



CREATING A **Diversity, Equity &** **Inclusion Lens**

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Prepared for: City of Chula Vista



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Tab 2.3 Cover Letter



Tribesy
Consulting





Cover Letter

This submittal is for the solicitation of management consulting services for The City of Chula Vista's Diversity, Equity and Inclusion Action Plan located in Chula Vista, CA.

As the premier consulting firm working for city governments and nonprofits, Tribesy has almost 30 years of results oriented experience. We assist local governments to assess, create, implement and evaluate action plans as part of an overall sustainable and transparent approach to infusing diversity, equity and inclusion (DEI).

As a designated Welcoming City in the United States, Chula Vista will continue to assess its policies and programs to meet the Welcoming Standard set forth in the framework of the designation. Like many cities across the United States, there are challenges to meeting these standards, such as:

- Skill and knowledge in DEI structural and cultural best practices
- Limited opportunities for valued and open civic engagement
- Equitable access and knowledge of City services
- Relationships with educational institutions
- Legacy of community separation
- Housing
- Limited or isolated economic development
- Community involvement in safety

Since, Chula Vista is an increasingly diverse city, it is important to have a consulting partner that understands the value of the historical connections of multiple agencies, functions and communities within the city. Tribesy is uniquely that partner because of our experience in California, specifically with cities of similar size and services provided. Consultants will assist the City of Chula Vista with a customized approach in the creation of a city-wide DEI Action Plan that honors the vast strides towards advancing equity that the city has already engaged in while coordinating efforts with multiple groups and departments.

With the City of Chula Vista's clear commitment to DEI, challenges to infusing DEI are surmountable with intentional and strategic consultation. As an experienced and trusted partner of various cities, nonprofits, communities, labor unions, safety departments, parks and recreation, and city councils across the United States, Tribesy consultants will help to bring the City of Chula Vista's vision to fruition.

Through a customized, tested and nuanced approach, Tribesy consultants:

- Provide greater confidence and empowerment in talking about and addressing the complexities of "isms".
- Allow for the City of Chula Vista to move towards liberation from practices that have the impact of oppression or exclusion.
- Develop comfort with discomfort through building cross cultural community.
- Focus on an intentional transformation and measurable process that includes all operations of the city.
- Improve the City of Chula Vista's effectiveness internally and externally in multiple areas.
- Connect communities

We are excited about the possibility of partnering with the City of Chula Vista on this journey and would love an opportunity to discuss our experience and expertise.

Reena Doyle / Gail Watts

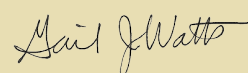
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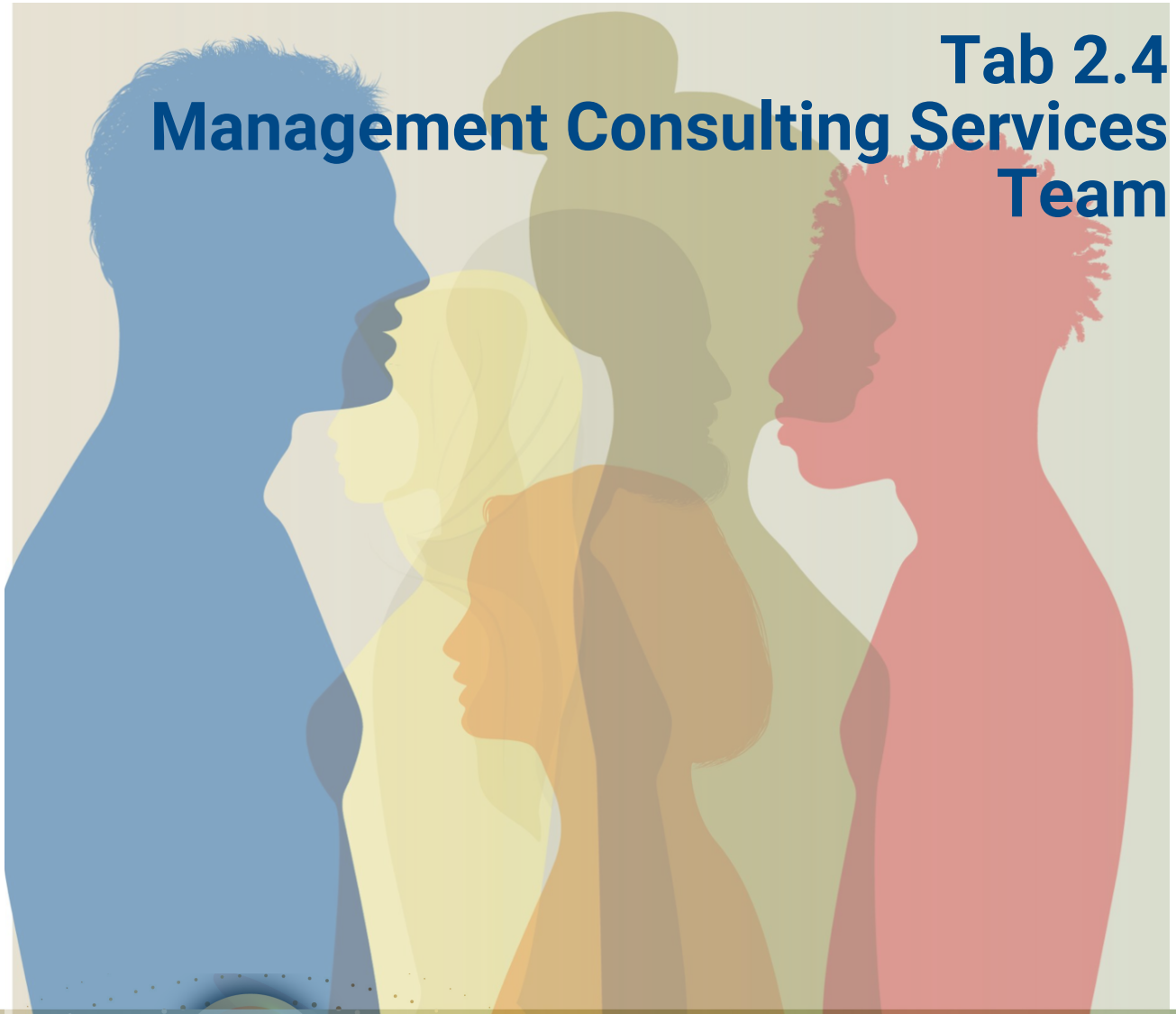
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Tab 2.4 Management Consulting Services Team



Tribesy
Consulting



The Tribesy Advantage

Tribesy specializes in holistic organizational transformation, both culturally and structurally through infusing a Diversity, Equity and Inclusion (DEI) Lens.

Tribesy currently impacts
20 million people
through our work with
government agencies,
education and
nonprofits.

Reena Doyle and Gail Watts as co-founders of Tribesy and co-leads for this proposal, have been working together for almost 20 years with 29 years of experience each. We have very practical experiences in all facets of racial equity/social justice and understand the pitfalls and obstacles in doing this work in local governments. We also know the joy, liberation and success that stems from full city wide transformations based in diversity, equity and inclusion.

