



Council Business Meeting

Date

Agenda Item	Contract for Diversity, Equity, and Inclusion (DEI) Assessment with Paradigm Public Affairs, LLC	
From	Sabrina Cotta	Deputy City Manager
Contact	Sabrina.cotta@ashland.or.us 541-552-2106	
Item Type	Requested by Council <input type="checkbox"/> Update <input type="checkbox"/> Request for Direction <input checked="" type="checkbox"/> Presentation <input type="checkbox"/>	

SUMMARY

In June of 2022 Council gave direction to conduct a DEI assessment of the City organization as recommended by the Social Equity and Justice Commission. \$40,000 was appropriated for this purpose. The City has conducted a successful RFP process and Paradigm Public Affairs, LLC has been selected to conduct the assessment.

POLICIES, PLANS & GOALS SUPPORTED

In the summer 2022, the City Council adopted Vision and Value Statements for the City. This includes being an *open, welcoming community for all*, the Organization has the values: *Respect for the citizens we serve and the work we do. Excellence in governance and city services.*

BACKGROUND AND ADDITIONAL INFORMATION

In June of 2022 the City Council appropriated \$40,000 to conduct an internal DEI assessment of the City Organization. The RFP was published December 1, 2022, on both the City of Ashland website and the Oregonbuys.gov which is the preferred site for posting all RFPs published in Oregon. The deadline to ask questions about the RFP was January 16, 2023, and answers were posted on the City’s website. The deadline to respond to the RFP was February 17, 2023.

100 plus entities downloaded the RFP and the City received 20 viable responses. The responses were reviewed and scored by five staff people based on the scoring criteria detailed in the RFP.

FISCAL IMPACTS

\$40,000 in already appropriated funds for this purpose.

DISCUSSION QUESTIONS

Next steps will include ensuring a Human Resources Director is brought on board with the City and extensive messaging by the City Manager’s office is utilized to prepare the Organization for this assessment. The Human Resources Director will be the main point person with support from the City Manager’s office. The assessment will begin in September 2023 to allow time for this to occur.

SUGGESTED NEXT STEPS

Staff recommends awarding the Professional Services Agreement to Paradigm Public Affairs, LLC to conduct an internal DEI Assessment.

REFERENCES & ATTACHMENTS

Attachment 1: REQUEST FOR PROPOSAL Consulting Services Diversity, Equity, and Inclusion Internal Assessment





Council Business Meeting

Attachment 2: Response to Request for Proposal prepared by Paradigm Public Affairs, LLC

Attachment 3: Scoring Sheet

Attachment 4: Paradigm Letter: Project Date

Attachment 6: Revised Scope of work with revised budget

REQUEST FOR PROPOSAL

Consulting Services

Diversity, Equity, and Inclusion

Internal Assessment

RFP 22-010

Issued: Friday, December 01, 2022

Response Deadline: 4:00 p.m. Friday, February 17, 2023

Last Day to Submit Questions: Monday, January 16, 2023

Responses to all questions will be posted here www.ashland.or.us/responses

(Questions must be submitted in writing to cheryl.artrip@ashland.or.us)

Submit to:

Administration Department

Office of the City Manager

City of Ashland

20 East Main Street

Ashland, OR 97520

CONSULTING SERVICES FOR AN INTERNAL ASSESSMENT
FOR DIVERSITY, EQUITY AND INCLUSION



**CITY OF
ASHLAND**

Approved as to form:

A handwritten signature in blue ink, appearing to read 'DM', enclosed in a blue circular scribble.

Douglas M McGeary, Acting City Attorney

Project Overview

The City of Ashland requests proposals from experienced consultants to assess the internal operations of the organization through the lens of diversity, equity, and inclusion.

The Request for Proposal may be obtained:

- Through www.oregonbuys.gov
- City of Ashland website: www.ashland.or.us
- Via Email: administration@ashland.or.us

Proposals must be received by 4:00 p.m. PST on Friday, February 17, 2023. Sealed paper proposals must be marked in the lower left corner on the envelope “RFP 22-010 CMO, DEI Assessment” and submitted to Cheryl Artrip, Administrative Assistance, City Hall, 20 East Main Street, Ashland Or 97520. Please include the signed original and three copies. Email and Facsimile proposals are not acceptable.

Proposers responding to this RFP must follow the procedures and requirements stated within this RFP. Adherence to these procedures and requirement will ensure a fair and objective analysis of the proposals submitted. Failure to comply with or complete any part of this RFP may result in rejection of the submitted proposal.

The assessment will be administered by the Deputy City Manager’s Office.

Scope of Work

- Conduct an analysis and develop a baseline assessment report of the City of Ashland’s current organizational practices and level of DEI awareness and competency to fully appreciate the contribution of all staff and to identify priorities to further strengthen DEI capacity to shape and execute the City’s operations.
- Develop the City’s long-term DEI strategy and prioritize recommendations in the areas for hiring practices, procurement procedures and programming/services offered.
- Identify and incorporate qualitative and quantitative performance metrics and data to gauge DEI initiatives.
- Identify steps the City of Ashland could take to build trust and meaningful engagement with historically underrepresented and marginalized groups, as well as community partners.

- Provide insight and knowledge on DEI best practices with a focus on government agencies.
- Develop a training strategy to increase staff DEI competencies, skills and capacity.
- Increase awareness, address disparities, and promote equity and inclusion within City funded programs.

Desired Deliverables

An internal report assessing the current state of our organization’s access, diversity equity and inclusion practices and culture.

A strategic plan that illustrates clear and actionable steps for internal strategies to address diversity, equity, and inclusion. The Plan should include:

- Assessment of hiring procedures, policies, and promotions. Recommend tools that support access, diversity, equity, and inclusion strategies, such as recruiting and staffing software that assists with unbiased selection and recruitment processes. All suggested actions must comply with State and Federal Law.
- Framework for continued culture changes for long-term sustainability of access, diversity, equity, and inclusion strategies.
- Framework for vendor selection that incorporates diversity, equity and inclusion best practices. Update vendor policies to align with best practices and identify reporting and monitoring processes.

Evaluation Process

1. Scoring Criteria

Scoring will be based upon the following described categories. The proposer must describe how each of the requirements specified in this RFP are met. Responses should be clear and concise.

1.1 Understanding of Requested Quote Maximum Score 10 points

Demonstrate a clear and concise understanding of the scope of services being requested in this RFQ.

1.2 Proposer’s Capabilities Maximum Score 20 points

Demonstrate capability to complete the requested services. Response must include:

- (10 points) An explanation describing how the proposer can accommodate the varying workload contemplated under the contract, including a description of anticipated response times throughout the proposed project timeline and task assignment/schedule.
- (10 points) An explanation describing proposer’s proximity to the project and how the proposer can cost effectively accommodate working on this project. If applicable, describe proposers branch or satellite offices that will project the requested services, indicate their locations(s) and which services they are able to perform.

1.3 Project Team and Qualification

Maximum Score 25 points

- (5 points) Describe the extent of principal involvement, and how you incorporate diversity, equity and inclusion practices.
- (10 points) Include descriptions of three or more relevant projects. Include project outcomes, team members and references.
- (10 points) Describe the experience and qualifications of proposed project manager(s), and provide information regarding key staff members who are anticipated to perform services.

1.4 Resources

Maximum Score 20 points

Demonstrate proposer’s resources available to be allocated for the proposed scope of services. Describe any staffing or technology specialties or unique strengths that relate to the services requested in this RFP. Include a brief description of new or innovative technologies to be used.

1.5 Response Time

Maximum Score 15 points

These criteria relate to how quickly the consultant can begin (contract signing) and complete (final document delivery and formal final presentation) the project. The consultant must demonstrate how time will be managed.

1.6 Cost of Services

Maximum Score 10 points

- Professional, technical, other professional rates
- Estimated billable hours by major project element
- Direct non-labor costs that might be applicable;
- All license and services costs are complete and fully contained in the quoted price.

	Criteria	Maximum Score
1.1	Understanding of Requested Services	10
1.2	Proposer's Capabilities	20
1.3	Project Team and Qualifications	25
1.4	Resources	20
1.5	Response Time	15
1.6	Cost of Services	10
		TOTAL 100 Points

After the proposals are reviewed, additional information may be requested for final evaluation. The City of Ashland reserves the right to cancel this RFP at its sole discretion.

Additional Information

The City reserves the right to reject any and all proposals not in compliance with all prescribed public bidding procedures and requirements and may reject, for good cause, any and all proposals upon the finding that it is in the public interest to do so.

