



City of Carpinteria

COUNCIL AGENDA STAFF REPORT February 22, 2021

ITEM FOR COUNCIL CONSIDERATION

Authorize for the City Manager to sign consultant services agreements on behalf of the City with Just Communities Santa Barbara and the National League of Cities Race, Equity and Leadership program for assistance with the City's development of a Racial Equity and Social Justice program and approval of a related three-year budget of \$134,952.75, including a fiscal year 2020-21 allocation of \$32,000.

STAFF RECOMMENDATION

Action Item X ; Non-Action Item

Approve entering into consultant service agreements for assistance with the Racial, Equity and Social Justice program and make the related budget allocation.

Sample Motion: I move to authorize for the City Manager to sign consultant services agreements behalf of the City with Just Communities Santa Barbara and the National League of Cities Race, Equity and Leadership program for assistance with the Racial, Equity and Social Justice program and approve a three-year budget of \$134,952.75, including a fiscal year 2020-21 allocation of \$32,000, to be paid from the Measure X Fund balance to the appropriate Professional Services account.

(motion requires roll call vote)

BACKGROUND

On June 8, 2020, the City of Carpinteria ("City") City Council adopted Resolution No. 5981, which committed the City to (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

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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 ("Consultant"), (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").

On September 2, 2020, the City issued a Request for Qualifications ("RFQ") seeking a 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 ("Racial Equity and Social Justice RFQ"). The RFQ was posted on the City's website as well as distributed to a targeted list of national and local consultants with experience consulting on racial equity and social justice issues.

The City received responses to its RFQ from two potential Consultants: Just Communities, a Santa Barbara-based group with ties to the local community, and National League of Cities Race, Equity, and Leadership ("NLC REAL"), a program of the National League of Cities.

Based on direction from the Ad Hoc Planning Committee, City staff scheduled interview with both Just Communities and NLC REAL during the week of December 14, 2020. During these discussions, and at the recommendation of NLC REAL, City staff recognized that it would be beneficial to engage both NLC REAL and Just Communities as both groups had different and complementary expertise. While NLC REAL specializes in working with municipal governments, Just Communities' local connections would be important for the community outreach and engagement necessary to develop a Racial Equity and Social Justice Program.

Over the past few months, the City has had several follow-up discussions with both Consultants to discuss partnering together on this work, negotiating the division of tasks based on each Consultant's expertise and experience, and developing scopes of work, budgets, and timelines for their consultant services ("Scope of Work and Cost Proposal"). In general, City staff envisions that NLC REAL will focus its efforts on providing trainings to City staff and elected officials, while Just Communities will concentrate their efforts on community outreach and engagement and, at a later date, formally evaluating the City's racial equity and social justice efforts.

The purpose of this agenda matter is to allow for the City Council to consider and authorize entering into agreements with both Just Communities and NLC REAL to assist the City in developing a Racial Equity and Social Justice Program.

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DISCUSSION

On February 9, 2021, the City presented the scope of services and proposed budget provided by NLC REAL and Just Communities to the Ad Hoc Planning Committee for their review. February 9th, the Ad Hoc Planning Committee recommended that the City Council authorize the City Manager, on behalf of the City, to enter into consultant agreements with NLC Real and Just Communities to assist the City in developing a Racial Equity and Social Justice Program.

The following sections provide background on both Consultants, summarize their proposed Scope of Work and Cost Proposal, and discuss an estimated timeline for moving forward with this work. The proposed Scopes of Work and Cost Proposals submitted by NLC REAL and Just Communities are attached as Attachment A and Attachment B, respectively.

Just Communities. Just Communities is a local nonprofit organization based in Santa Barbara, CA that was formed in 2001 as a local chapter of the National Conference for Community and Justice. Locally, Just Communities has worked with local schools, government agencies, law enforcement, health care systems, and nonprofits to facilitate discussions about and take action on issues of diversity, inclusion and equity.