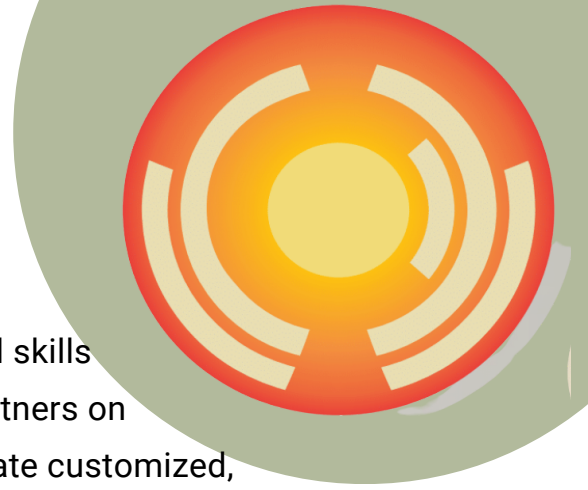
The advantage we bring is based in our experience, expertise and approach.

Experience with City Governments

- We have decades of experience working with city governments and nonprofits that partner with city governments.
- Our work within the aforementioned sectors have included conducting thousands of trainings and experiential learning scenarios, labor negotiations, organizing and advising community organizations, providing executive/management coaching to leadership, developing/conducting assessments and evaluations, policy language, working with council members, boards/trustees and managing DEI city wide change.
- Our range of experience provides unique insights that support the creation of a diversity, equity and inclusion plan.
- Gail and Reena have a breadth of experience working with organizations of different sizes; from those with only three staff to thousands of employees and affiliate organizations.
- Our work spans across 48 of the 50 states and 5 other countries.
- Tribesy consultants each have about 29 years of experience in a wide range of social justice topics, organizational analysis and change management.

Expertise

Tribesy consultants focus on the human in humanity. We understand the dynamics of humans who are in different places on their journeys of awareness, understanding and skills relative to DEI. Therefore, we work with our clients as partners on the individual, community and institutional levels. We create customized, adaptive and strategic approaches that support a journey for individuals and communities within an evolving organizational change model.



Our range of expertise includes:

- Gaining trust with city council members, staff, unions and communities through building relationships and coaching.
- Skill at engaging participants in dialogue-based experiences through artful questions. We believe the answers are within the group; therefore, we bring questions that stimulate thought, reframe thinking and shift paradigms.
- Analyzing local government structure and culture through a DEI lens and developing metrics and benchmarks to move cities towards best practices.
- Systemic and measurable transformation through working with cities and communities to develop a short/long-term roadmap specific to each city department to infuse DEI structurally and culturally.
- Building competence and skills in concepts that support using a DEI lens.
- Developing strategies with our partners to find the right balance.
- Developing transformative learning experiences where individuals can learn from each other.



*"For the master's tools will
never dismantle the
master's house.
They may allow us to
temporarily beat him at his
own game, but they will
never enable us to bring
about genuine change."*

- Audre Lorde

Approach

Our approach and practice intentionally draws upon cultures and government practices from around the globe and is based in:

- A DEI Lens
- Tribesy 4 Pillars
- Impact vs intent

"Judge a man by
his questions rather
than his answer."

- Voltaire



A DEI Lens

A DEI Lens is a more comprehensive, yet focused tool for analysis, decision-making and organizational transformation.

While these terms are used in common vernacular, they are frequently used interchangeably and are not well understood in terms of behaviors and actions related to one's daily personal and professional life. Diversity, Equity and Inclusion separately provide a more comprehensive tool and the concept of intersection provides a focused lens.

Tribesy 4 Pillars

The 4 Pillars provide a framework and set a foundation in the use of guiding questions used by Tribesy in our consultation. Below are a few examples.



Seeking truths and knowledge. "Breaking generations of a single story"

- What is the impact of historical structures, procedures and practices on the current system?
- Are there embedded "knowledge barriers" that must be unlearned?
- What are the different perspectives/experiences and how do we know?
- What foundational knowledge of minoritized groups and systems are derived directly from those groups?
- Is much of what we think we know to be the truth, actually a dominant culture perspective about minoritized communities?
- What knowledge from minoritized groups have been historically dismissed?



Creating space for healing. “Contrary to popular thinking... Time does not heal all wounds, the practice of healing, heals wounds”

- What groups are experiencing generational and present day trauma?
- Are there harms that must be acknowledged to support healing?
- What do communities need to feel a true sense of belonging?



Taking action and creating change. “In DEI, actions speak louder than words, but words create accountability to actions”

- Is there space that supports creativity and innovation structurally?
- What is the impact of changes on individuals and groups within city systems?
- How can we make a systematic shift towards having “change agent” environment?
- What global accountability systems are there to ensure systems take action and change?



Creating a journey. “Intentional brave spaces of DEI exploration and liberation”

- What pushback or barriers may be encountered?
- In what ways can individuals/groups who are new to the work be supported, while insuring those further along on their journey can deepen their insights?
- How do we make sure to take care of minoritized communities during an organizational DEI transformation?

Focusing on Impact Not Intent

It is rare that large systems in the United States are responsible for ascertaining, reporting and shifting policies based upon the impact on its most vulnerable communities.

Regardless of intent, city practices, policies and norms have an impact on staff and the community, particularly those that are of the global majority. Focusing on the various systemic impacts allows Tribesy consultants to move systems into DEI metrics and benchmarks. We look at a multitude of types of impact such as (but not limited to)

- Deep impact
- Community impact
- Social impact
- Well-being impact
- Policy impact
- Economic impact
- Environmental impact

A collective approach of using a DEI Lens, the Tribesy 4 Pillars and focusing on impact results in:

- Systemic and measurable transformation
- Collective sustainability
- Change of harmful policies and practices
- Honoring dignity and justice
- Fertile environment of creativity in structure, culture, experiences and achievement
- Normalization of DEI competence and accountability

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Meaning of the name TRIBESY (trahyb ah c)

As humans, we have a tendency to tribe ourselves into "like groups," which means that those outside our group (s) become the "other".

Tribesy understands the ways in which individuals have been socialized impacts what they consider to be "normal/like us" and "other". In embedding a DEI Lens and litmus test these norms will be challenged in order to sync/connect tribes.

Tab 2.5 Related Experience



Tribesy
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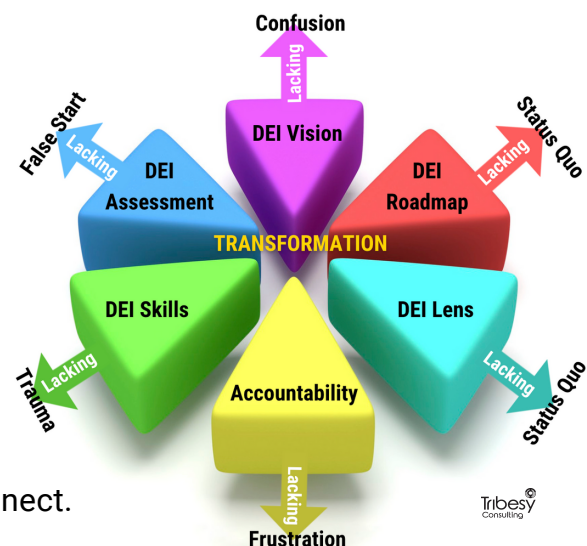
Approach to Integrating a DEI Lens into Management and City Operations

Overview: Managing DEI Organizational Change

Due to the complexities of a local government the size of Chula Vista, Tribesy recommends a customized and flexible approach that incorporates components of the proposal into an overall process, which systemically and holistically escalates transformation towards diversity, equity and inclusion.

