



Site Facilitation Proposal

Steven Taylor Sanctity of Life Memorial Park

Council District 6



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Proposal

Consultant Proposal

Seed Collaborative, LLC (Seed or Consultant) respectfully submits the following proposal for facilitation of a site-specific facilitation planning process for the creation of the Steven Taylor Sanctity of Life Memorial Park in Council District 6 located at the San Leandro Marina.

Pursuant to the leadership of San Leandro Council (Council), Seed shall provide an open, public process, convening hearings and working closely with park stakeholders that center community voices with a diversity of lived experience to ensure a robust and equitable community engagement. Additionally, Seed shall enhance the general planning principles of public space development and those practices that promote equity, diversity, and inclusion for the broadest reach of constituencies in San Leandro.

Background

Given the tragic circumstances of Steven Taylor's passing, the City of San Leandro is engaging in a planning process to conceive a memorial within an existing park to honor the life and circumstances of Mr. Taylor's death and acknowledge the sanctity of all life. This public space will be carefully designed as a Commons for "All" in which to bolster community understanding, reconciliation, and awareness of belonging among other sentiments, and to promote healing among the residents of San Leandro.

Consultant DEI Approach

Consultant's approach to Diversity, Equity, and Inclusion (DEI) is through the lens of *Targeted Universalism* (TU). The TU approach was conceptualized by Seed co-founder John A. Powell and entails establishing universal goals pursued by targeted processes to achieve those goals.¹

Consultant approaches all client engagements through the lens of a collaborative learning-exchange based on a consensus-building process that works to transfer lasting institutional benefits. Integral to Consultant's philosophy is designing solutions that work for our clients, which is why we custom tailor our approach to fit our clients' needs.

Our engagement will begin with a level-setting meeting to discuss the objectives of the consulting project and the key milestones that will be achieved along the way.

¹ <https://haas.institute.berkeley.edu/targeteduniversalism>

Scope

Scope of Consultant Services

In collaboration with the San Leandro department of Recreation and Human Services, the existing park shall be reconceived under the auspices of a new general park plan using the following criteria to examine the “North Star” for the Steven Taylor Sanctity of Life Memorial Park within the larger community context by performing the following components:

1. Research
2. Request For Qualifications technical assistance
3. Facilitation
4. Community outreach and public engagement across language and cultural communities

Site-Specific Park Plan Proposal

Seed proposes the development of a site-specific Park Plan (Plan) that would include a city-wide, multi-prong stakeholder, open, public process that utilizes a DEI lens in its framework to center unheard voices and community voices with a diversity of expertise and lived experience.

Seed proposes assisting San Leandro with the development of a park specific plan that would include the following activities and deliverables:

Activity 1: Work Plan

Timeline: March 2022

Consultant will develop a project work plan that outlines project activities and deliverables with timelines, due dates, and benchmarks. During a proposed kick-off/orientation meeting with key City staff, Seed will discuss timeframe priorities for the project and use this information to build the project work plan.

Throughout the project, the work plan will be used as one of the Consultant’s project management tools to help keep the project moving forward. The work plan will serve as a living document that will be adjusted based on new developments that may arise throughout the project period.

Activity 2: RFQ Technical Assistance

Timeline: April 2022 - May 2022

Consultant will provide the team technical assistance drafting the criteria for the architectural support team for the park, using a lens of diversity, equity and belonging.

Activity 3: Assessment

Timeline: March – May 2022

Seed’s due diligence process is designed to evaluate the project positioning, City requirements and planning baseline and interviews with STAKEHOLDERS (Council members, City staff, Commissions, key informants, community partners and the Steven Taylor family). The assessment also uplifts opportunities and challenges to implementing equity and belonging within the 6th District and the entirety of the City. Due diligence includes:

- *Individual Interviews/Focus Groups (not to exceed a total of 10 interviews and focus groups)*
 - Consultant will conduct individual interviews with a sampling of STAKEHOLDERS, which will be identified in collaboration with the City. Interviews provide a baseline for

Scope

understanding how the context of visioning of the park is juxtaposed with existing norms, practices, attitudes, organizational culture, structure, and ways of operating impact equity and belonging for the future park.

