

# Talitha Consults' Response to City of Burlington Joint Committee's Racial Justice Facilitation RFP

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CONSULTANT TO ASSIST WITH THE FACILITATION OF  
INCLUSIVE AND EQUITABLE COMMUNITY VISIONING AND  
FOR PROGRAM DESIGN TO SUPPORT ONGOING COMMUNITY  
INPUT FOR THE CITY OF BURLINGTON POLICE DEPARTMENT'S  
OPERATIONS

SUBMITTED BY:



CHARIS M. HNIN, M.A.  
FOUNDER & PRINCIPLE CONSULTANT  
[WWW.TALITHACONSULTS.COM](http://WWW.TALITHACONSULTS.COM)



Joint Committee  
Burlington Police Department  
1 North Avenue  
Burlington, VT 05401

October 18, 2020

To Shannon Trammell:

Talitha Consults (Talitha) is pleased to submit our team’s qualifications in response to the City of Burlington’s Joint Committee for Racial Justice Facilitation RFP. We are excited about this opportunity to work with the Joint Committee. Our interest was heightened after this summer’s passage of the Reparations Resolution as the city’s acknowledgment of historic harm to African American’s and its commitment to address race and equity opportunity gaps comprehensively. Building upon the adoption of the *Resolution Relating to Racial Justice through Economic and Criminal Justice* and the goal of a safe, healthy and equitable community, Talitha proposes to assist with the visioning of short and long-term goals surrounding race and equity.

The proposed team for this project is **uniquely qualified having staff with prior experience in public safety as first responders** as well as over 65 years of collective experience in advancing the goal to eradicate institutional racism, bias and inequity. Our team is diverse in race, ethnicity, places of origin, age, gender identity, immigration status and cultural upbringing. Collectively we speak nine languages. Our lived experiences and personal stories have proven to be an asset to the projects we pursue and the communities we serve.

The Talitha team believes that bias, racism and anti-blackness is a global emergency and should be approached with the same urgency as the current pandemic. We believe our team aligns with the Joint Committee’s commitment to dismantle the barriers of racial inequity and address it head on citywide. However, our team takes **a distinctive approach that balances accountability and diligence with love and compassion**. Our processes create a safe space to share, grow, learn and understand. Our approach has enabled our clients to realize authentic change and partner with us to co-create sustainable tools to continue this work for years to come.

To that end, Talitha welcomes the opportunity to partner with the City of Burlington and is confident that with the continuous partnership and authentic feedback from the Joint Committee, staff, and the community the proposed team will be able to plan, develop and deliver race and equity facilitation and assessment tools which can help transform your organization and the way you work. Our proven methods will not only be informative and accurate but will also spark conversation, build community and drive action to positively impact historically marginalized communities—our communities. We look forward to hearing from you.

Sincerely,

Charis M. Hnin  
Founder & Principal Consultant

206-422-8260

[charis@talithaconsults.com](mailto:charis@talithaconsults.com)

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

DBE: D4F0026431

MWBE: M4F0026431





## I. RESPONSE TO SCOPE

### A. QUALIFICATIONS, EXPERIENCE AND REFERENCES

Talitha Consults (Talitha) is an interdisciplinary, multi-lingual, minority and woman-owned business. Charis M. Hnin, founder of Talitha, believes that equitable and sustainable community planning is a multi-sector effort. Guided by this principle, she founded Talitha Consults in 2018, in collaboration with trusted experts from diverse industries who stand committed to the same principle. Our team represents diverse skillsets and professional backgrounds. We are former public safety responders and government employees, skilled trainers, seasoned facilitators, activists, researchers, communicators, innovators, designers, and trusted community builders. We work alongside our clients to create strategies and tools for capacity building, meaningful civic engagement, community building, planning, and facilitation of trainings. Our practices are grounded in a framework of

racial equity and social justice. We customize our work to each client, based on their contexts, goals, and desired outcomes. Talitha has experience contracting with public, non-profit, and social sectors locally, nationally, and internationally.

