



## CITY OF ALBANY CITY COUNCIL AGENDA STAFF REPORT

Agenda Date: June 20, 2023

**SUBJECT:** Recommendation of Consultant to Conduct Racial Equity Survey

**REPORT BY:** Nicole Almaguer, City Manager

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### **SUMMARY**

The City Council ad hoc committee of Council Members Jordan and López in coordination with staff interviewed the two organizations selected as finalists to the City's Request for Qualifications to conduct a racial equity survey finding The Justice Collective as the most qualified organization to perform the project.

### **STAFF RECOMMENDATION**

That the Council authorize staff to work with The Justice Collective to develop a contract for services to conduct a racial equity survey for the City of Albany.

### **BACKGROUND**

On January 17, 2023, the Council approved the recommendation of the Racial Equity Survey ad hoc committee, consisting of Councilmembers Jordan and López, to designate The Justice Collective and Seed Collaborative as the finalists for performing this work and to gather additional information from each toward recommending one. The [memo of that date](#) from the ad hoc committee specifies the additional information to be gathered as a basis for making a decision.

### **DISCUSSION**

Staff sent both finalists the written questions specified in the ad hoc committee's prior memo with answers provided by each finalist and discussed during the interviews. Interviews were conducted with both organizations and included a presentation of the services to be provided and an overview of the relative experience of the organization. The City Council ad hoc committee found that The Justice Collective provided the most competitive proposal and demonstrated expertise to conduct the racial equity survey project for the City.

## **SUSTAINABILITY CONSIDERATIONS**

The recommended action does not have sustainability implications.

## **SOCIAL EQUITY AND INCLUSIVITY CONSIDERATIONS**

The Racial Equity Survey is one of the next steps in the [Racial Equity Impact Plan](#) accepted by Council in the summer of 2021. The results of this survey will provide a baseline against which future changes in racial equity can be measured and inform the creation and prioritization of actions Albany can take to improve racial equity.

## **CITY COUNCIL STRATEGIC PLAN INITIATIVES**

The recommended action would continue progress toward fulfilling the “Implement Racial Equity Survey” objective of Goal 4 – Encourage Community Connectivity Through Diversity, Equity, and Inclusivity.

## **FINANCIAL CONSIDERATIONS**

The recommended action does not have financial implications beyond involvement of staff in developing a contract in consultation with the consultant. An overall project budget and budget allocation will be included as part of the action item to the City Council to approve the contract agreement.

## **NEXT STEPS**

Pending Council direction, staff will engage with The Justice Collective to prepare a contractual agreement subject to approval by the City Council. It is envisioned that the project would be initiated shortly after approval of the contract.

## **Attachments**

1. The Justice Collective Proposal



# THE JUSTICE COLLECTIVE

## Proposed Scope of Work

for



Date Submitted

04.11.22





The Justice Collective develops **racial equity, diversity, and inclusion (r(EDI))** partnerships with attention towards building the internal capacity of their clients to focus on the alignment of equity and anti-racism. This process will dive into organizational culture, processes, policies and programs while offering an opportunity to take a comprehensive and active approach to intentionally creating systems and culture that drive the City of Albany's impact forward. Our team will guide you through this process by using assessments, community engagement, advising, and the application of relevant tools to drive equitable outcomes. We believe that we are an excellent fit for the work that you plan to undertake.

TJC invests in **racial equity, diversity, and inclusion r(EDI)** to tackle organizational challenges and leverage opportunities for impact with our clients. We are a cross-sector social impact consultancy with interdisciplinary expertise. Founded in 2015 in Oakland, CA and managed by Lena Carew and Ellie Tumbuan, TJC is 100% owned by women of color. We lead with our *values of Abundance, Collaboration, Radical & Empathetic Leadership, and Transformation*. Each of these values is integrated into our central organizing principles of EQUITY and JUSTICE.

Our work focuses and supports organizations to take bold steps towards a just and liberated society, starting with the people, moving through the organization, and expanding outwards to become an effective and influential voice for r(EDI) with their clients and customers and contributing to their respective fields.

We approach all aspects of our work with a racial equity lens. Our goal is to ensure that the City of Albany's vision for this work is accomplished through our collective work by prioritizing equity in every action and activity. We work to keep inclusivity at the forefront of our deliverables and we assist our clients in setting the tone for our collaborative work in this vein. To date, of TJC's 100+ clients, our assessments are one of our most requested services, second only to training. All of our 32 assessments completed so far include DEI surveys. TJC has worked with eight government agencies, including but not limited to the County of Marin Parks Department, Santa Clara Valley Water District, the Mayor's Office of Housing and Community Development of San Francisco, the City of San Jose, including a city-wide training series, the cities of San Francisco and San Mateo. For the City of Albany's unique ask, we will work closely with the City to identify the key outside stakeholders to target in the survey and in our collective community engagement. TJC values inclusion and belonging and we assist organizations in building their workplace around anti-racist, anti-sexist, anti-ableist policies and supporting all persons from various backgrounds and identities.





In this proposal, TJC has envisioned a scope of work that includes our Assessment, cultivating a survey, Community Engagement sessions, and Advising Sessions. Crafting racial equity surveys is one of our expertise in addition to the data collection and analysis that we refine into a carefully crafted report and recommendations for improvement. Additionally, we prepared two options for our Assessment, both a Standard and Robust version, so the City may choose which version is more aligned with their goals. These bodies of work will support the City of Albany to ensure that it's team is fully informed about their current impact, become aware of any gaps, and have a better understanding of how to proactively embed equity into community initiatives and strategies moving forward.

We are honored to present the City of Albany with the following proposal for partnership. If chosen to work together, this will be a partnership, one in which we aim to cultivate with the values and abundance with which we run our organization. Thank you for the opportunity and I look forward to your thoughts, questions or feedback.

If you have any questions, please do not hesitate to contact myself, Ellie Tumbuan, Head of Strategy & Culture at [ellie@thejusticecollective.org](mailto:ellie@thejusticecollective.org)

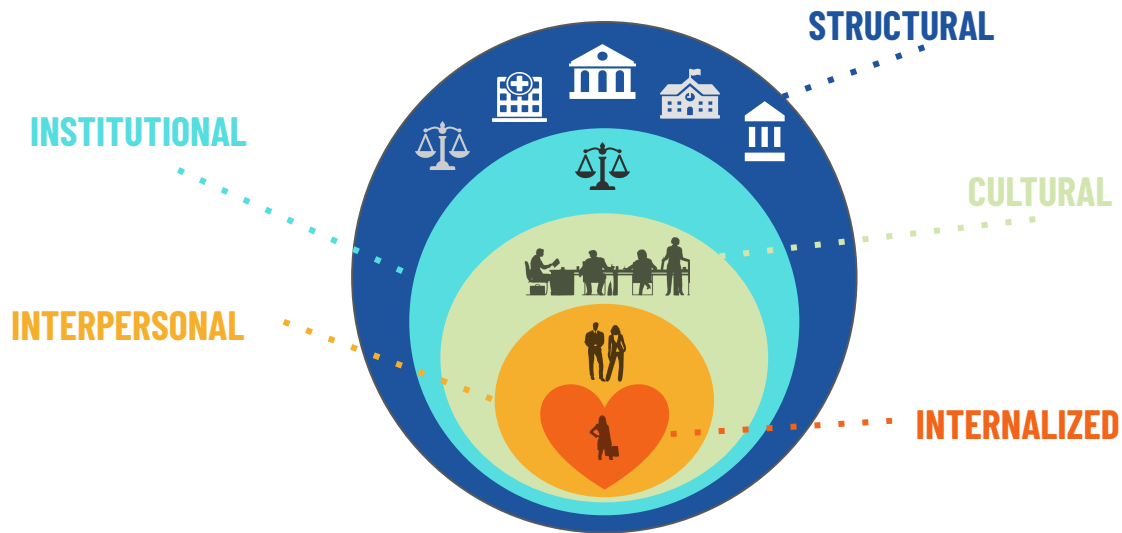
Sincerely,

Ellie Tumbuan



# Our Approach

We address inequity and each of its complex and interconnected levels.



## Our Mission

We are driven to transform organizations by unlocking and uplifting the abundance within

## Our Vision

Our vision is a liberated world in which we work together to dismantle systems of anti-Blackness, white supremacy, and oppression. A liberated world requires that the conditions exist for self-determination and prosperity irrespective of race, gender, class, sexual orientation, ability, or nationality. Power is equitably distributed, leadership is empathetic, and justice is a collective responsibility.

## Our Mission

Abundance

Collaboration

Transformation

Radical & Empathetic Leadership

*Each of our values are integrated into our central organizing principles of EQUITY and JUSTICE*





# Why We Lead with Race

## **We work with our client partners to center racial and social equity**

We are committed to cultivating the leadership of individuals who are members of marginalized communities such as People of Color, women, LGBTQ+, those with different abilities, and many other nuanced and intersecting identities.

## **Specificity Drives Impact**

Our lived and learned experience, as well as research and data across many fields, shows race as the clearest determinant of every socioeconomic, educational, political, health, and environmental outcome because of historic and present interlocking systems of oppression. Therefore, if we do not design strategies that prioritize needs and narratives of People of Color, we do not drive impact for those groups.

Focusing on race is the fastest way to move the needle on traditional D&I metrics. Gender, class, sexuality, age, immigration and resident status, language, veteran status, neurodiversity, parenthood and caregiver status, and education levels, are all diversity factors that are racialized. D&I initiatives that don't center race fall short of expectations and even backfire. If race is not centered or if it is tacitly avoided, particularly in relatively homogenous organizations.

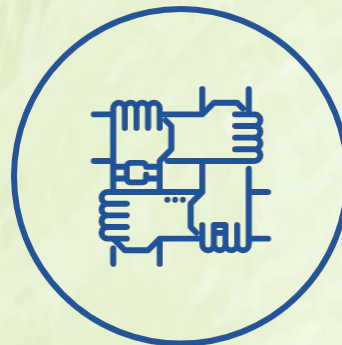
Intersectionality matters. While recognizing the primacy of race that our society maintains, we work to expose the unique assets, challenges, and all data points in-between, that an intersectional approach requires.

# PROPOSED SCOPE OF WORK

TJC has developed a project plan that covers 2 key bodies of work. On their own and together, each of these surface, address, and strengthen key elements of City of Albany's ability to embed r(EDI) into their strategy and community.