The City's programs, services and activities are open to all persons without regard to race, gender, age, handicap, religion, ethnic background, sexual orientation, or national origin.

A proposal may be withdrawn at any time before the proposal deadline, by providing a written request for the withdrawal of the proposal to the issuing office. A duly authorized representative of the firm shall execute the request. Withdrawal of a proposal will not prejudice the right of the proposer to file a new proposal.

City of Ashland, Oregon

**Response to Request for Proposals
Diversity, Equity, and Inclusion (DEI) Internal
Assessment**

Prepared by Paradigm Public Affairs, LLC

14 February 2023





14 February 2023

Joseph Lessard
City Manager
City of Ashland
20 East Main Street
Ashland, OR 97520

Dear Mr. Lessard and Members of the Selection Committee,

Paradigm Public Affairs appreciates the opportunity to present the City of Ashland with our proposal in response to your RFP for a Diversity, Equity, and Inclusion Assessment. We were drawn to your RFP for a number of reasons.

- Through an ordinance approved by City Council, the City of Ashland has created the Social Equity and Racial Justice Commission (SERJ). This signals to us that the City has leadership and community support to advance efforts within City government that promote diversity, equity, and inclusion.
- We recently completed a project in Jackson County for another municipality and we come prepared for this engagement with knowledge of the region, unique cultural attributes, and knowledge of community partners.
- Your RFP document identifies the development of performance metrics as a project deliverable to gauge DEI success. This suggests to us that you are interested in identifying meaningful impact and avoiding performative allyship.
- Finally, we really like working in Oregon. This year Paradigm made a strategic decision to focus work on our firm's home state of Colorado and the Pacific Northwest (PNW). For projects in Oregon and Washington, we have a team member who resides in the PNW, Dr. Matt Jones. Dr. Jones, who up in Jackson County, can offer historical and cultural context. Apart from being convenient for you, this means that we can help you when you need it and on your terms. Our Denver based team members can fly direct from Denver to Medford, so being on site easily achievable.

Every once in a while, we see a project where our unique perspective and experience aligns with a client, and we see that opportunity with the City of Ashland.

Let me tell you a bit more about who we are and why we're different from other firms. First and foremost, we are a firm that helps and supports local government. Paradigm Public Affairs is a woman owned small business in the Denver Metropolitan area. We were established in 2018 and since that time we've served local governments around the country in providing consultancy related to equity and inclusion, strengthening the relationships between government and the communities they serve, public policy review, and organizational development. We're different from other firms because working with state and local governments is not a practice area for us – it is exclusively what we do.

We are advocates and allies for local governments and we distinguish ourselves from other firms in important ways:

- Each member of our consulting team has practical experience in local government.
- We make every effort to match a team lead with the geographic region of each client, so we retain value in understanding the culture, dynamics, and political structure of the clients we serve.
- Each team member holds advanced credentials in local and/or state government, including team members with doctorate education and practice in law, policy, and public administration.
- Our services include up to 1 year of consultancy maintenance at no cost. There's nothing more frustrating than feeling that you've been left with an assessment with recommendations and findings yet you still have questions and need guidance. Our services typically include up to 1 year (24 hours) of follow-up consultancy after the engagement closes so clients have access to team resources and guidance after our time together ends.

We take great pride in our approach to working with local governments that includes adaptive consultancy with results that are co-produced with our clients, including creating educational content and delivery. We bring significant, practical experience in local government leadership and service, and if you ask any of our consultants, we'll tell you that we believe we are public servants, even though we now work for a private firm. Through this approach and mindset, you achieve results that are unique and relevant to the City of Ashland and the people, communities, and neighborhoods you serve. We are critical in our assessments, but in a way that is designed to help you see new opportunities and a vision for the future. When we design training and professional development, we work from the perspective of adult learning and an understanding and respect for people who are public servants in a variety of disciplines and programmatic areas.

Paradigm Public Affairs is uniquely positioned to support the City of Ashland in meeting your expectations and needs:

Experience	We Offer...
Experience and Diversity in Thought Leadership	Our consultants are as diverse as the clients we serve and the future our clients envision for their communities. We emphasize thought leadership in our work with clients by contributing to new and different theories, applications, and evidence-informed decision making.
Consultants with experience in local government	Our practice is comprised of consultants who have served in various government capacities throughout the nation. We bring a diverse skillset including experience in policy and program evaluation, leadership, public safety, public health, and planning and development, and a variety of other fields. We bring expertise in government beyond human resources, so you're positioned for a "Whole Community" strategy to assessment and training.

Experience in organizational culture assessment and the creation of practical strategic planning and implementation guidance.

Our typical strategies for assessment means collecting qualitative and quantitative data that become a baseline, or point in time, measure for DEI success. Our process is to understand your current state, look to the future to where you want to be, and then construct an implementation strategy to bridge the gap between the two. In the design of implementation strategies, we rely heavily on the concept of Targeted Universalism, the same strategy used by the State of Oregon.

This document outlines our proposed strategy for this important project. We encourage you to view this plan as a menu so you can make decisions about phased investment and select the process that works best for the City of Ashland. We look forward to learning about the next steps in the selection process. This letter and included proposal serve as an offer for services and is valid for 180 days. If we are fortunate enough to earn your trust for this project, I will serve as the principle contact for contracting, but my colleague Matt Jones who is based in the Portland area will serve as the local contact and project lead for you.

Sincerely,



Tanya Settles, Ph.D.
Chief Executive Officer
Paradigm Public Affairs, LLC
tanyasettles@paradigmpublicaffairs.com
303.887.1608

Firm Profile

Paradigm Public Affairs, LLC is a full-service public sector management and leadership consulting firm established in 2018. Our specialty areas of practice include diversity, equity, and inclusion (DEI) and law enforcement consultancy. We are committed to providing customized strategic solutions, with sustainable, measurable results, to address the specific needs of an organization's culture. We are a woman owned business in the State of Colorado and our staff is comprised of over 15 consultants, researchers, designers, facilitators and more, located in the Denver area and across the United States.

Within the past several years, interest in how government entities create efficient, safe, community-centric approaches to challenges has significantly increased. We approach this work very differently from our competitors who tend to focus on rote assessments of management, policies, and procedures that ends with a set of recommendations and no direction on how to implement the findings or education programs that are not customized or specific to the client. Our approach is different, and our focus is on working with our clients as partners to identify unique challenges and areas of need. We use empirical evidence, published research and notable best practices, to work with and guide our clients to **value differences** while **enhancing government performance** and community **collaboration through the co-production of results**.

We believe governments can improve performance, strengthen their relationship with the community, and produce superior results by implementing transformational organizational change. Every part of the process is developed through collaboration with our clients with our role as one of helping each client to achieve their intended results, including content customization and development in education programs. We are attentive to your unique needs and circumstances, and every step of our process is customized to your needs including survey instrumentation, facilitation of discussion sessions with stakeholders, education development and delivery, and organizational culture assessments. Our approach is based on our extensive practical experience in government and each consultant and associate holds advanced academic credentials. We work closely with our clients to ensure key stakeholder voices are included in a very collaborative process.

Name	Paradigm Public Affairs, LLC
Address:	11757 W. Ken Caryl Ave., Ste. F-315 Littleton, CO 80127
Website:	paradigmpublicaffairs.com
Office Number	720.775.1171
General Email	info@paradigmpublicaffairs.co
Primary Contact for this Project	Tanya Settles Chief Executive Officer
	tanyasettles@paradigmpublicaffairs.com 303.887.1608

Our Mission

The mission of Paradigm Public Affairs is to help and support local government entities in building respectful, peaceful, and inclusive policies and processes to bridge the gap between government and the multifaceted communities they serve.

Our Vision

We envision sustainable, effective governments where employees and leaders are agents of change and boundless capability; governments work in tandem with communities to achieve effective, equitable, and transparent partnerships; and a world where government is shared, participatory, and hinges on collaborative relationships with communities.

Our Core Values

*Leadership is shared and requires community collaboration to achieve success.
Strategic and equitable partnerships are the basis of reciprocal and sustainable vision.
Better decisions are made with evidence and data.
Equity is a shared responsibility between government and communities.
Success is a strategic decision.*

Every government is different, and no two local governments are alike. We recognize and embrace the complexity of government and the unique attributes of every local government we serve. At Paradigm Public Affairs, we are process consultants. We listen to you with genuine curiosity, we learn from you, and approach work from the perspective that we are your partners in designing solutions. This means that we work collaboratively with each client to gain deep understanding about needs, culture, values, and goals for the future. Through this partnership, we identify challenges and barriers, and we develop solutions with you so that when we leave our time together, you have the tools you need to continue work independent of consultancy support. Our goal is to appreciate the difference between the organization you are now compared to what you envision for the future.