Now, more than ever, we understand the urgent need for government institutions to develop and embrace equitable and inclusive practices. We commend the Burlington City Council for adopting its *Resolution Relating to Racial Justice through Economic and Criminal Justice* and for creating a Joint Committee comprised of the City Council Public Safety Committee and the City’s Police Commission whose goal is to build a healthy and safe community for all. We believe that in order to achieve this outcome, a multi-pronged approach is necessary. Our services begin with staff and stakeholder engagement to establish an understanding of the existing cultural contexts and priorities of the Joint Committee. From there, we will work with the Joint Committee to develop a facilitation, assessment and engagement plan that paves the way toward achieving all organizational goals. Our facilitation and assessment processes are rooted in anti-racism and social justice and are built upon frameworks from some of the world’s leading experts in racial equity work:

- Moving to Institutional Equity (assessment tool developed by National Association of Chronic Disease Directors and staff from our team, Epic Health Solutions)
- Belonging, Othering and the Circle of Human Concerns (framework developed by John A. Powell, University of California Berkeley)
- Reflective Practice Model —recognition of implicit racial bias and movement to equity-centered practices (framework developed by Donald Schön)
- Root causes of racial inequities (brief overview on social equity issues and structural barriers perpetuated by and within public agencies— historical and contemporary)
- Data informed training & facilitation – understanding the disparate impact racism has on communities with extremely low incomes and access to resources, women, and Black, Indigenous, and people of color (BIPOC) and LGBTQ+ communities (framework developed by Dr. Kimberlé Crenshaw of Stanford University)
- Government Alliance on Race & Equity (GARE) Tools & Resources



Our process not only incorporates Talitha facilitation and assessments, but also value added tools such as culturally grounded engagement methods and materials as well as virtual caucusing models that will equip the Joint Committee to continue racial equity work and build community relationships in the years ahead.

### Project Team

The proposed project team represents a collaborative partnership of three firms: **Talitha Consults** serving as prime with Epic Health Solutions and SSW Consulting serving as sub-consultants. Since launching in 2018, Talitha has a track record of success in offering engaging and meaningful racial equity and inclusion facilitation and trainings with the objective of drawing from local contexts and cultures to elevate and deepen knowledge about social and racial inequities for participants. We are intentional in bringing to the surface hidden narratives of those who are often at the margin of the U.S. society and history. Our staff have experience working with individuals and organizations from across the country, including New York, New Jersey, New Mexico, California, Illinois, Washington, and Oregon to achieve their goals related to dismantling racism, strategic planning, group dynamics, conflict resolution, inspiring leadership, and burnout prevention. Epic Health Solutions strives to create and uphold a culture of racial equity and justice within organizations, communities, and this nation through developing operational tools for meaningful engagement, transformative education, and mutual empowerment. Guided by the belief that engagement should be fun, engaging and inclusive all cognitive abilities, SSW Consulting takes a creative approach to their work. Using the practice of graphic facilitation, SSW Consulting draws on clients’ mission, vision, and values to bring them together and build relationships that get work done. Collectively, our team is diverse in race, ethnicity, places of origin, age, gender identity, and cultural upbringing. Our lived experiences and personal stories strengthen our development and delivery of equity-focused community engagement and facilitation.

### Team Qualifications Matrix

	Multi-lingual team members	Former public safety/law enforcement and/or former government team members	Experience with anti-racism assessment, planning and facilitation specific to public safety staff & first responders	Experience with virtual facilitation and engagement	Experience engaging and partnering with BIPOC and historically marginalized communities
Talitha Consults Team	√	√	√	√	√

The Project Manager from the Joint Committee will primarily interact with Project Director, Charis M. Hnin. As Principal of the prime firm, Charis will ensure that all project plans and deliverables are on schedule and within budget. Under Charis’ leadership, team members listed below will develop an inclusive and accessible engagement strategy, collect feedback and develop a data driven and informative report for the Joint Committee. As Project Manager, Karimah Edwards will provide reporting and administrative oversight throughout the project.

Talitha welcomes the opportunity to provide additional information to the Joint Committee about our proposed project team. We are extremely proud of the contributions we have made previously to equity-centered facilitation, educational trainings, strategies, and organizational transformation; and would appreciate the opportunity to further share and expand our story with you. A summary of each team member’s skills as they relate to this project follows.