There are 6 major components that are essential for a sustainable change based in DEI. If any individual component is lacking or not well developed, it will lead to outcomes other than intended as indicated in this diagram.

- Lack of DEI assessments = false start
- Lack of DEI vision = confusion
- Lack of DEI Roadmap = status quo
- Lack of DEI Lens = status quo
- Lack of DEI accountability = frustration
- Lack of DEI skills = trauma



These components have been built into 4 categories that build a framework and interconnect.



1. Building a foundation
2. Bridging DEI to align and connect
3. Internal mechanisms to attract and retain people
4. External mechanisms that listen to and serve society

This is not intended to be a linear process. Each of the categories entail multiple phases that are customized for our clients and may overlap in practice.

Building a Foundation

Determines components for subsequent categories and includes the following phases:

- DEI Assessments Phase. An intersectional analysis of gaps and strengths on a continuum towards best practices.
- Development Phase. Develop the DEI Lens, litmus test and roadmap.

Bridge & Align

Building connections with DEI concepts using the lens and litmus test in order to implement the roadmap.

- Education Phase. A process to support internalizing DEI and developing skills.
- Implementation Phase. Action and change relative to the roadmap.

External Mechanisms to Listen to and Serve Society

Identify the **impact** of changes implemented as part of the roadmap.

- Evaluative Phase. Compares data from the Foundational Phase to identify impact.
- Communications Phase. External communications of progress.

Internal Mechanisms to Attract and Retain People

Identify mechanisms that support implementation and accountability within the roadmap.

- Evaluative Phase. Compares data from the Foundational Phase as part of accountability.
- Communications Phase. Internal communications of progress.

Experience in DEI Organizational Change

Local governments must constantly weigh the interests of a variety of community-based groups and neighborhoods, businesses and corporations, philanthropy, media, unions and political parties that jostle for power and influence. Frequently, the issues are defined as competing against one another in a “zero sum” framework where one group “wins” at the expense of another. Issues can be further compounded when one considers that local government structures are inherited and exist both in a historical and present day context of policies, laws and culture with an ever shifting resident population.

Tribesy has extensive experience in partnering with local governments, school districts and nonprofits in all 6 aspects of Managing DEI Organizational Change – assessments, vision, developing a roadmap and DEI Lens, accountability and skills. Based on our experience, we propose the following phases in order to meet the requirements of the RFP and ensure that DEI is infused across all aspects of Chula Vista city government.

Building a Foundation: DEI Assessment Phase

DEI Assessment Purpose

A thorough DEI assessment is an effective diagnostic tool in order to surface root causes of current outcomes and serves as a foundation for the development of an action plan or roadmap. While local governments tend to collect a variety of data, if such data is based in a default system of thought (i.e patriarchy, whiteness, colonialism, heterosexism, etc) it inhibits the ability of any institution to make systemic and sustainable changes towards DEI. For example, this could mean collecting individualized data that does not consider the ways in which people are connected through community experience. It could also mean collecting data that focuses on intent or actions rather than impact on marginalized communities. As a result, data can have the unintended impact of reinforcing deficit mindsets, limiting possibilities for change and causing harm.



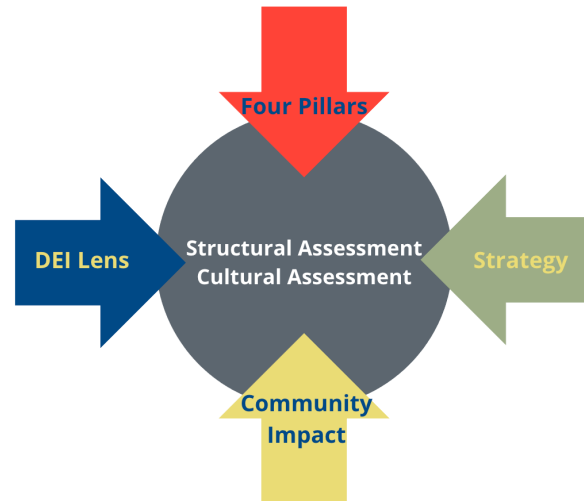
***"Data is not
neutral"***

Therefore a comprehensive DEI Assessment process asks different questions in order to collect and analyze data specifically using a lens of diversity, equity and inclusion as discreet and interconnected concepts. Ultimately, a DEI Assessment allows for development of benchmarks to measure future growth and create accountability.

DEI Assessment Approach

We recognize the dynamics and interdependence of individuals, groups and systems necessitates a holistic approach of assessing the City of Chula Vista both structurally and culturally. Therefore, Tribesy will partner with key leaders to set the stage and provide guidance on the assessment approach and key indicators based in:

- Diversity, Equity and Inclusion (DEI) Lens
- Community Impact
- Tribesy 4 Pillars of healing, truths and knowledge, journey, action/change
- Strategy



DEI Lens

Tribesy utilizes diversity, equity and inclusion as active, discreet and foundational concepts that interconnect to form a “lens” to analyze the structure and culture. Frequently, these terms are used interchangeably within institutions and/or focus is given to one concept to the exclusion of the others. For example, equity initiatives do not automatically ensure diversity and/or inclusion is valued for marginalized groups. Therefore, using a DEI Lens allows Tribesy to assess root causes of current outcomes, intentional and unintentional practices and behaviors impacted by culture and structure.

Inclusion is the conscious and purposeful practice of improving the terms of participation and opportunity for marginalized groups. Inclusionary behaviors seek to empower the uniqueness of individuals/groups as a valued characteristic resulting in a sense of belonging.

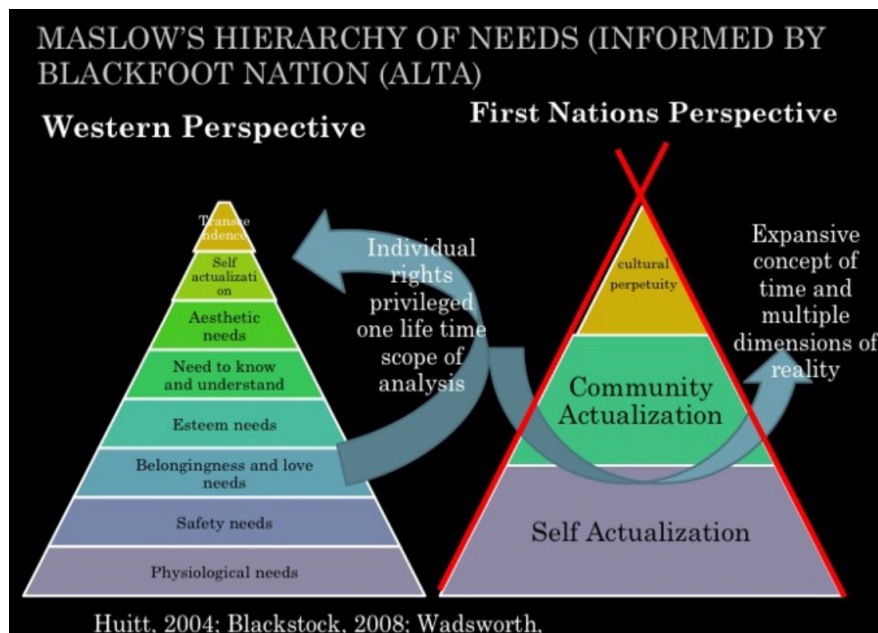
Diversity is recognition and active engagement to support the intersectionality of varied social identities as opposed to passive demographic data.



