

**City of Carpinteria**  
**Ad Hoc Racial Equity & Social Justice Program Planning Committee**  
**Regular Meeting Agenda**  
**November 17, 2020 at 5:30 P.M.**

**Virtual Meeting**

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**THE CITY OF CARPINTERIA HAS DETERMINED THIS MEETING TO BE AN ESSENTIAL PUBLIC MEETING THAT WILL BE CONDUCTED PURSUANT TO THE PROVISIONS OF THE GOVERNOR'S EXECUTIVE ORDERS N-29-20 AND N-33-20 AND SANTA BARBARA COUNTY HEALTH OFFICER'S ORDER**

In response to the spread of the COVID-19 virus, Governor Newsom has temporarily suspended the requirement for local agencies to provide a physical location from which members of the public can observe and offer public comment, and has ordered all Californians to stay home except as needed to maintain continuity of operations of certain critical infrastructure.

In compliance with these orders, and to minimize the potential spread of the COVID-19 virus, the City of Carpinteria is not permitting public access to the City Council Chambers for this meeting. Instead, you are strongly encouraged to participate in the alternative methods explained below:

**VIRTUAL VIEWING OF PUBLIC MEETINGS**

This meeting is available to view live. Instructions and links are provided below.

**PUBLIC COMMENTS**

If you wish to make a general public comment or to make a comment on a specific agenda item, via the **eComment** link on the City's agenda website the following methods are available. Please note that the **eComment** link does not become active until an agenda is posted.

- Distribution to Board Members. If you wish to submit a hard copy of written comments to board members (as either general public comment, as applicable, or on a specific agenda item), please submit your comment via the **eComment** link on the City's agenda website (<https://carpinteria.ca.us/city-hall/agendas-meetings>) at least **three (3) hours prior to the start time of the meeting**. Please note that these comments will not be read into the record during the meeting.
- Read Into the Record During Meeting. If you would like your comment read into the record during the meeting (as either general public comment, as applicable, or on a specific agenda item), please specify this in your comment. Please submit your comment of less than 250 words via the **eComment** link on the City's agenda website (<https://carpinteria.ca.us/city-hall/agendas-meetings>) at

least **three (3) hours prior to the start time of the meeting**. Every effort will be made to read your comment into the record, but some comments may not be read due to time limitations. Please also note that if you submit a written comment *that is over 250 words or do not specify that you would like this comment read into the record* during the meeting, consistent with the City's practice when it receives written public comments on agenda items, your comment will be forwarded to board members for their consideration.

- Real-Time Public Comment Through Zoom Webinar. Members of the public attending the public meeting through the City's Zoom Webinar platform (see link provided below) have the option of providing real-time public comments on agenda matters. To make public comments through this platform please use the "raise your hand" feature to notify staff that you would like to make a public comment during designated public comment times. Once it is your turn to provide a public comment, staff will unmute your microphone and you will be given a designated amount of time to provide your comment (typically, the practice has been up to three (3) minutes per speaker on each item). At the end of your comment, staff will once again mute your microphone.

The situation with COVID-19 is constantly evolving and the City will provide updates to any changes to this policy as soon as possible. The public is referred to the City's web at [www.carpinteria.ca.us](http://www.carpinteria.ca.us) for the latest COVID-19 policies and information. The City of Carpinteria thanks you in advance for taking all precautions to prevent spreading the COVID-19 virus.

#### **VIRTUAL VIEWING OF PUBLIC MEETINGS:**

This meeting is available to view live via Zoom Meeting by [CLICKING HERE!](#) Alternatively, you can join by following one of these methods: (1) log on to [www.zoom.us](http://www.zoom.us), download the application, select "Join Meeting", and enter Meeting ID 845 8929 9454; OR (2) call +1 (669) 900-9128 and enter Meeting ID 845 8929 9454.

#### **CALL TO ORDER**

#### **ROLL CALL**

#### **PLEDGE OF ALLEGIANCE**

**PUBLIC COMMENT:** This is a time for public comments on matters not otherwise on the agenda but within the subject matter jurisdiction of the Ad Hoc Racial Equity & Social Justice Program Planning Committee. The Public Comment period is limited to 15 minutes and divided among those persons desiring to speak. No person shall speak longer than three (3) minutes, however, the Mayor may establish shorter periods based on the time available and/or the number of persons waiting to speak. Persons wishing to speak on a specific item will be recognized at the time the agenda item is considered.

The City and the Ad Hoc Racial Equity & Social Justice Program Planning Committee are not responsible for the content of statements made during the public comment period, or the factual accuracy of any such statements.

## **ADMINISTRATIVE MATTERS**

### **1. Approve minutes from regular ad hoc committee meeting of November 3, 2020**

Recommendation: Review and approve minutes from the regular ad hoc committee meeting of November 3, 2020.

- a. Staff presentation
- b. Public comment
- c. Discussion
- d. Action

## **OTHER BUSINESS**

### **2. Recommendation to the City of Carpinteria City Council (“City Council”) to authorize the City Manager, on behalf of the City of Carpinteria (“City”), to initiate contract negotiations for consultant services with the National League of Cities’ Racial Equity & Leadership group (“NLC REAL”) and Just Communities Central Coast (“Just Communities”) to assist the City in developing a Racial Equity and Social Justice Program (as initiated by City Council Resolution No. 5981).**

Recommendation: That the Racial Equity & Social Justice Ad Hoc Committee (“Committee”) recommend that the City Council authorize the City Manager, on behalf of the City, to initiate contract negotiations for consulting services with NLC REAL and Just Communities to assist the City in developing a Racial Equity and Social Justice Program.

- a. Staff presentation
- b. Public comment
- c. Discussion
- d. Action

**AGENDA ITEMS FOR UPCOMING MEETING:** The ad hoc committee members will discuss potential agenda items for upcoming meetings. This is also an opportunity for committee members to request information from staff or seek support from fellow Councilmembers for future agenda items.

#### **ATTENDANCE OF COMMITTEE MEMBERS FOR DECEMBER 1, 2020 MEETING**

#### **ADJOURNMENT**

In compliance with the Americans with Disabilities Act, if you need assistance to participate in this meeting, please contact the City Clerk's Office at 755-4403 or the California Relay Service at (866) 735-2929. Notification one business day prior to the meeting will enable the City to make reasonable arrangements for accessibility to this meeting.

This agenda was posted on **Friday, October 13, 2020**, in the City Clerk's Office, on the City Hall Public Notices Board, and on the Internet.

AGENDA ITEM NO. 1

Minutes from November 3, 2020 Meeting

**City of Carpinteria**  
**Ad Hoc Racial Equity & Social Justice Program Planning Committee**  
**Regular Meeting Minutes**  
**November 3, 2020 at 5:30 P.M.**

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**CALL TO ORDER**

Mayor Nomura called the meeting to order at 5:36 pm.

Jena Acos, on behalf of Brownstein Hyatt Farber Schreck, LLP acting as the City Attorney of the City of Carpinteria noted for the record that this meeting would be conducted pursuant to the provisions of the Governor's Executive Orders N-29-20 and N-33-20 and Santa Barbara County Health Officer's Order in response to the spread of the COVID-19 virus and noted the protocols by which the public would be participating and stated that members of the Council, staff and any presenters would be participating by video conference.

**ROLL CALL**

Committee Members present:      Councilmember Fred Shaw  
   Mayor Wade T. Nomura

Staff members present:              Dave Durflinger, City Manager  
   Jena Acos, on behalf of Brownstein Hyatt Farber  
   Schreck, LLP acting as City Attorney of the  
   City of Carpinteria  
   Laura Hernández, Human Resources / Risk Manager  
   Brian C. Barrett, Assistant to the Public Works  
   Director

**PLEDGE OF ALLEGIANCE**

Mayor Nomura led those present in the Pledge of Allegiance.

**PUBLIC COMMENT**

There were no eComments received for this meeting nor were there any members of the public present to comment.

**ADMINISTRATIVE MATTERS**

1.      Approve minutes from special ad hoc committee meeting of October 6, 2020

Recommendation: Review and approve minutes from the special ad hoc committee meeting of October 6, 2020.

Motion by Councilmember Shaw, seconded by Mayor Nomura, to approve the minutes from the special ad hoc committee meeting of October 6, 2020. The vote was as follows:

AYES: Councilmember Shaw, Mayor Nomura  
NOES: None  
ABSENT: None

The motion carried unanimously.

## **OTHER BUSINESS**

2. Discussion of Racial Equity and Social Justice Program Planning Consultant RFQ Responses and Interviews.

Recommendation: Receive report from staff on racial equity and social justice program planning consultant RFQ responses and follow-up interviews. (This is a non-action item)

City Manager Durlinger recognized the efforts of Ms. Acos and Ms. Hernández on this item. He reported that staff interviewed both consultants and described the concept of using both consultants (Just Communities and National League of Cities' Race, Equity and Leadership (NLC Real) group) for this work effort. He proposed NLC Real would handle organizational capacity building, organizational assessment, and training while Just Communities would perform public outreach, data gathering, performance indicators, and annual reporting. Ms. Acos added that staff would have a follow-up meeting with both consultants to discuss the dual consultant approach.