## Talitha Consults (Prime Consultancy)

**Charis May Hnin | Founder & Principal Consultant**

**MA in Community Planning | University of Washington**

**BA in International Relations & Communications | Seattle Pacific University**

Charis is a motivational leader, regional planner, action-oriented community advocate and disciplined facilitator for race, social, and health equity dialogues for varying audience sizes. She pays close attention to the interconnections between people, place, policy, and power in her community planning practice and this approach enables her to be grounded, strategic, visionary, and effective in serving the needs of her clients from public and social service sectors. Driven by her unwavering commitment to be a life-long contributor of inclusion, social justice, and racial equity, Charis spent the last thirteen years supporting and leading initiatives to advance equity-centered policies and practices in affordable housing, human services, post-secondary education, workforce education, and affordable home ownership. Charis has a track record of launching innovative strategies to bolster multisector coalition and capacity building to address social and health inequities on a regional and state level. Thus, community leaders and public officials in Washington often seek her consultation and support to promote thoughtful and equitable growth and development. Charis currently serves on the Board of Global to Local—Washington-based agency actively advocating to advance health equity and improve health in U.S. communities through application of best practices around the world. From 2014-2017, Charis also served as an Advisory Board Member for the Human Services Division in the City of Tukwila, reportedly one of the fastest growing cities in Washington. Her experiences living and working abroad enable her to meaningfully connect with people across cultures. She is bilingual in Burmese and English. Due to her engaging storytelling skill coupled with her expertise in Equitable Planning, American Planning Association recently selected her as one of the five storytellers to present at their National Conference which draws about 15,000 attendees on average. She holds a Bachelor's degree in International Affairs and Communications from Seattle Pacific University and a Master's degree in Community Planning from the University of Washington.

**Karimah Edwards, JD | Project Manager & Public Safety Subject Matter Expert**

**Juris Doctorate | John Marshall Law School**

**MA in Emergency Management | Jacksonville State University**

Karimah approaches all her projects using a racial equity lens and is committed to elevating the voices, capabilities and needs of community members who often fall outside the circle of human concern. Karimah brings more than a combined 20 years of experience in research, training, facilitation, and planning. She spent the first 10 years of her career honing her research skills working in two top-rated research libraries, Wake Forest and Tulane Universities. Her career transitioned when she completed graduate school and became a hazard mitigation planner for Cobb County, Georgia's Emergency Management Agency. During her tenure with Cobb County, she led a multi-jurisdiction planning process to write the county's federally mandated and approved hazard mitigation plan. During the historic flooding of 2009 she served as the first point of contact in the Cobb County Disaster Recovery Center, assisting thousands of residents experiencing property loss. Later, as an emergency planner with Seattle Police Department's Office of Emergency Management (OEM), Karimah was responsible for identifying corrective actions in compliance with ADA citations against the City specific to emergency shelters, focusing on planning specific to historically marginalized communities and providing regional equity-based trainings and conference planning for agencies and non-profits in King, Snohomish, and Pierce Counties. Following her tenure at OEM, Karimah worked for Seattle Parks and Recreation Department (SPR) as a senior capital projects planner, managing over 25 capital projects throughout the SPR park system. While at SPR, Karimah served as the lead in revamping the division's public engagement strategy and project design program using a racial equity and social justice lens as well as assessing and implementing equitable hiring processes for division staff and contractors. Skilled at navigating critical matters, Karimah has provided racial equity assessments for multiple departments throughout the City of Seattle, served as a transition facilitator for federal employees following the 2019 government shutdown and has served as a member of multiple public and private committees dedicated to eradicating racism and supporting social justice.

**Liza Higbee-Robinson | Project Analyst****MA in Community Planning | University of Washington****BA Spanish and Environmental Education | Western Washington University**

Liza Higbee-Robinson is a community planner and activist driven to work alongside others to create racially and socially equitable and sustainable human systems – spaces, where all people find support, security, and opportunities to thrive. Liza recognizes the central importance of bringing equity, diversity, and inclusion to the fore of planning processes that have historically neglected and excluded BIPOC communities. She has worked as an events planner for active transportation-focused non-profit, Downtown On the Go in Tacoma, WA, as a research assistant to Urban Studies faculty at the University of Washington-Tacoma, as an editor for the University of Washington's Livable City

Year Program, and as a planning consultant with Talitha Consults. Liza is skilled at facilitating group sessions, managing project teams, forming collaborative partnerships, creating organizational systems, collating data, and disseminating information to broad stakeholder audiences. Equity-focused projects Liza has worked on include: creation of a roadmap to equitable civic engagement for the City of Tacoma, evaluation of the City of Bellevue's Office of Criminal Prosecution's internal procedures for implicit racial bias and formation a set of anti-racist recommendations, creation of a set of recommendations for the City of Bellevue to improve its emergency response communications with limited-English proficient communities, and production of a guide for the City of Bellevue to create a Safe Parking program to support members of its homeless community.

**Ehler Win | Project Analyst****BA in Public Health & International Affairs | University of Washington**

Ehler is a recent graduate from the University of Washington with a degree in Global Health and a minor in International Studies. Her passion lies in supporting her community through various volunteer events and advocacy projects. As a resident of Tukwila for the past thirteen years, Ehler attended the Tukwila school district from elementary through high school. Her lived experiences of being in a diverse school district and community gives her a rich understanding of what it looks like to live harmoniously in a multicultural environment. Currently, Ehler is a community advocate with Food Innovation Network; a local non-profit that aims to increase access to healthy food and provide food-related business opportunities for immigrant and refugee communities in South King county.