Equity seeks to address underlying root causes of systemic differences of opportunity and access to social resources.

Community Impact

A community impact approach analyzes the ways communities are affected directly and indirectly. Tribesy considers the ways in which people are connected and can experience generational systemic trauma even while being deemed “successful”. It takes into account the multiple communities within Chula Vista that may be lumped together while having very different experiences. The diagram illustrates the differences between a community perspective (from the Blackfoot Nation) and what Maslow developed as an individual perspective based on his experiences with the Blackfoot Nation.



"Intent is about you. Impact is about us."

Tribesy Four Pillars

Tribesy's four pillars are intentionally derived from various cultures from around the globe and are infused in the assessment approach as part of a transformative practice.



Healing. Historic, generational and present day trauma is experienced by many groups. While changing harmful policies and practices can negate future harm, it does not automatically create healing. Our assessment approach is rooted in our collective humanity to identify barriers and means of empowerment to ensure healing is embedded in recommendations for action plans.



Seeking truths and knowledge. Assessments integrate multiple perspectives of past systems and understanding dynamics that exist today and currently impact Chula Vista.



Creating a journey. The assessment process identifies barriers and strengths needed for a long-term journey of transformation centered in deepening insights, building comfort with discomfort and guidance to support a community and institutional transformation. The trek is where the city will learn and grow as a community in multiple areas.



Taking action and creating change. Assessments seek to identify open and innovative spaces to take action / create change on the individual, community and institutional levels. Through these assessments, the City of Chula Vista will have a stronger sense of areas to directly challenge its systems.

Strategy

Throughout the process, Tribesy partners to develop strategies regarding messaging, timing, guidance, framework, training as well as establishing points of contact and building connections. There is a tension between laying the foundation for long-term change and calls for action to do something now. The two don't have to be mutually exclusive. Since the City of Chula Vista cannot shut down in order to reboot, being strategic in determining components necessary to do both, while not being reactionary is critical.



Structural Assessment

Local governments are often a myriad of policies, regulations, practices and culture that have been modified over time. Therefore, there is a legacy of infrastructure that impacts staff and in turn, the community. An intersectional structural analysis connects infrastructure to outcomes using the DEI Lens, pillars of healing, truths/knowledge, action/change, journey and strategic approaches.

***"People create systems based in culture.
Systems are perpetuated through
socializing people."***

As part of the structural assessment, Tribesy:

- Requests and analyzes pertinent documents that may include policies, plans, programs, budgets, communications, suppliers, human resources practices, data collection, professional development programs, etc;
- Speaks with key personnel to determine unwritten practices and day-to-day operations that may differ based on department;
- Researches context and data to determine trends;
- Conducts facilitated dialogues / focus groups with key stakeholder groups to determine impacts; and
- Utilizes global best practices to determine level of current engagement and build upon strengths.

Cultural Assessment

Frequently there is a focus on training in order to shift staff cultures. However, the effectiveness of such programs can be enhanced and/or hindered by the infrastructure, policies and practices, which may have a more immediate and daily impact on staff culture. In turn, the culture of staff impacts the community through the implementation of services and programs. An intersectional cultural analysis examines various impacts to social identity groups, communities and individuals. Using the DEI Lens and 4 Pillars, Tribesy consultants ask questions that may not have been considered before in order to:

- Determine levels of social identity privilege or default within departments. (The default of privileged groups creates a singular “norm” impacting an individual or group’s sense of identity, safety and belonging.)
- The impact of policies and practices, which may vary by department.
- Surface a wide range of qualitative and quantitative data that can determine strategies to move forward in a roadmap or action plan. This could include areas of innovative and creative thinking, commitment to majority defaults, DEI skills, unacknowledged trauma / harm and areas of pushback or resistance, to name a few.

As part of the cultural assessment, Tribesy:

- Utilizes facilitated dialogue and focus groups to understand the nuances of cultures. Selection of cohorts and power dynamics among focus group members are important considerations in order to create a space where people can share openly.
- Individual interviews as needed and deemed appropriate.
- Surveys may be used to gather contextual data specific to the assessment, as well as to establish a baseline for ongoing assessments.
- Research existing data to determine trends.

DEI Assessment Outcomes

The DEI Assessment process yields presentations, dialogue and reports which:

- Analyzes strengths and gaps structurally and culturally.
- Identifies impacts to marginalized communities.
- Sets benchmarks for DEI growth.
- Establishes best practices.
- Provides guidance and aligns equity goals.
- Honors dignity and justice.
- Builds on current competence skills.
- Establishes a framework of recommendations that can be built into a multi-year roadmap with accountability metrics for systemic and measurable transformation.

Effective and Long-Term Implementation Strategies

Building a Foundation: Development Phase

Roadmap / Action Plan

Developing a DEI roadmap or action plan is one of six critical components to infuse DEI across all aspects of city government as outlined in Managing DEI Organizational Change. Ultimately, a roadmap becomes a process for employing global best practices in government. Tribesy has extensive experience in working with partners to bring together assessments and recommendations into a comprehensive plan that puts assessments, goals, metrics and accountability into context. It will also allows the city to highlight successes and progress.

The roadmap is designed in concert with the Structural and Cultural Assessment Reports and contains four major categories. Subcategories will vary by department.



Internal

- Assessment based on Level 1-5 as indicated in the chart.
- Recommendations related to **recruitment, advancement, retention, job design, classification and compensation, collective bargaining agreements, work-life flexibility, benefits, programs, staff engagement, etc.**

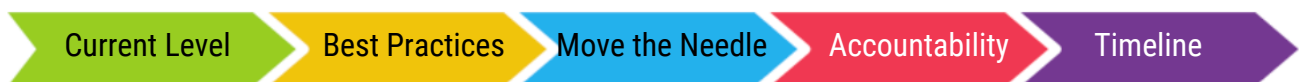
External

- Assessment based on Level 1-5 as indicated in the chart.
- Findings and recommendations related to **external partnerships, responsible sourcing, impacted communities, marketing, philanthropy, programs, services, community engagement / co-design, relationships and trust.**

The roadmap insures components necessary for systemic and sustainable change and includes:

- Assessment of the current level from 1-5.
- Global DEI best practices for local governments in subcategories.
- Actions that move the needle and create the journey towards best practices.
- Accountability metrics.
- Realistic timeline.
- Evaluative measures to ensure accountability.

Movement towards best practices is generally through incremental changes, rather than a singular giant leap (the Chula Vista journey). Therefore, strategically determining priority areas and capacity within departments is crucial to successful transformations.



Creating a DEI Lens / Litmus Test

In order to align decision-making with diversity, equity and inclusion, Tribesy also recommends the development of a specific DEI Lens and litmus test be incorporated into the roadmap. One of the 6 components of Managing DEI Organizational Change is the development of a DEI Lens. The DEI Lens becomes the way that all staff views their work, ,

role, and relationships, while also informing all decision-making and evaluation processes, essentially creating a new normal. Using the lens on a daily basis becomes an intentional practice of transforming the system.