**Organizational Assessment**



**Community Engagement**



# r(EDI) Assessment



TJC will assess the City of Albany's impact on the community, get an understanding of community conditions, as well as identify and leverage opportunities for growth. Our approach to assessments amplifies historically marginalized voices to cultivate a deeper understanding of community experiences from the inside out. We take these insights and generate recommendations to help guide your next steps to deepen your commitment to r(EDI). In this proposal and budget, TJC will show 2 separate offerings of an assessment, both standard and robust, so the City of Albany, may select the one that aligns best with their goals.



## Activities

TJC will:

1. Support internal collaborators in developing effective internal communication language and strategies to properly engage key stakeholders in both the internal team and the broader City of Albany community for the discovery phase.
2. Collaborate to design a survey and conduct either 5 (standard) or 10 (robust) interviews to better understand staff demographics, comprehension and comfort with r(EDI) frameworks, workplace experience and how identities, teams and positions influence that experience. As well as gain insight into their views of community impact in order for our team to better assess where their is alignment with the community, and where there is divergence.
3. Two (2) focus groups with staff to better understand how the City of Albany can continue to best engage and support the community.
  - a. **add-on:** 4 focus groups with key community stakeholders to understand City of Albany's impact on the community it serves. Our team will collaborate closely with City of Albany leadership and staff to understand the best approach for outreach and recruitment as well as which existing relationships with community based organizations, and or other community groups can be leveraged.
4. Review both internal and external cultural artifacts, asset, and documents (**subject to hourly billable rate after allotted 5 (standard) or 10 (robust) hours**).
5. Develop and deliver an in-depth Assessment Report including prescriptive recommendations to inform equity strategy development and identify opportunities for growth.
6. Conduct 2 presentations of findings to key stakeholders.

## Deliverables

1. Internal Strategic Communications Plan
2. Community Impact Survey
3. Interview Protocol
4. Comprehensive Discovery Report with recommendations

## Outcomes

1. City of Albany has clarity about r(EDI) challenges and opportunities to inform communications, strategy development, community engagement, identify future opportunities for growth.
2. Establishes a baseline against which progress can be assessed over time.

# Community Engagement



Community feedback and investment are a critical part of this work. TJC will support relationship and trust building with community leaders, advocates, and service providers to design a process that will meet community accessibility needs in order to co-create equitable community engagement strategies. TJC will work with key City of Albany stakeholders and community partners to develop a 6-month engagement process that consists of a strategic communications plan that generates enthusiasm to engage in community activities, and feedback/reporting mechanisms to ensure a high level of transparency about the process, findings, and City of Albany's next steps.

## Activities

TJC will:

1. Support in organizing, developing a comms strategy, and hold Town Halls for City of Albany's community stakeholders. Town Halls are an important, and accessible, way to allow community members to share important feedback, create connections, and engage in direct discourse with the city's leadership bodies. Town halls also provide the space and opportunity for the City of Albany and TJC to directly share back critical key findings and recommendations that emerge from our r(EDI) assessment.
  - a. *TJC recommends hosting a total of two (2) Town Hall sessions open to community partners and staff to learn about TJC's findings.*
2. Organize, facilitate, and shareback themes from Community Listening Sessions. These sessions are a more informal and intimate space where community members are given the opportunity to feel seen, heard, and supported by their city's leadership. This space, while meaningful, will also yield important insights into how current City of Albany strategies, policies, and initiatives are directly impacting the people in the community it serves.
  - a. *TJC recommends hosting a total of four (4) sessions open to community partners and two (2) sessions for City of Albany staff.*

## Deliverables

1. 6-Month Community Engagement Plan
2. Strategic Communications and Outreach materials
3. Two (2) Town Halls
4. Six (6) Listening Sessions
5. Report of emergent themes

## Outcomes

1. City of Albany has provided meaningful space for community members to engage each other and city leadership.
2. Feedback gathered can be leveraged for future community initiatives and strategies.

# Relevant Experience

TJC has been consulting government agencies of various types and sizes since 2018. TJC's founders and managing partners, along with many of our consultants, have also consulted with government agencies individually prior to their work with TJC. This experience includes program evaluation, advising, policy development, and community engagement strategy. The following describes three projects relevant to our experience working with government agencies. Due to confidentiality agreements we are unable to share specific work samples that include details from these organizations or any of our partners. We value our clients and their privacy. Diversity, equity, and inclusion work is difficult work and we are committed to undertaking this work together.

## San Francisco Mayor's Office of Housing and Community Development, San Francisco, CA

San Francisco's Mayor's Office of Housing and Community Development was a year-long project that encompassed the following:

- A comprehensive **assessment** which included a survey, stakeholder interviews, and a review of organizational assets. The final report identified specific themes and recommendations to inform the direction of both learning and development curriculum as well as the development of their **Racial Equity Action Plan**.
- An **analysis** of the agency's community engagement initiative.
- Monthly all-staff learning and development **workshops** that covered a variety of topics including but not limited to foundations and racial inequity in a government context.
- Inclusive organizational culture through emotional intelligence and empathy and equitable strategy development practices as well as **root cause analysis**.
- Capacity building and **advising** of racial equity working group as well as the design and facilitation of race based identity caucuses.
- Facilitated the development of an organization wide Racial Equity Action Plan, including **mission, vision, goals, objectives**, performance measures and actions through an inclusive process.

## Marin County Parks, San Rafael, CA

The Marin County Parks partnership was a year-long project that encompassed the following:

- A comprehensive **assessment**, which included both a multimodal research process with a customized staff survey, staff engagement sessions, and a review of cultural artifacts. The final report identified specific themes and recommendations that informed the direction of the organization The Equity and Inclusion Committee, along with departmental leadership, has developed a more in-depth grasp of the equity issues and challenges it faces.
- Multi-session, all-staff learning and development **trainings** that covered a topics including foundations and racial inequity in addition to engagement and relationship building between different levels of staff.
- Capacity building, curated learning materials for the Equity and Inclusion Committee, and **advising** for staff.

## Housing Trust Silicon Valley, San José, CA

Housing Trust Silicon Valley was a year-long project that encompassed the following:

- A comprehensive **assessment** which included a survey, internal and external stakeholder interviews, and a review of organizational assets. The assessment informed the trajectory of the organization which prompted them to engage in additional work with a **roadmapping** process.
- Multi-session, all-staff learning and development **trainings** that covered a topics including foundations and racial inequity in a nonprofit housing context and community development finance institution.
- Capacity building and equity **advising** particularly on the topics of HR hiring and recruitment.
- Facilitated the development of an organization wide **Racial Equity Action Plan**, including **mission, vision, goals, objectives**, performance measures and actions through an inclusive **roadmapping** process.



# References

**San Francisco Mayor's Office of Housing and Community Development, San Francisco, CA**

**Malik Looper**, Community Development Program Officer

malik.looper@sfgov.org

415-701-5500

**Marin County Parks, San Rafael, CA**

**Samantha Haimovitch**, Parks and Open Space Superintendent

SHaimovitch@marincounty.org

415-419-9051

**Housing Trust Silicon Valley, San José, CA**

**Steven Yang**, Director, Multifamily Lending & Diversity, Equity and Inclusion Lead

steven@housingtrustsv.org

408.703.3837 ext. 240

# PROJECT TIMELINE



## Quarter 1

### Kickoff

Our consultants introduced to the City of Albany's leadership, key internal stakeholders and community members; project planning & Discovery phase begins

## Quarter 2

### Discovery

Collaborate with the City of Albany's project leads to refine r(EDI) assessment & comms strategy. Survey roll-out. Identify interviewees & community participants to be recruited; Town Halls and Listening Session project planning & comms begins.

## Quarter 3

### Community Engagement

Focus Groups, Town Halls and Listening Sessions take place; Survey Closed and TJC team begins analysis.

## Quarter 4

### Assessment Reporting & Project Wrap Up

Assessment Report Presentations to the City of Albany's leadership and key internal stakeholders, Report Findings share out to community members during Town Halls. Project wrap-up.



# Project Budget and Cost Assumptions

At TJC we do all that we can to make our services accessible to a wide-range of client-partners while still honoring our time, effort and value. We are open to iterating on our project scope to meet your needs. Based on those details shared in your RFP, TJC has proposed an estimated project budget of **\$123,700** to capture the costs of our **Robust Assessment**, Town Halls, and Listening Sessions to be delivered over an estimated **10-12 month time horizon**. We have also included a second option of the **Standard Assessment** which involves half the number of interviews, cultural artifact review, and will include a less extensive and thorough report. That option has an estimated project budget of **\$83,700** and includes the Town Halls and Listening Sessions to be delivered over the same 10-21 month timeline. TJC estimates a consulting team of **2 of consultants** and **a principal advisor** to successfully complete the project.

Provided on the following page is a project budget that is based on the preceding scope details and activities. The budget is subject to adjustment if:

- Translation services are needed,
- Additional interviewees are identified,
- Additional volume of cultural artifacts data is requested to be included (volume of documents and pages increased),
- City of Albany's project leads request timeline extensions due to any number of factors, and/or
- Additional advising hours are requested or required.

This estimate includes the following details and is based on the lessons we've incorporated performing these types of assessments since 2016, which include the following factors:

1. Feasibility of timely scheduling with our partner: Efficient selection of interviewees and coordination of scheduling those meetings,
2. Coordination of communication between internal project leads at the City of Albany and other key stakeholders involved in the initiative,
3. Volume of data collected and ease of coordination and timeliness in receiving cultural artifacts per our scheduled requests, and
4. Participation rates of staff in the process, including consideration of the extent to which staff may need incentivization and/or deadline extensions to complete the survey and/or scheduling and participation in interviews and other meetings or presentations.