**David Menke | Project Advisor & Public Safety Subject Matter Expert****MA in Law & Justice | Central Washington University (2021)****BA in Technical & Human Resource Management | DeVry University**

David possesses a comprehensive management experience in public safety, law enforcement, emergency management, investigations, and security training. With leadership experience as Director of Public Safety at Highline College, David has a track-record of delivering accomplished and measurable results while leading eight-seven (87) members of a personnel-team in a fast-paced and dynamic work environment. He manages a departmental budget of over \$2 million, while exceeding the expectations of the senior leadership team at Highline College. Prior to Highline, Menke spent 20 years in the U.S. Navy where he held the rank of Chief Petty Officer. In the last decade, he was stationed in Everett and served as Law Enforcement Operations Manager with the Naval Station Everett Military Police. In addition to Everett, Menke's posts included Lemoore, California, and Yokosuka, Japan, and during the war in Iraq, he was deployed to Baghdad, Fallujah, and Kirkuk. David won multiple awards for his outstanding performance in the Navy and as a Emergency Management professional.

**BG Sims | Project Advisor & Public Safety Subject Matter Expert****BA in Criminal Justice | Southeastern Louisiana University (1990)****Development and Training of the PsychoPhysiological Detection of Deception | American International Institute of Polygraph (2006)**

BG possesses almost three decades of experience in public safety, law enforcement, security, investigations polygraph services and crisis negotiations. As a skilled trainer, he served as Assistant Coordinator for the Louisiana State Police Crisis Negotiation Team as well as the Team leader for the Southeast portion of Louisiana and Director of Training for the Louisiana Association of Crisis Negotiators (LACN) where he led the design of scenario based exercises and trainings for agencies across Louisiana. As a subject matter expert in negotiations, he has presented to law enforcement agencies across the country. BG has worked to increase service access for communities of all backgrounds. During his tenure as a team leader with the state, BG identified and assisted with the training of multi-lingual negotiators. A specialist in leading multi-jurisdictional coordination, he served in the Emergency Operations Center during Hurricane Katrina as a liaison between state police and City of New Orleans and was selected as one of four state police to provide security for international participants in the 2002 Winter Olympics in Salt Lake City.

**Casey Tonnely | Facilitator & Public Safety Subject Matter Expert****BA Political Science and Theatre | State University of New York at Stony Brook****Certified Mediator | King County Resolution Group****Certified Creative Facilitator | Creative Facilitation****Certified in Diversity, Equity, and Inclusion | Cornell University**

Beyond Thinking is dedicated to helping their clients reach their greatest potential. This coaching, facilitation, and public speaking practice is led by Casey Tonnely. Casey has been providing dynamic and energizing presentations and speeches for over 20 years. Prior to starting Beyond Thinking, Casey served as a Strategic Advisor for the City of Seattle for over twelve years in the Seattle Office for Emergency Management, Seattle Office for Civil Rights, and Workforce Equity program. Their professional experience includes developing public policy, developing equitable programs, expansive and complex facilitation focused on strategic planning, and providing over 15,000 presentations on topics such as: emergency preparedness, conflict resolution, inclusive community engagement, leading with a racial equity lens, team building, coaching, mediation, creative facilitation, Liberating Structures, communication, and leadership development.

**Epic Health Solutions (Sub-Consultancy)****Tiffany Pertillar | Equity Assessment Lead****MSW/MPh | University of Maryland at Baltimore | BS in Human Services | Geneva College**

Tiffany Pertillar is an unapologetic social reformer and compassionate crusader for justice, whose mission is to elevate equity and promote health for all people. She's known for her thought-provoking insights into the social issues that adversely impact the health of racial and ethnic minorities throughout the United States and beyond. She has a profound ability to captivate and connect audiences in efforts to bridge the racial and wealth gaps that have both defined and divided our nation. A University of Maryland trained public health social worker and co-founder of Epic Health Solutions, Tiffany works tirelessly to engage, educate, and empower this generation to incite the kind of social change that lifts up equity and upholds social justice in all ways. Always.



**SSW Consulting (Sub-Consultancy)**

Sara Singer Wilson | Graphic Facilitator

**MPA | University of Kansas | BS in Political Science | Benedictine College  
Certified Facilitator | Total Strength Deployment Inventory (TotalSDI)**

Sara spent 15 years working directly in local government serving communities in Missouri, Kansas, California and Oregon where she honed her skills in community building. In 2015, she began serving local governments as a consultant where she has led community visioning and strategic planning projects for both large and small communities. She is an expert facilitator who can guide groups through conversations while also bringing the conversations to life through the technique of graphic facilitation. Sara uses the power of visualization through her use of graphics and illustrations to bring meetings and concepts to life. She has been trained as a graphic facilitator, and uses her facilitation skills, creativity, and graphic work to summarize meetings and enhance outreach efforts. Sara maintains active involvement in professional associations including the International City/County Management Association, the Oregon City/County Management Association, and other professional groups. She has served on various professional association committees and participated in conferences as a facilitator, planner, and speaker.