There was no public comment.

The Committee was in favor of staff reporting back on a broad plan of using both consultants and dividing roles and responsibilities at the next Committee meeting on November 17, 2020 and making a recommendation to the City Council to act at the Council meeting of November 23, 2020.

3. City of Goleta's Efforts on Diversity, Equity and Inclusion.

Recommendation: Receive update on the City of Goleta's efforts on Diversity, Equity and Inclusion.

Ms. Acos presented the staff report and noted that she would report back to the Committee on the City of Goleta's future progress on their Diversity, Equity and Inclusion Program.

City Manager Durlinger commented that the City would need to build the organizational capacity to carry this new program which will be brought forward to the Committee.

There were no public comments.

Mayor Nomura observed that the City should follow the best practices of other local cities on developing a Racial Equity & Social Justice Program. Ms. Acos added that staff would focus on cities within Santa Barbara County and other similarly sized and situated cities.

#### **AGENDA ITEMS FOR UPCOMING MEETING:**

Upcoming agenda items were mentioned earlier in the meeting.

#### **ATTENDANCE OF COMMITTEE MEMBERS FOR FUTURE MEETINGS**

Councilmember Shaw and Mayor Nomura would be available for the next meeting on November 17, 2020.

#### **ADJOURNMENT**

Mayor Nomura adjourned the meeting at 6:08 pm.

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Brian C. Barrett,  
Assistant to the Public Works Director



AGENDA ITEM NO. 2

Staff Report



# City of Carpinteria

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## **RACIAL EQUITY & SOCIAL JUSTICE AD HOC COMMITTEE STAFF REPORT November 17, 2020**

### **ITEM FOR CONSIDERATION**

Recommendation to the City of Carpinteria City Council ("City Council") to authorize the City Manager, on behalf of the City of Carpinteria ("City"), to initiate contract negotiations for consultant services with the National League of Cities' Racial Equity & Leadership group ("NLC REAL") and Just Communities Central Coast ("Just Communities") to assist the City in developing a Racial Equity and Social Justice Program (as initiated by City Council Resolution No. 5981).

### **STAFF RECOMMENDATION**

Action Item   X   ; Non-Action Item       

That the Racial Equity & Social Justice Ad Hoc Committee ("Committee") recommend that the City Council authorize the City Manager, on behalf of the City, to initiate contract negotiations for consultant services with NLC REAL and Just Communities to assist the City in developing a Racial Equity and Social Justice Program .

Sample Motion: I move a recommendation to the City Council that the City Manager be authorized, on behalf of the City, to initiate contract negotiations for consultant services with NLC REAL and Just Communities to assist the City in developing a Racial Equity and Social Justice Program.

### **INTRODUCTION**

On June 8, 2020, in response to recent instances of police brutality and unjustified killings of Black people and people of color throughout the United States, the City Council adopted Resolution No. 5981 (Attachment A), whereby the City made several key commitments which can be organized into the following three general categories:

- (1) Committing to collaborate with law enforcement to further community-oriented policing, build trust with the community and ensure the safety of all community members (see Resolution No. 5981, § 4); and

- (2) Committing to review and revise City policies to incorporate antiracist policies into City government and ensure the equitable distribution of resources and public services (see Resolution No. 5981, § 6); and
- (3) Collaborating with, supporting, and amplifying minority-owned businesses, community groups and non-profit organizations within the City and broader community (see Resolution No. 5981, § 7).

At its regular meeting of June 22, 2020, the City Council received a report on next steps for implementing Resolution No. 5981. The report expanded on options to align with the commitments identified in Resolution No. 5981 and provided specific actions that may be necessary to support related objectives of furthering racial equity and social justice. During a subsequent meeting on July 13, 2020, the City Council received a report from staff detailing the options available for forming a Committee of Racial Equity and Social Justice including the committee's purpose and responsibilities, type, and membership.

To begin implementing Resolution No. 5981 commitments, on August 10, 2020, the City Council formed the Committee pursuant to its adoption of Resolution No. 6001. The Committee is tasked with (1) researching and recommending to the City Council a consultant to assist the City with implementing its Resolution No. 5981 Commitments; (2) working with the consultant to develop a process, schedule, and budget for this work; and (3) further defining the role of a subsequent committee consisting of City Councilmembers and community stakeholders ("Blue Ribbon Committee").

Upon completion of these initial tasks, it is envisioned that the Committee will be disbanded and the BlueRibbon Committee will be formed to continue the City's progress in this area. It is the City's intention that the consultant will continue to work with the BlueRibbon Committee to, in part, institutionalize the Committee's work through establishment of an ongoing City Racial Equity and Social Justice Program. The BlueRibbon Committee will include two councilmembers as well as community stakeholders.

## **BACKGROUND**

On September 2, 2020, the City issued a Request for Qualifications ("RFQ") seeking qualified individuals or groups to assist the City in implementation of a Racial Equity and Social Justice Program consistent with the City's commitments in Resolution No. 5981 ("RFQ"). (See Attachment B.)

The City received responses to the RFQ from NLC REAL and Just Communities (see Attachment C). The responses were reviewed and considered by the Committee at its October 6, 2020 meeting. The Committee requested that staff conduct follow-up interviews with both consultants.

Follow-up interviews were subsequently conducted with both NLC REAL and Just Communities on October 23, 2020. Based on City staff's conversation with both of these organizations, each group appears to provide a complimentary set of tools, expertise,

and experiences. For this reason, City staff recommends that the Committee consider the merits of working with both entities on different aspects of the planned work.

## **DISCUSSION**

The interview process has helped staff to further think through different options, processes, and timelines for implementing racial equity and social justice work within the City. Based on discussions with both NLC REAL and Just Communities, staff feels that both groups have complimentary tools, specialties, and experience that could assist the City's planned efforts. Because of this, staff is recommending that the Committee consider moving forward with engaging both NLC REAL and Just Communities to work collaboratively to help the City implement its commitments made in Resolution No. 5981, as well as develop a Racial Equity and Social Justice Program.

Staff currently envisions working with NLC REAL to facilitate the internal "City" piece of this work effort, including developing and implementing assessments (both on a staff and institutional level), providing trainings, and providing some low- to medium- level of technical assistance and organizational capacity building. As a locally-based group with pre-existing ties to the community, it is proposed Just Communities be engaged to assist the City on the community aspect of the work, including mapping stakeholders, forming and staffing a community-driven BlueRibbon Committee (made up of two councilmembers and numerous stakeholders), developing and analyzing data and other indicators in order to evaluate the effectiveness of the City's efforts, and making subsequent recommendations for adapting the City's approach.

Both organizations have agreed in concept to working collaboratively and City staff has scheduled a conference call with both consultant groups for this Monday, November 16, 2020. We plan to report the outcomes of the discussion during our presentation on this item at your Committee's meeting.

Should the Committee approve of this approach, staff will schedule a matter for the City Council meeting of November 23, 2020, seeking City Council authorization for the City Manager to initiate negotiations with both NLC REAL and Just Communities. Once these negotiations have progressed, staff envisions returning to the City Council with draft contracts (including a non-to-exceed amount) and a corresponding budget appropriation request.

## **FINANCIAL CONSIDERATIONS**

At this stage, City staff has not begun negotiating a contract with either NLC REAL or Just Communities and can thus only provide a rough cost estimate for this work. Based on staff's review of the requested work items, draft hourly and programmatic costs provided by both consultant groups, and initial draft budgets, staff believes that direct costs associated with the recommended action (for work undertaken pursuant to the consultant services agreements) will be approximately \$100,000. As stated above,

once negotiations conclude, staff plans to return to the City Council with a not-to-exceed amount and a corresponding budget appropriation request. At this point, staff envisions recommending any requested budget allocation to pay for consultant support come from the City's Measure X Fund balance, which is currently just under \$3 million.

Going forward, the approach being recommended is expected to result in the establishment of a new Racial Equity and Social Justice Program of the City. Because the scope of the program has yet to be determined, costs cannot be understood at this time; however, carrying out such a program would result in costs to the City for direct staff support as well as administration.

### **LEGAL AND RISK MANAGEMENT CONSIDERATIONS**

The City Attorney's Office has worked closely with City staff on this matter and will be available at the meeting to answer any questions. Upon the City Council's direction, the City Attorney's Office also plans to work closely with staff to draft any contracts or agreement with consultants.

### **OPTIONS**

1. Approve the staff recommendation to recommend to the City Council (for consideration on November 23, 2020) that staff initiate negotiations with NLC REAL.
2. Provide direction to staff related to an alternative approach (should this option be pursued, staff anticipates the schedule to come before the City Council with a recommendation would be extended).