***Quoted pricing on the following pages is valid for 30 days.***



# Project Budget

## Option 1: Robust Assessment

Organizational Assessment			
ACTIVITY	UNITS	COST PER UNIT	TOTAL ACTIVITY COST
Robust Forensic Assessment	1	\$89,500.00	\$89,500.00
<i>Add-on's</i>			
Add-on: Key Interviews	0	\$675.00	\$0.00
Add-on: Focus Groups	4	\$1,350.00	\$5,400.00
Assets Review (per hour)	0	\$450.00	\$0.00
	0		
		<i>Assessment Cost</i>	<i>\$94,900.00</i>
Community Engagement			
ACTIVITY	UNITS	COST PER UNIT	TOTAL ACTIVITY COST
Listening Sessions with Community Partners	4	\$1,800.00	\$7,200.00
Listening Sessions with City of Albany Staff	2	\$1,800.00	\$3,600.00
Town Hall	2	\$4,500.00	\$9,000.00
Equity Advising Session	20	\$450.00	\$9,000.00
		<i>Community Engagement Cost</i>	<i>\$28,800.00</i>
		<i>Total</i>	<i>\$123,700.00</i>

# Project Budget

## Option 2: Standard Assessment

Organizational Assessment			
ACTIVITY	UNITS	COST PER UNIT	TOTAL ACTIVITY COST
Standard Forensic Assessment	1	\$49,500.00	\$49,500.00
<i>Add-on's</i>			
Add-on: Key Interviews	0	\$675.00	\$0.00
Add-on: Focus Groups	4	\$1,350.00	\$5,400.00
Assets Review (per hour)	0	\$450.00	\$0.00
	0		
		<i>Assessment Cost</i>	<i>\$54,900.00</i>
Community Engagement			
ACTIVITY	UNITS	COST PER UNIT	TOTAL ACTIVITY COST
Listening Sessions with Community Partners	4	\$1,800.00	\$7,200.00
Listening Sessions with City of Albany Staff	2	\$1,800.00	\$3,600.00
Town Hall	2	\$4,500.00	\$9,000.00
Equity Advising Session	20	\$450.00	\$9,000.00
		<i>Community Engagement Cost</i>	<i>\$28,800.00</i>
		<b>Total</b>	<b>\$83,700.00</b>

# KEY PERSONNEL: EXPERIENCE SUMMARIES

## Ellie Tumbuan, Principal Consultant

Ellie Tumbuan is Head of Strategy and Culture at The Justice Collective and one of its co-owners and managing partners. She has over 15 years of experience as a racial equity, diversity, and inclusion strategist and management consultant. She supports organizations, government and community leaders, entrepreneurs, and philanthropists articulate their goals and achieve them by creating and executing strategy that aligns with their values, engages their stakeholders, strengthens their communities, and creates significant impact. Ellie has served on the Policy Subcommittee of the San Francisco Reentry Council, evaluated programs for incarcerated and system-transitioning parents at San Francisco's Adult Probation Department, evaluated programs for incarcerated women at Santa Rita Jail in Alameda County and Santa Cruz County Jail, evaluated culture and equity opportunities, and led racial equity training at Marin County Parks Department most recently with TJC.

Ellie has been featured in and quoted on various equity, diversity, and inclusion issues in the Washington Post, USA Today, the Silicon Valley Business Journal, and TechInclusion's D&I Leader Spotlight, and has spoken at global, national, and local conferences on equity and inclusion. She earned her MPA at San Francisco State University and is a member of Pi Alpha Alpha, the national honor society for Public Administration. She is an alum of the inaugural Oakland chapter of New Leaders Council. Ellie's original research evaluating 36 American city governments' open data portals for community use and accessibility was published in the peer-reviewed journal, Government Information Quarterly.

Prior to joining TJC, Ellie diversified the management team of OpenOakland, a civic tech and open data startup that partnered closely with the City of Oakland, and whose Open Budget application was used by Mayor Libby Schaff to engage the public on various local initiatives. She also did consulting for Code for America, a national nonprofit that partners with governments of all levels to improve accessibility of public services. The work audited culture, staffing and retention practices, and provided management recommendations. Ellie also worked with seven Bay Area counties with Bay Area Regional Health Inequities Initiative (BARHII), developed anti-bias training curriculum, and also wrote a white paper on immigrant health program opportunities following the 2016 election. Her values of transparency and accountability to public service principles drive her work's emphasis in leadership development and assessment in commitment to racial equity and justice.

Ellie resides in Contra Costa County in the City of San Pablo, and is intimately familiar with the City of Albany on the day to day. In addition to many of Ellie's accolades and trainings, she is particularly proud of her restorative justice training which she utilizes daily in her racial equity work.

As Principal Consultant, Ellie will direct the project management and design of the research and community engagement components, as well as serve as lead advisor on the engagement.



# KEY PERSONNEL: EXPERIENCE SUMMARIES

## **Dr. Laura Lara-Brady, Senior Consultant**

For over 15 years, Dr. Laura Lara-Brady's work focuses on improving educational outcomes for under-served populations and students of color, particularly within higher education. As a Principal Consultant at LLB Research, Dr Lara-Brady works alongside partners and organizations to amplify and align their efforts and create meaningful and sustainable change that supports the needs of marginalized communities. Her most recent projects include: MicrosoftEDU - Direct the work of anti-racism experts, curricular and professional development trainers, and Microsoft's internal diversity leaders to support the creation of an Allyship Kit. Foundation for California Community Colleges - where she established a foundation and structure for a statewide approach to support transformational change and close equity gaps across all 116 community colleges in California; a model currently being replicated by 17 coordinators across the state. Dr. Lara-Brady got her Ph.D. on Educational Psychology with a minor in Statistics/Research methods and a second doctorate minor in Special Education from the University of Northern Colorado. She was born and raised in Guadalajara, Jalisco, Mexico, and enjoys running, and being near the ocean. Dr. Lara-Brady had resided in the Bay Area for several years. As a senior consultant, she will lead the data analysis and reporting of results in the research.

## **Marjorie Stamper-Kurn, Senior Consultant**

Marjorie Stamper-Kurn is an organizational development professional with a long-term focus on equity, diversity, and inclusion (EDI). With a belief in the power of difference and a commitment to social justice, she works to create strong and equitable organizations across education, non-profit, and business sectors. To her client engagements, she brings big picture thinking, a values-centered approach, and seasoned workshop design and facilitation skills. Marjorie is a certified instructor for the Roots of Empathy program and has been involved in bringing social emotional learning opportunities and EDI programming to classrooms and school communities across the Bay Area. In prior years, she led the organizational culture function of Sapien Corporation, a business and technology consulting company, as it doubled in size and spearheaded the formation of its first diversity committee. Marjorie designed a mentoring program and coordinated other efforts to increase retention and promotion of early career engineers of color and female scientists at Lawrence Berkeley National Laboratory. Over the years, she has designed and facilitated numerous diversity, inclusion, and bias mitigation workshops in community, workplace, and school settings. To her delight, each organization, like each individual, with whom she has worked has been unique and has demonstrated the potential for meaningful progress.

Marjorie earned her B.A. in Ethnic Studies from U.C. Berkeley, her M.Ed. specializing in multicultural education from Harvard's Graduate School of Education and her M.B.A. with a focus on organizational development and gender in organizations from Simmons School of Management. Marjorie grew up in Berkeley, CA and is intimately familiar with the City of Albany. She now resides in North Oakland. As senior consultant, Marjorie will lead on the community engagement component and also serve as a co-lead with Ellie on all advising.

# **The Justice Collective Work Samples**



# **WORK SAMPLE I**

## **PROJECT OVERVIEW:**

**Organizational Culture Assessment  
of a Bay Area-Based Organization**

*(Excerpt of Executive Summary and  
Methodology Sections)*





## Overview

The Justice Collective (TJC) partnered with XX (XX) in spring 2020 to conduct a culture audit of the organization, with an interest in understanding emergent themes within employee experience as it relates to key racial Equity, Diversity, and Inclusion (EDI) concepts and dynamics. Data collection and research began in June 2020. More specifically, our interest was in understanding XX's racialized and gendered forms of oppression, general appetite, knowledge and skill levels, and other aspects of EDI-related behavior and motivation of staff at all levels of the organization.

### TJC conducted an analysis of the following:

1. **Staff Survey:** TJC designed and distributed a general Equity, Diversity, and Inclusion survey;
2. **Stakeholder Interviews:** The Justice Collective held a focus group with XX's Tiger team to deepen our understanding of some survey feedback data to further clarify early findings and insights; and
3. **Organizational Cultural Artifacts:** Documents representing internal and external narratives about staff, practices and protocols, and programmatic and operational impact of the organization. As well as, XX's own internal Wellbeing Survey results and a Cultural Competency Assessment

## Outcomes

TJC has used our Equity Principles to inform our analysis, along with the practices of Decolonized Methods of research to highlight marginalized voices raising significant EDI-related issues in the survey feedback and the focus group. Our analysis is organized into the following focus areas and identifies multiple, nuanced insights, taking a strengths-based approach and lifting up what is working and may stand to be more greatly leveraged, as well as some areas of opportunity for the organization. Each focus area's findings are accompanied by tangible and concrete recommendations for each of the focus areas, which, when implemented in fidelity and with integrity, will elevate XX's leadership in its field, amplify and clarify its impact in community, and have the potential to dramatically improve the employee experience in ways that will sustain and grow meaningful commitments to racial equity, diversity, and inclusion, now and well into the future.

## Focus Areas

- A. **Workload and Role Clarity**
- B. **Feedback Culture**
- C. **Internal Personal-Professional Development Opportunities**
- D. **Right to Comfort/ Building Resilience to Discomfort**
- E. **Business Model, Identity, and Teaching Philosophy**



The following report is an analysis of data collected through what TJC calls a Culture Audit, an assessment of organizational culture from various vantage points that measures attitudes, beliefs, and experiences. As part of XX's assessment, TJC took an inventory of how some processes and policies are experienced differently by staff, resulting in a summary of themes that arose across that effort, and recommendations for advancing racial equity and inclusion inside the organization. This report is intended to inform the future of XX, providing opportunities to uplift existing assets and address current challenges with the support of current and evolving best practices in the field of racial equity, diversity, and inclusion.

It is important to note that this report represents a snapshot in time; changes to internal policy, hiring, staff transitions and promotions, any other shifts to leadership, budget, and/or other factors informing the employee experience may result in changes to the perspectives and conclusions in this analysis. As such, the content present in this report is not exhaustive yet is informative of general and specific equity opportunity areas for the organization and its overall sustainability.

## Methodologies and Data Collection

After reviewing cultural artifacts for insights into existing culture, TJC's research team developed and administered XX's 2020 Equity Survey. The Equity Survey achieved a response rate of **100%**, and gathered both quantitative and qualitative responses. In addition, we conducted one 90-minute focus group comprised of members of the Tiger Team to shed light on the nuances that arose within the survey data.

Our initial observations and analysis of survey data was presented to the Executive Team on July 20th, 2020. In the following months, TJC held a two-part all-staff foundational knowledge training sequence where further insights were observed and have been incorporated as part of the findings, themes and recommendations within this report.

## Using Decolonizing Methods

Research methods used by TJC for this initiative were informed and inspired by the groundbreaking 1999 text, *Decolonizing Methodologies*, which education scholar and author Linda Tuhiwai Smith defines as approaching research with "cultural protocols, values and behaviors such as...integral 'factors' to be built in to research explicitly, to be thought about reflectively, to be declared openly as part of the research design."<sup>1</sup>

TJC continues to strive toward key tenets of a Decolonizing Methodology when we develop assessments, collect and analyze data, share our findings, and conduct trainings. Considering that academic research is based on the false dichotomy that some people have knowledge and others don't, and that researchers are the sole expert, our approach is an act of resistance against prevailing, institutionalized, and widely held beliefs that are rooted in White Supremacy Culture.

