



**CHANIN KELLY-RAE  
CONSULTING**

# **Proposal for Professional Services: City of Redmond Community Diversity, Equity, and Inclusion Initiative Proposal**

**Community Equity Needs Assessment; Development of a Community  
Diversity, Equity, and Inclusion (DEI) Plan, Implicit Bias Training and  
Implementation Strategies for Sustainability**

Proposal for the City of Redmond  
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This proposal outlines professional services to occur from approximately January 1, 2022 to December 31, 2022. It will include work that draws upon empirical and theoretical research from the fields of organizational development, and diversity management.

This document details services which include a Community Equity Needs Assessment design that will allow all City of Redmond staff and key stakeholders to better understand issues related to community inequities, and identify strategies for addressing those inequities in City government and the community.

**Submittal Addresses:**

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## **ABOUT THE COMPANY**

We believe in the guiding principle of “Build Nothing for Us, Without Us.” Whether an organization is small or large, public or private, the deliberate and intentional act of bringing diverse perspectives to the table produces the absolute best opportunity to both grow as an organization, and connect with your stakeholder community.

Founded in February 2001, Chanin Kelly-Rae Consulting LLC was inspired by the everyday social, political, and cultural activism that has increased opportunities for ALL people over the last century. With a desire to improve systems and build more responsive institutions, we have brought together some of the best and brightest subject matter experts and strategists to help grow your organization into a better version of itself. Having experience in government, education, law, nonprofit, and the private business sector, we take a data driven approach to find solutions that work for your organization’s individual needs. Governance, performance measures, and collaboration are the foundations for organizational change management.

## **LEAD PERSONNEL**

### **Principal in Charge, Chanin Kelly-Rae**

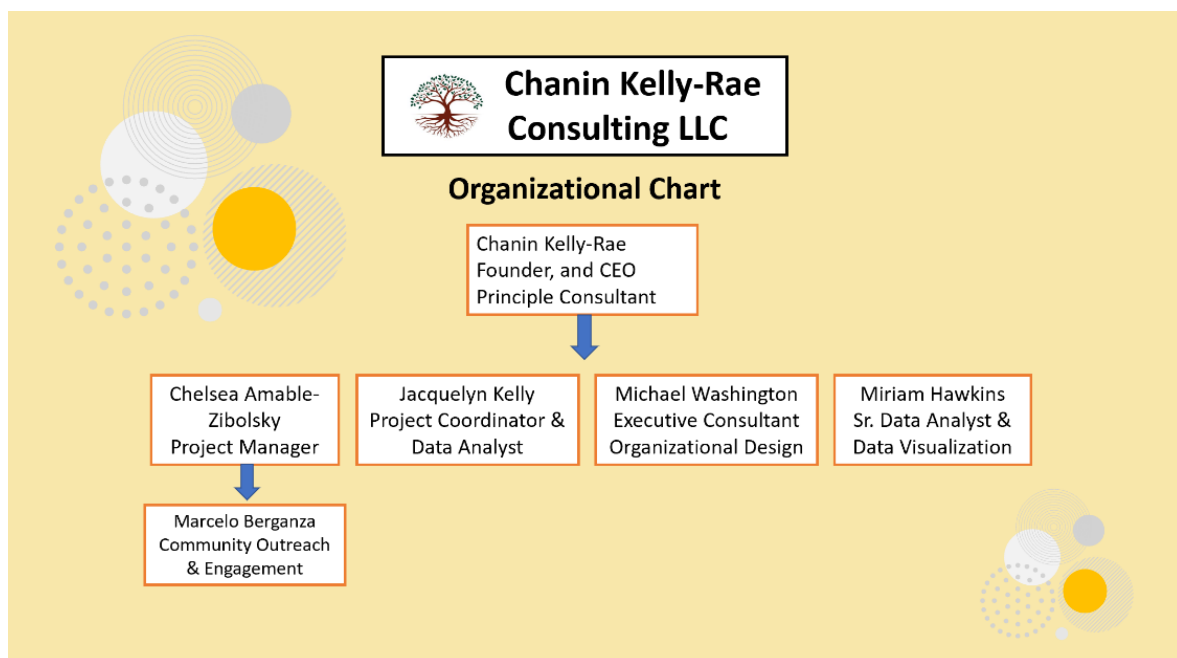
Chanin Kelly-Rae is the Founder and CEO of Chanin Kelly-Rae Consulting LLC, a Diversity Management firm that specializes in Organizational Equity Needs Assessments & Strategic Planning, Meeting Facilitation, Training and Learning Experiences, Policy Development, Speaking and Executive Coaching.