- *Site Specific Document Review*
 - Consultant will review existing internal City and site-specific documents, policies, and procedures, including but not limited to: strategic plan, general planning documents, community conversations and any other relevant data, metrics and measurement data, and communications.
- *Best/Next Practices Research*
 - Consultant will conduct research and identify best practices and next practices concerning park design and memorial recognitions.

Activity 4: Public Engagement

Timeline: May 2022 – August 2022

- *Community outreach – assumes facilitation of community meetings to receive feedback on design changes based on previous community input. Seed assumes at least two design review meetings conducted in various communities with targeted outreach strategies to provide input and feedback on park designs.*
 - Resident outreach, engagement, and facilitation in support of the implementation shall occur in diverse communities to drive receipt of public opinion and foster collaborative efforts with the community to draw forth the outcomes for shaping the operational pillars of the Plan and ultimate ethos for the park. Outreach will also coordinate feedback loops on the initial park concepts developed from the situation analysis.
 - Additionally, public hearings are a forum for discussions to bolster ideas and forge listening engagements for the population-at-large to understand the direction of the Plan. Consultant will prepare materials and guidance for facilitating the public hearings. Public hearings will be 2-hours in length and all meeting materials will be provided in advance by Seed. All meetings will be conducted via translation services in Cantonese and Spanish as well as ADA services.
 - Seed shall prepare the minutes from the public hearings for public publishing and additional community dissemination as needed.

Activity 5: Professional Guidance

Timeline: Ongoing

Consultant will serve as a thought partner to City staff, on an as needed basis, regarding the application, implementation, interpretation and communication of issues and initiatives related to the Plan and public engagement.

Deliverable – Site Specific Plan

Timeline: September 2022

Development of a site-specific Plan for a municipal memorial park that includes assessment and data analysis findings, and detailed recommendations based on public hearings and three vetted park proposals .

Strategy

Stage One: In collaboration with architectural consultant, create 2-3 alternatives to bring to the community stakeholders, based on input from STAKEHOLDERS

Activities

1. Consult STAKEHOLDERS
2. Present findings with alternatives from the initial discovery process to the community through the public hearing process.

Stage Two: Following feedback from the STAKEHOLDERS, establish three design alternatives. All three alternatives must pass a feasibility metric directive from the Public Works Department.

Activities

1. Establish action/design alternatives.
2. Design alternatives will include the ambitions of the park based on due diligence, community input, Taylor memorialization and sanctity of life considerations.
3. Present findings with alternatives from the initial discovery process to the community through the public hearing process.

Stage Three: Bring the park plan alternatives to a robust group of constituencies identified as the Community Park Work Group to reach consensus around a preferred alternative, understanding that there may be a hybrid of alternatives.

Seed will facilitate the Community Work Group which Will consist of community stakeholders. The Community Work Group will serve as the hierarchy body that will delineate the merits of the various park proposals and help prioritize the final proposals for consideration.

1. Stage Four: Finalize three park options for presentation to the City Manager and the City Council for consideration. Identify priority recommendation for architectural rendering for final consideration and approval by the City Council.

Activities

1. Complete architectural rendering of recommended park design
2. Presentation by project architect.

Cost Methodology

Estimated Costs

The cost estimate for this project is \$50,000, including any travel expenses. Seed shall provide monthly invoices to the city of San Leandro for the services rendered according to the scope of work outlined by consultant hours delivered.

	Task	Amount	Total Hours	Tara Taylor	Charles Taylor	Simone Basail
A1	Orientation/Workplan	3,862	23.00	7.00	7.00	9.00
A2	Document Review - RFQ Technical Assistance	432	2.00	2.00	-	-
A3	Interviews	8,706	49.00	32.00	-	17.00
A3	Best Practices	648	3.00	3.00	-	-
A4	Community Outreach	5,099	30.00	17.50	-	12.50
A4	Public Engagement	5,327	33.00	9.00	9.00	15.00
A5	Professional Guidance	12,304	58.00	44.00	14.00	-
D1	Site Specific Plan	8,418	46.00	22.00	12.00	12.00
	Sub Total	\$ 44,794	244.00	137.00	42.00	66.00
	Expenses	5,206				
	Grand Total	\$ 50,000	244.00	137.00	42.00	66.00

Consulting Team

Team Experience

Consultant firm have extensive consulting and lived experience with diversity, equity, and inclusion. Seed is a Black-owned consulting practice based in Southern California that specializes in Equity 2.0/Targeted Universalism and Organizational Development, assisting clients both locally and nationally.