As such, we acknowledge that many areas of academic research have been a tool of oppression and exploitation against Black, Latinx, Asian, Native Indian, and indigenous people. TJC's research team understands that "research is a key part of colonization because it is concerned with defining legitimate knowledge"<sup>2</sup>.

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<sup>1</sup>Smith, L. T. (2012), *Decolonizing Methodologies : Research and Indigenous Peoples*. Zed Books, London.

<sup>2</sup>*Ibid.*



Any knowledge outside of this “legitimate knowledge” is historically considered illegitimate. In order to combat the historical abuse and trauma that people of color have faced due to White European paradigms of research - from academia to business and economics - the Decolonizing approach must emphasize and communicate the specific benefits of research to participants.

This research agenda strives to make all staff feel like a valuable part of XX and critical agents of change. As such, a Decolonizing research agenda must also include goals of transformation, of healing and recovery, learning, and mobilization of peoples; this agenda is activist-oriented and we feel this fits with XX’s social justice mission to deepen connection and compassion through mindfulness and emotional intelligence for a more peaceful world.

The framework of Decolonizing Methods continues to inspire us to think in new ways about research ethics, including the sharing of information. Researchers have a responsibility to participants, staff, and the larger organization we engage with. We prioritize confidentiality for participants, as it is the researcher’s responsibility to try their best to support the safety and well-being of participants. Of course, we must share our findings with XX, but we must also share the theories and frameworks that help us reach certain conclusions. It is unethical to not discuss the “theories and analysis which inform the way knowledge and information are constructed and represented”<sup>3</sup> because research, science, history, and understandings of legitimate knowledge are never neutral.

To be ethical and responsible researchers and facilitators, we name that the following frameworks inform our work: Decolonizing Research Methods, Intersecting Identities, Racial Formation Theory, Critical Race Theory, Mindfulness, and our Principles of Equity on pages 13-15 of this report. TJC acknowledges that multiple realities and perceptions exist at the same time. TJC resists the idea that the body and mind are separate and disconnected. These frameworks not only inform TJC’s assessment design and analysis, but also our training curriculum. In addition, we practice what legal scholar Mari J. Matsuda calls “Looking to the Bottom,” which means that we center the voices and experiences of those that face systemic oppression and discrimination as they can provide the greatest insight into what it means to be marginalized and the ways justice and repair must look like.

TJC uses an assets-based approach to highlight organizational strengths in hopes that they will be leveraged in the pursuit of equity. This means that we look at areas of strength and opportunity (infrastructure, aspirations and goals, evidence of strong intention, human capital and talent) to determine what gaps remain to be filled. Every organization has assets to be identified, no matter the starting point of this process.

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<sup>3</sup>*Ibid.*



# **WORK SAMPLE II**

## **PROJECT OVERVIEW:**

**Excerpt of Initial Steps in TJC's  
Roadmapping Process for a San  
Francisco-based Organization**

*(Excerpt of TJC's process for a Client's  
Equity Roadmap, or Equity-Centered  
Strategic Plan - a sample Roadmap is  
provided as a separate supplemental  
attachment to this proposal)*

# DEFINING GOALS, OBJECTIVES, & ACTIONS

## GOALS

The broad primary **outcomes** towards which effort and actions are directed in an organization. They are 'whats', not hows and an organization might have multiple goals to achieve.

## OBJECTIVES

Objective differs from organizational goals in the sense that they are measurable and specific. It actually quantifies the thoughts and sets a target so that the strategy can be planned around it. In other words, objectives are measurable steps an organization takes to achieve its goals.

## ACTIONS

An action in our context are the sub-steps necessary to achieve an objective. They are assigned to an individual, role, or team and have a timeline to completion.

# ACTIVITY GOAL DEVELOPMENT

**STEP 1** Break into 5 groups by focus area.

**STEP 2** Select a note taker & Shareback person.

**STEP 3** Consider the *vision* XX is trying to achieve, then develop **three** goals related to your focus area.

## PRO TIP

In addition to your own perspectives about XX's priorities related to equity, we invite you to review the findings of the discovery report - a good way to develop a goal is to reverse the current state and describe the alternative you're trying to achieve.

**REMINDER** Goals are focused on outcomes. *What will be different as a result?*

# SAMPLE GOALS

## CURRENT STATE

X has a lack of diverse representation in leadership.

- ◆ **Sample Goal 1** XX shall develop and implement staff recruitment and retention strategies such that XX staff, at all levels, is diverse and representative of the communities we serve.

## CURRENT STATE

XX does not have a strategy to ensure communities of color are adequately represented in a variety of programs and resource allocation.

- ◆ **Sample Goal 2:** XX shall prioritize communities most impacted by racial inequities in its contracts, grants, community development services and affordable housing opportunities, and will develop and expand programs that focus on serving these communities.



# **WORK SAMPLE III**

**PROJECT OVERVIEW:  
Equity Toolkit Sample Excerpt**

# III. How to use this Equity Toolkit



## GUIDE TO USING THE EQUITY TOOLKIT

This toolkit provides a guide to build capacity in order to operationalize equity throughout your organization in order to improve the overall scores compiled in the **Section 2: Assessments**. The ability to track consistent metrics in the key areas can be a useful tool year over year to measure progress overall.

STEP BY STEP	TARGET DATES	STATUS
<p><b>STEP 1: CHOOSE YOUR STEWARDS</b> Identify a core team or group to engage with and implement the Toolkit. This group should be the primary stewards of your equity effort. That does not mean that other members of your organization won't have opportunities to engage in the process, however, this core team or group, (comprised of leadership and staff) should remain as consistent as possible.</p>		
<p><b>STEP 2: CARVE OUT YOUR TIME</b> You should plan to identify several working sessions for your core team to meet and at least an hour per core team session for individual prep and follow up.</p>		
<p><b>STEP 3: GET ON THE SAME PAGE</b> Review <b>Section 1: Road to Equity</b> to establish some of the <i>Building Blocks, Principles, and Strategies</i> of equity to better place your efforts within a larger context of operationalizing equity within your organization. In addition to the Road to Equity Section you might consider watching the training sessions provided by [Client] and facilitated by The Justice Collective to deepen your core team's knowledge and build a shared understanding of key concepts and terms relevant to your equity, diversity and inclusion journey.</p>		
<p><b>STEP 4: SET A BASELINE</b> With your core team, comprised of leadership and staff, complete the <b>Organizational Equity Assessment</b>, spend time discussing your results. Repeat for the <b>Data</b> and <b>Communication &amp; Awareness-Building Assessments</b>. You may need to tackle this over a few sessions. There are detailed instructions on how to conduct the assessments at the beginning of <b>Section 2: Assessments</b> of this Toolkit.</p>		
<p><b>STEP 5: COMPLETE THE EQUITY WORKBOOK</b> First, review your scores in the and discussion questions in the <b>Organizational Equity, Data</b> and <b>Communication &amp; Awareness-Building Assessments</b>. Second, read through the the <b>Best Practices</b> and the <b>Tools and Resources</b> sections with your Core Team. Third, complete the Worksheets in sections 3.1, 3.2, and 3.3. Note the additional material specific to housing is also part of the workbook.</p>		



## What are the building blocks of equity?

We invite you to consider this journey through the toolkit as just the beginning, “doing equity” is as much of a process as it is an end goal. Keep the following equity principles in mind as you move through the process in your organization!

### Building blocks of equity

1. A shared language around diversity, inclusion, and equity.
2. Disaggregated data that advances understanding of how different groups are differently situated.
3. A structural analysis (including an historical understanding) that identifies the barriers to equitable outcomes and devises strategies accordingly.
4. Systematic application of a racial equity impact analysis for key decisions, policies, and practices.
5. Effective communication about the benefits accruing to all as a result of racially equitable work.\*

### Equity Principles

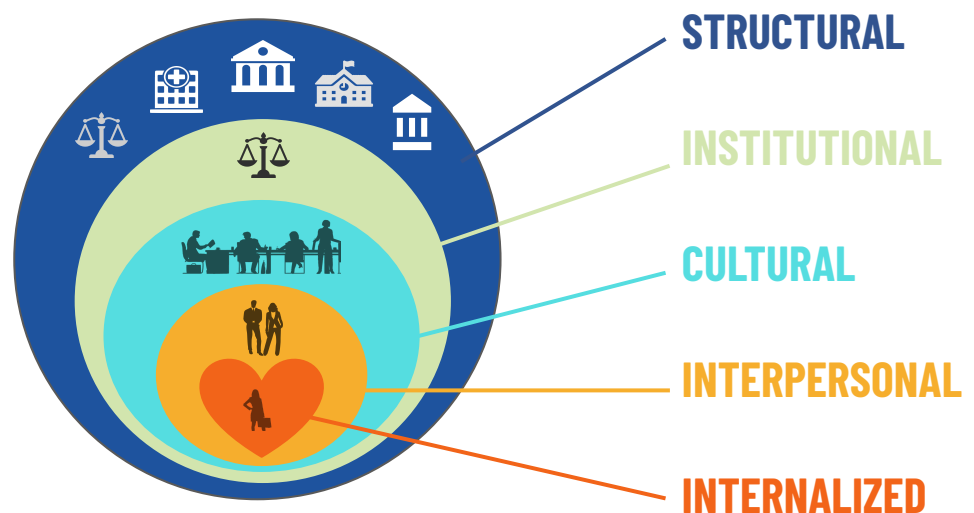
1. Focus on addressing root causes of disparity which are often structural and institutional.
2. Utilize approaches that are inclusive and mitigate for barriers facing marginalized communities.
3. Invest in transformational relationships and move away from transactional dynamics in partnering with community constituents.
4. Use strategic investment of resources to signal equity as a priority commitment.

*\* Race Matters Institute, Maximizing Impact: Building Blocks for equity focused work, presented by Joanna Schoffner Scott, PH.D., March 2015*

### APPROACH

**We must address inequity at each of its complex and interconnected levels.**

An effective approach to organizational transformation recognizes that our understanding of present challenges and opportunities must be understood in relationship to inequities at a number of levels as they interrelate and perpetuate one another. We must not only focus on organizational process and policy but also on organizational culture, interpersonal skills and knowledge as well as the role each individual plays inside of the broader ecosystem. (See TJC training materials for a more in depth explanation of this approach.)