Ms. Kelly-Rae will be responsible for all aspects of the Organizational EquityNeeds Assessment & Gap Analysis, training, and strategic planning.

## PERSONNEL CONTINUED

### Project Manager, Chelsea Zibolsky

As a seasoned project manager with DEI experience Ms. Zibolsky will assist in the coordination and execution of the Organizational Equity Needs Assessment & Gap Analysis. Some of her primary duties will include: coordination of internal and external meetings, information and data gathering, survey and listening session coordination.





## RECENT RELATED EXPERIENCE

### City of Kirkland

Needs Assessment, Training, Leadership Consultation, Planning & Strategy, and 3-year Roadmap

**Project Partner:** City Manager's Office

**Deliverables:** Equity Needs Assessment, all staff receive Implicit Bias training, comprehensive outreach and engagement (internal/external), diversity dashboards, governance structure for diversity council and Employee Resource Groups, City Council Retreat, staff listening sessions, staff culture survey, citywide culture survey, and Comprehensive Citywide Equity Plan.

### Comagine Health

3-Year Roadmap, Training, Employee Engagement Infrastructure, Leadership Consultation, Planning and Strategy

**Project Partner:** Chief Administrative Officer

**Deliverables:** Comprehensive Equity Plan, key stakeholders received Implicit Bias training, framework and strategy to host employee listening sessions, governance structures for Employee Resource Groups and Diversity Councils, and diversity dashboard.

## REFERENCES

Akbur Sultan  
Chief Administrative Officer  
Comagine Health  
ASultan@comagine.org

Kurt Triplett  
City Manager  
City of Kirkland  
KTriplett@kirklandwa.gov

Chief Darrell Lowe  
Chief of Police, City of Redmond  
DLowe@redmond.gov



## **COMMUNITY EQUITY NEEDSASSESSMENT & GAP ANALYSIS**

The purpose of this work is to allow City leaders, City staff, and the community to better understand issues related to organizational and community inequities and to identify strategies for addressing those inequities in City government and the community. Some of those recent clients of Chanin Kelly-Rae receiving such assessments are the cities of Kenmore (WA), Kirkland (WA), and Bothell (WA); corporate clients include Mortenson Construction, The Paul Allen Institute, Shearer's Foods and Comagine Health. Beyond the organizational equity needs assessment, Ms. Kelly-Rae will guide a gap analysis and strategic planning process engaging the community to better position the City in identifying external growth opportunities relative to the areas of diversity, equity, and inclusion (DEI). The result of this work will be a "Community Equity Plan of Record", which is intended to inform various programs, policies, and practices across the City as an organization. This plan would align with the King County Equity and Social Justice Plan whose six areas of governance include: (1) leadership, operations and services; (2) plans, policies and budgets; (3) workforce and workplace; (4) community partnerships; (5) communications and education; and (6) facility and system improvements.

The Community Equity Needs Assessment, Gap Analysis, and Strategic Planning & Program/Policy Development serves to identify external growth opportunities as it seeks to improve service and partnership with the community as an organization, relative to those social determinants of equity impacting health, wealth, and wellbeing.