The Co-Lead Facilitators and Designers at Just Communities are Walid Afifi, a Professor in the Department of Communication at the University of California, Santa Barbara, and Chelsea Lancaster. Chelsea coordinates the CARE, CalWorks, and Single Parents Arriving Ready for College ("SPARC") programs at Santa Barbara City College and co-founded El Centro, a volunteer-run activist hub. Chelsea is an experienced Justice, Equity, Diversity and Inclusion facilitator and community organizer collaborating with Healing Justice.

Just Communities' work will focus on engaging with the City of Carpinteria community and City staff and gathering data through trainings and focus groups to assess the City's specific areas of need, in furtherance of Resolution No. 5981. Just Communities will work collaboratively with NLC REAL to develop a community oriented framework for addressing the identified issues. Just Communities' proposed Scope of Work and Cost Proposal includes the following tasks:

- Assessment. This initial task includes reviewing sample staff assessments and survey questions and creating assessment tools to gauge the racial equity readiness of City staff.
- Trainings – REAL 100 and 200. Just Communities will co-facilitate with NLC REAL to normalize racial equity training. The trainings will provide information on the role, responsibility, and opportunity for government to advance racial equity. Staff will also be provided tools for interpersonal communication and

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communication with outside audiences on racial equity topics. Additionally, Just Communities will provide staff with local history and sensitivity training.

- Community Engagement. Community engagement is an area where a significant amount of time will be spent behind the scenes prior to the actual in-person community engagement. Just Communities will evaluate historical data, document review, there will be an initial community outreach as well as authentic engagement with informal community leaders. This process will be led by 4 research assistants who will also develop question for surveys. Another key area that will occur during the community engagement phases will be Community Conversation and/or Focus Groups. The Focus Groups will be held in a series in various formats that will include community mapping plus data collection. Community mapping will help in identifying and determining those that will make up the “Blue Ribbon” committee.
- Capacity Building. This task involves finalizing the structure of the core team within the City, explore opportunities for engagement or buy-in from other sectors and contractual partners. Part of the process will be to review survey results with core team as well hosting equity roundtable with other sectors and contractual partners.
- Action Plan. This task is focused on assisting the City with developing a Racial Equity Action Plan, which would include building organizational infrastructure.

The tasks proposed above would occur over a three (3) year period with an estimated budget of \$92,898.75.

NLC REAL. The NLC REAL group is based in Washington, D.C. and provides training, technical assistance, and capacity building to support racial equity and social justice goals. NLC REAL was established by the National League of Cities in 2014 after recognizing the need to help cities understand racial disparities and the systems in local governments that perpetuate these disparities. NLC REAL attempts to accomplish this by providing training & technical assistance, offering network building opportunities, and establishing new and existing partnerships to share knowledge and resources across cities. Although NLC REAL has worked with a number of cities across the country, the City would be their first consulting opportunity for a California municipality. NLC REAL will provide coordination assistance for trainings and data collection during community engagement activities. NLC REAL's work will primarily focus on developing a structured approach for addressing City specific racial equity issues whether through iterative trainings or stakeholder programming. NLC REAL's proposed Scope of Work and Cost Proposal include the following tasks:

- Initial Consultation. 3-hour virtual meeting with the City' leadership team to review and clarify the City's commitments.
- Design and Conduct Assessment.
 - Survey City Staff. Asses the level of readiness City staff is to talk about racial equity and determine where challenges need be addressed.

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- Stakeholder Mapping. NLC REAL will work closely with Just Communities to assess, design, and develop an approach for engaging a catalytic segment of community leaders that promote racial equity and racial healing.
- Racial Equity Training. A four-part training series on racial equity. NLC REAL will design four trainings in the REAL 100 series, referenced as REAL 101 (two trainings) and REAL 102 (two trainings) and two trainings in the REAL 200 series, referenced as REAL 201 (two trainings). The trainings will be made available for the elected officials and all City staff separately.
 - REAL 100: Normalizing Racial Equity in Local Government. The session provides key learning topics such as equity versus equality, implicit and explicit bias, individual and institutional bias, levels of racism, racial equity tools, disaggregating data, community engagement strategies.
 - REAL 200: Operationalizing Racial Equity in Local Government. The session provides key learning topics such as 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.
- Capacity Building. NLC REAL will work with the City to formalize a Core Leadership, a Racial Equity Interdepartmental Team and Carpinteria Racial Equity Partner Roundtable. NLC REAL will debrief with the City's 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.
- Ongoing Racial Equity Consultation. NLC REAL will offer consultation on ways to develop a shared analysis of how work within the City should proceed.