While much work has been done in order to create an equity lens, a process for an intersectional DEI Lens is outlined below. Steps and implementation would be based on the Assessment Phase. Tribesy will partner with an existing or new committee or team and facilitate a process based in:

- **Define "Why" DEI?**
- **Define diversity, equity and inclusion in the context of Chula Vista**
- **Litmus Test**
- **Adoption of Lens and Litmus Test**

Define "Why" DEI

A vision statement communicates intent and provides direction from leadership. Different from a vision, a "why" statement communicates values from a heart and gut perspective, which drives behavior. A "why" statement is very useful when pushback and challenges occur. The why statements taps into meaningful concepts various communities can relate to.

"Definitions anchor us in principles. This is not a light point: If we don't do the basic work of defining the kind of people we want to be in language that is stable and consistent, we can't work toward stable, consistent goals." - Ibram X. Kendi

Define Diversity, Equity, Inclusion

Tribesy recommends defining these specific concepts within the context of Chula Vista city government rather than using explanations from other sources. Definitions need to be active and include behaviors that support the concepts. Ultimately, the ways these concepts are defined and interconnect will become the Lens for decision-making; therefore, it is important that they are contextualized in ways that all employee groups can understand and apply. Additionally, the process of developing specific definitions builds community, capacity and buy in for systemic transformation.

Part of this process generally requires training and/or experiential learning opportunities regarding:

- Dynamics of privilege(s) / blind spots
- Foundational concepts (ie. racism, colorism, white default, etc)
- Bias
- Socialization and intersectional identity as it applies to racial equity

Litmus Test

A litmus test is an effective and explicit way of measuring and proving action and change relative to the DEI Lens. It helps everyone using the DEI Lens steer clear of watered down decisions and actions and becomes a transparent means of decision-making. It is also an effective tool for action planning and aligning goals. Generally, a litmus test is a short list of questions based on the definitions. Litmus test questions are designed to target key components of the definitions that require a deeper dive and challenges the intent vs impact stream of thought.

Adoption of Lens / Litmus Test

Adoption of the definitions (Lens) and litmus test institutionally ensures that this decision-making process becomes part of the structure and culture across all departments. Tribesy collaborates with key staff to “test” the lens and litmus test and strategize a process of adoption, education and daily application.

Bridge & Align: Education Phase / Implementation Phase

During this phase, strategies are developed to support the internalization and utilization of the DEI lens, litmus test, metrics and data collection. As part of the adaptive management approach, Tribesy provides consultation to insure implementation of the roadmap.

Internal / External Mechanisms

Both categories of Internal and External mechanisms have evaluative and communications phases designed to compare data over time to determine if DEI concepts are truly being infused.

City Budget Process

Most US city budget processes are not through the lens of diversity, equity and inclusion. Through the assessment phase and development phase, Tribesy consultants specifically use the concepts of DEI to identify strengths, and gaps within the budget process and allocations. We then provide best practices for local governments to infuse DEI into the critical steps of development, approval and implementation of the budgetary process. The following are some of the key elements in assessing the strengths and gaps through a DEI lens within city budgets:



Identification in the Strategic Plan of:

- Historical groups in the city.
- Impact of structural and cultural marginalization in communities.
- Access and opportunity afforded to the city's most marginalized communities to partake in the budgetary process.
- Impact report of services on the most vulnerable of communities.

Alignment of:

- Budgetary dollars to uplift the voices of marginalized communities.
- Line items that support a system of accountability through impact, not intent.
- Community services that support identified equitable actions.
- Accountability structures to ensure allocations are closely monitored in support of DEI concepts.
- Gathering of data specific to the impact of allocations on the most vulnerable communities in the city.
- Inclusion of city DEI training, resources and community engagement.

The Impact of Citizen Services:

- Revenue from various fees and penalties as a percentage of the city's income.
- Revenue from permits and licensing as a percentage of the city's income.
- Grants specific to Citizen Services.
- Health, Fire and Safety Services allocated in alignment with DEI concepts.
- Percentage of allocations to economic development .
- Percentage of allocations to community engagement.
- Percentage of allocations to climate change.
- Privileges inherit in budget allocations for Citizen Services and programs.

Budgetary Transparency:

- Communication of budget process and allocations.
- Collaboration across departments and community groups.
- Technology used to produce, communicate and collaborate with key stakeholders.
- Bottlenecks within the system.

Budgetary Tool

Aligning the budgetary process with DEI concepts is a vital part of the infusing journey. Budgets that reflect on an impact approach along with the Tribesy Four Pillars, leads city governments on a pathway to strengthening their systems. Tribesy will assist in the development of not only the DEI lens and litmus test, but a budgetary DEI tool to infuse racial and economic equity into The City of Chula Vista budgetary process. Utilizing various indicators and the Climate Equity Index, this tool will help to develop specific strategies, actions and accountability that reduce racial and economic inequities and improve life in The City of Chula Vista for all.

Working With Community Stakeholders

A key component to a sustainable DEI lens is in stakeholder input. Community engagement helps to forge authentic relationships with stakeholders, gathers vital data on vulnerable communities, and impacts the strategies and actions of the city governments. Rooted in the Tribesy four pillars, and as part of the DEI Assessment and Development phases of infusing DEI into structures and systems, Tribesy involves the community into the DEI decision making process. We use an engagement spectrum consisting of methods to listen, involve, collaborate and empower the community.

*"If you want to know about the system...
ask those it affects the most."*

Tribesy facilitates the engagement of the community to incorporate the values interest, needs and desires of the most vulnerable communities into the municipal decision making process. This creates intentional spaces for focus groups, surveys, town hall meetings, feedback on DEI definitions and the strategic plan within the DEI journey.

Empower and Impact

In consultation with key staff in the City of Chula Vista, Tribesy will facilitate DEI community engagement in the Foundational phases:

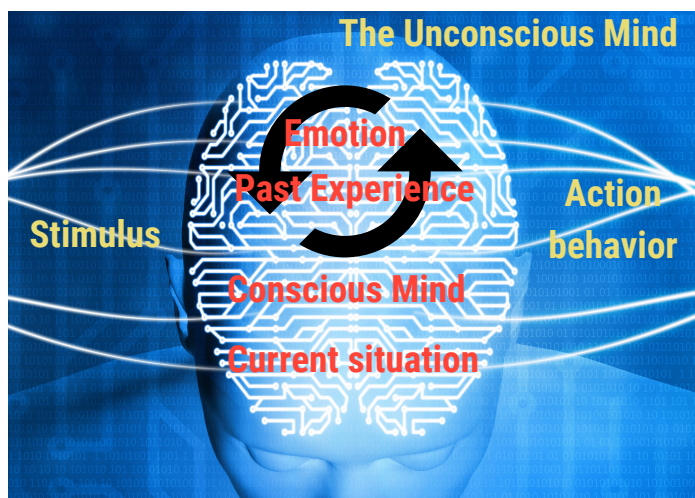
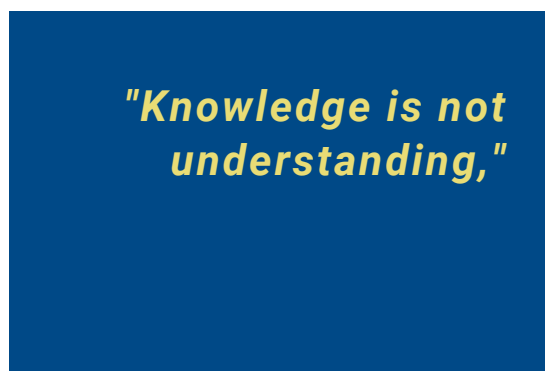
Assessment - Focus Groups, surveys and town hall meetings tailored to understand the experiences of various groups within the city with policies, practices, attitudes and levels of trust. Specifically, targeting those who have historically been marginalized within the current systems.