## **Social Determinants of Equity:**

- ✓ Access to Affordable, Healthy, Local Food
- ✓ Access to Health and Human Services
- ✓ Access to Parks and Natural Resources
- ✓ Access to safe and Efficient Transportation
- ✓ Affordable, Safe, Quality Housing
- ✓ Community and Public Safety
- ✓ Early Childhood Development
- ✓ Economic Development
- ✓ Equitable Law and Justice Systems
- ✓ Equity in County Practices
- ✓ Family Wage Jobs and Job Training
- ✓ Healthy Built and Natural Environments
- ✓ Quality Education
- ✓ Strong, Vibrant Neighborhoods

## **GENERAL SCOPE OF WORK:**

### **Phase 1 – Planning and Scoping**

In collaboration with the Redmond City Manager's Office and Diversity Manager, identify key external stakeholders to form a Scoping Team to map out the timeline, relevant internal and external collaborative partners/groups, key influencers, and organizational departments that must be engaged in order to successfully complete a Community Equity Needs Assessment.



## **GENERAL SCOPE OF WORK:**

### **Phase 1 – Planning and Scoping Continued**

At this stage, the entire process is mapped and aligned with business drivers and thematic operational goals (i.e., There is a review of the current city strategic plan, community partnerships & collaborations, community engagement plan, communication strategies, and other relevant organizational documents that would influence the mapping and design of this process along with community feedback.

### **Phase 2 - Community Equity Needs Assessment**

Collaboration among and between Ms. Kelly-Rae, administrators, City leaders, Department Directors, and agencies within the City of Redmond. Administer the Equity Audit to select community members, staff members, and stakeholders. Perform interviews, focus groups and listening sessions and then the study of longitudinal data/insights for opportunities to impact change of internal culture related to external service. Provide continued support to all of City government through the Redmond City Manager's Office, in collaboration with the Diversity Manager, for the development of a diversity, equity, and inclusion (DEI) data report indicating key performance indicators. Finally, presentation of insights to City leadership.

### **Phase 3 - Gap Analysis/Planning & Strategy**

Leveraging DEI data insights, partner to coordinate and execute planning & strategy sessions with administrators, department leaders, and other relevant stakeholders across the community to develop strategy to close the gaps identified during the analysis. Chanin Kelly-Rae Consulting LLC staffs, and City of Redmond internal/external stakeholders collaborate in the strategic development process. Performance measures and goals are assigned, strategies are developed and aligned with the city's broader Equity and Social justice plans.

## **GENERAL SCOPE OF WORK:**

### **Phase 3 - Gap Analysis/Planning & Strategy Continued**

An Equity Plan of Record is designed and published to articulate those actionable strategies/processes/initiatives that the organization will pursue to accomplish community DEI output goals. The Community Equity Plan of Record (EPOR) is communicated with City leaders, City council, and the community.

### **Phase 4 - Presentation and Publication of Community Equity Plan of Record (EPOR)**

Presentation to City Council, City leaders, and other stakeholders as deemed relevant, to secure approval and publication of Community EPOR.

### **Phase 1-4 - Internal Engagement (Related to Equity Plan deliverable)**

Multiple internal meetings with city staff, including DEI Community Advisory Group meetings (Estimated 6 meetings).

### **Phase 1-4 - External Engagement (Related to Equity Plan deliverable)**

City Council meetings, public meetings such as open houses, forums and town halls.

### **Optional – Implicit Bias Training**

Administration of diversity and implicit bias training for staff, and additional organizational leaders. This training is designed to offer an introduction and basic understanding of the best practices associated with diversity and inclusion. The curriculum provides participants with some of the history that informs our lived experiences both in the United States, and in a global community, while gaining a better understanding of the role that implicit bias plays in our conscious and unconscious thoughts and behaviors. Participants will gain better insight into what is required to challenge personal bias.



## **Implicit Bias Training Continued**

"Deconstructing Our Bias"

Format: [3-hour Virtual Course] Option exists for In-Person, if administered according to Covid-19 Safety Protocols as outlined by Federal (CDC), State, or County Standards

*Course Description: "The objectives of the course are to have a general understanding of the terms associated with diversity and acquire the tools necessary for maintaining an inclusive workplace, while leveraging inclusion to improve both customer service and program delivery. The goal is to offer each individual enough information that they might question and challenge inequity; and, so that they may be empowered to positively impact change in their workplace and the community."*

## **Community Outreach and Engagement**

Ongoing Citywide conversations about structural racism, facilitated Town Hall meetings, and other outreach/engagement activities that would build community goodwill and advance a culture of belonging. These activities can begin at any phase of this project.

