The Conservation Fund
- The Healthcare Initiative Foundation
- UnidosUS
- University of Alabama
- University of Nebraska
- University of Southern California
- Virginia Department of Health
- Welcoming America
- Y-USA

Our past performance reflects extensive work throughout the country.

CLIENT REFERENCE
Jen Carnig
Chief Advocacy Officer
Spitfire Strategies: EDI Training, Policy Review, Executive Coaching, Technical Assistance
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917.900.7707

Reuben Blackwell, IV
President & Chief Executive Officer
Opportunity Industrialization Center: EDI Training, Plan Development, Facilitation, Technical Assistance
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Martha Halko
Deputy Director, Prevention and Wellness
Cuyahoga County Board of Health: EDI Training, Facilitation, Plan Development, Strategic Planning, Stakeholder Engagement and Coalition Building
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216.201.2001 ext. 1504

VI. PROPOSED SCOPE OF WORK

Our extensive experience with organizations of all sizes and across many sectors has shown that deliverables identified in the RFP are critical to the first phase of institutionalizing equity within the City of West Linn. Below, we have provided an optimal scope of work with deliverables and the associated costs. Please note that we have provided ranges for certain deliverables. Final costs will be determined by level of effort and capacity necessary for completion. We expect to develop those details with you and we are prepared to begin the EDI Audit immediately following contract execution.

LABOR AND DELIVERABLES	COST
Kickoff Meeting *(2-3 CommonHealth ACTION Staff) – VIRTUAL MEETING (Video)* • We recommend a 90-minute, kick-off meeting to introduce our team. This includes setting expectations for the online survey, interviews, and training; overview presentation of project; establishing rules of engagement for decision-making and approvals; and refinement of the timeline.	$2,400
Equity Audit: (Environmental Scan/EDI Assessment, & Findings Presentation) The process includes: • Confidential, **online survey** for staff and Council members. • **Up to seven key informant interviews** with COWL staff and/or Council members (representing various tenures, positions, and identities) to ensure we capture diverse perspective and experiences. We will seek to understand their personal perspectives on organizational history and culture with regard to EDI, racism, privilege, and other -isms. • **Review of COWL's policies and practices*.** Focus areas to be determined jointly but most often include policies and practices related to workforce; management practices; communication, transparency, and access; member/external relationships; and continuous learning and staff development opportunities. • **General research through online sources to gather perceptions of the City.** • Relevant data will be highlighted in **60-minute online presentation/meeting** during which we will provide a brief overview of our analysis and impressions. Information collected during the environmental scan will inform our approaches, inform tweaks to maximize the impact of CommonHealth ACTION's facilitation, and help to ensure that we do no harm. Although we will share data from the survey and key informant interviews with the COWL team, we will maintain the confidentiality of respondents.	

LABOR AND DELIVERABLES	COST
• The **slide deck will serve as the data report** for the environmental scan and may include recommendations to ensure equity within COWL's culture as well as its decisions, behaviors, and actions. *City will need to share relevant documents for review.*	$8,450

Virtual Learning Series: Applying an Equity Lens in West Linn We have customized our virtual learning curriculum to maximize both learning and connection for COWL staff, with an emphasis on application and planning for using an equity lens in day-to-day work. We will launch a training series using a cohort model in which up to 24 people will register for the courses over a 5-6 week time period. We plan to begin with participants who are responsible for developing the city's EDI Implementation plans; after an initial implementation period, we can offer staggered cohorts depending on the implementation plan that is jointly developed for a later phase of work. The learning series, as proposed, would require an estimated time commitment of approximately 8.5 hours per participant. We use a mix of synchronous and asynchronous modules that include real-time facilitation and is capped with individual equity plans that are required for course certification. See below for a course outline. Week 1 • **Introduction & Orientation:** This module sets the tone for EDI training and what participants can expect during their participation in the cohort. We will preview the content to come, expected outcomes, and module pacing and timing. [Approximately 20-30 minutes of self-paced learning] • **Common Language:** This include providing a living glossary that will guide communication within the organization and encourage eliminating "the language" of oppression that is common in the social services/governmental/nonprofit arenas. [Approximately 90 minutes of self-paced learning] Week 2 • **Historical Context:** of systems of privilege and oppression that have been codified and enforced in U.S. laws, court decisions, and other public policies. [Approximately 90 minutes of self-paced learning] Week 3 • **[LIVE] Privilege and Oppression: Understanding Isms:** We will offer two time slots of up to 12 participants each to have small group reflection and discussion of how privilege, oppression, social advantage and social disadvantage play out in personal and professional lives and lay the groundwork for more equitable and accountable decisions, behaviors, and actions. [Approximately 30 minutes of self-paced pre-work learning and 60 minutes of synchronous discussion] Week 4 • **Equity Lens Introduction:** This module uses a video case study to introduce the equity lens framework and provide a practical example of assessing benefits and burdens, including the ways in which decisions may unintentionally reinforce existing systems of privilege and oppression. [Approximately 45-60 minutes of self-paced learning] Week 5: • **[LIVE] Equity Lens Application:** As with the Privilege and Oppression module, we will offer two time slots This module features a written case study, using a real policy example backed by facts and research, to which participants will apply the equity lens framework and offer alternative approaches that take into account real-world constraints (e.g., resources, timing, competing priorities). Participants will complete the case study reading and analysis individually and bring their analysis to the live session for a	

LABOR AND DELIVERABLES	COST
facilitated discussion. Module includes a walkthrough of an equity lens tool that can be applied to decision-making for policies, programs, and practices. [Approximately 30 minutes of self-paced pre-work learning and 60 minutes of synchronous discussion] **Week 6** • **Individual Planning:** To close the learning series and obtain a certificate of completion, participants will be required to complete and submit a reflection and goal setting exercise wherein they describe goals for moving from learning to application, specifically focused on their day-to-day work for the city but also may incorporate personal and community-level goals. This activity asks participants to create goals to complete within 7-day, 30-day, and 60-day timeframe to show advancement in content knowledge. OPTIONAL: CHA can provide these plans in cohort batches to COWL core team for tracking, accountability, and support. [Approximately 60 minutes of self-paced application]	$325 per person; optimal cohort size 24 people = $7,800 per cohort
Facilitate Development of EDI Roadmap The development of an EDI Roadmap is important to successfully institutionalizing an equity lens into any organization's policies, programs, practices, and culture. To support its development, we would collaborate as follows: • Design and facilitate in-person, one day visioning and values (V+V) session to establish shared vision, values, and meaning with regard to EDI. (2-3 CommonHealth ACTION Staff) • Provide synthesis and recommendations from V+V session to inform drafting of roadmap to include Diversity Action Committee and Community Advisory Group formation. • Provide suggested structure for EDI Roadmap to support staff development of detailed plan. • Provide feedback on **up to two** drafts of Roadmap	$16,000
Close-Out Meeting/After-Action Review - *VIRTUAL MEETING (Video)* 75-90 Minute virtual meeting to reflect and provide final recommendations.	$2,400
Travel for In-Person Training *(2 CommonHealth ACTION Staff)*	$2,800
TOTAL COST	$39,850

VII. CORE TEAM

We have assembled a team with the skills, experience, diversity, and personal commitment necessary to be your strategic partner. The team includes three Black women, a White woman, and a White man—all who are trainers or master trainers in CommonHealth ACTION's EDI curriculum. Out of respect for our staff and our internal policies, we have provided an aggregate of the race and gender identities of our team.

Natalie S. Burke, President and CEO: A strategist, thought leader, and nationally known speaker on equity, diversity, and inclusion with a particular focus on anti-racism, Natalie builds and sustains successful, long-term interactions with philanthropy, elected officials, corporations, national and local organizations to ensure all people have opportunities for good health. Natalie's expertise includes organizational development, program design, executive coaching with a focus on equity, diversity, and inclusion, and facilitation and training for federal, state, and local government; corporate entities; associations; public health and healthcare organizations; and community collaboratives. Natalie is Co-Director of the Culture of Health Leaders National Program Center, funded by the Robert Wood Johnson Foundation; she establishes vision and direction for the program and participant experience. She has authored numerous publications on the influence of

privilege and oppression on place, health, and wellbeing and served as the lead architect for CommonHealth ACTION's Equity, Diversity, and Inclusion curriculum. Natalie served as CommonHealth ACTION's lead consultant for the development and implementation of the W.K. Kellogg's "America Healing" initiative and convening that focused on racial healing and racial equity. Prior to co-founding CommonHealth ACTION in 2004, Natalie managed the Turning Point National Program Office at the National Association of County and City Health Officials (NACCHO), conducted federal health policy analysis at the National Health Policy Forum, and was on staff at the National Institutes of Health. She is a graduate of the University of Maryland with a degree in Government and Politics.

Kara D. Ryan, **MPP, Director:** Kara leads CommonHealth ACTION's program and new business portfolio. She is the lead facilitator for CommonHealth ACTION's organizational strategic planning projects. She directs the team implementing Blue Cross NC Foundation's Community-Centered Health Initiative as well as our signature leadership development programs, Culture of Health Leaders (funded by the Robert Wood Johnson Foundation) and the Kaiser Permanente Institute for Leadership Development in Baltimore City. Kara is an executive coach and a primary architect of CommonHealth ACTION's Equity, Diversity, and Inclusion curriculum; she has trained thousands of people and organizations at both public and private events. She has also spent extensive time working with c-suite leaders on strategies and plans to institutionalize equity. Prior to joining CommonHealth ACTION, Kara served as a Senior Research Analyst for UnidosUS (formerly the National Council of La Raza), where she worked to elevate policy and programmatic changes needed to advance health and wellness among Latino, limited-English-proficient, and immigrant populations. She holds a Bachelor's Degree in Political Science from Wheaton College in Norton, Massachusetts and a Master's Degree in Public Policy from The George Washington University's Trachtenberg School of Public Policy and Public Administration in Washington, DC.

Kyle Salazar, MPA, Senior Program Manager: As an organization development and program management expert, Kyle works with clients to implement strategic planning and execution of priorities relating to equity, diversity, and inclusion; racial equity; and workforce/board development. He leads design and implementation of the Community-Centered Health Initiative with the Blue Cross and Blue Shield of North Carolina Foundation, an investment in nine communities in North Carolina to work toward alleviating inequities in their communities through clinical transformation and community driven leadership engagement that lead to equitable opportunities for health and wellbeing. A member of senior management, he contributes to organizational and business development strategy in addition to serving as a master trainer for CommonHealth ACTION's EDI curriculum. Prior to joining CommonHealth ACTION, Kyle worked in the innovation sector building public-private partnerships and managing business development at the University of South Carolina's Office of Economic Engagement. Kyle also spent several years in hospital financial consulting working with clients to improve their revenue cycle processes. He holds a Bachelor's Degree in Political Science and a Master's Degree in Public Administration, both from the University of South Carolina.

Chanel Barnes-Osula, MA, MHS, Program Manager: A native of Brooklyn, NY, Chanel hails from a community where members knew each other's name and history. These collective experiences shaped Chanel's trajectory as a professional and a self-identified connector. In addition to her community roots, Chanel has over 13 years of experience in public health and scientific research in community, federal, and non-profit organizational settings. She manages the participant experience for Kaiser Permanente Institute for Equitable Leadership, a three-year leadership development program that invests in a cohort of leaders and organizations to advance systems change in Baltimore City. In that role she leads program design and implementation as well as serving as the lead facilitator for the cohort. Chanel also serves as a trainer for CommonHealth ACTION's EDI curriculum and conducts qualitative data collection through key informant interviews and conducting focus groups. Prior to joining CHA, Chanel spent several years serving as a Research Specialist with the Johns Hopkins School of Medicine and the National Institute on Drug Abuse in Baltimore, MD. Fascinated by connectedness, discovery, and healing, Chanel is a yoga instructor and meditation teacher. She loves people and has made it her personal and professional purpose to understand the complexities of the human condition and the

role existing structures and society play in it. Chanel earned a Master of Health Science in Mental Health from the Johns Hopkins Bloomberg School of Public Health, a Master of Arts in Psychology from the Catholic University of America, and a Bachelor of Science in Biology from Morgan State University.

Hayatt Mohamed, Program Associate: As a Program Associate for CommonHealth ACTION, Hayatt focuses on programs that promote health equity through leadership development, capacity building, and systemic change. Hayatt serves as a facilitator for client work focused on organizational development as well as a trainer for the CommonHealth ACTION's EDI curriculum. She conducts qualitative data collection through key informant interviews and conducting focus groups. Prior to joining CommonHealth ACTION, Hayatt worked in the non-profit sector on initiatives that focused on patient safety and quality improvement efforts pertaining to women's reproductive and maternal health. She is also active in local organizations as a community outreach coordinator for a D.C. based organization that provides access to reproductive services throughout the region and is involved in community healing projects for victims of domestic and sexual violence. Hayatt holds a Bachelor's Degree in Anthropology from the University of Maryland where she conducted research on local models of the malarial health-environment connection in southeastern Africa. She is currently pursuing a Master's in Public Health at George Washington University. Hayatt is based in CommonHealth ACTION's Washington D.C. headquarters.
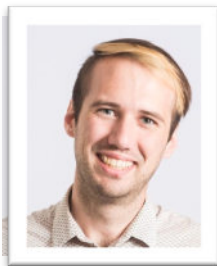
Hanley Fultz, MA, Program Associate: Hanley supports CommonHealth ACTION's EDI training and technical assistance portfolio as well as our signature leadership development programs. Prior to joining CommonHealth ACTION, Hanley worked as a Program Associate at the Institute for Reproductive Health at Georgetown University, where he contributed to international development programs that aimed to increase uptake in family planning and reduce gender-based violence among young fathers. Prior to his career in international development, Hanley has extensive experience working abroad, namely in Taiwan and Japan, where he taught English to middle school students. Hanley holds a Bachelor's Degree in International Studies and Politics from Earlham College and his Master's Degree in International Development from American University.

Proposal for Diversity, Equity and Inclusion (DEI) Program and Equity Audit

Prepared by:

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Prepared for:

Engagement Letter

Conducere

May 13th, 2020

Greetings John Williams,

This document is our formal service proposal in response to the City of West Linn's (COWL) request for qualifications (RFQ). To address your RFQ, our proposal outlines the steps that we will take to develop a Diversity, Equality, and Inclusion (DEI) program and perform an audit for COWL. We also outline our plan to facilitate the institutionalization of these new practices to enable COWL personnel to continue this work forward. In this service proposal, you'll find background on Conducere as well as details regarding the results we hope to deliver for COWL, pricing details, and a tentative delivery timeline.

Should you have any questions, comments, or concerns once you've reviewed the service proposal in its entirety, please feel free to email (info@conducerellc.com) or call (240 285 2076) for more information.

Regards,

Juliet Aiken, PhD
Managing Director & Principal Consultant, Conducere

Contact:

Email: info@conducerellc.com
Direct: (240) 285-207

Who We Are

Conducere is a minority owned, organizational development firm and SB8(a) Small Business. We partner with leaders to strengthen their organizations during times of transition. Conducere has been successful assisting organizations through these transitions as they build their business, during periods of uncertainty or change, or at times when organizations need to restructure or reduce offerings or workforce. Core to the Conducere partnership style is becoming a trusted advisor to organizations to facilitate needed change, define or refine organizational vision, and develop sustainable strategic plans for long term organizational success. Conducere prides itself on being a valuable partner to organizations of all types and sizes during all kinds of transitions. We are especially passionate about working with government organizations on diversity, equity, and inclusion initiatives.

Conducere uses inclusive, anti-racist, and anti-oppressive organizational development techniques to drive both our own decision-making and to help our clients navigate complex organizational changes. Our methods and our interactions with our clients are sensitive to both their internal and external environments. As a multiracial and multicultural organization at all levels, Conducere is likewise passionate about fostering inclusive working environments among multiracial/multicultural teams and organizations. Relevant work experience and a statement of our capabilities are enclosed in Appendix A.

Project Description

In response to recent incidents involving race, bias, and discrimination, the COWL is seeking proposals from qualified consultants to develop policies, develop and implement employee training focusing on DEI. In addition, the COWL is seeking a framework to facilitate the continued operation of the DEI into the future. As specified in the RFQ, the COWL is seeking a consultancy who can also audit internal documents, data, policies, and external communication in order to eliminate institutional bias, build equitable policies and language, and improve racial equity in the City. This work is vital to the City, and will need to be completely as quickly and responsively as possible.

The COWL, located in the Portland metro region in Oregon, has a population of 25,905 as of 2019 and a government employee base of 145 full and part time staff. Staff work in City Administration, Community Development, Police, Public Works, Finance, Human Resources, Parks and Recreation, Library, and Information Technology. While many Departments in the City have a mission statement, currently, the City itself does not have a stated vision, mission, and values to guide strategic actions by the City. Generally, community members enjoy a high quality of life. A thorough DEI audit and program for the COWL can help the COWL create an equitable climate for City employees and members of the community by incorporating DEI practices throughout all City operations.

Objective: Scope of Work (A)

Conducere will execute a plan to develop and implement a DEI audit and program to involve the following. We note that currently, the COWL does not have a vision, mission, and values statement, even though several individual departments within COWL have such statements. While developing the vision, mission, and values statement is beyond the scope of this critical work effort, the information gathered through our approach could serve a dual purpose in developing the COWL vision, mission, and values statement, if further engagement is desired.

(a) **Organizational and cultural diagnosis.** This diagnosis, guided by anti-racist and anti-oppressive organizational development will assess the strengths, weaknesses, threats, and opportunities related to DEI for the COWL. It will include both qualitative (e.g., interviews) and quantitative (e.g., surveys) data collection from COWL leadership, employees, and citizens. We will be particularly attentive to issues related to socioeconomic status, implicit bias, gender, LGBTQIA, race, language, ethnicity, religion, disability status, mental well-being, housing, transportation, and other economic and community related factors that influence the provision of COWL services to a diverse population.

(b) **Analysis of available demographic data for COWL.** This analysis will focus on the demographics of the COWL workforce, communities, and services provided by the City to its citizens. We will provide feedback and insight from our analysis as well as recommendations regarding future ongoing data collection efforts.

(c) **Review of existing policies and procedures**. This review will be conducted for both the racial audit and to facilitate the development of needed DEI programs. The review will particularly focus on personnel practices (e.g., recruiting, hiring, evaluating performance, promotion) as well as DEI and ethics issues (e.g., compliance, equity, fairness, whistleblowing, controls for anti-corruption). This process will include a review of the DEI activities, policies, and plans of comparison municipalities.

(d) **Feedback.** We will provide feedback on what we have learned regarding current policies and procedures, as well as provide recommendations for updated policies and procedures, including standard operating procedures.

(e) **Recommendations for DEI program.** We will work in conjunction with designated leadership and staff to propose components for a DEI program. This program will include components regarding training needs, feedback on selection and recruitment practices. We will also recommend a monitoring function to provide ongoing oversight as to DEI progress within the City over time. These recommendations will include advice on whether and how to form a Diversity Advisory Council to oversee diversity and human rights goals for the City.

(f) Implementation of DEI program training to staff and elected officials.
Optimally, these training programs will include in-person components. However, we will adaptively develop these training programs to be responsive to the City's needs even if shelter-in-place orders are still in effect due to COVID-19. When possible, training will be multi-tiered. In particular, the training will first address COWL internal needs and then integrate training to include both employees and citizen groups, such as the Citizen Advisory Groups (CAGs) and Neighborhood Associations (NAs). Facilitating intergroup contact is essential for overcoming barriers to positive multiracial and multi-group interactions. This training component provides an opportunity to deliberately cultivate deeper relationships between the COWL and its community. We will progressively increase the skill level of internal staff and include them throughout the training process. We will lead the initial training, however, by the conclusion of the training sessions, internal COWL staff will be leading these sessions with our support.

(g) Recommendations on external citizen/community oriented DEI activities.
These recommendations will build out of the aforementioned integrated training. Our recommendations will cover mechanisms for continued connection, engagement, and feedback from the community.

(h) Ongoing advice and recommendations. We will provide the COWL with ongoing advice and recommendations regarding how to continue to build goodwill and engagement. An essential element in all our consultancy work is to build capacity with organizations to enable our clients to thrive, grow, and move forward long after our initial engagement with them has concluded. Advice and recommendations will be grounded in continued information gathering and outreach. This will enable the COWL to be responsive to any changes among the City employees and community as the plan begins to be implemented. We practice trusted advisor relationships by informing our clients both good and bad news. Only with complete information can our clients make the most informed, strategic decisions in their organizations.

(i) Comprehensive evaluation and ongoing engagement plan. This step involves ongoing surveys/interviews (assessing DEI and culture survey), as well as town halls and other community events. Our engagement plan will real-time, ongoing, narrative feedback from COWL employees and citizens. Through this plan, which links evaluation and engagement, the COWL will be able to integrate the program with the community and continually enhance the COWL-community relationship, particularly in terms of DEI.

Scope of Work (B): Proposed Work Plan and Project Timeline

Time is always a factor when implementing a new solution in your organization. I've met with my operations team to develop a proposed implementation schedule for this project, detailed in the table below. The Program Development and Racial Equity Audit can run in parallel, and likely will both pull from an overlapping set of documents.

Activities	Description	Proposed Timeline	Deliverables
Step 1: **Preparation and the Diagnostic Process, Including Cultural Diagnosis and Review of Existing Data and Policies**	Proposal and contracting Diagnostic process ● Review COWL's history ● Data Collection: DEI events/ climate in COWL's internal and external environments ● Analysis of demographic data on workforce, communities, and services ● Review of existing policies and proceduresRe Establish communications plan for key stakeholders Strategic thinking and consultation sessions with leadership	June-July 2020	Initial report of findings from the organizational and cultural diagnosis Initial report of findings of racial audit
Step 2: **Complete Diagnostic Process**	Complete diagnostic process ● Review other Cities' Racial Equity plans and DEI programs ● Complete interviews, focus groups, and surveys with leadership, employees, and citizens Develop DEI Program Suggestions Customize DEI Program Training and Plan	July-August 2020	Training plan Monthly summary report to key stakeholders

Activities	Description	Proposed Timeline	Deliverables
Step 3: **Implementation of Initial Training and Ongoing DEI Program Development**	Launch initial training sessions for staff and City leadership ● Begin with staff who will lead ongoing training efforts, then begin integrating them into training Ongoing DEI and Racial Equity program development in consultation and communication with City leadership and key stakeholders ● Recommendations for policies/procedures ● Proposed components for training, recruitment, hiring, and ongoing evaluation ● Recommendations for a Diversity Advisory council ● Recommendations on external citizen/community oriented DEI activities	September 2020	Final report on DEI program recommendations Final report on organizational and cultural diagnosis Final report on Racial Audit Monthly summary report to key stakeholders
Step 4: **Continued training roll-out and evaluation plan development**	Training roll-out ● Upskilling internal staff to conduct continued, integrated DEI trainings before internally and externally to the City Evaluation plan development ● Linking ongoing outreach and engagement with systems for qualitative and quantitative (e.g., culture survey) feedback ● Ensuring COWL staff have the capacity to continue collecting and analyzing data/feedback on program progress and impact; including providing future directions and recommendations	September - November 2020	Final Report, including Evaluation and engagement techniques Monthly summary report to key stakeholders

Scope of Work (C)

To achieve desired outcomes in completing the Racial Audit and developing a DEI program and training, Conducere expects to do the following for a fixed fee, as outlined in more detail below.

(a) Complete diagnostic review of DEI incidents, existing policies/practices, demographics, and data collection around racial equity, climate, and DE.

(b) Provide a comprehensive report regarding organizational climate and landscape, including the production of a DEI program and the provision of training (including capacity building).

(c) Provide a comprehensive report of the results of the Racial Audit, including advice and suggestions for next steps.

(d) Thorough, iterative stakeholder engagement plans using a range of platforms and media to deliver information, solicit perspectives and input, and cultivate dialogue.

(e) Collaborate with the Project Team and relevant stakeholders on periodic updates for all audiences.

Fee Proposal: Estimated Cost (negotiable)

Requirement	Cost
● Organizational diagnosis for both Racial Audit and DEI Program	$10,000.00 USD
● Racial Audit and proposed changes	$10,000.00 USD
● DEI program development	$12,500.00 USD
● Initial training implementation and capacity building	$7,500.00 USD
Total Cost	**$40,000.00 USD**

The fee for this work is $40,000 USD. At time of the contract signing, 65% of $40.000 or $26,000.00 will be due. The remainder of payments to be made monthly as agreed by both parties in the final contract.

Consultant Qualifications and Roles

Principal consultants of Conducere are science-practitioners who are well experienced at gathering, analyzing and utilizing qualitative and quantitative data to inform a rigorous, integrated DEI program that serves the whole organization - inside and out. Trained to engage environmental scanning and organizational diagnosis for problem identification across systems/structures, our Principals are well-practiced facilitators from socially and technically diverse groups who are equipped with a unique ability to engage stakeholders at every level to procure input from individuals from various sectors. Our consultants also have experience engaging and challenging leadership and other key stakeholders.

Previous Experience in DEI Analysis, Training, and Implementation

Conducere has experience in DEI analysis, training, and implementation from small to large organizations from a number of sectors, including local government. A consultant from Conducere worked with the Receiver over the consent decree around racial and gender discrimination for the Jefferson County Commission in Birmingham (over 2,000 employees). She staffed and skilled up Human Resources, including in recruitment, hiring, and the diversity, equity, and inclusion division. She implemented a semi-annual report to track equity and inclusion goals in recruiting, hiring, and retention, and ran a climate and culture study for the County. She provided feedback on how to create and assess equitable and unbiased current and future policies, including progressive discipline and performance management. Throughout her work, she trained internal staff to be able to carry forward with both implementing and assessing the outcomes of these efforts.

A Principal of Conducere also worked with the Personnel Board of Jefferson County in Birmingham, Alabama, to exit their Consent Decree around discrimination in hiring. He was likewise essential in completing the work and in leading and training internal staff.

Conducere has also supported DEI initiatives such as barrier analyses (to assess whether there are barriers to entry or promotion for women and ethnic minorities) for government clients, including the Federal Aviation Administration. Further, Principals for Conducere have served as expert witnesses in racial discrimination cases pertaining to hiring and compensation.

Previous Civic/Government Experience

Conducere likewise has experience in the civic and government sectors. As shared above, Conducere has worked on DEI initiatives with local government (e.g., Jefferson County Commission, Personnel Board of Jefferson County) as well as federal government (e.g., Federal Aviation Administration, Central Intelligence Agency, Federal Bureau of Investigation).

Juliet Aiken, PhD
Principal/Organizational Strategy

Juliet Aiken holds a MS and PhD in Industrial Organizational Psychology, a Certificate in Statistics and Measurement, and a Bachelor's of Science in Psychology.

Juliet is an organizational psychologist with a specialization in diversity and inclusion, statistics, and aligned strategic change management. Juliet serves as a trusted advisor to help organizations pivot during periods of uncertainty (internally and externally), supporting them in developing systems for hiring, training, promoting, and retaining talent as well as guiding strategic plans and principals to direct these talent efforts. Her guidance is based in evidence, best practices, risk analysis, and deep relationships with organizational leaders that enable her to provide customized, impactful solutions. She provides her clients with the tools they need to function independently, wherever possible.

Juliet has received several awards for her work. She is part of the team that won the 2017 Innovation in Assessment Award from the International Personnel Assessment Council (IPAC). She has been recognized with the 2020 Society for Industrial Organizational Psychology (SIOP) Early Career Award in Practice. In addition to her consulting practice, she serves as the Program Director of the Master's in Industrial Organizational Psychology at the University of Maryland, College Park.

Practice & Skill Areas:
Strategic statistician, focusing on small, large, and big data analytics; Strategic planning rooted in qualitative and quantitative data; Aligned organizational change efforts, with attention to people, processes, structures, and tasks; Networks, emergent change, and informal and formal models of influence; Leadership development and succession planning; Diversity and inclusion

Preston Lindsay, PhD
Principal/Organizational Development

Preston holds a PhD in Business/Industrial Organizational Psychology, a Masters of Science in Organization Development and Management, and a Bachelor of Arts Sociology and Psychology.

Preston is an organizational psychologist with a specialization in organization development and change management. Preston is an expert strategic planning facilitator who guides management through a collaborative team planning process for integrated and data driven strategic, operational and implementation plans. Preston has over a decade of combined senior and executive leadership experience in both the nonprofit and corporate spaces. As a mission oriented and results driven leader, Preston's professional experiences include leading organizational change, designing and implementing systems for improving organizational efficiency, designing and implementing strategic plans, managing organizational advancement and people & performance.

Preston has facilitated strategic planning processes of many nonprofits such as the San Francisco Foundation HOPE SF, From Within, Lift Up the Vulnerable, Freedom of Unity, the People's Coalition, Around the Way Girl, and more. In addition to his consulting work, Preston is a Professor of Industrial Organizational Psychology at the University of Maryland Department of Psychology. Is on Faculty at New York University's Robert F. Wagner School of Public Service, Suffolk University, St. Peter's University.

Practice & Skill Areas:
Evaluation Techniques inclusive of qualitative and quantitative methodologies; Organizational sustainability theory of change and evaluation frameworks; Strategic Planning, Process Mapping & Improvement; Change Management; Program Planning & Assessment; Root Cause Analysis; Leadership Development; Antiracist/Antioppressive organization development

Paul J. Hanges, PhD
Principal/Organizational Strategy

Paul Hanges holds a MA and Ph.D. in Industrial Organizational Psychology from the University of Akron in 1986.

Paul is an Industrial/Organizational Psychologist specializing in human resource practices, team/organizational diversity, organizational climate, leadership, team-processes, and cross-cultural issues. He has worked with public and private organizations (e.g., Central Intelligence Agency, Federal Bureau of Investigation, Maryland Administrative Office of the Courts, Personnel Board of Jefferson County, S. C. Johnson & Son) as well as various consulting firms (e.g., American Management Systems, Emerson Human Capital, Mercer, Inc.) and has been retained as an expert witness by several law firms. He has recently completed a 3 year study on the conflict culture of the US Congress. The majority of his applied work focuses on developing human resource practices (e.g., competence models, selection/promotion systems, training and development systems) and aligning organizational policies, practices, and procedures to produce desired organizational climate and improve organizational efficiency.

His work has received numerous awards and recognition. His 2004 co-authored book, *Culture, Leadership, and Organizations: The GLOBE study of 62 Societies*, won the M. Scott Myers Award for Applied Research from the Society of Industrial/Organizational Psychology. Paul won this award again in 2011 for his work developing a new human resource selection assessment tool. Finally, his 2014 co-authored book, *Strategic Leadership Across Cultures: The GLOBE Study of CEO Leadership Behavior and Effectiveness in 24 Counties* won the 2015 International Leadership Association and San Diego University's leadership book award for scholarship. His publications have appeared in a number of journals including *Journal of Applied Psychology, Journal of International Business Studies, Psychological Bulletin*, and *The Leadership Quarterly*. Finally, he is a fellow of the American Psychological Association, Association for Psychological Sciences, and the Society for Industrial/Organizational Psychology. In addition to his consulting work, Paul is a Full Professor of Industrial/Organizational Psychology at the

University of Maryland and is also the academic director of the university's MPS (Master's in Professional Studies) in IO Psychology program.

Practice & Skill Areas:
Diversity and inclusion; Organizational climate/culture assessment; Training design and delivery; Quantitative Methodology (Statistical Analyses both traditional and big data techniques); Psychometrician and survey design expert; Selection development and validation; Qualitative Methods, interviews, content analysis; Leadership assessment and development

Because all consultants take on leadership roles with the project and the project requires collaborative effort our consultants aim to demonstrate high level interpersonal skills such as: Forging and maintaining relationships, project confidence, and the ability to go beyond the content area. Forging and maintaining relationships involves the process of building on new client relationships which is critical to the success of any project and the sustainability of any newly formed business relationship.

References

1. Mr. Lorren Oliver. Director, Personnel Board of Jefferson County 2121. 8th Avenue North - Suite 100. Birmingham, AL 35203 (205) 919-5514
2. Mr. Brandon Jones. Program Director of Cultural Resilience. HOPE SF - City of San Francisco. (415) 400-0975
3. Ms. Mamie Mallory. (Retired) Assistant Administrator for Civil Rights. Federal Aviation Administration (301) 466-2274

Closing

We are so excited about the prospective opportunity to provide our services to such a socially responsible organization. We look forward to working with the City of West Linn. Should you have any questions or comments, please do not hesitate to contact us.

w/ attachment

Exhibit A - Capabilities Statement

Capabilities Statement

Conducere

CONTACT INFORMATION

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WHO WE ARE

Conducere is a minority-owned, organizational development firm and SB8(a) Small Business mission. We partner with leaders to strengthen their organizations during times of transition. Transitions occur throughout the lifetime of organizations and the partners of Conducere have been successful in assisting organizations through these transitions as they build their business, during periods of uncertainty, or at times when organizations need to restructure or reduce offerings or workforce.

CORE COMPETENCIES

ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT CONSULTING SERVICES

- Culture enhancement & mission alignment
- Leadership development & executive coaching
- Specialized organizational trauma intervention
- Organizational diagnosis
- Organizational restructuring
- Development and maintenance of personnel selection systems
- Workforce needs assessments & training
- Culture assessment
- Strategic planning facilitation
- Group facilitation
- DEI strategic planning facilitation

DISTANCE DELIVERY

- Virtual Leadership Training and Development
- Interactive sessions: Face-to-Face & Online

DIFFERENTIATORS

Conducere uses inclusive, anti-racist, and anti-oppressive organizational development techniques to drive both our own decision-making and to help our clients navigate complex organizational changes. Our methods and interactions with our clients are sensitive to both their internal and external environments. As a multiracial and multicultural organization, Conducere is passionate about assisting organizations to identify, challenge, and dismantle structural racism while fostering the development of inclusive work environments among multiracial/multicultural teams and organizations.

COMPANY DATA

- Structure: LLC
- Ownership: Small, minority owned
- FEIN: 83-4637408
- Credit Card, Direct Deposits, Wires accepted

Dr. Cindy Caldwell, CDP

DEIManagement.net • Tacoma, WA 98406 • cindy.caldwell2223@gmail.com • 314-494-5315 • linkedin.com/in/drcindycaldwell

To the City Manager of West Linn, John Williams:

Some say that any job is easy if you have the right tools. I am a Qualified Administrator of the Intercultural Developmental Inventory (IDI), and I believe the IDI is the right assessment tool for West Linn. As you may know the IDI is the premier, cross-culturally valid, equity assessment, and it will help us build cultural competencies in your city administrators and your police force. The IDI will provide a personal assessment of each participant, as well as an assessment of the organization as a whole.

My meeting with the individuals who have taken the IDI is one of the highlights of my work, as it allows me to offer personal coaching to each individual around their implicit bias, as well as expand their intercultural competency. The information gleaned from the IDI is essential for developing diversity, equity, and inclusion insights for individuals, but it is also instrumental in helping me customize corporate trainings that meet the specific growth areas for each organization. My expertise along with the results of the IDI also unveil any "hot spots", allowing key leaders to consider a timely course correction for the organization. More information about this particular assessment tool is available on the IDI website: https://idiinventory.com/

Another advantage of the IDI is that the assessments can all be done online, and there is no reason why this important work for the City of West Linn shouldn't begin immediately. Basically, each person designated to take the IDI fills out a 50-question, online assessment. Those results come back to me, and then I schedule a one-on-one with each person to carefully explain and review the results. There are also critical, corporate insights from combining the individual results; this allows me to give a broad, overall summary of where an organization is in their cultural awareness and cultural competency.

The IDI identifies a concrete number which provides a placement on a continuum; this essentially is a baseline of where an individual, as well as the organization, is on a journey to becoming a healthy work environment. The IDI also generates an individual and corporate plan for progress, and with my help, key leaders will be more confident in developing trainings and educational forums. After establishing the initial baselines, the IDI can be taken again in 12-18 months to assess the progress that an organization is making to meet its equity benchmarks.

The cost of the IDI is determined by how many people participate. Often organizations will have the leadership and management teams of an organization take the IDI, and they then use those results to develop the trainings for all. Other organizations prefer to assess everyone. The cost of the IDI is approximately $150 per person, which includes the assessment itself, my facilitating one-on-ones with the participants, and a critical, corporate report.

Administering the IDI and developing trainings from that information is my expertise. The IDI is unique in that it provides a plan that can be done in small groups of employees, and the trainer does not have to

be involved. This allows for personal engagement and commitment from the employees, which I have found is where the most exciting transformation and improvements begin.

Please note that although I am an expert in providing the groundwork for critical conversations around equity in the workplace and our communities, I do not have the expertise to conduct policy audits or engage in community outreach. For this reason, I am only offering to the City of West Linn my ability to administer the IDI and facilitate the trainings that will follow. I am happy to collaborate with other trainers who bring complementary skills in the ensuing phases of this important work.

Sincerely,

Dr. Cindy Caldwell

Cindy Caldwell, PhD, CDP

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PROFESSIONAL EXPERIENCE

PIERCE COUNTY COMMUNITY ENGAGEMENT TASKFORCE, Tacoma, WA   2019 – Present
Consultant/Trainer of Diversity, Equity & Inclusion
- Co-lead for Structural Organizations Committee to take pro-equity assessments into Tacoma businesses
- Analyze assessment results and develop trainings from those results
- Facilitator for *train-the-trainer* workshops

INVISTA PERFORMANCE SOLUTIONS, Lakewood, WA   2019 - Present
Consultant/Trainer of Diversity, Equity & Inclusion
- Lead trainer for all DEI classes, using original and prepared materials
- Conduct assessment of company culture to determine key DEI issues and competencies
- Assessment used as basis for development of training

DEI MANAGEMENT, LLC, Tacoma, WA   2018 - Present
Owner/Executive Director
- Administer the *Intercultural Development Inventory* (IDI) assessment tool, as needed
- Develop, market and deliver classes that address racism, implicit bias, gender competencies, sexism, ableism, ageism, classism and others.
- Devise, customize and implement assessments to determine which equity and inclusion topics are most relevant for a given organization.
- Prioritize, guide and organize the initiatives for the educational program and tools.
- Initiated, organized and facilitated many relational meetings with community members.
- Keynote on *Communication* for Pierce County Emergency Management

ARCHWAY CONSULTING GROUP, Tacoma, WA   2018 - Present
Consultant/Trainer of Diversity, Equity and Inclusion
- Provide tools and skill sets to cultivate diversity and inclusion in the workplace.
- Brainstorm, collaborate and design public classes for organizations or individuals - classes have included *How to Recruit and Retain Diverse Talent*; *Redlining and Racism in Real Estate*; *Gender Competencies & Others.*

MULTICARE TACOMA GENERAL, Tacoma, WA   Summer - 2018
Volunteer
- Researched and developed educational materials for parents of transgender children.
- Consulted with the Healthy Living Outreach Department.
- Supported the Diversity and Inclusion Program Manager to implement best practices in defining, assessing and promoting diversity, equity and inclusion.

LOCAL FAITH ORGANIZATIONS, Tacoma & Seattle, WA   2016 - Present
Facilitator/Instructor
- Developed and presented classes of original material about Mary Magdalene and how the "divine feminine" has played a role in resistance movements, including *Black Lives Matter, #MeToo campaign* and *March for Our Lives*.
  - Initial class generated largest attendance numbers for the organization's educational program.
  - Invited back by the same organization to teach a series of classes.
  - Recognized by attendees for improving their diversity awareness, resulting in changing their attitudes and adapting their behaviors toward others.

RAINBOW CENTER AND OASIS YOUTH ORGANIZATION, Tacoma, WA   2015 - Present
Volunteer
- Pride Stakeholder - help to organize and fundraise for Pride week.
- Organized *Crossing the Threshold* storytelling event for Queer people to tell the intersection of their faith and being Queer
- Organized a *Service of Lament* to foster healing in the Queer community
- Volunteer for the Gayla, the organization's main fundraiser.
- Helped serve 700+ homeless and victimized, gay children by managing a monthly meal for Oasis youth.

HOLISTIC FITNESS LLC*, St. Louis, MO   2000 - 2010
Owner/CEO
- Used *right practices* in hiring employees of various races, cultures and gender expressions.
- Grew the company from a one-room clinic with a single therapist into a diverse, holistic health practice with multiple rooms and therapists.
- Increased cash flow and generated immediate income by developing discounted packages that rewarded customers for buying multiple services.
- Built relationships with local doctors, chiropractors and holistic health professionals.
- Became the No. 1 company in St. Louis for colon hydrotherapy.
- Introduced a new revenue stream by certifying 25 therapists in colon hydrotherapy and teaching them wellness counseling, nutrition and business.
- Developed coursework for training and maintaining therapist certification.
- Sold the business for three times the purchase price.
- Awarded instructor certification from the International Association of Colon Hydrotherapy.
- Company nominated for Heart of the Community Award for Outstanding Business, 2007.

PFLAG, (Parents and Friends of Lesbians and Gays), St. Louis, MO   1999 - 2003
Public Speaker
- Spoke to schools, church groups and other organizations about how best to support their Queer family member or friend.

