



Equity, Diversity, Inclusion and Creating a Culture of Belonging  
Learning Journey



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## Executive Summary

The Town of Erie is committed to Equity Diversity Inclusion and Belonging (EDIB). This is evidenced by the work of the Board of Trustees and the work of the Diversity, Equity, and Inclusion Advisory Board. One of the nine priorities established by the Board of Trustees, is having an “engaged and diverse community.” One of the listed 2021 Goals & Objectives is “valuing, encouraging, and supporting a diverse workforce.” As community advisors, the Diversity, Equity, and Inclusion Advisory Board can offer recommendations to the Board of Trustees. The town distributes *Welcome Packets* to residents after utility service is established and the Town hosts a series of *Community Conversations*. The topics include “*Response to George Floyd’s Death*,” “*How To Be Inclusive*,” “*Bullying*,” and “*Talking to Children About Race*.”

Based on the work underway at the Town of Erie, The Kebaya Consulting team designed a process to co-create the learning experience and create an infrastructure to sustain the work of racial equity and lay a foundation for exploring other areas of inequity.

## Phase 1: Project Kick-off & Data Gathering

The consultants will facilitate a 60-minute kick off meeting with the client to review the scope of the project, discuss expectations and clarify roles and responsibilities.

The Town of Erie has embraced equity work for several years. To ensure the training is meaningful and relevant for the town, the consulting team will facilitate three 60-minute focus groups. The members of the focus groups will be the Board of Trustees, the Diversity, Equity, and Inclusion Advisory Committee, and staff from the various departments within the town. To minimize the impact on schedules, we recommend hosting the focus groups for the Board of Trustees and the Diversity, Equity, and Inclusion Advisory Committee during a regularly scheduled meeting. The consulting team will design the focus group questions and summarize the data. The town would schedule the meetings and communicate to each group the purpose of the focus group and the use of the data.

## Meaning Making

Once the results of the data are consolidated, the consulting team will meet with a core group of staff to interpret the data. Based on the interpretation of the data, the consulting team will develop a curriculum that meets the needs of the focus group participants. Because meaning making is an interpretative process, the consultants recommend including a core team of staff to review and comment on the information shared in the focus groups. It is important to note that comments will not be ascribed to any person or group. Data are integrated based on emergent themes.

## Phase 2: Infrastructure Design

The consultants recommend designing a process that supports change. “Being aware is half-way there.” Having the ability to address inequity when surfaced is important. Embedding equity into all functions of governance is critical to creating a culture of belonging both internally and externally. To this end, the consultants recommend identifying a core group of staff to serve as equity ambassadors to assist with training and create a mechanism for accountability. The Equity Ambassadors are trusted colleagues who will train alongside the consultants and once trained, will deliver training to town staff. The consultants recommend that all staff - maintenance staff (and seasonal if any) to the town administrator, and all

boards and commissions receive training. The Town of Erie is a comprehensive social system and everyone in the system should experience the training.

## Proposed Workshop Design

We anticipate facilitating a 4-hour workshop with a two-and-a-half-hour follow-up session. Pending 2022 COVID protocols, the workshops may be offered in a blended environment. The four-hour session would be in-person and the follow-up session virtual. The intent of the two-hour follow-up session is to examine how people are utilizing what they learned. The intent of the workshop is to learn, apply what you learned and share the successes and challenges applying what you learned. During the follow-up session people will have the opportunity to discuss, witness and model inclusive behavior. Learning is an active process and consultants encourage active engagement from the people in attendance. The consultants will work with the attendees to create a space when learning is interesting, and mistakes are celebrated rather than shamed.

The consultants recommend that no more than 25 people participate in a workshop. The consultants will facilitate 12 four-hour workshops and 12 two and a half hour follow-up sessions. The consultants will facilitate workshops for staff, boards and commissions and the Diversity, Equity and Inclusion Advisory Board and the Board of Trustees. The consultants will take the lead in facilitating the workshops for the Advisory Board, Board of Trustees and the Boards and Commissions. The consultants recognize that a power differential may exist between staff and volunteers.

The consulting team will observe the Equity Ambassadors as they train and provide feedback. The Equity Ambassadors will have the opportunity to have three one-on-one coaching sessions to build skills and confidence in serving as an Equity Ambassador.