NLC REAL's proposed tasks are estimated to be provided over a 14 months period ("Phase 1/Year 1") for a proposed cost of \$42,054.00. Attachment C provides a detailed timeline for the first 14 months of the proposed contracted work with both Consultants. NLC REAL's contract is proposed to end after Phase 1/Year 1 unless the City determines the need to extend the contract.

The total three (3) year budget for engaging both Consultants is estimated to be \$134,952.75 with \$95,457.13 in the first year, \$29,375.63 in the second year, and \$10,120.00 in the third year.

The ultimate goal of the Consultants' cooperative work during Phase 1/Year 1 is to build the team of City representatives and community stakeholders that will carry forward the objectives of Resolution No. 5981. In order to accomplish this, the Consultants will engage carefully with marginalized communities to facilitate authentic conversations and build trust in the City's objectives. This phase is critical for developing and

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implementing any future community-oriented solutions for improving the City’s relationships and interactions with marginalized peoples in its jurisdiction.

POLICY CONSISTENCY

Entering into consultant services agreements as proposed will allow the City to implement Resolution No. 5981 Commitments including, ultimately, establishing an ongoing Racial Equity and Social Justice Program.

FINANCIAL CONSIDERATIONS

Based on the cost proposal from NLC REAL and Just Communities, staff is proposing a total three (3) year budget for engaging both Consultants estimated to be \$134,952.75 with \$95,457.13 in the first year, \$29,375.63 in the second year, and \$10,120.00 in the third year. Staff is proposing a not-to-exceed agreement in the amount of \$42,054 for NLC REAL to complete Phase 1/Year 1 of the proposed work. Staff is proposing a not-to-exceed \$92,898.75 for Just Communities to complete the proposed tasks over a three (3) year period.

The proposed allocation was not included in the City’s adopted FY 2021-21 budget and staff is proposing that the City Council allocate \$32,000 for costs during this current fiscal year. Future fiscal year allocations would be made during the budget process. All allocations are proposed to be made from the Measure X Fund balance in the Professional Services account number 104-111-5201 The Measure X Fund currently has an available balance of \$2,716,510.

The work schedule for this matter is projected to span four fiscal years and therefore any unexpended remainder of the allocated amount will be carried over into FY 2021-22 and budgeted accordingly.

Below is a breakdown of the Racial Equity and Social Justice consultant service expenses by phase and budget year for Just Communities and NLC REAL.

Expenditures by Each 12-Month Consultant Services Phase

Just Communities	NLC REAL
Phase / Year 1	
FY 2020-21: 33% or \$18,000	FY 2020-21: 33% or \$13,880
FY 2021-22: 66% or \$35,400	FY 2021-22: 66% or \$28,174
Phase / Year 2	
FY 2021-22: 33% or \$9,700	
FY 2022-23: 66% or \$19,676	
Phase / Year 3	
FY 2022-23: 33% or \$3,340	
FY 2023-24: 66% or \$6,780	

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Total Consultant Services Expenditures by Fiscal Year

FY 2020-21	\$31,880
FY 2021-22	\$73,274
FY 2022-23	\$23,016
FY 2023-24	\$6,780
TOTAL:	\$134,950

LEGAL AND RISK MANAGEMENT CONSIDERATIONS

Should the City Council determine to proceed with the subject recommendation, the City Attorney's Office will assist with review of the appropriate agreement form.

OPTIONS

1. Authorize the City Manager, on behalf of the City, enter into consultant services agreements with Just Communities and NLC REAL and allocate the related budget amount from the Measure X Fund (Staff recommendation).
2. Direct staff to modify the proposed agreement and/or relates cost.
3. Decline to move forward with Racial, Equity and Social Justice consultant services.

PRINCIPAL PARTIES EXPECTED AT MEETING

Representatives from Just Communities and NLC REAL.