Seed supports institutions and communities creating visionary initiatives to advance a more equitable and sustainable world. Consultant works with clients to reimagine how power and resources are shared and to create new systems and structures that redefine how institutions partner with the people they serve.

Seed has provided DEI consulting services to governments, quasi-government entities and nonprofits (see past and current clients listed below). Specifically, Seed has conducted assessments and developed strategic and operational plans related to Equity 2.0 and Belonging.

Team Biographies

Paul C. Hudson

Consultant and Project Contact

Paul is a co-founder and senior consultant with Seed Collaborative, LLC². Prior to his Consulting work, he served as 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.

Paul 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, the Los Angeles City Housing Authority Board of Commissioners, the California State Housing Finance Agency, Los Angeles City Police and Fire Employees' Pension Fund, the Los Angeles County Employees Retirement Association. Paul earned his bachelor's and J.D. degrees from University of California at Berkeley and is a member of the State Bar of California and the District of Columbia Bar.

Tara L. Taylor

Lead Consultant and Project Manager

As a co-founder of Seed Collaborative, Tara is a subject matter expert in Urban Planning matters and economic development and community economic development finance. She also provides leadership for the firm in the areas of financial management and business strategy. Mrs. Taylor spent her early career in Boston as a development and marketing associate with First Night, Inc. before moving on to work at Local Enterprise Assistance Fund (LEAF/ ICA Group, a nationally focused socially-responsibly venture capital fund. After arriving in Los Angeles, she settled at Community Financial Resource Center (CFRC), Los Angeles' first certified Community Development Financial Institution. Tara was an executive with CFRC for 16 years, the last eight years of which she served as its COO. A graduate of Wellesley College, Ms. Taylor's education also includes a Master of Arts in Urban Planning in Regional and International Economic Development from the University of California, Los

² <https://seedcollab.com/>

Consulting Team

Angeles, and a graduate certificate from the Marshall School of Business in Real Estate Development and Finance from the University of Southern California.

Charles L. Taylor

Subject Matter Expert- Park Consultant

Charles Taylor is a subject matter expert for Seed Collaborative, LLC. Retired, he is a 20-year National Park Service veteran, most noted for his business plan model for government adopted by Congress in 2000. Business Plans are now a matter of law for Federally managed Cultural and Natural sites in the National Park Service and the US Forest Service, as well as Superfund Sites nationwide. He has led many public input processes for cultural and natural sites nationwide, resulting in General Management Plans for Boston African America National Historic Site, Boston National Historic Park, and the Santa Monica Mountains National Recreation Area.

Charles' focus is on public engagement has been to create universal plans with high levels of partner buy-in. Central to this practice is a thorough discovery of public opinion that is connected and respected by government and policy making organizations alike.

Charles led a complete career in Government. Starting as a Whitehouse Speech writer under President Clinton, and Aide De Camp to the Director of the National Park Service. Charles has served in several management roles, including Chief of Public Affairs, Acting Superintendent of Santa Monica Mountains NRA in Los Angeles, and Acting Superintendent of Joshua Tree National Park before retiring in 2009.

Charles is from Massachusetts, where he attended Phillips Academy, Andover. He continued his academic career at The University of North Carolina, then Oxford University and the University of Southern California where he received his Master of Business Administration.

Shana Aelony Account Manager

Shana is an Account Manager with Seed Collaborative, where she supports consultants in their Equity and Organizational Development consulting practice. In her role, she assists lead consultants through various stages of project development, research and implementation. Additionally, Shana functions as a liaison between project leads and clients, and ensures these relationships stay vibrant. Shana has a background in grant writing and nonprofit management. She earned her bachelor's degrees from Brandeis University in History and Philosophy and a Master of Arts in Urban Planning in Regional and International Development from the University of California, Los Angeles.