

# SEED Collaborative



**PERCEPTION INSTITUTE**

Research. Representation. Reality.



## Equity Plan

## Consultant Scope of Work

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# CONSULTING PROPOSAL

## Summary

Seed Collaborative, LLC, in partnership with the Perception Institute (jointly referred to as Consultant), proposes to provide consulting services to assist the City of San Leandro (City), hereafter referred to as “Client”, with the development of a city-wide Equity Plan (Plan). The Plan will serve as a guide to achieve equitable structures, policies and practices and advance a more equitable, inclusive and diverse City.

Consultant proposes to assist Client with:

- **Bridging** – identifying strategies to eliminate siloed departments and functions, bridging cultural divisions, and improving knowledge, understanding, trust and communication between the community and City.
- **Belonging** – creating a work environment and culture where everyone belongs.
- **Prevention** – developing strategies to close disparity gaps by eliminating structural barriers.
- **Protection** – developing strategies to enhance the safety and well-being of residents and City staff.

## Project Background

The City, like many cities across the United States, is grappling with an appropriate response to community complaints and protests related to institutional racism, use of force, and media images and narratives.

To begin to address community concerns, the San Leandro City Council (Council) has committed to transparency, investment in mental health services, collaborative partnerships with the community and engaging “...in the difficult but necessary conversations about equity, race, privilege, and injustice, including the formation of a community advisory task force.”<sup>1</sup>

On a parallel track, the City is forming an internal equity and race team to analyze internal policies, practices and structures, and gather public input.

Based on actions already taken by the City, Consultant perceives the parameters of a potential engagement to include: 1) supporting the community advisory task force and the internal equity and race team; 2) facilitating collaboration among the City’s equity stakeholders and help align mission, purpose and outcomes; and 3) supporting and facilitating a process to assist the City with development of an equity plan.

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<sup>1</sup> Joint City Council Letter to the Community – George Floyd Protests and Civil Unrest, June 4, 2020

## Consultant Approach

Consultant's general approach to Equity is through the lens of *Targeted Universalism* (TU). The TU approach was co-conceptualized by Seed co-founder John A. Powell, and entails establishing a universal goal pursued by targeted strategies and processes to achieve the goal.<sup>2</sup>

TU recognizes that to accomplish a universal goal, we must acknowledge the fact that different groups of people are situated differently within society. This is a result of structural inequities that create different kinds of barriers and thus different pathways of reaching a goal.

TU directs attention to these various barriers and pathways and suggests structural changes to make reaching a goal smoother. By doing so, people are met where they are. Strategies are designed to accomplish a goal by taking people's specific situations into consideration so that they can get what they need when and how they need it, while also moving all towards the universal goal.

TU also addresses the polarization caused by only targeted or only universal strategies. Solely universal strategies fail to recognize the ways in which groups are situated. These types of strategies will work for those that are considered the norm but not for those with specific, unique conditions. Solely universal strategies are often perceived as overly ambitious and inadequate in helping those most in need.

Conversely, solely targeted strategies tend to not consider the ways in which the norms, desires, and practices of different groups may differ from the imagined universal being. Targeted strategies alone focus on supporting individuals while failing to transform systems; they are sometimes criticized for unfairly helping one group over another and can be viewed as preferential, thus seeding hostility and resentment.

TU is a data-driven methodology that involves a five-step process:

1. Define the universal goal
2. Measure how the overall population fairs relative to the universal goal
3. Measure the performance of population segments compared to the universal goal
4. Understand how structures and other factors support or impede group progress towards the universal goal
5. Implement targeted strategies

Targeted Universalism can be applied in internal and external contexts and can help organizations reach goals related to equity and belonging within the operations of an organization, as well as within the programs and services it provides to the community.

Consultant approaches all client engagements through the lens of a collaborative learning-exchange based on a consensus-building process that transfers lasting institutional benefits. Integral to

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<sup>2</sup> <https://haasinstitute.berkeley.edu/targeteduniversalism>

Consultant's philosophy is designing solutions that work for our clients, which is why we custom tailor our approach to fit our clients' needs.

Consultant believes in a collaborative engagement and coordination process with Client, which includes regular communication via phone, Zoom, email and text, as well as scheduled update and status meetings.

Consultant will assign a Lead Consultant that will be the primary contact for the Client. The Lead Consultant will be a Senior Consultant with extensive experience working with government agencies.