## GUIDE FOR COMPLETING THE ASSESSMENTS

An honest assessment sets a baseline for your organization. Use the three assessments provided in this Section and work with your Core Team to conduct this self assessment. We recommend completing each one in the order provided. We have included a word doc of each in the Appendix to better fill them out. The assessments are to evaluate your organization in key areas.

1. Provide an opportunity for leadership and staff to complete the assessments on their own using the rating scale below.
2. After providing ample time for leadership and staff to complete the assessment individually, gather staff and leadership that represent every functional area to share and reflect on their responses.
3. Anticipate that there will likely be differences of opinion on elements of the assessment. Assign a skilled facilitator (internal or external, depending on what will work best for your culture), to help surface and navigate these differences. Allow sufficient time for differences to be heard and encourage leadership and staff to be as specific as possible.
4. Take the overall tally and identify areas of strength and challenge.
5. Use the **Equity Workbook** (Section 3) as a guide to drive the conversation towards areas of needed growth and brainstorming specific action steps that the organization might prioritize.
6. Consider taking a balanced approach between action steps that are “quick wins” to build confidence and buy-in for this work, and longer-term activities that might yield lasting results.
7. The actions and opportunities in this framework are designed to be modular. Leadership and staff could prioritize the lowest-scored equity actions.
8. Repeat this assessment over time and to track how your scores change.

**INSTRUCTIONS:** Answer each question to the best of your ability with a number ranging 0-5; choose “0” if you are unsure, “1” if the answer is never, “2” if the answer is rarely, “3” if the answer is sometimes, “4” if the answer is often, and “5” if the answer is always. It is important to tally up the scores at the end of the assessment, so don’t skip this step!

## ASSESSMENTS

1. **Initial Organizational Assessment**
2. **Data**
3. **Communications and Awareness-Building**





## From our past and present client-partners:

“

*Working with TJC means collaborating with the brilliant and fierce minds to be an active part of solving problems for companies that are ready to level up. And doing this while having ridiculous fun and connecting.*

“

*Working with TJC was a deeply engaging and rewarding experience. They were patient and responsive to our unique institutional needs, and they were professional, intentional and exposed us to new organizational resources.*

“

*The experience was transformational, both individually and as a group, and galvanized our journey in centering racial equity in all facets of our organization. Though a work in progress, we approach it with a sense of humility and from a position of learning. Thank you, The Justice Collective.*

“

*We have often talked about the head and the heart work, and TJC has expanded on that for us and given us a really rich framework for thinking about that.*



We build custom teams tailored to the needs of our clients, leveraging the broad range of skills, expertise, and identities within our collective. Our consultants demonstrate deep personal and professional commitments to racial and social equity frameworks applicable to the specifics of any potential project. We walk the talk: 90% of our core consultant team are people of color that lead with empathy and whose lived experience informs their approach to supporting your company.

As scope and partnership details are refined it will become clearer which of our talented consultants would be a best fit for you and your team. Upon agreement of partnership terms and scope, TJC will connect you with your consulting team to begin collaboratively project planning.

## Custom Teams for Tailored Capacity Building



# Ready to Leverage the Power of Us?

**Thank you for your  
consideration!**

**Please contact Ellie Tumbuan  
with any questions:**

**[Ellie@thejusticecollective.org](mailto:Ellie@thejusticecollective.org)**

**415-378-5957**

**The Justice Collective  
Responses to  
City of Albany's  
Supplemental Questions**

**RFQ for Racial Equity Survey  
February 3, 2023**

*A follow up to TJC's April 2022 proposal submission  
requested by City of Albany in January 2023*







## The City of Albany has requested responses to the following questions:

1. Demonstrate experience conducting jurisdiction-wide rather than internal-facing surveys.
2. What sampling approach is taken to assure meaningful characterization of the experiences and views of people of racial demographics, given varying portions of each in Albany's population?
3. Which part of the budget includes the citywide survey?
4. Clarify how many interviews, focus groups, listening sessions, and town halls are included in the standard assessment option and the timing of each relative to the survey
5. In addition, please confirm: availability to commence the project within two months if selected; confirm references listed in your proposal remain current, and/or any additional references to include?

## Our responses to each question are below:

### 1. Demonstrate experience conducting jurisdiction-wide rather than internal-facing surveys.

The Justice Collective has been conducting full scale, multimodal equity studies since 2016. While the majority of our work has focused on internal organizational surveys, our Founders have deep experience in equity-centered community engagement and research and bring those principles to the the designs of our current equity assessments.

Co-Founder Ellie Tumbuan conducted multiple community research and engagement efforts during her time as Development Director for [OpenOakland](#), a [Code for America](#) Brigade that uses technology in partnership with Oakland residents, in partnership with the City of Oakland, to empower community to engage on issues they care about and honor their own lived experiences. Ellie led an economic development research initiative that engaged residents, nonprofits, funders, businesses, and city employees and officials among other stakeholders to understand current needs, attitudes, beliefs, and behaviors to provide the City of Oakland with information to benefit the creation of more equitable and just economic development policy, programs, and practices in a rapidly changing Bay Area city. She also so-led the execution of civic engagement events, such as City Camp, an annual event that, through partnerships with local, grassroots community organizations and networks of neighborhood ambassadors to bring diverse residents of Oakland together to work on community projects and relationship building for a more resilient economy, environment, and education ecosystem. Ellie also co-hosted the annual [Open Data Day](#) event in Oakland as a leader at OpenOakland to empower residents to access and use local resources and public information for the benefit of themselves and their neighbors, also helping the City gain invaluable perspectives that allowed it to be more connected to its community and more informed of its needs and assets.



Response to question #1 continued:

Ellie brought her lessons from these and other data collection experiences, including her Institutional Review Board certification and training from the University of Chicago, as well as the principles of [Research Justice](#), to her design and leadership of TJC's Equity Assessment and in advising clients on equitable community engagement, partnerships, and strategic communications. That experience includes being nominated by community members and stakeholder groups to work with Whole Foods in Oakland on relationship building and restoration of trust in the community, which resulted in a two-year partnership with the company's leadership, management, and store workers.

Co-Founder Lena Carew is a sought-after expert community engagement strategist and advisor to the State of California's Vice Chancellor for Community Colleges and has extensive experience surveying and engaging communities across the jurisdiction of San Francisco through its school districts and city college systems. As a well recognized community advocate and serial social entrepreneur, Lena has founded multiple nonprofits to uplift the inherent wisdom of lived experience in community and maintains the principles of community leadership and trust in all of her work at TJC. This work includes a year-long community member-led and centered consensus building and research process she co-led with Ellie to facilitate a multi-stakeholder process of several Bay Area counties' healthcare providers, advocates, nonprofits, and funders to identify the highest priorities of the region at the intersection of housing and public health with TJC client, Health Leads USA. The success of that initiative has led to a new, similar process with Health Leads in Boston in food systems and advocacy in community, which we are kicking off next month.

Additionally, our team members Marjorie Stamper-Kurn and Gaby Estrada also bring their community research and engagement experience to TJC. Marjorie recently led a county-wide Community Partners Listening Session series for our client, Contra Costa Health Services, specifically to understand equity opportunities directly through community member perspectives. Gaby brings her lessons and insights from her experience as a program manager for [Sustainable Solano](#), where she worked with nine neighborhoods across three cities, specifically in Spanish speaking communities where there was a strong cultural connection.

Dr. Laura Lara-Brady brings extensive research experience on a number of projects centering community in higher education and local San Francisco stakeholder groups and serves as an expert advisor on our ongoing research initiatives and innovations with clients.

As a collective, we are able to combine these insights and experience to comprehensively consider the greatest tactical and practical, while impactful and effective approaches to community-wide research and data collection. Those approaches center the community and ground in the priority of believing what they say, trusting they know what is best for them, and in making these efforts fun, creative, and authentic to build trust, which strengthens the integrity of the data.



2. **What sampling approach is taken to assure meaningful characterization of the experiences and views of people of racial demographics, given varying portions of each in Albany's population?**

TJC's approach to inclusive and equitable sampling strategy applies the principles described in the last question response and recognizes the realities of the history of harm that research can create when researchers are not mindful of extractive and tokenizing behaviors. This awareness is inspired by the leadership of Indigenous scholar Dr. Linda Tuhiwai Smith and her contribution of Decolonized Methods to the field. These philosophies ground us in the ability to execute the following tactical strategies in a fluid and flexible process to be most responsive to the specifics of a community's nuances, including demographics and cultural identities and histories and assure meaningful characterization of their experiences and views. Examples of sampling methodologies in this way include:

- **Grass Roots Efforts:** Knocking on doors and tabling outside community centers, partnering with stores serving different ethnic populations and churches and other faith-based centers..
- **Connecting with Trusted Messengers:** Partnering with different groups and reaching out to different faith leaders, who can offer community knowledge and access to their congregations and members.
- **Online Community Groups:** Doing outreach through Facebook and other social media community groups, such as next door. We also collaborate with an organization to create short videos that may be posted online and shared with community members and other stakeholders.
- **Making information accessible:** Ensuring that information was easy to understand and in languages spoken by the community members of the city.
- **Connecting with Organizations** with connections to Black, Brown, and other communities represented in a city.
- **Leveraging technology** such as the use of SMS messaging to reach more individuals.
- **Understanding what is happening in the school districts:** equity committees, Parent Teacher Associations, understanding how demographics of the youth differ from the voting population.

Final design decisions are tested against the expertise of trusted and knowledgeable community leaders, and we always remain open to changing tactics when appropriate and advantageous.



## **Which part of the budget includes the citywide survey?**

The line item in the cost proposal that specifies the cost of our survey is just under \$20,000 at \$19,800.

In our proposal we put forth two budget options, one which included a **Robust Assessment** and a second that included a **Standard Assessment**. The survey is housed within the assessment line item for which approximately half of the total cost is allocated to the survey.

It should be noted that our surveys are carefully crafted by leading researchers and are time-tested. We administer the survey with some alterations for each organizational partner, but because we are confident in the survey's ability to gather an understanding of the participant's comfort level and experience with Equity, Diversity, and Inclusion (EDI), we do not completely customize our surveys for every organization. Should the City of Albany desire a redesign of the survey, this would be an additional cost that we have not included in the original proposal and it would alter the budget significantly. This would be negotiated prior to beginning our contracted work together.

We do provide customizations for each organization and to accommodate for a community rather than an organization is something we've done often for our clients. Such alterations may include participants indicating whether they are a part of a community organization, a City employee, or another categorization. Some of our questions involve ranking how comfortable a person is at an organization, or how informed colleagues are with EDI. To accommodate for community members, we would shift the language to indicate how community members find employees to be informed in EDI.