### **ATTACHMENTS**

Attachment A: Resolution No. 5981

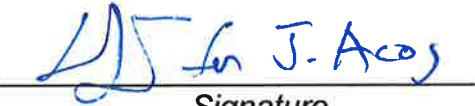
Attachment B: RFQ

Attachment C: Responses received in response to RFQ

Staff contact: Laura Hernandez, Human Resource Administrator  
(805) 755-4404, [laurah@ci.carpinteria.ca.us](mailto:laurah@ci.carpinteria.ca.us)

  
Signature

Reviewed by: Jena Acos, Legal Counsel

  
Signature

Reviewed by: Dave Durlinger, City Manager  
(805) 755-4400, [daved@ci.carpinteria.ca.us](mailto:daved@ci.carpinteria.ca.us)

  
Signature

## ATTACHMENT A

## **RESOLUTION NO. 5981**

### **A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARPINTERIA, CALIFORNIA CONDEMNING THE UNJUSTIFIED USE OF FORCE AND BRUTALITY USED AGAINST BLACK PEOPLE AND PEOPLE OF COLOR BY LAW ENFORCEMENT AND STANDING IN SOLIDARITY WITH NON-VIOLENT PROTESTORS OF RACIAL INJUSTICE AROUND THE COUNTRY**

**WHEREAS**, the City of Carpinteria ("City") is horrified by the recent instances of police brutality and unjustified killings of Black people and people of color in the United States; and

**WHEREAS**, the City strongly denounces and condemns the recent unjustified killing of George Floyd and thousands of other Black people and people of color across the nation, and condemns all acts of racism, police brutality, racial profiling, and use of excessive force; and

**WHEREAS**, such killings highlight a history of systemic racism, trauma, and injustice to which many people of color, but in particular the Black community, have been subjected; and

**WHEREAS**, Santa Barbara County ("County") history itself is colored by the legacies of slavery, in that the County's first Black resident, Jerry Forney, was a slave; and

**WHEREAS**, the City is not immune from a history of injustice and racism, including once being a city with racially-segregated schools; and

**WHEREAS**, unjust use of force and brutality by law enforcement undermines community trust in the justice system and compromises important and necessary collaborative work between law enforcement, the justice system, and racial minorities in our communities; and

**WHEREAS**, marginalized communities, including LGBTQ+ individuals, immigrants, and those with disabilities, are also more likely to be subjected to unjust treatment by law enforcement; and

**WHEREAS**, the City stands in solidarity with non-violent protestors across the country who are demanding a more just nation, and recognizes the important role that such protests have played—and will continue to play—in our history to affect necessary change; and

**WHEREAS**, the City believes that steps to address racism and create a more just and inclusive society begin with community commitment, expressed by policies enacted at the local level; and

**WHEREAS**, the City's Mission Statement reflects the foundational importance of equity and inclusion in the provision of local government services and in the fulfillment of our commitment to democracy, and the City is proud of our history of condemning racial injustice and hate crimes, as expressed in Resolution No. 5938, the Resolution Condemning White Nationalism and White Supremacy; and

**WHEREAS**, as elected community leaders, the City Council recognizes the importance of ensuring that government, including the justice system and law enforcement, is held to the highest standards and actively works to recognize and counteract both systemic racism and unconscious bias; and

**WHEREAS**, the City recognizes that government authority and all citizens should work together to promote and protect equal justice under law, to work collaboratively, celebrating both our differences and our common commitment, and to bring all Americans together in unity to achieve these ends; and

**WHEREAS**, the City welcomes and serves immigrants, visitors, and people of all national origins, ethnicities, religious beliefs, gender and racial identities, sexual orientations, and creeds; and

**WHEREAS**, the City Council supports policies and efforts that reflect and uphold its commitment to public safety and to realizing a diverse, equal, and just community within our City, the County, and the nation as a whole.

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF CARPINTERIA  
RESOLVES:**

**Section 1.** The recitals above are true and correct.

**Section 2.** The City condemns police brutality and unjustified use of force.

**Section 3.** The City will not tolerate racism.

**Section 4.** The City will continue to work collaboratively with our local law enforcement to build community trust and legitimacy, implement community-oriented policing, and maintain a safe community as exemplified in specific provisions in the City's law enforcement contract.

**Section 5.** The City recognizes that police brutality and systemic racism impacting and traumatizing Black people and people of color in our country demands urgent and sustained attention, action and change in the institutions of our society, including transparency and accountability from local government and common commitment by all citizens.

**Section 6.** The City recognizes that as a community we have to actively work to be anti-racist, including educating ourselves, better supporting leaders and institutions who are working to combat injustice and systematic racism, and working together toward the more equitable distribution of resources and public services. We commit to



continuing to learn about, reflect on, and incorporate anti-racist policies into City government, and strengthen a climate incompatible with racism in our community and nation.

**Section 7.** To accomplish the goals of this Resolution, the City will highlight and collaborate with minority leadership and social justice groups. The City commits to developing resources that support and amplify minority-owned businesses, community groups and non-profit organizations within our City and broader community.


**Section 8.** The City commits to both learning from other leaders and providing leadership on these critical issues in Carpinteria.

**PASSED, APPROVED, AND ADOPTED** on this 8th day of June, 2020, by the following vote:

AYES: COUNCILMEMBER(S): LEE, CARTY, SHAW, CLARK, NOMURA  
NOES: COUNCILMEMBER(S): NONE  
ABSENT: COUNCILMEMBERS(S): NONE  
ABSTAIN: COUNCILMEMBERS(S): NONE

  
\_\_\_\_\_  
Mayor, City of Carpinteria


ATTEST:

  
\_\_\_\_\_  
City Clerk, City of Carpinteria

I hereby certify that the foregoing resolution was adopted was adopted at a regular meeting of the City Council of the City of Carpinteria held on June 8, 2020.

  
\_\_\_\_\_  
City Clerk, City of Carpinteria

APPROVED AS TO FORM:

  
\_\_\_\_\_  
Peter Brown, on behalf of Brownstein  
Hyatt Farber Schreck, LLP acting as  
City Attorney of the City of Carpinteria

## ATTACHMENT B

# **CITY OF CARPINTERIA**

## **REQUEST FOR QUALIFICATIONS FOR CONSULTANT TO ASSIST CITY IN DEVELOPING RACIAL EQUITY AND SOCIAL JUSTICE PROGRAM**



**Issued: September 2, 2020**

**Response Deadline:  
September 25, 2020 (5:00 P.M.)**

**ADDRESS ALL QUALIFICATION STATEMENTS TO:**

**Dave Durflinger  
City Manager  
daved@ci.carpinteria.ca.us**

## **INTRODUCTION**

The City of Carpinteria (“City”) issues this Request for Qualifications (“RFQ”) seeking qualified individuals or groups (“Consultant”) to assist the City in implementation of a racial justice and social equity program consistent with the City’s commitments in Resolution No. 5981. (See Attachment A.) Specifically, through its adoption of Resolution No. 5981, the City Council committed the City (1) collaborate with law enforcement to further community-oriented policing, build trust with the community and ensure the safety of all community members, (2) review and revise City policies to incorporate anti-racist policies into City government and ensure the equitable distribution of resources and public services, and (3) collaborate with, support, and amplify minority-owned businesses, community groups and non-profit organizations within the City and broader community (jointly referred to herein as the City’s “Resolution No. 5981 Commitments”).

To begin implementing its Resolution No. 5981 Commitments, on August 10, 2020, the City Council formed an ad hoc racial equity and social justice program planning committee (“Ad Hoc Planning Committee”) which is tasked with (1) researching and recommending to the City Council a Consultant to assist the City with implementing its Resolution No. 5981 Commitments, (2) working with the Consultant to develop a process, schedule, and budget for this work, and (3) further defining the role of a subsequent committee consisting of City Councilmembers and community stakeholders (“Blue Ribbon Committee”).

Upon completion of these initial tasks, it is envisioned that Ad Hoc Planning Committee will be disbanded and the Blue Ribbon Committee will be formed to continue the City’s progress in this area. It is the City’s intention that the Consultant will continue to work with the Blue Ribbon Committee to assist the City in implementation of its Resolution No. 5981 Commitments. The City envisions that one of the first steps will be developing and facilitating a community survey to identify individuals and stakeholders to participate in the Blue Ribbon Committee. Once the Blue Ribbon Committee is fully staffed, the City will also need assistance developing a process to institutionalize the City’s racial equity and social justice work such that it becomes a programmatic part of the City’s business (“Racial Equity and Social Justice Program”). The City anticipates that this set of work with the Blue Ribbon Committee may require a subsequent contract based on the directions provided by the Blue Ribbon Committee and stakeholder engagement.

## **BACKGROUND**

As part of the City’s efforts to recognize, confront, and mitigate systemic racism, the City is putting forth this RFQ to formally initiate the process by which the City will implement its commitments made in Resolution No. 5981, including development of a Racial Equity and Social Justice Program. As discussed above, this process is likely to occur in various stages. While not included in the scope of this RFQ, the City notes the potential for the Consultant to partner with the City on a longer-term basis to help the City continue its Racial Equity and Social Justice Program planning and efforts.

The City recognizes the value and many contributions of local individuals, organizations, and institutions that have long been working in our region to address social and racial equity. While this RFQ and the ultimate selection of the Consultant is part of a public, ongoing process, the City welcomes and encourages local individuals and groups with such experience to respond and recognizes the value of local capacity and experience working within our community.