## Scope of Work

Consultant proposes that the scope of work include assessment and facilitation leading to development of a City Equity Plan in Phase One and an Equitable Policing Plan in Phase Two.

### Activity One: Due Diligence

Timeline: Oct 2020 - February 2021

Due diligence is a practice and process that will be used at the beginning of the engagement to assess the policies, practices, programs, structures, culture and norms of the Client. The assessment will be based on Consultant due diligence that involves a combination of interviews, surveys, focus groups, review of relevant Client internal documents, data and resources, and use of other assessment tools to achieve Client outcomes.

The due diligence phase will produce both qualitative and quantitative data as a result of the Consultant activities listed below, which will subsequently help inform the development of the City Equity Plan.

The due diligence activities detailed below are the first step in the assessment process and the activities can proceed concurrently.

#### 1. Individual Interviews

Consultant proposes to conduct individual interviews with a sampling of Client council members, senior staff, union leadership, and other internal and external stakeholders identified in collaboration with Client. Interviews provide a baseline for understanding how existing norms, practices, attitudes, organizational culture, structure and ways of operating impact:

- Hiring, development, promotion and retention of staff
- Decision-making
- Organizational structure
- Community engagement and empowerment; and
- Safety and well-being

The interviews also uplift organizational strengths, challenges, desired outcomes, and opportunities for innovative change.

Interviewees will be asked to allocate an hour for their interview and will not be asked to prepare in advance. Interviews will be conducted by phone or Zoom, and will be held confidential by Consultant, with only broad themes being reported that more than one interviewee stated during their interview.

## 2. Surveys

Surveys provide a useful tool that allow for a much larger sampling of personnel and other stakeholders regarding attitudes, beliefs, and opinions with respect to Client's TU competency and capacity. Surveys measure how respondent attitudes, beliefs, and perspectives can change over time through quantitative data and measurement.

Consultant will administer the survey and tabulate data findings that will inform higher order analysis conducted by Consultant. Consultant proposes that a survey should be conducted at the beginning of the engagement that will provide a baseline for comparing results of future surveys.

Consultant will conduct an online anonymous Climate Survey to be shared with all participants.<sup>3</sup> Consultant will work collaboratively with Client to modify the survey to the organization's context and needs. The goal of the Climate Survey is to attain an understanding of equity and related topics, comfort in addressing issues related to identity difference, and perspectives on the impact of identity dynamics on the work of the organization.

In addition to these engagement measures, the Climate Survey will assess constructs that can help to inform best practices, such as experiences of belonging, respect, and investment; alignment of leadership's behavior to the organization's and community's goals; feedback on policies and initiatives; support by internal leadership and community representatives; and/or other relevant constructs.

All data collected through the survey will be completely anonymous and will be held by the Consultant. Consultant will then aggregate and cut data by salient identity groups (such as race and gender) to surface differential experiences, and by role to identify insights, as well as organization and community-wide trends and issues.

## 3. Focus Groups

Focus groups allow for a more in-depth conversation with small groups by providing an opportunity for different segment groups to share input together, such as people of color, union representatives, LGBTQ staff, employees with disabilities, residents, and community organization representatives.

Focus groups provide a forum for discussions concerning experience and performance of population segments, including successful strategies, services and programs, potential employment barriers, discrimination, and implicit bias, as well as ideas for systems change.

Consultant will prepare discussion questions and facilitate the focus groups. Client focus group participants will be asked to allocate two hours per session to engage in discussions and no preparation is required.

Focus groups will be identified in consultation with Client. Groups will meet via Zoom with the capacity for breakout subgroups.

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<sup>3</sup> The Climate Survey is an assessment designed by the Perception Institute.

#### 4. Review of Client Internal Documents

Consultant will review internal Client documents, including but not limited to: organizational policies, strategic plan, organizational structure documents, information from trainings, community conversations, and any other available relevant data, metrics and measurement data, and communications.

The document review helps frame the internal operating environment and begins to uplift structural and systemic challenges and opportunities.

Client staff will be asked to assemble requested documents and provide access to the materials electronically for Consultant to review.

#### 5. Desk Review/Research

Consultant will research and identify best practices and next practices, as well as uplift case studies that provide examples of strategies and plans that:

- Establish equitable organizational structures
- Enhance community engagement and empowerment
- Improve recruitment, hiring, development, promotion and retention of a diverse workforce

#### Activity Two: Group Facilitation

Timeline: Feb 2021 - July 2021

Facilitation is the second step in Consultant's engagement process. Consultant's group facilitation process assumes formation of a Client decision-making group that interfaces with Consultant and to whom Consultant reports.