Added Value Statement

Our team brings a unique mix of skills, perspectives, experiences, and diversity to the forefront of our work with clients. We are different because:

- We each have worked professionally in local government in different areas and programs ranging from social services, public health, law enforcement, program and policy evaluation, public works, and parks and recreation (among many others).
- Each member of our team holds advanced credentials in public policy, public administration, public affairs, or related disciplines.
- We are diverse in unique ways ranging from race, identity, gender, and multiple

dimensions of intersectionality.

- Each of us has a background in higher education which means that we understand the complexity of local government, and develop solutions that are accessible, reachable, and sustainable to our clients.
- We only work with state and local government entities. We know our strengths, and we are experts in local government.
- We are a small organization by design which gives us great flexibility and ability to focus on a small handful of clients at one time. We have breadth and experience to work with the smallest of local governments with under 100 employees to the largest local governments in the nation with tens of thousands of employees.
- Several of our consultants and associates are "qualified" or "certified" administrators for standardized diagnostics such as the Intercultural Development Inventory and the EQi 2.0 series to assess emotional intelligence acuity. These tools can be incorporated into the assessment process.
- We follow the "humble inquiry" approach to consulting. Our goal is to partner with you, provide guidance where you need it, listen intently without judgement so we learn from you, and yet do the heavy lifting so you can focus on the business of government. When we leave our time together, our ultimate goal is that you have the skills, knowledge, and capability to sustain DEI and organizational transformation with limited, or entirely without, consultancy support in the future.

Part 2: Project Team Overview

Each of the team members identified have decades of executive and high-level local government experience, coupled with advanced training, and a dedication to supporting state and local governments in creating realistic, sustainable, and strategically planned and executed DEI initiatives. This practical experience is enhanced by many years of data analysis, executive training and practice, and consulting experience. Our team is multi-disciplinary meaning that each brings subject matter expertise in different aspects of government services and operations. Additionally, because we believe the best decisions are made from a position of evidence, each team member is trained in advanced research methods, data acquisition, management, and analysis which gives the City of Ashland assurance that we're the right team to help you develop performance metrics as needed related to professional development.

Roles and Responsibilities

The table below describes key responsibilities, role, and areas of subject matter expertise for the team we currently envision for the City of Ashland. As we learn more about your needs, we may adjust the team to meet those needs, or introduce other consultants to the project if we learn that different areas of expertise are required for the successful completion of this project.

Team Member	Expertise	Responsibilities
<i>Tanya Settles, PhD</i> <i>Client Partner</i> <i>(Primary contact)</i>	Restorative Justice	Assessment Design and Execution
	Community Capacity Building	Education Strategy, Design & Facilitation Coaching
	Public Health	Qualitative and Quantitative data analysis
	Emergency Management	Qualified Administrator for the Intercultural Development Inventory (if necessary)
	Law Enforcement	Client Relationship
<i>Matt Jones, PhD</i> <i>Consultant</i> <i>(Local contact)</i>	Organizational Development	Assessment design and execution, including analytic strategy
	Public Leadership Practice	Education facilitation
	Executive Coaching Group Facilitation and Education	Qualified Administrator for the EQi 2.0 (if necessary)
	Water Quality and Watershed Protection	

	Public Health and Human Services	
<i>Robert Rico, EdD Consultant</i>	Restorative Justice Working with Adult Learners Education Design Community Capacity Building Focus Group Facilitation	Cultural Dialogue and Engagement Education Design and Facilitation
<i>Judith Fitzgerald, JD Consultant</i>	Housing Youth Advocacy Human Resources Law & Policy	Distance Education Design and Delivery Legal review
<i>Dan Settles Director of Operations and Client Relationships</i>	Enterprise Resource Planning Systems (ERP) Government IT Analytics Resource Management	Information Technology needs Data Extraction Operations and Billing Business Analytics

Please see the following pages for short resumes for each consultant team member. Full curricula vitae are available upon request.



JUDITH FITZGERALD

Consultant

PROFILE

Judith is a tireless advocate for people with disabilities, youth, and those who have been socially disenfranchised by the criminal justice system. Her legal work has spanned multiple areas including housing assistance, disability advocacy, and family law. Beyond her legal skill, Judith is a talented educator with a focus on using multiple strategies and technologies to meet adult learners where they are and move them toward the next level of success.

Judith has held various leadership roles in higher education, including leadership of a large academic program at Bowie State University. She is a member of Alpha Kappa Alpha sorority, the first Black-Greek letter sorority in the United States.

CONTACT

PHONE:
443.802.6202

EMAIL:
judithfitzgerald@yahoo.com
judith@paradigmpublicaffairs.com

EDUCATION

Boston College Law School
Juris Doctorate

Walden University
Master of Philosophy, Criminal Justice

Lincoln University
BS, Political Science

EXPERIENCE HIGHLIGHTS

Lecturer and course developer in NGO & Nonprofit Management program at Johns Hopkins University

Former program director in Criminal Justice at Bowie State University.

Recipient of the 2013 Dream Keeper's Award for Mentorship (and recognized on the Congressional Floor by Congressman Ruppertsberger)

Served as Senior Counsel to the Atlanta Housing Authority

Practicing attorney representing clients and litigated matters in criminal defense, indigent prisoners referred by the US District Court on Criminal Appeals before the US Court of Appeals, 4th Circuit, family law, disability.

SKILLS

Strategic thinking, planning, restructuring in public and nonprofit organizations

Program evaluation

Leadership coaching

Disability law

Teaching with technology



MATTHEW JONES

PROFILE

Dr. Matthew Jones has been engaged in public sector consulting for over 15 years. His passion is partnering with organizations and individuals to innovate and achieve high-level performance. With a dedication to helping organizations solve problems and improve operations, he has served as a consultant on small and large projects that have included: organizational assessments, DEI development and sustainability, leadership development programming and training, research & analysis, executive coaching, and meeting facilitation.

Matt prides himself on his scientific approach to consulting but is best recognized for his human relations skills in projects. Matt started work on implicit bias in police organizations in 2005 and continues this work today. His approach is to work alongside clients integrating transformational leadership, emotional intelligence, and empathic thinking.

CONTACT

PHONE:
360.921.2321

EMAIL:
matt@nwemergent.com

EDUCATION

Portland State University

Doctor of Philosophy, Public Administration, emphasis Organizational Development (2008)

Master of Public Administration (2004)

Norwich University

Bachelor of Arts, Criminal Justice (1996)

EXPERIENCE HIGHLIGHTS

Current Vice President for the Clark County, Washington Clean Water Commission

President of the Board for the Lower Columbia River Estuary Partnerships

Member, Clark County WA Law and Justice Council

Former Assistant Professor of Public Safety Management at the State University of New York – Brockport

Former Assistant Professor and Program Manager for the Leadership in Public Safety Programs at Portland State University

Former Chief of Police at Condon, Oregon

Author of numerous published articles on police administration and research methods and design.

SKILLS

EQi-2.0 Certified (emotional intelligence)

Organizational Culture & Development

Facilitation

Quantitative and Qualitative Research Design and Execution

Performance Measurement and Metrics Development

Executive Coaching



ROBERT RICO

PROFILE

Dr. Rico is the Director of Restorative Justice at the Office of Inclusive Excellence at the University of Texas at San Antonio. Prior to this work, Robert served as a lecturer in the College of Public Policy, Department of Criminology and Criminal Justice at the same institution. Dr. Rico was the founder and program coordinator of the Restorative Justice Program of Kendall County and spearheaded and was a field consultant for a pilot project at Edward White Middle School in San Antonio. Dr. Rico also served as a police officer for 20 years and attended the Bill Blackwood Law Enforcement Management Institute of Texas and Leadership Command College at Sam Houston State University

EDUCATION

University of Texas at Austin

Ed.D. Higher Education Leadership (2022)

University of Texas at San Antonio

Master of Public Administration (2004)

Bachelor of Arts, Criminal Justice (2001)

EXPERIENCE HIGHLIGHTS

Pioneer in restorative justice and inclusion in higher education

Public speaker and coach on inclusion in higher education

Served on the Big Brothers Big Sisters Juvenile Justice Council

Board of Directors for Kendall County (TX) Child Services

Published author and thought leader in restorative justice and inclusion in public safety.