## **BACKGROUND ON THE CITY OF CARPINTERIA**

The City was incorporated in 1965 as a “General Law” city governed by an elected five-member city council. Carpinteria is a relatively small coastal city of 2.59 square miles in Santa Barbara County, with a population of fewer than 14,000 individuals. The City is home to well-known beaches, mountain views and a diverse economy including strong tourism and agriculture as well as light industry and research and development. Race and Hispanic origin based upon the 2018 American Community Survey’s five-year estimates data profiles are as follows (percentages noted below are race alone or in combination with one or more other races unless otherwise specified): 45% Hispanic or Latino, 79.4% White, 4.8% Asian, 1% American Indian and Alaska Native, 0.5% Black or African American, 0.2% Native Hawaiian and Other Pacific Islander. The City is also home to 38.2% of persons who speak a language other than English at home, 10.5% are persons with a disability, and 4.5% of all families and people whose income in the past 12 months is below the poverty level.

The City provides a range of municipal services including law enforcement, land use, development review and permitting; construction and maintenance of City streets, storm drains, bridges and similar infrastructure type assets; park maintenance and recreation program; and general administration. The City contracts the law enforcement services with County of Santa Barbara Sheriff Department.

## **RFQ RESPONSE REQUIREMENTS**

The City welcomes all Consultants to submit responses to this RFQ. The City will review and assess responses based on the Consultant’s experience and how well the responses address the City’s goals and objectives to implement its Resolution No. 5981 Commitments, develop a process, schedule, and budget for this work, and further define the role of the Blue Ribbon Committee.

The City requests the following specific information from Consultants:

- 1. Cover Letter.** Please include a cover letter which includes Consultant’s name, address, contact name for response, contact information (address, phone, cell, email, etc.). Please keep cover letter to one (1) page.
- 2. Experience.**
  - Please provide a statement of experience discussing applicable experiences, capabilities, and qualifications.

- Please include a discussion of similar work you and/or your company or organization have facilitated with public agencies.
  - Please provide a statement (as applicable) of experience working within our region, The City, or other jurisdictions with similar economic and social dynamics.
  - Please include specific examples which highlight your work including specific results, achievements and/or press.
- 3. Work Approach and Schedule.** Please summarize your proposed work approach, implementation schedule, and availability.
  - 4. Compensation.** Please include the proposed compensation structure and payment schedule for your services.
  - 5. References.** Please provide a minimum of three (3) references, including contact information. The City is particularly interested in references from other public agencies. Please keep responses to two (2) pages).

## RFQ RESPONSE PROCESS

### Questions

Questions related to this RFQ should be emailed to Dave Durflinger, City Manager at [daved@ci.carpinteria.ca.us](mailto:daved@ci.carpinteria.ca.us) no later than 5:00 P.M. on September 18, 2020.

### Response Deadlines

To be considered, final RFQ submissions must be received in electronic form no later than 5:00 P.M. on September 25, 2020. Please send completed RFQ responses by email in PDF format to Dave Durflinger, City Manager at [daved@ci.carpinteria.ca.us](mailto:daved@ci.carpinteria.ca.us). Please identify any proprietary and/or confidential information as such.

## SUMMARY OF RFQ PROCESS DEADLINES

The following is the schedule for responding to this RFQ. Please note the City is hoping to move quickly and hopes to complete developing a process, schedule, and budget and further defining the role of the Blue Ribbon Committee by early December 2020.

Item	Time (PST)	Date
Issuance of RFQ	NA	9/2/2020
Deadline for Questions	5:00 P.M.	9/18/2020
Deadline for City to Respond to Questions	5:00 P.M.	9/22/2020
RFQ Submission Deadline	5:00 P.M.	9/25/2020

<b>Selection Process/Contract Negotiations</b>	<b>NA</b>	<b>9/25/2020 – 10/12/2020</b>
<b>Contract Execution</b>	<b>NA</b>	<b>10/12/2020</b>

All inquiries, technical or otherwise, regarding this proposal process should be directed to Dave Durflinger, City Manager at [daved@ci.carpinteria.ca.us](mailto:daved@ci.carpinteria.ca.us). Contact with personnel of the City other than the above regarding this request for proposal may be grounds for elimination from the selection process.

During the evaluation process, the City reserves the right, where it may serve the City's best interest, to request additional information or clarification, or to allow corrections of errors or omissions. At the discretion of the City, firms submitting proposals may be requested to make oral presentations as part of the evaluation process.

Please note that the above schedule is subject to change at the City's discretion.

## **RFQ EVALUATION PROCESS**

All submissions must be received by the posted deadline. At its discretion, the City may request Consultants that provide a timely and complete response to this RFQ to make a brief presentation to answer questions and better explain information provided in the RFQ. These presentations, if requested by the City, may be held during a scheduled public meeting.

The evaluation and selection of the Consultant will be consistent with the City's authority and its interest in efficient, transparent and accountable local government decision-making.

Following the evaluation of responses the City may begin negotiations with preferred Consultant(s), re-issue the RFQ, and/or choose another direction that is deemed in the City's best interest. Responding to the RFQ is not a guarantee of a contract award and the City reserves the right to withdraw this RFQ and/or to decline to award a contract.

The City thanks you in advance for your thoughtful response. For more information about the City please visit our website at <https://carpinteria.ca.us/>.

## ATTACHMENT C



**RFQ Resolution No. 5981 Commitments 2020:**  
September 25, 2020

Dave Durflinger  
City Manager  
City of Carpinteria  
5775 Carpinteria Avenue  
Carpinteria, CA 93013

Dear Dave,

The National League of Cities (NLC), through its Race, Equity And Leadership (REAL) department, is excited to submit this proposal to the City of Carpinteria, California, to provide Training, Technical Assistance, and Capacity Building in support of the city's goals for racial equity and social justice. We support Carpinteria's expressed commitment to this important work. By issuing this RFQ, the city has affirmed the importance of balancing local government leadership and community engagement to address systemic and structural inequities. Our experience suggests that improving the racial equity in these systems and structures requires political will, a readiness among all participants to not do business as usual, and commitment from top local leaders, public agencies, civil society, and the community.

In 2014, NLC recognized that we needed to help cities understand racial disparities and look at the systems in their local governments that make things worse. REAL was created so that NLC could establish and grow the expertise to work with city leaders to help eliminate racial disparities and restore trust among citizens.

In partnering with the National League of Cities (NLC), the City of Carpinteria will receive the collective expertise of our work during the past five years. We look forward to partnering with you to engage in this work.

In accordance with your RFQ outline and instructions, we are excited to submit this proposal for consideration the City of Carpinteria.

**Proposing Service Provider:**

National League of Cities (NLC); Race, Equity And Leadership Department (REAL)

**Address:**

660 North Capitol Street, NW  
Suite 450  
Washington, DC 20001

**Contact:**

Leon T. Andrews  
Director, NLC REAL  
Email: [andrews@nlc.org](mailto:andrews@nlc.org)  
Phone: 202-626-3039 | Fax: 202-626-3039

Sincerely,



Leon T. Andrews, Jr.  
Director, Race, Equity And Leadership

## EXPERIENCE

REAL's mission is to strengthen local government leaders' knowledge and capacity to eliminate racial disparities, heal racial divisions, and build more equitable communities. REAL does this through several intervention channels and support systems with the understanding that local government leaders may not know where or how to start. REAL has three strategic areas to support cities:

1. Provide **Training & Technical Assistance** that builds the capacity of local government leaders to identify racial disparities and effectively challenge and address issues through policy and practice.
2. Offer **Network Building** opportunities that promote peer-to-peer learning and showcase local government leaders who are advancing efforts through REAL.
3. Establish a **Field of Practice** that leverages new and existing partnerships, and shares knowledge and resources across cities that promote innovative solutions to racial equity challenges in local government.

All of our workshops include:

- **Interactive and experiential components.** Adult learning styles vary. We use varied forms (including exercises and small group discussions) to share information to ensure learning objectives are met.
- **Explicit conversation and facilitation to illuminate the connection between individual, institutional, and structural racism.** Our training methodology allows participants to make connections between individual experiences and the broader societal and structural ways in which race is constructed. We focus on institutional and structural strategies, as those are most effective for leveraging change.
- **Strong, expert facilitation.** Conversations about race can sometimes be difficult. We have a team of expert facilitators who are prepared to lead and guide conversation and to re-design activities in the moment to ensure participants' time and experience is maximized.
- **Applying learning.** Racial equity concepts can, at times, be abstract. Our workshops focus on the application of learning in the workplace. *Doing* is often the best teacher.

REAL recognizes the importance of responding to unique situations. Context matters. We tailor workshops and learning activities to best meet the needs of participants and organizations. All of our workshops are informed by:

- Context setting to understand how best to tailor content and exercises
- Background research to ensure content is relevant and focused on connections between institutional and structural change
- Interviews with a selection of participants to ensure design meets needs and expectations of participants

We understand that Carpinteria is ready to move forward to integrate equity as a value that is put into action. Leadership and staff must **normalize** racial equity as a key value and have clear understanding and shared definitions, **operationalize** equity via new policies and by transforming the underlying culture of our organizations, and finally, **organize**, both internally and in partnership with other institutions and the community.