## **Assessment Purposes**

- ♦ To identify those processes, behaviors, and/or policies that separate Leadership Intent from Community Impact. How does Executive decision-making land with those impacted by that decision-making? Where does the organization succeed, and where can it improve? Goal: Identification of growth opportunities; the "equity gap."
- ♦ To determine the differences in perspectives and expectations that exist between city staff/representatives and the community.
- ♦ To assist the organization in developing strategies, plans, policies, or processes that further the development and interventions that seek to eliminate inequity and expand access to opportunity, external of city government.
- ♦ To improve services, and the culture, satisfaction, communication,



and engagement with the community.

## **General Methodology**

Quantitative and qualitative research methods will be used to conduct the needs assessment. Data will be collected by document review, survey administration, data analysis, individual interviews, forums, and focus group interviews.

### **Assessment Activities**

- Develop the framework and scope for the Community Needs Assessment, including critical issues and questions, sources of data, and application of best practices/standards for analysis
- Administration of individual interviews, forums, and facilitate focus groups.
- Conduct confidential individual interviews with city of Redmond department and city leaders, staff, and/or stakeholders
- Conduct focus group interviews with sub-samples of staff, clients, leaders, and other relevant stakeholders. Conduct forums with relevant community stakeholders to secure input and feedback on city programs and services.
- GAP ANALYSIS. Data analysis of all data/insights collected resulting in recommendations for action.
- Equity Plan of Record – Organizational development and diversity management plan, DEI Dash insights/Output goals
- City of Redmond public hearing(s)/meeting(s) relative to DEI and the operationalization of DEI strategies, plans, and/or processes.

## **WORK TIMELINE**

The following is a draft work timeline for conducting the Gap Analysis/Needs Assessment, development of the Community Equity Plan of Record in 2022, and execution of community engagement strategies. The timelines for this work are dependent upon the availability of staff/leaders, relevant stakeholders, community members, and the safe execution of work in both physical environments and/or virtual



platforms. Work can be launched in phases over a longer period of time should the need arise, timelines shall be mutually agreed upon by Chanin Kelly-Rae Consulting and the City of Redmond.

**Phase 1 - 3      January – November 2022**

Planning and Strategy – Development of Objectives and Key Results Aligning with both the City of Redmond’s Internal DEI Plan and Redmond Strategic Plan. All activities involving a Gap Analysis resulting in the Community Equity Needs Assessment. Includes all analysis, consultation, facilitation, strategy and planning, individual and team meetings, and production of deliverables for the successful delivery of both the “City of Redmond Community Equity Needs Assessment,” and the resultant strategy document “City of Redmond Community Equity Plan of Record.”

**Phase 4              December 2022**

Presentation and Publication of a City of Redmond's Community Equity Plan of Record.



## **ESTIMATED BUDGETS AND DELIVERABLES**

### **City of Redmond Diversity, Equity, and Inclusion Initiative 2022 Planning and Strategy: Phase 1— 4**

#### **Fee: \$85,000**

To occur between January 1, 2022 – December 31, 2022

Includes all analysis, consultation, facilitation, strategy and planning, individual and team meetings, and production of deliverables for the successful delivery of both the "Redmond Community Equity Needs Assessment," and the resultant strategy document "Redmond Community Equity Plan of Record"

#### **Six (6) Implicit Bias Training sessions [25 participants each] \$14,700.00**

To occur between January 1, 2022 – December 31, 2022

#### **TOTAL: \$99,700.00**

Price includes all services, supplies, insurance (General Liability and Professional Liability naming the City of Redmond as an insurance party), and full costs required for execution of services and delivery of products detailed in the above scope of work.