SKILLS

Education and curriculum design for adult learners

Community capacity building

Qualitative data analysis

Community forum facilitation

Language fluency in Spanish



TANYA SETTLES

PROFILE

Dr. Settles is the founder and Chief Executive Officer of Paradigm Public Affairs, LLC. Tanya and her team have partnered with local governments across the United States toward a path of community partnership, unity, and enhanced government performance. Tanya supports local governments through a focus on community capacity building, leadership, and professional development that leverages diversity, equity, and inclusion to achieve, build, and sustain high performance governments where employees and community members, alike, are invested and welcome.

Tanya has held various leadership state and local government, primarily in the areas of public safety, public health equity, higher education, and policy and program evaluation. Dr. Settles' current work focuses on race and community relations, restorative justice, diversity and inclusion in public safety and education, and the impacts of natural and human caused disasters on at-risk and diverse populations.

CONTACT

PHONE:
303.887.1608

EMAIL:
tanyasettles@paradigmpublicaffairs.com

EDUCATION

University of Colorado at Denver
Doctor of Philosophy, Public Affairs (2001)
Master of Public Administration (1996)

Metropolitan State University of Denver
Bachelor of Science, Criminology and Criminal Justice (1995)

EXPERIENCE HIGHLIGHTS

Former Associate Professor of Criminal Justice at the University of Texas at San Antonio

Appointed as a subject matter expert in law enforcement education to the Colorado Peace Officers Standards and Training Board

Published author and thought leader in diversity, equity, and inclusion, community and restorative justice, public ethics, and emergency management

Served as the Director of Faculty for Colorado State University Global Campus

Served as the Director of Strategic and Tactical Planning for the Denver Police Department

Subject Matter Expert to the Columbine Commission

Former Managing Auditor for the Office of the Colorado State Auditor

SKILLS

Advanced analytics, including statistical modeling and analysis

Quantitative and qualitative research design and execution

Education program and curriculum design, including machine language ability (Python) and HTMLX programming

Community capacity building

Envisioned Timeline and Team Availability

We envision 6 months to deliver this project, though accommodations can be made based on need and budget. A minimum of 4 consultants will be required to deliver all project deliverables. We respect the boundaries of budget and time, so to optimize both, you may only see 2 consultants on site with the other team members working remotely. We currently have the resources and staff time available to begin this project as early as March 1 with project completion by August 31, 2023. In determining staffing, we prefer to schedule engagements so that no team member is working on more than 3 projects at any given time. At this time, we confirm we have consultant availability and resources necessary to complete this project based on the following timeline and proposed workplan. In the interest of transparency, some members of this team are in the process of wrapping up one engagement, with a second project currently underway.

Preliminary Project Schedule

Step	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Project Launch	█					
Build Trust with Leaders and Staff	█	█				
Conduct Culture and Belonging Assessment		█	█	█	█	
Human Resources and People Management Review		█	█	█	█	
Analysis of Vendor Selection and Procurement Processes		█	█	█	█	
Design Implementation Strategy (Targeted Universalism)				█	█	
Design 18-month Strategic Plan					█	█
Project Closure						█

Part 3: Qualifications, Experience, and Capabilities

Paradigm Public Affairs has had the privilege of working with a variety of local government entities across the United States to address challenges and needs related to inclusive governance, efficiency, and government effectiveness through enhancing organizational culture and diversity, equity, and inclusion. We've worked with some of the largest local governments in the nation, and some of the smallest. Every municipal and regional government needs and deserves solutions that are unique to them and their circumstances.

The figure below shows some former and current clients we've worked with over the past several years. For these clients, we've provided services ranging from process consultancy to organizational assessments, education and professional development, facilitation of community engagement processes, and community capacity building.



Between 2018 and 2022, Paradigm Public Affairs and The Kaleidoscope Group entered into a strategic alliance partnership to develop DEI consultancy around the needs of government, public safety, and law enforcement clients. Some of the clients on this list include those served as part of this partnership where Paradigm Public Affairs either fully or substantially delivered services to clients.

Recent Examples of DEI Projects and Success

2022/3: City of Edgewater, Colorado. We recently completed an assessment of organizational culture, welcomeness, and belonging within Edgewater City government. Edgewater is a unique city that is geographically small, with a correspondingly small population size (under 6,000 residents, overall), but with the challenges and opportunities of a large municipal government because of geographic situation in the Denver metropolitan area. Our work for this assessment focused on determining a baseline assessment of belonging and inclusion within the workforce, offering recommendations for sustainable government administration that may include organizational restructuring, resolution of isolated incidents of organizational trauma related to DEI and belonging, and construction

of an implementation roadmap to put a measurable, performance-based plan into place over an 18-month time horizon.

2022: City of Medford, Oregon. This project had 2 prongs – first was a limited scope assessment of organizational readiness and flexibility related to diversity, inclusion, and access for employees in terms of HR practices, management, and service delivery. The second prong was a fairly deep dive into housing instability, homelessness, and equity in service delivery that included the Housing and Development Department, Police Department, relationships with private service providers, and intergovernmental agreements with state, local, and federal funding and oversight sources. One of the most notable findings associated with this study was identification of the City's challenges in acknowledging the needs of the Latino/a/X population in the city both in terms of valuing and leveraging diversity within City government and in service provision and outreach to the community.

2021-2023: Town of Mooresville, North Carolina. Our team has been working with the Town of Mooresville since the spring of 2021 when we provided DEI education and ongoing consultancy and support to their ERG, the Diversity Advisory Committee. We will continue this work throughout the remainder of 2022 through a comprehensive organizational culture assessment that includes qualitative and quantitative data collection components and use of more advanced analytical strategies to identify opportunities for improvement from baseline measurement (we're using exploratory factor analysis). Recent work in Mooresville has included developing training and professional development on strategies to practice allyship in government work.

2021-2022: Metro Nashville Government. Paradigm, in partnership with the Kaleidoscope Group, designed 2, 4-hour professional development/education programs for county and city government individual contributors and leaders about understanding and managing bias, engaging in inclusive and respectful behaviors, and challenging conversations. Leader education focuses on performance and people management strategies; individual contributor education focuses on understanding and managing bias and techniques to engage in respectful and inclusive behaviors both internally and in delivering services to an incredibly diverse and robust community.

2021: Village of Arlington Heights, Illinois. We conducted a limited scope organizational assessment that included a customized survey deployment to look at employee perceptions of diversity and inclusion, Human Resources and talent management policy and process review, and facilitation of a series of community listening sessions and moderating a Town Hall between community members and the Mayor and Town Manager. These community engagement sessions were conducted in the midst of the Co-VID epidemic, and therefore were facilitated virtually. Ideally, at least half of these sessions would have been conducted in person, but public health concerns were significant at the time of delivery.

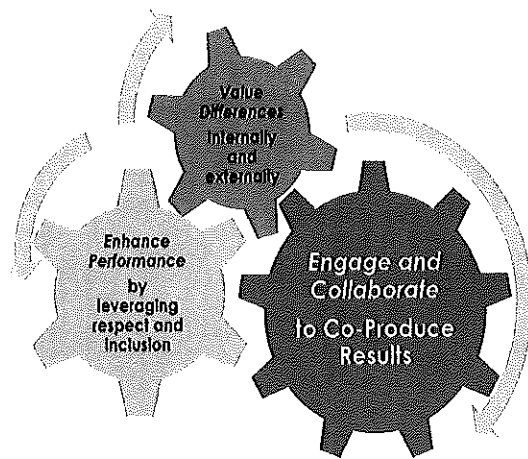
2021: Government of Racine County, Wisconsin. For Racine County government, we conducted leadership visioning and alignment sessions, delivered the EQi2.0 for leaders (with a group debriefing), and designed and delivered education programs for managers and individual contributors across the entire county government.

References

Town of Mooresville, NC	City of Medford, OR	City of Edgewater, CO	Village of Arlington Heights, IL
Tiffany Shelley	Bonnie Barasch	Jocelyn Mills	Mary Rath
Director of Human Resources	Director of Human Resources	Deputy City Manager, Director of Community Development	Director of Human Resources
413 N Main Street Mooresville, NC 28115 704.799.4027	411 W. 8 th St. Medford, OR 97501	1800 Harlan Street Edgewater, CO	33 S Arlington Heights Rd. Arlington Heights, IL 60005 312-692-3326
tshelley@mooresville.nc.gov	bonnie.barasch@cityofmedford.org	jmills@edgewater.co.com	mary.rath@vah.com
Client Partner since 2021	Client partner since 2021	Client partner since 2022	Client Partner since 2019
Tailored design education programs for all employees, leaders, and law enforcement	Limited Scope DEI Organizational assessment	Culture and Belonging organizational assessment	Conducted organization wide assessment
Consultancy support and guidance to the internal Diversity Advisory Committee	Assessment of housing/houselessness with DEI lens	Human Resources policy review	Engaged in community outreach and facilitated community listening sessions
2022 work underway including organizational culture and belonging assessment within Town government.	Policy review and assessment of Community Development Block Grant award process	Consultancy support to the DEEI Staff team	Designed tailored strategic planning template for the Village
	Assessment of community partner relationships in response to houselessness and housing insecurity	Development of implementation strategy with performance benchmarks	See https://www.vah.com/your-government/diversity-equity-inclusion for a copy of the report.