**Select Projects**

**Talitha Consults**

**Martin Luther King County Youth and Family Homelessness Prevention Initiative (2019-present)**

Talitha Consults currently holds a multi-year contract to develop and deliver equity trainings for social, health, and human services providers with agencies across King County. These agencies receive multi-year funding from King County. Talitha works closely with designated County administrators to plan, design, deliver, and evaluate training topics for each agency listed below:

- Africatown Center for Education and Innovation
- API Chaya • LifeWire • Methodist Church
- Atlantic Street Center • Mother Africa • Seattle Indian Health Board
- Nexus Youth and Families • Multi-Service Center • The ARC of King County
- Friends of Youth • Open Doors for Multicultural Families • Therapeutic Health Services
- Interim Community Development Association • Partner in Employment • United Indians of All Tribes Foundation
- Iraqi Community Center of Washington • All Seattle Kids Home • Wellspring Family Services
- Kent Youth and Family Services • POCAAN • YMCA Accelerator
- • Refugee Women’s Alliance • Youth Eastside Services
- • Riverton Park United • YouthCarE

**Reference:**

Kimberly Dodds, King County Housing, Homelessness and Community Development Division  
[kimberly.dodds@kingcounty.gov](mailto:kimberly.dodds@kingcounty.gov)  
(206)477-7884



**City of Seattle Citywide Implicit Bias Training Strategy & Virtual Caucusing (2017-present)**

In partnership with the Office of Civil Rights (OCR), Talitha staff led the strategic planning and revamping of the City of Seattle's implicit bias training program. The program included trainings focused on the eradication of racist practices within all city departments as well as training for the city's approximately 10,000 employees. As part of a continued commitment to actively deconstructing racist systems and moving toward racial reconciliation, Talitha staff partnered with OCR staff and community members on a voluntary basis following the murders of Ahmaud Arbery, Breonna Taylor, and George Floyd, to offer Virtual White Caucuses. The caucuses are offered twice a month and have a combined total of 175 participants. This caucus space was created so white folks could process the murders, learn and unpack their internalized racial superiority and unconscious bias, and examine the manifestations of institutional racism, structural racism, interpersonal racism, and individual racism without burdening BIPOC friends, family members, co-workers, or community members.

**Reference:**

Kyana Wheeler, Seattle Office of Civil Rights

(206) 931-9834

[Kyana.wheeler@seattle.gov](mailto:Kyana.wheeler@seattle.gov)

**Seattle Office of Emergency Management Cultural Competency Trainings (2013-2015)**

Talitha staff developed and facilitated a community led cultural competency training program in partnership with Public Health – Seattle & King County, to educate government staff, service providers, community-based organizations, faith-based organizations, community leaders, and residents on how to better understand immigrant, refugee, and historically-marginalized communities around Seattle. The curriculum was designed in collaboration with community partners. The series included workshops and trainings which highlighted the cultures of African-American, and immigrant and refugee community members as well as a series representing people with disabilities, people experiencing homelessness, and a training on faith-based practices and norms.

**Reference:**

Candace Jackson, Public Health – Seattle & King County

[candace.jackson@kingcounty.gov](mailto:candace.jackson@kingcounty.gov)

(206) 263-9032

**Seattle Police Department (SPD) Anti-Profilng & De-escalation Training**

Talitha staff led the curriculum development and implementation of anti-profilng training as a multi-year project for SPD officers. As part of the curriculum, SPD uniformed officers were trained to recognize and acknowledge their unconscious bias, understand the root causes of bias, and were provided tools to mitigate bias driven decision-making during crisis response. Beyond Thinking staff incorporated de-escalation training and anti-racism into the curriculum.