EDUCATION | CERTIFICATIONS

Qualified Administrator for Intercultural Development Inventory – IDI, LLC, Olney, MD
Diversity & Inclusion Professional Certification - Institute for Diversity Certification, Indianapolis, IN
Equality and Diversity Training Certification - Equality and Diversity, UK, LTD, Manchester, England
Doctorate in Mythological Studies with an Emphasis in Depth Psychology - *Pacifica Graduate Institute*, Carpinteria, CA
- Education included classes in Hinduism, Buddhism, Judaism, Islam, Christianity, Indigenous People and African religions.
- Dissertation titled, *The Changing Myth of Mary Magdalene*

Master of Arts in Mythological Studies with an Emphasis in Depth Psychology, PGI, Carpinteria, CA
Bachelor of Arts - Physical Education - Denver University, Denver, CO
Associate of Arts - Physical Therapy - Shelby State College, Memphis, TN
Certified Instructor - International Association for Colon Hydrotherapy, San Antonio, TX
Certified Fitness Trainer - American College of Sports Medicine, Indianapolis, IN

TRAINING AND CONFERENCES

40 Hour Mediation Training - Center for Dialog and Resolution, Tacoma, WA
Fearless Facilitation – Pacific Lutheran University, Tacoma, WA
Courageous Conversations - Cultures Connecting Seminar, Seattle, WA
Race and Pedagogy National Conference: *Radically Re-Imagining the Project of Justice: Narratives of Rupture, Resilience, and Liberation* - University of Puget Sound, Tacoma, WA
Working on Prevention Through a Culturally-Informed and Inclusive Lens - Pierce County Prevention Coalition, Tacoma, WA
LGBTQ Core Competency - Pacific Lutheran University with the Rainbow Center, Tacoma, WA
Gender Identity Training - Pacific Lutheran University with the Rainbow Center, Tacoma, WA
Exploring Class and Race Intersections Workshop - Class Action, Seattle, WA
Engagement with the Media Workshop for LGBTQ and allied community - GLAAD Media Institute, Tacoma, WA
Courage and Renewal Academy for Leaders - Year-long professional development program focusing on leadership skills, Bainbridge Island, WA

PRESENTATIONS

Communication – Guest Presenter, Pierce County Emergency Management, May, 2019
Reclaiming Mary Magdalene - Guest Lecturer, University of Puget Sound, March, 2019
Sarah and Hagar: A Jewish Midrash and Islamic Hadith Told from a Feminist, Mythological **Lens** – Immanuel Presbyterian Church, February, 2019
Mary Magdalene as the Archetypal Everywoman: Feminine Consciousness Rising Up, Demanding to Be Seen, Heard & Treated with Respect- Interview on "She Is Love" Website.
http://www.sheislove.com/mary-magdalene-celebration/
Mary Magdalene in the Bible, the Gnostics and as the Divine Feminine **Archetype** - October, 2018
Crossing the Threshold, **Pride Event** - *Master of Ceremonies*, Tacoma, WA. July 19, 2018
Crossing the Threshold, Pride Event - *Storyteller*, Tacoma, WA. July 10, 2016
Mary Magdalene, Hillary Clinton and the Patriarchy - Pop-Culture Conference, San *Diego, CA. March, 2017*
The Changing Myth of Mary Magdalene - Pop-Culture Conference, Seattle, WA. March, 2016

REFERENCES

Lauren Walker
Executive Director of Tacoma Community House
Lauren.walker.lee@gmail.com 360-265-4713

Tamar Jackson
Director of Community Engagement at Workforce Central
tjackson@workforce-central.org 253-254-7348

Korbett Mosesly
Deputy Director of Programs, Metropolitan Development Council
kmosesly@mdc-hope.org (253) 448-0260

Eyde Mabanglo
Transitional Pastor, Newport Presbyterian, Seattle
Rev.Eyde@gmail.com 360-620-3326

David Wright, MDiv
University Chaplain/Director of Spiritual Life and Civic Engagement at University of Puget Sound
dwright@ups.edu 425-218-5596

Tad Monroe
Organizational Development Consultant, Habitat for Humanity
253tad@gmail.com, 253-222-1445

Cindy Caldwell, PHD, CDP

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The following document is a compilation of a few of the events that I have facilitated or partnered with in the greater Tacoma area over the last couple of years. I am a *Certified Diversity Professional* (CDP) through the Institute for Diversity Certification http://hstrial-institutefordive.homestead.com/index.html. This certification was very thorough – the fifteen classes included all of the protected groups, as well as the laws responsible for those protections. There was also instruction on how to create assessments, compile their data and then develop classes related to that information.

I am also a Qualified Administrator of the *Intercultural Development Inventory* (IDI). The IDI is a well-known, cross-culturally valid assessment tool for improving intercultural competence. It provides data, as well as individual and corporate plans for progress. https://idiinventory.com/generalinformation/

DEI Management
In order to seriously engage in consulting work for organizations wanting to improve their diversity, equity and inclusion, I launched the *DEI Management* company in 2018 https://www.deimanagement.net/. I also chose to partner with other influential DEI agencies, including working as a consultant for *Archway Consulting Group* (ACG) https://www.archwayconsultinggroup.com/about-us and with *Invista Performance Solutions.* http://www.invistaperforms.org/. This has allowed me to add diversity, talent and resources to develop and facilitate specially tailored DEI forums.

Pierce County Community Engagement Taskforce (PCCET)
Most recently, I have become involved with the PCCET to help promote equity and inclusion in Tacoma's most engaged organizations helping with marginalized communities. One of the goals of this committee is to administer an assessment to all willing businesses in Tacoma. This tool is the Protocol for Culturally Responsive Organizations, developed by the Coalition of Communities of Color and the Center to Advance Racial Equity at Portland State University. One goal is to compile the data from each organization into a composite for all of Tacoma and then be able to assess our status and progress. A second goal is to motivate those same organizations to assess their policies to make sure they have written proof of their intention to be diverse, equitable and inclusive.

My desire is to help administer the assessment and then collate and analyze the data received. I will take steps to help the organizations understand their results and then develop a plan for those organizations to do the intentional work of looking at and owning their biases. My skill

set includes analyzing and writing policy that is the foundation of all equity and inclusion in professional organizations.

Archway Consulting Group (ACG)

Keith Blocker (Tacoma City Councilman and Managing Partner for ACG) and I have collaborated in developing and facilitating several successful classes and events, as well as working together in community outreach (including promoting and organizing doorbelling events for Keith's successful, re-election campaign). Keith, his wife, Christina (also a Managing Partner for ACG) and myself have hosted numerous networking meetings to listen and learn about the specific DEI related needs of Tacoma businesses and to promote our DEI events.

Diversity in Real Estate

Keith and I facilitated a "Redlining and Racism in Real Estate" class for a group of *Leaders in Real Estate*. It was important that Keith and I first define racism as prejudice + power. This definition offers a refutation to the comment "But people of color are racist against white people". One can be prejudiced, but without the power of the dominant class, it isn't racism. We also talked about implicit bias and how bias can affect the crucial customer-realtor relationship.

We also explained the history of redlining and presented a map of Tacoma with the redlined areas highlighted; this map explicitly revealed how these locations are still considered to be less desirable today than those areas not redlined (unless, of course, gentrification has started within the neighborhoods). We pointed out the difficulties that gentrification can cause within redlined areas, limiting the ability of some families to keep their homes, due to tax increases, etc.

Information that we make sure is included is that people of color are still 2.5 times more likely to be refused a loan, resulting in a severe reduction in the ability to accrue wealth, as homeownership is one of the key ways that wealth is built. White people are 1.5 times more likely to own a home. The disproportionate denials and limited anti-discrimination enforcement help explain why the homeownership gap between whites and African Americans, which had been shrinking since the 1970s, has exploded since the housing bust. It is now wider than it was during the Jim Crow era.

Another discussion was held regarding the benefits of diversity in the workplace. This included how important it is for buyers to see someone who looks like them when they are considering buying a house. It was also pointed out the enormous disparity of white people vs people of color in high level management positions. This is also true of male vs females.

Various training exercises and discussions – both large and small group – are facilitated in all classes. This helps the client to engage more deeply into the material being offered, along with providing motivation to put new concepts and behaviors into practice. This class was a mix of ages, cultures, and gender identities, along with having realtors and mortgage lenders.

Recruit and Retain Diverse Talent
ACG and I also created, developed and facilitated "Recruit and Retain Diverse Talent", helping organizations to answer the questions:

> "Where do I find and recruit diverse talent?", and "How do we onboard
> to make our organization truly inclusive, so that we retain that talent?"

We facilitated discussion that focused on what makes a diverse workplace and why a diverse work culture might be important. Various graphics (photographs, memes, etc.) were often used to promote a concept. One graphic is the "Ten Benefits of Workplace Diversity" and another is a chart highlighting the billions of dollars that it costs to train new employees because of high turnover. Research shows that unfair treatment is the single largest driver of turnover affecting all groups, and most acutely affects underrepresented professionals.

Our clients in the class often represented various organizations. As part of our approach, we took the websites from each of their respective organizations and looked at who was represented on the website. Together, we reviewed the level of diversity in their online presence by asking: Were there people of color? Were there various ages? Pregnant women? Did people have on clothing that represented their religion or culture? Did everyone wear the "all-American" business suit or was there diversity of clothing and style? And, did all the pictures show white men in the positions of power (doctor or CEO, etc.) and/or women and people of color in the less powerful positions? This exercise is provocative and tends to be very eye opening and gives the clients something to take back to their organizations to address immediately. To the degree and urgency that those in upper management implement crucial changes in an organization can also prove quite telling about their commitment to this work.

We also look at job descriptions, assessing bias regarding names and backgrounds, and we help to unveil any pertinent issues about where recruiters are looking for candidates. When we examine the interview process, we encourage interviewers to make sure all candidates are being asked the same questions. We emphasize how important it is that a hiring team is also culturally diverse. We talk about many other ways to reduce bias from interviews and the hiring process. An important part of our presentation is presenting graphics that show various statistics. One demonstrates the billions of training dollars lost in high turnover of employees and another shows how diverse teams out-perform more homogenous teams.

We hold these classes at the Tacoma Urban League and we utilize large and small group discussions/exercises, custom handouts, and visual aids to facilitate self-discovery in areas of bias, cultural awareness within the organization and the larger community, and help develop action plans for individuals and their work environments.

Tacoma Community College
Keith and I were asked to consult with Tacoma Community College to assess their current faculty awards process. This included reviewing descriptions and guidelines for the awards, as well as evaluating the application process. Additionally, we analyzed how the judges were

selected for the committee and offered an alternate approach to attract a more diverse population for the committee in the future.

Keith and I then collaborated with the TCC Taskforce for a related project—to write new policy and then assess if the adapted policy was more equitable. The commitment from the TCC Taskforce and their president, Dr. Ivan Harrell, was most impressive. They welcomed our suggestions and critiques and proved how important equity work was to their organization. We seldom get a group of people so willing to look at their own bias and the bias of their greater community.

Let's Talk: Community Forums
Keith, Christina and I wanted to get DEI concepts out to the public, not just to organizations. We wanted to bring this education to individuals who might not get it anywhere else. We believed this to be a good way to give back to our community and thus, the "Let's Talk" forums came into being. In general, one of us chooses the topic and then moderates the event. We hold the events at Evergreen College, Tacoma campus in the evening.

Our first community forum that ACG and I put together was on *Race and Immigration*. Keith was the moderator and I helped organize and facilitate the event.

The next event was on *Racism and Education in Tacoma* and I was the moderator. My panel included:
Kelly Camak Niccols – Assistant Principal at Mt. Tahoma High School
Logic Amen – Assistant Principal at Lincoln High School
Dr. Lin Zhou – President of Bates Technical College
Dr. Ivan Harrell – President of Tacoma Community College

These are the questions I asked each panelist and the answers were enlightening:
1) What is the purpose of education in America?
2) Some think our educational system is failing…is this true?
3) What are the priorities for serving that purpose?
4) How are those priorities empowering students of color in Tacoma?
5) Can we talk about discipline? What is "restorative discipline" vs "no tolerance" and why use it? (How does this relate to the school to prison pipeline?)
6) What's missing in the educational system and how can we improve it?
7) What can the citizens of Tacoma do to help bring about these changes?

As moderator, I helped facilitate the important interaction that ensued. As expected, there was some pushback from the audience regarding some of the responses of our panelists. As I allowed the panelists to simply clarify their statements (sometimes restating what was said vs what was heard) and allow all participants an affirming environment to engage these difficult subjects, the event proved successful and the feedback was positive.

Invista Performance Solutions

The DEI instructor that Invista had used for many years retired last summer. In order to bring me on board, they had me co-facilitate a class on "Unconscious Bias and Communication" with the retiring instructor. We gave a company-wide assessment to determine what problems the company was facing and then created the training around those results.

We facilitated six, 4-hour trainings over an 8-day period, which included about 180 people. The employees were racially and culturally diverse in that we had Vietnamese, African American, Hispanic, Filipino, Native American, as well as those of the dominant culture. There were employees who also identified as LGBTQIA, which was one example of intersectionality for the class to navigate. The age range was 19 to 68 years old, and there were those who had not graduated from high school, as well as those with graduate degrees. There were new-hires and those who had been with the company for over 30 years.

Overall, the trainings were successful, and management was quite pleased. There was some pushback from those who resented our "stirring things up, when everyone got along just fine". It is common to hear from people who do not want to look at their own bias and *white fragility* is almost always a factor. This only affirms the importance of DEI work in all organizations. I am thrilled to be Invista's consultant for all new DEI contracts.

While working with Invista, I learned of the IDI or *Intercultural Development Inventory*, the assessment tool of choice by many organizations. Becoming a Qualified Administrator of this tool allows me to offer an individual plan and a corporate plan to employees and organizations who take it. This assessment provides researched and vetted data results, understandable scoring, and a reasonable outline for improvement. The assessment provides base line data, so the tool can be re-administered in subsequent years to mark improvement.

Immanuel Presbyterian Church

This year, I am even more convinced that well established assessment tools can be invaluable to helping an institution adequately name areas of strength and areas of growth. Because of my DEI work and my PhD studies, I was asked by my faith community to interact with the data from an assessment that the congregation participated in. I was the primary author on an important summary report for the church, based on the assessment tool results. As a result of my work with the data and the subsequent report, our faith community is now ready to move forward with confidence in their search for a qualified pastor to lead the organization into the future. Furthermore, as I help many organizations evaluate their hiring and on-boarding practices for equity, I am in a unique position as a member of my church's "pastor search committee" to guide our organization in approaching their hiring process with integrity and intentional equity.

Pierce County Emergency Responders (PCER)

Every year Pierce County Emergency Responders (PCER) have a one-day retreat to encourage cohesiveness. In 2019, I was asked to give their keynote on the topic of *Communication*. I intentionally set up pre-meetings in order to collaborate with the taskforce for this retreat, and together we came up with an exercise for them to do, based on their Meyers-Briggs personality type. In advance, each person coming to the event took the Meyers-Briggs inventory and the results were sent to me. Analyzing this information, I put together a media presentation that showed a celebrity who identified as each of the personalities scored by the PCER and gave some explanation as to the characteristics of each personality. As we concluded the retreat, we put participants in groups according to their personality types and had them solve a complex problem together. The presentation and the exercise were well received; they seemed to particularly enjoy a cartoon that I found on the M-B personality types.

Rainbow Center & Tacoma Pride

I have been a Stakeholder for Tacoma Pride for 2 years and a volunteer for the Rainbow Center for 4 years. As a Stakeholder I have helped create, market and fundraise for Pride events. Community organizing with the other Stakeholders is vital, as is attending as many of their events as possible.

I have been instrumental in organizing and hosting a storytelling event called "Crossing the Threshold", which is an event for those identifying as Queer to tell how their faith and being Queer intersect. I will be continuing with this storytelling event this coming Pride, but in a different venue and under a different name.

Last summer, I was also responsible for creating an Interfaith *Service of Lament* - a faith service that acknowledged the damage and hurt the church has done to Queer people of faith. We had several clergy of different churches there and presenters who were Transgender, Lesbian, and other Queer identities. I, myself, identify as a Lesbian and found this service to be profound and healing.

MultiCare/Tacoma General

I volunteered in the Diversity & Inclusion office of MultiCare Hospital, supporting the Program Manager in implementing best practices in defining, assessing and promoting diversity, equity and inclusion. I also consulted with the Healthy Living Outreach Department to assess the needs of at-risk children and to help promote programs they developed to meet those needs. Additionally, I learned that there was a health clinic for transgender children at MultiCare and they accepted my offer to research and develop educational materials for parents and their transgender children.

Training and Conferences

In addition to my certification as a Diversity Professional and my qualification as an administrator of the IDI, I have taken 40 hours of mediation training with the Center for Dialog and Resolution. There are other trainings and conferences listed on my CV, all of which support my DEI work in one way or another.

I have a PhD in Mythological Studies with an Emphasis in Depth Psychology. At first glance, Mythological Studies may not seem to relate to DEI work, but this education gave me a basic understanding of most of the religions and cultures of the world. I know some of what it means to be Sikh, or Jewish, or Hindu, but I also know something about the 38,000 different sects of Christianity. This education gives me more insight into a person of a different culture or religion, which I then pass on to an organization wanting to develop better onboarding practices and an inclusive work environment. This leads to improved employee retention, productivity and satisfaction.

The name of my dissertation is "The Changing Myth of Mary Magdalene" and while it may seem that this topic may not pertain to DEI work, it actually elucidates the deliberate repression of women in Christianity. This translates directly to the systemic sexism, misogyny and patriarchal practices that abound in our world, country, state and city. My post-graduate work is a large part of my motivation to expose and dismantle prejudice in all its forms.

Writing a dissertation also shows discipline, perseverance, commitment and the ability to write. It requires the ability to research and the ability to analyze that research into a compilation of words that is compelling in its narrative. These qualities and writing skills serve me well when I am analyzing data, writing reports and explaining concepts that are difficult or resisted.

In Conclusion

In this profile, I outlined my passion and experience to address issues of diversity, equity, and inclusion. I've been a resident of this community for almost five years, and I know that many of our city's social justice issues stem from systemic bias in our institutions. I summarized how my community relationships, networking, and professional work in Tacoma has facilitated significant movement toward a more equitable understanding of, and best practices for, the organizations that I have consulted with and/or coached. I look forward to engaging in DEI work from an intentional team approach to better model the overwhelming value and benefits of appreciating, celebrating, and collaborating within a diverse community.

Sincerely,

Dr. Cindy Caldwell

May 18, 2020

Interim City Manager John Williams
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Community Development
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West Linn, OR 97068
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503-742-6063

This proposal is submitted to demonstrate DTUI.com's capability for successfully partnering with the COWL in conducting a comprehensive diversity, equity and inclusion assessment. Not just any vendor will satisfy this project's needs due to the complexity of the COWL challenges and its specific needs. DTUI.com LLC has the capacity and expertise to measure COWL's current needs, benchmark against similar organizations, and recommend intervention practices tailored to the recommendations. The remainder of this proposal outlines our capabilities in addressing the required tasks.

Contact Information

Company's full legal name:
DTUI.com LLC

Designation:
Minority Owned Business
Ninety percent women and minority owned business.

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San Francisco, CA. 94107

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Proposal

COWL Diversity, Equity and Inclusion (DEI) Program and Equity Audit Proposal

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Prepared for: **Billy Vaughn, PhD CDE**
Senior Managing Partner

Prepared by: **Billy Vaughn, PhD CDE, Mary Ellen**
Ruiz & Eileen Sanchez

May 18, 2020

Description

Diversity, Equity and Inclusion (DEI) Program and Equity Audit Proposal

This document summarizes the proposal and quote for cultural diversity assessment, audit, and benchmarking services we promised to send you.

Proposal To: City of West Linn (Oregon)

Company History & References

About us – DTUI.com is an organizational change, training design and development, employee engagement, leadership development, and diversity and inclusion company founded in 1998. Our mission is *to spread compassion in the service of promoting employee engagement and inclusion for bottom line results*. We have served clients across sectors, including transportation. Some of our clients include:

- San Francisco Municipal Transit Authority (SFMTA)
- NASA
- University of California
- The Central Intelligence Agency
- Amazon
- The City of Longmont (Colorado)
- Hallmark Cards
- Federal Home Loan Bank
- Wells Fargo
- Mercedes Benz
- City of San Francisco
- The National Reconnaissance Organization
- Survey Monkey
- The Office of the Director of Intelligence
- The United States Army
- The County Coconino
- Allstate Insurance

The following is a list of examples of similar work we have done for clients:

1. **San Francisco Municipal Transportation Authority (SFMTA).** DTUI.com conducted an assessment in 2019, presented the results to the leadership team, and recommended training based on the results. We navigated the union, enforcement, management, and operational challenges to successfully complete this project.

2. **University of California Alumni Association (CAA)**. DTUI.com conducted an organizational assessment in 2019, developed staff training based on the results, and delivered the training to staff at the annual all hands meeting.

3. **Christiana Care Health System**. DTUI.com training deployed its organizational inclusion survey to the organization's 30,000 personnel. The results indexed the organization's stage of inclusion and served as a benchmark.

4. **Central Intelligence Agency**. Billy Vaughn and William Makell led the members of the agency diversity and inclusion task force through a four-day strategic planning exercise. The goal was to align the team and receive agency wide input and buy-in. In a separate contract, DTUI.com provided a four-day leadership training for 18 cultural diversity and equal opportunity managers. The training increased competence in managing both EEO and diversity management roles.

5. The City of Longmont (Colorado). We conducted an organization wide assessment that included community stakeholders. The results were used to design and develop a staff and manager cultural diversity training. We trained employees as in-house trainers to deliver the modules.

References:
Rashid Herd—Acting Manager Workforce Development, San Francisco Municipal Transportation Agency (rashid.herd@sfmta.com). He is responsible for implementation of the Respect In The Workplace and Emotional Intelligence training programs, as well as oversight of programs such as Going the Extra Mile (GEM) and New Employment Orientation (NEO) programs. He is currently a project manager for the Practical Communication Tools (PaCT) for Public-Facing team members customer service and de-escalation project.

Clothilde Hewlett JD—Executive Director of the Cal Alumni Association one of the largest alumni associations in the world (cloey.hewlett@alumni.berkeley.edu). She provides support and oversight to an alumni association with over 500,000 alumni.

Kenneth Bailey CDP – Director of Inclusion & Civil Rights, National Oceanographic and Atmospheric Administration (NOAA) (Kenneth.bailey@noaa.gov). DTUI.com provided a four-day leadership training for 18 cultural diversity and equal opportunity managers. The training increased competence in managing both EEO and diversity management roles.

Lawrence Pace CDP – Deputy Director of the Office of Equality & Inclusion, United States Department of Defense bsee84@gmail.com. DTUI.com provided a four-day leadership training for 18 cultural diversity and equal opportunity managers. The training increased competence in managing both EEO and diversity management roles.

Table of Contents

Background

The City of West Linn (COWL) is an idyllic middle-class community, of just under 26,500 citizens. The city is located south of the city of Portland. COWL enjoys the honor of the 2011 top ranked best places to live in Oregon for by CNN/Money Magazine. The city demographics are as follows:

- About 90% of the population is white American, and the remainder identify as Asian (4%), Latino/Hispanic (3%), Mixed race (3%), and African American or black (less than 1%).
- Medium age is 43%.

The local economy is supported by retails stores, commercial, and home base businesses. The City employs about 145 full and part-time employees across the administration, police, public works, finance, human resources, parks and recreation, library and information technology departments.

Understanding of the Project Needs and Goals

The 2017 incident in which the West Linn police was found to have conspired with a local towing company to retaliate against an African American towing company employee was covered the news media. Recently the city and the tow truck company settled a racial bias lawsuit with the ex-employee.

The West Linn city council recently voted to complete a racial bias and equity audit and DEI plan. One goal is to implement DEI awareness training in order to align the leadership and employees with organizational goals and objectives. The City of West Linn aims to develop a strategic initiative that will allow employees to recognize, respect, and value differences that lead to innovative approaches and diverse thought. In addition to DEI training, the city wishes to develop a comprehensive program that includes policy development, training, and an internal and external focused framework to sustain bias reduction efforts.

Scope of DTUI Services to Support the Desired Program

Local governments have longed played an important role in the creating and maintaining racial inequity as cultural and racial diversity has spread across the country. Policies and practices have been put into play to protect against discrimination and inequity. However, despite progress in reducing covert discrimination, deep seated institutional and group exclusion linger.

Intentional, systematic and expert planning is needed to address the barriers and systems that maintain and reproduce inequity. Otherwise even the best efforts can fall short of meeting desired goals. Intentional intervention is the key to dismantling the structures and behaviors that perpetuate inequities.

Government has the ability and responsibility to implement policy changes and regulate behaviors that undermine equity. Interventions designed to improve planning, decision-making, and resource allocation that lead to more racially equitable policies and programs requires a sound, data-driven strategy.

We propose the use of a combination of the Inclusion, Equity, and Belonging framework and the Government Alliance on Race & Equity (GARE) Toolkit for this project.

Work Plan

Methods

Conduct a SWOT Analysis with the leadership team to identify existing barriers, strengths and opportunities.

Data Collection Approaches

GARE Racial Equity Tool. Whenever an organization is underperforming, a gap analysis is often deployed. It is a systematic method for comparing the present circumstances and the desired and actual state of affairs. The results should also pinpoint opportunities for improvement. Gap analysis results identify what your city is currently doing well, where it wants to be, and what needs to happen to close the gap between the two. The results also identify areas for improvement within your organization's operations. If your human resource management department is receiving a lot of similar complaints, a gap analysis can identify training, policy, and procedure opportunities. We propose the combination of survey, key informant interviews, focus group interviews, and document and practices analyses.

We further propose combining two tools. The Government Alliance on Race and Ethnicity (GARE Racial Equity Tool) Toolkit and the Inclusion, Equity & Belonging Assessment Toolkit. The GARE Racial Equity Tool designed and developed specifically for eliminating racial inequities and to advance equity. It is designed identify clear goals, and objectives outcomes. It is designed to engage the community in the decision-making process through standardized interviews. It also identifies who will benefit or be burdened by policies, procedures, decisions, and practices to uncover unintended consequences. The results

are used to develop strategies to advance equity and mitigate unintended negative outcomes.

<u>IEB Assessment</u>. Use of GARE is a must for identifying institutional barriers, but insufficient for program and training design. Organizations change with the growth of its members. To understand professional growth needs, a competency-based assessment is warranted. The Inclusion, Equity and Belonging Assessment Toolkit (IEB Toolkit) is designed to identify inclusion competence gaps. The IEB uses a survey, key informant interviews, focus group interviews, and systematic document analysis to identify an organization's stage of inclusion. Competency gaps that need to be addressed with training are also identified. The set of assessment tools has undergone extensive reliability and validity checks to ensure that the results are trustworthy. The resulting data offers clear insights into your organization's current stage of inclusion, the corresponding cultural competence gaps, and intervention recommendations needed to move towards the organization to higher stages.

- Survey (This 18-item, 12-minute assessment that can be delivered online and in paper and pencil formats. The results serve as a baseline data for measuring organizational change).
- Focus Groups Interviews (This set of questions is based on the GARE and the IEB Toolkit to assess existing barriers to equity.)
- Document Analysis (This is the method used to systematically analyze existing documents, such as policies and procedures, to identify areas of strengths and opportunities).
- Key Information Interviews (This set of questions is based on the GARE and the IEB Toolkit to assess existing barriers to equity).

Together the GARE Racial Equity Tool and the IEB Toolkit assess institutional equity barriers and inclusion competence gaps. The following figure depicts how the approach works.

Inclusion Competence

DTUI.com Copyright 2020

Conventional   Defensive   Ambivalent   Inclusion   Belonging

Stage of Organizational Inclusion Culture Development
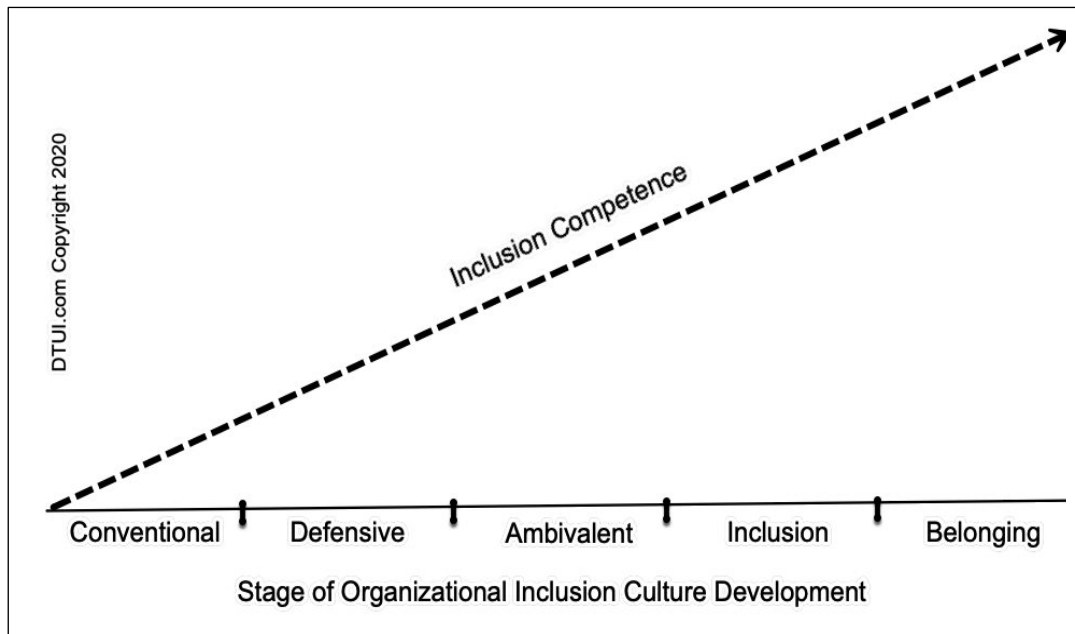
Notice that it depicts organizational change as occurring in stages. The lowest stage is referred to as "Conventional" and the highest is "Belonging." The five stages of becoming an inclusive, equitable organization occur along a continuum. The lower stages of inclusion culture represent low inclusion competence in the organization. Inequity and barriers to inclusion are rampant in the lower stages. The right side of the continuum reflects higher stages of inclusion ad greater inclusion competence. It reflects an organization that is high in psychological safety and intentional efforts to promote inclusion. The more people feel that they belong, the more they comply with the organization's ideals.

Each organization's culture is represented by one of the five stages. The IEB assessment was designed and developed to identifies an organization's current inclusion, equity and belonging stage. The lower inclusion competence in the organization as a whole, the least inclusive the culture. Assessment is the key to identifying inclusion competence gaps that create barriers for an organization's trajectory towards greater inclusion and belonging. This method allows for targeting specific competence gaps. The results are used to design and develop an intervention that directly focus on removing barriers to inclusion.

The change towards greater inclusion and belonging is a matter of shifts in organizational culture. Lower developmental stages are indicative of a culture of exclusion. Shifts in organizational culture towards higher stages

corresponds to more inclusive and belonging culture. The intervention for a Conventional Stage organizational culture, for example, will necessarily be different from one that is in any one of the higher stages. The framework breaks through the inherent problem of relying on diversity best practice implementation to affect change.

Responder Experience and Qualification

Billy Vaughn, PhD CDP Senior Managing Partner

Billy Vaughn (African American) is trained as a cultural cognitive psychologist with a doctorate from the University of California, San Diego. He has consulted organizations across sectors since 1984. Billy founded DTUI.com LLC in 1998. He is best known for expertise in organizational development, organizational effectiveness, assessment, training design and development, training facilitation, and learning management systems. His specialties include diversity and inclusion, creating a culture of belonging, stress management, conflict and de-escalation training, and employee engagement.

Mary Ellen Ruiz CDP (DTUI Partner) – Project Manager & Trainer

Mary Ellen (Latina American) serves as consultant and trainer for projects. She has a background in engineering and a specialization in diversity recruitment. As an engineer, Mary Ellen also has expertise in providing market insights, candidacy and placement of elite underrepresented engineering professionals. Mary Ellen has also served as co-leader on organizational assessments and cultural diversity training.

Eileen Sanchez, Project Assistant and Communications

Eileen (European American) serves as project manager and customer liaison for projects. She assists in managing programs, delivering services, and tracking project progress. Eileen supports projects as an assessment data coder, meeting planner, writing reports, and liaison between project leaders and clients.

William J. Makell Jr., MA CDP (Associate)

Captain William Makell Jr. (African American) is a military veteran with more than 30 years of experience in leadership. He specializes in training, coaching and consulting. He has expertise and experience in helping both organizations and individuals transform their business objectives in the areas of personal & professional development, leadership, diversity & inclusion and change management.

A very short list of clients includes Blacks in Government, Career Communications Group, Guardian Quest, Tri-County Council of Southern MD, The College of Southern Maryland, and the US Coast Guard. He is also on the faculty of the Diversity Executive Leadership Academy (DELA) which is a DTUI subsidiary. William also has experience working with DTUI on contracts such as organizational consulting and training for the Central Intelligence Agency.

William has the following certifications: Executive Certificate in Diversity Strategy (Georgetown University), Certified Prosci Change Management Practitioner (Prosci Inc.), and Certified Diversity Professional (CDP) (Diversity Training University International/DELA)

Rita Rizzo MS

Rita Rizzo (European American) is a Certified Management Consultant (CMC), which was awarded to her by the Institute of Management Consultants. She holds a master's degree in Training and Human Resource Management from University of Leicester in Leicester.

Rita has over 25 years of experience as a trainer. She has provided training and consulting services for over 8000 audiences from corporations, associations, and government. She does extensive work for human service agencies internationally and specializes in working with governmental and health care facilities. Rita specializes in the areas of Talent Development, Organizational Culture and Diversity Issues, and Workplace Violence Prevention.

Allison Lowery

Allison (European American) has a master's degree in Public Administration with a concentration in Program Evaluation. She has considerable data entry, data collection and data analysis experience. She serves as our expert in data visualization, statistical analysis, designing surveys in Qualtrics and Survey Monkey as well as analyzing the results.

Work Plan (Scope of Work)[1]

Pre-Training Kickoff Meeting & Onboarding the Organization

The success of this large project rests on having the right people in place, establishing a collaborative relationship with the COWL team, onboarding the leadership and staff, aligning the organization with the change strategy, and clarifying the goals and objectives.

Task 1: A project Kickoff meeting will be held with the COWL project team and the consultants. The overall plan as specified in the contract will be revisited to make certain that both parties share expectations. The contractor will ask questions to better understand the organization's needs and existing culture.

Task 2: The DTUI team will facilitate a cultural diversity & inclusion strategy map development session with the COWL staff.

Task 3: An Assessment Deployment Plan will be drafted and submitted to the COWL team for feedback and approval. The final plan will be used to guide the assessment phase.

Task 4: A Communications Plan will be designed and developed to facilitate the onboarding of the organization, roll out the project, and keep stakeholders informed and engaged.

Deliverable	Role	Team Member
Audit/Assessment Project	Project Management	Mary Ellen Ruiz & Eileen Sanchez
Kickoff Meeting	Attendance	Mary Ellen Ruiz & Billy Vaughn
Deployment Plan	Developer, Designer, Report Writer	Mary Ellen Ruiz & Billy Vaughn
Communication Plan	Developer, Designer, Report Writer	Mary Ellen Ruiz & Billy Vaughn
Policy/Document Review	- Document Collector - Reviewers - Data Coding - Data Analysis - Writer	Mary Ellen Ruiz & Eileen Sanchez

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[1] This workplan is based on the typical scope of work for similar projects. The workplan, therefore, is subject to change based on additional understanding of the project once the contract work begins.

Assessment Survey • Survey tailoring • Identify and tailor second language format • Survey set up online • Survey hard copies • Marketing surveys • Recruiting participants • Distributing handouts • Collecting data • Set up for analysis • Data Analysis Survey results report	Assessment	Mary Ellen Ruiz & Eileen Sanchez, & Billy Vaughn
Key Informant Interviews	• Interview question tailoring • Recruiting participants • Conducting interviews • Code the data • Submit the coded data to thematic analysis • Key informant interview results report	Mary Ellen Ruiz, Eileen Sanchez, & Billy Vaughn
Focus Group Interviews	• Interview question tailoring • Identify and tailor second language format • Recruiting participants • Conducting interviews • Code the data • Submit the coded data to thematic analysis • Key informant interview results report • Submit the coded data to thematic analysis • Key informant interview results report	Mary Ellen Ruiz, Eileen Sanchez, Billy Vaughn, David Lopez, Annie-Rose London, & Jackie Welch.
Data Analyses	Combine data analyses from the interviews and survey into one document	Mary Ellen Ruiz & Billy Vaughn
Benchmark Study	• Identify benchmark participant organization • Recruiting participants • Collect data • Code the data	Mary Ellen Ruiz, Eileen Sanchez, & Billy Vaughn

	• Submit the coded data to thematic analysis	
Report Development		Mary Ellen Ruiz, Eileen Sanchez, & Billy Vaughn
Present Report	Presentation	Mary Ellen Ruiz & Billy Vaughn

Description of Deliverables

Deliverable #1: Kickoff Meeting

The kickoff meeting offers the critical opportunity to establish common goals and purpose in completing the assessment project. It is the first meeting between the contractor and client project team. Participants get to know each other better. COWL provides more details about the project background, insights into what a successful outcome would look like, and understanding of previous related work. The team agrees to how they will work together including reporting and communication. It sets the tone for a successful project.

Deliverable #2: Program Deployment Plan

Deployment Plan

A deployment plan will be developed that describes in detail what needs to happen to launch and successfully complete the audit. This plan can be as detailed as COWL desires and within reason. The audit typically includes items such as the resources needed, at point(s) the resources will be needed, communications, and a step by step action plan.

Deliverable #3: COWL Communication Plan

An audit communication plan guides the messages to team members and affected stakeholders. How well the audit team communicates throughout the lifecycle of project is crucial for project management. During the audit planning phase, an effective communication plan that describes the general communication requirements for your project. It is designed to increase knowledge about the project and why it is important, as well as create dialog and opportunities for feedback. This plan will include roles, goals, processes, and messaging.

A communication plan for a city audit typically includes infographics, advertising cards, posters, email, letters, community forums, union meeting presentations, etc. Your action plan will be a working document that will change as your project communication needs change. It needs to be managed on a regular basis.

Deliverable #4: Policy/Document Review

- Analyze existing department and citywide policies & procedures using the inclusion and equity coding system.

- Review city activities.
- Review city housing and employment data and resources.

Deliverable #5: Culture Audit/Assessment Survey

1. Share audit communications plan.
2. Share toolkit assessment instruments with COWL for feedback and discussion.
   a. Survey
   b. Dissemination decisions
   c. Key Informant Interviews (GARE questions)
   d. Focus Group Interviews
   e. Document Analysis
3. Contractor receives approval for assessment procedures
4. Contractor receives permission to proceed.
5. Request access to documents from COWL.
6. Conduct the document analyses
7. Set up the survey online, paper and pencil (Only necessary for staff with limited computer access), translate to a second language (e.g., Spanish) if necessary.
8. Advertise, distribute and recruit survey participants.

Deliverable #6: Conduct the Key Informant Interviews

These are individual interviews typically held with COWL leadership, key community stakeholders, and cultural diversity champions, if any, within the staff.

1. Identify the Key Informants.
2. Advertise, distribute and recruit Key Informants.
3. Identify the interview location(s).
4. Set up the interviews.
5. Conduct the interviews.
6. Key informant interviews of management and leadership to understand the relationship between city activities and community goals.

Deliverable #7: Conduct Focus Groups

Contractors will work with the COWL team to determine which groups will participate in focus groups. These small groups interviews are held with different COWL affinity groups, such as women, men, different racial group members, police, religion, etc. Community stakeholder groups will also be subjected to focus interviews, such as representatives from the CAG and NA).

1. Focus groups with staff to understand the relationship between city activities and community goals.
2. Focus groups with community members and agencies to understand the relationship between city activities and community goals.
3. Identify the Focus Group participants.
4. Advertise, distribute and recruit Focus Group participants.
5. Identify the interview location(s).
6. Set up the interviews.
7. Conduct the interviews.

Deliverable #8: Data Analyses

- Code and analyze the document analysis data (e.g., workforce and community demographics, and city services).
- Code and analyze the key informant data.
- Code and analyze the focus group data.

Deliverable #9: Best Practices and Benchmarking

Cities and counties routinely report on their own performance by comparing their metrics with the community or communities next door. That way they can determine how well they are performing relative to others. If COWL wants to conduct a benchmark with similar size cities Oregon, we can collaborate to identify the key indicators for benchmarking and define each to ensure meaningful comparisons. If there are cities that have existing GARE data, those cities can be located and asked to share their results for comparison purposes.

The major actions include identifying the comparison cities, determining if the GARE or COWL developed benchmark will be used, collecting the data, and analyzing it. A benchmark report will be included in the larger audit/assessment report.

Deliverable #10: Develop an Audit/Assessment Report with Program Development and Training Recommendations

- Description of how the assessment was conducted.
- Description and interpretation of the results with specific emphasis on gap analyses outcomes.
- Comprehensive data-driven DEI program tailored to meet COWL's specific needs.
- Include online and in-person training modules for staff
- Include online and in-person training modules for elected officials.
- Training for the
- Present the findings to the COWL.