Additionally, our Assessment includes interviews. We can interview key stakeholders and add focus groups on (for an additional cost) to gather information from the larger community.





**Clarify how many interviews, focus groups, listening sessions, and town halls are included in the standard assessment option and the timing of each relative to the survey.**

In the **Standard Assessment** (referencing option 2, page 14 of the proposal) the following are included in the pricing: 5 key interviews, 4 focus groups, 4 Listening Sessions with Community Partners, 2 Listening Sessions with City of Albany Staff, and 2 Town Halls. This is an estimation of a possible plan and would be negotiable once any partnership is agreed upon.

Once the survey is live, we schedule and conduct the interviews and focus groups usually simultaneously. Scheduling complications and interest from nominated parties can influence how long it may take to complete the interviews and focus groups. The listening sessions occur after the interviews and focus groups are completed and after the survey data is collected. The Town Halls will occur after the Assessment is published and delivered to key stakeholders and after the listening sessions have been completed.

We reserve the right to recommend an expanded workstream for any of the qualitative components based on early results of the survey. This is due to the fact that once initial data is retrieved it can become evident that additional voices are needed or missing from the conversation. For EDI work to be completed properly, we must ensure we are hearing from all demographics, and community leadership and local partners.

Lessons from our previous research and best practices that we may apply to any new research initiative include our knowledge and experience in the areas of **Community Participation and Interest**, **Organizational Capacity**, **Connecting with Trusted Messengers**, **Building Trust and Showing Up** to create the opportunity to be seen as a resource, and **Connecting with Government Officials** to clarify their understanding of community assets, challenges, and opportunities.



**In addition, please confirm: availability to commence the project within two months if selected; confirm references listed in your proposal remain current, and/or any additional references to include?**

TJC is available to commence the project in the next two months. We want to highlight that this beginning stage would be a planning stage before commencing activities. After being selected for a project and before every project begins, we take some time to plan with the organization. This includes aligning on regular meetings with both teams, solidifying the community groups we will be engaging with, in addition to orienting both teams to each other and communication norms.

Our references listed in the proposal are ready to be contacted and up to date. We would also like to add for your consideration references from some of our most recent work:

- City of San José, Office of Racial Equity: Andrea Truong, Racial Equity Manager - 408-535-8198 and [Andrea.Truong@sanjoseca.gov](mailto:Andrea.Truong@sanjoseca.gov)
- Contra Costa Health Services: Gilbert Salinas, Chief Equity Officer, Office of the Director - 925-957-2670 and [gilbert.salinas@cchs.org](mailto:gilbert.salinas@cchs.org)
- National Wildlife Federation: Chante Coleman, Senior Vice President of Equity and Justice (443-927-8047 and [ColemanC@nwf.org](mailto:ColemanC@nwf.org) ), or Elizabeth Lillard, Equity and Justice Senior Strategy Manager (734-887-7134 and [LillardE@nwf.org](mailto:LillardE@nwf.org))



## **2019 Equity Roadmap for the (Sample Client)**

**Developed in Collaboration  
With (Sample Client)'s Equity and Inclusion Committee  
In January 2019**

### **Executive Summary**

*This Roadmap document is an Equity-Centered Strategic Plan for the (Sample Client) for the next year and beyond and was co-developed by The Justice Collective (TJC) in partnership with (Sample Client)'s Equity and Inclusion Committee (EIC). It is the summation of the work the EIC has done with TJC over the past year in an effort to understand (Sample Client)'s greatest opportunities for equity within the organization and is an explicit articulation of the equity goals the EIC has determined, as well as the tactics and strategies developed to achieve them. It should be noted that this plan is inclusive of the equity priorities the EIC identified and developed as delivered in a memo to (Sample Client)'s Executive Management Team in 2017, as well as TJC's recommendations, which reflect observational insights and key findings from the 2018 Culture Audit of the organization.*

## **Table of Contents**

Introduction, Context, and Definitions

Purpose Statement of the EIC

Proposed Equity Goals for (Sample Client)

Strategies, Accountability, Metrics, and Tactical Action Implementation Planning

Conclusion

Acknowledgements

## **Introduction and Context**

In March 2017, the (Sample Client) ((Sample Client)) engaged The Justice Collective (TJC) at the recommendation of (Sample Client)'s Equity and Inclusion Committee (EIC) to design content for and facilitate its annual, day-long, all-staff retreat with an eye toward internal organizational equity mapping. In April 2017, TJC furnished the EIC with a set of specific management recommendations resulting from TJC's observations during and analysis after the retreat. The following month, May 2017, the EIC presented a memo to (Sample Client)'s management team expressing the imperative to implement several recommendations, as organized by EIC's five priority areas. These priorities included 1) Defining Impact, 2) Sustainability of the Equity Work, 3) Inter-Clinic and Inter-Office Collaboration, 4) Management Inclusivity, and 5) Human Resources, which were substantiated by the observations and lived experiences of EIC members and their collective accounting of other staff's experiences at (Sample Client).

(Sample Client) subsequently engaged TJC in early 2018 through the advocacy of the EIC, whose partnership immediately began with a focus on the March 2018 annual all-staff retreat. TJC designed content and delivery for that day-long session with EIC-informed feedback and approval and concurrently began the deep listening, research, and observation required to inform this Equity Roadmap development process and the recommendations which preceded it. Through a multi-modal Culture Audit, regular, bi-monthly meetings with the EIC, and supporting the EIC through the growth and leadership succession process of growing its membership, the goals and strategies presented in this document are born from the synthesis of over two years of work and partnership between the EIC and TJC.

## **Assumptions**

In partnership with the EIC, TJC believes that all equity and inclusion work at (Sample Client) contributes broadly and specifically to the organization's mission, which is the following:

### **(Sample Client)'s Mission Statement**

## **Impact and Work of the EIC**

Since its inception, the EIC has served to analyze and interrogate the staff, student, and community experience of (Sample Client) from the multiple individual and collective vantage points of the intersectional identities represented on the committee. Serving on the EIC is an opportunity to question, confront, discuss and reflect on the inequities that exist within our organization broadly, within the law school generally, and within our eight individual clinical program areas specifically. Most importantly, the EIC's role is to question and re-examine our values and to engage in deep introspection about how our existing systems measure up against those values and what policy shifts or other implementation may be necessary to bring our existing systems into alignment with our values.

In addition to the aforementioned development of equity and inclusion priorities and advising management on various equity related issues, the specific work of the EIC has included:



- Revising student clinic application to include prompts to discuss how students view equity work and to assess their interest in doing their work through an equity lens.
- Revising student Learning Goals Memo and Memo to include a prompt about equity principles and their clinical work.
- Design and implementation of seven Equity Bootcamps for students; educating and developing approximately 250 students
- One equity and inclusion trainings for (Sample Client) staff, held in February 2017; which has been made mandatory for new staff since May 2017
- Representation on hiring committees and advising in those specific processes
- Engaging all (Sample Client) staff through Equity readings, video, and podcast assignments, discussed within each clinic team and reviewed at monthly staff meetings, since July 2018

***Definitions: What do we mean when we say “equity and inclusion?”***

The EIC has worked to operationalize the concept of equity across the organization and uses the definition of **equity** as:

*Work that yields transformative, just and fair outcomes through the deliberate pursuit and implementation of solutions that are responsive to the intersectional issues faced by historically marginalized communities.*

When we talk about **inclusion**, we recognize that there are an array of institutional practices, policies, mindsets, and cultures that persistently and systematically exclude historically marginalized communities. Inclusion, therefore, is the process by which we harness and value all of our diverse experiences, backgrounds, and perspectives to continually assess our practices and build a just community.

**Purpose Statement of the EIC**

Developed in June 2018 with TJC, the EIC’s purpose at (Sample Client) is detailed as follows:

The Equity and Inclusion Committee at (Sample Client) is a staff-centered body in both makeup and purpose. The impact of our work extends beyond the lives of staff and impacts the programmatic work with clients and the clinical work with students.

The EIC is both a bridge between and an advisor to executive management and all staff on issues of equity, diversity, and inclusion. Our purpose is to empower all staff to do their best work through:

1. Investing in staff members as people, skill- and confidence-building and participation in various equity-related activities;
2. Alignment of organizational operations and program strategy with equity and inclusion through transparency, accountability, policy, and process change where needed;
3. Advising and building the capacity of (Sample Client) to create a sustainable, safe, and supportive work environment; and
4. Communicating this work throughout the organization and supporting (Sample Client) in communicating the work externally.

### **EIC Values and Guiding Principles**

The work of the EIC is guided by the following values and operating principles:

<b>Staff-Centering</b>	<i>We center staff in all we do. We believe in the expertise of our own experiences and the value all staff provide to the organization, regardless of their role, title, or tenure.</i>
<b>Empowerment</b>	<i>We believe that for staff to do their best work, they must be empowered and invested in through the skillsets, knowledge, trust of management, and organizational resources and infrastructure necessary to do so. We regularly ask ourselves, “What does it take for people to be their whole selves at work?” and follow with, “How can we build in those resources necessary to empower staff to make that happen?”</i>
<b>Transparency</b>	<i>We believe that clear and honest communication is at the heart of all trust building.</i>
<b>Relationships</b>	<i>We know that relationships are both a tool and a result of peak equity, diversity, and inclusion. We demonstrate our value of relationship building through the power of shared experiences, honoring our differences, and partnering on our equity work together with our common values.</i>
<b>Resilience</b>	<i>We recognize and honor the role resilience plays in all equity-related work, and encourage ourselves and all staff to cultivate and communicate and embody resilience through leadership, service, and vulnerability.</i>

### **Proposed Equity Goals for (Sample Client)**

At the October 2018 retreat, EIC members worked collaboratively to identify three areas of focus for goal setting to create a more equitable and inclusive (Sample Client). These include:

1. To update, resource, and build the capacity of (Sample Client)’s Human Resources policies and practices to support greater equity and inclusion at (Sample Client).
2. To intentionally build a more equitable and inclusive organizational culture at (Sample Client) where all staff, regardless of role, responsibility, tenure or leadership status, can thrive and grow professionally, feeling seen, heard, and valued in tangible ways.
3. To increase transparency in organizational decision making, communication, and collaboration across all areas of (Sample Client) through the implementation of organization-wide practices and policies, intended to ultimately increase impact within and beyond (Sample Client).