DEI Roadmap / Action Plan - Using the recommendations and current DEI levels from the assessments, create an action plan to move toward best practices in DEI for all departments in the city.

Implementation and Accountability - Utilizing the Litmus test, implement and evaluate actions in the plan design based on the impact of DEI changes to the most vulnerable communities.

Sample DEI Training and Coaching

The Tribesy andragogical approach to both executive coaching, as well as training / learning experiences, is rooted in the ways the unconscious mind processes new information. Our minds first process through a place of emotion. Then the information is connected to past experiences that generated similar emotions or reactions. (i.e. Does talking about race trigger an emotion similar to a completely different experience?) Therefore, Tribesy is strategic about communicating approaches and developing learning experiences that allow individuals to learn from themselves as well as each other in order to process over time.



Comfort With Discomfort

Tribesy Consultants actively work with our partners to create brave spaces. Given power and privilege dynamics across social identities, legacies of generational trauma as well as variations in experience and skill in talking about social justice topics, spaces will be inherently unsafe for those from marginalized identities. Therefore, it's important to create environments where individuals can support each other in taking risks as part of a journey of change.

Additionally, the process of unlearning embedded "knowledge barriers" and building understanding across different perspectives and experiences will cause discomfort. Movement towards diversity, equity and inclusion will require building a collective sense of comfort with discomfort. Tribesy supports our partners through building specific skills, establishing acknowledgements and frameworks based in dialogue (not discussion) skills.

Due to confidentiality agreements, client information is withheld. Below are learning experiences that were designed to assist in the process of internalizing DEI concepts as part of a roadmap.

Examples

- **Privilege as blind spots.** This simulation requires movement in a space or collecting items for in-person sessions or adding numbers for virtual sessions, which allows participants to examine components of privilege they may likely have never considered before. Areas of privilege are connected to blind spots and their impact.
- **A progressive dialogue on race.** This session breaks down how to engage in a progressive and productive conversation about race. It builds awareness of key components and helps to avoid common pitfalls often experienced when trying to talk about race. Using experiential stimulus and incorporating race theory, sociology and cognitive structures, this session provides tangible and practical ways of developing the skill to confidently talk about race.
- **Impact of Change.** This activity gives participants a "simple" prompt in which to engage with a partner. After a few rounds, participants are able to make observations about their own reactions to change, assumptions about rules and the connection to DEI concepts. In addition, participants gain an understanding of the community impact. Community impact is a necessary skill for organizational change management.

Timeline and Outcomes

Creating a timeline for this process is dependent on several factors such as availability of partner staff, delivery of materials, levels of trauma, commitment, internalized oppression, individual and collective journeys as well as power and privilege dynamics. Based on our experiences with city governments and the size and scope of the City of Chula Vista, Tribesy provides the following estimates for the scope of work. Although the timeline appears in a linear form, some of the milestones could happen simultaneously.

Key Issues

Some of the biggest challenges in working with districts and nonprofits during COVID has been:

- Partner clients underestimating the impact of the pandemic on staff capacity.
- Not recognizing that staff are in different places on their individual journeys and that systemic cultural and structural change can happen without everyone being on the “same page”.
- Allowing space for unforeseen circumstances and the flexibility to pivot as needed.

Therefore Reena and Gail assist our partners in developing realistic timeframes. Below is an estimate.

PHASE	MILESTONE	OUTCOME
Foundation: Assessment Phase 6-7 months	<ul style="list-style-type: none"> • Structural assessment • Cultural assessment • Reports with recommendations • Presentations / community engagement 	<p>Diagnostic assessment of root causes of current outcomes.</p> <p>Recommendations to begin the Developmental Phase.</p>
Foundation: Development Phase <ul style="list-style-type: none"> • Roadmap 4-5 months	<ul style="list-style-type: none"> • Development of DEI committee awareness in support of development of DEI roadmap with metrics and accountability • Community engagement with key stakeholder groups regarding plan. 	<p>Strategic plan in place for a holistic approach to infusing DEI culturally and structurally. To include best practices and accountability mechanisms</p>
Foundation: Development Phase <ul style="list-style-type: none"> • DEI Lens 6-7 months	<ul style="list-style-type: none"> • Development of DEI Lens and Litmus Test • Engagement process of key stakeholder groups • Presentations regarding adoption of the lens and litmus test. 	<p>Adoption of DEI lens and litmus test ensures it becomes part of the culture and structure. This allows for the implementation of the action plan / roadmap to begin.</p>
Next Steps Bridge & Align Year 2-3 12 months	Not included in proposal <ul style="list-style-type: none"> • Training for department leadership to be able to work with staff in creating departmental actions as part of the overall framework established by the DEI committee. 	Based on Foundation Phase Beginning of organizational cultural and structural shifts. Measurable outcomes of organizational cultural and structural shifts.
Internal and External Mechanisms	<ul style="list-style-type: none"> • Evaluation of progress and accountability mechanisms • Communication strategies 	<p>Demonstrated changes both structurally and culturally</p>

Tab 2.6 Personnel



Tribesy
Consulting



The Tribesy Team

Tribesy is a women-owned general partnership firm with Reena Doyle and Gail Watts as co-founders and primary consultants.

Reena and Gail each have about 29 years experience and have been working together for almost 20 years. We are enthusiastic and passionate about the global impact of social justice and love when we can work with clients that also have excitement for the journey, even if they aren't exactly sure what it entails.

We know the pitfalls of systemic change and work with our clients to address the inevitable pushback and unexpected obstacles. The Tribesy Team provides partner value through:

- Thought leadership in social justice.
- Taking big ideas and making them easier to digest.
- A comprehensive and thorough approach to organizational change models.
- Focusing on relationships not transactions.
- Executive / leadership coaching.

Tribesy welcomes the opportunity for virtual and in person activities as mutually agreed upon. Tribesy does not subcontract projects/work.

Tribesy Services

Tribesy brings a host of services through our project-based format, which include:

- Executive coaching
- DEI analysis
- Antiracism analysis
- Training programs and experiential learning
- Labor unions / labor relations
- Operations analysis
- Change management
- Facilitation / dialogue
- Project management
- Development and support of Employee Resource Groups (ERG)

Reena Doyle, Co-founder

Professional Summary

A creative and dynamic Consultant with 29 years of results driven successful experience with large and small organizations in 45 states and multiple countries. Extensive leadership in building cross cultural relationships, organizational culture, executive coaching and structural change with data driven diversity and inclusion practices. Develop programs, trainings, evaluative tools, hiring practices, etc to support diversity, equity and inclusion values using data driven benchmarks.

Specialty

Reena facilitates and consults on many topics including, but not limited to: diversity, equity and inclusion, bias, organizational change management, human behavior, internalized racism, a progressive dialogue about race, disabilities, school to prison pipeline, global women rights, LGBTQIA rights, international economic development, "isms" of media, intersectionality, discipline in schools, power and privilege and the prison industrial complex.

Industries

Reena has worked with a variety of organizations in various countries with extensive knowledge in educational systems, labor, healthcare, environmental, prisons, FAA, Housing Development, local governments and many other non-profit organizations.