Timeline

DATES	Deliverable
6/15/20	Kickoff Meeting
6/15 – 19/20	Program Deployment Plan Development
6/17 – 19/20	Communication Plan Development
6/22 – 6/26/20	Policy/Document Review & Analysis
6/29 – 26/20	Cultural Audit and Assessment Survey Preparation
7/1 – 7/10/20	Key Informant Interviews
7/6 – 7/14/20	Conduct Focus Groups
7/15 – 7/28/20	Policy/Document Audit Data Coding & Analyses
7/27 – 8/7/20	Survey Data Coding & Analyses
8/5 – 12/20	Focus Group Data Coding & Analyses

8/7 – 8/13/20	Key Informant Data Coding & Analyses
7/1 – 8/17/20	Benchmarking Study
8/25/20	Develop Full Report
8/30/20	Present Report

Estimated Costs & Cost Methodology

Billy Vaughn ($500.00/hour)
Eileen Sanchez (included in B. Vaughn's hour rate as over head)
Allison Lowery ($65,00/hour)
Mary Ellen Ruiz ($250.00/hour)

Hours	Deliverable	Personnel)	Pricing
3	**Kickoff Meeting**	Billy Vaughn Mary Ellen Ruiz Eileen Sanchez	$1125.00
5	**Program Deployment Plan Development**	B. Vaughn M. Ruiz	$1750.00
6	**Communication Plan Development**	B. Vaughn M. Ruiz	$1500.00 (3) $750.00 (3)
12	**Policy/Document Review & Analysis**	B. Vaughn M. Ruiz E. Sanchez	$750.00 (1.5) $1350.00 (5.5) (5)
4	Review city activities	E. Sanchez	(4)
3	Review city housing and employment data and resources.	M. Ruiz E. Sanchez	$250.00 (2) (1)
7.5	**Cultural Audit and Assessment Survey Preparation**	Billy Vaughn Eileen Sanchez	$2500.00 (5.0) (2.5)
1	Distribute audit communications plan.	Eileen Sanchez	(1)
1.5	Distribute toolkit assessment instruments with COWL for feedback. Feedback discussions.	Eileen Sanchez	(1.5)
4	Conduct the document analyses	Mary Ellen Ruiz Eileen Sanchez	$500.00 (2) (2)
	Set up the survey online, paper and pencil (Only necessary for staff with limited computer access), translate to a second	Technical Support	$4000.00 (Flat fee)

	language (e.g., Spanish) if necessary.		
7	Advertise, distribute and recruit survey participants.	Eileen Sanchez	(7)
	Key Informant Interviews		
0.5	Identify the Key Informants.	Billy Vaughn	$250.00 (0.5)
3	Advertise, distribute and recruit Key Informants. Identify the interview location(s).	Eileen Sanchez	(3)
1.5	Set up the interviews.	Eileen Sanchez	(1.5)
11	Conduct Key Informant interviews of management and leadership to understand the relationship between city activities and community goals.	Billy Vaughn Mary Ellen Ruiz	$2500.00 (5) $1500.00 (6)
	Conduct Focus Groups		
13	Conduct Focus Groups with staff to understand the relationship between city activities and community goals.	Mary Ellen Ruiz Billy Vaughn	$2000.00 (8) $2500.00 (5)
4	Focus groups with community members and agencies to understand the relationship between city activities and community goals.	Mary Ellen Ruiz	$2000.00 (4)
2	Identify the Focus Group participants.	Billy Vaughn Mary Ellen Ruiz	$250.00 (0.5) $375.00 (1.5)
3	Advertise, distribute and recruit Focus Group participants.	Materials	$500.00
3.5	Identify the interview location(s).	Eileen Sanchez Mary Ellen Ruiz	(3) $125.00 (0.5)
1.5	Set up the interviews.	Eileen Sanchez	(1.5)
	Policy/Document Audit Data Coding & Analyses		
4	Analyze existing department and citywide policies & procedures using the inclusion and equity coding system.	Billy Vaughn Eileen Sanchez	$1000.00 (2) (2)
	Survey Data Coding & Analyses		

40	Statistical analyses	Allison Lowery	$2600.00 (40)
	COWL review & further analysis requests		$400.00
8	Final analyses summary	Billy Vaughn Mary Ellen Ruiz	$2000.00 (4) $1000.00 (4)
	Focus Group Data Coding & Analyses		
24	Data coding/Thematic analysis	Billy Vaughn Mary Ellen Eileen Sanchez	$4000.00 (8) $2000.00 (8) (8)
	Key Informant Data Coding & Analyses		
16	Data coding/Thematic analysis	Billy Vaughn Mary Ellen Ruiz Eileen Sanchez	$1000.00 (2) $2000.00 (8) (6)
	Benchmarking Study		
2	Work with COWL to identify the organizations to benchmark against	Billy Vaughn Mary Ellen Ruiz	$500.00 (1) $250.00 (1)
2	Contact benchmark organizations	Eileen Sanchez	(2)
4	Collect data	Eileen Sanchez Mary Ellen Ruiz	(2) $500.00 (2)
8	Analyze data	Billy Vaughn Allision Lowery	$1000.00 (2) $390.00 (6)
4	Write up data analyses summary	Billy Vaughn Mary Ellen Ruiz Eileen Sanchez	$500.00 (1) $500.00 (2) (1)
	Develop Report		
10	Description of how the assessment was conducted.	Billy Vaughn Mary Ellen Ruiz Eileen Sanchez	$2500.00 (5) $750.00 (3) (2)
5	Description and interpretation of the results with specific emphasis on gap analyses outcomes.	Billy Vaughn Mary Ellen Ruiz	$2000.00 (4) $250.00 (1)
6	Develop recommendation for comprehensive data-driven DEI program tailored to meet COWL's specific needs.	Billy Vaughn Mary Ellen Ruiz	$2000.00 (4) $1000.00 (2)
2	Develop recommendation for training for the [community]	Billy Vaughn Mary Ellen Ruiz	$375.00 (0.75) $312.50 (1.25)
3	Develop recommendation for online and in-person training modules for staff.	Billy Vaughn Mary Ellen Ruiz	$1000.00 (2) $250.00 (1)

1.5	Include online and in-person training modules for elected officials	Billy Vaughn Mary Ellen Ruiz	$500.00 (1) $125.00 (0.5)
4	Present the findings to the COWL & edit based on feedback	Billy Vaughn Mary Ellen Ruiz	$1500.00 (3) $750.00 (3)
1.5	**Prepare & Submit Final Report**	Eileen Sanchez	1.5
		TOTAL	**$59,402.50***

*This project cost pricing is in effect until June 30, 2020.

CITY OF WEST LINN DEI TRANSFORMATION

PREPARED BY

Kheoshi Owens

ISSUED TO

City of West Linn

City of West Linn
22500 Salamo Rd.
West Linn, OR 97068
Attn: John Williams
Email: jwilliams@westlinnoregon.gov

Dear Community Members,

Please accept this document as Empress Rules LLC's submission for your consideration for the contract as Diversity, Equity, and Inclusion (DEI) Program and Equity Audit services consultant for the City of West Linn. As detailed in the body of this submission, Kheoshi Owens, a North Portland Native and Empress Rules' Founder, has close to 20 years of experience advocating on behalf of BIPOC communities and working with organizations to create inclusive environments. Kheoshi identifies as a Black, Two-Spirited woman. Our team of consultants identifies as African American, Biracial and White. Empress Rules LLC is a MBE/WBE/ESB certified business owned and operated solely by Kheoshi Owens. Kheoshi Owens is the sole authorized signatory and legal representative of Empress Rules.

Contact:
Empress Rules Equity Consulting
℅ Kheoshi Owens
123 E Powell Blvd, ste #305
Gresham, Or 97030
Tel: (business) 503-893-2497
Tel: (cell) 503-997-6054
Email: Kheoshi@empressrules.net

Please feel free to contact Kheoshi Owens if you have any questions. Thank you so much for your consideration and our project team looks forward to hearing back from you soon.

Kindly,

Dear Community Members,

You are my other me (Luis Valdez). Thank you for being willing to participate on this journey with me. My name is Kheoshi Owens, and I am a North Portland Native and Founder of Empress Rules. Empress Rules Equity Consulting is an MBE/WBE/ESB certified firm that works with organizations to create inclusive environments. Our mission is to end the dehumanization of people. We specialize in DEI (Diversity, Equity & inclusion) Strategic Planning, Executive Coaching, DEI workshops, and Community Engagement. For Empress Rules to carry out our mission of eradicating racism, sexism, ableism, and other acts of dehumanization, we need you. When we engage in multiple perspectives through Diversity, Equity, and Inclusion, we create innovative solutions to century-old problems. The impacts of the atrocities created in this country and abroad began with dehumanizing ideas, followed by consensus and actions. We need racial equity to dismantle these systems by ensuring that people of color are the owners, planners, and decision-makers of the policies and systems that impact their lives, so that race is no longer a determinant of socioeconomic outcomes. We are excited to be on this journey with you and our team looks forward to working with you soon!

Kindly,

Kheoshi Owens

Project Background

The City of West Linn is a beautiful city that was established in 1913, encompassing West Oregon City, Bolton, Sunset, and Willamette Heights. The city's population historically grew steadily, but recently, West Linn has experienced one of the lowest population growth rates in the Portland metro region with a population of 25,905 as of 2019.

West Linn is a city that has so much to offer including excellent parks and strong schools; however, West Linn is also impacted by high-profile incidents involving, racism, bias, and discrimination. Two examples of incidents include the 2016 student walkout, when West Linn students took a stance and protested after multiple racist incidences occurred including [a Muslim girl was called a terrorist and a Latino student was called "illegal](#)."

Another example of racialized internalizations and perpetuation of systemic oppression in the City of West Linn occurred when [former Police Chief Terry Timeus and two former detectives fabricating a case and arresting Michael Fesser on a charge for a crime that he did not commit in 2018](#). Fesser was called racist slurs and was asked how he liked a Confederate flag that was fastened to a pickup parked in the tow company's lot where Fesser worked since 2004. These incidents are not how COWL wants to be represented in our community.

COWL recognizes the importance of an educated and motivated workforce with regards to meeting the organization's objectives. It is this very reason why our team hopes that COWL will be understanding in the fact that it will take more than $40,000 to create the solid foundation the COWL will need to be inclusive and transformative. As a highly qualified and experienced team, we created a proposal that represents what COWL will need to have an intentional, transformational process. DEI Awareness Training is one tool among many that will allow for employees to recognize, respect, and value the differences that lead to innovative approaches and diverse thought and it is the mindset of all participants that must first be transformed. Through the facilitation of an Equity Audit and the development of a DEI program, COWL seeks to better understand the history and current state of the communities in its service area to inform the goals and strategies in its equity action plan.

If organizations truly desire to transform, Empress Rules and our highly experienced team provide the unique lens needed for real change. Empress Rules is excited and honored to support COWL on your journey.

Our Project Team

Empress Rules Equity Consulting

Kheoshi Owens, MBA - CEO of Empress Rules and Project Manager - Kheoshi Owens identifies as a Black Woman, Master Facilitator, and North Portland Native. Kheoshi has centered the voices of BIPOC (Black Indigenous, People Of Color) communities for over 20 years. Empress Rules specializes in creating innovative solutions to age-old problems. Kheoshi will be responsible for all activities listed under the RFP. Kheoshi studied to become a Master Facilitator and became a primary resource for

adults who wanted to create inclusive environments. Working with the Portland Children's Levy, Empress Rules performed [Community Engagement services to inform $100 million dollars in funding for children, youth, and families.](#) Empress Rules' work revolutionized how the Levy and partnering organizations provide services for communities navigating poverty in the City of Portland. [Mayor Ted Wheeler was quoted as saying that Empress Rules gave him "40 years worth of work to do."](#) Our work helped to create the small grants fund, a fund, and pipeline specifically designed to support BIPOC communities towards entrepreneurial success, that they may be empowered to provide services to our communities. Empress Rules is a current Consultant on the [Multnomah County Workforce Strategic plan](#).

In November 2019, Prosper Portland, an economic and urban development agency for the city of Portland, selected Empress Rules and 3 other Equity Consultants to create the [Culture Change Roadmap](#), a tool developed for business entities to navigate organizational culture change. Empress Rules has provided DEI Strategic Planning, Community Engagement, Executive Coaching and DEI Workshops for [Energy Trust of Oregon](#), Prosper Portland, [Global Works Community Fund](#), the [Portland Children's Lev](#)y (government), International Association for Public Participation, Ethos Music Company (who just hired their first woman and person of color as an executive director in their organization's history)! Kheoshi successfully matched 270 youth with mentors in the community and was awarded the [Portland Community College Diamond Alumni Award](#) for displaying excellence in the community.

Buffalo Cloud Consulting

Christine Moses - Facilitator/Strategic Planning is an expert consultant working with schools, nonprofits, and organizations on the high-risk issues of equity, diversity, inclusion, community engagement, and communications. Her company, Buffalo Cloud Consulting, is working with several schools and districts in Oregon on their equity journeys. Current clients include several school districts and the Oregon Department of Transportation. She has worked with Lane Community College, Lake Oswego School District, Caritas of Austin, Austin Independent School District, and other organizations to create more equitable and inclusive workplaces and outcomes. She previously served as the communications director of Southwest Educational Development Laboratory; Marketing Communications Director for the Connecticut Science Center, and community affairs director for Fox 61-TV. She volunteers her time by serving on the board of Morrison Families and Children. Until recently, she was on the steering committee of Respond to Racism LO, a grassroots organization that delivers monthly, facilitated conversations about race and social justice in Lake Oswego, OR.

As a facilitator, Christine uses non-violent communication and trauma-informed strategies to identify people's needs, help them articulate their positions clearly, and then center their opinions in the community discussion. She then ensures everyone is engaged in the conversation by using Liberating Structures and Courageous Conversation conventions. The Art of Community is an underlying philosophy to her work while providing a culturally responsive

experience that honors the past through storytelling and design thinking/ethnographic strategies. She bridges cultures, age groups, races, classes, and desired outcomes through thoughtful, deep engagement around sticky issues by building empathy for others along the way.

Christine is passionate about helping people discuss big, hairy topics that are scary in order to help communities and companies heal. She has a B.A. in sociology from Princeton University, an M.A. in public policy from Trinity College, and she is pursuing her doctorate in education leadership inequity at the University of Oregon. For this project, proposed areas for work include data analysis, policy review; draft, revise, final recommendations document; survey design, analysis, final report, and co-facilitator.

John Lenssen Consulting

John Lenssen is a consultant who works with organizations and schools on issues of equity, leadership, culture, communication, conflict, bias, and organizational change. He is an adjunct faculty member at the University of Oregon, Portland State University, and Lewis and Clark College, teaching graduate courses in leadership, social justice, communication, and cultural competency. He previously served as the Team Leader for the Access and Equity Team at the Oregon Department of Education where he also served as the state coordinator for the Safe and Drug-Free Schools and Communities Program. He served on the Governor's Juvenile Crime Prevention Advisory Committee and the Attorney General's Sexual Assault Task Force. He has also served as an administrator with the Educational Opportunities Program at Oregon State University and the Office of Minority Affairs at the University of Washington. He is a former community college instructor and head start teacher. John's responsibilities include designing assessment instruments including surveys, focus groups, and data analysis; co-creating dialogue structures and themes; developing training formats and modules, and creative brainstorming.

Sumiko Monique Consulting
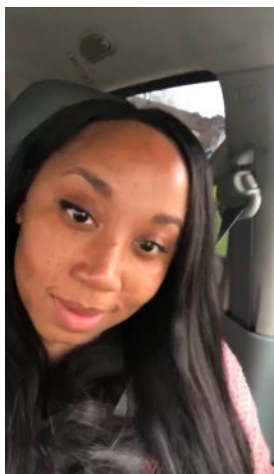
Sumiko Taylor-Hill (Community Outreach and Engagement) - Sumiko Taylor-Hill's responsibilities on this project include collaborating on community engagement, communications, and logistics. Sumiko is a recent graduate of Portland State University with a BA in Communications. She worked as a Community Engagement Specialist for the Head Start program, where she received first-hand experience with early childhood development. Sumiko provided community engagement and case management services for Casa of Oregon, working with migrant farmworkers to gain access to resources. CASA

of Oregon improves the lives of Oregonians in underserved communities by building affordable housing, neighborhood facilities, and programs that increase families' financial well-being. Sumiko identifies as an African-American woman.

Lara Media

Victoria Lara (Communications/Strategic Planning/Research) is the CEO and founder of Lara Media. She has more than twenty years of experience advocating for underrepresented communities and establishing strong partnerships with leaders from all sectors, connecting resources, and bringing access to a more prosperous society for generations to come. She seeks to eliminate racial inequity in the community. Victoria is an effective leader, influential strategist and public involvement facilitator who is known for her ability to listen, respond, and develop proven and effective strategies. Victoria has designed culturally responsive marketing research methods tailored for communities of color. She has consulted, created, and provided communication policies and programs through similar projects where focus groups, surveys, and research strategies have been implemented for clients such as TriMet, PDC, Cambia, Oregon Health Authority, PGE, PNWRCC, and Providence, among others.

Victoria's extensive resume consists of developing seminars on equity, diversity, and inclusion for the Hispanic Metropolitan Chamber of Commerce and Salem Hospital's unique approach. She has engaged in strategic support and counsel with organizations like Cover Oregon, ODOT, METRO, AAA, the Pacific Northwest Carpenters Union, Measure 97, University of Oregon, Portland Public Schools, and Portland State University. She has engaged as a speaker and also been a part of many panels on entrepreneurship, social issues, and politics at Universities, rotary clubs, and TEDx. She has been featured in several media publications at the local and national levels, such as Univision, CNN, Portland Business Journal, Oregon Live, and referenced for her accomplishments by Oregon State Governor, Kate Brown.

Our Approach

Task 1 - Community Engagement and Communications Plan (June 2020 - July 2020)

To kick off this DEI Strategic Planning process, Empress Rules and COWL key leads will meet to discuss goals, consider roles and responsibilities, clarify activities, review other logistics (scheduling, etc.), and begin to build relationships. We will also use this time to perform an **Equity Audit** and begin reviewing stakeholder assessments, disparity, and vulnerability studies, and community-based participatory research projects, and performing analysis on the follow:

A. **Talent Management Analysis -** A holistic view of the entire life cycle of an employee that starts from the moment you are looking to attract individuals into the organization, the onboarding process, and continues all the way through their employment until they decide to leave you.
B. **Supplier Diversity Analysis -** Do you have an overview of the diversity of business owners/partnerships within your supply chain? What are your suppliers/partners doing on DEI?
C. **Client Demographic Analysis**- It is important to have a level of understanding about the community that you serve, their demographics, and the level of importance they place on DEI. This helps you to ensure anything you do now or in the future is linked back to the business and how the company performs.

We will utilize planning time to begin to examine employee demographics and other research, collaborate on how to best develop and implement a communication and outreach strategy that engages internal and external stakeholders in the development of COWL's equity program and action plan.

We have developed a strategic approach that incorporates racial equity into stakeholder engagement, planning, and communication tactics for our client's projects, campaigns, and programs. Our strategic approach is guided by a combination of qualitative and quantitative research, with the goal of creating safe spaces that are inclusive of a variety of perspectives and vulnerabilities. This approach allows us to have racial equity at the center of our work. Our experience working as equity practitioners has guided and informed us about the development of culturally responsive tactics, resources, and processes to engage and facilitate work that leads to transformative change. Our approach addresses the barriers faced by BIPOC groups and also provides access and opportunities to invite them, reassure their value, and facilitate their participation in our client's processes. Through our equity work, we have been able to maximize the opportunities for mutual gains and achieved progress in social justice, building a more resilient and sustainable society for all.

Empress Rules believes in transparency. In order to facilitate an organizational assessment, the Empress Rules team (E-Team) utilizes an adapted version of the "Focus Group 5" framework. The process will occur as follows:

A. **Determining the Purpose** - Our goal is to understand clearly what COWL wants and to ensure that the people requesting the community engagement agree on the problem and the types of information needed to address the problem. The Empress Rules Assessment approach includes meeting with the Project Manager and up to 7 diverse colleagues and stakeholders to discuss the following questions:
    a. What is the problem that the community engagement process is to address?
    b. What led up to the decision to do this community engagement?
    c. What is the purpose of the community engagement?
    d. What kinds of information do you want?

    e. What types of information are most important?

    f. Who wants the information? (Or, who do you want to give the information to?)

    g. How will you use the information? (Or, what do you want others to do with the information?)

    h. What is the next step the organization wants to make with the information?

    i. Are there any ethical, legal, economic, or social considerations that lead researchers to favor one research procedure over another?

B. **Deciding Whether Focus Group or Interviewing Is the Right Method -** Interviews could take place individually and/or in virtual focus groups of about 7-10. The E team wants to do what works best for the organization and community in terms of scheduling. Scheduling will be done in collaboration with stakeholders. We believe in meeting the community where they are, including ensuring that community members are compensated for their time. COWL will send an introductory email, introducing the E team to prospective participants after which the E team will connect with them individually to gauge if a focus group or individual interviews will work best for them. We may consider affinity focus groups as an option as well.

C. **Determining Who Can Provide Us With The Information We Need** - It is pertinent that we invite those from which one can learn a great deal about issues of central importance to the purpose of the research to participate in the planning process. The E team would inquire of COWL "What types of people have some of the greatest challenges?" Ensuring that we are engaging with diverse perspectives, but especially the perspectives of those who are most impacted by historical inequities. They must be centered at all times.

D. **Determining How Many Focus Groups/Individual Interviews to Conduct** - The E Team will plan for a max of 6 focus groups and up to 25 interviews. After the team has conducted these first three or four groups, we will determine if we have reached saturation or the point where we have heard the range of ideas and aren't getting new information. If after three or four groups, we are still getting new information, we will conduct more groups. Possible groups could include: the Equity Team, Culturally specific groups, people who identify as having disabilities and/or are the caretaker for someone with a disability, Gender identity specific, people who identify as an immigrant/refugee and intersectional groups. The E team must also be mindful of power dynamics.

E. **Balancing the Design With the Resources Available** - In our preliminary plan, we recommend conducting 6 focus groups and a maximum of 25 in-person interviews with questions created in collaboration with COWL. In addition, we will perform an analysis of employee demographics and submit and analyze an adapted, closed-ended survey on organizational culture and checklist for racial justice created by **Multnomah County Equity and Empowerment Lens.**

F. **Designing the Focus Groups** - The E-Team will use a **Multi-Layer design**, meaning that we will conduct groups with several types of participants, either sequentially or simultaneously. This design allows the E Team to make comparisons in two ways: from one group to another within a category (people of color and white people) and from one

category to another category (e.g., comparing what Management said in comparison to on the ground staff).

G. **Planning With Analysis in Mind** - The E-Team will conduct the focus groups in phases with time for early analysis, reflection, and redirection built-in. We will conduct a few focus groups, transcribe, analyze what we have, and then make decisions on how to proceed. Conducting the groups in phases allows us to reflect on and fix logistics. Are people showing up? Is the location working well? Are the people we thought would be information-rich really information-rich? Do we need to make any changes? In addition, it will take time to:

   a. Pilot-test questions before conducting the community engagement; include an oral summary at the end of each focus group
   b. Examine available research and evaluation results from other studies to get an idea of potential findings.
   c. Develop the questions carefully.

H. **Listening to Our Community Members** - After we have determined the focus group demographics, the E team will meet with COWL to collaboratively discuss: How can we get the names of people like this? How do we find people like this? How are people in this general category alike or different? If we want to invite people who feel like they have this in common, what advice do you have? What would it take to get people to come to a discussion like this? Who should invite people to participate? When would it be easier for people to come? (Time of day, day of the week) Where would be the best place to hold the discussion? What would be some good questions to ask? What do you think of these questions? (Try out a few questions.) What kind of person should ask the questions? (Moderate)

I. **Considering Consent, Community, and Ethics** - Those who participate in the community engagement process must be informed of the rewards and risks, told that their participation is voluntary and confidential, and told they can quit participating at any time. In addition, the participants sign a statement that they are aware of these features.

J. **Developing a Written Plan and Determining Resources Needed**- After collecting all of the previous data, the E Team will create a plan that includes the purpose, background information, types of information needed, types of participants to be invited, number of groups to be conducted, a plan of action, products or deliverables, a timeline, and a budget. A timeline should contain the following elements: dates, steps, persons responsible, people assisting, and comments. The timeline presents the sequence of steps and identifies which tasks are to be completed by which team members.

Task 2 - Community Engagement (August 2020 - November 2020)
Upon completion and approval of the Community Engagement and Communications plan, we will begin the Community Engagement process which includes:

A. **Carrying out Focus Groups, Interviews & Analysis** - Upon plan approval, the E team will work in collaboration with COWL to arrange the logistics of the plan and carry out focus groups, interviews, and additional analysis.

B. **Top Line Reports** - The top-line report conveys critical points quickly. These brief, bulleted reports are prepared using field notes and moderator memory and are presented back to COWL within 10 business days of the focus group/interviews.

C. **Analysis** - The E team will use the constant comparative method, based on the work of Barney Glaser and Anselm Strauss (1967), and is described in their work, The Discovery of Grounded Theory. The process involves taking the first transcript. Reading the entire transcript. Selecting the first question to analyze. Examining the first response. If it is an answer to the question, the E team will give it a title or code that describes the comment. Examine the second response, and if it is a similar answer, the team will give it the same code. If it differs, the team will give it another code that best describes the response. This process continues with all responses exhausted, and then the researcher moves on to the next question. We will prioritize analytic themes based on frequency, extensiveness, intensity, specificity, internal consistency, and participant perception of importance.

Task 3 - Training: Provide training and coaching to support the implementation of an equity lens framework with staff, individual departments, and board members. (August 2020 - February 2021)

We know that transformation takes time and guidance; because of that, Empress Rules recommends our Equitable Leadership Program. This program includes a bucket of coaching/consultation hours, and (7) five-hour training sessions with up to 30 participants to ensure that leaders have the professional development tools that they need to be successful. In these engaging training opportunities, we will facilitate community-building activities; explore racial auto-biographies; understand the creation of white supremacy' learn how to interrupt unacceptable behaviors; identify internal bias; learn how to develop and utilize an Equity Lens; how to normalize strength-based feedback; how to develop equity metrics; how to hold each other accountable and more.

Task 4 - DEI Centered Strategic Planning (February 2021 - March 2021)

Developing a DEI Strategic Plan for a mission-focused organization with diverse and vulnerable stakeholders is both meaningful and complex work. From experience, the process of strategic planning is as important as the content of the Strategic Plan. We will collaborate to design and implement a planning process that is inclusive, transparent, and accessible. The process that guides the strategic planning work is critical not only to the development of the best strategic plan, but it is also key in strengthening relationships and further unifying stakeholders.

To ensure that the process is equitable, we recommend a planning committee be created with a mix of internal staff and key stakeholders, ideally 7-10 people. We will provide guidance to you as you form the team to ensure that we have a variety of perspectives and power dynamics at the table, particularly individuals who can commit to using a strong equity lens. We also suggest that when the Strategic Plan elements are still in "draft" form, we propose sharing them with staff and key stakeholders to get feedback and perspectives on the direction.

At Empress Rules, we believe utilizing an Equity Lens to operationalize Diversity, Equity, and Inclusion into the Strategic plan, not separate from it. Why do we do this? Using the Lens will significantly increase the capacity of COWL to identify and eliminate the root causes of racial and ethnic inequities. It will provide . . .

- An eye on quality improvement with an internal and external focus;
- Increased awareness of individual and organizational roles in achieving equity and racial justice;
- A more accurate assessment of client needs and understanding of how to improve satisfaction and service delivery;
- New opportunities to influence operational processes and decisions;
- Increased ability to explain what you do and the value of your services to clients and community members;
- A stronger integration of budgeting and workforce development with future program needs based on data and community partner input;
- Increased contribution to positive social and economic impact on the community
- Increased organizational capacity in:
  - Strategic planning
  - Capacity building with partners
  - Performance measurement
  - Data collection and analysis
  - Policy and process improvement

Based on the recommendations included in the community engagement process, we will lead a 6 session strategic planning process where we will:

- Develop DEI centered Mission, Vision, Values, and Equity statements.
- Vote on the top priorities for the next 5 years informed by the community engagement process.
- Create a DEI Strategic plan that is centered in an equity lens. During this phase we will:
  - COMPILE your thoughts, responses, and notes for ongoing review and analysis.
  - DOCUMENT trends in your thinking, program practices, and institutional policies that relate to equity. Investigate and assess any resulting suggestions or recommended areas of change.
  - CELEBRATE programs, strategies, policies, and practices that successfully incorporate equity and racial justice. Recognize staff who implemented successful strategies and programs related to equity and racial justice.
  - SHARE your discoveries with community stakeholders (including opportunities, challenges, barriers, and recommendations), especially to communities most affected by inequities, paying particular attention to racial and ethnic communities.
  - DIALOGUE with internal staff, external partners, and communities most affected by inequities.
  - Make recommended changes based on employee and community feedback.

      ○   CREATE processes and policies that institutionalize the recommendations into current and future planning.

We appreciate the fact that COWL's top priority is to produce an equitable strategic plan that is informed by meaningful and inclusive engagement.

Task 5 - Community Feedback and Reporting (May 2021 and June 2021)
Upon completion of the community engagement and strategic planning process, the E team will collect feedback about the community engagement process and submit a report that will include:

A. Cover page - Names of people or organization receiving or commissioning the report, names of the researchers, and the date the report is submitted.
B. Executive summary - Describes why the community engagement process was conducted, outlines major findings, and lists recommendations.
C. Table of contents
D. Purpose, procedure, and background - Describes the purpose and a brief description of the community engagement process.
E. Findings - Organized around key questions, themes, or big ideas.
F. Recommendations - Suggestions as to what might be done with the results.
G. Appendix - includes additional materials that might be helpful to the reader.

Timeline

Below is our suggested timeline for delivering the DEI Strategic Plan and specific milestones. Our team is open to finalizing the timeline in collaboration with COWL on the final scope of work.

Task 1 - Community Engagement and Communications Plan (June 2020 - July 2020)
Task 2 - Community Engagement (August 2020 - November 2020)
Task 3 - Training (August 2020 - February 2021)
Task 4 - DEI Strategic Plan - (February 2021 - March 2021)
Task 5 - Community Feedback and COWL Report (May 2021 and June 2021)
Task 6 - Ongoing consultation/coaching (June 2020 - June 2021)

Task	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Task 1 - Community Engagement and Communications Plan (2 months)	🟥	🟥											

Task	1	2	3	4	5	6	7	8	9	10	11	12
Task 2 - Community Engagement (4 months)			■	■	■	■						
Task 3 - Training (2 day training beginning in month 3). 6 more training sessions occurring at once per month. No training in December			■	■	■	■		■	■			
Task 4 - Equitable Strategic implementation Plan for COWL (3 months)									■	■	■	
Task 5 - Community Feedback and COWL Report (2 month)											■	■
Task 6 - Consultation	■	■	■	■	■	■	■	■	■	■	■	■

Cost

The estimated cost for this proposal is **$125,180.00**. This Budget does not include $15,000.00 for community stipends and accommodations. Please see the attached budget broken down by costs. Thank you so much for your time!

References

Lisa Hansell
Portland Children's Levy
360-989-4133
lisa.hansell@portlandoregon.gov

Rachel Gilmore
HR Manager of Ethos Music Company
206-370-1386
rachel@ethos.org

Michael Colgrove
CEO of Energy Trust of Oregon
503-445-2448

Michael.Colgrove@energytrust.org

West Linn Transformation Plan	Kheoshi Owens	Christine Moses	Victoria Lara	Sumiko Taylor-Hill	John Lesser		
Organization	Empress Rules	Buffalo Cloud Consulting	Lara Media	Sumiko Monique Consulting	John Lesser Consullting		
Role		Strategic Planning/Fac	Strategic Planning/Fac	Community Engagement	Design/Planning		
Rate	$250.00	$120.00	$120.00	$60.00	$200.00		
Task 1 - Community Engagement Plan						**Total Hours**	**Total**
Define the objectives and scope of the community engagement	6			6		12	$1,860.00
Compile all background and previous engagement information/ reports	10	10	10	10	5	45	$6,500.00
Assess the level of engagement / impact	1	1	1	1		4	$550.00
Compile a detailed list of all internal and external stakeholders.	1	1	1	1	1	5	$750.00
Create a detailed list of what level of engagement will be conducted with each	1	1	1	1		4	$550.00
Develop a detailed Community Engagement Plan	5	5	5	5		20	$2,750.00
Develop a list of tasks (who, what, when & status)	4	4	4	4		16	$2,200.00
Draft all communication documents (media releases, fact sheets, etc)	10			20	5	35	$4,700.00
Review all communication documents with manager/ project management team	4	2	2	4		12	$1,720.00
Proofread all documents before approval/ signing off Coordinate the print and upload	2	2	2	8		14	$1,460.00
Organize the distribution of documents information	2	4	4	6		16	$1,820.00
Review and update contact information of stakeholders		2	2	6		10	$840.00
Meet with Customer Service & Records staff to inform and provide copies of documents				4		4	$240.00

West Linn Transformation Plan	Kheoshi Owens	Christine Moses	Victoria Lara	Sumiko Taylor-Hill	John Lesser		
Evaluate the Communications tasks and make improvements as required	4	4	4	4		16	$2,200.00
Task 2 - Community Engagement							
Organize community interactions depending on techniques chosen	5			5		10	$1,550.00
Set-up internal communication channels to maintain flow of information	1			6		7	$610.00
Coordinate documents, activities for community engagement with timeframes				10		10	$600.00
Book meeting venues, equipment, catering etc…				5		5	$300.00
Contact key stakeholders begin and maintain dialogue				22		22	$1,320.00
Workshop selected engagement techniques if required	3	2	2	3		10	$1,410.00
Prepare for collation of feedback from communities	2	2	2	2		8	$1,100.00
Facilitate focus groups and interviews	25	25	25	25		100	$13,750.00
Evaluate the engagement tasks and make any necessary improvements	6	6	6	6		24	$3,300.00
Recording	1					1	$250.00
Collate and analyse feedback	20	20	20			60	$9,800.00
Respond to enquiries from stakeholders and record any new information				10		10	$600.00
Evaluate the recording tasks and make any necessary improvements	2	2	2	2		8	$1,100.00
Task 3 - Community Feedback and Report							
Draft Feedback Report for review and response from the project team	10	10	10	10		40	$5,500.00

West Linn Transformation Plan	Kheoshi Owens	Christine Moses	Victoria Lara	Sumiko Taylor-Hill	John Lesser		
Draft Report for review	5	5	5	6		21	$2,810.00
Gain sign off on final reports	2			2		4	$620.00
Submit Final Report for resolution	2			3	5	10	$1,680.00
Distribute feedback report to all interest parties and stakeholders	4	2	2	4		12	$1,720.00
Make the feedback report available to stakeholders	2	2	2	2		8	$1,100.00
Evaluate the feedback and reporting tasks and make any necessary improvements	2	2	2	2	2	10	$1,500.00
Task 4 - Final Evaluation							
Effectiveness of the community engagement process assessed	2	2	2			6	$980.00
Document key areas of improvement for each set of tasks and feedback any	2	2	2			6	$980.00
Recommendation for improvement of future engagements	2	2	2		2	8	$1,380.00
Task 5 - Equitable Strategic implementation							
Racial Justice POLICY Review	3	2		3		8	$1,170.00
Employment Systems Review	3		2	3		8	$1,170.00
Management Practices Reviw	3	2		3		8	$1,170.00
Complaint Practices Review	3		2	3		8	$1,170.00
Communicating in the Organization Review	3	2		3		8	$1,170.00
Programs and Work with Communities Review	3		2	3		8	$1,170.00

West Linn Transformation Plan	Kheoshi Owens	Christine Moses	Victoria Lara	Sumiko Taylor-Hill	John Lesser		
Education and Professional Development Review	3	2		3		8	$1,170.00
Task 6 - Training							
Session 1 - Foundational Dismanling Racism DEI Vocabulary	7	7		4		18	$2,830.00
Session 2 - Foundational Dismanling Racism History of the Racial Construct	7		7	4		18	$2,830.00
Session 3 - DEI Purpose, Creation of DEI Mission, Vision	7	7		4		18	$2,830.00
Session 4 - Development of the Equity Lens	7		7	4		18	$2,830.00
Session 5 - Delegation of Responsibilities on the work plan	7	7		4		18	$2,830.00
Session 6 - Faciliation	7		7	4		18	$2,830.00
Session 7 - Evaluation/Accountability/ Responsibility Process	7	7		4		18	$2,830.00
Session 8 - Presentations	7		7	4		18	$2,830.00
Task 7 - Consultation							
Coaching Hours	25	20	20	20		85	$12,250.00
Total	**250.00**	**176.00**	**174.00**	**278.00**	**20.00**	**878.00**	**$125,180.00**
Contract total	**$62,500.00**	**$21,120.00**	**$20,880.00**	**$16,680.00**	**$4,000.00**		**$125,180.00**
*Stipends for interviews and focus groups							$15,000.00
Total Costs							**$140,180.00**

City of West Linn

PROPOSAL

Diversity, Equity and Inclusion (DEI) Program and Equity Audit
May 19, 2020

Submitted by

THE
EXETER GROUP

180 North Wabash Avenue, Suite 815
Chicago, IL 60601
www.exetergroup.net

Contents

1. Firm Background, Principal Officers, and Staff Qualifications and Experience

The Exeter Group (Exeter) is a privately-owned, Chicago-based equity consulting firm founded in 1998 (see Appendix A for City of Chicago business license). Exeter partners with organizations across multiple sectors to improve equity for employees and their stakeholders. Our unique approach integrates research, practice, and actionable data to produce measurable results. Exeter designs, develops, implements, and evaluates diversity, equity, and inclusion strategies. We touch employees, members, and end-users, community partners, diverse suppliers, board members and government entities.

Our trusted brand and reputation have allowed us to operate continuously for over 20 years. Exeter is proud of its long-term clients, repeat business, and valued referrals. Our principals, Alex duBuclet and Dr. Audra Davis, have invested in the firm's infrastructure to foster growth. We believe that our people are our greatest asset. Our culture of learning and development has resulted in long-term retention of multiple staff in a competitive Chicago market.

Exeter's experience with diversity, equity, and inclusion are broad and deep. We have supported human resource, diversity, talent management, patient experience, and supply chain leaders in designing strategies and implementing tactical solutions that are both relevant and measurable. Our client base comprises healthcare delivery organizations, such as Academic Medical Centers, County Hospitals, Private and Public Health Systems, Children's Hospitals, Specialty Clinics, and FQHC's, as well as non-healthcare-delivery organizations, such as professional organizations, medical device companies and insurance plans. Exeter has also recently worked across other sectors, including financial services, manufacturing, and environmental. Within the past two years, no fewer than ten different organizations have engaged Exeter as a partner for DEI and equity work, including strategy development, training, and coaching.

A focus on delivering high quality products and services drives us. We subscribe to the Continuous Quality Improvement (CQI) model in our consultative approach: collect and analyze data, implement solutions, and measure impact and return on investment (ROI). Being metrics-driven and process-oriented are critical components to achievements with clients. Exeter believes that we only succeed when our clients have benefitted from our partnership and reached their engagement goals. In fact, our clients' success is a barometer of our own.

Exeter is an MBE and WBE with 13 fulltime staff members (see Appendix B for Cook County certification letter). Our multidisciplinary, multicultural, and multiracial firm includes organizational development professionals, statisticians, researchers, and recruiters who work collaboratively to anticipate and meet clients' needs. Women comprise 46% of our team and people of color comprise 69% (Blacks are 54%, Native Americans are 8%, and Asian are 8%). LGBTQ representation is 8%. We promote employees coming to work as they are and leverage each person's talents to make the team better. Our policies and processes are designed accordingly.

Finally, as a diverse supplier, Exeter understands why supporting diverse suppliers is important. We have operationalized the concept of engaging with diverse suppliers on many levels. We actively search for qualified MBEs, VBEs, DOBEs, and WBEs for subcontracting needs.

2. Why Partner with Exeter?

1. **Prior experience with local or regional governments:** We have supported county health systems and their stakeholders and constituents. This work has extended to the inclusion of board directors, county commissioners, and other government officials as interviewees in our assessment interviews and as participants in our training and coaching sessions.

2. **Experience working specifically with Police departments regarding Diversity and Inclusion:** Police department leaders have been participants in our implicit bias and cultural competence training sessions.

3. **Experience engaging the public in the development of a Diversity and Inclusion plan:** We have engaged the public extensively in our DEI assessment and planning. The public has participated in our focus groups organized by diversity dimensions (e.g., preferred language, race/ethnicity, LGBTQ, veteran status, housing status) and completed our DEI surveys. In addition, we included the public in a Diversity Summit to hear our initial assessment findings and solicit their perspectives before finalizing the DEI strategy.

4. **Experience developing, facilitating, and supporting implementation of organizational culture change initiatives:** Exeter worked extensively with an environmental firm experiencing rapid growth within in a niche industry. Their challenge was providing the appropriate people, processes, procedures, and systems needed to support this unprecedented growth. In addition, the firm wanted guidance on integrating diversity, equity, and inclusion into their operations' fabric. Exeter bridged talent acquisition and organizational development for this firm.

5. **Proven successes with implementation of a Diversity and Inclusion Plan in other organizations and measure success:** Exeter implemented a diversity and inclusion plan at a county hospital. After the assessment, we aligned the strategic and tactical plan with the organization's pillars. We then operationalized the plan across the senior leadership team by identifying what their specific departments should be focusing on to support the system-wide diversity and inclusion strategy. Each leader had a department-wide dashboard featuring relevant KPIs which cemented shared accountability. Exeter then coached each leader on how to impact their dashboard through people, process, and policy changes. Results were tangible changes in the department KPIs over time.

6. **Experience has generated several best practices for which we follow as thought partners who strive for flawless execution.**
   - **People support what they help to create.** We are intentional about leveraging team members' experiences and insights to co-create our approach and execution.
   - **Keep all eyes on meaningful findings from data analyses.** We believe that identifying the meaningful findings - those that have the greatest impact on the organization achieving its diversity and inclusion goals - are the most important to place focus. Of critical importance is highlighting what organizations do well to leverage their strengths.
   - **Communicate, communicate, and communicate.** In all phases of the engagement, communication around and awareness of the engagement's progress is germane. This includes tailoring communication to multiple audiences at different times.

3. Scope of Services

Diversity, Equity and Inclusion Audit

Exeter's assessment approach is comprehensive and delivers a clear roadmap for change. It includes qualitative and quantitative data collected from multiple stakeholders including staff, community members, and other stakeholders. Exeter's proven approach fosters collaboration, promotes transparency, and yields a current state assessment snapshot and tangible action plan for all stakeholders. Following are components that Exeter will utilize for the City of West Linn to identify strengths and gaps and outline a DEI strategy to execute. The project timeline is included on page 8.