### **Strategies, Metrics, and Tactical Action Implementation Planning**

For each of the Equity Goals, the EIC has identified tactical strategies for accomplishing them. This includes the identification and articulation of the necessary resources (human, time, financial, and

other) and accountability mechanisms with which to both initiate, sustain, and make meaningful progress on this work. These details are as follows:

<p align="center"><b>Goal One:</b>  <b>To update, resource, and build the capacity of (Sample Client)'s Human Resources policies and practices to support greater equity and inclusion at (Sample Client).</b></p>				
Tactical Step		Ownership, Partnership Necessary	Timeline: When to Start, Feasible Deadline (s)	Accountability and Metric
1	Collect data on staff and board, measuring changes in demographics and identity factors. Share analysis with staff and partners to bolster transparency and accountability on an annual basis, with an internal tracking system to measure progress over time.	(Sample Client) Staff:  EIC Point Person: HR		Accountability and metric included in goal
2	Set aspirational diversity goals and criteria for demographic and other identity representation for future hiring: determine what identity representation mix should be ideal for (Sample Client) given regional, economic, and community factors (how much should staff represent the client communities (Sample Client) serves?)	(Sample Client) Staff:  EIC Point Person:		Generation of the document, utilization of the document in hiring/retention, review of the document - annually, tracking of the document's use in committees, review of the impact of the goals on staff
3	Rethink and critically assess the job design process before or at the time of a position search including: <ul style="list-style-type: none"> <li>• An analysis of what constitutes actual "requirements," vs. characteristics that perpetuate inequity</li> <li>• Learn how to evaluate culture <i>add</i> over culture fit; lift up the value of candidates' lived experience as relevant to the role and team(s) they would be leading/supporting</li> </ul>	(Sample Client) Staff:  EIC Point Person:		Document generation, tracking of hiring searches utilizing this model, tracking of outcomes, surveying of utility of the doc from hiring committees

	<ul style="list-style-type: none"> <li>Consider the key aspects that can be learned on the job rather than only past experience as predictors of success in the role and on the team</li> <li>Shift concept of “readiness” to value "distance traveled" as much as academic pedigrees and other criteria, etc.</li> </ul>			
4	<p>Create comprehensive and expanded outreach, marketing, and partnerships for recruitment of more diverse candidates in order to build a better pipeline that more closely reflects the communities (Sample Client) serves, including:</p> <ul style="list-style-type: none"> <li>Draft more equitable and inclusive job descriptions</li> <li>Identify strategic partnerships as a pipeline to candidates</li> <li>Advocate within legal profession the case for increasing diversity in the profession</li> </ul> <p>This pool should include a greater diversity of audiences not limited to professional associations, student groups, and other organizations representing folks of color and diverse backgrounds.</p>	<p>(Sample Client) Staff:  EIC Point Person:</p>		<p>Tracking of candidates, tracking of searches portals etc., used.</p> <p>Consultation with some type of Diversity Report which compares the applicant pool characteristics to the national availabilities in the sub-field.</p>
5	<p>Initiate a “train the trainer” model for interviewing and hiring in an equity-centered way that mitigates vulnerability to bias in each decision in a hiring process. Have staff experts train others on an annual and an as-needed basis with the following content:</p> <ul style="list-style-type: none"> <li>Resume screening</li> <li>Interviewing</li> <li>Candidate evaluation</li> <li>Onboarding and orientation</li> </ul>	<p>(Sample Client) Staff:  EIC Point Person:</p>		<p>Annual training On boarding Mandatory hiring committee participation (rotation)</p>
6	<p>Codify and increase transparency in promotion, professional development, and succession policies, protocols, and practices. Make this information easily accessible, communicate during onboarding and with some frequency year after year.</p>	<p>(Sample Client) Staff:  EIC Point Person:</p>		<p>Annual review</p>

7	Intentionally build professional development plans (with timelines) for staff at all levels and clarify precisely how performance assessments can be used to inform them.	(Sample Client) Staff:  EIC Point Person:		Program directors assessed based on how well supervisees have achieved their professional development goals  Annual development of professional development plan
8	Adopt and implement 360 performance reviews.	(Sample Client) Staff:  EIC Point Person:		Create and share clear goals, directions and purpose of reviews.  Get feedback on the review process itself to be shared out to staff.  Implement changes as necessary.  Have reviews dovetail with some sort of specific professional development plan.
9	Build equity, diversity, and inclusion metrics into performance assessments and evaluations.	(Sample Client) Staff:  EIC Point Person:		Develop questions and rubrics in consultation with the EIC, Staff and other stakeholders.  Frequently revisit shared language on EIC.
10	Design and implement a pay or salary equity tool.	(Sample Client) Staff:  EIC Point Person:		Work with compensation committee to increase overall compensation for all staff.



				Push committee to lower the ratio between highest and lowest-paid, and to consider comp time and alternatives.
11	Discuss and document a conversation about a “no salary negotiation” approach to salaries.	(Sample Client) Staff:  EIC Point Person:		Education on the payscale at on boarding, updating pay scale on a regular basis.  Have a conversation about how lived experience, language skills, communication skills, etc. should be included in the pay scale.
12	Ensure that all employees are onboarded and oriented consistently, receiving the same messages and information as their peers.	(Sample Client) Staff:  EIC Point Person:		Have documented on boarding steps that are referred to and checked off during each on boarding process.
13	Discuss and document a conversation about specifically including mental health benefits for all employees to mitigate for the repetitive stress of case and community work.	(Sample Client) Staff:  EIC Point Person:		Anonymous survey of staff who’ve used services re: how easy they were to access and overall satisfaction. Use feedback to drive changes to mental health benefits.
14	Increase pay for both Administrative and practice area staff. Discuss and document transparently decision points and discussion factors material to all decisions, including any decision to delay this step.	(Sample Client) Staff:  EIC Point Person:		See #s 10 and 11, above

15	Revisit work-life balance perceptions and attitudes across the organization and develop and transparently share work-life balance and wellness goals for all staff, partnering with the Wellness Committee to ensure alignment with equity values.	(Sample Client) Staff:  EIC Point Person:		<p>Have a conversation to unpack what we mean when we say work/life balance and if the framing is problematic.</p> <p>Revisit the self-care framework</p> <p>Analyze how programmatic growth and organizational growth may negatively impact work life balance.</p> <p>Survey staff</p> <p>Have discussions as a part of strategic planning</p>
16	Institutionalize an EIC Task Force to work regularly with HR and empower and support this partnership.	(Sample Client) Staff:  EIC Point Person:		<p>Determine size of task force and frequency of meetings for 2-way communication between HR and the task force.</p> <p>Create task force mission/goals statement.</p>
<b>Accountability and Metrics: <i>How will we know progress is being made?</i></b>				
1	Added in 4th column above by EIC members			

2		
3		
4		

<p align="center"><b>Goal Two:</b>  <i>To intentionally build a more equitable and inclusive organizational culture at (Sample Client) where all staff, regardless of role, responsibility, tenure or leadership status, can thrive and grow professionally, feeling seen, heard, and valued in tangible ways.</i></p>			
Tactical Step		Ownership, Partnership Necessary	Timeline: When to Start, Feasible Deadline(s)
1	Incorporate equity and inclusion into (Sample Client)'s mission, vision, and values statements. Start by interrogating with the question, "Can these statements be more clear and explicit about how and to what extent we value equity and inclusion?"	(Sample Client) Staff: Executive Management EIC Point Person:	Start: Feb.1st Deadline: June 1st
2	Infuse foundational EDI (equity, diversity, and inclusion practices) into all Clinical and Practice Areas: <ul style="list-style-type: none"> <li>Identify a non-EIC member from each clinical practice area to work with an EIC member partner to engage regularly on how each team's practices and programmatic processes can be more equitable and inclusive. Document and share examples from which other teams can learn.</li> </ul>	(Sample Client) Staff: Clinical Director)  Practice Area Contact:  EIC Point Person:	Start Feb. 1st, 2019  End: Feb. 1st 2021

3	<p>Increase consensual intimacy and psychological safety to enable ease of staff getting to know each other, as this is key to the capacity of leading, facilitating, and navigating difficult but necessary conversations. This can be done through the following examples:</p> <ul style="list-style-type: none"> <li>● Training on non-violent communication, conflict resolution and courageous conversations to navigate difficult, complex conversations;</li> <li>● Mindfulness and emotional intelligence training for all staff and management;</li> <li>● Resource every team (not just clinical areas) with a budget for social community building and time to get to know each other outside of work;</li> <li>● Connection before Content: Include a “culture share” activity at the beginning of every meeting agenda.</li> </ul>	<p>(Sample Client) Staff:  HR Director &amp; EM  EIC Point Person:</p>	<p>Start: March 1st, 2019  Deadline: Ongoing</p>
4	<p>Analyze the appropriateness of developing Affinity Groups to create safe space for staff who share aspects of identity.</p>	<p>(Sample Client) Staff:  HR Director  EIC Point Person:</p>	<p>Start: March 1st, 2019  Deadline: September 1st, 2019</p>
5	<p>Resource ongoing work of EIC including development of strategy to “off-load” some work to support meaningful and sustainable engagement of staff members. We recommend the creation of discrete and specific working groups and committees, similar to the Wellness Committee, for HR Practices, Celebrating Staff, Professional Development for Administrative Staff; etc.</p>	<p>(Sample Client) Staff:  EIC &amp; Management  EIC Point Person: Chair</p>	<p>Start: February 1st, 2019  Deadline: February 1st, 2020</p>
6	<p>Fundraise specifically to support ongoing equity work and sustainability of the EIC.</p>	<p>(Sample Client) Staff: Development  EIC Point Person:</p>	<p>Ongoing  Need a fundraising goal in order to develop a timeline</p>
7	<p>Build an organizational culture that values the contributions of every staff member by uplifting accomplishments, building community, and celebrating significant life events. In essence,</p>	<p>(Sample Client) Staff: HR Director &amp; Directors</p>	<p>Start: April 1st, 2019  Deadline: July, 1st,</p>

	bridging the gap between the work and the personal as we recognize the two are not necessarily separate.	EIC Point Person:	2019  Develop a celebration and team committee that would handle this.
<b>Accountability and Metrics: <i>How will we know progress is being made?</i></b>			
1	An increase in EIC contact with clinical programs. Quantitatively measured by reviewing amount of touchpoints in a given period.		
2	An increase in funding related to EIC activity		
3	Survey on organizational culture using TJC figures as the benchmark.		
4	An increase in the amount of social, professional development, and/or skill sharing events		