**Reference:**

Kyana Wheeler, Seattle Office for Civil Rights

[kyana.wheeler@seattle.gov](mailto:kyana.wheeler@seattle.gov)

(206) 931-9834

**Institute of International Education (IIE) (August, 2020)**

Under the leadership of Charis M. Hnin, Talitha led curriculum design and delivery of a culturally grounded five-day leadership training for thirty-eight (38) IIE-Julia Stasch Scholarship recipients; all of whom were full-time students enrolled in city and community colleges in the greater Chicago area. These students represented refugee and asylee backgrounds and 18 countries of origin. The training took place from August 17 to 21, 2020. Talitha's highly engaging curriculum included learning sessions that integrated poetry, design thinking, and the use of digital media platforms. These blended teaching strategies fostered a rich and engaging learning environment and content



necessary to develop the skill-set, mindset and heart-set (inner qualities) necessary to foster leadership qualities suited to the 21<sup>st</sup> century. Talitha’s design and delivery of this course was guided by a trauma-informed, inclusive, and culturally relevant pedagogical approach. The team also utilized best practices derived from Social Emotional Learning (SEL) strategies. In doing so, the team set out to foster sense of belonging and community among the training participants and a safe space for them to support each other’s efforts to create a more just and equitable world.

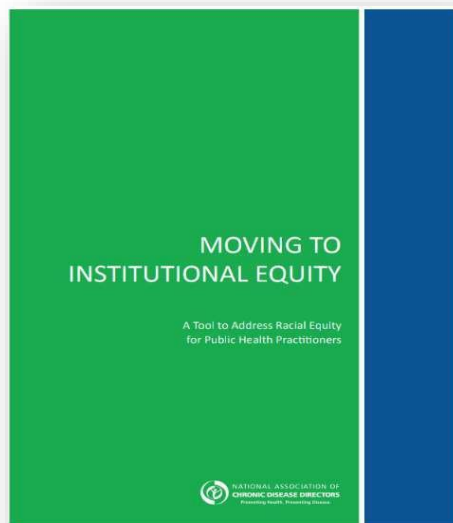
**Reference:**

Nele Feldmann, Institute of International Education  
[nfeldmann@iie.org](mailto:nfeldmann@iie.org)  
(212) 9845459

**Epic Health Solutions**

**Moving to Institutional Equity Tool**

Epic Health Solutions (EHS) staff provided consulting services to assist the National Association of Chronic Disease Directors (NACDD) with the development of a tool to assess and identify biased practices and policies. EHS worked in partnership with the Institutional Equity Committee, a subgroup of the NACDD Health Equity Council to develop this tool. The NACDD’s tool was created to be used by health organizations and institutions as a means to proactively deconstruct racist practices and culture and take steps to achieve institutional racial equity. Graphic to the right is a cover page of an assessment tool developed by National Association of Chronic Disease Directors and staff from Epic Health Solutions.\



**Reference:**

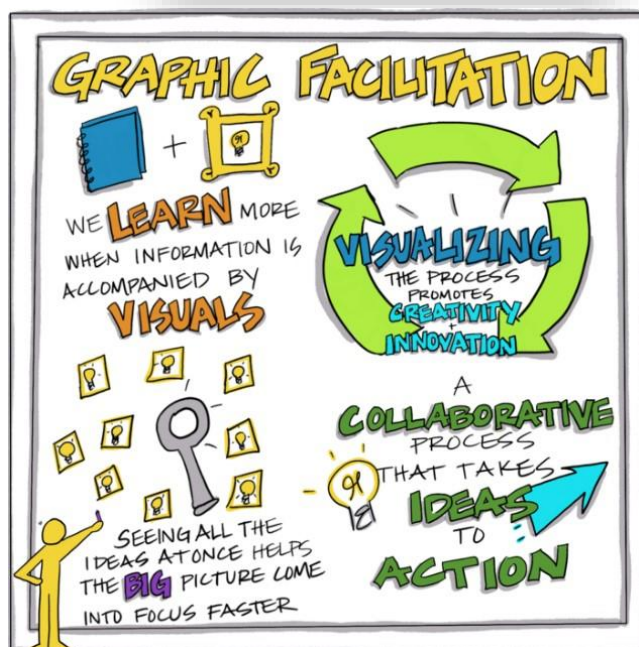
Louise Square, NACDD Health Equity Council Chair  
(718)208-9252  
[Louise.square@health.ny.gov](mailto:Louise.square@health.ny.gov)

**SSW Consulting**

**City of Lincoln City, Oregon: Imagine Lincoln City**

In 2017-2018, Sara Wilson served as the lead project consultant in the development of Lincoln City’s first community vision. With guidance from a citizen Vision Team, the engagement effort directly engaged thousands of citizens and gathered over 4,000 comments. Input was received in both English and Spanish, through community events and forums, surveys, idea boxes, website, videos, e-blasts, social media, and other vehicles.

The Vision Team took all of the thousands of ideas from the community and combed through them, looking for common themes and threads. The Imagine Lincoln City outreach resulted a collective vision for the City’s future and a collection of initiatives to guide the City forward. The vision served as the City’s foundation for the update of their comprehensive plan and in guiding other community organizations as they plan for the future and work to improve Lincoln City.