The elements, deliverables, and actions are based on our understanding of your desired direction for an initial scope of services, with specific attention to the leadership, staff, and elected officials. We are strong believers in co-design; if any of our proposed options is either more, or less extensive than your desired direction, we would welcome the opportunity to adjust our scope to meet the scale of your expectations. If you have any questions, please do not hesitate to contact me or Jordan Curry Carter at [Carter@nle.org](mailto:Carter@nle.org).

## WORK APPROACH AND SCHEDULE

### SCOPE OF SERVICES

The REAL team brings a wealth of substantial relevant experience and expertise, including leadership engagement; implementation of a comprehensive racial equity process; analysis of city infrastructures for advancing racial equity; training; and access to racial equity and racial healing experts and resources.

We describe here the key contributions REAL will make to support the racial equity work in Carpinteria.

#### Initial Consultation

NLC REAL will schedule a three-hour virtual meeting with Carpinteria leadership team. The meeting will be an opportunity to review and clarify expectations for the city's commitment to advancing racial equity.

#### Design and Conduct Assessment

REAL offers a range of assessment opportunities for cities to establish an understanding of the context for action that is essential for building an effective institutional transformation strategy. While this proposal does not include any assessment options, REAL looks forward to exploring the value and possibility of assessment work in future phases.

#### Racial Equity Training

REAL offers a four-part training series on racial equity. For this proposal, REAL will design an initial training, referred to as REAL 101. The session will be subject to modification based on new learning or developments from conversations with the leadership team.

The overall training series is designed around four key objectives:

1. Understand promising practices in local government to advance racial equity
2. Develop a shared understanding and common definitions for advancing racial equity
3. Identify opportunities to use a racial equity tool and data to drive results
4. Build an internal infrastructure for racial equity that includes opportunities to partner with the community

#### REAL 101: Understanding Racial Equity in Local Government

This session provides an introductory overview for city leaders on the history of institutional and structural racism in America. This training will equip leaders with a shared language for racial equity, examine existing racial disparities in the city and its implication for advancing racial equity. REAL 101 introduces important concepts and tools for organizing and operationalizing racial equity.

***Key learning topics:*** equity versus equality, implicit and explicit bias, individual and institutional bias, levels of racism, racial equity tools, disaggregating data, community engagement strategies

### Plan and Host a Virtual REAL Talk Community Conversation Series

The REAL team can also work closely with the city and key community partners to host a REAL Talk series, which engages city and community leaders in a series of healthy and authentic conversations on race and draw conclusions from these conversations in order to make appropriate recommendations to City Council.

The REAL team will co-design, develop and organize a replicable approach/model for engaging a catalytic segment of Carpinteria neighbors to embody in attitude and action the identified culture traits that promote equity, inclusion, racial healing and relational trust.

Meetings will be organized to facilitate healthy community conversations by employing effective practices that cultivate both deep appreciation and understanding of the values of hospitality, respect, inclusion, justice and dignity and advancing equity in key topical areas (i.e., education, jobs, and economic development). This approach will also reflect intent for significant collaboration and appropriate integration or alignment with kindred initiatives in Carpinteria and other existing community-driven efforts.

The REAL Talk Community Conversations will also incorporate opportunities for participants to review, understand and reflect on local disparities in human outcomes as measured by city data. In reviewing Carpinteria's data disaggregated by race, participants will begin to understand trends and disparities in the city that have differential impacts by race. These conversations will also develop opportunities to engage with community members regarding their own understanding and insights of the data and the root causes of these disparities that will inform the data analysis efforts.

The number of hosting/convening organizations & structure of the series of REAL Talk Community Conversations will be appropriately scaled to fit "capacity" and to ensure quality of process and outcomes, transparency and the optimal experience of all participants. A host organization is one who convenes the community conversations at their facility. A convening organization provides support, leadership for a community conversation convened at a public or more central facility.

**REAL Talk Community Conversations with community leaders:** Anticipated areas to include but not limited to are:

1. **Narrative Change-** examining how to create and distribute new narratives in communications, digital and social media, monuments and parks and in the way we communicate that can influence people's perspectives, perceptions and behaviors about and toward one another.
2. **Racial Healing and Relationship Building-** focusing on ways for all of us to heal from the wounds of the past, to build mutually respectful relationships across racial and ethnic lines that honor and value each person's humanity, and to build trusting intergenerational and diverse community relationships that better reflect our common humanity.
3. **Segregation/Separation-** examining and finding ways to address segregation, colonization and concentrated poverty in neighborhoods to ultimately ensure equitable access to health, education and jobs.
4. **Local Economy:** studying structured inequality and barriers to economic opportunities and recommending approaches that can create an equitable society.

### Debrief on Capacity Building

Normalizing conversations about race includes developing and sharing a racial equity framework as well as operating with urgency and accountability. REAL will debrief with the leadership team and make recommendations for developing an Interdepartmental Racial Equity Team drawn from across all departments that will sustain the engagement and build leadership that can facilitate greater commitment to advancing racial equity throughout the jurisdiction. The training that REAL offers is more effective when it is balanced with technical assistance and the capacity building of the leadership team and the Interdepartmental Racial Equity Team that is created and responsible for ensuring the sustainability of the city's commitment to advancing racial equity.

### Ongoing Racial Equity Consultation

In addition to the debrief and recommendations for establishing an Interdepartmental Racial Equity Team to sustain the racial equity work, REAL will offer consultation on ways to develop a shared analysis of how work within the city should proceed. There are four assessments that the Racial Equity Team can consider:

#### Survey of Staff.

Key to program design and implementation is the collection of data from a broad cross-section of jurisdiction employees to understand perspectives on racial equity, areas of momentum upon which new work can be built, and places where challenges need be addressed. REAL will work with Carpinteria leadership and staff to review, refine, and customize any instruments (i.e., surveys) used in collecting data. The initial survey process is often foundational, allowing for bi-annual redelivery of the instrument to track progress over time.

#### Institutional Assessment.

As part of the training process, the city team is provided with an assessment continuum that can be used to chart the progress toward creating an equitable workplace. The continuum is employed during the training cycle.

#### Stakeholder Mapping.

REAL works closely with local community partners to assess, design, and develop an approach for engaging a catalytic segment of community leaders to embody in attitude and action the traits that promote racial equity and racial healing. The approach will reflect an intent for significant collaboration and appropriate integration or alignment with kindred initiatives that may already exist in the school districts, faith institutions, business sector, or community organizations.

#### Data Governance.

An initial assessment will be provided that examines what data across agencies is collected and disaggregated by race and ethnicity. Analysis will be provided on the available disaggregated data to identify potential patterns disparities. Recommendations will also be offered for improvements to infrastructure and processes to support disaggregation of data by race and ethnicity, including potential framing questions for discussion with city department leaders.

In addition, REAL can identify opportunities for the Racial Equity Team to design a more robust training series that includes a "train the trainer" option. The summary of what the additional trainings and key learning topics could include is provided below.

### REAL 201: Advancing Racial Equity in Local Government

This session will explore the implications and impacts of institutional and structural racism for the city. City leaders will spend a significant amount of time learning about how to use a racial equity tool



as they explore structural changes to daily operations, budgeting, communications, community engagement and decision-making.

**Key learning topics:** *institutional and structural racism, racial equity tools, racial equity goals, community engagement strategies, head versus heart strategies, inside versus outside strategies, communication tools for talking about race*

- **Using a Racial Equity Tool** – Instruction and practice on how to use a racial equity toolkit within policy, program, and budget decision-making processes. Participants will gain skills by using the tool with their own lines of business that they would like to assess from a racial equity perspective.
- **Communicating for Racial Equity** – Communicating about race can sometimes be a challenge, but preparation and strategy make a big difference. This training provides tools for both interpersonal communication and communicating with the media and broader outside audiences.

### REAL 301 & 302: Taking an Operational Approach to Advancing Racial Equity

This final two sessions will be an opportunity for city leaders to review the subject matter identified from the past session and current issues shared during the sessions. City leaders will learn and apply the racial equity tool to these priorities and determine an approach for advancing racial equity in the city that aligns with the taskforce and could include the development a racial equity plan.

**Key learning topics:** *Racial equity tools, racial equity goals, racial equity plan, case studies*

- **Developing a Racial Equity Action Plan** – Developing a Racial Equity Action Plan entails putting ideas and understanding into action, including building organizational infrastructure across the breadth (all functions) and depth (up and down hierarchy), using a Racial Equity Tool, and developing and implementing strategies.
- **Tools for Organizational Change** – This workshop provides hands-on exercises to discuss moving organizational change within government. Content is tailored to meet participants' needs, and includes stakeholder analysis, power and politics, and tipping point theory.