ATTACHMENTS

- Attachment A:** Just Communities' Scope of Work and Cost Proposal
Attachment B: NLC REAL's Scope of Work and Cost Proposal
Attachment C: Just Communities and NLC REAL group's Timeline

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Staff contact: Laura Hernandez,
Human Resources and Risk Manager
(805) 755-4404, LauraH@ci.carpineria.ca.us



Signature

for

Reviewed by: Jena S. Acos
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Reviewed by: Licette Maldonado,
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Reviewed by: Dave Durlinger, City Manager
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ATTACHMENT A

JUST COMMUNITIES' SCOPE OF WORK AND COST PROPOSAL

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Just Communities

Scope of Work

Phase 1 (Year 1): Trainings/Organizational Capacity Building

1-4 Months

- Assessment: Review sample staff assessment survey questions
 - Reviewing/ coordinating/ co-creating NLC/ JC assessment tools
- Trainings: REAL 101:
 - Normalizing Racial Equity (all staff)
 - Normalizing Racial Equity (elected officials)
 - Just Communities will co-facilitate
- Capacity Building: Gain familiarity with NLC REAL trainings provided to City employees and elected officials + understand how City employees and elected officials have reacted to trainings --
- Community Engagement:
 - Evaluate historical data/ document review
 - Initial community outreach
 - Authentic engagement with informal community leaders
 - 4 Research Assistants
 - Develop questions for surveys

5-9 Months

- Assessment: Finalize and administer Staff survey
 - Lead: NLC
 - Reviewing/ coordinating/ co-creating NLC/ JC assessment tools
- Trainings: REAL 102:
 - Normalizing Racial Equity (all staff)
 - Normalizing Racial Equity (elected officials)
 - Just Communities will co-facilitate
- Capacity Building:
 - Finalize structure of core team within the City of Carpinteria
 - Explore opportunities for engagement/ buy-in from other sectors (ie CUSD) and contractual partners (ie SBCSD)
- Community Engagement:
 - Community Conversations/Focus Groups
 - Lead: JC

10-12 Months

- Assessment:
 - Analysis and development of initial report of survey results
 - Lead: NLC

Just Communities

Scope of Work

- Reviewing/ coordinating/ co-creating NLC/ JC assessment tools
- Trainings: REAL 201:
 - Operationalizing Racial Equity (all staff or core team)
 - Operationalizing Racial Equity (elected officials)
 - Just Communities will co-facilitate
- Capacity Building:
 - Review survey results with core team
 - Host City of Carpinteria Equity Roundtable with other sectors and contractual partners
- Community Engagement:
 - Host series of Focus Groups in various formats
 - Community mapping + data collection/focus groups
 - Lead: JC
- Provide local history/sensitivity training
 - NC Real stakeholder mapping assessment (Just Communities & NC Real Co-Design)

Phase 2 (Late Year 1/Year 2): Community Engagement/Facilitation 1-2 Months

NLC REAL will lead a racial equity training on operationalizing -- learning how to use a racial equity tool that centers the voice of the community -- Co-facilitate with Just Communities

This would incorporate community mapping, 200 content, interactive

- NLC REAL will facilitate department-level assessment (i.e., City audit) re racial equity + social justice sensitivity (REAL 300 Series)
- NLC REAL assistance with City's development of racial equity + social justice actions
- JC: Community mapping/ partner with NC Real
 - Identifying communities of interest/stakeholders
 - Determining blue ribbon committee makeup
- JC: Community mapping + data collection → Provide local history/sensitivity to trainings
- JC: Facilitate blue ribbon committee

Just Communities

Scope of Work

Phase 3 (Year 3): Evaluation + Assessment

- Data collection
- Preparation Annual Reports (and assist with presentation to City Council)

Phase 4 (Ongoing): Institutionalizing Racial Equity + Social Justice Program

- Train-the-Trainer (REAL 400 Series)
- Institutionalization of this work will occur throughout (staffing, budget, department responsibility)
- Incorporation into annual work plan/budget

Just Communities

Summary of Proposed Costs

	Year 1	Year 2	Year 3
Community Survey/Outreach		\$23,675.63	
Train the Trainor		\$5,700.00	
On-Going Consulting			
Total:	\$ 53,403.13	\$29,375.63	\$10,120.00