Given Client's existing organizational structure to address equity and race, composed of a community advisory task force and an internal equity and race team, Consultant proposes to support and facilitate both groups with the goal of aligning approaches, processes, shared goals, and outcomes.

Consultant recommends forming a third group, the Equity Work Group (EWG) composed of representatives from the community advisory task force, equity and race team, and the executive leadership team with a charter to review and discuss due diligence findings and review, discuss and decide on structural, policy and practice recommendations.

EWG membership would be decided by leadership from the City and should include representatives from key stakeholder groups.

Group facilitation is an important component of the engagement process because it provides a vehicle to receive feedback, ensure group buy-in, create a sense of ownership of the process and outcomes, build trust among the members and between members and Consultant, and provides a platform to reach consensus decisions.

Consultant strongly believes in consensus decision-making and an inclusive review process as important factors in creating sustainable solutions and change.

EWG members will review due diligence findings and analysis, develop shared goals and ideas, establish priorities, and review and decide on strategies and recommendations.

Consultant will staff the EWG. Such support includes: preparing agendas, facilitating group sessions, providing presentations and reports, and recording notes and summaries of EWG meetings.

The EWG determines the regularity of meetings, but Consultant recommends monthly meetings during the initial stages of the engagement. Thus, EWG members may be asked to attend monthly meetings of 1-2 hours per meeting. Periodically, EWG members will be asked to meet for longer periods to engage in deeper discussions and provide feedback and guidance. EWG meetings will be held via Zoom with the capacity for breakout subgroups.

### Activity Three: Data/Materials/Reports

Timeline: Ongoing

Throughout the engagement, Consultant will provide data, materials, and presentations to the EWG, the community advisory task force and the equity and race team as needed. Each phase of the due diligence process—interviews, surveys, focus groups, document review and research—provides data points that will build EWG awareness and understanding.

Data is also used to support targeted recommendations and strategies.

Regularity of reporting will be determined by the EWG and will be informed by the work plan and conform to project progress. It is assumed that reporting will be more frequent in the early stages of the project to ensure that Consultant is meeting the needs of the Client. Communication formats include PDF, Word, PowerPoint, and Excel.

### Activity Four: Consultation

Timeline: Ongoing

Consultant will provide consultation and counsel—on an as needed basis—to the City’s executive leadership team, including the Mayor and City Manager, and the Chief of Police regarding the application, interpretation and communication of issues related to equity, Targeted Universalism, and belonging.

Consultant will serve as a thought partner with the City’s executive leadership team and the Chief of Police to respond to community interactions, employment barriers and opportunities, and to develop and support proactive actions, strategies and solutions.

### Deliverable One - Equity Plan

Timeline: August 2021 - October 2021

Consultant will prepare a City Equity Plan (Plan) that includes due diligence findings and analysis and EWG approved recommendations that have been informed by community advisory task force and equity and race team feedback and input. The Plan will include:

- **Assessment** of City organizational practices, policies, culture, operations, and structures in relation to:
  - *Bridging* – eliminating siloed departments and functions and improving knowledge, understanding, trust and communication between segments within the City and between community and City.
  - *Belonging* – creating a work environment and culture where everyone belongs.
  - *Prevention* – decreasing disparities, improving access.
  - *Protection* – preserving the safety and well-being of the City’s residents.
- **Recommendations and Strategies** that are prioritized and targeted, based on proven results to enhance Belonging. Recommendations and strategies will include:

- Statement of agreed upon universal goal, including a public Equity Statement
- Targeted strategies to meet the specific needs of critical segment groups that align and drive towards the universal goal
- Prioritized recommendations and strategies regarding, but not limited to:
  - *Operations*
    - Recruitment, hiring, development, promotion and retention
    - Allocation of resources to support change
  - *Structure*
    - Strategies to foster intersectionality and collaboration
    - Recommendations to advance equity and monitor compliance
  - *Policies/Practices*
    - Diversity, Equity and Inclusion
  - *Training*
- **Community Engagement** – designed to promote transparency, encourage engagement and generate buy-in.
  - Outline steps to ensure community engagement with and review of the Plan
  - Advise and support community communications regarding the Plan
- **Implementation** – the Plan will include a work plan and timeline for next steps in implementing the Plan.
  - *Measurement* – the Plan will recommend systems and tools to monitor compliance with the Plan, evaluate performance, and make course corrections

The Plan will provide the City with a roadmap for change and innovation.