### SCHEDULE

- REAL will work with the city of Carpinteria to finalize a timeline of sequencing the deliverables described above. The coordination of these activities can start as soon as the contract is executed.

### PARTIAL CLIENT LIST

<ul style="list-style-type: none"> <li>• Arlington, MA</li> <li>• Baltimore, MD</li> <li>• Boulder, CO</li> <li>• Brooklyn Park, MN</li> <li>• California League of Cities</li> <li>• Charlottesville, VA</li> <li>• Columbia, MO</li> <li>• Dallas, TX</li> <li>• Denver, CO</li> <li>• Fort Worth, TX</li> </ul>	<ul style="list-style-type: none"> <li>• Lake Worth Beach, FL</li> <li>• McDonough, GA</li> <li>• Omaha, NE</li> <li>• Oak Park, IL</li> <li>• Philadelphia, PA</li> <li>• Portland, OR</li> <li>• Rochester, NY</li> <li>• St. Paul, MN</li> <li>• State College, PA</li> <li>• Tempe, AZ</li> </ul>
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### REFERENCES

- Arlington, MA - Adam Chapdelaine, Town Manager, [Achapdelaine@town.arlington.ma.us](mailto:Achapdelaine@town.arlington.ma.us)
- League of California Cities, CA - Carolyn Coleman, Executive Director, [ccoleman@cacities.org](mailto:ccoleman@cacities.org)
- Village of Oak Park, IL - Kira Tchang, Human Resources Director, [ktchang@oak-park.us](mailto:ktchang@oak-park.us)

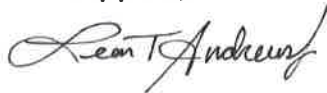
### COST PROPOSAL

The table below is a pricing framework. The package was priced and discounted because Carpinteria is a small city of the National League of Cities. Below is an estimated budget for the proposed work.

	Annual cost
1. <b>Initial Consultation.</b> (Virtual meeting)	\$0
2. <b>Training.</b> REAL 101 (6 hours; virtual training – 3 sessions)	\$11,500
3. <b>Community Conversations:</b> Facilitate a three-part community conversations virtual series	7,500
4. <b>Debrief on Capacity Building.</b> Make Recommendations for Continuity, Sustainability and Development of a Racial Equity Action Plan.	\$1,500
5. <b>Ongoing Consultation.</b> 5 hours of technical assistance @\$300 per hour	\$1,500
Sub-total	\$22,000
Admin (10%)	\$2,200
Subtotal	\$24,200
NLC membership	\$1,563
Grand Total	\$25,763

We appreciate your leadership and are excited about the possibility of moving this work forward. Please contact Jordan Curry Carter, [Carter@nlc.org](mailto:Carter@nlc.org) with questions or to discuss next steps.

Sincerely yours,



Leon T. Andrews, Jr., Director  
Race, Equity And Leadership (REAL)  
National League of Cities



***City of Carpinteria Racial Equity & Social Justice Program***

**Legal Name:** Just Communities Central Coast

**Address:** 1528 Chapala St. Suite 308, Santa Barbara, CA 93101

**Telephone:** (805) 966-2063 c. (707) 294-7980

**Authorized Contact:** Melissa G. Patrino, Executive Director

For more information about Just Communities, visit [www.just-communities.org](http://www.just-communities.org).



# Company Overview and Experience

Just Communities advances justice by building leadership, fostering change, and dismantling all forms of prejudice, discrimination, and oppression.

## Organizational Overview: Just Communities

Just Communities Central Coast is a nonprofit organization based in Santa Barbara, CA. Founded in 2001 as a local chapter of the National Conference for Community and Justice (NCCJ), Just Communities has an 18-year track record of providing innovative educational and organizational change programs that help people, groups, organizations, and communities understand, talk about, and take action on issues of diversity, inclusion, and equity. Though our primary area of service is in the Tri-county region of California's Central Coast, we have worked with organizations across California and the nation and we are a recognized leader in the field. We combine an intersectional approach to issues of identity and equity with expertise in human and organization development that allows the people, organizations, and communities we work with to successfully engage in personal, organizational, and systemic change.

### Key Areas of Expertise

Content Areas	Skills	Fields
<ul style="list-style-type: none"><li>• Diversity, Inclusion &amp; Equity (DEI)</li><li>• Intersectionality</li><li>• Implicit Bias</li><li>• Microaggressions</li><li>• Dismantling Oppression</li><li>• Racism</li><li>• Sexism</li><li>• Genderism</li><li>• Heterosexism</li><li>• Ableism</li><li>• Ageism / Adulthood</li><li>• Faith-Based Oppression</li><li>• Classism</li></ul>	<ul style="list-style-type: none"><li>• Leadership Development</li><li>• Organization Development</li><li>• Systems Change</li><li>• Dialogue Facilitation</li><li>• Culturally Proficiency</li><li>• Conflict Management</li><li>• Managing Group Dynamics</li><li>• Intergroup Relations</li></ul>	<ul style="list-style-type: none"><li>• Education (PreK-12)</li><li>• Education (Higher Ed.)</li><li>• Government</li><li>• Nonprofit</li><li>• Healthcare</li><li>• Law Enforcement</li><li>• Community</li><li>• Faith</li><li>• Media</li></ul>

Just Communities is unique in that it is one of the few organizations working with local schools, government agencies, law enforcement, health care systems, and other nonprofits to facilitate systems level changes that improve outcomes for all members of our community. The past few years we have been focused on providing training for the private sector to develop a common language around diversity, equity, inclusion & justice (DEIJ). We have worked with the Government Alliance on Racial Equity to Support jurisdictions that are at the forefront of work to advance racial equity, with the goal to:

- 1) Build pathways for new jurisdictions to begin doing racial equity work, including cohorts of new jurisdictions.
- 2) Expand and strengthen local and regional collaborations that are broadly inclusive and focused on achieving racial equity.

Government's proactive work has the potential to leverage significant change, setting the stage for the achievement of racial equity in our communities. Supporting targeted cohorts of jurisdictions and providing best practices, tools and resources is helping to build and sustain current efforts and build a national movement for racial equity.

### Highlights:

- ***Advancing Racial Equity: The Role of Institutions*** – an introduction to the role, responsibilities and opportunities for government to advance racial equity with a focus on normalizing racial equity as a core value with clear definitions of key terminology, operationalizing racial equity via new policies and institutional practice, and organizing, both internally and in partnership with other institutions and the community.
- ***Using a Racial Equity Tool*** – instruction and practice on how to use a racial equity toolkit within policy, program and budget decision-making processes.
- ***Communicating for Racial Equity*** – Communicating about race can sometimes be a challenge, so the session identifies tools for both interpersonal communication and communicating with the media and broader outside audiences.
- ***Developing a Racial Equity Action Plan*** – introduces how to put ideas and understanding into action, including building organizational infrastructure across the breadth (all functions) and depth (up and down hierarchy), and developing and implementing strategies.

### Educational Components:

#### ***Institute for Equity in Education (IEE)***

Developed and piloted with the Santa Barbara School Districts, *IEE* helps schools address racial and ethnic academic achievement gaps by focusing on the “4 Rs” of Relevance, Rigor, Relationships, and Racial Justice. *IEE* includes in-depth dismantling racism leadership training for educators, bi-lingual and cross-racial dialogue for parents, leadership development for students, cross-stakeholder action planning, and on-going support and coaching for schools and districts. Since its inception, *IEE* has resulted in significant culture and climate changes in the Santa Barbara School Unified School District which have led to:

- ☐ shifting the dominant narrative within SBUSD from a focus on socio-economics and parental blame to a focus on school system, social forces, and racism as key factors in the achievement gap;
- ☐ increased numbers of Latino students in honors, GATE and AP courses;
- ☐ improved academic performance for Latino students;
- ☐ increased numbers of Latino students in school leadership positions;
- ☐ increased Latino parent engagement and leadership;
- ☐ increased dialogue between Latino and White parents.

In 2007, the Institute for Democratic Renewal (IDR) at Claremont Graduate University named *IEE* “the most promising vehicle for eliminating racial/ethnic disparities and narrowing the educational achievement gap in the country.” IDR launched the *National Educational Equity Network* with *IEE* as its centerpiece, which has helped *IEE* expand to San Diego Unified Schools District where it has been

part of a larger initiative that has led to tremendous progress in academic achievement at Lincoln High School. Most recently, Lincoln posted the following academic gains:

- ☐ Met 21 of 22 Adequately Yearly Progress (AYP) targets – up from 0 targets in 2007-2008;
- ☐ API growth of 47 points (significantly exceeding their target of 13 points), with subgroup increases in key areas, including...
  - African-American students quadrupling the target;
  - Latino students tripling the target;
  - Socio-economically disadvantaged students quadrupling the target;
  - English Learners/students almost tripling the target;
  - Special Education students doubling the target.

In 2009, Marian Wright Edelman, President of the Children’s Defense Fund said: “If we are serious about ensuring that all children succeed, it is imperative that we courageously address the link between institutionalized racism and the academic achievement gap. Programs like Just Communities’ *Institute for Equity in Education* are model programs that help educators do just that.”