Interviews
Exeter conducts interviews with key internal and external stakeholders to ascertain their perspectives on diversity, equity, and inclusion, as well as their thoughts on important topics to cover in training. Internal stakeholders typically include employees from across the administration, while external stakeholders extend to board members, community partners, vendors, and residents.

Survey
Exeter will administer an online survey of city-wide and police department employees to ascertain their perspectives of diversity, equity and inclusion. Surveying community residents is an option as well. Stakeholder interview responses will inform survey questions, leveraged by questions that have been validated and demonstrate a strong degree of internal consistency. Exeter and the City of West Linn will agree on final questions. Survey findings can be stratified by multiple diversity dimensions, including race/ethnicity, age, gender, tenure, LGBTQ, disability status, veteran status, if individual employees can not be identified by stratifications. A minimum of five respondents is typically required per stratification.

Quantitative Analysis
For quantitative data collection, we collect and analyze raw data to identify statistically significant findings by subgroup (e.g., employees under 40, Hispanic/Latino women, managers). Raw (or primary) workforce data enables Exeter to examine submissions by different variables, and subsequently, draw inferences from the findings. We request five years of data (if available) to detect trends over time. We examine variables across the employee lifecycle (selection, development, engagement, and retention) to determine how different employees experience an organization.

Document Review
Exeter will review policies, processes, procedures, and external communications relevant to DEI to ensure consistency and effectiveness both for employees and community residents. We consider the intent of the document, its current relevance, and possible impact on stakeholders. For example, we may review mobility policies to ensure that advancement opportunities are available to all staff. Likewise, we may review policies related to how residents access city services. Exeter and the City of Winn will agree on specific policies to review. We generally recommend reviewing policies that span staff selection, development, retention, and

5

engagement, and community access to services, receipt of services, and outcomes. Statistically significant differences derived from the survey that speak to unfavorable employee (and community) experiences serve as sound starting points. In addition, we will identify the City of West Linn policies that impact residents, businesses, and other stakeholders. Findings from this audit will inform revisions and enhancements to current documents, as well as recommendations for additions.

Benchmark Analysis
We can complete benchmark research of comparable city government agencies and organizations that are not city agencies to ascertain best practices and provide knowledge on current research in the field.

Additional Audit Input
Exeter also can facilitate focus group with internal and external stakeholders as part of the assessment phases. See Appendix C for additional information.

Strategy Design and Implementation for DEI Program

Exeter will develop a comprehensive report of assessment findings and provide strategic and tactical recommendations. Exeter will leverage the assessment components selected by (i.e., policy review, quantitative analysis, interviews, benchmark analysis), those findings will be integrated into the strategy design. This plan is likely to include several stratifications of the findings by the diversity dimensions requested by the City of West Linn (e.g., race, gender identity, sexual orientation, disability status, and department, among others), if the sample size is appropriate to protect respondents' identities. With respect to recommendations, Exeter will be intentional about aligning them with both the City of West Linn's strategic objectives and audit findings. Both strengths to leverage and gaps to close will be highlighted to maximize organizational change.

We will also prioritize recommendations based on perceived impact to staff and ease of implementation. Finally, Exeter will prepare a preliminary dashboard of baseline metrics highlighting diversity, equity, and inclusion performance that the City of West Linn can review and agree upon. Audit findings will not only serve as baseline metrics on the dashboard but can also drive other metrics to include.

Exeter will develop and draft a multi-year DEI Program based on the qualitative and quantitative results of the audit. This program will help the City of West Linn in multiple ways such as improving inclusion, increasing retention, mitigating risk, and fostering equity throughout the community. The program may include, but not be limited to, employee recruitment, development, engagement, and retention, policy and procedure recommendations, enhancements to data collection and reporting, and more. Additionally, we will provide guidance on the development of a Diversity Action Council. External factors included in the program draft with cover city-wide housing, transportation and economic issues/policies influencing community diversity, equity, inclusion. Implementation timelines, roles, stakeholder responsibilities, resources, metrics, and benchmarks will be included to operationalize DEI across the city and sustain impact in the long-term.

Exeter will prepare and provide a presentation of the draft, the multi-year DEI Program and action plan to the City of West Linn executives and other stakeholders. Exeter will lead a discussion of the draft program and solicit feedback during the presentation for incorporation into the final model and action plan. More details about our communication plan are in Appendix D.

After receiving feedback from the City of West Linn, Exeter will make appropriate changes to the draft and will provide the City of West Linn with the final, multi-year DEI Program Implementation timelines, roles, stakeholder responsibilities, resources, metrics, and benchmarks will be included.

Exeter's commitment to ensuring a successful strategic planning process and outcome extends beyond the project scope. In fact, we commit to on-site consulting at no charge and be available to serve as a neutral observer of City of West Linn operations. For example, we may observe meetings and provide feedback, or be a sounding board when leaders are troubleshooting.

Training Development and Facilitation
Exeter designs, delivers, and evaluates experiential training for employees across several areas, including DEI topics (Community Disparities, Unconscious or Implicit Bias, Preventing Violence, Individuals with Disabilities, LGBTQ Employees and community members, and Sexual Harassment), as well as general leadership topics, such as conflict resolution, effective delegation, and time management.

Exeter delivers off-the-shelf training curricula or can incorporate the client's own data for more customized curricula. For the latter, we will incorporate the findings from the DEI audit to make the training relevant for the City of West Linn employees. Exeter also incorporates current information from researchers and practitioners into the content. This information may appear via research studies presented to and/or case studies developed for participants. Further, Exeter is intentional about using the most recent, inclusive, and affirming language in our sessions (e.g., using "person with a disability" instead of "disabled person"). As words do matter, we strive to refer to employees and community members in language that is appropriate and respectful.

We employ instructor-led (in-person or virtual), train-the-trainer, and eLearning channels for delivery. Based on the relatively small staff size, we recommend instructor-led training facilitated by Exeter, but we are certainly open to discussing the other channels and topics if they are more feasible. Our instructor-led training method minimizes didactic-style training and maximizes experiential learning for adult learners. The delivery is straightforward, dynamic, and interactive. Tools are provided to facilitate the transfer of learning back to participants' respective roles.

Reinforcement
Exeter recognizes that training must "stick" for it to be of value, and that clients must measure training effectiveness beyond participant feedback surveys. To that end, we deliver ongoing reinforcement (content, tracking, and analyzing) for six months post-training to ensure stickiness, keep learning content top-of-mind, and capture behavior changes. We can provide up to four email touchpoints that include:

- Contact with participants to ensure completion of commitments

- Additional "Keeping It Fresh" content such as reading material, IAT link, Ted Talks, etc.
- Requests for progress updates, successes, challenges, and behavior change data

Evaluation

Exeter utilizes a continuous feedback loop to collect and analyze data, implement solutions, and capture their impact. As such, we develop a process to evaluate the effectiveness and impact of each training session for the individual. This approach leverages two levels of the New World Kirkpatrick Model (Levels 1 and 2) of training evaluation. Exeter is also capable of performing Level 3 and 4 training evaluations. See Appendix E for examples of training evaluation questions. Additionally, Exeter offers many training and coaching options beyond foundational training. Refer to Appendix F for descriptions.

4. Project Timeline

Our six-month proposed timeline follows. All activities were developed with training commencing in September 2020 per the RFP. Exeter's project management approach, and asks of the City of West Linn are in Appendix G.

5. Sample List of Past and Current Clients

Following a representative list of past and current engagements. Three work samples are included in Appendix H.

Non-healthcare delivery and non-healthcare

- Devised a 360° assessment strategy to identify training and development needs across a global manufacturing business unit with 2,600+ employees. Included assessing global leaders' perspectives of current and future business needs, employees' proficiency levels

across skills and competencies, and overall areas for training improvement. Benchmarked manufacturing and non-manufacturing organizations for comparison and best practices.

- Conducted an organizational assessment and incorporated qualitative and quantitative data from leaders at an innovative environmental firm. Interviewed key stakeholders and surveyed all staff. Reviewed critical documents including, job descriptions, performance appraisals, and employee contracts, among others. Completed a 360° assessment of the senior leaders to identify strengths and opportunities.

- Helped build a global medical device company's first diversity recruitment and retention strategy (multi-year engagement). Worked directly with the EHR business platform, Global Compliance, North American Legal, Human Resources and Finance functions.

Healthcare delivery

- Delivered unconscious bias training for 400 leaders at a county health system in Illinois, as well as for 400 leaders at an academic medical center in Massachusetts.

- Completed a comprehensive DEI assessment, designed a Diversity Summit, and created the DEI strategy for a 6,000-employee county hospital in Texas. Exeter designed a strategic dashboard that operationalized DEI across every function. Also placed the Chief Diversity Officer at the organization through our Executive Search services.

- Completed a quantitative DEI assessment for a 30,000-employee system in South Carolina following a merger. Reviewed all HR policies and processes with an equity lens. Benchmarked the organization against peers and organizations that are not peers. Established a baseline and developed the DEI roadmap for the organization. Exeter won a competitive RFP process for this engagement.

- Developed customized instructor-led and eLearning training for employees and patients with disabilities for an academic health system with 22,000+ employees. Included analysis of quantitative patient data and administration of focus groups with both employees and patients with disabilities, as well as their caregivers.

6. References

Exeter has created multiple DEI strategies and tactical plans for clients based on data collected from internal and external stakeholders. Following are three examples of relevant, prior projects.

Project 1 – Presence Health, Chicago, IL
Exeter conducted a Diversity, Equity, and Inclusion Assessment for Presence Health (St. Joseph Hospital). Presence wanted to understand where the hospital was with respect to DEI. Exeter reviewed historical data for workforce and patients, and conducted statistical analyses to identify Presence strengths and opportunities, conducted a comprehensive review of existing administrative and operational policies to determine their contributions (negatively and positively) to the DEI culture, and provided benchmark research as part of a broader contextual

review. Exeter crafted a DEI Roadmap for Presence utilizing the assessment findings. Presence is now utilizing this baseline to inform the DEI Strategy.

Reference:
James (Jay) Robinson III, PsyD
Former President, Presence Health (St. Joseph Hospital), Chicago, IL
Current Hospital Administrator, Kaiser Permanente (Sunnyside and Westside Medical Centers)
Portland, OR
704.517.9218
James.l.robinson@kp.org

Project 2 – Cook County Health, Chicago, IL
Exeter designed a customized implicit bias training for leaders within Cook County Health, a public hospital located in the Illinois Medical District. The content of the training integrated relevant case studies and strategic goals of the Diversity, Equity and Inclusion Committee into the core curriculum. This training resulted in instructor-led training sessions for all 400 leaders and the adoption of a train-the-trainer phase for the remaining workforce.

Reference:
Wayne Wright
Director, OD & Training
Human Resources Department
Cook County Health
312.864.0423
wayne.wright@cookcountyhhs.org

Project 3 – JPS Health Network, Fort Worth, TX
JPS, a county hospital, engaged Exeter to conduct a Diversity & Inclusion assessment to include employees, patients, community partners and suppliers. Exeter analyzed historical quantitative data by various diversity dimensions (i.e., race/ethnicity, gender, tenure, age) across employee lifecycle variables (e.g., terminations, promotions, retention). We also examined historical patient data for outcomes and chronic conditions. With respect to qualitative data, we conducted over 30 homogenous focus groups with patients (by preferred language and housing insecurity) and employees (by race/ethnicity, age, LGBTQ, gender, etc.).

Reference:
Michelle Green-Ford
Vice-President and Chief Diversity Officer
JPS Health Network
Office of Diversity and Inclusion
817.702.6891
MGreenford@jpshealth.org

7. Brief Bios of Project Team

Brief bios follow for the following core team members:

- **Dr. Audra Davis, PsyD:** Managing Partner/Project Director – Connects research and practice
- **Alex duBuclet:** Managing Partner/Senior Consultant – Ensures engagement outcomes
- **Lauren Jones, MA:** Project Manager - Executes on programmatic design
- **Kara Genereaux, MA:** Project Analyst - Provides research support
- **Kyle Bayes, MA:** Project Analyst - Provides research support
- **Katie Mahendra:** Director of Client Engagement - Ensures successful client engagements

Audra Davis, PsyD, is an Organizational Psychologist who connects research with practice. She leverages formal training, unending passion and a nearly 20-year track record of successfully developing people and organizations' potential to bridge where they are and where they want to be. Dr. Davis is Managing Partner and leads the Organizational Development practice at Exeter. She functional expertise in several organizational effectiveness areas, including diversity and inclusion, talent acquisition, talent management, business process improvement and quality.

Alex duBuclet's background includes corporate and executive search experience, enabling him to lead our team with a keen understanding of the client and service provider perspective. Since founding The Exeter Group in 1998, he has completed search engagements for numerous healthcare organizations and Fortune 500 companies in the U.S. and internationally. He is well-regarded in the human resources community for making diversity, inclusion and cultural competence an embedded part of Exeter's value proposition.

Lauren Jones, MA, is a Project Manager specializing in organizational development solutions for healthcare organizations. She is passionate about helping healthcare organizations develop their teams and leaders to better serve their communities and reduce health disparities. With nearly 10 years of experience, Lauren is responsible for executing on programmatic design. Lauren ensures that project plans are detailed and realistic, deliverables are timely and satisfactory, and implementation is organized and successful.

Kyle Bayes, MS, is an Organizational Development Project Analyst, specializing in linking research with practice to create high quality solutions for clients. Such solutions include but are not limited to, assessments, on-boarding, surveys, trainings, and learning and development processes. In addition, Kyle carries a certification in change management which enhances his ability to inspire and manage the change that must be dealt with during the improvement of various people processes.

Katie Mahendra, is a The Director of Client Engagement who acts as a bridge between our organization and clients to ensure their satisfaction by thoroughly understanding clients' needs and by providing the right solutions to address them. She builds lasting relationships with clients by staying in contact regularly to mitigate the challenges of current projects and anticipate future needs of the client.

8. Cost Proposal

Exeter developed our cost proposal to align with the $40,000 allocated for this budget* by the City of Winn. We created two options which have different emphases:

- Option A - Has considerable training sessions and fewer assessment inputs
- Option B – Has one training session and multiple assessment inputs

Both options yield a DEI Strategy and Implementation Plan, but with different data leveraged for completion. Exeter can adjust the components of either option as requested. Both options also include the equivalent of three days of on-site consulting at no charge.

Focus groups (Appendix C) as well at the options included in the Beyond Foundational Training section (Refresher and Reinforcement Sessions, Equity Coaching, and Group Coaching – Appendix F) are TBD depending on scope.

	Option A	Option B
Customized training session	Five training sessions for up to 30 participants per session	One training session for up to 30 participants
Stakeholder Interviews	Ten interviews	Ten interviews
Employee Survey	Online administration; one comprehensive analysis of findings	Online administration; one comprehensive analysis of findings
Community Survey		Online administration; one comprehensive analysis of findings (not included in timeline; can be added)
Quantitative Workforce Analysis		Stratifications by race/ethnicity and gender for 4 employee lifecycle variables (e.g., promotions, retention, performance, disciplinary actions) and 4 community variables
Document Review		Review of up to 20 policies, processes, procedures
Benchmark Research		Two entities or organizations selected to benchmark
Program Development	Included (along with Communication Plan)	Included (along with Communication Plan)
On-site Consulting Days	Three days (Included)	Three days (Included)
TOTAL	**$40,000**	**$40,000**

*All proposed work can be completed remotely. If the City of Winn chooses in-person training sessions and/or on-site consulting days, Exeter requests reimbursement for those travel expenses.

City of West Linn

APPENDICES

Diversity, Equity and Inclusion (DEI) Program and Equity Audit

May 19, 2020

Submitted by

THE
EXETER GROUP

Contents

Appendix A

City of Chicago Business License

CITY OF CHICAGO

LICENSE CERTIFICATE
NON-TRANSFERABLE

BY THE AUTHORITY OF THE **CITY OF CHICAGO**, THE FOLLOWING SPECIFIED LICENSE IS HEREBY GRANTED TO

NAME: THE EXETER GROUP - TMS, LLC

PRINTED ON: 06/18/2019

DBA: THE EXETER GROUP - TMS, LLC
AT: 180 N. WABASH AVE., Apt./Suite 815
CHICAGO, IL 60601

LICENSE NO. 2632264   CODE: 1010   FEE: $****125.00
LICENSE: Limited Business License
Includes: Business and Management Consulting;

MANAGER: AUDRA DAVIS

This license is a privilege granted and not a property right. This license is the property of the City of Chicago.

THIS LICENSE IS ISSUED AND ACCEPTED SUBJECT TO THE REPRESENTATIONS MADE ON THE APPLICATION THEREFOR, AND MAY BE SUSPENDED OR REVOKED FOR CAUSE AS PROVIDED BY LAW. LICENSEE SHALL OBSERVE AND COMPLY WITH ALL LAWS, ORDINANCES, RULES AND REGULATIONS OF THE UNITED STATES GOVERNMENT, STATE OF ILLINOIS, COUNTY OF COOK, CITY OF CHICAGO AND ALL AGENCIES THEREOF:

WITNESS THE HAND OF THE MAYOR OF SAID CITY AND THE CORPORATE SEAL THEREOF
THIS 18 DAY OF JUNE , 2019

EXPIRATION DATE:
ATTEST: July 15, 2021

MAYOR   CITY CLERK

ACCOUNT NO. 432936   SITE: 1
TRANS NO.

THIS LICENSE MUST BE POSTED IN A CONSPICUOUS PLACE UPON THE LICENSED PREMISES.

Appendix B

Cook County MBE and WBE Certification Letter

OFFICE OF CONTRACT COMPLIANCE
EDWARD H. OLIVIERI
DIRECTOR
118 N. Clark, County Building, Room 1020 ● Chicago, Illinois 60602 ● (312) 603-5502

TONI PRECKWINKLE
PRESIDENT
**Cook County Board
of Commissioners**

BRANDON JOHNSON
1st District

DENNIS DEER
2nd District

BILL LOWRY
3rd District

STANLEY MOORE
4th District

DEBORAH SIMS
5th District

DONNA MILLER
6th District

ALMA E. ANAYA
7th District

LUIS ARROYO, JR.
8th District

PETER N. SILVESTRI
9th District

BRIDGET GAINER
10th District

JOHN P. DALEY
11th District

BRIDGET DEGNEN
12th District

LARRY SUFFREDIN
13th District

SCOTT R. BRITTON
14th District

KEVIN B. MORRISON
15th District

JEFFREY R. TOBOLSKI
16th District

SEAN M. MORRISON
17th District

July 29, 2019

Ms. Audra Davis, Managing Partner
The Exeter Group – TMS, LLC
180 North Wabash Avenue
Suite 815
Chicago, IL 60601

Annual Certification Expires: **July 29, 2020**

Dear Ms. Davis:

We are pleased to inform you that **The Exeter Group - TMS LLC** has been certified as a **Minority-owned Business Enterprise (MBE)** and **Women-owned Business Enterprise (WBE)** by Cook County Government. This certification is valid until **July 29, 2024**; however, you must re-validate your firms' certification annually.

As a condition of continued Certification during this five (5) year term, you must file a "**No Change Affidavit**" **within sixty (60) business days prior to the date of Annual Certification Expiration**. Failure to file this Affidavit shall result in the termination of your Certification. You must notify Cook County Government's Office of Contract Compliance of any change in ownership or control or any other matters or facts affecting your firm's eligibility for Certification within **fifteen (15) business** days of such change.

Cook County Government may commence action to remove your firm as an **MBE or WBE** vendor if you fail to notify us of any changes of facts affecting your firm's Certification, or if your firm otherwise fails to cooperate with the County in any inquiry or investigation. Removal of status may also be commenced if your firm is found to be involved in bidding or contractual irregularities.

Your firm's name will be listed in Cook County's Directory of certified firms in the following area(s) of specialty:

**Consulting: Human Resources and Management Consulting;
Professional and Management Development Training**

Your firm's participation on Cook County contracts will be credited toward **MBE** or **WBE** goals in your area(s) of specialty. While your participation on Cook County contracts is not limited to your specialty, credit toward MBE or WBE goals will be given only for work performed in the specialty category.

Thank you for your continued interest in Cook County Government's Minority, Women, Veteran, Service-Disabled Veteran, and People with Disabilities Business Enterprise Programs.

Sincerely,

Edward H. Olivieri
Contract Compliance Director

EHO/ek

$ Fiscal Responsibility 💡 Innovative Leadership ⬤ Transparency & Accountability 📋 Improved Service

Appendix C

Focus Group Overview

Exeter can facilitate homogenous focus groups with City of Winn staff and community residents. The focus groups would align with the diversity dimensions captured on the survey. Exeter proposes that focus group participants self-identify by different diversity dimensions for the homogenous focus groups. Exeter makes every effort to match (at a minimum) the moderators' race/ethnicity and gender with the participants' race/ethnicity and gender. For example, a focus group for African American staff would be facilitated by an African American facilitator.

Focus groups are comprised of 8-12 participants and last 60-90 minutes. The questions would be designed to explore further the findings identified from the survey. Staff would have an opportunity to expand on their survey findings and share specific examples in a safe environment.

Once focus groups are completed, all focus group audio recordings are transcribed and analyzed by reading through the data and applying codes to the data that summarize concepts. Codes are developed from the data as they emerge as patterns during data analysis. We review coded data and organize codes into major themes to answer the assessment questions.

Exeter makes available to the City of Winn an option of creating diversity video monologues. These video monologues are 2-3 minutes and are developed directly from the verbatim comments made by focus group participants. The comments are woven into a script and acted out by a professional actor. The video monologues can be leveraged for training, onboarding, diversity dialogues, coaching, and viewing by internal and external stakeholders.

Appendix D

Communication Plan

Communication to City of Winn Leadership
Exeter will support City of Winn staff in developing a strategy for sharing survey findings and proposed next steps with City of Winn leadership. This will include a presentation of findings and recommendations for action to City of Winn leadership, co-led by Exeter and City of Winn staff.

Exeter will provide recommendations on how to equip City of Winn senior leadership to optimally interpret and act strategically on survey findings. The goal is to highlight change/improvement opportunities based on survey results, and begin the process of developing a change management plan.

Communication to City of Winn employees
Exeter will support the City of Winn in reporting top line findings to all City of Winn staff. This will entail the development of a topline version of the assessment report, as well as appropriate messaging informing staff of the path forward. Content of the messaging will be informed by previous discussions with City of Winn leadership (see above).

In our experience, it is critical to communicate to employees how an organization plans to continue hearing their voices after the assessment is completed.

Communication to the Broader Winn Community
Exeter will advise on actions the City of Winn should take to broaden its message of inclusion, through methods including, but not limited to social media, marketing materials, Parks & Recreation seasonal booklets. We will consult on what messages to communicate and how to communicate them for clarity and impact. Further, we will offer non-traditional avenues to convey critical messages on DEI.

Appendix E

Sample Training Evaluations

Exeter evaluates training efforts using the New World Kirkpatrick Model. This proposal includes Level 1 and Level 2 evaluations for our training.

Individual Evaluation
At the individual level, Exeter evaluates participants' engagement, knowledge, skills, attitudes, confidence, commitment, learning and behaviors. Specific measures are listed followed by representative evaluative questions.

- **Level 1 (Reaction):** Participants' immediate reaction to the training sessions via evaluations.

  1. Please indicate the number (on a scale from 1 to 5, where 5 is the highest) that best describes how you rate the following:

     - Overall assessment of the session
     - Your interest level during the session
     - Quality of information presented
     - Effectiveness of the facilitators
     - Group interaction and participation

  2. The length of the training session was:

     - Just right
     - Too long
     - Too short

  3. Briefly describe your overall thoughts and reactions regarding this session.
  4. What topics or concepts did you find to be most helpful?
  5. What elements of the session would you change?

- **Level 2 (Learning):** Participants' demonstrated learning from the sessions (pre- and post-training comparisons at defined periods, including immediately following the training session and 3-, 6- and/or 12-months following the training).

  1. True or False: Unconscious biases are simply the brain's way of coping with and categorizing all the information that we receive every day.

  2. How many bits of information does our brain process each second?

     a. 11,000,000
     b. 11,000

   c. 110

   d. 1

3. You can reduce your unconscious biases by doing which of the following:

  e. Recognize your own biases

  f. Understand others' perspectives

  g. Expose yourself to ideas, images and words that challenge negative stereotypes

  h. All of the above

Appendix F

Beyond Foundational Training

Exeter can support employees beyond formal training sessions. These offerings include professional development for individual contributors and leaders at all levels.

Refresher and Reinforcement Sessions
Exeter develops content with Discussion Questions/Guides that can be used in multiple learning events. Exeter facilitates the sessions and/or implements Train-the-Trainer for administration leaders* to in turn lead.

- Huddles and Team Meetings – Leveraging moments when teams are already gathered to share and discuss topics
- Mini-training modules (instructor-led or eLearning) – Opportunities to focus deeply on specific training topics
- Diversity Dialogues – Safe space small group forums to discuss D&I wins and challenges, role play different scenarios, and discuss books, movies, etc.
- Lunch and Learns – Open forums to learn about different topics
- Quarterly Meetings – In-person or virtual meetings to discuss challenges and support leaders as they implement change in their departments

*Exeter creates a Certification for Leaders who participate in the aforementioned learning experiences and demonstrate a level of knowledge and application of training concepts. These leaders could then facilitate future learning events with Exeter coaching and support.

Equity Coaching
The Exeter Group utilizes an elevated approach to executive coaching that provides executive leaders with the strategic and tactical support needed to impact diversity and inclusion within their units, departments, and/or functions. Exeter's equity coaching services provide an in-depth and individualized program to help executives in three distinct yet interrelated ways:

- Understanding their leadership strengths and challenges
- Understanding the diversity and inclusion strengths and challenges of the areas they are charged to lead
- Understanding how to leverage their leadership strengths to improve diversity and inclusion opportunities in their areas, and thereby increase equity

Exeter's coaching program helps executive participants set goals that match their highest potential, create realistic plans to achieve those goals, and hold them accountable for accomplishing them within a defined time frame. Participants benefit in several areas including, but not limited to, improving their communication skills, reversing potentially derailing behaviors, and identifying and managing their biases. The employees they lead benefit by working in an environment that treats them equitably.

Group Coaching
Exeter developed Coaching Circles^{SM} to combine professional coaching along with in-person, group training for supervisors. Under the guidance of a Coach, the circles provide a group of up

to 10 participants the opportunity to channel their personal and professional development efforts, while sharing in a small group setting over a defined period of time. Coaching Circles[SM] increases the impact on an organization while remaining cost effective.

- Participants complete standardized personality and leadership assessments. They review their results with a Coach and develop an Individual Development Plan (IDP).
- Exeter customizes curricula for the Coaching Circles[SM]. The focus of the curricula is on self-management of behaviors that impede effective leadership. Content guides participants on improving their leadership and performance. Specific DEI content, such as cross-cultural communication and navigating challenges, is also a focus area for group coaching.
- Participants then meet as a group in their circle each month for full-day sessions facilitated by a Coach over a 6-month period. The Coach assesses all participants at defined periods of time to ensure application of learned concepts and demonstrated performance changes. Superiors are included in this evaluation.
- The program also includes a dual-mentoring component. As participants are mentored by their Coach, they are trained on being a mentor to the next generation of leaders.
- Group coaching can also be tailored for on-call or coaching-on-demand to provide immediate support for supervisors outside of their formal sessions. These just-in-time sessions are meant to address issues as they arise for immediate assistance.

Outcomes include improvements in retention, performance, and engagement. Measures include proficiency from pre- and post-assessment, transfer and application of learned knowledge and skills, and observed improvements in demonstrated leadership behaviors, productivity, and performance.

Appendix G

Project Management Approach

Exeter approaches project management in a disciplined manner. First, we develop a project timeline and execution plan with the end date and deliverable(s) in mind. Then, we work backwards to identify major milestones and corresponding tasks that support them. We also pinpoint whether Exeter and/or the client is responsible for completing a task. The project timeline and plan are then shared with the client for feedback and sign off.

Exeter's multidisciplinary team – comprised of organizational development professionals, statisticians, and researchers – works collaboratively to execute against the timeline and plan. Internally, we meet regularly to ensure deliverables are completed on time. We also meet with the client (virtually or in-person) to review the timeline and plan. Exeter recommends scheduling weekly or bi-weekly meetings in advance so that all stakeholders can plan to attend. During these meetings, the timeline and plan are reviewed, accomplishments are shared, and potential barriers are identified for troubleshooting. Exeter tracks notes and discussion points and shares them with the client.

Together, people, processes, and systems enable Exeter to successfully manage large and small-scale projects. We aim for flawless execution and judge ourselves against this goal. We want our clients to be confident that their project is important to us at every step. Project management is one way we demonstrate this importance.

Our Asks of the City of Winn
While Exeter fully embraces our role as consultants, we equally support a partnership with our clients. This collaborative approach fosters a shared commitment and keeps all stakeholders informed. To this end, we invite the City of Winn to engage with us at every phase of the engagement. This typically means:

- Finalizing project plans and the timeline with us
- Participating in scheduled and ad hoc project update meetings
- Providing a point of contact who can field questions and help us navigate the administration
- Providing administrative support, particularly around scheduling interviews and focus groups
- Reviewing drafts of documents and providing feedback in a timely manner
- Celebrating the project's successes

Appendix H

Work Samples

Exeter is including several redacted items that capture our approach and deliverables for diversity, equity, and inclusion.

Sample 1 - Diversity, Equity, and Inclusion Assessment Report (p. 13)

Sample 2 - DEI Workplan accompanied by Sample Dashboard (p. 44)

Sample 3 - Cultural Competence and Implicit Bias Participant Training Manual (p. 49)

Sample 1

Redacted Excerpts from

Diversity, Equity, and Inclusion Assessment Report

THE
EXETER GROUP

Table of Contents

Report Organization

This report is broadly organized around the identification of meaningful findings gleaned from data provided by Hope Hospital (Hope)[1], and the presentation of specific recommendations from The Exeter Group (Exeter), intended to advance diversity, equity and inclusion (D, E, & I) at Hope Hospital. To this end, the same information is provided throughout the report, but at differing levels of detail. From a high-level summary in the beginning of the report, to more granular charts and tables as the report progresses, the information is presented to meet different readers' interests and needs. The following can serve as a guide so readers can determine how much information to review, ranked from broad to specific.

- Executive Summary (pages 9 – 24)
- Sample Dashboard (page 13)
- Side-by-side Comparative Summaries for SITE 2 and SITE 1[2] (pages 14 – 20)
- Detailed Findings and Recommendations for SITE 2 (pages 25 – 99)
- Detailed Findings and Recommendations for SITE 1 (pages 100 – 187)

To supplement the quantitative analysis findings above, Exeter provides information discerned from a review of key internal documents and external benchmark efforts.

- Document Review (pages 188 – 200)
- Environmental Scan (pages 201 – 228)

Finally, the report ends with an action plan for next steps.

- Summary of Recommendations and Future Considerations – "Moving Towards One Hope Hospital" (pages 229 – 237)
- Prioritization Plan (page 238)

Additional tables and graphs representing analyses completed that did not greatly inform the report are included in Appendices A - Q as references.

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[1] Exeter uses Hope Hospital (or Hope) to refer to both SITE 2 and SITE 1 together, while use of SITE 2 or SITE 1 refers to that specific affiliate.

[2]

Executive Summary

Overview
In 2019, Hope Hospital engaged Exeter to conduct a Diversity, Equity, and Inclusion Assessment. The purpose of the assessment is to develop baseline metrics against which Hope Hospital can measure progress, as well as inform recommendations for best practices for Hope Hospital's Diversity, Equity, and Inclusion strategy. From this assessment, Hope Hospital is particularly interested in understanding how the findings can guide solutions to integrate the D, E, & I function across the SITE 2 and SITE 1 affiliates in support of "One Hope Hospital." Exeter employed a D, E, & I lens during analyses and observations of the data.

Hope Hospital Strengths at a Glance
In conducting an organizational assessment and data audit, it is natural to search for anomalies or issues in the data and ignore the many times the data says what you expect (or hope) it to say. Exeter wanted to briefly discuss the many things that did not stand out in the data because Hope Hospital is doing exactly what it should be. In sum, the system's opportunities should not outweigh its strengths. To this end, we offer multiple key strengths below that other organizations certainly could benchmark before diving into the details.

First, when analyzing samples of this magnitude, it is common to find significant differences solely because of sample size. Despite large samples, Hope Hospital rarely had any issues with gender representation across all organizational processes examined. The same, although less so, could be said for age. This is commendable and likely sets Hope Hospital apart from other organizations of the same ilk. Second, data was largely presented complete, meaning Hope Hospital is proficiently collecting data, something Exeter does not often see in its work within the healthcare sector. Third, Hope Hospital is doing a fine job seeking diverse candidates. Fourth, readmission rates for Medicare are below the national average for both SITE 2 and SITE 1. Furthermore, generally, SITE 1 readmissions have been trending downward since 2016 for all races and ages examined.

An additional strength of Hope Hospital's is the organizational policies related to D, E, & I and the team member lifecycle. Overall, the policies are thorough and comprehensive. The policies do not appear to signal any explicit discrimination towards or unfair treatment of different groups. They do, however, make it clear that unfair treatment of team members and patients is not tolerated.

Lastly, it is clear to Exeter that Hope Hospital has been making strides toward creating a more diverse, equitable, and inclusive organization since 2013 and genuinely cares about these matters. This can be seen in numerous initiatives, such as employee resource groups, trainings that address diversity and bias, equity and inclusion challenges and events, and such forward thinking as looking to hire a Predictive Analyst to focus on diverse hiring. T detailed in this report.

Summary of Meaningful Findings and Recommendations
Exeter's approach as a neutral observer is to let data be our guide and tell stories. Just as data framed our analyses to determine the current state for Hope Hospital, data also should direct the organization's response to the meaningful findings. As such, we offer consideration points for Hope Hospital to weigh as it focuses on future state objectives. This report includes several items concerning data collection and reporting, as well as options to specifically address the quantitative findings. Hope Hospital and Exeter can explore these consideration points together to develop next steps.

Workforce, Patient and Community Alignment

For SITE 2, there were 13,297 team members at the time of data collection. White team members account for 55.52% of the workforce, whereas people of color make up 44.48%. African American team members account for most people of color at 36.68%, followed by Asian team members at 2.59%, and Hispanic or Latino team members at 1.59%. SITE 2 patients identify as White and African American almost equally (45.72% and 43.18%, respectively). Hispanic or Latino, Asian, and American Indian or Alaska Native patients make up 3.08%, .64%, and .25% of the patients. African Americans, Hispanics or Latinos, and team members of two or more races are slightly underrepresented and White team members are slightly overrepresented compared to the population of Roswell, NM per the 2018 U.S. Census Bureau population estimates for the city. With respect to SITE 2's patients, White team members are overrepresented and Hispanic or Latino and African American team members are underrepresented. Asian team members are overrepresented as compared to the patient population.

For SITE 1, there were 16,778 team members at the time of data collection. White team members account for 78.30% of the workforce, whereas people of color make up 21.69%. African American team members accounted for most people of color at 13.92%, followed by Hispanic or Latino team members at 2.43% and Asian team members at 1.96%. When compared to the U.S. Census Bureau population estimates for the cities with SITE 1 facilities, White team members are generally overrepresented across the SITE 1 affiliate, while African American and Hispanic or Latino team members are generally underrepresented across SITE 1. However, the workforce and patient demographic profiles for SITE 1 are similar.

Talent Acquisition

For SITE 1, African American and Hispanic or Latino applicants are being interviewed, extended offers, and accepting offers at rates higher than their workforce representation. However, both subgroups are declining offers at a much higher rate than their representation.

For SITE 1, African American and American Indian or Alaska Native applicants, and for SITE 2, African American and two or more race applicants, have the lowest offer rate (i.e., number of interviews/number of offers extended). This means the number of these applicants matriculating through the process is lower than that of the other subgroups considering how many applicants are interviewed.

> **SELECTED TALENT ACQUISITION RECOMMENDATIONS**
>
> Explore why some candidate subgroups are declining offers more often and address accordingly.
>
> Collect qualitative data to understand why hiring managers do not extend offers to these candidates. Examining themes to identify differences across subgroups may highlight biases that can be addressed through rater and implicit bias training.

Team Member Development
Team Member Development included examination of Position Changes, Performance Reviews and Disciplinary Actions.

Position Changes
For SITE 2 and SITE 1, African American and Hispanic or Latino team members have received a disproportionate percentage of pay increases, pay decreases, and position changes without pay changes, and women have received a disproportionate percentage of pay decreases. However, given that the degree of change or starting compensation for these team members was out of scope and not requested, Exeter cannot determine if this trend creates additional disparities in compensation.

Performance Reviews
For SITE 2 and SITE 1, African Americans, women and those under 40 years of age, have statistically significantly lower performance scores compared to other subgroups.

Disciplinary Actions
For SITE 2 and SITE 1, African Americans and team members under 40 years of age are disciplined more often than their workforce representation. For SITE 1 and SITE 2, African Americans are 1.15 and 1.4 times more likely to be severely disciplined than Whites, respectively.

For SITE 1 alone, women, team members with less than a year of service, and team members with 1-4 years of service account for more disciplinary actions than would be expected.

Retention
African Americans, team members 40 years and over, and new hires (less than 1 year of service) were involuntarily terminated more than other subgroups at SITE 2 and SITE 1. At SITE 1, African Americans are 1.59 times more likely than Whites to be involuntarily terminated, and at SITE 2, they are 3.1 times more likely to be involuntarily terminated.

Team Member and Patient Health
Team Member Health
Since 2015 at SITE 2, over 94% of team members participated in both wellness screenings (i.e., Chol, TG, Glu, CBC with Differential, thyroid, PSA, kidney, liver, BP, or BMI screenings) and preventative activities. The highest usage rate for wellness screenings and preventative activity participation belonged to REDACTED, while the lowest usage rate belonged to physician practice (for screenings and preventative participation) and new hires and County 5 (for preventative participation).

SELECTED TEAM MEMBER DEVELOPMENT RECOMMENDATIONS

Conduct a system-wide compensation analysis to determine if all team members are being paid comparably for comparable work.

Examine, through interviews and focus groups organized by diversity dimension, why certain subgroups experience team member development disparities.

For managers, Hope Hospital should conduct implicit bias and rater training.

Redesign the performance review scale to be sound from a measurement perspective to prevent inaccurate ratings.

For SITE 1, Employee Assistance Program (EAP) participation has remained relatively stable since 2015 with approximately 1,110 team members using the service annually. Utilization by men is stable, but utilization has dropped precipitously for women since 2016 which seems to be correlated with the introduction of the "not known" category. African American usage dropping significantly after 2016 is the only noticeable difference for EAP usage by race/ethnicity.

Patient Health

For SITE 2, mortality rates for White and African American patients have remained generally constant since 2015. Mortality for Asian patients has seen a sharp increase since 2018. For SITE 1, all racial/ethnic groups have seen a dip in mortality in 2019 except for African American patients who have seen an uptick.

For SITE 2 and SITE 1, women consistently have lower mortality rates than men. Both genders have seen constant rates since 2016 and a slight decrease since 2018 at SITE 2, while both genders have seen an increase in mortality rates since 2017 at SITE 1.

Readmissions for White and African American patients show a decrease on a yearly basis, yet African American readmissions have remained higher than White readmissions at SITE 2. Readmission rates were not available for all racial/ethnic groups at SITE 1. Medicare and Medicaid patients have higher readmissions rates than those on other types of insurance plans at SITE 2 and SITE 1.

Additional Considerations

Data underlies many of the recommendations highlighted in this summary and throughout the report. Exeter identified differences in data fields, collection, reporting and analysis between SITE 2 and SITE 1 that should be addressed. While some data offered statistically sound inferences, other data limited substantive analyses. Specific enhancements to data are offered to build the capacity to measure and track diversity, equity, and inclusion movement.

Additionally, Exeter provides many future-forward recommendations for Hope Hospital to consider. These span cultural competency measurement, supplier diversity development, and insurance spend equity analysis, among others.

Metrics and Dashboard

The sample dashboard on the following page captures several key performance indicators for Hope Hospital as reflected by assessment findings. Exeter recommends Hope Hospital create a baseline

SELECTED WORKFORCE AND PATIENT HEALTH RECOMMENDATIONS

Transition to one EAP vendor to simplify messaging, take advantage of cost savings, and streamline tracking and reporting.

Explore why some patient subgroups and facilities have higher and lower mortality and readmission rates.

Identify specific social determinants of health that impact mortality and readmission rates and other indicators, as well as the 3 health priorities (mental health, obesity, and substance use) identified in Hope Hospital's 2019 CHNA Report.

dashboard for selected interventions, and then monitor progress accordingly. The metrics on the sample dashboard are not Hope Hospital's actual data, but provide an example of the types of metrics Hope Hospital should consider for a D, E, & I Dashboard. The dashboard should include metrics related to team member, patient, and community D, E, & I goals. The dashboard will change over time as improvements are made. (Dashboard has been deleted).

Comparative Tables of Findings and Recommendations

In the following tables, Exeter presents an overview of the findings for SITE 2 and SITE 1, as well as Exeter's observations and recommendations. Detailed findings and recommendations can be found throughout the remainder of the report.