Total for 3-years \$92,898.75

Year 1

Community Survey/Outreach In-Person

	#	Rate	Hours	Total	Notes
Lead Facilitator	1	\$ 350.00	50	\$ 17,500.0	
Outreach Coordinator	1	\$ 50.00	60	\$ 3,000.0	
Co-Facilitator(s)	1	\$ 350.00	50	\$ 17,500.0	
Interpreters	2	\$ 50.00	20	\$ 2,000.0	
Administrator	1	\$ 50.00	30	\$ 1,500.0	
Supplies	1	\$ 50.00	1	\$ 50.0	
Photocopies	750	\$ 0.05	1	\$ 37.5	
Meals	75	\$ 10.00	1	\$ 750.0	Dinner & Beverages
Childcare	3	\$ 25.00	16	\$ 1,200.0	
Outreach Coordinator	1	\$ 20.00	20	\$ 400.00	
Community Incentives	100	\$ 25.00	20	\$2,500	
15% Administrative Costs			subtotal	\$ 46,437.50	
15.00%			admin cost	\$ 6,965.63	
			total	\$ 53,403.13	

Year 2

Community Survey/Outreach In-Person

	#	Rate	Hours	Total	Notes
Lead Facilitator	1	\$ 350.00	30	\$ 10,500.00	
Outreach Coordinator	1	\$ 50.00	60	\$ 3,000.00	
Co-Facilitator(s)	1	\$ 150.00	15	\$ 4,500.00	
Administrator	1	\$ 50.00	20	\$ 1,000.00	
Interpreters	2	\$ 50.00	6	\$ 600.00	
Supplies	1	\$ 50.00	1	\$ 50.00	
Photocopies	750	\$ 0.05	1	\$ 37.50	
Meals	75	\$ 10.00	1	\$ 750.00	Dinner & Beverages
Childcare	2	\$ 25.00	3	\$ 150.00	
Subtotal			subtotal	\$ 20,587.50	
15%			admin cost	\$ 3,088.13	
			total	\$ 23,675.63	

City of Carpinteria Staff Training

	#	Rate	Hours	Total	Notes
Lead Facilitator	1	\$ 300.00	3	\$ 900.00	
Co-Facilitator(s)	1	\$ 150.00	3	\$ 450.00	
Interpreters	2	\$ 50.00	3	\$ 300.00	
Supplies	0	\$ 50.00	1	\$ -	
Photocopies	0	\$ 0.05	1	\$ -	
Meals	0	\$ 10.00	1	\$ -	Dinner & Beverages
Childcare	0	\$ 25.00	3	\$ -	
			subtotal	\$ 1,650.00	
15%			admin cost	\$ 247.50	
			total	\$ 1,897.50	
			Rounded	\$ 1,900.00	
			x 3	\$ 5,700.00	

City of Carpinteria Staff Training

	#	Rate	Hours	Total	Notes
Lead Facilitator	1	\$ 350.00	20	\$ 7,000.00	
Co-Facilitator(s)	1	\$ 150.00	10	\$ 1,500.00	
Interpreters	2	\$ 50.00	3	\$ 300.00	
Supplies	0	\$ 50.00	1	\$ -	
Photocopies	0	\$ 0.05	1	\$ -	
Meals	0	\$ 10.00	1	\$ -	Dinner & Beverages
Childcare	0	\$ 25.00	3	\$ -	
			subtotal	\$ 8,800.00	
15%			admin cost	\$ 1,320.00	
			total	\$ 10,120.00	

ATTACHMENT B

NLC REAL GROUP'S SCOPE OF WORK AND COST PROPOSAL

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RFQ Resolution No. 5981 Commitments 2020:

February 2, 2021

Dave Durlinger
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
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@nlc.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 series of virtual meetings with Carpinteria leadership team. The meetings will be an opportunity to review and clarify expectations for the city's commitment to advancing racial equity.

Design and Conduct Assessment

Establish an understanding of the context for action is essential for building an effective institutional transformation strategy. NLC will explore with leadership the opportunity to conduct a staff survey.