Education

Cornell University - Certification: Diversity, Equity and Inclusion

Harvard University - Master of Science: Sociology

University of Maryland - Bachelor of Science: International Economics

Core Competencies and Skills

- Expertise in human social behavior
- Data collection and analysis
- Strong oral and written communication
- Dynamic presenter and keynote speaker
- Direct complex organizational paradigm shifts
- Knowledge of various reporting data collecting systems
- Strong leadership, management and relationship skills

Gail Watts, Co-founder

Professional Summary

Gail Watts has 28 years of hands-on experience in the areas of racial and social justice, which has resulted in a unique approach to this work. Extensive skill in managing complex change, executive coaching and community building in particular. Creation of tools, training and experiential learning programs to create cultural shifts in equity, diversity and inclusion.

Specialty

Gail facilitates and consults on many topics including, but not limited to: equity, diversity, inclusion, antiracism, bias, race, generational theory, womxn's gender movement, immigration, whiteness, leadership development, complex organizational change, socio-economic justice, conflict mediation, LGBTQ+ community, social identity, privilege, human and civil rights, and the Universal Declaration of Human Rights.

Industries

Gail has worked with a variety of organizations including all levels of education, college student organizations, religious organizations, nonprofits, small business and labor unions.

Education

San Francisco State University - Masters Program in Museum Studies

San Francisco State University - Bachelor of Arts Anthropology

Core Competencies and Skills

- Executive coaching
- Developing experiential learning opportunities
- Strong oral and written communication
- Compelling presenter / speaker
- Creating training programs
- Conflict mediation
- Leadership development and mentorship
- Managing complex change
- Organizational analysis

Tab 2.7 Organizational Chart



Tribesy
Consulting



The Tribesy Team



Tribesy is a team of 5 with 2 consultants and 3 staff that provides support and assistance in the areas of communications, videography, research and executive assistance. Our team is inclusive of multiple identities including race, ethnicity, gender, sexual orientation, generation, ability, status and geography.

Project-Based

In order to provide better value for our clients, Tribesy is a project-based consulting firm. Once we've agreed conceptually to a project, any adjustments needed to complete the project will not result in an increase in fees.

Reena and Gail intentionally work with partners as a collaborative team on all aspects of the project. We do what it takes to ensure project outcomes. Our approach is primarily about achieving desired outcomes for our clients, and therefore ,includes preparation, delivery and debriefs along the entire process. We encourage our partners to establish regular check-ins and contact us as situations may necessitate.

Tab 2.8 Financial Strategy



Tribesy
Consulting



Your Investment



In order to provide better value for our clients, Tribesy is a project-based consulting firm. Once we've agreed conceptually to a project, any adjustments needed to complete the project will not result in an increase in fees. Our approach is primarily about achieving desired outcomes for our clients. Tribesy welcomes the opportunity for virtual and in person activities as mutually agreed upon, therefore **travel costs are estimated and included in the pricing below**. Timelines are dependent on the access to documents, and availability of key personnel.

Consulting Fees:

FOUNDATION

DEI Assessment Phase \$70,000

DEI Development Phase \$70,000

TOTAL **\$140,000**

References

Santa Monica-Malibu Unified School District

Dr. Ben Drati, Superintendent, bdrati@smmusd.org, 559-217-4804

Steve Richardson, Principal, srichardson@smmusd.org, 213-400-8569

Florence Culpepper, Principal, fculpepper@wsmmusd.org, 213-309-1933

Project: Infusing a DEI Lens

Pasadena Unified School District

Brian McDonald, Superintendent, mcdonald.brian@pusd.us, 626-396-3619

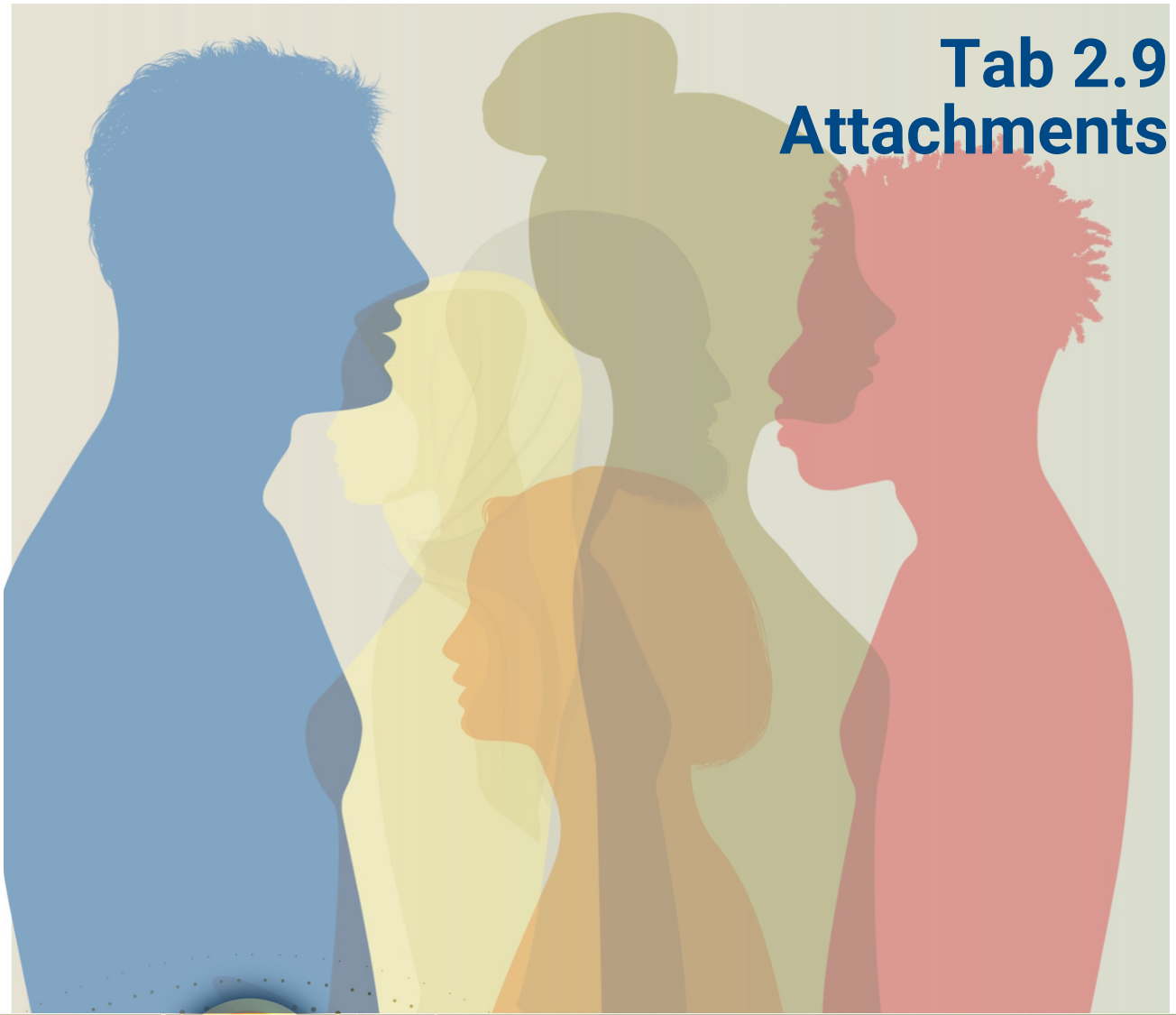
Projects: DEI structural and cultural analysis / developing a roadmap and benchmarks, implementation and evaluation of Roadmap, high rate of suspensions for African American students.