Patient, Workforce and Community Profiles

SITE 2 Findings	SITE 1 Findings	Observations & Recommendations
• 13,297 team members at data collection • White team members account for 55.52% of the workforce, whereas people of color make up 44.48% • African American team members account for most people of color at 36.68% • Per 2018 U.S. Census Bureau population estimate for Roswell, NM, 52.3% of NM residents are White, 40.9% are African American, 5.8% are Hispanic or Latino, 2.6% are Asian • White and African American patients make up most patients • Hispanic or Latino, Asian, and American Indian or Alaska Native patients make up less than 4% of patients • Women comprise much of the workforce as expected • Over half (i.e., 54.98%) the workforce has under 4 years of service • Those under 40 years and those 40 and over each account for nearly half of the workforce	• 16,778 team members at data collection • White team members account for 78.30% of the workforce, whereas people of color make up 21.69% • African American team members accounted for most people of color at 13.92% • Per 2018 U.S. Census population estimate for NM, 63.7% of NM residents are White, 27.1% are African American, 5.8% are Hispanic or Latino, and 1.8% are Asian • Majority of patients are White (74.51%) with African American and Hispanic or Latino patients at 15.39% and 5.21%, respectively • Women comprise much of the workforce as expected • Half the workforce (i.e., 50.88%) has under 4 years of service with a median of 4 years • Those under 40 and those 40 and account for 43.81% and 56.19% of the workforce, respectively	• Hope Hospital's REaL data collection completion is high (over 93% for SITE 1 and SITE 2) compared to benchmarks • Explore other diversity dimensions to collect from team members • Workforce, patient and community populations differ somewhat • Determine if it is more impactful to reflect the patient population or community served • Although NM's population has doubled over the past 50 years, the racial/ethnic makeup has not changed

Talent Acquisition

SITE 2 Findings	SITE 1 Findings	Observations & Recommendations
Interviews granted • Whites, men and those 40 and over are underrepresented • African Americans, women, and those under 40 are overrepresented **Offers extended** • Whites and those 40 and over are underrepresented • African Americans, those under 40, and remaining subgroups are overrepresented • Gender representation aligns with workforce representation **Offer rates** (#interviews/#offers extended) • African Americans and those of two or more races have the lowest offer rates • American Indians or Alaska Natives and Asians have the highest offer rates **Offers accepted** • Whites are underrepresented and African Americans and remaining subgroups are overrepresented • Gender aligns with workforce **Offers declined** • No misalignment identified **New hires** • Whites and those under 40 are overrepresented • African Americans and those 40 and over are underrepresented • Gender aligns with workforce	**Interviews granted** • Whites are underrepresented, African Americans and Hispanics or Latinos are overrepresented • Gender aligns with workforce **Offers extended** • African Americans and Hispanics or Latinos are overrepresented, Whites are underrepresented • Gender is similar to workforce **Offer rates** (#interviews/#offers extended) • American Indians or Alaska Natives and African Americans have lowest offer rates • Hispanics or Latinos and Native Hawaiians or Pacific Islanders have the highest rates **Offers accepted** • African Americans and Hispanics or Latinos are overrepresented, Whites are underrepresented • Gender aligns with workforce **Offers declined** • African Americans and Hispanics or Latinos have highest rates, Whites have the lowest rates • Less men decline offers **New hires** • Whites and those under 40 are overrepresented, African Americans and those 40 and over are underrepresented • New hires align for gender	• Several data challenges were identified across the system from data collection to reporting • For SITE 1, African American and Hispanic or Latino applicants are being interviewed, extended offers, and accepting offers at rates higher than their workforce representation • However, both subgroups are declining offers at a much higher rate than their representation; Hope Hospital should examine why these candidates are declining offers and act accordingly • For SITE 1, African American and American Indian or Alaska Native applicants, and for SITE 2, African American and two or more race applicants, have the lowest offer rates • Hope Hospital should collect qualitative and quantitative data to understand why hiring managers do not extend offers to candidates • Examining the data to identify differences across subgroups may highlight biases that can be addressed through rater and implicit bias training

Team Member Development – Position Changes

SITE 2 Findings	SITE 1 Findings	Observations & Recommendations

• 4,047 position changes examined over the 5-year period
  • 349 (8.6%), 1,311 (32.3%), and 2,387 (58.9%) were associated with pay decreases, increases, and no change, respectively
  • Total number of position changes for African Americans increased, while the opposite occurred for Whites
• White team members are slightly underrepresented and African American team members are slightly overrepresented for pay increases
• Proportion of pay decreases for African Americans has remained steady over time but the proportion of pay increases and position changes with no pay change for African American team members have increased over time
• Women account for more position changes than would be expected and vice versa for men
	• 7,820 position changes examined over the 5-year period
	  • 1,291 (16.51%), 5,868 (75.04%), and 661 (8.45%) were associated with pay decreases, increases, and no change, respectively
	  • African American team members are overrepresented while White, and all other subgroups are underrepresented
	• Position changes for women are overrepresented and vice versa for men
	• This general composition is also present for each type of pay change (i.e., decrease, increase, no pay change) associated with position changes
	• However, women are overrepresented the most in the pay decrease category where they account for 90.02% of pay decreases
		• Several challenges were identified for position changes data
		• Defining what classifies as a lateral move, demotion, and promotion will be critical for consistency
		• African American and Hispanic or Latino team members have received a disproportionate percentage of pay increases, pay decreases, and position changes without pay changes, and women have received a disproportionate percentage of pay decreases
		• However, given that the degree of change or starting compensation for these team members was not provided, Exeter cannot determine if this trend creates additional disparities
		• System-wide compensation analysis is recommended to determine if all team members are being paid comparably for comparable work
		• Exeter also recommends the policy for job changes and compensation decisions be reviewed to identify if it is contributing to this discrepancy and changes be made accordingly

Team Member Development – Performance Reviews

SITE 2 Findings	SITE 1 Findings	Observations & Recommendations

• Performance Scores consist of a 0-5 scale where higher scores indicate better performance
  • There are 5 categories within this scale: does not meet expectations, partially meets expectations, fully meets expectations, exceeds expectations, and substantially exceeds expectations
• Scores are negatively skewed, indicating that team members are rated more favorably than expected
• African American team members have increasingly made up less of the substantially exceeds expectations category and have the lowest performance scores
• Across all facilities, African Americans have lower scores than the average score of 3.65
• Women are underrepresented in the substantially exceeds expectations category
• Those 40 and over have higher scores on average than those under 40
	• To Exeter's knowledge, performance data consists of a composite score of 20 questions
	  • Evaluated on a scale with the following scores: 1-unsatisfactory, 2-needs development, 3-meets expectations, 4-exceeds expectations, 5-substantially exceeds expectations
	• Performance score averages range from 81.5 – 85.15
	• African American team members scored lowest of racial/ethnic subgroups
	• On average, team members who are African American, women, or under 40 years old received significantly lower scores than their counterparts who are White, men, or 40 years old and over, respectively
	• As tenure increased the average performance score increased
		• Performance review tools across the system should be revised to provide more accurate and relevant ratings, and to reduce bias and disparities
		• All leaders (current and new) who conduct performance reviews should participate in rater training and implicit bias training
		• Creation of a new performance review process that abides by best practices to reduce bias and increase accuracy of ratings such as including multiple raters (at least 2 and no more than 5) is recommended, among others
		• A compensation analysis should be conducted across the organization to determine if disparities in performance scores and disciplinary actions have led to disparities in pay across genders or racial/ethnic groups

Team Member Development – Disciplinary Actions

SITE 2 Findings	SITE 1 Findings	Observations & Recommendations

• Disciplinary Actions consist of 4 broad categories:
  • Level 1 (i.e., minor offenses), Level 2 (i.e., repeated or serious offenses), Level 3 (i.e., suspensions), and Level 4 (i.e., terminations)
  • 14,078 total disciplinary actions over 5 years, of which attendance was the primary reason (71.74%)
• African Americans account for statistically significantly more disciplinary actions at all levels of severity than would be expected
• African Americans are 1.4 times more likely to be severely punished than White team members
• The percentage of total disciplinary actions for gender and tenure are generally representative of the workforce
• On a yearly basis, disciplinary actions are overrepresented for team members under 40 years and underrepresented for those 40 and over
	• Disciplinary Actions at SITE 1 consist of 4 broad categories:
	  • Written warning, final written warning, suspension, and termination
	  • 7,910 total disciplinary actions over 5 years
	  • Most common reason out of 37 was absenteeism (26.03%)
	• Whites are underrepresented and African Americans are overrepresented for disciplinary action
	• African Americans face substantially more disciplinary actions in 3 departments: clerical, allied health, and nursing at all facilities[3]
	• The odds of African Americans being severely disciplined are 1.15 times that of Whites
	• Women are overrepresented for discipline; there is a slight overrepresentation for women in each category for severity of discipline
	• Those under 40 and with 1-4 years of service account for more disciplinary actions than would be expected
		• Hope Hospital should standardize both their disciplinary categories and reasons for consistency
		• All current and new leaders should participate in rater training and implicit bias training
		• Review policy for disciplinary actions to identify if it is contributing to this discrepancy and make changes accordingly
		• Conduct compensation analysis across the organization to determine if disparities in performance scores and disciplinary actions have led to disparities in pay across genders or racial/ethnic groups

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Due to discrepancies in the datasets between SITE 2 and SITE 1, Exeter was not able to combine the data for analysis. As a result, separate analyses were conducted. Findings and recommendations for both affiliates are presented in the Comparative Summaries. Detailed findings and recommendations for each affiliate follow the comparative tables and could serve as stand-alone documents.

Team Member Retention

SITE 2 Findings	SITE 1 Findings	Observations & Recommendations

• 2015 to 2019, 11,219 terminations were recorded:
  • 1,727 were involuntary (15.4%) and 9,492 were voluntary (84.6%)
  • Total termination rates (i.e., voluntary and involuntary) only deviate minimally from expectations
• Whites accounted for most voluntary terminations
• African American team members were 3.1 times more likely to be involuntarily terminated than White team members across all departments except 1
• IT, Food/Environmental Services, Patient Support, Administrative/ Clerical, and Allied Health departments showed the strongest disparity; African Americans were at least 2.5 times more likely to be involuntarily terminated than Whites
• Total termination rates were proportional to workforce composition based on gender
• For 2018 and 2019, team members 40 and over were 1.5 times more likely to be involuntarily terminated than team members under 40
• Team members with less than 1 year of tenure had higher involuntary terminations rates than voluntary termination rates
	• 2015 to 2019, 11,615 terminations were recorded:
	  • 2,178 (18.75%) were involuntary and 9,437 (81.25%) were voluntary
	  • Total termination rates are disproportionally higher among African Americans (and lower than expected among Whites)
	• Total terminations for African Americans were higher than expected in all departments (except Nursing), and is especially strong in Allied Health and Services
	• Odds ratios reveal that African American team members are 1.59 times more likely to be involuntarily terminated than White team members, a disparity present across 7 of the 12 campuses examined
	• Voluntary and involuntary termination rates appear to be approximately equal within women and men
	• Odds ratios revealed that those 40 years old and over were 1.43 times more likely to be involuntarily terminated than team members under 40
	• Those with less than 1 year of service had higher involuntary versus voluntary termination rates, those with 1 to 4 years of service had higher voluntary (versus involuntary) termination rates
		• Targeted interventions (e.g., interviews, focus groups) to understand why certain subgroups are involuntarily terminated more than others
		• Exeter also recommends exit interviews be employed with all terminations, including high performers
		• Hope Hospitals should conduct implicit bias and rater training for all team members, both new and current, who have the authority to terminate team members
		• Complete a review of pre-employment screening and interview processes to ensure they support hiring the most qualified applicant
		• Review processes and procedures related to termination for consistency and clarity
		• Implement a new hire survey at different time periods
		• Review engagement data by demographic subgroup to identify disparities

Team Member & Patient Health

SITE 2 Findings	SITE 1 Findings	Observations & Recommendations
• Since 2015, over 94% of team members participated in both wellness screenings and preventative activities	• EAP participation has remained relatively stable since 2015 with approximately 1,110 team	• Several issues, largely around missing team member data (e.g., demographic, facility), and patient data presented as percentages

• Highest usage rate for wellness screenings and preventative activity participation belonged to REDACTED, while the lowest usage belonged to physician practice (for screenings and preventative participation) and new hires and County 5 (for preventative participation) • E-CARE assistance program is utilized 34 times per month on average; utilization has been higher in 2019, and is on pace to exceed prior years • Mortality rates for White and African American patients have remained generally constant since 2015; mortality for Asian patients has seen a sharp incline since 2018 • Self-Pay and Medicare are the only payer groups to see an increase in mortality in 2019 • Readmissions for White and African American Patients show a decrease on a yearly basis, yet African American readmissions remain higher than White readmissions • Medicare and Medicaid have higher readmission rates than other payers	members using the service annually • African American usage dropping significantly after 2016 is the only noticeable difference for EAP usage by race/ethnicity • Health screens for both current team members and new hires was rising until fall 2018 when screenings were no longer required • All racial/ethnic groups have seen a dip in mortality in 2019 except for African American patients who have seen an uptick • Both genders have seen an increase in mortality rates since 2017 • Of all payer types, Medicare has consistently seen the highest mortality rates since 2016 and Self-Pay is the only group to see an increase in mortality in 2019 • Readmission rates were not available for all racial/ethnic groups • Medicare and Medicaid patients have higher readmission rates than those on other types of insurance plans	(versus raw form) limited Exeter's ability to conduct a full analysis and look at disparities between groups • Benchmark REDACTED to understand why their usage of these programs is so high and aim to replicate that in other facilities • Increase utilization of the EAP through increased communication and information sessions • Transition to one EAP vendor to simplify messaging, reduce costs, and streamline tracking and reporting • Explore why some patient subgroups and facilities have higher and lower mortality and readmission rates • Identify specific social determinants of health that impact mortality and readmission rates and other indicators, as well as the 3 health priorities (mental health, obesity, and substance use) identified in Hope Hospital's 2019 CHNA Report

Methodology

Exeter synthesized meaningful findings from a quantitative data analysis, document review, and environmental scan to develop meaningful measures of diversity, equity, and inclusion performance, and to provide a strategic direction of best practices that support Hope Hospital's business imperatives.

Quantitative Data Analysis

Exeter collects and analyzes raw data to identify statistically significant findings by subgroup (e.g., employees under 40, women, African Americans, etc.). Raw (or primary) workforce and patient data enables Exeter to examine submissions by different variables, and subsequently, draw inferences from the findings. We request 5 years of data (if available) to detect trends over time. Exeter also conducts an audit of quantitative data submitted to identify strengths and gaps, and to detect, diagnose, and correct data abnormalities.

Exeter received datasets from Hope Hospital containing information on team members and patients relevant to diversity, equity, and inclusion. Most of the data spanned the 5-year period of 2015 - 2019 YTD. After receiving all parcels of data from various departments of Hope Hospital, the Excel files were thoroughly examined to determine which variables would prove most beneficial in the statistical analysis. Once these variables were recognized, the data files were cleaned, relabeled, and manipulated so statistical analyses could be performed. To complete the assessment, Exeter analyzed data provided by Hope Hospital to identify meaningful findings. When appropriate, statistical tests were used to determine whether there were statistically significant differences. That is, were the differences examined caused by something other than chance.

The data, across the workforce and patient domains, underwent distributional and statistical analyses. The statistical test that was heavily used to test two independent attributes of a group or people (e.g., race vs performance evaluation scores) was Pearson's chi-squared test. Chi-square tests are commonly used in studies dealing with demographics. When the chi-square test of a table larger than 2×2 is significant (and sometimes when it is not), it is desirable to investigate the data further. MacDonald & Gardner (2000) used simulated data to test several post-hoc tests for a test of independence and found that pairwise comparisons with Bonferroni corrections of the p-values work well, which was done throughout this report. Other tests commonly used in this report are analysis of variance and t-tests which determine whether there are statistically significant differences between two or more means. Statistical significance for all tests was determined when the p-value of the test statistic was below a critical value of .05. The p-value represents the probability of rejecting the null hypothesis when the null hypothesis is true.

Overall, this statistical analysis provides an overview of the current demographic distribution within the organization, the patients Hope Hospital serves, and the community, while elucidating areas in which Hope Hospital could redirect its efforts toward improving diversity, equity, and inclusion, and subsequent cultural competence.

Data Requested

Exeter requested the following team member and patient data from Hope Hospital. Exeter's observations about the data are	SITE 2 & SITE 1	SITE 2 & SITE 1	SITE 2 & SITE 1	SITE 2 & SITE 1	N/A

woven throughout the report. Wellness Screening Participation					
Employee Assistance Program Participation	SITE 1 & SITE 2	SITE 1 & SITE 2	SITE 1 & SITE 2	SITE 1 & SITE 2	SITE 1 & SITE 2

Team member data was requested as unique identifiers for the following variables: Race/Ethnicity, gender, age, location/facility, tenure, organization level, veteran status, department, zip code, and language preference.

Patient Data					
Patient Satisfaction	**2015**	**2016**	**2017**	**2018**	**2019**
H-CAHPS	SITE 2	SITE 2	SITE 2	SITE 2	SITE 2
ED-CAHPS	SITE 2	SITE 2	SITE 2	SITE 2	SITE 2
CG-CAHPS	SITE 2	SITE 2	SITE 2	SITE 2	SITE 2
Patient Health	**2015**	**2016**	**2017**	**2018**	**2019**
Core measures impacting Hope Hospital priority programs (readmissions, mortality, etc.)	SITE 2	SITE 2 & SITE 1	SITE 2 & SITE 1	SITE 2 & SITE 1	SITE 2 & SITE 1
Patient Profiles by REaL (race, ethnicity and language preference, as well as other variables listed above)				SITE 2 & SITE 1	SITE 2 & SITE 1
Most recent Community Health Needs Assessment		SITE 2 & SITE 1			SITE 2 & SITE 1
Patient/Community Social Determinants of Health	N/A	N/A	N/A	N/A	N/A

Patient data was requested as unique identifiers for the following variables: Race/Ethnicity, gender, age, location/facility, payer, veteran status, department, zip code, language preference and sexual orientation and gender identity.

Additionally, Exeter requested key documents from Hope Hospital, including strategic and business objectives, select policies, and past and current diversity, equity and inclusion programs and initiatives.

SITE 1 Current Workforce and Patient Profiles

Raw Data Reviewed	Observations about Data
Current Workforce Snapshot	• SOGI, veteran/military, disability data was not available, among other diversity dimensions. • Data was not provided by campus.
Current Patient Profile	• SOGI, veteran/military, disability data was not available, among other diversity dimensions.

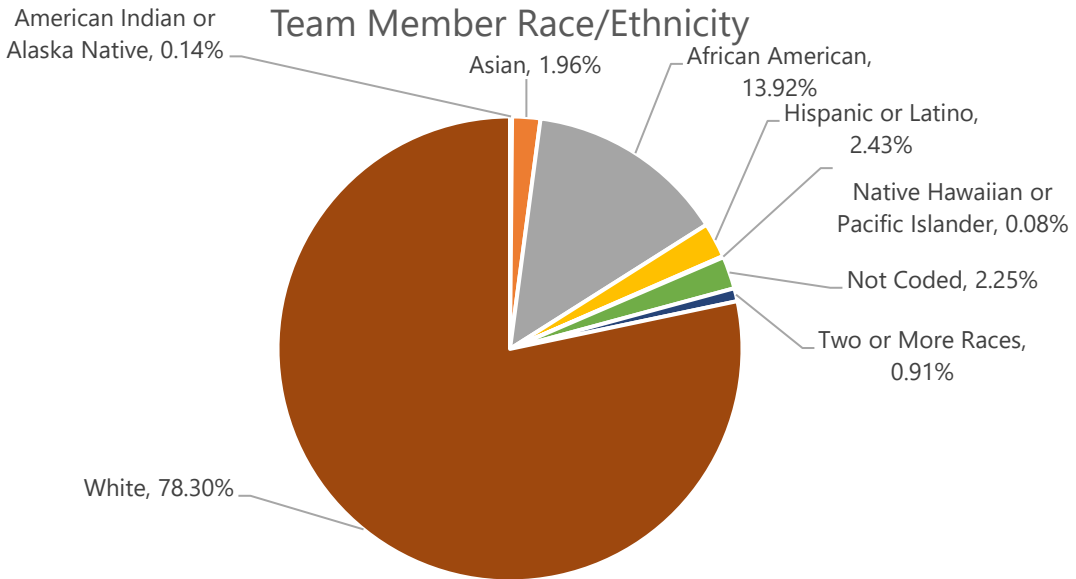| Raw Data Unavailable	Observations about Data
ADA accommodation disclosures and requests	N/A

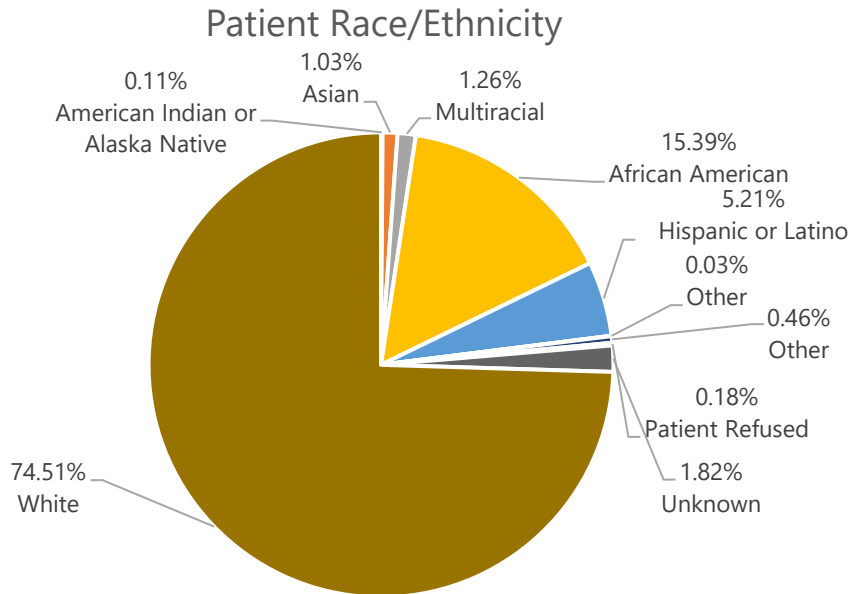## SITE 1 Workforce and Patient Profile Findings

Race/Ethnicity

Across the SITE 1 affiliate of Hope Hospital, there are 16,778 team members at the time of data collection. White team members account for 78.30% of the workforce, whereas people of color make up 21.69%. African American team members account for most people of color at 13.92%, followed by Hispanic or Latino team members at 2.43% and Asian team members at 1.96%. These figures are different from the national healthcare practitioners and technical occupations employee population which is 75.2% White, 12.6% African American, 9.9% Asian, and 8.5% Hispanic or Latino (Bureau of Labor Statistics, 2018). Compared to the national hospital employee population, SITE 1 has a higher population of White and African American team members and a lower population of Asian and Hispanic or Latino team members.

The 2018 U. S. Census Bureau population estimate for NM indicates 63.7% of NM residents are White, 27.1% are African American, 1.8% are Asian, and 5.8% are Hispanic or Latino. The cities where the eight SITE 1 inpatient hospitals are located are listed in the table below with corresponding racial and ethnic representation per the 2018 U.S. Census. In general, White team members are overrepresented across the SITE 1 affiliate, while African American and Hispanic or Latino team members are generally underrepresented across SITE 1.

	SITE 1	NM	County 1	County 2	County 3	County 4	County 5	County 6
White	78.3%	63.7%	59.6%	67.3%	65.4%	79.7%	58.1%	62.5%
African American	13.9%	27.1%	18.9%	19.9%	25.7%	13.5%	37.2%	29.5%
Hispanic or Latino	2.4%	5.8%	14.5%	10.3%	5.2%	3.3%	2.5%	5.3%
Asian	1.9%	1.8%	4.9%	2.1%	2.2%	1.5%	1.0%	0.5%
American Indian or Alaska Native	0.1%	0.5%	0.1%	0.2%	0.3%	0.0%	0.0%	0.2%
Native Hawaiian or Pacific Islander	0.1%	0.1%	0.0%	0.0%	0.1%	0.3%	0.0%	0.0%
Two or More Races	0.9%	1.9%	2.3%	0.8%	1.7%	2.0%	1.4%	2.4%

Team Member Race/Ethnicity

American Indian or Alaska Native, 0.14%
Asian, 1.96%
African American, 13.92%
Hispanic or Latino, 2.43%
Native Hawaiian or Pacific Islander, 0.08%
Not Coded, 2.25%
Two or More Races, 0.91%
White, 78.30%

Patient Race/Ethnicity

0.11%
American Indian or
Alaska Native

1.03%
Asian

1.26%
Multiracial

15.39%
African American

5.21%
Hispanic or Latino

0.03%
Other

0.46%
Other
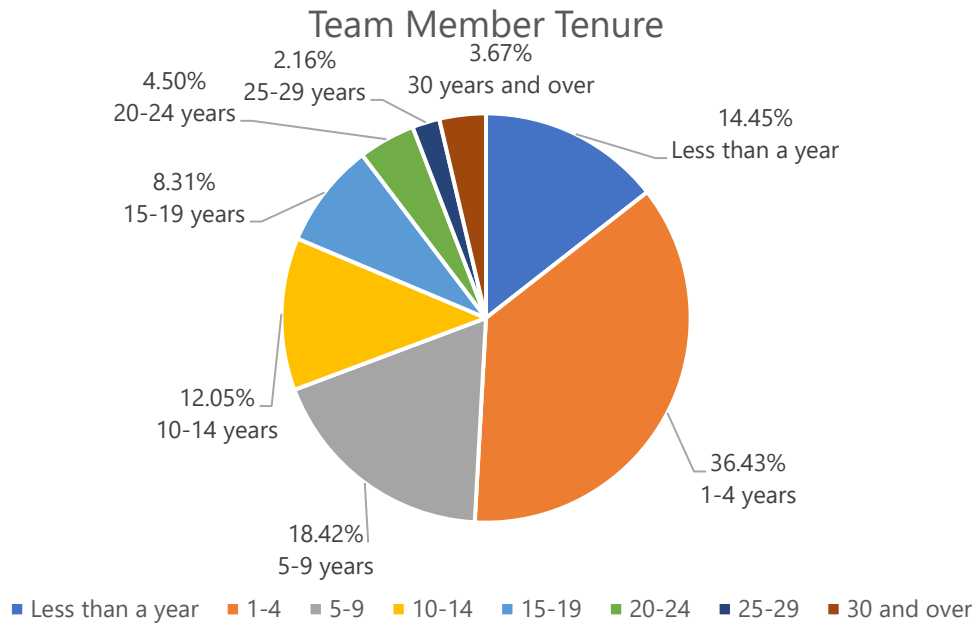
0.18%
Patient Refused

1.82%
Unknown

74.51%
White

As the above chart indicates, the workforce and patient demographic profiles for SITE 1 are similar to each other. White patients make up the majority of patients at 74.51%, which is close to that of the White team member representation at 78.30%, but slightly overrepresented. Following White patients are African American and Hispanic or Latino patients at 15.39% and 5.21%, respectively, both of which are close to their respective workforce representations of 13.92% and 2.43%, but slightly underrepresented. No other ethnic category comprises more than 2% of the patient population, which is no different from the ethnic workforce breakdown.

Gender
The SITE 1 affiliate of Hope Hospital has 13,641 female and 3,316 male team members. Thus, women and men comprise 80.23% and 19.77% of the workforce, respectively. These figures are in line with the national gender breakdown for all hospitals which is 75% women (Bureau of Labor Statistics, 2018). SITE 1 patient data shows that 56.78% of patients are women and 43.22% of patients are men.

Team Member Tenure

Legend: Less than a year · 1-4 · 5-9 · 10-14 · 15-19 · 20-24 · 25-29 · 30 and over

- 14.45% Less than a year
- 36.43% 1-4 years
- 18.42% 5-9 years
- 12.05% 10-14 years
- 8.31% 15-19 years
- 4.50% 20-24 years
- 2.16% 25-29 years
- 3.67% 30 years and over

Facility was not broken down because over 100 different locations were provided.

Preferred Language and Payer Mix
Over 97% of SITE 1 patients speak English as their preferred language. Over 55 other languages are spoken by SITE 1 patients. After English, the languages most commonly spoken by SITE 1 patients are Spanish and Vietnamese.

Over 50% of SITE 1 patient's use Medicaid, Medicare, or managed care. Over 33% of patients at SITE 1 have commercial insurance, including Blue Cross.

SITE 1 Workforce and Patient Profile Recommendations

Few issues arise when comparing workforce and patient profiles. In general, when compared to the communities served, White team members are overrepresented across the SITE 1 affiliate, while African American and Hispanic or Latino team members are generally underrepresented. When compared to patient populations, White team members are only slightly overrepresented and African American and Hispanic or Latino team members are slightly underrepresented. It is a best practice for organizational workforces to be reflective of the community and/or the patient population being served. This is a fundamental component of culturally competent patient care. Exeter's recommendations follow.

- Hope Hospital's patient population and community population are slightly different. As such, Hope Hospital should determine if it is more important to reflect the patients they currently serve, or the community in which they operate. Once identified, corresponding steps can be taken to increase the diversity of the SITE 1 workforce.
- SITE 1 should review existing hiring processes to determine if diversity is currently a priority in hiring. If it is not, Exeter recommends SITE 1 explore how to source diverse candidates. Another best practice is to require that at least two diverse candidates be considered for every open position. Statistically, if there is only one diverse candidate in a pool, it is highly unlikely said candidate will ultimately be selected. A key step will be defining diversity for the hiring process.
- Consider implementing a pipeline development program or community partnership to source qualified diverse candidates.
- Moving forward, compare the percentage of diverse team members on a year over year basis to determine if diversity is indeed increasing in the manner intended. Compare this number to patient and community diversity moving forward to ensure the workforce is reflective of the community or patient population.
- Implement a system across the organization to collect sexual orientation and gender identity data for team members by providing an opportunity for team members who are part of the LGBTQ community to self-identify. This will provide more information to the organization on the needs of the workforce.
- Implement a system across the organization to collect sexual orientation and gender identity data for patients. The National LGBT Health Education Center recommends the following to implement collection of SOGI for electronic health records:
  - Patients should be provided the opportunity to self-identify onsite during collection of demographic data by including the following questions in the demographic section of registration forms:
    - Do you think of yourself as:
      - Lesbian, gay, or homosexual
      - Straight or heterosexual
      - Bisexual
      - Something Else
      - Don't Know
    - What is your current gender identity?
      - Male

- Female
- Transgender Male/Trans Man/FTM
- Transgender Female/Trans Woman/MTF
- Gender Queer
- Additional Category (please specify) _____
    - What sex were you assigned at birth?
        - Male
        - Female
        - Decline to Answer
    - What is the name you use?
    - What are your pronouns (e.g. he/him, she/her, they/them, etc.)?
- Patients who leave SOGI questions blank on registration forms should be asked by their healthcare providers using the same format as the forms.
- The SOGI questions above should be asked during the first clinical visit and on an ongoing basis as these answers can shift over time.
- Patients must be assured this information will be kept confidential.
- Patients need to be provided information on why it is important to share this information and staff members need to be trained to provide this explanation.
- Clinicians, front desk staff, and patient registration staff need to receive training on LGBTQ health. Training for staff should include:
    - Why it is important for patients to disclose this information
    - How to explain the change in data collection to patients
    - The history of stigma and discrimination for LGBTQ patients in healthcare
    - How to handle mistakes and emotional reactions from patients related to this topic
    - Preferred language related to sexual orientation and gender identity such as use of gender-neutral language, definitions of LGBTQ terminology, pronouns, etc.
    - What to do when a patient's name does not match their insurance or medical records
    - How to work with LGBTQ pediatric patients
    - How to add and read SOGI information in the electronic medical record
- Marketing and education materials should be updated to include LGBTQ affirmative imagery.
- Collect data on other diversity dimensions from team members and patients to understand the diversity within the community and how to foster inclusion.

SITE 1 Talent Acquisition Assessment

Raw Data Reviewed	Observations about Data
2015-2019 Interview Data	• 2015 SITE 1 data was not available due to a data system change that year.
2015-2019 External New Hire Data	• 2015 SITE 1 data was not available due to a data system change that year.

| 2016-2019 Offers Extended Data | • 2015 SITE 1 data was not available due to a data system change that year. |
| 2016-2019 Offers Accepted Data | • 2015 SITE 1 data was not available due to a data system change that year. |

Raw Data Unavailable	Observations about Data
2015-2019 Offers Declined	N/A
2015 Offers Extended Data	N/A
2015 Offers Accepted Data	N/A
Pass rates for pre-employment assessments/screens	Hope Hospital does not conduct pre-employment assessments.

Sample 2

Redacted DEI Workplan accompanied by Sample Dashboard

Goal 1: Enrich Culture and **Improve Access** by creating a culturally competent and diverse and inclusive environment that values and respects all employees and patients.

Objectives:

1.1   Use different collection and reporting mechanisms to expand employee engagement
-Compare subgroup engagement to retention, performance, and terminations (Engage)
-Bolster new hire surveys to track completion and participation by subgroup (Retain)
-Track and follow up on employee focus group comments (Engage)
-Track absenteeism system-wide by subgroup (Engage)
-Conduct exit interviews at 3 or 6 months post voluntary departures (Retain)

1.2   Develop a cultural competence and D & I strategy
-Leverage the Human Capital assessment results to formalize cultural competence and D & I efforts (Engage); Quantify cultural competency score through assessment (Engage)
- Launch Cultural Competency trainings (unconscious bias, cross-cultural communication, etc.) (Engage), and measure impact through Level 4 evaluation (Develop)
-Broaden scope beyond race/ethnicity and gender to include employees and patients with disabilities, LGBTQ, persons with limited English proficiency, and age (Engage)
-Focus engagement efforts on employees with disabilities and those who experience the organization less favorably as identified in Develop, Retain, and Acquire sections (Engage)

1.3   Increase new access points and reach out to high-risk patients
-Community access points or home care should be staffed with those who reflect the patient population (considerations include language, sexual orientation, individuals with disabilities, race and ethnicity) (Plan)
-Identify through patient and employee feedback if traditional primary care should be delivered differently based on geographic footprint (Plan)

KPIs:
- Cultural Competency Scores (based on CLAS Standards) by subgroups, levels, facilities

Measures:
- Employee and Physician Engagement Scores by subgroups; interactions of employee engagement scores with retention (voluntary and involuntary) and performance scores by subgroups
- Patient Satisfaction Survey results by subgroups
- Absenteeism (callouts) system-wide by subgroups
- New hire surveys and Exit Interviews at defined periods by subgroups

Goal 2: Build Capabilities of the entire workforce to maximize performance and cultivate potential.

Objectives:
2.1   Develop a systematic and objective way to calibrate leadership for all employees
- Assess employees' knowledge, skills and abilities (Lead)
- Determine their overall performance and potential (Lead)
- Create Individual Development Plans (Lead)
- Identify learning and development opportunities to match their needs (Lead)

2.2   Examine differences in subgroups for retention, terminations, performance and disciplinary actions
- Review policies and processes (Develop)
- Implement Unconscious Bias, Micro-equities and Micro-aggression training (Develop)
- Describe what each position change means so movement means the same for employees, and data can be tracked accordingly (Deploy)

2.3   Treat top performers as 'special' employees
-Re-recruit top performers and high potential employees every quarter to ascertain their departure risk (Retain)
-Contract with a third-party to conduct exit interviews at 3- or 6-months following voluntary departures, especially for top performers and high potential employees (Retain)
-Rehire previous high-performing employees (Acquire)

KPIs:
- Percent of employees with IDPs and completed 360s
- Earnings and Margin targets (Link to executive performance development opportunities)

Measures:
- Retention of high performing and high potential employees to facilitate knowledge transfer
- Development opportunities (training, coaching, stretch assignment, etc.) aligned with unique needs of each leader to achieve organizational performance goals
- Preparedness for role change (performance review score after transfer or promotion)
- Patient Satisfaction Survey results by subgroups
- Employee and Physician Engagement Scores by subgroups

Goal 3: Support Communities by providing a relevant workforce that is responsive to and capable of meeting their needs.

Objectives:
3.1   **Ensure workforce planning is comprehensive**
3.2   Integrate other variables into workforce planning to bolster reporting and actioning (e.g., expanded demographic variables, skill gaps, critical positions and hiring opportunities, internal and external stakeholder feedback, patient priorities, etc.) (Plan)

3.3   Respond to specific community needs through staffing
-Increase focus on community wellness and prevention and address opiate epidemic through strategic hires from the community (Plan)
-Promote more personalized care options for patients with specific diseases/conditions

3.4   Manage an evolving workforce
- Enhance recruitment data collection and reporting (Acquire)

KPIs:
- Develop/administer community partnership survey to secure periodic feedback (Plan)

Measures:
- Number of open critical positions
  - Staff community-focused positions (e.g., Community Health Workers)
- Collect on-site interview, offers extended and offers accepted by subgroup to complete acquisition cycle (Acquire)

Goal 4: Increase Knowledge of the workforce through measurable learning and development opportunities.

Objectives:
4.1   (Re)Design learning and development curricula and programming
-Align with strategic plan and Human Capital assessment results (Develop)
-Consider non-traditional yet impactful delivery channels to maximize participants' training time (Develop)

4.2   Evaluate training through qualitative and quantitative measures
-Implement Kirkpatrick Levels 2-3 training evaluations to capture participants' pre- and post-session knowledge gain (Level 2) and demonstrated behavior changes over time (Level 3) (Develop)
-Capture the trainings' impact on organization results through Level 4 evaluations (Develop)

KPIs:
- Demonstrated behavior changes for individuals because of learning and development opportunities
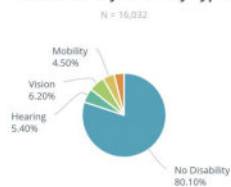- ROI of training demonstrated at a system-level

Measures:
- Pre- and post-test measures of knowledge increase from trainings completed
- Demonstrated application of new skills learned (by multiple perspectives thru 360° process)
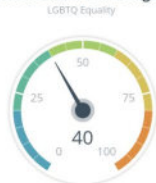
Sample Dashboard

Plan

Workforce by Disability Type
N = 16,032

Mobility 4.50%
Vision 6.20%
Hearing 5.40%
No Disability 80.10%

Progress toward HEI Designation
LGBTQ Equality

25 50 75
0 40 100

Develop

Leadership Calibration
For 466 Manager/Directors

100
50
0
Assessments   360 Feedback   IDPs

● Morristown ● Chilton ● Newton

Acquire

Acquisition
Population Health Positions

Applied 125
Interviewed 100
Hired 50
Onboarded 40

Deploy

Internal Mobility
Promotions and Transfers by Demographic

20
10
0
White   Black   Asian   Hispanic

— Q1 — Q2 — Q3 — Q4

Annual Performance Reviews

White
Black
Hispanic
Men
Women
LGBTQ

0   0.5   1   1.5   2   2.5   3   3.5   4

● 2015 ● 2016 ● 2017
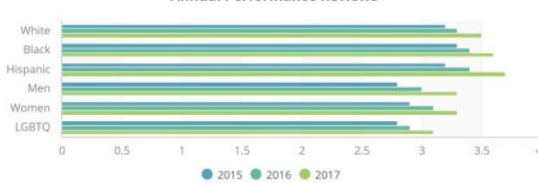
Engage

Employee Engagement
Top Quartile Scores

100%
50%
0%
White Black Hisp... Men Wo... LGBTQ

— 2015 — 2016 — 2017

Lead

Managers/Directors
(n = 466)

Hispanic 20
Black 22
White 406

Retain

Turnover
Voluntary vs. Involuntary

10
5
0
Q1   Q2   Q3   Q4

● Voluntary ● Involuntary
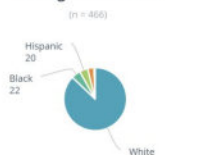
Sample 3 – Redacted Participant Manual Excerpt

Cultural Competence and Implicit Bias Training for Leaders

Participant Manual
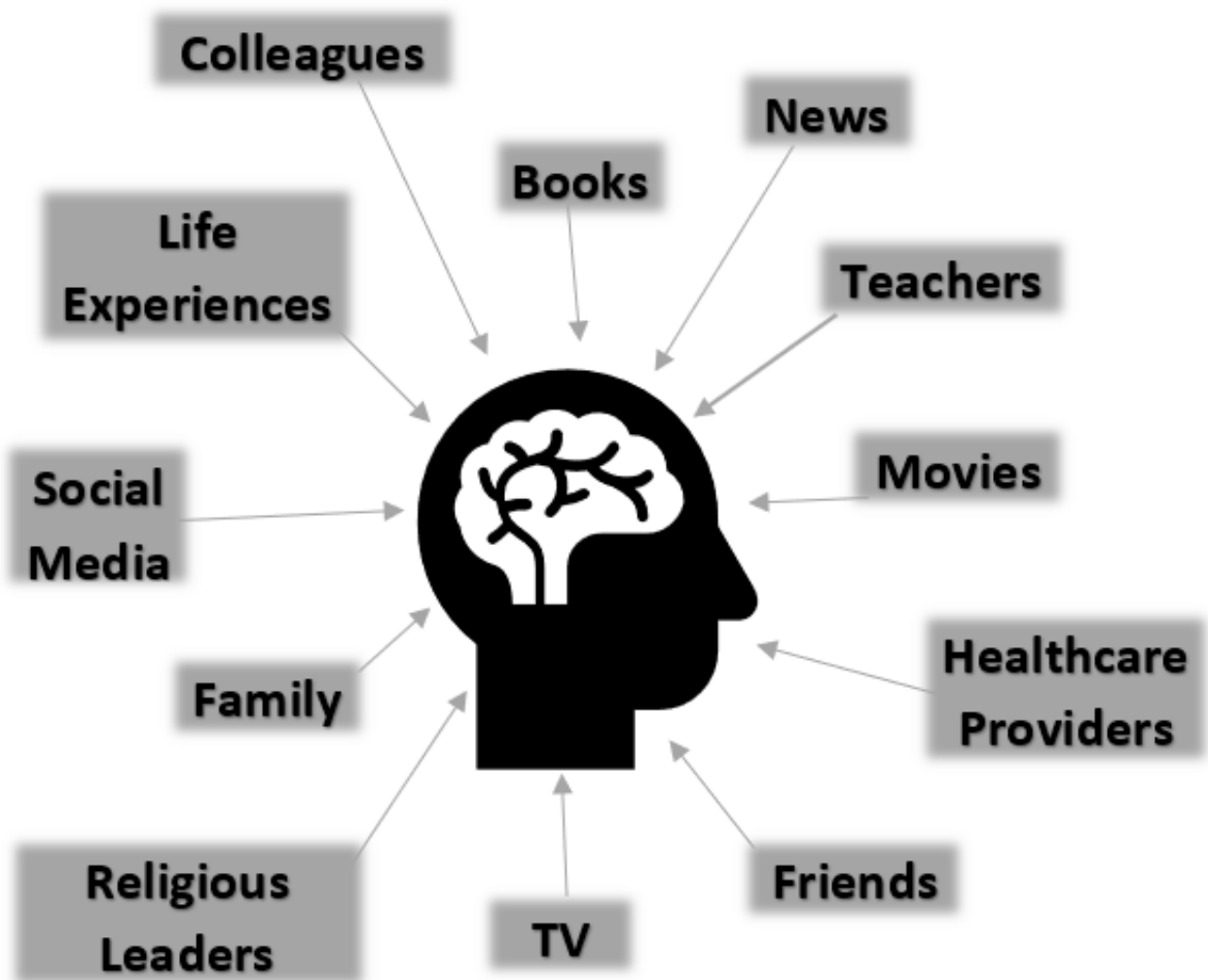
Facilitated by

The Exeter Group

Table of Contents

Filtering Information

Our brain processes millions of pieces of information unconsciously at any given time. Implicit biases are the brain's way of coping with and categorizing all the information that we receive every day. We ALL have implicit biases.