School districts from throughout the Central Coast have sent cohorts of administrators and educators through IEE, and we hope to launch a national program in the next coming year.

### **Example of Virtual Modules for Environmental Organization August 2020**

**Goal:** To engage organizations working for environmental health, sustainability and justice in productive discussions about issues of DEI/J in an effort to strengthen individual organizations and the field as a whole.

#### **Objectives:**

- To build trust.
- Develop a common language.
- Be able to identify inequities, disparities, and injustice within organizations and the field as a whole.
- Develop a commitment to environmental and social justice
- Develop concrete strategies and next steps to advance environmental justice in organizations and our field as a whole.

**Format:** A series of seven 2-hour workshops over Zoom, each of which would include time spent in 3 modalities of work:

- **The Head:** This would involve Just Communities sharing JEDI-related theories and frameworks; developing a common language; brainstorming how JEDI issues and dynamics are playing out in environmental issues, organizations, and movements; etc.
- **The Heart:** This would include participants connecting with each other, sharing their own stories related to the JEDI topics and issues we are exploring, building trust, and deepening their connections. This would take place primarily through break-out sessions of 3-4 people each and then sharing with the full group upon returning from break-out sessions.
- **The Hand:** This is about developing tools and strategies; identifying how individuals, organizations and the group as a whole can apply what they are learning in their own work, organizations, and our communities as a whole; and identifying and committing to next steps and action. Some of this will be done in the Zoom meetings as a group and some will be done through assignments that will take place in between Zoom sessions.

#### **Questions:**

- How do we promote accountability?
- Would having set break-out groups help people feel safer to share in break-out groups?

- Is there a carrot we could offer people to bring them to the process? And encourage them to complete the process?
- Can we have caucus groups within the 7 sessions? Between sessions? After the 7-session series is complete?

Module #	Module Title	Objectives	Ideas	Resources
1	Welcome, Overview, Community & Trust-Building	<ul style="list-style-type: none"> <li>• To welcome participants to the program; share communication guidelines; and build trust and a level of community that will serve as a foundation for diving deeply into issues of DEI.</li> </ul>	<ul style="list-style-type: none"> <li>• Passion Discussion</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
	Assignment	<ul style="list-style-type: none"> <li>• Participants will draw upon their passion words to create “equity values statements” that will guide our work through this process and their work as a community/sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Group people into small groups based on their passion words and have them meet between sessions to come up with a 2-3 sentence values statement that captures their word(s). Be ready to share when they come back together at the next session.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
2	Developing a Common Language	<ul style="list-style-type: none"> <li>• To develop a common language that can be used to help people engage in productive and deep conversations about DEI</li> </ul>	<ul style="list-style-type: none"> <li>• D vs. I vs. E; Dynamics of Oppression; Table of Oppression</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
	Assignment	<ul style="list-style-type: none"> <li>• Identify examples of how structural inequalities such as racism and classism are woven into environmental issues, organizations, coalitions, and movements.</li> </ul>	<ul style="list-style-type: none"> <li>• Participants complete a survey to identify examples of each leg of the Table of Oppression within their orgs. and the larger field.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
3	Table of Oppression	<ul style="list-style-type: none"> <li>• Share the results of the in-between session survey and deepen the learning.</li> </ul>	<ul style="list-style-type: none"> <li>• Share a visual of the table with examples.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
	Assignment	<ul style="list-style-type: none"> <li>• How will attending to these issues help us advance our goals, increase our effectiveness, and deepen our impact in our local communities?</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
4	Having Difficult Conversations	<ul style="list-style-type: none"> <li>• Developing skills and tools for continuing difficult conversations about DEI issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Watch Jay Smooth video then discuss in break out groups and then as a full group.</li> <li>• Review “Having Difficult Conversations” framework.</li> </ul>	<ul style="list-style-type: none"> <li>• Jay Smooth Video</li> <li>• Having difficult conversations framework.</li> </ul>
	Assignment	<ul style="list-style-type: none"> <li>• Take the table of oppression examples generated by the group back to your own organization and facilitate a discussion about them with a focus on: How will attending to these issues help us advance our goals,</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

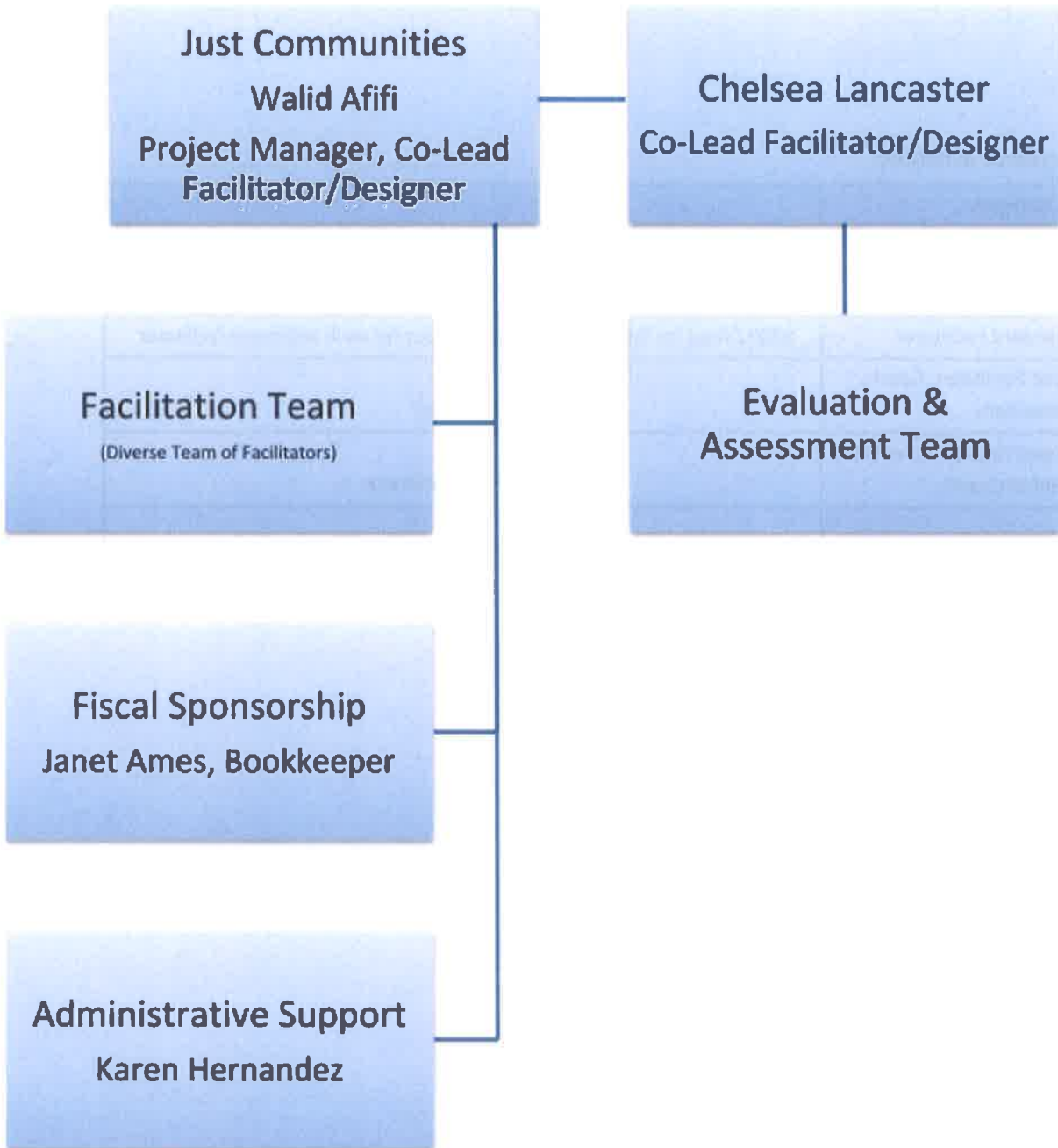
		<p>increase our effectiveness, and deepen our impact in our local communities?</p> <ul style="list-style-type: none"> <li>Engage in one difficult conversation between sessions – a conversation you’ve been needing to have, but have avoided or struggled with.</li> </ul>		
5	Power & Privilege in Environmental Organizations & Movements	<ul style="list-style-type: none"> <li>Develop a common language for discussing issues of power &amp; privilege as concepts.</li> <li>Conduct a “Power &amp; Privilege Analysis” of how power is held, distributed, and used within and between local environmental organizations and in broader environmental movements.</li> <li>Develop goals for how we would like to use and share power &amp; privilege moving forward.</li> </ul>	<ul style="list-style-type: none"> <li>Use the Dynamics of Oppression to define Power &amp; Privilege at various levels.</li> <li>Have participants identify where they hold power &amp; privilege as individuals, as organizations, and as members of social groups.</li> <li>Map organizational power in our community among and between various organizations and identify “How We Know.”</li> </ul>	<ul style="list-style-type: none"> <li>Dynamics of Oppression</li> <li>Power Analysis Worksheet</li> <li>Power Analysis Map</li> </ul>
	Assignment	<ul style="list-style-type: none"> <li>Each organization will meet and identify how they could use the power they have to advance the work of larger environmental movements in our community and how they may be able to leverage the power they have to magnify the power of other organizations with less power in the community.</li> </ul>	•	•
5	Being Allies	<ul style="list-style-type: none"> <li>To understand the term “ally” and to identify ways to be allies to each other as individuals and as organizations.</li> </ul>	•	•
	Assignment	<ul style="list-style-type: none"> <li>Engage your organization in a conversation about: “How can we be effective allies to other organizations?” &amp; “What do we need from other organizations who can be our allies?”</li> </ul>	•	•
6	Next Steps & Commitments	<ul style="list-style-type: none"> <li>How do we build more diverse, inclusive, equitable and just environmental organizations in our communities?</li> <li>How can we address these issues at multiple levels including constituent, volunteers, staff, and board?</li> <li>How do we build a more diverse, inclusive, equitable and just environmental movement in our region?</li> <li>What are the concrete next steps we will commit to? What barriers exist and how do we overcome them? How will we move forward?</li> <li>How will we hold ourselves accountable?</li> </ul>	•	•
	Assignment	<ul style="list-style-type: none"> <li>Each organization will identify which of the next steps their organization can commit to identify their own next steps for moving those commitments forward.</li> <li>Come back to the final session ready to report.</li> </ul>	•	•