## Consultant Fee

To complete the Scope of Work (above) for Phase One, Consultant proposes a fee of \$220,000 plus expenses.

## Consultant

**Seed Collaborative** supports institutions and communities working on visionary initiatives to advance a more equitable and sustainable world. We believe that fair and just communities effectively tackle all forms of discrimination, build systems that mimic the everyday ways we care for one another, and ensure that the benefits of public and private investments are broadly shared.

We work with mission-driven institutions, government agencies, and community organizations to operationalize visionary initiatives in three areas.

- **Equity 2.0—Targeted Universalism:** Developing equitable solutions that advance belonging through Targeted Universalism.
- **Organizational Development:** Strengthening organizational impact and sustainability through collaboration and innovation.
- **Economic Development:** Creating restorative businesses and investment strategies.



Our approach is grounded by practices that reinforce the assets and wisdom of people who experience disinvestment and discrimination and draws on Targeted Universalism, setting universal goals that can be achieved through targeted strategies to meet the needs of different populations situated differently.

**Perception Institute** is a consortium of researchers and strategists who turn **cutting-edge mind science research about identity differences into solutions** that can be applied to everyday individual and institutional interactions.

We design interventions, trainings, and evaluation to help organizations communicate across difference, disrupt cycles of biased behavior, and integrate practices of fairness and opportunity. We work with institutional stakeholders, with a strong commitment to change and who value innovation and empiricism, to test solutions and bring them to scale, thereby transforming the lives of those most affected more efficiently and with greater accountability. We ground our work in 3 core concepts: Implicit Bias, Identity Anxiety, and Stereotype Threat.

The majority of Americans consciously adhere to egalitarian values and strive to treat others with fairness, not based on identity characteristics. However, research shows that judgments are often shaped by a set of tacit associations between racial and ethnic groups and stereotypic traits—shaped over time by history, media, and culture—even those who are deeply committed to equity can be influenced in subtle ways by broader social norms. Left unchecked, routine biased behavior leads to systemic discrimination. And racial and gendered anxiety—the fear that our biases may be revealed, or that we may become the object of bias—can unintentionally lead our brains to shut down, causing us to avoid interactions between identity groups, limiting our ability to reap the innovation benefits of diversity or transform practices that may negatively affect identity groups.

Accordingly, to achieve racially equitable outcomes in our systems, it is crucial to address the behavioral responses to automatic, unconscious stereotypical associations and related phenomena linked to racial and ethnic differences. We can also use the science to foster environments that promote equal treatment and guard against the impact of biases. When leadership, common practices, and institutional procedures promote fairness, we can meaningfully shift dynamics and reduce disparities throughout our systems.

Perception's approach helps organizations center their strategies for diversity, equity, and inclusion on the latest evidence-based research on implicit bias, racial anxiety, and stereotype threat among other core concepts in the mind sciences that can be applied to everyday individual and institutional interactions. Last, we are driven by a healthy optimism that is undergirded by exciting empirical evidence that suggests we *can override* our biases and navigate differences in ways that create better experiences and opportunities for all.

## Consultant Team

### john a. powell

john a. powell is a co-founder of Seed Collaborative. He is also the Director of the Haas Institute for a Fair and Inclusive Society and Professor of Law, African American, and Ethnic Studies at the University of California, Berkeley. john was one of co-developers of the adequacy theory/approach to education. He is a co-founder of the Poverty & Race Research Action Council and serves on the boards of several national and international organizations. john led the development of an “opportunity-based” model that

connects affordable housing to education, health, health care, and employment and is well-known for his work developing the frameworks of “targeted universalism” and “othering and belonging” to effect equity- based interventions. His latest book is *Racing to Justice: Transforming our Concepts of Self and Other to Build an Inclusive Society*. John received his bachelor’s degree from Stanford University and his J.D. from UC Berkeley.