Our implicit biases are shaped by external factors to which we are exposed every day.

Colleagues

News

Books

Life Experiences

Teachers

Social Media

Movies

Family

Healthcare Providers

Religious Leaders

TV

Friends

Characteristics of Implicit Bias

Following are common characteristics of implicit bias - regardless of who we are.

- Implicit biases are universal. Everyone has implicit biases.
- Implicit biases can be related to or similar to the explicit biases we hold.
- Implicit associations can also be very different from our declared beliefs or can be stances we would never endorse.
- We tend to hold implicit biases that favor our own ingroup (people who are like us). It is, however, still possible to have implicit biases against our own ingroup.
- Implicit biases are pliable. The implicit attitudes and stereotypes we have learned can be changed and unlearned.

There are different types of implicit bias that impact how we interact with our students, colleagues, direct reports, and supervisors as well as applicants, patients and their caregivers.

- *Affinity bias:* The tendency to view people who are like us more positively.
- *Halo effect:* The tendency to think everything about a person is good because you like something about that person. It is the tendency for an impression created in one area about a person to positively influence the impression you have about them in another area. Similarly, the "horns effect" occurs when a negative view of one trait negatively influences your view of other traits of a person.
- *Perception bias:* The tendency to form stereotypes and assumptions about certain groups that affect your ability to be objective in your assessments of and actions toward members of those groups.
- *Confirmation bias:* The tendency for people to seek information that confirms pre-existing beliefs or assumptions and avoid information that contradicts those pre-existing beliefs or assumptions.
- *Group think:* This is the tendency to try to fit into a particular group by mimicking others or holding back thoughts and opinions. This causes people to lose or hide part of their identities and causes organizations to lose out on creativity, innovation, and problem-solving.
- *Beauty bias:* This is the tendency to believe that the most attractive individual will be the most successful.

Implicit bias can affect our perception, attitude, behavior, attention, and listening skills, as well as how we support others.

Cross-Cultural Communication Defined

Culture Defined

Culture is the characteristics and knowledge of a particular group of people, defined by everything from language, religion, and cuisine, to social habits, music and arts, etc.

Cross-Cultural Communication Defined

The way we communicate is shaped by our culture. Culture influences the:

- language we use
- words we choose
- jokes we make
- emphasis we employ
- gestures we make
- body language we show
- tone we use
- much more!

Characteristics of Communication

- *Our communication is not static.* We communicate differently from day to day because factors such as context, individual personality, and mood combine with the variety of cultural influences that influence our communication choices.
- *Communication is interactive*. It is not one-sided. A key element of how effectively we communicate is our relationship with those we are communicating with.
    - o Do they hear and understand what we are saying?
    - o Are they listening carefully?
    - o Are we listening carefully in response?
    - o Do their responses show that they understand our words and the meanings behind those words?
    - o Do we understand their words and the meanings behind those words?
    - o Do they seem positive and receptive to what we are saying?
    - o Do we trust each other?
    - o Do we have differences that might cause ineffective communication, divergent goals, conflicting interests, or fundamentally different ways of viewing the world?

Factors that Affect Communication Across Cultures

Even with the best of intentions, miscommunication is likely to happen and common. This is especially true when there are cultural differences between communicators. Miscommunication may lead to conflict or exacerbate conflict that already exists. Across cultures, we make very different meaning of the world, our places in it, and our relationships with others. There are several variables that can cause ineffective cross-cultural communication.

- *Time:* In the West, time is seen as quantitative, measured in units that reflect progress forward. In the East, time is seen as having unlimited continuity without a strict boundary. Western views of time may focus more on the current state of affairs while Eastern viewpoints may focus more on storytelling and integrating the past with the present.

- *Fate vs. Personal Responsibility:* This is the degree to which we feel that we are the masters of our lives or the degree to which we feel we are subject to things outside our control. Someone who believes more in freewill may value action and accountability. Someone who believes more in fate may value respect for the natural order of things.

- *Face and Face-Saving:* Face is the value, public image, or social standing that a person has in the eyes of others. It is closely linked to pride and self-respect. Face includes views of status, power, courtesy, ingroup and outgroup relations, humor, and respect. In many cultures, maintaining face is very important but views of how to maintain face vary across culture.

  A key element of face is *individualism versus communitarianism*. Cultures which value the individual may be more concerned with preserving the individual's image. Cultures who value communitarianism may be more concerned with preserving the image of their group. Individuals with a communitarian mindset may avoid criticism of others and use a third party to mediate conflict between people.

- *Nonverbal Communication:* We tend to look for nonverbal cues to help us understand unclear or ambiguous messages. We rely on nonverbal factors even more when we are communicating across cultures. Different cultures also vary in how much they rely on verbal and nonverbal behavior. Low-context cultures such as the United States and Canada tend to assign less importance to nonverbal communication.

- *Space:* Different cultures have varying ideas about appropriate space for conversations and negotiations. If someone is used to standing or sitting very close when they are talking with others, they may see another person's attempt to distance themselves as cold, condescending, or as an indication of a lack of interest. Those who are used to having more personal space may view attempts to get closer as pushy, disrespectful, aggressive, or an invasion of space.

THE KENLEY GROUP

PROPOSAL TO SERVE

CITY OF WEST LINN
DIVERSITY, EQUITY AND INCLUSION (DEI) PROGRAM AND EQUITY AUDIT

13 MAY 2020

On behalf of The Kenley Group, LLC (The Kenley Group) thank you for the opportunity to represent our firm to the City of West Linn (COWL.) We understand the importance of establishing a city-wide Diversity, Equity and Inclusion (DEI) program for your employees. We believe The Kenley Group can meet your expectations in developing and implementing external and internal policies, plans and procedures to establish and maintain an inclusive and welcoming environment for all.

There are three (3) primary reasons why selecting The Kenley Group is the right decision:

> **Immersion**– While other elite management consultancies strive to be detached and formulaic, The Kenley Group is collaborative, personable, and entrepreneurial. We immerse ourselves into the business of each of our clients to gain deep insight into its operational and strategic potential, working with leadership to co-create solutions.

> **Impact**– For us, the thrill lies not in demonstrating that The Kenley Group is the smartest group of people in the room, but in infusing your organization with a fresh sense of purpose and the capacity to nimbly adapt, measurably improve and substantially outperform. We help clients achieve breakthroughs that significantly raise its performance trajectory long-term.

> **Equity and Empowerment Lens**– Built on our experience and knowledge, our approach identifies inequities, if any, in the structures, policies, and practices of an organization and recommends actions to eliminate those biases.

Who we are

The Kenley Group was founded in 2014 to provide consulting services to public and non-profit agencies. The Kenley Group is Portland-based and licensed by Oregon's Certification Office for Business Inclusion and Diversity (COBID) as an Emerging Small Business (ESB) and Minority/Women Business Enterprise (M/WBE.)

Our mission is to assist clients in achieving their management and operational goals through equitable organizational development, performance management, and strategic planning. We exist because we love to do the work. Equally important, we are quickly leaving our stamp in the Pacific Northwest and affirm we meet the minimum qualifications.

Thank you again for your time and consideration.

Sincerely,

Monique Claiborne
The Kenley Group
503.308.9550

Index

A. Proposer's Experience & Qualifications

Research shows that diversity ensures the most distinctive innovations and successful business outcomes. Our collective experiences make our strategic equity advising and training relevant and impactful.

i. Team member bios and professional training

Monique Claiborne's practice focuses on strategic equity advising, performance and management consulting for government and non-profit entities. She has nearly fifteen years' experience working with public entities in a variety of capacities. Her areas of expertise include:

- *Performance and Compliance Audits*
- *Performance Management and Measurement*
- *Strategic Planning*
- *Program Management*
- *Business Process Improvement*
- *Equitable Organizational Development*
- *Strategic Equity Advising*

Monique Claiborne brings a depth of experience to discussions around equity, diversity and inclusion, along with a talent for synthesizing thoughts, needs and perspective into actionable items. She has spearhead engagements to help organizations and key stakeholders envision its future state, conducted SWOT, SKEPTIC and PEST analyses, focus groups and 1:1 interviews, launched leadership and steering committees, performed process improvements and operation reviews, and implementing formal strategic plans.

Monique sits on the Board of Directors for Planned Parenthood Columbia Willamette and Community Alliance of Tenants. She teaches a business course at Coffee Creek Correctional Facility, Oregon's only women's prison. Monique has a BBA with a concentration in Finance from the University of Michigan's Ross School of Business and a MSc in International Public Policy from the University College of London. Monique is an entrepreneurial leader with a passion for creative problem solving and getting things done. Monique is a highly sought-after consultant and has focused her efforts on helping clients construct high-impact business solutions to address key organization objectives.

Susan Anderson-Claiborne, PhD has over 25 years of consulting experience in private, nonprofit, higher education, and government sectors. She specializes in organizational development and design, strategic planning, training and instruction, and business transformative that help clients improve overall organizational effectiveness. Her expertise is grounded in empirical knowledge, detailed analysis, independent research, and scholarly synthesis. Susan brings a passion for creative problem solving, an empirical based tool kit and project management skills to every engagement.

Dr. Susan Anderson-Claiborne's expertise is centered in organizational assessments, gap analysis and synthesis of qualitative and quantitative data, key indicators, research of crucial demographics, trends, technology, globalization, development of communication plans with core messaging, writing of formal strategic plan and reports, leading change and training implementation.

ii. Roles of proposed work

Monique Claiborne and Dr. Susan Anderson-Claiborne have successfully taken organizations to the next level and will serve as key personnel for this engagement.

Monique will serve as the project manager and will be responsible for its successful completion. She will ensure that the project proceeds within the specified time frame and under the established budget, while achieving its objectives.

Susan will serve as a project team member who will actively work on all phases of the project. She will contribute to the overall projective objectives, completing deliverables, providing expertise, and documenting the process.

B. Multicultural/Multiracial Team Philosophy and Experience

The Kenley Group believes organizations' commitment to multicultural and multiracial teams are inseparable from its organizational mission. A multiethnic team is central to all our missions, and key to individual flourishing and the advancement of organizational knowledge. We liken diversity, equity, and inclusion to various aspects of attending a dance:

1. Diversity is where everyone is invited to the party
2. Equity means that everyone gets to contribute to the playlist
3. Inclusion means that everyone has the opportunity to dance

Since our inception, we have worked on several multicultural/ multiracial client teams with varying levels of cohesion. While having a diverse workforce is good business, leading a multicultural team presents unique challenges. When joining a new team, we've found the below helps us to succeed early on and throughout the engagement:

1. Look beyond the surface
2. Be aware of biases
3. Cultivate trust
4. Be open-minded and curious
5. Learn to integrate differences
6. Ensure the team as the right skills

Multicultural/ multiracial is truly "cognitive" diversity, as it mixes people together with different thinking styles, habits, and perspectives. While diversity is the first and easy step, *inclusion* is the key to leveraging diversity.

C. DEI Audits or Assessments Experience

i. Government agencies

Our DEI clients range from county and city agencies to special districts and regional agencies to non-profit and community-based organizations. We have experience supporting agencies in becoming more diverse, equitable, inclusive, and human-centric. We develop strategic DEI plans, review and revamp organizational policies and programs, run workshops and trainings, and advise organizational leadership. We bring together essential DEI, culture, and engagement initiatives into a cohesive, integrated whole,

and analyze and employ data to support clients in harnessing their innovative potential. Mission-driven agencies leverage The Kenley Group's team to develop actionable roadmaps. We utilize the strategies, tools, and resources each individual organization needs for long-term viability, sustainability, and success. The results are tailor-made plans with recommendations that address the agencies relevance to the communities, audiences, or stakeholders it serves that are both transformative and tangible.

ii. Training and implementation

The Kenley Group has audited and assessed dozens of clients and developed the tools and strategies that normalize equity within its operations and structures that reinforce the desired culture. Our background in organizational change management and leadership has helped clients integrate the long-term benefits of equity into its ongoing operations.

The Kenley Group uses the ADKAR Model to capture this psychological operation that will guide the COWL through activities and engagement to achieve transformation at the individual level.
- o Awareness – addresses the nature of the change or situation and why change is happening
- o Desire – acknowledges the need for individuals to make a choice and embrace moving forward
- o Knowledge – focuses on the educational and training resources needed for individuals to change their behavior, skills, processes to implement the change successfully

We will assist the COWL develop the desired core competencies to advance and implement a DEI program (including defined vocabulary) along with providing tailored training. We will conduct a training needs assessment to identify performance requirements and the knowledge, skill, and abilities needed by the COWL's staff to achieve the desired outcomes, as well as opportunities for Citizen Advisory Groups (CAGs) and Neighborhood Associations (NAs).

The needs assessment will identify the "gap" between performance desired and current performance. When a difference exists, The Kenley Group will explore the causes and reasons for the gap and methods for closing or eliminating the gap and set the training objectives by answering two very basic questions: 1) what needs to be done, and 2) why is it not being done now?

Our training will address the complexities of diversity: the individual and organizational benefits of achieving desired outcomes; barriers to attainment; and action plans for individuals, departments and the COWL as a whole to create inclusive, synergistic and transformative work cultures that increase productivity and overall employee and stakeholder satisfaction.

D. Sample Client List

Our client relationships are built on trust, ensuring each client has the confidence needed to tackle complex challenges and manage change. We identify, learn about, and celebrate what makes us all unique, then focus on what we all have in common as fellow human beings to work in concert for success for our past and current clients. Below is a sample list of clients in the last 12 months:

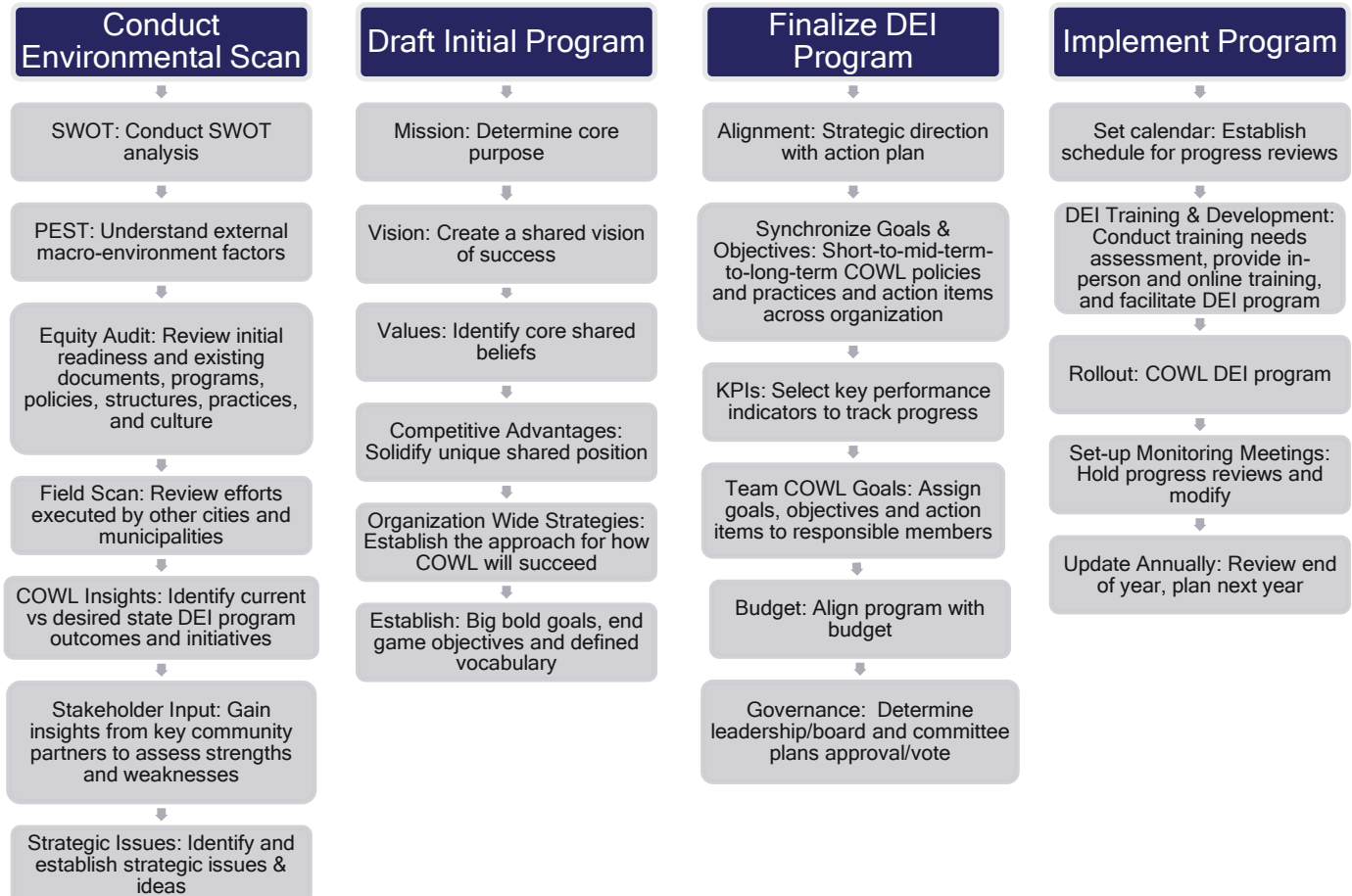| Client Name	Location
City of Detroit Police Department	Detroit, Michigan
City of Detroit Fire Marshal	Detroit, Michigan
City of Detroit Corporation Counsel	Detroit, Michigan
Community Alliance of Tenants	Portland, Oregon
JOIN	Portland, Oregon

TiE Oregon	Portland, Oregon
Northwest Health Foundation	Portland, Oregon
Emerge Tennessee	Nashville, Tennessee
36th District Court of Michigan	Detroit Michigan
Priorities USA	Washington, DC

E. Workplan

i. Methodologies

While the COWL's purpose is described in terms of its mission, vision and values, the strategy and plan for developing a DEI program will be defined by the goals, objectives and strategies at the organization and department levels. We will work with the COWL staff to integrate and expand the DEI program into one that is outward facing and addresses the DEI needs of its patrons, community partners, and the diverse populations it serves. Our phased approach ensures that the process is intentional, inclusive and integrated with buy-in, and puts the COWL one step closer to developing a comprehensive DEI program. The strategic planning will explore COWL's internal culture, policies, and practices through the lens of nine pillars: socioeconomic status, implicit bias, gender, LGBTQIA, race, language, ethnicity, religion, and ability.

Below is an overview of the methodology we will complete to develop the COWL's DEI program that respects its employees, addresses its needs, and remains sensitive to time and budget.

Conduct Environmental Scan

- SWOT: Conduct SWOT analysis
- PEST: Understand external macro-environment factors
- Equity Audit: Review initial readiness and existing documents, programs, policies, structures, practices, and culture
- Field Scan: Review efforts executed by other cities and municipalities
- COWL Insights: Identify current vs desired state DEI program outcomes and initiatives
- Stakeholder Input: Gain insights from key community partners to assess strengths and weaknesses
- Strategic Issues: Identify and establish strategic issues & ideas

Draft Initial Program

- Mission: Determine core purpose
- Vision: Create a shared vision of success
- Values: Identify core shared beliefs
- Competitive Advantages: Solidify unique shared position
- Organization Wide Strategies: Establish the approach for how COWL will succeed
- Establish: Big bold goals, end game objectives and defined vocabulary

Finalize DEI Program

- Alignment: Strategic direction with action plan
- Synchronize Goals & Objectives: Short-to-mid-term-to-long-term COWL policies and practices and action items across organization
- KPIs: Select key performance indicators to track progress
- Team COWL Goals: Assign goals, objectives and action items to responsible members
- Budget: Align program with budget
- Governance: Determine leadership/board and committee plans approval/vote

Implement Program

- Set calendar: Establish schedule for progress reviews
- DEI Training & Development: Conduct training needs assessment, provide in-person and online training, and facilitate DEI program
- Rollout: COWL DEI program
- Set-up Monitoring Meetings: Hold progress reviews and modify
- Update Annually: Review end of year, plan next year

ii. Approaches

There are many different frameworks and methodologies for DEI assessments; however, the approach is relatively the same-- getting from Point A to Point B more effectively and efficiently. Part of that journey is through strategy and part of it is through execution.
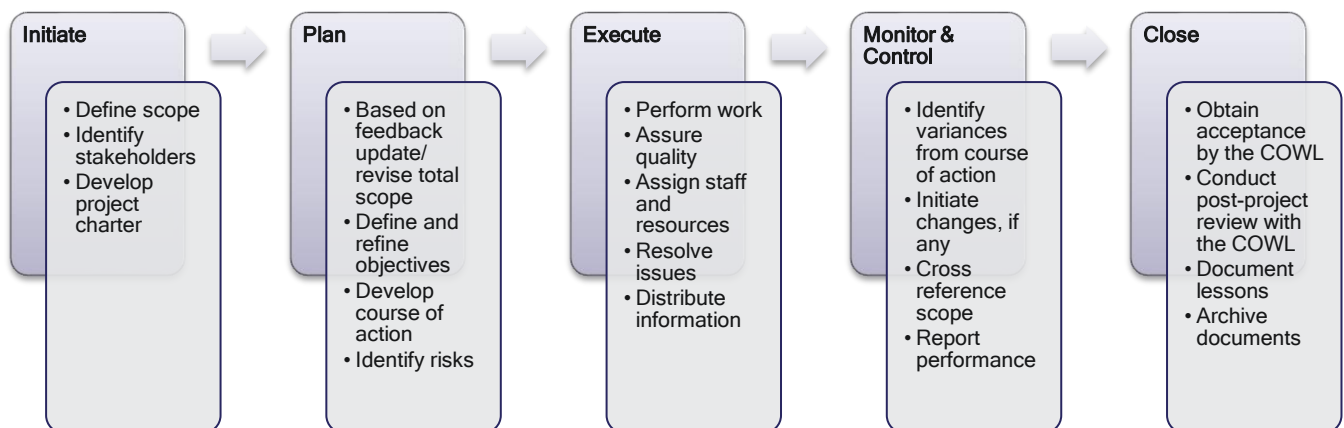
Below is an overview of the process The Kenley Group will complete:
1. **Initiate:** Define objectives, scope, purpose, and deliverables to be produced as it relates to assessment, data analysis, and policy review in collaboration with the COWL.
2. **Plan:** Refine objectives and define course of action to develop the DEI program that is both streamlined and efficient.
3. **Execute:** Coordinate the COWL's staff members, partners, and resources to complete the work defined in the project management plan to satisfy the project specifications.
4. **Monitor and Control:** Track, review, and regulate the progress and performance of the program's success, including post-training cultural survey; identify areas in which changes to the project plan are required; and initiate the corresponding changes, if any.
5. **Close:** Finalize all activities and formally close the project with the COWL.

In order for the development of the DEI program to be successful, The Kenley Group, along with the COWL must:
- Select and agree upon appropriate processes required to meet its objectives;
- Use a defined approach that can be adopted to meet requirements;
- Comply with requirements to meet the COWL's needs and expectations; and
- Balance the competing demands of scope, time, cost, quality, resources, and risk to produce the desired objectives.

The below chart breaks down our intended processes to ensure effective flow of the project:

Initiate	Plan	Execute	Monitor & Control	Close
• Define scope • Identify stakeholders • Develop project charter	• Based on feedback update/revise total scope • Define and refine objectives • Develop course of action • Identify risks	• Perform work • Assure quality • Assign staff and resources • Resolve issues • Distribute information	• Identify variances from course of action • Initiate changes, if any • Cross reference scope • Report performance	• Obtain acceptance by the COWL • Conduct post-project review with the COWL • Document lessons • Archive documents

Developing the project plan is the process of documenting the actions necessary to define, prepare, integrate, and coordinate. The scope becomes the primary source of information for how the project will be planned, executed, monitored and controlled, and closed.

iii. Roles and responsibilities
The Kenley Group's role as consultants is broad and detailed, yet at the same time involves many duties and responsibilities. We will help the COWL reach its organizational diversity goals and ensure the work will be accomplished on time.

✓ Evaluate Project Parameters: We will evaluate the project parameters in detail. This involves interviewing the COWL's stakeholders and actively listening to their answers. The better we ascertain your needs, the easier the following duties are to complete.

✓ Analyze Project Strengths and Areas Needing Improvement: We will use our understanding of the COWL's overall goals to analyze the current progress for strengths and areas needing improvement. The level of progress varies for each client. Sometimes our job involves making small tweaks to an existing plan, and other times, it involves creating a whole new plan from scratch. The SWOT analysis (strengths, weaknesses, opportunities, and threats) along with other environmental scans will be used.

✓ Devise a Project Plan Based on the COWL's Needs: Once we understand your goals and the resources available, we will create a project plan outlining how resources will be used to achieve the project parameters.

✓ Delegate Project Tasks to Team Member(s): Get to work! This entails delegating project tasks to team member assigned to the engagement to get the project done as efficiently as possible.

✓ Test and Tweak Project Solutions to Perfection: We will closely monitor the completion of each stage of the project, making tweaks to the plan based on feedback.

✓ Present Plans and Results to Project Stakeholders: Lastly, we will present both the program and final results to all the COWL project stakeholders.

In return, the COWL's responsibilities include:
✓ Assigning a qualified person to oversee the engagement; and
✓ Providing to us, promptly, the information, resources, documents, and assistance (including access to records, systems, premises, and people) that we reasonably require.

F. Description of Deliverables and Outcomes

The City of West Linn requires a robust DEI program that includes policy development, employee training modules, initial employee training, and a framework to carry forward this work. We will produce the below three deliverables.

1. Develop and implement DEI program
   o We will provide a detailed summary report including but not limited to an analysis outlining key themes, recommendations for incorporating action steps into administrative and programmatic areas, along with methods to evaluate program success.
2. Equity audit
   o We will provide a comprehensive written report of the racial equity audit detailing its process, key themes, analysis of the gaps and disconnects between the current and future/desired state of the COWL and opportunities to build upon. The report will include recommendations for embedding new inclusive policies and practices into the organization's culture and into all function areas of the COWL, including achievable short-term action steps and sustainable, long-term goals.
3. DEI awareness training

    o   We will provide the initial training leading to the completion of the program including employee training modules, training opportunities for Citizen Advisory Groups (CAGs) and Neighborhood Associations (NA) and a framework to carry forward.

As a result of our collaborative DEI work, the COWL will have specific, measurable, and meaningful outcomes that eliminate institutional bias and build equitable policies and language to improve racial equity, along with a comprehensive commitment to diversity, equity and inclusion within its organizational practices.

G. Timeline

The following preliminary timeline is subject to revision at the direction of the City Manager upon RFP award.

			Month 1	Month 2	Month 3
Workstream Timeline					
Advance Work					
	Review existing organizational documents		■		
	Review mission, vision, values and key indicators		■		
	Determine strategy design team assignments and rosters		■		
	Develop research, assessment, and engagement plan/timeline		■		
Research and Assessment					
	Conduct equity audit		■	■	
	Design strategic planning process		■		
DEI Program Planning Process					
	Envisioning workshop		■		
	DEI program due diligence			■	
		Facilitate enviornmental scan		■	
		Direction: goals, objectives and priorities		■	
		Measures: identify KPIs and tracking mechanisms		■	
		Actions: create roadmap with actions and accountability		■	
Community Engagement and Training					
	Facilitation of stakeholder focus groups/ forums			■	
	Draft training modules			■	
Reports and Recommendations					
	Draft program				■
	Draft accountability framework				■
	Draft implementation plan				■
	Define quantitative performance measures				■
	Identify resources and support required				■
	Review preliminary report with key stakeholders				■
	Present final proposed plan				■
	Facilitate training				■

H. Estimated Cost and Cost Methodology

Fees are based on services provided from June to September 2020.

       Advance work, assessment and research $5,000
       Planning and process $10,000
       Community engagement $10,000

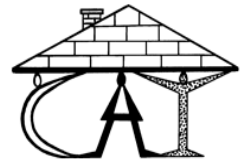| DEI program reports and recommendations	$10,000
Equity training and facilitation	$5,000
Total*	**$40,000**

I. References

The Kenley Group facilitated an extensive diversity, equity and inclusion (DEI) strategic planning process for Shenandoah University's Performance Arts Medicine and Athletic Training Programs. The process included extensive direct interviewing, envisioning workshops, and strategic planning workshops that spanned a period of three months. The Kenley Group drafted and delivered an equity plan to better position this program at Shenandoah University.
Contact: Michele Pye, Associate Director Performing Arts Medicine Program @ 540-665-3484

As part of a re-organization for the Community Alliance of Tenants, The Kenley Group provided change management consulting services and training. The scope of the project was to assess the anticipated change and provide analysis, planning and training to support a successful strategic change. The support, consulting, training and assessments portions of this engagement spanned four months. Since the time of this engagement CAT has deployed a successful re-organization and staff is supportive of the changes.
Contact: Rachel Pfeffer, Interim Executive Director @ 348-731-5021

As part of the 36th District Court of Michigan's assessment, The Kenley Group provided a 3-month review of the operational realities of its Speciality Courts, with a focus on: 1) audit of the court's internal documents, data, policies, and external communicationsl; 2) the conformity of the current practice with the original plans; 3) the organizational structure, the decision making process, and problem resolution mechanisms; and 5) lessons learned and alternate ways of doing or organizing the work and training staff on the new way forward.
Contact: Aliyah Sabree, Judge @ 313-682-3309

MOSSADAMS

OPPORTUNITY RISING

DIVERSITY, EQUITY, AND INCLUSION PROGRAM AND EQUITY AUDIT PROPOSAL FOR

CITY OF WEST LINN

———

Colleen Rozillis, Senior Manager

Mark Steranka, Partner

Moss Adams LLP
999 Third Avenue, Suite 2800
Seattle, WA 98104
(206) 302-6500

MOSSADAMS

May 13, 2020

Mr. John Williams
City Manager

City of West Linn
22500 Salamo Road
West Linn, OR 97068

Dear Mr. Williams:

Our proposal offers you an exceptional combination of experience and resources to meet your equity audit and diversity, equity, and inclusion (DEI) program needs cost effectively. We understand the choice of a consulting firm is a difficult decision. Differences between firms can be hard to discern. We believe the following identifies us as the firm of choice:

- **Local government expertise.** Moss Adams has vast experience with city governments throughout the western United States and Oregon. We completed a workforce diversity study for the City of Stockton, and have provided similar services for governments in Oregon, including Salem, Eugene, Portland, Marion County, and the Department of Justice, Department of Revenue, and Judicial Department.

- **Professionals who communicate effectively with city leadership.** Because we're hired by cities to solve challenging oversight and business practice problems at the highest levels, we're well versed at dealing with all levels of government. Your proposed team reports to city councils, finance and audit committees, city managers, and senior management on a regular basis.

- **Independence and objectivity.** We've built a solid reputation for a fair and objective approach to equity audits and program development, as well as being savvy about government business practices. For each audit engagement, we bring unbiased views and a fresh look to the situation.

This proposal, which is contingent upon completion of negotiation of a mutually acceptable contract and Moss Adams' new client acceptance process, includes our qualifications and experience with projects of this nature and for clients like you, our work plan approach and structure, and an initial fee estimate.

We have successfully signed professional services agreement with thousands of clients, including many municipal entities, and we commit to working in good faith to successfully negotiate a mutually agreeable contract on a timely basis should we be awarded this work. We commit to making the City of West Linn (COWL) a long-term and extremely satisfied client of Moss Adams.

Sincerely,

Colleen Rozillis, PMP
Senior Manager
(206) 302-6795
colleen.rozillis@mossadams.com

Mark Steranka
Partner
(206) 302-6409
mark.steranka@mossadams.com

Table of Contents

Relevant Expertise

CONSULTING AND EQUITY AUDIT EXPERIENCE

Our team is comfortable with the unique requirements of government programs, as well as the intricacies involved in the diverse needs of various stakeholders. Our government consulting staff has conducted performance audits, strategic business plans, management improvement, benchmarking, policy development, workflow reengineering, and human resources projects through an equity lens. Assessment of compliance with policies and procedures and economy, efficiency, and effectiveness of public programs is a frequent component of the government services we provide.

We recently conducted a workforce diversity study of the City of Stockton at the request of the City's mayor. The study included a racial and gender equity analysis of the City as a whole and each department, in comparison to city and county demographics. The study assessed City policies, systems, and practices in comparison to leading practices to increase workforce diversity through policy and strategy, organizational development, community engagement, recruitment and hiring, and retention and promotion opportunities.

GOVERNMENT AND NOT-FOR-PROFIT EXPERIENCE

We recognize government organizations are accountable to many different constituencies—oversight agencies, audit committees, elected officials, taxpayers—all with different expectations and demands. That's why we commit significant personnel and resources to our Government Services Practice, building technical expertise in all areas of government. We have several experienced partners and senior managers who lead audit engagements for over 270 government entities including state agencies; cities and counties; public colleges and universities; special purpose governments including ports, utility districts, and transit agencies; public retirement funds; and others.

This firmwide team of nearly 300 professionals currently serves over 1,500 clients throughout the United States and provided more than 299,000 hours of service to those clients in 2019. We've done audits of numerous state, local, and special service districts throughout Oregon, Washington, California, and New Mexico, including government entities with multiple affiliated agencies.

Professionals Specializing in Not-for-Profits and Government	
EXPERIENCE LEVEL	**NUMBER**
Partners	29
Senior Managers and Directors	58
Managers	52
Seniors and Staff	158
TOTAL	**297**

Tax-Exempt Clients Served Firmwide	
TYPE	**NUMBER**
Not-for-Profit	1,500+
Government	270+

Data as of January 2020

REPRESENTATIVE CLIENTS AND REFERENCES

Selecting one advisor over another is much easier when a particular firm has experience working with organizations similar to yours in scope or organizational mission. For example, it allows for a clearer understanding of the specific issues you face, what to anticipate when conducting an audit, and how long it will take. This results in a more efficient experience and effective solution for you.

Moss Adams' experience with performance audits is vast, with work completed for clients within government (federal, state, and local), health care, research, and higher education. Some of our representative government clients are listed below; current clients are identified in **bold**. With the exception of City of Creswell and Port of Tacoma, all organizations are of similar size as COWL or larger.

Government Consulting and Performance Audit Clients	
• City of Creswell, OR	• Seattle City Light, WA
• City of Corvallis, OR	• **Seattle Public Schools, WA**
• **City of Eugene, OR**	• **Snohomish County, WA**
• City of Hillsboro, OR	• Sno-Isle Libraries, WA
• **City of Portland, OR**	• **Sound Transit, WA**
• **City of Salem, OR**	• Tacoma Public Schools, WA
• **Curry County, OR**	• Tacoma Public Utilities, WA
• **Marion County, OR**	• City and County of San Francisco, CA
• Oregon Judicial Department, OR	• **City of Culver City, CA**
• Oregon Department of Justice, OR	• **City of Cupertino, CA**
• Oregon Department of Revenue, OR	• **City of Modesto, CA**
• Oregon State Lottery, OR	• **City of Newport Beach, CA**
• **Port of Portland, OR**	• **City of Redondo Beach, CA**
• City of Bainbridge Island, WA	• **City of San Jose, CA**
• City of Bellingham, WA	• **City of Santa Monica, CA**
• City of Issaquah, WA	• **City of Stockton, CA**
• City of Maple Valley, WA	• **San Jose Unified School District, CA**
• City of Shoreline, WA	• Santa Clara Housing Authority, CA
• **Clark County PUD, WA**	• **Santa Clara Valley Water District, CA**
• Island County, WA	• **Douglas County, NV**
• **Jefferson County PUD, WA**	• **State of Utah, UT**
• King County, WA	• **City of Phoenix, AZ**
• Port of Tacoma, WA	

Client References

CITY OF STOCKTON	Courtney Christy *City Manager's Office*	(209) 937-5576 Courtney.Christy@stocktonca.gov
CITY OF EUGENE	Lacey Risdal *Public Works Department*	(541) 682-8476 Lacey.L.Risdal@ci.eugene.or.us
CITY OF SALEM	Courtney Knox Busch *City Manager's Office*	(503) 540-2426 cbusch@cityofsalem.net

Project Work Plan

METHODOLOGY AND APPROACH

As a result of our extensive performance audit experience, we have developed a strong approach and set of tools to support the performance auditing process. Components of our approach include:

- Tailored audit plan
- Defined methodologies
- Experienced auditors and consultants
- Strong project oversight and supervision

- Document management
- Fieldwork and analysis
- Reporting
- Ongoing client communications

Our approach will be highly participative in terms of involving appropriate COWL management and staff throughout the audit. Involvement will include input, critique of the situation, validation of facts, testing the practicality of recommendations, and review of draft and final equity audit and DEI program development reports. We find this approach highly effective in properly scoping and analyzing pertinent issues and building support for implementing recommendations.

While conducting this audit, we will focus directly on the compliance and effectiveness of COWL operations related to DEI, specifically those areas identified for particular attention in the RFP, including employee and management competencies and policies, process, and organizational culture with respect to DEI. Additionally, we will focus on identifying opportunities for improving the COWL's policies, process, and organizational culture with respect to DEI, and developing practical recommendations. We will assess compliance with policies and procedures in effect, and the efficiency of systems in place to verify that compliance. Wherever possible, we will provide measurable and quantifiable analysis as audit evidence, as well as definitive conclusions related to stated audit objectives.

During performance audits, we follow fieldwork standards addressing planning, supervision, compliance, management controls, and evidence as well as reporting standards related to form, timelines, contents, presentation, and distribution. The auditing process follows an investigative and analytical path, whereby facts are initially gathered; issues and problems defined; and operational roles, functions, and staffing levels are evaluated for compliance with established policies and procedures to provide effective and efficient results.

The DEI program assessment and equity audit will provide a basis for the development of a DEI program and key performance indicators (KPIs) to effectively monitor progress. In addition, recommendations will include a training program to address gaps identified in the equity audit and goals for the DEI program. When developing training, we will work closely with the COWL to identify delivery methods and course materials that effectively provide necessary information to COWL employees and officials based on their varying roles.

DELIVERABLES AND OUTCOMES

The primary phases of the DEI program and equity audit are described below.

Phase 1: DEI Assessment and Equity Audit

Project Initiation and Ongoing Management

The engagement will be properly established and managed through project kickoff, risk assessment, development of the project plan, schedules, assigned responsibilities, milestone reviews, and progress reporting.

At project initiation, we will discuss your desired goals for the audit and strategy and the potential reference points from which we will assess the COWL. At this time, we will identify with you any overarching themes and assumptions. These components will provide the Moss Adams team a direct method to establish assessment criteria against which your functions will be evaluated as supplements to the comparison of accepted and established policies and procedures. Examples could include results of current DEI and employee engagement efforts, community expectations, the COWL's organizational culture, employee recruiting and retention, and other challenges the organization may be facing.

Deliverables:	• Audit plan
	• Ongoing progress reports

Fact Finding

Pertinent data will be collected through documentation review and walk-throughs. One-on-one interviews are at the heart of the fact-finding efforts as they will provide the most current information, as well as powerful insights from COWL staff and management.

Fact finding seeks to gather comprehensive objective input about COWL operations and policy compliance related to DEI. This task includes relevant data gathering activities to sufficiently and fully evaluate administration in the areas defined in your RFP, assessing programs, policies, structures, practices, and culture. During this phase, we will emphasize engaging key civic, neighborhood, and other community partners. Engaging the community, especially communities of color, is a crucial component of developing a successful DEI program. At a minimum, this should include asking members of communities of color to participate in stakeholder interviews, particularly around barriers and challenges to applying for city jobs. We will work with COWL to determine the best approach to engaging the community in DEI program assessment.

Deliverables:	• Document request list
	• Preliminary findings

Analysis

Significant issues will be analyzed based on input gained during fact finding and evaluation of compliance with established policies and procedures. We will evaluate the importance, impact, and scope of findings; determine problem resolution; evaluate alternatives; and establish priorities.