Part 4: Project Understanding and Approach

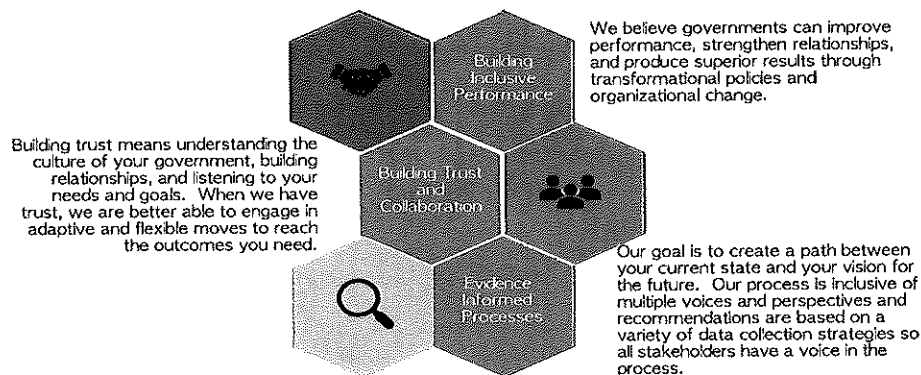
Within the past several years, interest in how government entities create efficient, safe, community-centric approaches to governance where diversity, equity, inclusion, and belonging is a central focus has significantly increased. Our approach is different because we work with our clients as partners to identify unique challenges and areas of need through a methodologically sound assessment process that may include adhering to Yellow Book standards when needed. We take what we learn from the assessment to create highly customized professional development and training that is unique to your needs and circumstances.



We use empirical evidence, published research, and notable best practices to work with and guide our clients to value differences and enhance government performance.

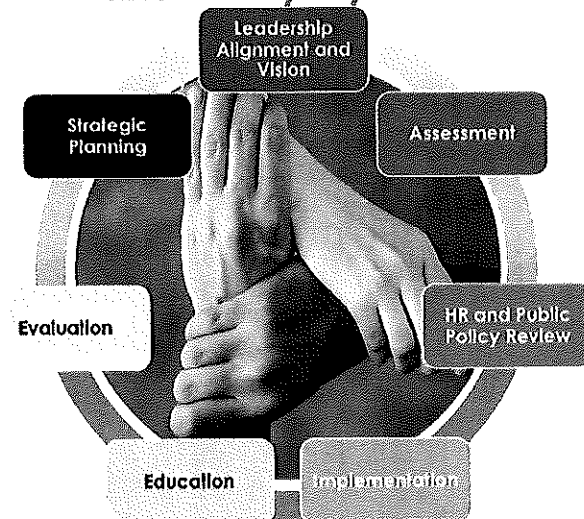
A key differentiating factor from our competitors is that our services often include the development of relevant implementation roadmaps when findings and recommendations call for policy change. In these cases, we often recommend an approach based on targeted universalism for policy

development because it allows government entities to look at equity and equality at the same time yet recognizes differences between the two. For local governments in Oregon, this is important, as the State of Oregon has adopted Targeted Universalism as a preferred policy structure so your approach may align with potential funding opportunities and resources.



Our process for this project follows a 6-month engagement and the timeline presented in Part 3 of this proposal. Our approach for DEI work blends best practices with key touchpoints of the public policy process. This blended model supports bringing assessment findings and education and training together as a matter of strategy. Our Blended DEI Development Cycle includes 7 points of interaction and engagement. To support incremental and strategically planned improvement, the process is cyclical so that clients can track success, make process and goal changes when needed, and continually evolve and adjust to changing internal and external factors.

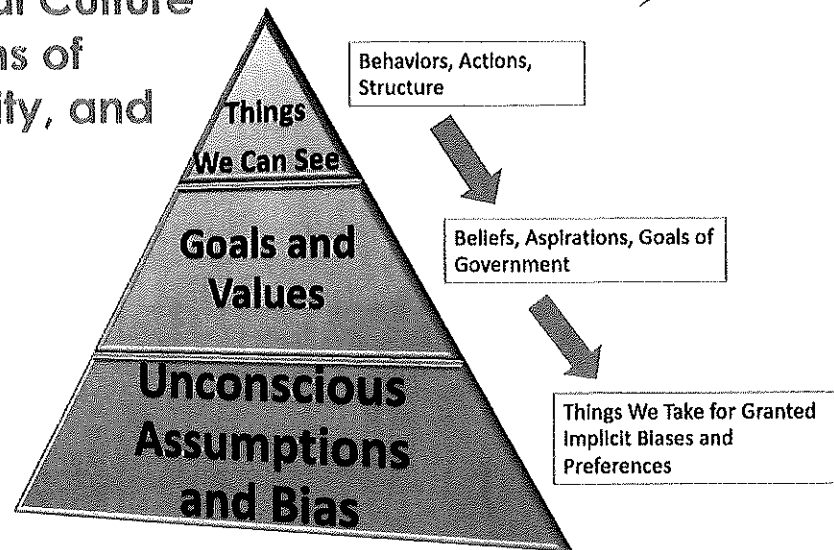
Blended Government DEI/Organizational Development and Policy Cycle



Because this model is cyclical, steps do not need to occur in a particular sequence. However, for the City of Ashland we recognize that your immediate needs are an organizational assessment, review of human resources and people management policies, design of an implementation strategy, and strategic planning.

Peter Drucker once said, "culture eats strategy for breakfast". This means that no matter how strong the assessment, strategy, or implementation plan is, if they don't fit within the organizational culture of the organization, the risk of failure is great. For that reason, part of our process includes taking time to understand the organizational culture of the City of Ashland within the context of organizational culture and belonging and professional development content and delivery. Our approach to understanding organizational culture and assessment is based on Edgar Schein's 3-layer model of organizational culture adapted to uncover, identify, and provide solutions to challenges and barriers to inclusion in governance.

Organizational Culture Through a Lens of Equity, Diversity, and Inclusion



Our recommendation for this project is to begin by looking at organizational culture to gain insight about how City government works, the degree to which you support a welcoming work environment, and what that means for service delivery to the community. This process involves looking at organizational culture by first examining the surface that includes the behaviors, practices, and structure of government. In other words, we look at those things that are seen by people, organizations, and partners that interact with the City of Ashland. Then we look deeper into the values and goals of City government to better understand what drives the organization and how DEI may (or may not) fit into those values. Finally, at the deepest level, we look for the things that are taken for granted. It is at this very deep level that unconscious bias exists that may impact how policies & procedures are structured and how staff interact with the community in the execution of those policies. When we encounter inequity, it is typically at this deeper level.

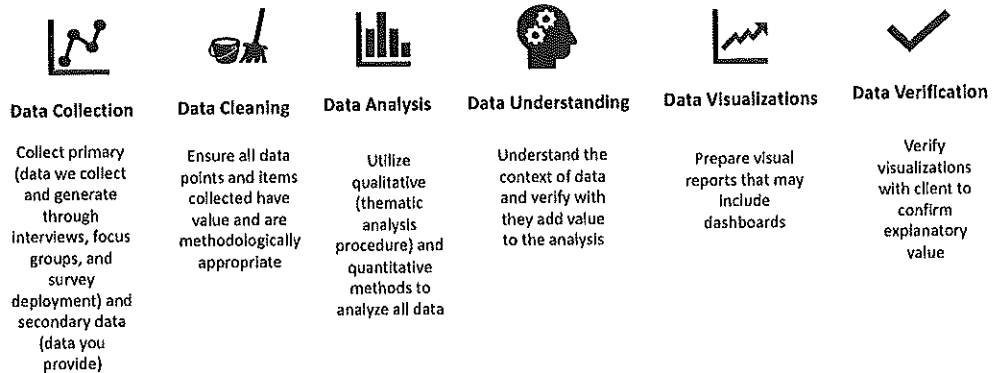
We envision 3 key parts to this project; first, a culture and belonging assessment, second the design of an implementation strategy that may be inspired by Targeted Universalism, and last, an 18-month strategic plan. Most work for the assessment will be conducted off site, though there are key points, such as focus groups, some interviews, and other events where we will need to have team-members on-site in Ashland. If we are fortunate enough to earn your trust, we will work together – with you – to develop a site-visit schedule that fits your needs when we finalize the scope of this project.