**Reference:**

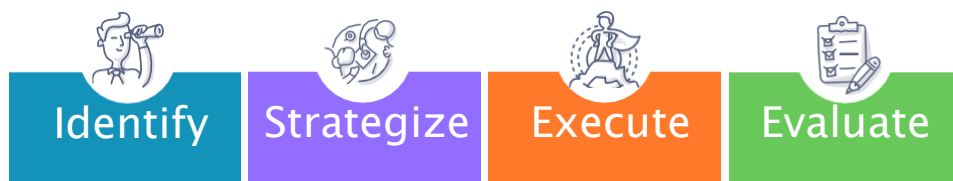
Kate Daschel, City of Lincoln City Planning & Community Development  
(541)-996-1232  
[kated@lincolncity.org](mailto:kated@lincolncity.org)

## II. PROJECT APPROACH & PLAN

The goal of our project approach is to deliver comprehensive, measurable, and successful outcomes for Burlington’s Joint Committee to successfully engage diverse community groups and co-develop a plan for creating health and safety for all. Guided by this understanding, we have designed an integrated project approach that carefully balances research, subject matter expertise, and experience. The following section details our project approach and process.

### A. Project Approach

Our commitment to efficient and effective project management drives our approach. We believe our comprehensive and methodical approach is our distinct competitive advantage, along with our demonstrated abilities, insightful thinking, thoughtful design, and solid project management skills. While not always a linear process, our project approach is grounded in the following four key elements: identify, strategize, execute, and evaluate (i-SEE):



**Identify:** In this phase, our team will perform an initial analysis to identify the Joint Committee’s specific needs and clarify all expected outcomes. We do our best work when we have an opportunity to get to know and understand the factors and motivators driving our project plan.

**Strategize:** Following the identification phase, we will develop diverse strategies for outreach and engagement with all members of the Joint Committee as well as other key stakeholders and community members. Our iterative development process involves targeted research, a proactive outreach approach, and coalition building.

**Execute:** This phase entails a multi-pronged approach to accomplish the Joint Committee’s articulated goals. We will tailor our project execution process based on the details and desired outcomes.

**Evaluate:** This phase is necessary for high-level customer support and continuous process improvement. We will put in place sound and useful monitoring and assessment tools to measure our performance at various stages throughout the project and use adaptive management strategies and tools for continuous process improvement. Our team will create sustainable tools that will be useful in assessing performance for years to come.

### B. Project Methodology & Plan

While our approach describes how Talitha engages with all our clients, our methodology is tailored to the City of Burlington Joint Committee’s intention to engage directly with community members in its work to foster public health and safety for all. We appreciate the thoughtfulness and willingness we see in the City of Burlington’s RFP to



elicit meaningful public input in an effort to co-create a sustainable action plan tailored to Burlington and to the local community's needs and aspirations. We will do the heavy lifting as we work in partnership with the Joint Committee and key stakeholders to develop a public input plan, using strategies specific to your goals and objectives. After the project kickoff phase of our work together, we will provide a strategic project action plan featuring mutually agreed upon implementation method. Throughout this process we will prioritize access and work with the community to make sure our methods are inclusive and accessible to people of all ages, abilities, languages,

and economic status and that all program components are anti-racist, culturally grounded and respectful. For the purposes of responding to this RFP, we have outlined our proposed phases of work, key tasks and activities, and deliverables. We believe this methodology lines up well with your requested tasks and deliverables, and we look forward to refining our methodology in partnership with you.

### **TASK 1: Virtual Project Kickoff and Joint Committee Facilitation Action Plan Development**

We will begin our program kickoff with a period of listening deeply to understand goals and objectives for public input in order to tailor a project action plan to the Joint Committee. We will use this time to dive deep into your materials and data, including auditing accomplishments, recent engagement outcomes, materials, and results. We will deepen our understanding of Burlington's demographics, socioeconomic and linguistic trends, and issues that are relevant to the Joint Committee as well as all local stakeholders.

**Tasks and activities include:** Materials review, data review, an audit of past and current initiatives, and a kick-off meeting with the Joint Committee and key stakeholders.

**Project Kickoff and Action Plan deliverables:** Initial kick-off meeting; strategic and refined project action plan with specific methodologies selected and key deliverables and milestones established, for the Joint Committee's review and approval.