The analysis phase of the equity audit moves from identifying findings to determining the significance of each finding, as well as defining approaches to improving compliance and effectiveness. Current COWL operations will be compared to best practices to identify opportunities where changes could occur to enhance the current level of performance. At a minimum, recommendations will include training, community engagement, and establishment of a Diversity Advisory Council and roles, and they will address diversity, equity, and inclusion from an intersectional perspective.

A key set of recommendations will be for the establishment of a formal DEI program for COWL. The equity audit will provide a basis for the development of the DEI program and KPIs to effectively evaluate progress.

Deliverables:	• Draft equity audit report

Audit Reporting

The audit findings, recommendations, and conclusions will be recorded. We will include finding statements with identified gaps, supported by narrative descriptions of the situation. Recommendations will correspond to the findings and will include supporting detail and benefits.

Once the initial draft equity audit report has been submitted and the COWL has provided feedback to Moss Adams, phase 4 will result in the final formal audit deliverables, including the draft final equity audit report, presentation to management, final equity audit report and presentations to the COWL Council, if requested.

Deliverables:	• Final equity audit report presentation

Phase 2: DEI Program Implementation

Support and Training

Using audit findings and strategic goals and objectives, we will work with COWL to develop a comprehensive DEI program, including training for COWL staff and leadership. The DEI program will function both as COWL's blueprint for success and as a powerful communication tool that clearly defines COWL's DEI vision, priorities, objectives, and outcome measures.

We will follow a robust planning process including developing a DEI statement and core values; an analysis of strengths, weaknesses, opportunities, and threats (SWOT analysis); goals and objectives; priority initiatives; and key performance measures. A key element of the plan will be the identification of DEI training at all levels of the organization. In addition to delivering a comprehensive DEI plan document, we'll also prepare a one-page summary and reporting protocols to facilitate effective communication, ongoing management, and progress reporting on the COWL's DEI program initiative.

The training program will be developed based on the outcomes of the program planning process. Because training effectiveness depends on the unique culture of organizations, individual personalities and needs, and the specific outcomes identified, we plan to develop a training program that is highly collaborative.

Deliverables:	• Draft DEI program plan
	• Final DEI program plan
	• One-page DEI plan summary
	• Presentation of final DEI plan
	• DEI program course materials
	• DEI program training delivery

PROJECT ROLES AND RESPONSIBILITIES

Project Role	Role Responsibilities	Team Members
Project Manager	Ensuring the timely and quality delivery of the project; facilitation and training	Colleen Rozillis
Quality Assurance	Reviewing deliverables to ensure they are high quality, high value, and meet firm and industry standards	Mark Steranka
Analyst	Providing research and survey administration services	Emily Hayes
Analyst	Providing consulting and analytical services	Tammy Lohr
Analyst	Providing consulting and analytical services	Annie Rose Favreau

Proposed Project Team

Working with the right team of professionals makes all the difference to your engagement. The team members we've thoughtfully selected to serve your specific needs have years of experience with local governments. But more than that, you'll find they bring an optimistic perspective focused on helping COWL explore and embrace emerging opportunity. Your Moss Adams team will personally engage with your team and bring a new level of energy and enterprise to your engagement. Professional training details and abbreviated bios are provided below.

PROFESSIONAL TRAINING

At Moss Adams, we have a rigorous continuing education expectation in which staff members are regularly enrolled in programs to continuously stay on top of the latest technical updates while increasing their understanding of standards, policies, and trends in the industry.

- Our firmwide annual industry conference covers timely and relevant topics on audits of governments, not-for-profit organizations, higher education institutions, and other tax-exempt entities.

- Past presenters include representatives from the American Institute of Certified Public Accountants (AICPA), Governmental Accounting Standards Board (GASB), US Office of Management and Budget (OMB), US Government Accountability Office (GAO), and other standard-setting institutions.

- We're a member of the AICPA's Government Audit Quality Center, which communicates regulatory developments, guidance on best practices, and technical updates.

Learning and Development Topics

- Annual FASB Update
- Annual GASB Update
- Annual Single Audit Technical Update
- Annual Yellow Book Update
- Employee Benefit Plans
- Ethics and Independence
- Fraud Investigation and Forensic Accounting
- Internal Controls
- IRS Form 990 Changes
- Not-for-Profit Tax Issues
- Performance Auditing Overview
- Project Management
- Quality Control
- Risk Assessment
- Sustainability

BIOGRAPHIES

Colleen Rozillis, PMP, *Senior Manager*

Role: Colleen will serve as your project manager.

Professional Experience, Certifications, and Affiliations

Colleen has over 15 years of experience advising local, state, and tribal governments to improve operations and efficiency by assessing organizational and program effectiveness. She works collaboratively with clients to understand their goals and objectives; develop policies, processes, and tools; and define organizational and programmatic changes to better equip and position them to achieve their goals and objectives. Colleen managed a workforce diversity study for the City of Stockton and has provided performance and strategic consulting services to many cities in Oregon, Washington, and California. Colleen also serves on the Moss Adams Consulting Inclusion and Diversity Committee.

- Project Management Professional (PMP)
- Member, Project Management Institute (PMI)
- Member, International City & County Management Association (ICMA)
- Chair-Elect, Humanities Washington

Mark Steranka, *Partner, National Performance Audit Practice Leader*

Role: Mark will serve as your quality assurance partner.

Professional Experience, Certifications, and Affiliations

Mark offers over 30 years of experience working extensively with local and state governments throughout the western United States to evaluate the economy, efficiency, and effectiveness of operations, internal controls, and compliance with rules and regulations. He has managed assignments addressing finance, governance, management, operations, organization, policies, procedures, and processes. He leads ongoing internal/performance audit services for Carson City, City of Modesto, City of Santa Monica, and City of Stockton. Mark is experienced reporting to boards, committees, councils, commissions, audit committees, and executive management and working with citizen committees and stakeholder groups. He is also well-versed in designing and facilitating meetings, focus groups, and customer surveys.

- Member, Institute of Internal Auditors
- Member, American Society of Public Administration

Emily Hayes, *Manager*

Role: Emily will serve as your research analyst.

Professional Experience, Certifications, and Affiliations

Emily has over 7 years of experience working regularly with clients to provide extensive value-add research and analysis. With a wide-breath of experience across sectors and practice-focus areas, Emily delivers key data and analysis that transforms information into insights. Emily provides clients with a diverse set of research services including economic and industry market analysis, public record and legal document searches, and human capital research. With access to a full range of proprietary research sources and broad experience in obtaining hard-to-find information, Emily provides focused research and analysis across hundreds of engagements each year. Emily has served clients including Carson City, City of Creswell, City of Patterson, City of Redondo Beach, City of Roseville, City of San Jose, City of Santa Monica, Culver City, Port of Portland, SOAR Oregon, and Sonoma County.

- Research Core Expert Certified, Qualtrics Research Suite
- Member, International City and County Manager's Association (ICMA)
- Committee Member, Consulting Forum W (women's network at Moss Adams)

Tammy Lohr, CFE, *Manager*

Professional Experience, Certifications, and Affiliations

Tammy specializes in assessing organizational performance, developing strategies, assessing system and resource needs, and streamlining processes to improve operations for government and not-for-profit organizations. She focuses on key elements including conducting interviews; reviewing and analyzing documents; developing findings and recommendations; and preparing and presenting reports and deliverables that meet professional audit and reporting standards, as well as her clients' expectations. Tammy's government clients include City of Modesto, City of Stockton, City of Roseville, and Sonoma County. Prior to joining Moss Adams, she worked as a performance auditor for the Washington State Auditor's Office.

Role: Tammy will serve as your consulting analyst.

- Certified Fraud Examiner (CFE)
- Member, International City and County Manager's Association (ICMA)
- Member, Society for Human Resources Management (SHRM)
- Member, Institute of Internal Auditors (IIA)
- Member, Association of Certified Fraud Examiners (ACFE)

Annie Rose Favreau, *Senior*

Professional Experience and Affiliations

Annie Rose helps public and social sector clients increase their impact through organizational assessments, strategic planning, and performance measurement development. With a focus on organizational development, she has a strong background in quantitative and qualitative research, strategic communications, and collaborative facilitation. Annie Rose has worked with a variety of clients including the City of Santa Monica, City of Stockton, City of Salem, and Seattle Public Schools.

Role: Annie will serve as your consulting analyst.

- Member, Institute of Internal Auditors
- Member, International City and County Manager's Association

Estimated Fees and Timing

TIMELINE

Milestone	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Phase 1: DEI Assessment and Equity Audit						
Project Initiation & Ongoing Management	▓	▓	▓			
Fact Finding	▓					
Analysis		▓	▓			
Audit Reporting			▓			
Phase 2: DEI Program Implementation						
Support and Training				▓	▓	▓

COST METHODOLOGY

For our clients, it's about more than the dollars you pay at the end of the day; it's about value. Consider both the tangible and intangible benefits of working with us. You'll get solid and timely deliverables. But more than that, the experience you'll have working with forward-thinking, industry-specialized professionals who work side by side with you to explore new possibilities is where you'll see the value. Invest in your future prosperity and experience a different style of service with us.

Phase Description	Amount
Phase 1: DEI Assessment and Equity Audit	**$40,000**
1. Project Initiation and Ongoing Management	$6,000
2. Fact Finding	$18,000
3. Analysis	$12,000
4. Audit Reporting	$4,000
Phase 2: DEI Program Implementation Support and Training	**$20,000–60,000**
Dependent on audit results and program elements. Training to be conducted on a per-course basis; price determined after training is defined by COWL.	

Client Acceptance

This proposal and fee arrangement are subject to the successful completion of our standard new client acceptance procedures. If we're awarded this engagement, we'll complete our procedures as quickly as possible. Assuming no significant matters come to our attention during our client acceptance process, we'll submit an engagement letter to COWL following notification of your acceptance.

About Moss Adams

COMMITMENT TO FOSTERING AN INCLUSIVE AND DIVERSE CULTURE

At Moss Adams, we believe diversity creates a valuable impact on our people, our work environment, our client relationships, and our advantage in the market. We believe that every person has the right to work in surroundings that are free from all forms of discrimination and harassment, and we want our people to bring their authentic selves to work.

Honoring our differences is essential to building a sustainable firm that is more dynamic, agile, and better reflects the communities in which we live and work. Cultivating an inclusive culture requires a thoughtful, proactive approach and a strong commitment to creating a sense of belonging for all. Our mission is to foster an inclusive and diverse culture where everyone feels like they belong. To accomplish our mission, we focus on the following objectives:

- Develop a common understanding of how inclusion positively impacts the firm and our people
- Support the firm's growth through attracting, developing, and retaining diverse employees
- Leverage inclusion to inspire new ideas and drive innovation
- Grow a diverse pipeline of talent
- Increase diversity in firm leadership roles

We demonstrate this commitment in our employment processes and in our day-to-day practices. We're honored to have our culture and workplace practices recognized with the following awards:

- **Inclusion Index Company** – Diversity Best Practices (2018–2019)
- **Innovation in Diversity and Inclusion** – *Diversity Journal* (2019, 2017, 2016, 2014, and 2012– Award of Excellence; 2013–Honorable Mention; 2011–seventh place)
- **Best Accounting Firms for Diversity** – Vault Accounting 50

Click here to access our 2019 Inclusion & Diversity Annual report to learn more. For more information about our firm's other awards and recognition, go to mossadams.com/awards.

Business Resource Groups

Firmwide, our people are empowered to create networks, or business resource groups (BRGs), in which employees with shared interests, backgrounds, or life experiences focus on providing support and enhancing career and personal development. Our BRGs are led at the local level to create community, camaraderie, and connection and include Racial Equity, Black, Latinx, Asian, PRiDE (LGBTQ and allies), Forum W (Women), and Veterans groups.

Attracting Diverse Talent

Our internships and other recruitment programs offer education, opportunity, and experience to students from diverse racial and ethnic backgrounds, women, LGBTQ individuals, military veterans, and people with disabilities. We offer a number of opportunities that range from our diversity scholarship, internships, webinars, and support an organization focused on increasing diversity in business school faculty.

FIRM BACKGROUND

Moss Adams is a fully integrated professional services firm dedicated to growing, managing, and protecting prosperity. With over 3,400 professionals across more than 25 locations in the market capitals of the West and beyond, we work with the world's most innovative, dynamic, and promising clients and markets. Through a full spectrum of accounting, consulting, and wealth management services, we bring the deep industry specialization and inspired thinking our mid-market clients seek.

Since we put down roots in the Pacific Northwest more than 100 years ago, we've steadily expanded to serve clients not only in the West, but also across the nation and globally. Our full range of services includes accounting (assurance and tax), consulting (IT, strategy & operations, transactions, and specialty), as well as individual and institutional wealth management.

Moss Adams is one of the 15 largest US accounting and consulting firms and a founding member of Praxity, a global alliance of independent accounting firms providing clients with local expertise in the major markets of North America, South America, Europe, and Asia.

ADDITIONAL SERVICES

Not-for-Profit Consulting		
BENEFIT PLANS	**IT**	**OPERATIONAL IMPROVEMENT**
Document Review	Systems Audit	Organizational Planning
Strategic Planning	Cybersecurity	Internal Audits
Cost Structure Review	Assessment & Planning	Strategic Planning
Provider Assessment	Development & Integration	Policy Development & Documentation
Form 5500 & 5330 Filings		Internal Audit Solutions
Assistance with IRS & DOL Audits	**SCORE!**	
	Internal Systems Assessment	
	Operating Procedures Assessment	
	Budgeting and Reporting	
	Expense Reduction	
	Financing	
	Risk Management	
	Fraud Analysis	

CITY OF WEST LINN, OREGON

Diversity, Equity and Inclusion Program and Equity Audit

PGN CONSULTING
5577 Airport Highway #200
Toledo, OH 43615
1-888-746-0756
www.pgnconsulting.org

The PGN Consulting team is excited about the opportunity to assist the city of West Linn's leadership team in its effort to establish a Diversity, Equity, and Inclusion Program.

We have assigned an experienced and qualified team of professionals with multiple years of demonstrated, hands-on experience in the field of diversity, equity and inclusion at the municipal, county and state government levels to work on this project. The experience includes developing and implementing Diversity, Equity and Inclusion programs and services inclusive of policy development, classroom instruction, training, and development, establishing, managing, and monitoring effective supplier diversity programs.

Calvin W. Brown, Principal Owner of PGN will serve as the project lead with Dr. Marjorie Holt and Dr. E. Michele Mickens, CEO of Live4Change, serving as principal educators, conveners and consultants in their designated areas of expertise. Qualification statements for each are attached.

Please contact Calvin at 216.926.7389 or via email at calvin@pgnconsulting.org.

Sincerely,

Calvin W. Brown

Company Information/Background

Personal Growth Network Companies, dba PGN Consulting, is an Ohio based Limited Liability Company charted in March 2019 headquartered at 5577 Airport Highway #200, in Toledo, OH. PGN also has offices in Columbus Ohio and San Diego California.

John Tooson and Calvin W. Brown are the company's Principal owners.

Website: http://www.pgnconsulting.org

PGN Consulting provides advanced and proven longitudinal and predictive analytics and modeling that supports a company's healthcare, insurance, and other employee benefit offerings. Additionally, PGN provides a robust full-service human resources and compliance services division that assists entities in streamlining their processes to enhance Human Resources (i.e., wage/salary compensation, management/staff policy development/training, etc.) and government compliance in many areas (i.e., ADA, FMLA, HIPPA, Prevailing Wage/Davis Bacon Act, etc.).

Scope of Required Services

A. Assessment

1. PGN Consulting will work with the city of West Linn to a develop a strategic planning technique known as a fact-based SWOT Analysis to assist the City in identifying strengths, weaknesses, opportunities and threats that will lead to the development of fresh perspectives and ideas. Using the information gleaned from the SWOT, the PGN team will develop recommendations that will strengthen the organization and close gaps that may hinder the City's Equity, Diversity and Inclusion philosophy.

2. Utilizing the SWOT and incorporating findings from other validated findings, the PGN team will identify opportunities for improvement inclusive of implementation suggestions.

3. The PGN team will provide practical knowledge, guidance, and instruction regarding implementing best practices as it relates to Diversity, Equity, and Inclusion.

4. PGN will develop an organizational dashboard that will facilitate conversations with the City's leadership team, to interpret results and develop narrative that may be shared with staff and other stakeholders.

B. Policy Review

1. PGN Consulting will assign Calvin W. Brown and members of the PGN compliance team to systematically review polices to ensure that they do not have disparate treatment and impact on citizens, businesses, and other stakeholders. Policies will be reviewed to ensure compliance with governing Federal (i.e., Title VII, American with Disabilities Act ADA), Age Discrimination in Employment Act (ADEA), etc.) and local (municipal code, ordinances, etc.) laws to ensure that algorithmic predictions, ad hoc decisions, etc., that may have been utilized in the development of policies that have been vetted and validated.

2. PGN Consulting will advise and work with the City to establish programs, services or concepts that will broaden and demonstrate its commitment to Diversity, Equity, and Inclusion, such as a goal oriented Supplier Diversity Program (MBE/WBE/DBE), a local preference vendor program, a Disability Services Commission, etc.

    Additionally, the team will provide guidance and instruction on ways/means to enhance the City's message delivery modes, (i.e., social media, language accessibility, etc.)

3. PGN will review existing City-wide and Departmental-specific policies and procedures to ensure that they comply with current Federal, state, and local laws and regulations pertaining to equal opportunity employment and minority/women/veteran goal equity programs and services. PGN will make written comments and/or recommendations for updates or creation of new ones.

4. PGN will review elected official and stakeholder activities to ensure that codified City activities align with City mandates and goals. PGN will make written comments and/or recommendations for update or creation of new ones.

5. PGN will review City housing and employment data and City land use policies to and recommend policy options to create a diverse, vibrant community. PGN will make written comments and/or recommendations.

C. Data Analysis

1. PGN will assist in the review and interpreting of applicable demographic data provided by the City in relation to workforce and stakeholders. The intent of the review will be to determine if the City appropriately serves and regulates its stakeholders (citizens, businesses, and visitors). PGN will make written comments and/or recommendations that will enable the City, at a minimum, meet its mandated responsibilities.

D. Recommendations

1. PGN will develop recommendations for a comprehensive DEI program for the City that would include in-person and online training for staff and elected officials.

E. Education and Training

1. To facilitate learning opportunities for the City's senior leadership, PGN proposes to conduct six (6) training modules with the intent of deepening cultural awareness. These six (6) modules will prepare leaders to hold courageous conversations across various organizational levels and provide participants with best practice knowledge regarding tools they will need to intelligibly communicate with various levels of the organization.

The six (6) modules are:

- Context for Content
- Social Identity/Social & Emotional Intelligence
- Implication of Unintended Consequences

- Assessment Tools – SWOT, IAT
- Organizational Culture & Unconscious Bias
- Strategies for Managing Unconscious Bias

2. PGN will execute a training and education program for City Council staff, and City Boards and Commissions that will include, at a minimum, Social Identity/Social & Emotional Intelligence, Organizational Culture & Unconscious Bias, Cultural Recidivism, Reconciliation and Change Agents. At a minimum, the following will be offered:

- Diversity/Inclusion defined (what it is/what it is not, diversity principles that work)
- Stereotyping Myths, Bad Vibes Test, Ethnic Stereotyping Games
- Cross-Cultural Training and Supervision
- Uncovering Unconscious Bias
- Cultural Recidivism
- The Process of Change
- How to Reconcile Change
- Diversity Principles that Work
- Diversity/Inclusion Nuggets

3. One-on-one coaching opportunities will be made available and provided to the City's executive team and shall be customized to fit the needs of the organization and the individual(s) designated.

4. PGN will provide on-call coaching (provided during the City's normal business hours or as scheduled in advance) for managers and supervisors to assist as they navigate the cross-cultural changes and stress points encountered during this orientation and training process.

5. If awarded the contract, PGN will joint-venture with an e-learning technology company to create an electronic process (Visual Confirmation Platform) that will allow PGN and the City to visually confirm and evaluate participation (to demonstrate completion of a task and provide the ability to provide additional data/information).

F. Equity Audit

1. PGN will conduct a racial equity audit that would include a review of existing documents regarding program information and evaluation, member surveys, human resource policies and procedures, marketing materials, COWL website, and other pertinent documents in order to develop a more comprehensive picture of the organizational climate in relation to

its goal of racial equity, included in the audit will be a review of policies and activities of other cities and municipalities.

2. Once materials are collected and analyzed, the PGN team will prepare a detailed summary report, including but not limited to an analysis outlining key themes and recommendations for incorporating action steps into administrative and programmatic areas, and a compilation of racial equity programs of similar organizations.

3. Audit elements, at a minimum include:

    *   Assessments of programs, policies, structures, practices, and culture resulting in qualitative and quantitative data regarding the current work and workplace of COWL, as well as stakeholder perspectives and expectations for future organizational culture change in relation to racial equity programming and practice.
    *   A comprehensive written report of the audit detailing its process, key themes, analysis of the gaps and disconnects between the current and future/desired state of the organization, and opportunities to build upon. The report will include recommendations for embedding new inclusive policies and practices into the organization's culture and into all function areas (as mentioned in this RFP) of COWL, including achievable short-term action steps and sustainable, long-term goals.
    *   A field scan of complementary efforts done by other cities and municipalities.

G. Staff Competency

1. As a company, PGN presents as a diverse entity that truly adheres to the value placed on Diversity, Equity, and Inclusion. As a former Director of Diversity & Inclusion (eight years), Mr. Brown, led the ongoing efforts of the city of Toledo as it created a culture like what the city of West Linn is now undertaking. Mr. Brown effectively established and administered education and training programs for the entire City, inclusive of yearly mandated Unconscious Bias training and training for departments/divisions that presented as "special needs" operations. The need was determined by review of disciplinary actions, employee/stakeholder complaints, or designation by the applicable Director.

    Mr. Brown will coordinate, monitor all activities associated with this proposal in accordance with the expressed desire of the City and will serve as the primary communicator for PGN.

2. PGN has an excellent understanding of the ways and means to establish and maintain an effective DEI program and has prepared syllabi for the education and/or training material mentioned in A (3) above. It is the desire of PGN to conduct all training at a site designated by the City but is readily prepared to present all education and training online.

3. PGN utilizes an assessment tool that is intended to measure an organization's commitment to Diversity, Equity, and Inclusion. The assessment tool is based on a milestone achievement model that involves a review and analysis of an entity's policies and practices related to hiring and employment and review/analysis of an entity's progress in establishing an ongoing action plan regarding diversity and inclusion initiatives.

4. Highlighted below are responses that address PGN's experience in devising and delivering Diversity, Equity and Inclusion programs and services:

5. The members of PGN's team have multiple years of experience in developing, implementing, and administering Diversity, Equity and Inclusion initiatives, programs and services for public sector entities. Mr. Brown served as the Director of Diversity & Inclusion for eight years and as the Commissioner of Human Resources for over twelve years. Dr. Holt has served as a member of the city of Toledo's Civil Service Commission since 2010 and has served as the President of the Commission for the past seven years and has previously worked for five years as the Commissioner of Training for the city of Toledo. Additionally, Dr. Holt has served as an Adjunct Professor of Diversity with the Herzing University (Toledo OH) for the past six years.

6. The city of Toledo's Office of Diversity & Inclusion was responsible for coordinating all Diversity & Inclusion program and services for the City's Police and Fire departments. Responsibilities included development of Diversity and Inclusion policies and practices and in conjunction with Police and Fire's Internal Affairs Division, conducting all complaints related to alleged Title VII and Title II complaints. Additionally, as Director of Diversity & Inclusion, Mr. Brown's office was a review and approval level for all recruitment initiatives as well as the new hire and promotions process.

7. As Director of Diversity & Inclusion, Mr. Brown served as the lead/point in developing the City's DEI and ADA Transition plan. His charge was to engage the community, particularly the special interest segment (disabled community, local governments, colleges/universities, etc.) and to develop a comprehensive plan that ensured inclusion and compliance.

8. The PGN team has vast experience in developing, facilitating and supporting the implementation of organizational culture change initiatives. More specifically, the city of Toledo operates on a strong Mayor format and during Mr. Brown's tenure as Director of Diversity & Inclusion, he served four Mayors and during each term, was responsible for infusing that Mayor's DEI initiative into an already robust DEI plan.

H. References

Calvin W. Brown

- Olivia Holden, Executive Director
  Assets Toledo
  2200 Jefferson
  Toledo, OH 43604
  419.251.9870
  oholden@assetstoledo.com

  Provided training and education services. Served as Consultant to agency and its business affiliates regarding minority business development.

- Councilman Larry Sykes
  City of Toledo
  One Government Center #2100
  Toledo, OH 43604
  419.245.1959
  Larry.sykes@toledo.oh.gov

  Can attest to my work and services for the City of Toledo related to my involvement and commitment to diversity, equity and inclusion.

- Councilman Gary Johnson
  City of Toledo
  One Government Center #2100
  Toledo, OH 43604
  419.245.1050
  Gary.johnson@toledo.oh.gov
  Can attest to my work and services for the City of Toledo and the community at-large related to my involvement and commitment to diversity and inclusion.

Dr. E. Michelle Mickens

- Dr. Nathan Ziegler
  Vice President of Culture and Inclusion
  Bon Secours - Mercy Health
  419.902.1666
  nziegler@mercy.com

  Provide training and education services to all staff levels on an ongoing basis.

- Sariah Flores
  Resource Manager
  Catherine S. Eberly Center for Women (The University of Toledo)
  Sariah.Shutts@utoledo.edu

  Provide training and education services to staff on an ongoing basis.

- Bishop John K. Williams
  Pastor, River of Life Church
  419.380.9357
  drwilliams@yahoo.com

  Provided training and education services.

- Dr. Janel Tate
  Owner, Small Elephant Consulting
  419.731.5566
  info@smallelephantconsulting.com

  Provide training, educational and general consulting services.

Dr. Marjorie Holt

- Robin Reese
  Executive Director
  Lucas County Children Services
  800 Adams Street
  Toledo, OH 43604
  419.277.7842

Provided training and education services to staff at all levels.

- Lisa Duffie
  Executive Director
  Y.W.C.A.
  1018 Jefferson Ave.
  Toledo, OH 43604
  419.261.0171

Provided training and education services to staff at all staff levels.

- John Edwards
  Executive Director
  U.M.A.D.A.O.P. of Lucas County
  2447 Nebraska Ave.
  Toledo, OH 436-7
  419.255.4444

Provided training and education services to all staff levels.

BIOGRAPHIES

Calvin W. Brown

Telephone: (216) 926-7389 - calvin@pgnconsulting.org

Career Summary _____

Exceptional leader talented in all phases of Human Resources Management, Labor Relations, Compensation, Benefits Administration, Diversity/Inclusion and Retirement Plans. Technically savvy with relationship building, training and presentation skills. Motivated senior management professional with solid experience managing all levels of large scales programs/projects including budgeting and administration. Excellent at juggling multiple tasks and working under pressure. Broad professional experience includes Healthcare, Finance, Law Enforcement, not-for-profit and government. Familiar with a variety of HRIS programs including SAP.

Skills _____

- Budgeting and finance
- Project management
- Conflict resolution
- Project implementation
- Process implementation

- Risk management processes and analysis
- Client assessment and analysis
- Data management
- Strong verbal communication
- Staff development

Professional Experience_____

Personal Growth Network Companies LLC, Principal/Chief Operating Officer, Toledo, Ohio
10/2019 - Present

A client-focused, multi-line insurance, benefits and human resources consulting firm that assists businesses in the development, financing, implementation and communication of medical, dental. Life, disability and other employee benefit plans.

Provide consultation to employers in all areas of human resources (i.e., compensation, diversity, equity and inclusion, training, labor relations, workers' compensation, retirement plans, etc.) and government compliance programs (i.e., ADA, HIPPA, FMLA, Davis Bacon Act/Prevailing Wage, 5500 prep., etc.)

The City of Toledo   03/06 to10/2019

Served in a variety of senior management, administrative positions, most recently as Director – Administrative Services, prior positions Manager & Commissioner – Administrative Services (direct oversight for all HR operations, Diversity & Inclusion Programs and Contract Compliance) – Plan, direct, coordinate and manage the technical and administrative activities; develop/implement policies, procedures, rules and regulations and modifies as necessary to improve work flow and efficiency; provide administrative and technical advice to operating units; investigate, analyze, monitor and evaluate projects, programs and activities to determine effectiveness and compliance.

Prepare/supervise department operating budget inclusive of $100 million employee benefits program (Workers' Compensation, RX, Self-Insured Healthcare, 401K Retirement Plan, Dental); supervise, assign and coordinate the work of department staff; review work in progress and upon completion to ensure compliance with established policies/procedures; develop/implement training programs; supervise and coordinate record keeping functions associated with assigned department.

- Cost contained healthcare program projections for the past six (6) years - 3%
- Introduced and effectively managed a career-based internship program.
- Directed launch of NeoGov eRecruitment applicant tracking system and employee on-loading program.
- Introduced and effectively integrated several healthcare initiatives (Rx and wellness related) that reduced healthcare expenditures by 2%.
- $1.2 million.
- Transitioned diversity & inclusion office from transactional to strategic within two (2) years of arrival.
- Developed, instituted the city's 1st American with Disabilities Act Transition Plan.

Consultant, Toledo, Ohio

09/03 to 03/06

Provided a full range of management consultation services to public and private employers in the area of general management practices, business development and sales, human resources management, labor relations, records management, benefits development/administration (self/fully insured programs, retirement), government compliance, public affairs, diversity and inclusion, compensation, training, recruitment/selection, prevailing wage matters, health/safety and financial analysis; assisted clients with contract administration and contract management.

Mental Health Services, Inc., Director, Human Resources, Cleveland, Ohio

07/01 to 09/03

Designed, implemented and monitored HR and labor relations' (collective bargaining negotiations, administration of agreements, grievance/arbitration proceedings) activities inclusive of records management, organizational development.

Provided oversight for a wide range of activities inclusive of budget management, recruitment, training, EEO, compliance, benefits administration (health, pension), health/safety and wage/salary administration (classifications, appraisals).

Developed and continually monitored agency's CIP and Cultural Diversity Programs.

The Mentor Network, Inc Director, Human Resources, Independence, Ohio
07/00 to 07/01

Designed implemented and monitored HR operating systems for State of Ohio operating units (7 sides – 450FTE's) inclusive of HR policy development and administration, records management, organizational and career development, labor relations (collective bargaining, etc.)

Administered a wide range of activities inclusive of budget management, recruitment, training, health/safety, EEO/AA, compliance, benefits administration and wage/salary administration (classification, appraisals). Coordinated company Cultural Diversity Programs.

Applewood Centers, Inc., Director, Human Resources & Support Operations, Cleveland, Ohio

02/97 to 07/00

Designed, implemented and monitored all HR operating systems (labor relations, recruitment/selection, health/safety, training, EEO/AA, records management, etc.) for 350 FTE, multi-site, not for profit organization.

Influenced personnel cost (75% of budget) through compensation and benefit review, policy formulation and control. Administered and supervised company's facilities, grounds and dietary service components. Provided effective guidance and instruction to assigned supervisory personnel.

The State of Ohio, Labor Relations Officer, Highland Hills, Ohio

05/96 to 02/97

Operating as head of labor relations, planned, coordinated labor relations activities; reviewed, developed policies/procedures to ensure compliance with collective bargaining agreements; reviewed all investigative packets pertaining to employees' behavioral or performance issues and recommended corrective action; scheduled, conducted and recommended resolutions to grievances/arbitration issues; counseled employees.

Independent Consultant, Cleveland, Ohio

01/89 to 05/96

Provided full range of management consultation services to public and private employers in the area of general management practices, personnel management, labor relations, benefits administrations (self/fully insured, retirement), records management, compliance, public affairs, compensation, training, and recruitment/selection (Full time 1994 – May 1996).

Office of the Sheriff, Summit County, Director, Human Resources & Administration, Akron, Ohio
09/1987 – 07/1994

Planned, implemented, administered and monitored human resources, labor relations, public affairs, fiscal and general management policies, procedures and practices for a 400 FTE multi-site organization; developed wage/salary administration policies, developed/executed collective bargaining strategies as chief spokesperson; conducted grievance/arbitration proceedings, prepared/monitored operating budgets; supervised all operational units inclusive of health/safety, training, etc.; designed/implemented HRIS concepts.

Plusquellic for Mayor Committee, Deputy Campaign Coordinator, Akron, Ohio

05/87 to 09/87

Supervised campaign operations; developed/managed budgets; planned, implemented strategies for media and constituent groups; prepared speeches, print material and various survey instruments.

Clemans, Nelson & Associates, Inc., Senior Consultant, Columbus, Ohio

03/85 – 05/87

Provided full range of management consultation services to public and private employers in areas of management practices, labor relations, human resources management, organizational development, conflict resolution, strike management, compensation, public relations, recruitment/selection, records management, benefits administration, EEO/AA, training and HRIS design and implementation.

Summit County Children's Services Board, Director, Personnel Services, Akron, Ohio

10/81 – 03/85

Planned, implemented and monitored human resources and labor relations policies and practices for 350 FTE organization. Duties included: strategic planning, organizational development, recruitment/selection, EEO/AA, grievance resolution and benefits administration.

The City of Toledo, Program Coordinator, Toledo, Ohio

03/78 – 10/80

Designed, implemented, reviewed and monitored program operations for federally funded projects. Supervised staff and provided effective budget oversight.

Education

B.A. Political Science, The University of Toledo

Community Service

- ❖ Trustee, Mental Health and Recovery Services Board of Lucas County (2018 – Present)
- ❖ President, Toledo Community Improvement Corporation (2015 – 2019)
- ❖ Co-Chairman, City of Toledo 401K Investment Committee, (2006 – 2019)
- ❖ President's Council on Diversity/Inclusion – The University of Toledo (2013 – 2019)
- ❖ Toledo Community Development Corporation (2007 – 2014)
- ❖ The University of Toledo Educational Advisory Board (2007 – 2014)
- ❖ Three (3) elected terms as Vice-Chairman of the Summit County (Ohio) Democratic Party (1990) – 1994)

Memberships

- ❖ Member, Society of Human Resources Management (2006 – Present
- ❖ Member, Kappa Alpha Psi, Inc.
- ❖ Member, Delta Dental (Ohio) Consumers Advisory Board (2007 – Present)
- ❖ Member, FrontPath Healthcare Coalition Board of Trustees (2006 – 2014)

DR. E. MICHELLE MICKENS, DSL

CEO, LIVE 4 CHANGE, LLC

EXECUTIVE SUMMARY

Through my company, Live 4 Change, LLC , I bring transformational change into the lives of leaders and their organizations by developing leadership tools designed to enrich, empower, and equip leaders to transition from where they are to where they desire to be.

AREAS OF EXPERTISE

- Leadership Consultant & coach
- Speaker
- Author
- Podcaster
- Blogger
- Grant writer
- Nonprofit management
- Collaborator

PUBLICATIONS

When Purpose Exceeds Profits - a Foundational Development Guide for Emerging and Established Leaders

CONTACT DETAILS

email address:
e.michellemickens@live4changellc.com
Phone: (614) 349-6864
Website:
www.live4changellc.com

WORK EXPERIENCE

Live 4 Change, LLC

2016 - Present
Leadership Development Training
- Basic Professional Development
- Inclusive Leadership Training
- Social/Emotional Intelligence
- CSR & Ethical Leadership
- Organizational Culture & Leadership
- Identity Crisis in Leadership
- Women, Gender Bias, CSR

EDUCATION

Regent University
2014-2018
Doctorate's degree, Strategic Leadership-concentration in global consulting

New England College
2012-2013
M.S. Management-Concentration in sustainability

Holt, Marjorie

5229 Newhart Circle, Toledo, Oh., 43615, 419.320.8571, drmholt@att.net

DIRECTOR/PROFESSOR/CONSULTANT/TRAINER

PROFILE: Experienced professional with comprehensive experience in Executive management that includes non-profit, for profit, businesses, college curriculum design, program planning, Diversity and Inclusion training and course development packages, Faith-based Initiatives Consulting, creative marketing, employer-employee relations, conflict resolution, and organizational and leadership development.

PROFESSIONAL EXPERIENCE:

Civil Service Commission, City of Toledo, Oh., *President,* 2010 – Present

Oversee the operations of the City of Toledo relating to all departments regarding legislation, mandates, compliance, hiring, firing, promotions, demotions and conduct appeals of potential and full-time employees of the city. Conduct background appeals of the Fire and Police Departments according to the Civil Service Rules. Amend and revise departmental policies upon request according to City Charter

Lucas County Children Services, Toledo, Oh. 2008 – 2016, *Inclusion Director of Minority Affairs*

Developed Diversity/Inclusion training programs for agency who served abused and neglected children. Maintained and provided oversight of the EEO mission. Investigated complaints to ensure compliance to standards. Consulted with stakeholders who provided resources to families. Identified service gaps. Assessed effectiveness of core training. Provided Diversity Training to sister agencies and other community partners, i.e. YWCA, Sheriff's Dept., County. Responsible for developing new programs initiatives regarding women in leadership, mentoring, Diversity and other related areas

Herzing University, Toledo, Oh., 2014 – Open, *Adjunct Professor of Diversity*

Responsible for teaching Diversity principles as it relates to culture, race, biases, prejudices, the impact that Inclusion has on employer and employee relationship, and national and local sociological implications where Diversity/Inclusion is not practiced or valued

Monroe County Community College, Monroe, Mi., 2007- Open, *Adjunct Professor of Sociology*

Responsible for preparing lesson plans for early college Freshman & Sophomores. Teach and administer test on a semester basis. Assess educational needs of students, collaborate and refer as needed

City of Toledo, Toledo, Oh., 2002 – 2007 *Commissioner of Training/Executive Asst. to Mayor*

Provided leadership and supervised Mayor's Executive Cabinet. Identified training needs of City employees and developed Training Programs to address the needs in Diversity, Customer Service, Ethics, and Leadership. Partnered with local businesses to attract outside businesses. Developed standards of operation for departments. Designed and Trained all 3000 employees of the City of Toledo on Diversity, dealing with implicit biases and related areas of Inclusion. Served as Liaison to Toledo Public schools from Mayor's Office and chaired public appearances in the absence of Mayor

New Connecting Point, Toledo, Oh., 1998 – 2002, *Workforce Development Coordinator*

Developed a Welfare to Work Program and employment readiness curriculum for recipients of TANF program. Supervised teaching staff of 8 who prepared participants with skills set toward self-sufficiency. Evaluated program outcomes and developed new innovative strategies to mobilize staff during agency transition

EDUCATION: Daniel Payne College, Birmingham, Al. *Bachelor of Arts Degree in Sociology*

Atlanta University, Atlanta, Ga., *M. S. W. Degree, (Social Work)*

University of Toledo, Toledo, Oh., *Master of Public Administration (1 Yr.)*

Kensington University, Glendale, Ca., *Ph. D. Degree, Sociology and Administration*

MEMBERSHIPS: AACC (American Association of Christian Counselors)

IAC (International Association of Coaches) CCA Christian Coaching Alliance

Vision 20/20 Ohio National Delegate 2010 -2013

Civil Service Commission President, City of Toledo, 2010 – Present

CERTIFICATION: Certified Life Coach from American University of Neuro-Linguistic, 2011

AFFILIATIONS: Senior Designer of The LeMarje Collection (Necklaces) 2014

Women's Jewelry Association, **International Member**

Consultant to U.M.A.D.A.O.P. (Substance Abuse Clergy Alliance) 2018-Present

Board Member of New Concepts Recovery Program

Publisher of The Interfaith Gazette Newspaper, 2015 – Present

REFERENCES: John Edwards 419.255.4444, Joyce Chapple 419.360.2158, Doris Greer 419.277.5782

PRICING

PGN Consulting
5577 Airport Highway #200
Toledo, OH 43615
216.926.7389
calvin@pgnconsulting.org

Cost Proposal for Diversity, Equity and Inclusion Program and Equity Audit

Highlighted below are the proposed costs for the delivery of services stated in the RFP. Team members include:

> Calvin W. Brown, Principal, PGN Consulting
> Dr. E. Michelle Mickens, CEO, Live4Change
> Dr. Marjorie Holt. Professor/Consultant/Trainer

Training and educational workshops will be conducted by Dr. Mickens or Dr. Holt. Invoicing for workshops shall be based on a four (4) hour minimum model at a cost of $2,750.

Coaching and related consulting services performed by any of the team will be invoiced at the rate of $250.00 per hour.

PGN Consulting shall be reimbursed for:

> Travel – travel expenses shall not exceed $375 per trip per person. (Travel expenses are based on average of the lowest airfare from Toledo Ohio to Portland Airport)

> Overnight Stays - overnight stay expenses shall not exceed $145 per person per night.

> Meals – reimbursement shall be requested for meals where overnight stays are required. PGN shall request meal reimbursement at the rate established by the City of West Linn's meal reimbursement policy.

PERSONAL GROWTH NETWORK CONSULTING

Human Resources

&

Compliance Services

A successful business is contingent on having a robust human resources and compliance quality improvement program. PGN Consulting can help you streamline your processes to ensure HR/compliance quality within your business operations.

Our principle HR/compliance consultant has more than 20 years of health care quality and compliance experience across a wide range of program activity including:s.

Our Services...