Culture and Belonging Assessment Approach

Our proposed process for baseline EDI assessment for the City of Ashland follows these general steps:

1. **Engagement launch and conduct project information sessions** to dispel myths and encourage participation throughout Ashland government. We recommend conducting information sessions with Department directors and leaders first, followed by general sessions with staff and employees. These sessions may be in-person, virtual, hybrid, or any combination that meets the needs of your workforce.
2. **Conduct a high-level organizational review** of documents, policies, and processes that support government. This step provides initial insight as to how the City is structured, operates, and gives us insight about areas of opportunity where DEI may improve overall performance.
3. **Conduct focus groups and individual interviews and analyze data.** This step involves engaging with employees and leaders to understand where the greatest opportunities are DEI needs and improvement, and gain insight as to how DEI objectives dovetail with organizational culture. In our experience, we gain deep understanding and knowledge through direct communication and engagement with staff. Qualitative data from focus groups and interviews is also used to tailor a survey to the unique needs and opportunities in City of Ashland government. In some cases, for various reasons, we're not able to connect with as many staff and employees as we'd like. When this occurs, we recommend facilitating listening sessions so all employees have an opportunity to engage in the project and claim ownership of the end result.
4. **Collect and analyze quantitative data.** Quantitative data may come from data the City of Ashland already holds (such as data from Human Resources Information Systems) or from a survey we customize and deploy specific to this project. Surveys are delivered electronically, can be translated into various languages as needed, and are optimized for mobile devices. Typical analysis includes descriptive statistics and cross-tabulations to look for significant differences and statistical relationships between elements of diversity (such as race/ethnicity, age, ability/disability, and gender among others) and behaviors and perceptions within government. The need for higher level analytics will be a decision we make together. As an example, we recently used an exploratory factor analysis strategy coupled with a regression analysis technique to identify the key drivers of diversity, equity, inclusion, and organizational culture that are unique to that organization.

Data Analysis Process



5. **Develop findings & recommendations and construct report.** Our reporting tends to first highlight those practices and policies that support inclusion and equity within a government, then look at opportunities to enhance the foundation already in place. Reports tend to include identification of challenges with solutions that are customized to each client as well as exploring opportunities for the future.

6. **Design implementation roadmap.** We see implementation planning as a separate deliverable from the assessment report. Guidance on implementation of findings and recommendations will help keep the momentum going and identify ways for team collaboration in implementation strategies. Findings and recommendations from the assessment are used as the foundation for a unique implementation roadmap that covers 6 to 18 months and includes metrics and measures for incremental and steady improvement. In our experience, a time horizon of more than 18 months increases the risk of non-completion. Additionally, since our services include up to 1 year (24 hours) of follow-up consultancy, you have the support you need to implement the strategy we design to improve DEI outcomes in the future.

7. **Design strategic plan.** The Implementation Roadmap may be considered part of the strategic planning document. In addition to designing a roadmap to help guide the City of Ashland through addressing findings and recommendations, we will also design a strategic plan and framework for the City of Ashland that includes identification of strategic areas of focus, goals for each of those strategic areas, measures and metrics for each goal that defines how you will measure success. We also recommend including in the strategic framework identification of keys that support sustainable change related to communication strategies, accountability for key stakeholders and groups, and education as needed. The strategic plan will be delivered as a report with a written narrative, and then consolidated into an infographic for distribution throughout the workforce.

Proposed Workplan and Scope of Work

This workplan represents our current understanding of the City of Ashland's immediate needs. We encourage you to view our proposed workplan as a menu. Each of these items can be scaled up, scaled down, or modified to meet unique circumstances. The schedule/timeline corresponds with an overall 6-month engagement and follows a structured and phased approach to activities and deliverables.

DRAFT SCOPE OF WORK		
ENGAGEMENT STEP	ACTIVITIES and DELIVERABLES	TIMELINE
Project Launch	<ol style="list-style-type: none"> 1. Paradigm to conduct 60 min. kick-off meeting with key stakeholders (may be conducted virtually). 2. Paradigm to request organizational documents related to policy and operations throughout the City and information about partnerships with external stakeholders. 	Month 1
Phase 1: Building Trust	<ol style="list-style-type: none"> 1. Conduct an information session with Executives, Leaders, and individual contributors to introduce the project and team, answer questions, and dispel myths about DEI. 2. Hold 1:1 conversations with leaders to gain insight about vision for assessment and education goals. 	Months 1-2
Phase 2: Conduct Culture and Belonging Assessment Human Resources, People Management Review Analysis of Vendor Selection and Procurement Processes	<ol style="list-style-type: none"> 1. Qualitative data collection (may include 1:1 interviews, focus groups, listening sessions). 2. Collection and analysis of existing quantitative data from previous surveys and other data collection efforts related to organizational culture and workforce engagement. 3. Conduct detailed review of talent management policies, procedures, and practices for the City as a whole and individual departments and entities as needed. 4. Analyze all data (quantitative and qualitative) for themes and findings; report back to City for feedback and collaboration. 5. Develop draft culture report and acquire feedback from City on results. 6. Periodic touchpoint meetings with key stakeholders 7. Culture and Belonging Assessment delivery 	Months 2- 4
Phase 3: Design Implementation Strategy to Complement Assessment Recommendations and Finding	<ol style="list-style-type: none"> 1. Prioritize recommendations based on urgency, risk, and ease of execution 2. Categorize recommendations into goals, develop overarching performance measures for each goal. 3. Design/develop implementation steps for each goal. 	Months 4-5

	4. Gain feedback from client as to content, adjust/modify content as needed.	
Phase 4: Develop 18-month DEI Strategic Plan	5. Conduct SWOT analysis 6. Based on assessment results, identify core goals and values associated with belonging, culture, and DEI 7. Articulate action plans for core goals. 8. Incorporate incremental measurement and metrics points for process improvement.	Months 5-6
Phase 5: Project Closure	9. Consolidate all deliverables into a single document 10. Conduct final presentations as needed to leadership and elected officials (may be virtual or on site)	Months 6

This timeline and schedule for deliverables is based on the following assumptions:

- The Paradigm team will have access to relevant City of Ashland staff and leadership.
- The City of Ashland will assist our team in determining appropriate internal and external stakeholders for project tasks as needed.
- The City of Ashland will submit data and information, as needed, in a timely fashion.
- The City of Ashland will help promote opportunities for employee engagement as part of this project.

Communication Strategy

Co-production means maintaining and supporting open and transparent communication. Early in the project or engagement, we recommend biweekly meetings to touch base with key stakeholders that are virtual (e.g., Zoom) or in some cases in person. Our team member, Matt Jones, will be your primary "in-person" contact with other team members attending virtually. The exception is when we're on-site conducting assessment or education delivery activities. Our firm is based in the Denver area, and team members are located across the United States (Matt Jones is located in the Portland, Oregon area, Judith is in Baltimore, Robert Rico is located in San Antonio, Texas). For complex engagements, we recommend use of project management tools such as Gantt charts that are available to the client through a Google Cloud. We also recommend at least quarterly written status reports to the key client contact and/or Deputy City Manager.

If you decide to work with us, you will be provided with direct contact information for each team member. Our policy is that email from clients are answered within 1 business day, text messaging is welcome, as are direct phone calls. We'll work with you to schedule regular meetings (typically virtual) for project updates and for purposes of co-production, and if necessary, we'll create files in Google Workspace so you have access to project management tools, working papers, and feedback on deliverables and activities.

Part 5: Investment Proposal

We encourage you to view our proposed workplan as a menu and each of these items can be scaled up, scaled down, modified, or eliminated entirely to meet your needs. For Total Cost, we used a rough estimate of 425 employees for purposes of estimating focus group composition and survey results.

Paradigm Public Affairs does not charge for travel or supplemental fees (with some specific exceptions such as administration of standardized assessments), so these costs reflect only the time our team will be working on this project. Our fees are set at a flat \$275 per billable hour for all services. We develop costs based on the following factors:

- Our workplan narrative presented in the proposal.
- Our staffing plan and resource allocation which provides the City with the appropriate number of consultants and a level of expertise to complete the tasks defined in the RFP.
- Our experience conducting projects of similar size and scope.