7	Celebration & Closure	<ul style="list-style-type: none"> <li>• To acknowledge and celebrate the work that was done through this process.</li> <li>• To provide a sense of closure – not of the work (which is just getting started) – but of this process.</li> </ul>	•
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**Payment Schedule:**

IC Category	
Translator	\$0.15 / word
Interpreter	\$55 / hour
Standard Facilitator	\$300 / hour for first facilitator + \$150/hour for each additional facilitator
Lead Facilitator, Coach, Consultant	\$300 / hour
Travel Time (if out of the Central Coast)	\$50 / hour / facilitator

## Organizational Chart



## **Professional Biography: Walid Afifi**

**Walid Afifi** is a Professor in the Department of Communication at the University of California-Santa Barbara, and recently elected as a Fellow of the International Communication Association, an honor restricted to the most impactful 1% of scholars in the discipline. He has served as Chair of the Department of Communication Studies at the University of Iowa and was selected to run for 2nd Vice President (a position that rotates to President) of the National Communication Association in this election cycle. He has published over 75 articles and chapters, is an author on two books, and an Investigator on nearly \$1.75 million in grant funding across his career.

He also serves as one of only three faculty members on the UCSB Campus Climate Council, is on the board of UCSB's Multicultural Center, is Director of the Center for Middle East Studies at UCSB, and is an active board member at *Just Communities*, a leading non-profit focused on social justice and equity. He also has served on the Equity, Diversity, and Inclusion task force for the National Communication Association and currently serves on the inaugural Inclusion, Diversity, Equity, and Access committee for the International Communication Association. When at the University of Iowa, he served as a board member for the Center for Human Rights. In 2012, he was awarded the UCSB Outstanding Faculty Award for "a faculty member who demonstrates leadership and support to diverse communities of gender identities, gender expressions and sexualities at UCSB," and this year (2020) he was honored through UCSB's Margaret T. Getman Service to Students Award, which recognizes university staff, faculty, and administrators who have demonstrated an extraordinary commitment to the overall growth and development of students; who consistently strive for excellence in their support of students; and who have a commitment to the improvement of the quality of student life.



## **Professional Biography:**

**Chelsea Lancaster** has spent her career devoted to co-creating educational opportunities and dignified, community-driven support for under-resourced single- parent and systems-impacted families in Santa Barbara County. Once a low-income teen mother and abuse-survivor herself, Chelsea currently coordinates the CARE, CalWORKs, and SPARC (Single Parents Arriving Ready for College) programs under the EOPS umbrella at Santa Barbara City College. Under Chelsea's leadership, the CARE Program received the Santa Barbara Commission for Women's 2014 Service Award citing a deep commitment to serving needy women in the County. More recently, Chelsea was featured as a Phenomenal Woman in Student Affairs by NASPA and the SPARC Program was selected to receive the prestigious John W. Rice Diversity and Equity Award from The CA Community College Chancellor's Office.

Chelsea is also an experienced JEDI (Justice, Equity, Diversity and Inclusion) facilitator and active community organizer, primarily in collaboration with Healing Justice BLM and El Centro SB, a volunteer-run activist hub which she founded in 2015. Chelsea proudly serves on the Board of Directors for The FUND for Santa Barbara which supports organizations working for social, economic, environmental and political change throughout Santa Barbara County. She also sits on the Advisory Board for Storyteller Children's Center, which provides quality tuition-free early childhood education for homeless and at-risk children and their families, where she and her daughter were once program participants. Chelsea was one of the driving forces to reconstitution of the Santa Barbara ACLU chapter to work most effectively on local social justice issues, with her focus areas being opposing new jail construction and bail reform. She was also active in organizing against the proposed gang injunction in Santa Barbara, which became the first in the state to be defeated at a local level. When her own daughter left home to attend Mills College in Oakland, Chelsea returned to school to complete a master's degree in Education with an emphasis in leadership and social justice.

## References

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## **Current Accounts / Clients Partial List**

### **Carpinteria Children's Project**

#### **Santa Barbara Unified School District**

[www.sbunified.org](http://www.sbunified.org)

#### **County of Santa Barbara**

(Including Departments of Probation, Behavioral Wellness,  
Child Welfare Services, and Employee University)

[www.countyofsb.org](http://www.countyofsb.org)

#### **Santa Barbara Police Department**

[www.santabarbaraca.gov/gov/depts/police/default.asp](http://www.santabarbaraca.gov/gov/depts/police/default.asp)

#### **Tri-Counties Regional Center**

[www.tri-counties.org](http://www.tri-counties.org)

#### **University of California, Santa Barbara**

[www.ucsb.edu](http://www.ucsb.edu)

#### **Santa Barbara City College**

[www.sbccc.edu](http://www.sbccc.edu)

#### **Cottage Hospital**

[www.cottagehealth.org](http://www.cottagehealth.org)

#### **Deckers Brands**

[www.deckers.com](http://www.deckers.com)

## Just Communities Mission, Vision, Core Values

Vision	Just Communities envisions an equitable and inclusive Central Coast where <i>all people</i> are connected, respected, and valued.
Mission	Just Communities advances justice by building leadership, fostering change, and dismantling all forms of prejudice, discrimination and oppression.
Our Work	Just Communities fosters equity and social justice in order to ensure every school, organization, and community in California's Central Coast is a place of opportunity; not a place of limitation.
Values Statements	<p><b>Just Communities values . . .</b></p> <p><b>RESPECT:</b> Respect leads us to recognize and validate other's experiences, needs, and opinions; value each person's "worth" as a fellow human being; seek first to understand, then be understood. (Stephen Covey); listen to others, and then act on what we hear.</p> <p><b>INTERSECTIONALITY:</b> Just Communities believes that different forms of oppression are interconnected in ways that create a larger, more complex system that reflects the "intersection" of multiple forms of oppression. Our approach recognizes that each individual has multiple identifies and that most people experience being both privileged and targeted by oppression at some point in our lives. We believe that, in the words of Audre Lorde, "There is no hierarchy of oppression," and therefore ranking one person's pain over another person's pain distracts us from our work to end oppression in all its forms. We believe that in order to fully understand one form of oppression, we need to understand all forms of oppression, and use this understanding to guide our efforts to uproot injustice wherever it exists.</p> <p><b>PARTNERSHIPS &amp; COLLABORATION:</b> Just Communities recognizes that partnership and collaboration are essential building blocks of progressive social change. We build trust and community by respecting our partners, honoring their strengths and enabling diverse people to come together to create a more equitable Central Coast.</p> <p><b>POWER (COLLECTIVE POWER):</b> We recognize we can affect the lives of others through unity, a common energy, and belief in ourselves and our allies.</p> <p><b>DISMANTLING OPPRESSION:</b> We recognize that oppression is an unnatural system and structure in which we all exist, and in order to create a society where all people are heard and respected we must all be change agents actively dismantling the forms of oppression we witness, experience, and/or participate in.</p> <p><b>WHOLE SYSTEMS CHANGE (GRASSROOTS, GRASSTOPS, ALL ALONG THE GRASS BLADE):</b> Just Communities work is about systems change which we accomplish by working with leaders at the grassroots level (those most affected by the issues we address who may lack formal positions of power and authority, but who have a stake in equity and justice), the grasstops (formal organizational and community leaders with official positions of power and authority), and all along the grass blade (i.e. people who exist between the grassroots and grasstops at every organizational and community level).</p>
Nondiscrimination Statement	<i>Just Communities does not discriminate against any employee or applicant for employment because of race, sex, color, gender, gender identity, sexual orientation, disability, national origin, religion, creed, age, marital status, citizenship or authorized alien status or veteran status.</i>

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