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 to review, refine and customize any instruments (i.e., surveys) used in collecting data of the Executive Team. The initial survey process is will be foundational, allowing for the Executive Team to explore a bi-annual redelivery of the instrument to track progress over time of all staff.

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.

Racial Equity Training

REAL offers a four-part training series on racial equity. For this proposal, REAL will design four trainings in the REAL 100 series, referenced as REAL 101 (two trainings) and REAL 102 (two trainings) and two trainings in the REAL 200 series, referenced as REAL 201 (two trainings) . The trainings will be made available for the elected officials and all staff separately. The sessions will be subject to modification based on new learning or developments from conversations with the leadership team and the local community partner.

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 100: Normalizing 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 100 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*

REAL 200: Operationalizing Racial Equity in Local Government

These sessions will explore the implications and impacts of institutional and structural racism for members and staff. City leaders and staff will spend a significant amount of time learning 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.

Capacity Building

Normalizing conversations about race includes developing and sharing a racial equity framework as well as operating with urgency and accountability. REAL will work with the city to formalize a Core Leadership, a Racial Equity Interdepartmental Team and Carpinteria Racial Equity Partner Roundtable. 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

REAL will offer consultation on ways to develop a shared analysis of how work within the city should proceed. There are three additional assessments that the REAL can offer for future phases:

Racial Equity Framework to Affect Systems Change.

The **Framework** outlines the set of elements of success, indicators and processes to accelerate progress on complex social conditions for Black, Indigenous and People of Color (BIPOC). These elements of success support the development and implementation of impactful strategies and programs to eliminate racial disparities, heal racial tensions and build a more equitable community.

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.

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 300: Organizing Racial Equity in Local Government

These sessions will be an opportunity for city leaders and staff to review the topical issues identified from the previous sessions and current issues shared during the sessions. City leaders and staff will learn and apply the racial equity tool to these priorities and determine an approach for advancing racial equity in their city 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.

REAL 400: Train the Trainer in Advancing Racial Equity in Local Government

Share curriculum that builds on the existing and growing field of governmental practices to advance racial equity. Participate in “train-the-trainer” sessions, so that internal capacity is built to implement and sustain training.

Virtual REAL Talk Community Conversation Series.

The REAL team can also work closely with the city and Just Communities to support the community engagement and dialogues. The engagement will create 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 to be determined (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. 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.

SCHEDULE ESTIMATES

- REAL will work with Just Communities to align and coordinate efforts. REAL and Just Communities mapped out the first phase and how the services described above will map with the services Just Communities is offering.

Phase 1 (12 months): Assessment/Trainings/Capacity Building/Community Engagement

1-4 Months

- **Assessment:** Review sample staff assessment survey questions
 - Reviewing/ coordinating/ co-creating NLC/ JC assessment tools
- **Trainings: REAL 101:**
 - Normalizing Racial Equity (all staff)
 - Normalizing Racial Equity (elected officials)
 - Just Communities will co-facilitate
- **Capacity Building:** Gain familiarity with NLC REAL trainings provided to City employees and elected officials + understand how City employees and elected officials have reacted to trainings --
- **Community Engagement:**
 - Evaluate historical data/ document review
 - Initial community outreach
 - Authentic engagement with informal community leaders
 - 4 Research Assistants
 - Develop questions for surveys

5-9 Months

- **Assessment:** Finalize and administer Staff survey
 - Lead: NLC
 - Reviewing/ coordinating/ co-creating NLC/ JC assessment tools
- **Trainings: REAL 102:**
 - Normalizing Racial Equity (all staff)
 - Normalizing Racial Equity (elected officials)
 - Just Communities will co-facilitate
- **Capacity Building:**
 - Finalize structure of core team within the City of Carpinteria
 - Explore opportunities for engagement/ buy-in from other sectors (i.e., CUSD) and contractual partners (i.e., SBCSD)
- **Community Engagement:**
 - Community Conversations/Focus Groups
 - Lead: Just Communities

10-14 Months

Assessment:

Analysis and development of initial report of survey results

- Lead: NLC
- Reviewing/ coordinating/ co-creating NLC/ JC assessment tools
- **Trainings: REAL 201:**
 - Operationalizing Racial Equity (all staff or core team)
 - Operationalizing Racial Equity (elected officials)
 - Just Communities will co-facilitate
- **Capacity Building:**
 - Review survey results with core team
 - Host City of Carpinteria Equity Roundtable with other sectors and contractual partners
- **Community Engagement:**
 - Host series of Focus Groups in various formats
 - Community mapping + data collection/focus groups
 - Lead: Just Communities
 - Provide local history/sensitivity training
 - NLC REAL Stakeholder Mapping Assessment (Just Communities & NLC-Real Co-Design)

REFERENCES

- Arlington, MA - Adam Chapdelaine, Town Manager, Achapdelaine@town.arlington.ma.us
- League of California Cities, CA - Carolyn Coleman, Executive Director, ccoleman@cacities.org
- Village of Oak Park, IL - Kira Tchang, Human Resources Director, 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. Initial Consultation. Series of virtual meetings with Leadership Team	\$1,260
2. Assessment. Survey and analysis of results from initial round of assessment of staff and leaders and Stakeholder/Community Mapping Assessment	\$4,400
3. Training. REAL 101 with City Council (3 to 4 hours); virtual training	\$2,600
4. Training. REAL 101 with Staff (6 to 8 hours); virtual training	\$6,200
5. Training. REAL 102 with City Council (3 to 4 hours); virtual training	\$2,600
6. Training. REAL 102 with Staff (6 to 8 hours); virtual training	\$6,200
7. Training. REAL 201 with City Council (3 to 4 hours); virtual training	\$2,600
8. Training. REAL 201 with Staff or Core Team (6 to 8 hours); virtual training	\$6,200
9. Capacity Building. Build Core Team. Launch Equity Partner Roundtable. Make Recommendations for Continuity, Sustainability and Development of a Racial Equity Action Plan.	\$3,250
10. Ongoing Consultation. Explore opportunities for additional assessment, training and capacity building	\$1,500
Sub-total	\$36,810
Admin (10%)	\$3,681
Subtotal	\$40,491
NLC membership	\$1,563
Grand Total	\$42,054

We appreciate your leadership and are excited about the possibility of moving this work forward. Please contact Jordan Curry Carter, 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

ATTACHMENT C

JUST COMMUNITIES AND NLC REAL GROUP'S TIMELINE

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CITY OF CARPENTERIA, CA PHASE 1 ENGAGEMENT FOR RACIAL EQUITY

ACTIVITY / DELIVERABLE	PLAN START	PLAN DURATION	MONTH														
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	
ASSESSMENT																	
Survey Staff																	
Review sample staff assessment	3	2			■	■											
Finalize and administer Staff survey	5	2					■	■									
Analyze data	7	3							■	■	■						
Prepare report of Staff survey	10	2									■	■					
Stakeholder/Community Mapping	11	3										■	■	■			
TRAINING																	
REAL 101 (Elected Officials)	1	4	■	■	■	■											
REAL 101 (All Staff)	1	4	■	■	■	■											
REAL 102 (Elected Officials)	5	4					■	■	■	■							
REAL 102 (All Staff)	5	4					■	■	■	■							
REAL 201 (Elected Officials)	10	4									■	■	■	■			
REAL 201 (All Staff or Core Team)	10	4									■	■	■	■			
CAPACITY BUILDING																	
Gain feedback from initial training	1	4	■	■	■	■											
Finalize Core Leadership Team	5	2					■	■									
Explore partnerships for Racial Equity Roundtable	7	3							■	■	■						
Review Staff survey results with Core Team	10	2									■	■					
Host Partner Roundtable	12	3										■	■	■			
COMMUNITY ENGAGEMENT																	
Evaluate historical data	1	4	■	■	■	■											
Initial community outreach	1	4	■	■	■	■											
Develop questions for surveys	1	4	■	■	■	■									■	■	
Community Conversations	5	5					■	■	■	■	■						
Host series of focus groups	10	5									■	■	■	■	■		
Community mapping and data collection	10	5									■	■	■	■	■		
Provide local history /sensitivity training	10	5									■	■	■	■	■		