CIVICWELL (Formerly Local Government Commission)

Kathy Chow, Interim Chief Executive Officer, kchow@civicwell.org, 916-448-1198 x328

Projects: Infusing a DEI Lens, organizational change management, workplace climate

Tab 2.9 Attachments



Tribesy
Consulting



Appendix F

Request for Proposals RFP P10-22/23

Attachment F.1

Disclosure Statement

DISCLOSURE STATEMENT

CONSULTANT'S STATEMENT OF DISCLOSURE OF CERTAIN OWNERSHIP INTERESTS ON ALL CONTRACTS THAT WILL REQUIRE DISCRETIONARY ACTION ON THE PART OF CITY.

ALL PROPRIETARY INFORMATION CONTAINED HEREIN IS NOT SUBJECT TO PUBLIC DISCLOSURE

The following information must be disclosed:

1. List the names of all persons having a financial interest in the consultant's business.

Reena Doyle

Gail Watts

2. If any person identified pursuant to (1) above is a corporation or partnership, list the names of all individuals owning more than 10 percent of the shares in in the corporation or owning any partnership interest in the partnership.

Reena Doyle

Gail Watts

3. If any person identified pursuant to (1) above is a nonprofit organization or a trust, list the names of any person serving as director or the nonprofit organization or as trustee or beneficiary or trustor of the trust.

Appendix F

Request for Proposals RFP P10-22/23

Attachment F.1

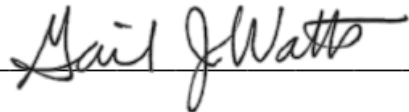
Disclosure Statement

4. Have you transacted more than \$250 worth of business with any member of the City's Board of Directors or its membership (property or business owners) within the past twelve months?

Yes _____ No X If yes, please indicate person(s).

Person as defined as: "Any individual, firm, co-partnership, joint venture, association, social club, fraternal organization, corporation, estate, trust, receiver, syndicate; this and any other group or combination acting as a unit"

(Note: Attach additional sheets as necessary)



Authorized Signature of Firm/Date

Tribesy Consulting

Print or type name of firm

Appendix F

Request for Proposals RFP P10-22/23

Attachment F.2

Financial Capacity/Litigation History

FINANCIAL CAPACITY/LITIGATION HISTORY**I. CONSULTANT INFORMATION**

Firm Name:	Tribesy Consulting
Address:	7252 Archibald Ave. #1094, Rancho Cucamonga, CA 91701
Telephone/Fax:	909-493-8393 / 650-576-9308
Email:	r2d@tribesy.net / gjw@tribesy.net
Contact Name:	Reena Doyle / Gail Watts

Is the consultant a subsidiary of/or affiliated with any other Corporation(s), Joint Venture(s) or Firm(s)?

 X No Yes

If yes, list each such Corporation, Joint Venture or Firm by name and address. Specify its relationship to the consultant or the percentage of interest of the partners and identify the Officers and Directors or Trustees common to the consultant and such other Corporation or Firm:

Name of Corporation, Joint Venture or Firm	
Relationship to Consultant	
Officers/Directors/ Trustees:	
Percentage Interest of the Partners:	

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Attachment F.2

Financial Capacity/Litigation History

Individual(s) authorized to negotiate, on behalf of the consultant and responsible for the Diversity, Equity and Inclusion Action Plan management consulting services:

Name(s)	Reena Doyle or Gail Watts
Position:	co-owners
Telephone/Fax:	909-493-8393 / 650-576-9308
Email:	r2d@tribesy.net / gjw@tribesy.net

II. FINANCIAL CAPACITY

A. Sources and amount of cash available to the consultant to meet equity requirements of the proposed undertaking in bank(s):

Bank name:	Bank of America
Address:	9719 Foothill Blvd
City, State, Zip:	Rancho cucamonga, CA 91730
Amount:	250,000.00
Bank name:	
Address:	
City, State, Zip:	
Amount:	

B. By loans from affiliated or associated corporations or firms:

Name(s)	
Address:	
City, State, Zip:	
Source:	
Amount:	

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Attachment F.2

Financial Capacity/Litigation History

C. Provide three bank references:

Bank name:	Bank of America
Address:	9719 Foothill Blvd, Rancho Cucamonga, CA 91730
Contact Person:	
Phone Number:	909-483-8176
Bank name:	
Address:	
Contact Person:	
Phone Number:	
Bank name:	
Address:	
Contact Person:	
Phone Number:	

D. Provide three business references:

Company:	CivicWell (formerly Local Government Commission)
Address:	980 9th Street, Suite 1700, Sacramento, CA 95814
Relationship:	Client
Contact Person:	Kathy Chow
Phone Number:	916-448-1198 x328
Company:	Santa Monica Malibu Unified School District
Address:	1651 16th Street, Santa Monica, CA 90404
Relationship:	Client
Contact Person:	Dr. Ben Drati, Superintendent
Phone Number:	559-217-4804
Company:	Pasadena Unified School District
Address:	351 South Hudson Ave., Pasadena, CA 91101
Relationship:	Client
Contact Person:	Dr. Brian McDonald, Superintendent
Phone Number:	626-396-3619

E. Has the consultant or (if any), the parent corporation or any subsidiary or affiliated corporation of the consultant's officers or principal members, shareholders or investors been involved in litigation relating to a Diversity, Equity and Inclusion Action Plan either voluntary or involuntary within the past three years?

Appendix F

Request for Proposals RFP P10-22/23

Attachment F.2

Financial Capacity/Litigation History

 X No Yes

If yes, provide the following:

Date:	
Location:	
Bankruptcy was filed under the following:	

F. Total amount of development work completed by consultant during the last three years:

\$ 1,100,000 .00

G. The Diversity, Equity and Inclusion Action Plan establishment or management currently in planning by the consultant or principals of the Consultant entity/team:

confidentiality agreements prevent sharing this data.

H. Statements and other evidence of the consultant's qualifications and financial summary are attached hereto and hereby made a part hereof as follows:

Tribesy Consulting is financially solvent. Upon acceptance, Tribesy will comply with requirements of the contract.

Appendix F

Request for Proposals RFP P10-22/23eg

Attachment F.3

Subconsultant and Vendor List

SUBCONSULTANT AND VENDOR LIST

Submittals shall include a complete list of ***all*** proposed co-venture partners, subconsultants and vendors receiving more than one half of one percent (.05%) of the total investment value or \$10,000, whichever is less. Listed subconsultants and vendors must provide services in the profession, trade, or craft listed. All columns shall be filled out. **No changes to this subconsultant list will be allowed without prior written approval from City.**

NAME AND ADDRESS OF SUBCONSULTANTS	SCOPE OF WORK	<u>ESTIMATED</u> DOLLAR AMOUNT OF CONTRACT	DBE, DVBE, MBE, SBE OR WBE	WHERE CERTIFIED
none	none	none	none	none

(Note: Attach additional sheets as necessary)

For information only. As appropriate, respondent shall identify co-ventures, subconsultants or vendors according to the following list:

Certified Disadvantaged Business Enterprise	DBE
Certified Disabled Veteran Business Enterprise	DVBE
Certified Minority Business Enterprise	MBE
Certified Small Business Enterprise	SBE
Certified Woman Business Enterprise	WBE
Other Business Enterprise (not certified)	OBE