- Non-Discrimination Testing
- FMLA Guidance
- HIPPA Training
- Employee/Labor Relations
- Retirement Plans
- Process and Project Implementation
- Federal and State Audit Preparation
- Medicare D Notice Production
- 5500 Prep
- 1095 Reporting

- ADA Compliance Standards
- Prevailing Wage and Davis-Bacon Compliance Training
- Employee Wage/Compensation Compliance
- Management Consultation
- Diversity/Equity Management
- HRIS and SAP Program Training
- Supervisor/Staff Training Policy Development

Learn more about PGN Consulting's Human Resources & Compliance Progrram and other services at www.pgnconsulting.org or email calvin@pgnconsulting.org

PERSONAL GROWTH NETWORK CONSULTING

Dependent Verification Services

Employers know that there's a good chance they're paying to cover ineligible dependents on their employee benefits plan. It happens all the time. And while this can cost employers a considerable sum, identifying and removing those dependents can be an uncomfortable and labor-intensive process.

Our dependent verification services help employers easily and discretely ensure that everyone on their plan is eligible to receive benefits and that everyone who should be covered is.

This can help employers:
- Lower their benefit costs
- Ensure employees are properly covered
- Reduce legal risk

This can help employees:
- Ensure eligible dependents receive benefits
- Keep benefit costs in check
- Avoid rejected claims

How it works:

Our benefit counselors can conduct dependent verification as part of a core enrollment. During these 1 to 1 counseling sessions, they'll discuss eligibility as part of the comprehensive benefits discussion. They can then add and remove dependents through our electronic enrollment system as needed.

Learn more about PGN Consulting's Dependent Verification Program and other services at www.pgnconsulting.org or email calvin@pgnconsulting.org

Mark O. Hatfield School of Government
Department of Public Administration | Center for Public Service
Masami Nishishiba, Ph.D.

Post Office Box 751   503-725-5151 tel
Portland, Oregon 97207-0751 503-725-8250 fax
                             nishism@pdx.edu

May12, 2020

Mr. John Williams
Interim City Manager
City of West Linn

Dear Mr. Williams,

Attached is our proposal for the Diversity, Equity and Inclusion (DEI) Program and Equity Audit in response to your Request for Qualifications (RFQ).

As we noted in the proposal, Center for Public Service (CPS) is housed within the Mark O. Hatfield School of Government at Portland State University, and we provide consulting, applied research, professional development and training to public and nonprofit organizations. My particular expertise and scholarly interest is in DEI work, and I have lead numbers of DEI project for local governments in this region.

I hope you will find our proposal interesting and consider working with us. If you have any questions or need any additional information, please feel free to contact me at nishism@pdx.edu or 503-449-8192 (cell).

Also, I wanted to let you know that should you decide to contract us, we can set up a process for having an Inter-Governmental Agreement (IGA).

Thank you for your consideration and I look forward to hearing from you.

Sincerely,

Masami Nishishiba, Ph.D.
Associate Director, Center for Public Service
Chair, Department of Public Administration
Mark O. Hatfield School of Government
Portland State University
nishism@pdx.edu
503-449-8192 (cell)

Center *for*
Public Service

Proposal for Diversity, Equity and Inclusion (DEI) Program and Equity Audit

Proposal submitted to
City of West Linn in response to the Request for Qualifications (RFQ)

May 12, 2020

Submitted by:

Center for Public Service
Mark O. Hatfield School of Government
Portland State University

Proposal Contact Information:

Masami Nishishiba, Ph.D.
Associate Director of CPS/Professor of Public Administration
nishism@pdx.edu 503-725-5151, (Cell 503-449-8192)

Sara Saltzberg, M.A.
Director of CPS
ssaltz@pdx.edu 503-725-5153

Portland State
UNIVERSITY

1. PROJECT UNDERSTANDING

The City of West Linn (COWL) recognizes the importance of promoting diversity, equity and inclusion in order to meet the organization's objective. It is seeking to create and implement both internal and external policies to advance the City's diversity, equity and inclusion practices. To achieve this goal, COWL aims to develop a city-wide Diversity, Equity and Inclusion (DEI) program, which includes policy development, employee training and a framework for moving forward with the DEI work. COWL is also seeking an organization-wide racial equity audit to inform and improve racial equity in the City.

This proposal submitted by Portland State University's Center for Public Service (CPS) outlines a plan for developing
1) a DEI program with a specific focus on the development and implementation of DEI Awareness Training, and
2) an organization-wide racial equity audit.

Ideally, a comprehensive organization climate and policy assessment, as well as a racial equity audit should take place before developing a DEI Awareness Training program. However, the RFQ notes that COWL desires an expedited process and "hopes to have at least the training components underway starting in September 2020" (p. 5). This proposal, therefore, presents a work plan and timeline that places initial focus on the development and implementation of a DEI Awareness Training program, while putting the organizational assessment and racial equity audit process in place.

Also, it should be noted that this project will take place under the circumstance where there are some uncertainties due to the COVID-19 pandemic. This proposal takes into account the possibility of conducting meetings, data collection, and training delivery virtually and/or under strict physical distancing measures.

2. WORKPLAN, DELIVERABLES AND TIMELINE

The following provides a description of the workplan and deliverables with specific components and activities attached with the estimated timeline. It also outlines the responsibilities of the CPS team and COWL taskforce members.

1) Project Planning (June 2020)

COWL identifies DEI taskforce.

Kick-off meeting with COWL taskforce and CPS team.

Finalize the overall project scope, identify specific tasks, and the roles of each member.

2) Assessment (July ~ August 2020)

Identify interview process for employee, management and elected official competencies assessment.

Obtain Institutional Review Board (IRB) approval.

Conduct interviews.

3) Data analysis and Policy review (July ~ September 2020)

CPS team obtains relevant workforce and community data from COWL.

CPS team obtains relevant policies and proceture documents from COWL.

CPS team conducts data analysis and policy review.

4) Staff and Elected Official DEI Awareness Training Development and Delivery (August ~ September 2020)

1. CPS team develops DEI Awarness Training Modules.
2. COWL taskforce identifies internal trainers.
3. CPS team conducts train-the-trainer session.
4. CPS team delivers first session of DEI Awareness Training for COWL staff.
5. Evaluate the first session and identify areas for improvement in the DEI Awarness Training Modules.

5) Stakeholder and Community Input (October 2020)

1. Identify interview process for key stakeholders and community partners.
2. Obtain Institutional Review Board (IRB approval) [may be obtained earlier].
3. Conduct interviews.

6) Additional Data Analysis, Policy Review and Field Scan for Equity Audit (October ~ November 2020)

1. CPS team obtains additional documents regarding program informaton and evaluation, member surveys, human resource policies and procedures, marketing material, COWL website and other materials relevant to the organizational climate for reacail equity.
2. CPS team conducts field scan of complementary efforts done by other cities and municipalities.
3. CPS team analyzes the material.

7) DEI Program Recommendation Development (November ~ December 2020)

1. CPS team develops draft recommendations for a comprhensive DEI program for the City.

2. The draft recommendations will address the following:

   a) DEI Awareness Training for staff, management, elected officials, Citizen Advisory Groups, and Neighborhood Associations.

   b) Stakeholder and community engagement process including (i) outreach and communication strategies, (ii) formation of a Diversity Advisory Council.

   c) Process for applying DEI lens in addressing (i) individual-level behavior, and (ii) citywide housing, transportation, and economic issues and policies.

   d) Ways to support integration and continued growth of DEI culture.

   e) Strategies for increasing workforce and advisory committee diversity.

   f) Evaluation of the program success.

3. COWL team reviews draft recommendations. Finalize the DEI Program Recommendation.

8) Racial Equity Audit Report Development (November ~ December 2020)

1. CPS team develops racial equity audit report draft.

2. This report will include the following:

   a) Description of racial equity audit process.

   b) Key themes.

   c) Analysis of the gaps, and disconnects between the current and future/desired state of the organziation.

   d) Opportunities to build upon.

   e) Recommendation for embedding new inclusive policies and practices into the organization's culture and into all functional areas of COWL.

   f) Achievable short-term action steps and sustainabie long-term goals.

   g) Summary of field scan of complementary efforts done by other cities and municipalities.

9) DEI Program Recommendation and Racial Equity Audit Presentation (January 2021)

1. CPS team and COWL task force finalize the DEI program recommendation and racial equity audit report.

2. CPS team and COWL task force present the DEI program recommendation and Racial equity audit report to City Council and other appropriate entities.

Project Timeline At A Glance

	Project Component	2020							2021
		JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN
	Project Planning (Project Launch)								
DEI Program	Assessment (Key interview)								
DEI Program	Data Analysis and Policy Review								
DEI Program	Staff and Elected Official DEI Traning								
DEI Program	Stakeholder and Community Input								
Equity Audit	Additional Data Analysis and Policy Review								
Equity Audit	Field Scan								
DEI Program	DEI Program Recommendation Development								
Equity Audit	Racial Equity Audit Report Development								
	DEI Program Recommendation/Racial Equity Audit Report Presentation								

3. ESTIMATED COST AND COST METHODOLOGY

The following table shows the breakdown of the estimated cost for this proposed project. Estimated overall project cost is **$40,111**.
(Note: This cost estimates include indirect costs for the University.)

The project cost is estimated with the following assumptions:

1. CPS team to consist of the following members :
- Project Lead (PSU faculty): Masami Nishishiba, Ph.D. (hourly rate $180/h)
- Project Manager (CPS Senior fellow): TBD (hourly rate $156/h)
- Research Assistant (Doctoral student): Diane Odeh (hourly rate $42/h)
- Project Assistant (Master's student): TBD (hourly rate $32/h)

2. 10 COWL employees/management will be interviewed for 1 hour each for the Assessment phase.

3. DEI Awareness Training will be 4 hours in-person session or virtual, if required to meet State, City, or PSU policies for public health during this pandemic, plus 1.5 hours of online session.

4. 10 external stakeholders/community members will be interviewed for 1 hour each.

5. There will be 2 presentation sessions of the DEI Program Recommendation and Racial Equity Audit Report for 1 hour each.

Activity Type	Work Plan Components and Activities	Project Lead (Faculty)	Project Manager (Senior Fellow)	Research Assistant (Doctoral Student)	Project Assistant (Master Student)	NOTES
DEI Program/ Equity Audit	1) Project Planning (Project Launch)					
	Kick-off meeting	1.5	1.5	1.5	1.5	
	Finalize project scope	1	1			
DEI Program	2) Assessment					
	Identify interviewee with COWL team	2	2	1	1	
	Develop interview questions/finalize interview questions with COWL team	4	2	1		
	Schedule interview				5	
	IRB applicaton	0.5	1	2		
	Conduct interviews (10 x 1-hour each)	10		15		Assuming 10 people with 1 hour interviews
	Interview analysis	8	5	20		
DEI Program	3) Data Analysis and Policy Reiview					
	Obtain and compile data and policy document from COWL team		0.5	1	2	
	Analyze data and policy document	1	1	8	8	
	Summarize analysis	1	1	8	8	
DEI Program	4) Staff and Elected Official DEI Training					
	Develop DEI training modules	5	3	4	4	
	Conduct train the trainer session	5	1	2	1	
	Deliver first session	6	2	4	2	Assuming 4 hours in-person session plus 1.5 hours of online
	Evaluate the first session and make revisions	3	2	2	1	
DEI Program	Stakeholder and Community Input					
	Identify interview process and interviewees with COWL team	2	2	2	2	
	IRB applicaton	0.5	1	2		
	Conduct interview (10 x 2 Hours each)	10		15		Assuming 10 people with 1 hour interviews
	Interview analysis	8	4	20		
Equity Audit	Additional Data Analysis and Policy Review					
	Obtain and compile data and policy document from COWL team		0.5	1	2	
	Analyze data and policy document	1	1	8	8	
	Summarize analysis	1	1	8	8	
Equity Audit	Field Scann					
	Informaton collection and compilation			8	8	
	Summarizing information	1	1	8	8	
DEI Program	DEI Program Recommendation Development					
	Recommendation development	15	6	15	6	
	Review recommendation with COWL team	5	2	5	2	
Equity Audit	Racial Equity Audit Report Development					
	Audit report development	15	6	15	6	
	Review audit report with COWL team	5	2	5	2	
DEI Program/ Equity Audit	DEI Program Recommendation/Racial Equity Audit Report Presentation					Assuming 2 sessions of 1 hour each
	Presentation preparation	2	1	1	1	
	Presentation	2	2	2	2	
	Total Hours	115.5	52.5	184.5	88.5	
	Rates/hour	$180	$156	$42	$32	
	Subtotal	$20,790	$8,190	$7,749	$2,832	
	Total Estimated Labor:	$39,561				
	Services & Supplies					
	Transcription Services	$ 450				
	Printing (final report)	$ 100.00				
	Total Estimated Services & Supplies	$ 550				
	Estimated Project Total:	$40,111				

4. PORTLAND STATE UNIVERSITY'S CENTER FOR PUBLIC SERVICE (CPS) EXPERIENCE PROVIDING CONSULTING SERVICES RELATED TO RACIAL EQUITY/DIVERSITY/INCLUSION/CULTURAL COMPETENCY

Center for Public Service (CPS) is housed within the Mark O. Hatfield School of Government at Portland State University. Its mission is to help connect academic professionals, practitioners, consultants, trainers, and students who have expertise in consulting, research, and professional development, with practitioners in the public service sector who share our interest in public service leadership and organizational capacity building.

With decades of experience delivering high quality consulting, research and professional development to public and nonprofit organizations located in the Pacific Northwest as well as in international settings such as Vietnam, Japan, and China, CPS offers the cost competitiveness of a not-for-profit organization, the intellectual content of a leading academic center, and the client-driven flexibility of a traditional consulting firm.

CPS has led and co-produced several diversity and multicultural inclusion-focused projects that are relevant to the COWL's DEI effort. Selected examples of CPS projects are listed below.

> <u>Clackamas County Diversity and Inclusion Assessment Survey (2013, 2020)</u>
> In 2013, CPS completed a diversity and inclusion assessment study of the Clackamas County by administering an employee survey, and also conducting some focus group discussions. In 2019, CPS administered an updated survey to all Clackamas County employees to assess the change over time. The result of the report was presented to the County Commissioners on May 11, 2020.
>
> <u>Portland Fire and Rescue: Workplace Culture Assessment Study (2018)</u>
> In this project,CPS team worked for over two years with the Portland Fire and Rescue (PF&R Executive Committee, Workplace Culture Assessment Working Group, and Equity Committee conducted a workplace cultural assessment study focusing on their DEI work. We administered the survey to all PF&R employees, and conducted leader and employee focus groups. Based on the results of the study, CPS team also worked with PF&R's equity manager and assisted with their process in developing the bureau's Strategic Equity Plan.
>
> <u>Center for Equity and Inclusion Evaluation of the Year Long Equity Initiative (2018)</u>
> In this project, CPS and the affiliated unit the Nonprofit Institute conducted an evaluation of the Center for Equity and Inclusion's (CE&I) year-long equity initiative provided for their nonprofit organization clients. After observing some CE&I sessions, the project team developed protocols for interviews, focus groups, data analysis, and reported recommendations to CE&I.

Engaging and Serving Diverse Communities: Tualatin Hills Park & Recreation District (THPRD) Inclusive Outreach and Diversity Development Project (2015)
In this project, CPS team conducted an evaluation and needs assessment for multicultural services for the Tualatin Hills Park & Recreation, collecting data through focus group sessions with THPRD employees and community members.

Embracing Diversity, Equity, and Inclusion: Developing and Facilitating the City of Beaverton's Diversity Advisory Board (2014)
In response to the City of Beaverton's desire to become a leader in diversity inclusion and to improve the diversity of Boards and Commissions and increase diverse communities' involvement in the civic process, CPS collaborated with Beaverton's Diversity Task Force to organize a Multicultural Community Forum in June 2013. Following the recommendations provided by CPS after the Multicultural Community Forum, the City of Beaverton decided to establish a formal Diversity Advisory Board. CPS worked with the City of Beaverton to provide orientation for the newly appointed board members, and facilitate their process to develop the City's Diversity and Equity Inclusion Plan.

Culturally Competent Management Certificate Training Program, City of Portland (2005~2007, 2011)
In collaboration with the City of Portland's Bureau of Human Resources staff, a CPS team developed and delivered cultural competence training for managers at the City of Portland during 2005 and 2007. The City of Portland kept the curriculum CPS developed and in 2011, CPS team did a refresher train-the-trainer session for new city employee volunteer trainers.

5. PHILOSOPHY REGARDING CPS'S WORK AS PART OF MULTICULTURAL/MULTIRACIAL TEAM

CPS is strongly committed to local government and nonprofit organization's capacity building in DEI work. In facilitating research projects and training programs that engage multicultural/multiracial teams, we adhere to the **humble inquiry approach** advocated by Edgar Schein (2013). Schein describes humble inquiry as "the fine art of drawing someone out, of asking questions to which you do not already know the answer, of building a relationship based on curiosity and interest in the other person" (p. 2). In the humble inquiry approach facilitators presupposes that all participants and team members have knowledge that can contribute to the project. By focusing on *inquiry*, the process empowers the team members and put them in the driver's seat, and allows them to be more open to discuss complex issues such as diversity, equity and inclusion. Humble inquiry is an effective approach in multicultural/multiracial team and we believe that by CPS facilitators modeling the approach, the team members will also be able to learn how to use the approach to develop their own skills in working with multicultural/multiracial team.

CPS also uses a ***co-production approach*** in projects and training. In the co-production approach, CPS and the clients participate in designing and developing the project and training as equal partners. This usually takes the form of having 1 or 2 key senior leaders and/or a team of staff members in the organization designated to work with the CPS team members to design the project. This approach allows the organization to develop ownership of the project and empowers the organization in the long run.

6. SHORT BIO OF THE PROPOSED PROJECT TEAM

Masami Nishishiba, Ph.D. (Faculty; Project Lead for this project)

Masami Nishishiba is a Chair and Professor in the Department of Public Administration at the Mark O. Hatfield School of Government, Portland State University (PSU). She also serves as the Associate Director of the Center for Public Service within the Hatfield School of Government. For this project she will be the project lead and the main contact for COWL.

Dr. Nishishiba has taught graduate courses in diversity in the workplace, intercultural communication, organizational theory, research methods, statistics, and civic capacity.

Dr. Nishishiba has been engaged in community-based research and professional training for public agencies, such as:
- Cultural assessment and equity plan development for the Portland Fire and Rescue, and Portland Policy Bureau;
- Diversity and cultural assessment for Clackamas County, Oregon and City of Longview, Washington;
- Evaluation of Gateway Domestic Violence Center Operations;
- Design and delivery of a two-year Culturally Competent Management Certificate Training program for the City of Portland; and
- Civic engagement training for the Japanese local government officials.

Dr. Nishishiba is an author of *Culturally mindful communication: Essential skills for public and nonprofit professionals* (2018 Routledge, New York, NY.), Local Government Diversity Initiatives in Oregon: An Exploratory Study (2011), *State and Local Government Review,* 44(1), 55–66.), and other publications.

TBD (CPS Senior Fellow; Project manager for this project)

The Center for Public Service engages a group of current and retired practitioners and acadmics in a variety of projects. They contribute a broad range of expertise and experiences, with a variety of backgrounds. For this project, once the contract is confirmed, a Senior Fellow who has expertise in DEI, civic engagement and local government will be identified and will be hired as a project manager for the duration of the project.

Diane Odeh (Doctoral Student; Research Assistant)

Diane L. Odeh, MPA is a second-year PhD student studying ethics, civic engagement, and organizational behavior with a Diversity, Equity, and Inclusion (DEI) lens. She has been formally engaged in equity work since 2015 where she was a founding member of her former institution's diversity committee. Beyond engaging with people through DEI-related presentations, Diane academically researches best practices of equity planning and civic engagement of underrepresented communities. As a research assistant, Diane has experience analyzing equity-related data from both quantitative and qualitative sources. She holds a bachelor's degree in philosophy and a Master of Public Administration degree.

TBD (Masters Student; Project Assistant)

The Center for Public Service has access to PSU's graduate students from the Hatfield School of Government, as well as other departments. For this project, a student who has interest in DEI, civic engagement and local government will be identified and will be hired as project assistant for the duration of the project.

7. SAMPLE LIST OF PAST AND CURRENT CLIENTS

Clackamas County
Portland Fire and Rescue
Portland Parks and Recreation
Portland Police Bureau
Portland Bureau of Human Resources
City of Milwaukie
City of Beaverton
Tualatin Hills Park & Recreation
Gateway Center for Domestic Violence
Oregon Board of Massage Therapists
State of Oregon, Dept. of Administrative Services
Center for Equity and Inclusion

8. REFERENCES

Sue Hildick, Director, Public & Government Affairs, Clackamas County
        shildick@clackamas.us
Becky Lamboley, Equity Manager, Portland Fire and Rescue
        rebecca.lamboley@portlandoregon.gov
Emmett Wheatfall, Retired, Former Assistant County Administrator, Clackamas County
        ewcle@comcast.net

READYSET

Request For Qualifications (RFQ)

For

Diversity, Equity and Inclusion (DEI) Program

and Equity Audit

Due By: 5:00pm on May 13th

CONTACT INFORMATION	**Contact Person:** Rachel Marcuse, Chief Operating Officer **Phone Number:** (718) 216-4152 **E-mail Address:** rachel@thereadyset.co
	HQ Address: 22 Veteran Way, Oakland CA 94602 **Mailing Address**: 2710 ½ Bryant St, San Francisco, CA, 94110

EXECUTIVE SUMMARY

The City Of West Linn (COWL) is seeking assistance in the development and implementation of a city-wide Diversity, Equity and Inclusion (DEI) program for their employees and an organization-wide racial equity audit of the organization's internal documents, data, policies, and external communications as they reflect and/or pertain to COWL's goal to eliminate institutional bias and build equitable policies and language to improve racial equity in the City.

This document constitutes a proposal by [ReadySet](#) in response to the *Request for Qualifications* for a Diversity, Equity and Inclusion Consultant, as a firm who can take the lead in the design, development, and implementation of these tasks.

ABOUT US

ReadySet is a diversity strategy firm that helps innovative organizations build more inclusively. Our clients span industries from tech, to nonprofits, to municipal agencies and social change organizations. For our clients, we bring a holistic and intersectional approach; utilizing field-tested best practices, and a strong emphasis on data-driven solutions, that is intrinsic to the decades of combined experience of our work in both academia and the field.

Our network of consultants is comprised of professionals with diversity, equity, and inclusion (DEI) expertise -- some of whom have Ph.Ds in their respective areas -- as well as a deep mastery in the areas of learning and development, strengths-based management, organizational development, HR management, policy, and sexual harassment prevention. Our incredibly diverse team also exists on the spectrum of identities and backgrounds over half are women-identified, over half are people of color and more than a third are LGBTQ+. In addition to identity aspects, we bring a breadth of experience in academia and as practitioners in a multiplicity of industries.

Read more about our [Team](#).

Readyset Approach

ReadySet is a values-based organization, and our values are embedded into all the work that we do. While no one has perfected DEI, we strive for better practices for our public sector and non-profit service clients through:

- **Tailored and Integrated Design** - The municipal context is unique, and especially with regards to DEI work, we know that check-in-the-box solutions don't work. We also know that DEI touches all parts of an organization and the community it supports. Successful DEI initiatives must then be strategic, integrated, embedded across all parts of an organization, and capable to move quickly at scale. At ReadySet, we apply this approach while acknowledging our government clients' unique context and needs.

- **Participatory and Consultative Approach** - ReadySet also believes that a participatory, consultative approach, which emphasizes collective buy-in, is most conducive for the

successful implementation of DEI work. Clients and stakeholders are involved in all phases of the engagement including survey design and tailoring for trainings.

- **Understanding Intersectionality** - As a company founded and led by a woman of color with a background in social and civil justice work, we believe that DEI approaches which leave people behind cannot truly be considered effective. We strive to incorporate our team's own diverse identities and perspectives, and acknowledge the experience of people across marginalized groups and the likelihood that marginalizations may overlap to uniquely impact those whom we seek to engage.

- **Emphasizing Data** – ReadySet loves data. To ensure a targeted context-specific approach, we focus on collection and analysis of internal data during our assessment process. We incorporate research on critical theory, cognitive development, business, sociology, policy, organizational development, and social change into our consulting and training practice. It is hoped that by emphasizing data we can move our clients from *what feels good* to *what works*.

- **Building Capacity Using Adaptive Learning Methods** - Our pedagogical approach utilizes a range of different types of learning. We provide varying ways to learn and engage with materials presented during trainings, including written materials, presentations, and interactive exercises. In customized training, we build individuals' capacity through highly interactive and experiential learning. We encourage open dialogue and group discussion. We bring a heavy emphasis on practical application of strategies and tools participants can immediately implement to foster growth outside of the workshop setting.

Team and Resources

ReadySet currently works with eight consultants and facilitators who, based on their particular area of expertise, are able to lead and/or support any aspect of the work needed by COWL. ReadySet consultants available include:

Y-Vonne Hutchinson
CEO

Rachel Marcuse
COO, Coach & Facilitator
(likely to supervise work with COWL)

Kim Tran, Ph.D
Consultant & Facilitator
(likely to facilitate training with COWL)

Willie Jackson
Consultant & Facilitator
(likely to facilitate trainings with COWL)

Noland Chambliss
Consultant & Coach

Paloma Figueroa
Consultant
(likely to project manage work with COWL)

Lily Jampol, Ph.D
Consultant & Data Scientist (Likely to work on assessment and facilitate training with COWL)

Viveka Kymal
Associate Consultant

Meghna Majmudar
Coach & Facilitator

Detailed Bios can be found in our [Team page](#) or in the [Addendum](#).

UNDERSTANDING OF ENGAGEMENT

Objectives

The area of focus for the proposed work is the development and implementation of a city-wide program for COWL employees to build DEI awareness and an organization-wide racial equity audit, through the following activities:

Equity Audit: Develop a comprehensive review of policies and activities based on the organizational assessment process and recommendations.

DEI Program

- **Assessment**: Conduct an organizational assessment to achieve a deep understanding of COWL's current cultural context and to determine employee competencies in DEI.

- **Data Analysis:** To provide aid in reviewing and interpreting available demographic and service related data for COWL in relation to their workforce and the communities they serve.

- **Policy Review:** Review existing City-wide and departmental-specific policies and procedures with a DEI lens to inform recommendations in alignment with City goals.

- **Recommendations:** Develop recommendations, identifying opportunities to develop strategies, internal policies, and trainings aligned with DEI goals and organizational mission and values.

- **Program Development and Integration**: Provide an integrated strategic approach to DEI and racial equity within the org; one which strengthens existing internal policies and practices, and embeds best practices across the governing organization, reflecting them in diverse programming, employee engagement and sentiment, and inclusive leadership. Program to incorporate the following key elements:

    - DEI lenses addressing socioeconomic status, implicit bias, gender, LGBTQIA, race, language, ethnicity, and religion;

    - City-wide housing, transportation and economic issues/policies influencing community diversity; Identification of internal systems to support integration and continued growth of DEI culture within COWL post-training.

    - Development and implementation of strategies to increase workforce and advisory committee diversity (e.g. recruitment and interviewing processes, retention strategies, professional development, etc.). Development of internal programs and

external communication strategies to inform diverse populations of the City's activities and invite them to participate.

○ Develop a tailored training curriculum aligned with DEI strategies and goals. Deliver initial DEI trainings based on the assessment.

○ Methods to evaluate program success, including post-training cultural survey and final report on project. Recommendations on steps needed to ensure the program is a part of City culture for the long term.

For clarity, we believe it's also important to lay out what ReadySet will **not** be working on as part of this engagement. We will not be providing the following:

*Employment law; while we are well-versed in national employment law issues and have lawyers on our team, we will not be serving as outside counsel.

*Administration and coordination; while we will work with the organization on scheduling and coordination as related to our work as part of the billable hours, we will not do room booking, or any other micro administration better handled in-house by COWL itself.

Proposed Activities

As part of this engagement, we propose the following activities:

#1. Organizational Assessment & Equity Audit

As the first phase of our engagement, we will conduct a comprehensive organizational assessment and equity audit to achieve a deep understanding of COWL's current cultural context, leadership vision, and specific needs, keeping in mind values, mission, and context.

This phase will examine teamwide engagement, designed to ascertain perceptions around DEI at both the leadership and staff level at COWL. We will use the data collected here to inform the DEI program, subsequent trainings and relevant policy changes.

This phase is anticipated to include:

DEI Survey	ReadySet will review COWL's most recent engagement survey for demographic and engagement data. If an engagement or DEI survey has not been conducted, ReadySet can survey all staff using our proprietary DEI engagement survey.
Key Stakeholder Interviews and Focus Groups	In addition to the survey, ReadySet will also conduct interviews and focus groups with key members of the organization -- across teams at the staff, manager, and leadership levels.

Data Analysis & Policy Review	ReadySet will review pertinent written materials related to culture, internal and external communication, employee policies, team engagement, decision making practices and external work policies (as pertains to where bias traditionally shows up). We will review data on services provided by COWL to understand how appropriately COWL serves and regulates citizens, businesses and visitors. This will include a review of available demographic data for COWL in relation to the workforce and communities served.
Recommendations & Equity Audit	The data from the survey, policy review, and interviews will be analyzed to ascertain alignment with the DEI program development and potential training. We will highlight best practices, identify key challenges, target areas most in need of support, and assign priorities and next steps. The trends observed will be shared in facilitated conversation(s) with the leadership. We will develop a summary report of the assessment audit detailing its process, key themes, analysis of the gaps and disconnects between the current and future/desired state of the organization and opportunities to build upon. This will incorporate a brief field scan of complementary efforts by other cities and municipalities. This phase will inform the development of inclusive policies and practices for COWL in line with the DEI program.

#2. DEI Program Development & Integration Support

After assessing COWL's current organizational context and practices, we will move into the advisory phase. We will work in close collaboration with COWL's Leadership Team to develop and integrate a holistic DEI program to support COWL's long term organizational development, and short term learning in line with the requested objectives.

#4. Diversity, Equity, and Inclusion Training

Once the current organizational context is understood, ReadySet will work with COWL to identify employee learning gaps and needs and will conduct initial sessions to set the team up for success. Each of our training topics will be designed to fit the unique needs of the organization, especially as it approaches bias awareness and mitigation and inclusion. All trainings will be exclusively tailored, based on the needs of the assessment but may include content from the following:

- *DEI 101:* This introductory workshop fosters personal self awareness with an education focus and back-to-basics approach. The training presents core DEI concepts and equips employees with the tools for understanding how DEI fits into an organizational context.

- *Advanced Ally Skills:* Sometimes it's hard to know how to best support our colleagues from underrepresented backgrounds in the workplace. We discuss techniques for supporting people across differences and building a more inclusive working environment using an ally/accomplice framework.

- *Building Inclusive Management Skills:* The number one factor that influences an employee's engagement at work is their relationship with their manager. We offer a range of people management training, including a first-time manager bootcamp, tailored modules and a peer support cohort model that's both practical and scalable -- all using and equity and inclusion lens.

  Additional training modules can be found on our Offerings page

#5. Ongoing inclusivity support and advising

As the work to improve, build, and embed best practices and programming related to diversity, equity, and inclusion into your organizational systems continues, we are available to support leadership and staff in its implementation through ongoing coaching and/or consulting hours. We can also help the team benchmark and track progress of initiatives as you scale.

Timeline & Budget

The estimated budget for proposed activities is as follows and incorporates our government discount.

Activity	Timeline	Activity Budget
Organizational Assessment & Equity Audit **Data collection:** DEI engagement survey and qualitative interviews, including: ● 5-8 x 1:1 stakeholder interviews (virtual) ● 2 x focus groups (virtual) **Data Analysis & Policy Review:** Demographics review and assessment of relevant internal policy documents. **Recommendations** & **Equity Audit:** Needs-gap analysis; Findings and Recommendations with 90 minute virtual report out to leadership team; comprehensive written equity audit report.	June - August 2020	$19,000 Using our proprietary survey (max 45 hours)

Add-on for industry (municipal) landscape as part of Findings and Recommendations presentation		
DEI Program Development & Integration Support Package of 15 consulting/advisory hours, including**:** ● Support on strategic DEI program development (policy, DEI awareness training proposal & sustainable program framework) ● Advising around recommendations implementation and roll out ● Support on aligned messaging and communications internally & externally with key stakeholders	August - October	$6,000 for up to 20 hours (a discount on our standard fee)

Diversity, Equity and Inclusion Training
 	
● Workshop topic(s) to be determined post assessment and fully tailored
 	
● One facilitator
 	
● Timing and Coordination:
   ● in-person sessions of 2-3 hours; up to 35 participants a session and divided between managers and IC's
 	
   ● online sessions of 1.5 hours (for anyone not covered by in-person training or as supplemental training)
 	
   ● *Fully virtual option:* 2 sessions of 1.5 hours for each group; up to 35 participants a session, divided between managers and IC's and potentially between full and part time staff.
	September - November 2020	$2,500 per virtual workshop $3,500 per in person workshop (up to 3 hours) -- assuming workshops are grouped together
		
		(not including travel expenses)
		
		$9,500 for a full day of customized trainings

Additional Consulting Hours		$325 per hour (government discount applied)
Budget Total (not including additional consulting hours or travel expenses)		**$40,000**

		(includes 3 in-person workshops and 2 virtual sessions with an added $500 discount)

Cost Proposal

Compensation will be billed at the rates elaborated in the budget (below). We expect the only expenses for this engagement to be travel-related to account for on-site assessments, presentation of deliverables and trainings. We expect to be able to use video/phone calls for a number of elements of the engagement and given the pandemic, we may be restricted in terms of on-site elements.

ReadySet uses the GSA guidelines for expense reimbursements which will be passed through to the client on monthly invoices.

Project Management and Support

COWL's point of contact through the RFP process will be Rachel Marcuse. After contracting, *COWL* will be coordinating with the assigned project lead and consultant(s) directly. *COWL* will provide administrative and project resources to support initial discovery and ongoing project work. As a best practice, our consultants will also provide the following in support of smooth, efficient, and transparent implementation of their work, including;

1. **General Project Management**: ReadySet will lead "Kick Off" meetings or similar; as well as conduct regular, as needed correspondence, with key staff and impacted groups regarding process, timeline and expectations across the entirety of the engagement timeline.

2. **Communications Support:** We will advise on an effective communications strategy and regular messaging around findings and recommendations, survey results, trainings, or other DEI initiatives

At ReadySet, we pride ourselves on our responsiveness. We expect to be available on the same day for urgent issues, within 24 hours for time sensitive issues and within 72 hours for other email or phone correspondence. Some of our consultants are with us part time so we ask for your flexibility with scheduling.

Experience and Expertise

ReadySet consultants have up to 20 years of combined experience in providing training and leading racial equity projects at government agencies, nonprofits and Fortune 10 tech companies. Some of our government and nonprofit clients include YouthSpeaks, AnitaB.org, Community Legal Services in East Palo Alto (CLESPA), CODE2040, Performing Arts Workshop, University of California San Francisco (UCSF), University of California San Diego (UCSD), SF Water, and Bay Area Air Quality.

For those clients, we have helped them to develop comprehensive programs and strategies that support and further strengthen the org's long-term DEI goals and build DEI awareness across teams.

From leading intensive equity audits and assessments to conducting large scale diversity training and coaching leaders, we have supported our clients in adeptly integrating DEI solutions, utilizing virtual tools and adaptive learning approaches in remote and distributed environments. (You can read more about our approach to virtual work and learning in a recent *blog post* and *webinar* recap.)

References and Recommendations

Lisa Porter | Head of the EDI Workgroup at UCSD
ljporter@ucsd.edu

Juliet Elis | Chief Strategy Officer at SF Water
JEllis@sfwater.org

Jyothi Marbin | Director of the Pediatrics leadership Program for the Underserved at UCSF
Jyothi.Marbin@ucsf.edu

NEXT STEPS

We hope this proposal addresses your needs. We look forward to talking through this proposal with you in more detail and incorporating your thoughts and clarifications. If we decide to move forward, we will follow-up with our standard services agreement. Please reach out to your point of contact, Chief Operating Officer, Rachel Marcuse, with questions or further details.

ADDENDUM

Team Bios

Y-Vonne Hutchinson is the founder of Ready Set, a diversity solutions firm based in Oakland, CA, and a co-founder/ advisor of Project Include. Prior to launching ReadySet she worked as an international labor and human rights lawyer for nearly a decade. She has worked with foreign national governments, the US Department of State, and the UN. She is a member of Harvard Law's Institute for Global Law and Policy network and an expert on labor relations and diversity in the workplace. She's presented on diversity, inclusion, and labor issues at Harvard Law, MIT Sloan, and UC Berkeley, as well as conferences around the globe. She holds a JD from Harvard Law School. She also serves on the Women of Color Council for the Anita Borg Institute and the advisory board of the Tech Equity Collaborative.

Rachel Marcuse is ReadySet's Chief Operating Officer. She is also the outgoing Vice President of People Operations (HR) of Tom Steyer entities including NextGen America, which runs the largest democratic SuperPac in the U.S. In that role, Rachel scaled the organization from 20 to nearly 1000 employees. Prior to her work at NextGen America, Rachel worked at Outbrain, where she led organizational development and grew the company from 90 to 500 staff. Rachel has trained hundreds of people and organizations in leadership and employee development skills on topics ranging from management workshops for new leaders to active listening and effective interviewing. Previous to her people ops work, Rachel was the Executive Director of a Vancouver municipal political party and was the youngest person in Canadian history to run a major city election campaign. She holds an MS in Organizational Change from the New School for Public Engagement and an honors BA from McGill University.

Lily Jampol, PhD is a People Scientist and consultant for the ReadySet team. She uses evidence-based strategy, behavioral science insights, and data analytics to solve difficult organizational challenges. In addition to a BA in Political Science from Mount Holyoke college, Lily has over 10 years of expertise in organizational well-being and behavior change from her research at Ideas42 think tank, Harvard, Princeton, and Cornell, where she got her Ph.D in Social Psychology. Before working in industry, Lily was a tenure-track professor at top tier business schools in the UK, where her internationally-recognized work on gender biases in organizations was funded by the National Science Foundation & the UK Royal Society. She most recently worked at an HR startup as a People Scientist and since then has been helping companies achieve better results, create more welcoming workplaces and improve employee well-being through strategy consulting and facilitating discussions around D&I.

Kim Tran, PhD is a consultant and facilitator, who co-established the first LGBTQ youth space in San Jose, California for a county of 2 million residents. For over a decade, she has facilitated trans-inclusion and anti-Black racism trainings for a wide array of organizations including Stanford University, the Northern California Association of Nonprofits and the United States Consulate. Her doctoral research at UC Berkeley focused on how queer Asian American activists create successful political coalitions with the Black Lives Matter movement. Kim bridges each of her capacities by centering the most impacted communities in all of her strategies.

Willie Jackson is a consultant and facilitator and a serial entrepreneur. A technologist by trade, Willie now spends most of his time at the intersection of event production, behavior change, and leadership development. He's the founder of an online magazine for black men called *Abernathy*, and an advisor to authors, startups, and executives across a range of industries. Prior to his current work, Willie served as Technical Lead of Seth Godin's altMBA program, an intensive, 4-week online workshop for high-performing individuals who want to level up and lead.

Paloma Figueroa is a consultant with ReadySet. A graduate of Carnegie Mellon University, she was often hired as the first "People Operations/HR" person in early- to mid-stage startups where she collaborated closely with leadership teams to build and develop thoughtful People programs, helping to spearhead forward-thinking diversity and inclusion initiatives, and stewarding cultural structures that encourage values-driven environments at rapidly scaling organizations in both the nonprofit and tech worlds. Her particular focus at ReadySet is on building inclusive HR practices and frameworks, policy creation and implementation, and deep, practical thinking on how to operationalize more equitable organizational cultures.

Noland Chambliss is a strategist, coach and communications consultant focused on guiding high impact leaders and organizations through transformational change. As a coach and consultant, Noland has worked with executives at Fortune 50 companies, high growth startups, global media figures and political leaders. He specializes in organizational identity development and executive profile development, as well as guiding organizations through major shifts in strategy, moments of innovation, and moments of crisis. Noland works with several consulting groups including SYPartners and Civic Advisors. He also serves on the board of Van Jones' social justice accelerator The Dream Corps. Noland has previously served as the Director of External Affairs at Change.org, Chief of Staff to Van Jones, and a Deputy Field Director on the 2008 Obama campaign. He grew up in Lexington, Kentucky and currently lives in San Francisco. He loves bourbon and live music.

Viveka Kymal is an associate consultant with the ReadySet team where she supports client engagement, assessments and marketing initiatives. Her experience includes working on the Talent & Development Team at Thomson Reuters and in the Office of Operations at the NYC Mayor's Office. A graduate of Bryn Mawr College, Viveka's background is in organizing around identity, belonging and representation in higher ed. She was a founding member of the first collegiate conference around Asian American /Pacific Islander identity between Swarthmore, Haverford & Bryn Mawr colleges. She also worked as a Project Lead on regional policy research at UPenn's ThinkTanks and Civil Societies Program and served as a Midterms election campaign fellow. Viveka grew up in Scotland and New York and currently lives in Oakland.

Meghna Majmudar is a coach and facilitator with ReadySet. She believes that a world run by a "rainbow nation" of leaders is one in which most people would want to live. Her expertise is in helping leaders of all types, especially firsts and onlys - the first from their family or community of the only one like them in the room, to do the inner work to build an authentic sense of power, authority, and leadership and navigate the outer structures of their workplace. Meghna brings close to 20 years of experience as a strategy consultant and executive coach across diverse industries:

healthcare, technology, financial services, consumer goods and automotive, as well as several non-profit organizations. Using her training as an anthropologist, strategist, and transformational Neuro-Linguistic Programming practitioner, she listens to what is being said between the lines and reframes complex challenges for quick action. Meghna has a BA magna cum laude from Harvard University, an MPH from the University of Cape Town, and an MBA from UC Berkeley's Haas School of Business. Outside of work, Meghna can be found plotting her next plant-based cooking endeavor, checking out different fitness apps and gyms, or looking for a great cup of coffee.