Additional services not described in this proposal may result in a change in cost. Our all-inclusive price to conduct this project as described in this proposal is \$44,550. We understand this estimate is slightly over the budget you've identified for this project. We welcome the opportunity to discuss the scope of services with you and refine/revise as we better understand your needs.

ACTIVITY	HOURS
Project Launch and Information Sessions (1 for Leaders, 3 for Staff, may be delivered virtually, on-site, or both)	10
High Level Organizational Review	16
Focus Groups, Individual Interviews (requires 2 days on site with 2 consultants), Qualitative Data Analysis	40
Quantitative Data Collection, Survey Design/Deployment, Quantitative Data Analysis	30
Develop Findings & Recommendations; Report Construction	30
Design Implementation Roadmap and Strategic Plan with Resource Needs and Incremental Touchpoints for Measurement	20
Project Closure Including Presentations (may be virtual or in-person, TBD)	16
TOTAL HOURS	162
HOURLY RATE	\$275
TOTAL PROFESSIONAL FEES	\$44,550

Paradigm Public Affairs Preferred Terms

Payment: Payment schedule for services described in this statement of work:

- 30% of Professional Fees will be billed and payable upon contract initiation
- The remaining professional fees and reimbursable expenses will be invoiced monthly until the work plan budget is exhausted. (Travel and reimbursable expenses will be invoiced as incurred and billed according to the client's policy or guidelines if included in the cost proposal)
- All prices are guaranteed for twelve (12) months from the date of execution of the contract

Reimbursements: Travel and out-of-pocket expenses (e.g., airfare, hotel, rental car, ground transportation, parking, mileage, meals, etc.) are included in the agreed upon scope of work as described. Additional requests from the client may result in additional costs that are billed and payable as incurred..

Time for Work: If work is pre-billed and work is not completed within twelve months of date of contract, the contract will expire, and any collected pre-billed funds will be forfeited.

Audio and Video Recording: Audio and/or video recording of Paradigm Public Affairs content, consultants, and/or events at any client venue is prohibited unless written consent is provided in advance by Paradigm Public Affairs. Additional fees may apply.

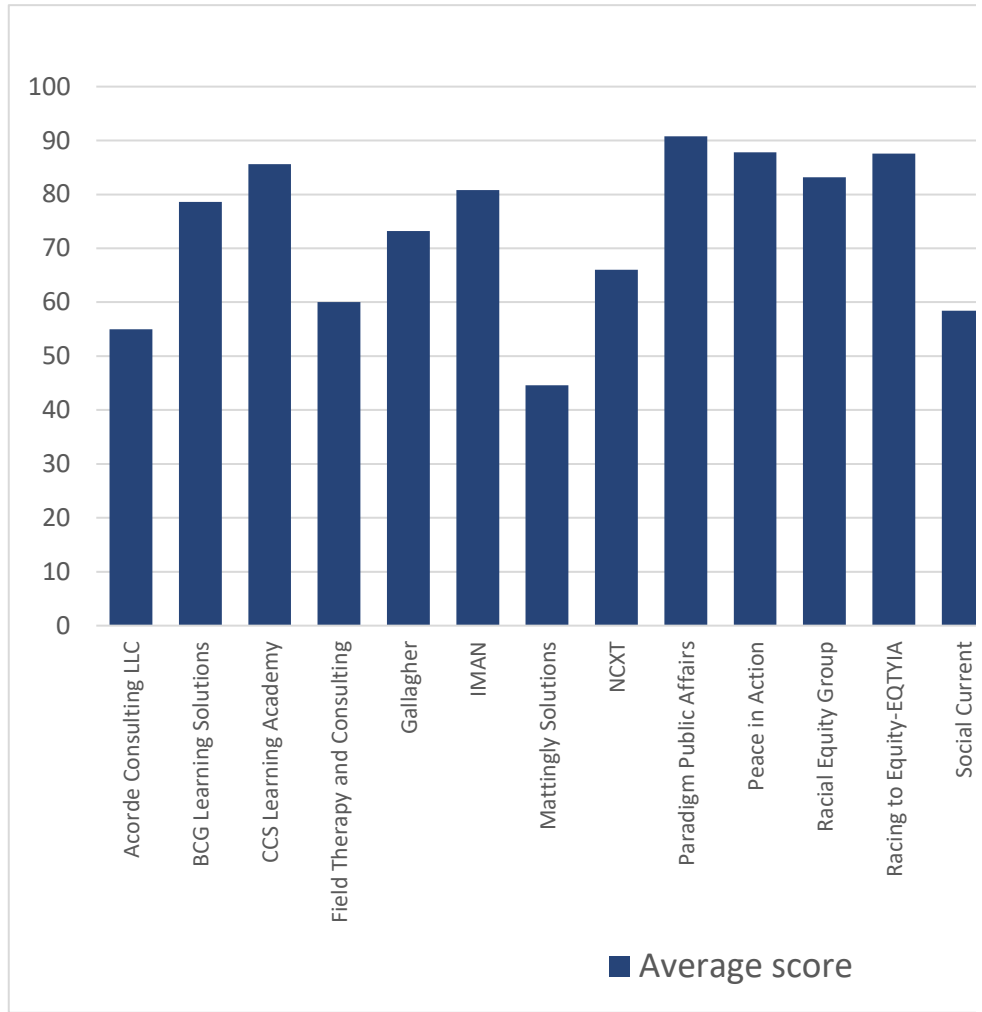
Cancellation of Work: If work is scheduled and cancelled within 15 business days prior to the scheduled date by the Client, the charge will be 25 percent of the cost of the work. If work is scheduled and cancelled within 10 business days of the scheduled date by the Client, the charge will be 50 percent of the cost of the work. If a cancellation occurs, no cancellation fees shall be due if Paradigm Public Affairs and the Client are able to mutually reschedule the work within 30 days. If Paradigm Public Affairs cancels this agreement, Paradigm Public Affairs will reimburse client any unexpended funds from the payments that have been received to date towards pre-paid work.

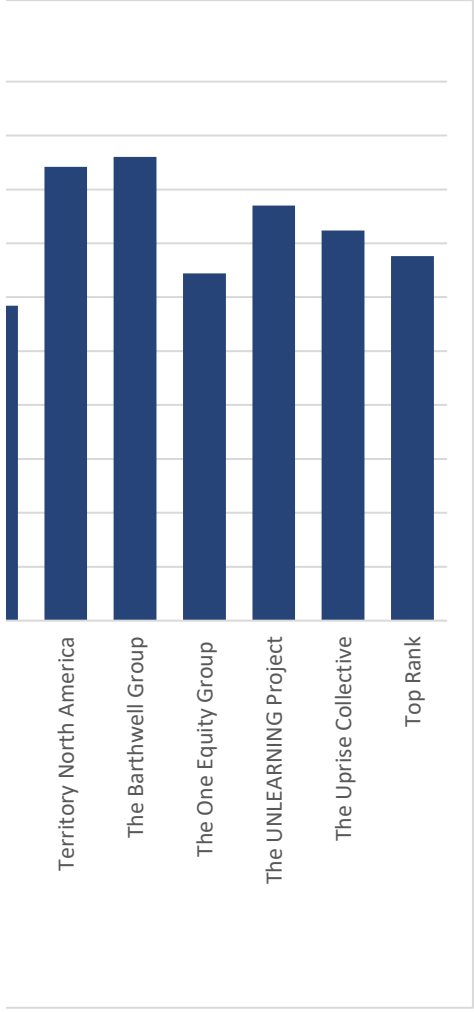
Property Rights: Paradigm Public Affairs shall copyright the materials that it develops for use with Client. All materials developed and used by Paradigm Public Affairs shall be the exclusive property of Paradigm and the Client agrees that it will not disclose any materials to a third party or use materials to conduct its own related services without the prior written consent of Paradigm Public Affairs or is included in the final contract for services. Any material specifically developed for client may be copied, distributed, and reviewed by any employee of client without further charge.

Confidentiality: Paradigm Public Affairs shall regard as confidential and proprietary all client "internal use" and "confidential" information communicated to it by the client in connection with this work plan. Paradigm Public Affairs shall not, without client's prior written consent, at any time use such information for purpose other than in connection with this work plan for the benefit of the client.