<b>Goal Three:</b> <b><i>To increase transparency, communication, and collaboration across all areas of (Sample Client) through the implementation of organization-wide practices and policies, intended to ultimately increase impact within and beyond (Sample Client).</i></b>			
	<b>Tactical Step</b>	<b>Ownership, Partnership Necessary</b>	<b>Timeline: When to Start, Feasible Deadline(s)</b>
1	<p>Address and regularly acknowledge the existing “attorney vs. non-attorney” cultural binary so endemic to legal culture across the field. Highlighting the actual professional diversity of functional areas at (Sample Client) that reflect the different needs and considerations of decision making and work would allow for more equitable outcomes</p> <p>Include representation of Administrative and other (currently non-represented) staff on the Management Team and share meeting minutes or notes across the organization for greater transparency and</p>	<p>(Sample Client) Staff: Management team, Executive Assistant</p> <p>EIC Point Person:</p>	<p>Start date: bring up in 1/22 meeting with Executive Director, try to implement for 1st EM mtg facilitated by Deputy Director</p>



	accountability. Include documentation for any rationale for not upholding or implementing this standard.		
2	Resource a training on delivering and receiving equitable and inclusive feedback and performance review.  <i>Evaluating the performance review first: how equitable and inclusive is it? Or what is it missing?</i>	(Sample Client) Staff: HR Director, broad management  EIC Point Person:	Coordinate evaluation with spring review process
3	Conduct an internal annual audit on how policy, process, and practice stands against goals - and transparently share that information with staff and board members.  Which policies and which goals are we specifically interested in auditing? We'd like to narrow this before establishing tactics.	(Sample Client) Staff:All Staff  EIC Point Person:	Spring, starting early Feb
4	Develop a specific value proposition to communicate how and why equity and inclusion will make (Sample Client) a better organization - for staff, clients, and community.	(Sample Client) Staff: EIC as a general body  EIC Point Person:	Start immediately, deadline = hire of new ED
5	Conduct a comprehensive strategic planning process to establish shared goals and vision for all practice areas and functional teams.	(Sample Client) Staff: Org-wide; flows from Executive Management  EIC Point Person:	At one of EIC's next 3 meetings with the ED, get an intro to how strategic planning is happening and suggest EIC involvement
6	Continue perennial capacity building of the EIC to support ongoing stewardship of the effort.  Capacity may be measured by ability to carry out the tasks as enumerated throughout this plan and the confidence necessary to communicate this capacity with transparency and integrity. Example: EIC members	(Sample Client) Staff: EIC Chair, Dev  EIC Point Person:	Ongoing- EIC Chair will suggest researching EIC funding in upcoming grant planning

	feel a sense of ownership of the work and have the ability to educate and assist others in carrying it forward. This may mean increasing issue area knowledge through professional development (attending conferences, classes, seminars, etc.), and other means. It may also mean allocating a certain portion of on-the-job work time and work planning to EIC work.		
7	Discuss and determine the role of advisory boards and task forces as a way to increase diversity and representation, including the documentation of the rationale for decisions about this potential.	(Sample Client) Staff: EIC, general staff, practice areas  EIC Point Person:	2019 planning phase and long-run change
<b>Accountability and Metrics: <i>How will we know progress is being made?</i></b>			
1	Growth in numbers of EIC members and diversity of representation. Members from all levels, clinical/program areas, and tenure would provide excellent perspective on the team, and ensure various stakeholders' interests at (Sample Client) are being represented.		
2	Consistent use of an equity framework in the development and testing of new policies		
3	Establishment of frequent interfacing/culture-building opportunities, available to full staff, for open dialogue and connection around issues of equity.		
4	Consistent sharing of minutes and agendas from management meetings and time at staff meeting to discuss if necessary.		
5	A member of the Administrative Staff team is represented in Management meetings.		
6	A strategic planning process is initiated and completed.		

**Conclusion**

These goals and detailed action implementation plan embody a mindfulness of both what the EIC feels is absolutely necessary for change at (Sample Client) to realize peak equity and inclusion for the organization as well as the pragmatism and feasibility of accountability tracking. This document is intended to serve both as an aspirational vision for the ideal changes EIC believes must happen as well as a management tool to ground the EIC members, founding and new, Core and Advisory, in specificity with direction and support of each other moving forward.



# Our Approach to Community Engagement

## Interview with City of Albany

May 31, 2023

**BLACK**

**LIVES**

**MATTER**



**THE JUSTICE COLLECTIVE**



# Overview

- TJC's History, Mission, Vision, and Values
- Levels of Oppression Framework
- Our Asset-Based Approach to Community Engagement
- How to Trust Community
- Goals of Equitable Community Engagement
- Practical Tacticals: How we Practice our Approach





## The Justice Collective (TJC)

is a cross-sector, social impact consultancy with interdisciplinary expertise. Founded in 2015 in Oakland, CA, by Danielle DeRuiter-Williams, Lena Carew, and Ellie Tumbuan, TJC is 100% owned by women of color.

TJC invests in equity, diversity, and inclusion to tackle organizational challenges and leverages opportunities for impact with our clients. We have particular expertise across the educational, government, non-profit, and private sectors.

Our work focuses and supports organizations to take bold action towards a just and liberated society, starting with the people at each organization we work with and guiding them from where they are to where they want to go.

### VALUES

- **Abundance** • **Collaboration**
- **Radical & Empathetic Leadership** • **Transformation**

Each of these values is integrated into our central organizing principles of EQUITY and JUSTICE.

### MISSION

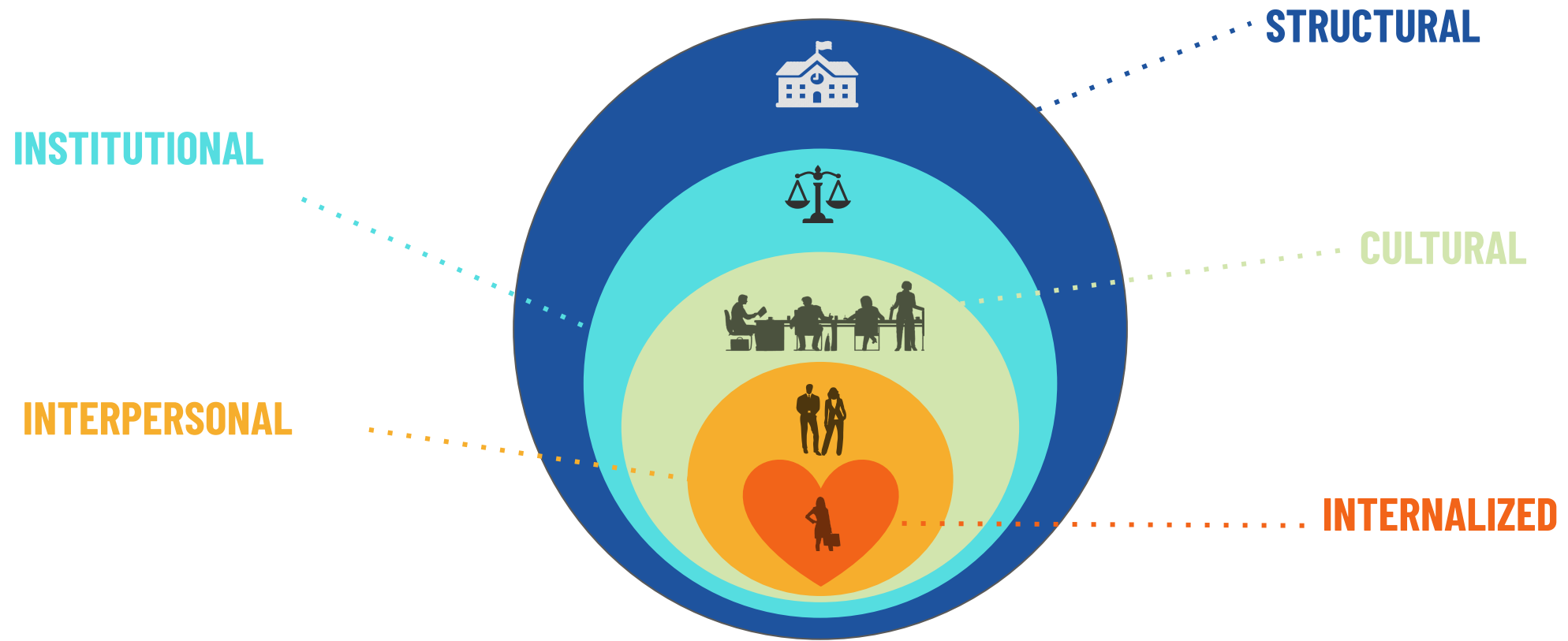
*Transform organizations by unlocking and uplifting the abundance within.*

### VISION

Our vision is a liberated world in which we work together to dismantle systems of anti-blackness, white supremacy, and oppression. Power is equitably distributed, leadership is empathetic, and justice is a collective responsibility. A liberated world requires that the conditions exist for self-determination and prosperity irrespective of race, gender, class, sexual orientation, ability, or nationality.

# The Levels of Oppression Framework

*We consider each level of oppression when designing for community engagement and do not blame victims and survivors for their oppression.*







***Acknowledging the land  
means acknowledging the people on it:***

***People  
are the experts of their own experiences\*.***

*\*See TJC's white paper on equitable community engagement here:*

<https://healthleadsusa.org/communications-center/resources/a-recipe-for-meaningful-community-engagement/>



# Our Asset-Based Approach

*Steering away from Deficit-Based Thinking, we identify strengths of communities to honor their lived experiences and build appropriate solutions*



Centers racial and social equity strategies



Prioritizes internal Capacity building



Encourages leadership to be proactive in meeting present and future challenges




Uplifts the abundant possibilities for success




# Equitable Community Engagement:

## *What does it look like to trust community to know what it needs?*

1. Acknowledge that trust must be built, not assumed
  2. Create interactive space for community expression, appreciation, and learning (two-way) alongside community
  3. “Show Not Tell” - Demonstrate how and why we value the community
  4. Be accountable: acknowledge past harm, address need to repair and restore relationships
  5. Demonstrate ability to deeply listen and reflect on lessons learned
- 




# Goals for Equitable Community Engagement

1. Ensure all feel valued, seen and heard
  2. Ensure all feel supported and empowered
  3. Everyone has the skills and tools they need to practice equity and inclusion at City of Albany
- 



## Practical Tacticals:

### *Practices and What This Looks Like in Action*

1. Partner with existing community organizations and leaders (of any title, identity) who are already trusted by various groups
  2. Lift up existing data and community wisdom to test assumptions
  3. Name what we are willing to do to hold ourselves accountable to community
  4. Identify who has been historically excluded and uplift their voices
  5. Honor the lived experiences of those historically marginalized and excluded. A rising tide lifts all boats and everyone benefits from this.
- 





**THANK YOU**



# Contact Information