### **Paul C. Hudson**

Paul Hudson is a co-founder of Seed Collaborative, where he leads the Equity 2.0 practice. Paul focuses on solutions and strategies that support work environments and organizational goals that advance belonging. Paul is the former Chairman and CEO of Broadway Federal Bank, a certified Community Development Financial Institution that serves the financial needs of low to moderate income communities of color in South Los Angeles. He has served as Chairman of the Los Angeles City Community Redevelopment Agency, President of the Los Angeles NAACP, and on the board of the California Community Foundation, the Los Angeles County Metropolitan Transportation Authority and the Los Angeles City Housing Authority Board of Commissioners. He earned his bachelor’s degree and J.D. degrees from UC Berkeley.

### **Rachel Godsil**

Rachel Godsil is the Co-Director and Co-Founder of Perception Institute. She collaborates with social scientists on empirical research to identify the efficacy of interventions to address implicit bias, racial anxiety, and stereotype threat. She regularly leads workshops and presentations addressing the role of bias and anxiety associated with race, ethnicity, religion, and gender, focusing on education, criminal justice, health care, and the workplace.

Professor Godsil has co-authored numerous reports, including the first two volumes of Perception Institute’s *Science of Equality* series: *The Science of Equality, Volume 1: Addressing Implicit Bias, Racial Anxiety, and Stereotype Threat in Education and Healthcare* (2014) and *The Science of Equality, Volume 2: The Effects of Gender Roles, Implicit Bias, and Stereotype Threat on the Lives of Women and Girls* (2016), as well as articles and book chapters such as *Prosecuting Fairly: Addressing the Challenges of Implicit Bias, Racial Anxiety, and Stereotype Threat*, CDAAC Prosecutor’s Brief (2018); *Promoting Fairness? Examining the Efficacy of Implicit Bias Training in the Criminal Justice System*, *Bias in the Law* (2020); *What Are We Up Against? An Intersectional Examination of Stereotypes Associated with Gender*, *Story at Scale* (2020); *Educating All of Our Children: Understanding and Addressing Implicit Bias* (2020).

Previously, Professor Godsil was the Eleanor Bontecou Professor of Law at Seton Hall University Law School, an Assistant United States Attorney for the Southern District of New York, an Associate Counsel at the NAACP Legal Defense and Educational Fund, as well as an associate with Berle, Kass & Case and Arnold & Porter in New York City. She earned her law degree from the University of Michigan.

### **Evan Holland**

Evan Holland is a Co-Founder and Consultant of Seed Collaborative, where she leads the Organizational Development and Equity 2.0 - Targeted Universalism practices. Evan specializes in the design and facilitation of collaborative group processes and dynamics, qualitative data collection and analysis, strategic planning, infrastructure sustainability analysis, program and needs assessments, research-based program design, and systems design, implementation, and integration. Evan has a B.A. in Rhetoric, Public Discourses with a minor in African American Studies from the University of

California, Berkeley and a M.A. in Nonprofit Leadership and Management from the University of San Diego. Evan also holds a Certificate in Professional Program Development and Grant Communications from the Grant Institute at the University of Southern California. Evan serves on the advisory boards of the Arts for Incarcerated Youth Network. She is also a member of the 2013 class of the Los Angeles African American Women's Public Policy Institute.

### **Niambi Clay**

Niambi Clay focuses her practice in the area of education. She has 25 years of experience in education, including 8 years as a secondary school math teacher. She is the former COO of Equal Opportunity Schools in Seattle, a national organization focused on closing access and achievement gaps for low-income students and students of color. She successfully partnered with more than 20 districts nationally, increasing participation by thousands of underrepresented students in AP and IB programs. As the Diversity, Equity, and Inclusion Lead at EOS, Niambi also oversaw the development of policies to support equitable decision-making throughout the organization. Niambi formerly served as the Administrator of the Oakland Unified School District's tutoring program at 62 school sites in coordination with over 50 outside educational organizations. Niambi received her bachelor's degree, master's in Education and M.B.A. from Stanford University.

### **Rodas Hailu**

Rodas Hailu is an account manager for Seed. In her role, she assists lead consultants through various stages of project development and implementation. Additionally, Rodas functions as a liaison between project leads and clients, and ensures these relationships stay vibrant. She is a Posse Foundation Scholar and received a bachelor's degree in History from Grinnell College.

## References

### Racial Equity, Targeted Universalism and Belonging

1. **Multnomah County, OR<sup>4</sup>**

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3. **Newark Unified School District<sup>5</sup>**

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<sup>4</sup> Paul C. Hudson and John A. Powell led the Multnomah project before creating Seed Collaborative.

<sup>5</sup> Niambi Clay headed the project for the Newark Unified School District.