Input total scores for
each submission

Entity	Sabrina	Ann	Tighe	Brandon	Rachel	Total	Average score	
Acorde Consulting LLC		68	63	45	49	50	275	55
BCG Learning Solutions		89	86	56	76	86	393	79
CCS Learning Academy		95	94	64	84	91	428	86
Field Therapy and Consultin		65	72	41	52	70	300	60
Gallagher		80	72	77	70	67	366	73
IMAN		95	81	67	80	81	404	81
Mattingly Solutions		40	26	53	36	68	223	45
NCXT		100		57	83	90	330	66
Paradigm Public Affairs		95	99	75	90	95	454	91
Peace in Action		95	86	73	91	94	439	88
Racial Equity Group		100	86	73	79	78	416	83
Racing to Equity-EQTYIA		95	95	65	92	91	438	88
Social Current		75	45	58	36	78	292	58
Territory North America		95	84	56	88	98	421	84
The Barthwell Group		90	92	75	91	82	430	86
The One Equity Group		55	81	58	43	85	322	64
The UNLEARNING Project		65	100	62	67	91	385	77
The Uprise Collective		78	87	46	69	82	362	72
Top Rank		88	76	50	57	67	338	68







Ann Seltzer
City of Ashland
20 East Main Street
Ashland, OR 97520

Dear Ann,

Thank you for spending some of your day with us on Monday. Matt and I both enjoyed meeting you, and we're excited about this project. We put our heads together, and I'd like to propose a solution that gives you the flexible scheduling you need, reduces the overall cost of the project, supports the momentum you've started for the year.

Based on what I understood from our conversation, here's what we propose:

1. Reduce the number of hours allocated to quantitative and qualitative data collection and analysis, as well as hours for designing and implementation strategy.
2. Set the target start date for the assessment project launch for September 1, 2023 with the caveat that if the City desires an earlier start, we will accommodate to the best of our ability.
3. Between the time of contract execution and September 1, Paradigm will conduct one on-site visit with the purpose of meeting with leadership to inform them about the project process and goals and dispel myths about DEI work in government. The purpose of this effort is to engage directors in the process, earn their trust, and gain preliminary insight about goals and objectives. During the same visit, we will conduct an open-house style information session for staff to introduce Paradigm, dispel myths, and engage with staff. For this visit, at least 2 Paradigm team members will attend (likely Matt and Tanya, though we encourage the City to consider remote access for other team members).
4. During the interim between contract execution and assessment launch, Paradigm will begin our learning about the City limited to publicly available information and no Ashland government staff support. For your convenience, I'm attaching to this letter our standard document discovery request that we'll formally send when we're ready to move forward with an engagement kick-off meeting. This is for your convenience only, and there are no expectations you respond to this list prior to the assessment launch (but please feel free to send any

information you believe is important or relevant for us to know and as we have time, we'll work off-contract to get up to speed so we can hit the ground running when the time is right).

5. As you know, our services include up to 24 hours (2 hours per month) of after-engagement maintenance. We propose shifting 8 of those hours to pre-engagement consultancy so you and other staff have help when you need it, on your terms, and you maintain support for the project that will begin later this year. That way, when you need resources, we're here – and if you don't, we'll move any hours we didn't expend back to maintenance after the project closes.
6. Our preferred terms and conditions that were included in the proposal identified 30 percent of professional fees payable upon contract execution. Given the circumstances, I feel that since we won't become fully engaged in the project for as much as 6 months, we're asking the City to consider a 20 percent retainer (\$7,975) to ensure we retain space in our project production schedule for Ashland and to cover pre-engagement costs associated with designing and delivering information sessions prior to full project engagement/launch.

I'm including some documents with this letter for your that includes our revised and preferred terms, a revised cost proposal for an overall investment by the City of Ashland for \$39,875 that includes a new column with an estimated timeline, and a revised workplan table. There are 2 changes to the initially proposed workplan:

1. I removed the assessment element that looked at equity in vendor selection and procurement processes which narrowed the scope and overall number of engagement hours.
2. I limited the focus of the SWOT analysis to assessment findings to narrow the scope and number of engagement hours.

I hope we've captured the changes we discussed earlier this week. Of course, if the City needs additional changes, we're always open to having a conversation so we ensure that our processes align with your needs.

Warmly,



Tanya Settles, Ph.D.
Chief Executive Officer
Paradigm Public Affairs, LLC

Paradigm Public Affairs Preferred Terms for City of Ashland, OR

Payment: Payment schedule for services described in this statement of work:

- 20% of Professional Fees will be billed and payable upon contract initiation.
- The remaining professional fees and reimbursable expenses will be invoiced monthly until the work plan budget is exhausted.
- All prices are guaranteed for twelve (12) months from the date of execution of the contract

Reimbursements: Travel and out-of-pocket expenses (e.g., airfare, hotel, rental car, ground transportation, parking, mileage, meals, etc.) are included in the agreed upon scope of work as described. Additional requests from the client may result in additional costs that are billed and payable as incurred.

Time for Work: If work is pre-billed and work is not completed within twelve months of date of contract, the contract will expire, and any collected pre-billed funds will be forfeited.

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Revised Investment Proposal

ACTIVITY	PROPOSED TIMELINE	HOURS
Project Launch/Kickoff and Pre-engagement Information Sessions (1 for Leaders, 3 for Staff, may be delivered virtually, on-site, or both)	Month 0-2	10
High Level Organizational Review	Months 1-2	12
Focus Groups, Individual Interviews (requires 2 days on site with 2 consultants), Qualitative Data Analysis	Months 2-3	40
Quantitative Data Collection, Survey	Months 3-4	30
Design/Deployment, Quantitative Data Analysis	Months 4-5	25
Develop Findings & Recommendations; Report Construction	Months 4-5	16
Project Closure Including Presentations (may be virtual or in-person, TBD)	Month 6	12
TOTAL HOURS		145
HOURLY RATE		\$275
TOTAL PROFESSIONAL FEES		\$39,875

Revised Proposed Workplan and Scope of Work

This revised workplan represents our current understanding of the City of Ashland's immediate needs. We encourage you to view our proposed workplan as a menu. Each of these items can be scaled up, scaled down, or modified to meet unique circumstances. The schedule/timeline corresponds with an overall 6-month engagement and follows a structured and phased approach to activities and deliverables.

DRAFT SCOPE OF WORK		
ENGAGEMENT STEP	ACTIVITIES and DELIVERABLES	TIMELINE
Project Launch	<ol style="list-style-type: none"> 1. Paradigm to conduct 60 min. kick-off meeting with key stakeholders (may be conducted virtually). 2. Paradigm to request organizational documents related to policy and operations throughout the City and information about partnerships with external stakeholders. 	Month 1
Phase 1: Building Trust	<ol style="list-style-type: none"> 1. Conduct an information session with Executives, Leaders, and individual contributors to introduce the project and team, answer questions, and dispel myths about DEI. 	Months 1-2

	<ol style="list-style-type: none"> 2. Hold 1:1 conversations with leaders to gain insight about vision for assessment and education goals. 	
Phase 2: Conduct Culture and Belonging Assessment Human Resources, People Management Review	<ol style="list-style-type: none"> 1. Qualitative data collection (may include 1:1 interviews, focus groups, listening sessions). 2. Collection and analysis of existing quantitative data from previous surveys and other data collection efforts related to organizational culture and workforce engagement. 3. Conduct detailed review of talent management policies, procedures, and practices for the City as a whole and individual departments and entities as needed. 4. Analyze all data (quantitative and qualitative) for themes and findings; report back to City for feedback and collaboration. 5. Develop draft culture report and acquire feedback from City on results. 6. Periodic touchpoint meetings with key stakeholders 7. Culture and Belonging Assessment delivery 	Months 2- 4
Phase 3: Design Implementation Strategy to Complement Assessment Recommendations and Finding	<ol style="list-style-type: none"> 1. Prioritize recommendations based on urgency, risk, and ease of execution 2. Categorize recommendations into goals, develop overarching performance measures for each goal. 3. Design/develop implementation steps for each goal. 4. Gain feedback from client as to content, adjust/modify content as needed. 	Months 4-5
Phase 4: Develop 18-month DEI Strategic Plan	<ol style="list-style-type: none"> 5. Conduct limited scope SWOT analysis based on assessment findings 6. Based on assessment results, identify core goals and values associated with belonging, culture, and DEI 7. Articulate action plans for core goals. 8. Incorporate incremental measurement and metrics points for process improvement. 	Months 5-6
Phase 5: Project Closure	<ol style="list-style-type: none"> 9. Consolidate all deliverables into a single document 10. Conduct final presentations as needed to leadership and elected officials (may be virtual or on site) 	Months 6