### **TASK 2: Joint Committee and Key Stakeholder Engagement**

During this phase, the agreed-upon Joint Committee Facilitation Action Plan will guide our work. We will engage members of the Joint Committee and key stakeholders on the following three key elements:

- Articulate goals, objectives, and measures for the success of obtaining public input, including an approach for evaluating the results of strategies and efforts
- Describe priority audiences and their preferred channels for communication
- Identify gaps and opportunities in past or current efforts to increase the alignment of efforts with stated goals and objectives of the Joint Committee

**Tasks and activities may include:** Stakeholder and/or targeted focus group interviews, staff and community survey(s), other possible activities that maximize our understanding of how to develop public input strategies most relevant to historically marginalized Burlington communities.

**Public Safety Staff and Key Stakeholder Engagement deliverables:** Qualitative data that informs the Public Input Action Plan collected in shareable form and analyzed for themes, issues, and trends.

### **TASK 3: Public Safety Program Development**

In this phase, we will work with members of the Joint Committee and key stakeholders to develop a data-informed, inclusive, anti-racist public safety program that addresses outcomes and identified through community and stakeholder engagement as well as gaps, opportunities, and suggested next steps. The program plan will include:

- A transparent, accessible and sustainable platform for community input
- Burlington specific tools to assist responders in action



- Methods for assessing and sustaining service equity
- Culturally grounded materials that reflect the communities served
- A recommended implementation schedule that spans multiple years, with estimated staff resource requirements, evaluation practices, and accountability reporting
- A recommended implementation budget for carrying out all activities

**Tasks and activities may include:** Drafting the final public safety program plan and presenting it to the Joint Committee, key stakeholders, and Burlington community members.

**Public Safety Plan Development deliverables:** Public Safety program plan, tools, and materials (both in-person and virtual), recommended schedule and budget

#### **TASK 4: Follow-Up Sessions and Final Report**

To ensure accountability and build trust, the process from kickoff to program development should be captured and made available to the Joint Committee and community members via a public facing report. Additionally, we recommend that the Joint Committee develop an agreed upon method of capturing measurable progress related to identified outcomes. Some actions to support transparency and accountability may include:

- Quarterly progress reports
- Publishing of data from surveys, focus groups, and other engagement
- Annual staff and community satisfaction surveys
- Annual progress report to demonstrate measurable progress toward achieving public safety outcomes

**Tasks and activities may include:** Follow-up meetings with Joint Committee, community members and key stakeholders, annual reporting requirement

**Follow-Up Sessions and Final Report deliverables:** Public facing final report

#### **TASK 5: Debrief and Recommendations**

The Talitha team takes pride in our commitment to racial equity and supporting organizational transformation. Our staff are constantly seeking, listening and learning in an attempt to uncover new developments which foster inclusion within communities. As a value added service our team will debrief with your agency, discuss the path forward and provide access to tools and resources that may be helpful as the Joint Committee continues the journey in partnership with the Burlington community.

**Tasks and activities may include:** Follow-up meeting with Joint Committee

**Debrief and Recommendations deliverables:** Select value added services and tools

### **III. SCOPE OF SERVICES & PROJECT UNDERSTANDING**

Our team commends Public Safety for actively taking steps to dismantle systemic racism in the workplace. We understand Public Safety's desire to partner with a firm skilled and experienced in designing and facilitating conversations, strategic planning and visioning centered around equity. Talitha's team has experience with planning and facilitation both in person and virtually in a manner that supports authentic, open dialogue, and restoration to facilitate transformation of both individuals and organizations. Deliverables Public Safety lists in its RFP are reflected in the proposed project schedule that follows.



### IV. PROPOSED PROJECT SCHEDULE

Task	Jan	Feb	Mar	Apr
Task 1. Virtual Project Kickoff and Joint Committee Facilitation Action Plan Development	█			
Task 2. Joint Committee and Key Stakeholder Engagement	█			
Task 3. Public Safety Program Development		█	█	
Task 4. Follow-up sessions & Action Plan Report		█	█	
Task 5. Debrief & recommendations				█

### V. FEE PROPOSAL

Task	Hours	Project Budget
Task 1. Virtual Project Kickoff and Joint Committee Facilitation Action Plan Development	20	\$3,400
Task 2. Joint Committee and Key Stakeholder Engagement	30	\$5,250
Task 3. Public Safety Program Development	110	\$18,150
Task 4. Follow-up sessions & Action Plan Report	15	\$2,475
Task 5. Debrief & recommendations	10	\$1,700
Administration (invoicing and communication with Public Safety)	25	\$4,375
Multimedia, materials, and virtual meeting administration	n/a	\$3,500
<b>TOTAL BUDGET</b>		<b>\$38,850</b>

Project Team Member	Rate/hour
Principal Consultant/Project Director	\$175
Project Manager & Facilitators	\$165
Project Analyst, Advisors & Facilitators	\$150

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