## The Consulting Team



Carolyn Love, PhD is the founder of Kebaya Coaching & Consulting. The Company focuses on enhancing the leadership talent in organizations, creating equitable and inclusive workplaces, and facilitating meaningful and sustainable change. Carolyn served as the executive director and CEO of three nonprofit organizations in the Denver area.

She currently teaches in the Master of Nonprofit Management program at Regis University. As a consultant, trainer, and leadership coach, she facilitates workshops and trainings on leadership, equity, diversity, inclusion and belonging. Internationally, she presented workshops at La Universidad Anáhuac in Mexico City, Mexico and University of Stellenbosch Business School in Bellville, South Africa on non-governmental leadership and change.

Carolyn has expertise in facilitating complex and challenging conversations between local government and diverse communities. Carolyn facilitated focus groups for the City of Denver to determine the goals, expectations, and process for a disparity study. The intent was to inform the city on the request for proposal design to ensure the needs of the community would be considered when developing the RFP and ultimately selecting the consulting firm. Carolyn facilitated Rules and Regulation changes and changes to the City of Denver Minority Women Business Enterprise (MWBE) Ordinance.

Recently, Carolyn assembled a team of consultants to design and implement a bias and microaggression training curriculum for the City of Boulder. Carolyn designed and implemented a focus group process to solicit input for the design of a relevant and meaningful curriculum. The focus group questions, and process were designed in a way to facilitate the design of a customized training that was relevant and meaningful to the stakeholders.

As a leadership coach, Carolyn provides culturally sensitive coaching to emerging and seasoned executive directors and community leaders. Carolyn is a thought partner to walk along side leaders to think through complex issues.

Carolyn is an adjunct faculty member at Regis University and teaches nonprofit governance, leadership and organizational development and authentic leadership. She holds a Masters in Nonprofit Management from Regis University and a PhD from Antioch University.



Julie Reiskin is the executive director of the Colorado Cross-Disability Coalition (CCDC). CCDC advocates for social justice for people with all types of disabilities.

CCDC is a leading disability rights organization whose unique model of blending legal and non-attorney advocacy has achieved results for thousands of Coloradoans with disabilities. With a motto of “Nothing About Us Without Us---Ever”, CCDC has led the way in citizen or “client” engagement and CCDC trained advocates permeate the Colorado public policy arena. CCDC and Reiskin assist other organizations with assuring real and meaningful participation by “clients” at all levels. Through CCDC and the disability community Ms. Reiskin has gained expertise on nonprofit accountability and best practices, publically funded long-term community based services, disability rights law, public benefits and the intersectionality of systemic and individual advocacy. Ms. Reiskin has proposed and helped to implement many solutions to create a sustainable and client friendly Medicaid program – such as the consumer direction as a delivery model, acted as a respected advocate for individuals and has trained many others in health advocacy and health policy. Prior to becoming the Executive Director for CCDC in 1996, Ms. Reiskin served as the organization's policy analyst.

In 2010, Ms. Reiskin was appointed by President Obama to serve on the Board of Directors of the Legal Services Corporation as the client representative. In 2018, she was elected to serve on the Board of the ACLU of Colorado and was also appointed as a member of the Board of Trustees for the Denver Foundation.

Ms. Reiskin is an adjunct faculty member at the University of Denver at the Graduate School of Social Work teaching both policy advocacy and program development.

Ms. Reiskin provides consulting with organizations seeking to improve, expand or enhance their ability to effectively practice real and meaningful client/constituent engagement at all levels of the organization. She also helps organizations develop disability cultural competence. She has her MSW and BS from the University of Connecticut.

## Estimated Budget

What follows is an estimate of cost based on the process outlined above. Adjustments to the budget may be made based on modifications to the proposal.

<b>Activity</b>	<b>Estimated Cost</b>
Project Meetings (Jan – May 2022)	\$1,500
Focus Group Design	\$1,750
Focus Group Facilitation	\$1,050
Curriculum Development	\$4,375
Facilitate 12 4-hr. Workshops	\$33,000
Facilitate 12 2.5 hrs. workshops	\$13,200
Equity Ambassador Observations 4-hours	\$4,800
Equity Ambassador Observations 2.5 hrs.	\$3,000
Equity Ambassador Coaching (4 people)	\$2,100
Contract Compliance	\$1,750
<i>Total Estimated Cost</i>	<i>\$66,525</i>