



City of Golden: Racial Equity Plan

Proposal
April 2, 2021



City of
Golden

integrated
WORK 

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Cover Letter

Dear City of Golden Leaders,

Integrated Work is pleased to submit the attached response to your Request for Proposals for the City of Golden Racial Equity Plan.

Our experienced team has led and partnered on a wide array of diversity and inclusion efforts over a span of more than 15 years and we bring a unique and powerful chemistry to working with groups made up of varying identities and backgrounds to achieve breakthrough results.

The City of Golden has made diversity, equity, and inclusion one of its top priorities and seeks to align this priority with the City's commitment to "Be the Change" and make Golden a place for all people to feel valued, safe, and welcome.

Overall, the City of Golden wants a customized Action Plan suitable to the needs of city leaders, staff, and the community. This plan along with relevant tools and best practices, recommended trainings, and assistance in policy design, will provide a strategic framework to engage community members in various diversity initiatives. This work is intended to engage all levels and areas of City of Golden, from frontline staff to City Council. The work will be designed to be adaptive and flexible so that we can be responsive as needs evolve over time.

We look forward to the opportunity to provide guidance, consultation, assessment, training, and support as you advance your diversity, equity, and inclusion-based transformation goals.

I certify that the information and data submitted in this proposal are true and complete to the best of my knowledge.

I am fully authorized to submit proposals and sign contract on Integrated Work Strategies LLC's behalf.

Sincerely,



Jennifer Simpson, CEO
Integrated Work
2595 Canyon Blvd. Suite 330
Boulder CO 80302

Telephone: 303-516-9001 ~ **Mobile:** [REDACTED] ~ **Email:** Jennifer@IntegratedWork.com

Statement of Interest

Summary of the Opportunity

The City requests a firm who can assist in gathering information from city leaders, staff, the community, and partner organizations regarding potential racial equity issues, and to help identify how Golden can address those issues. The anticipated outcome is the “Action Plan” that will assist City Council and staff in prioritizing and funding racial equity efforts in Golden. The City is seeking expertise to develop, as part of the Action Plan, strategies that support Golden’s goals of greater racial equity, engagement, and policies that fairly represent the community.

Who We Are

Based in Boulder, CO for over 22 years, [Integrated Work \(www.integratedwork.com\)](http://www.integratedwork.com) is a woman-owned, woman-led firm devoted to building the leaders our society needs through real-world work. While we are a small, locally owned business with long-standing ties to local communities here in Colorado, our clients include a variety of organizations spanning large for-profit global entities to local non-profits, universities, and community-based organizations. We support our clients with facilitation, strategic planning, stakeholder engagement, organizational assessment and consultation, design and development of purposeful board and staff retreats, keynote speeches that motivate and inspire action, executive coaching, and other customized services. We have deep experience and expertise in building high-performing teams, leading purpose-driven strategic planning, developing leadership content and training curricula on many topics, and providing the kind of thoughtful and engaging facilitation that moves groups to action.

Our Race and Equity Experience

The team at Integrated Work is world-class at creating the conditions for challenging conversations to produce breakthrough results and have devoted their careers to helping socially conscious leaders increase their collective impact on the issues that matter most to our world. Our CEO, Dr. Jennifer Simpson, and Senior Consultant, Nadia Ali, will lead our team for this project.

Dr. Jennifer Simpson, Integrated Work’s CEO, spent her early career working in social service agencies and residential facilities where she witnessed first-hand the differential treatment of children and families from different racial and socio-economic backgrounds.

Those experiences sharpened her awareness of institutionalized forms of oppression, opened her eyes to how privilege operates both culturally and organizationally, crystallized her commitment to being a force for change, and honed the questions she would bring with her to her doctoral research on the relationship between community-building and diversity. She has

been certified by the Social Justice Training Institute and done diversity training and organizational consulting with people at all organizational levels in this space over the course of her entire career.

Jennifer has written and taught widely on issues of race and gender in organizations for over 20 years and has worked with some of the world's largest and most complex organizations on how to cause lasting behavior-change, confront unconscious bias and engage more diverse perspectives in innovation and decision-making, and lead in ways that bring one's vision fully to life for everyone.

Nadia Ali, MPA and Senior Consultant at Integrated Work, has nearly 20 years of experience working in a variety of settings with people from various educational, socioeconomic and ethnic backgrounds. Her depth of experience spans program management, coalition building, leadership and workforce development, community outreach, health care reform and equity, diversity and inclusion (EDI) training and consulting. She is passionate about health and racial equity.

Nadia has redesigned and co-facilitated Equity, Diversity and Inclusion trainings for new hires as well as being involved in creating culturally relevant communications and managing community outreach, engagements, and partnership efforts. She participated in a year-long Leadership Fellows program with the Community Foundation Boulder County and the Boulder Chamber of Commerce, with a central focus on inclusive and transformational leadership. She has also developed and facilitated EDI workshops for small businesses and has provided leadership coaching to cohorts of non-profit executives and board chairs around inclusive leadership practices.

During her time at Clinica Family Health, Nadia had the opportunity to work with a variety of city governments staff and downtown business associations as part of the organization's community outreach efforts. She organized teams of community outreach staff to participate various cities' annual street fairs and festivals prior to joining Integrated Work. Through this work she was able to create community partnerships, learn more about local businesses in the area, and interact with community members. In addition, she participated on a Recovery Equity Connector committee for the City of Boulder. She served on this committee alongside community members committed to sharing feedback, lived experience, and recommendations with city staff on COVID-19 along with other issues through a racial equity lens. She also participated in focus groups led by City Staff to gather input on a racial equity plan that was recently adopted. This first-ever racial equity plan will help guide the city in its efforts to address systemic and institutional racism through its policies and programs.

Why Partner with Integrated Work?

We value the journey as much as the outcome and it shows in our work. Bringing our vision, ideas, and progressive thinking to help you solve this challenge meaningfully would be an honor. We live by these principles in everything that we do:

Human First ~ We put our humanity and that of our clients, in all of its diversity, first in all that we do. We know that we all do our best work when we can be our best selves and bring compassion and a sense of humor to all that we do.

Heart of Service ~ We operate from loving care for ourselves, our clients, and our mission. We do good work in ways that feel good to us and those we partner with.

Integrity, Always ~ We are both candid and caring in everything we do. Dishonesty is never nice, and pettiness is never effective. We tell the truth with love because it deepens trust and lays the foundation for greater impact.

Impact, Amplified ~ We do this work to make the world a better place. We integrate diverse ideas, perspectives, and values to create greater impact. We help our clients make a bigger difference.

Growing Together ~ We believe that growth happens best in community and in context. We work side-by-side with our clients and partners to build our collective capacity to make an extraordinary difference.

Integrated Work ~ We live true to the ideal of our name in every interaction. We bring our whole selves to our work: Consistent. Authentic. Connected. Our support for one another is the secret to our success.

Scope of Services

Based on the scope of services The City of Golden has outlined we propose an approach that begins building partnership and deepening capacity from the outset, resulting in Golden exhibiting its commitment to a vibrant, healthy community that meet the needs of all residents and businesses. System-level transformation happens person-by-person. Lasting change only takes root when people feel ownership over the new direction and can see how to be successful in ushering in a different way of doing things.

Outline and Proposed Timeframe: A Roadmap to Chart Your Course

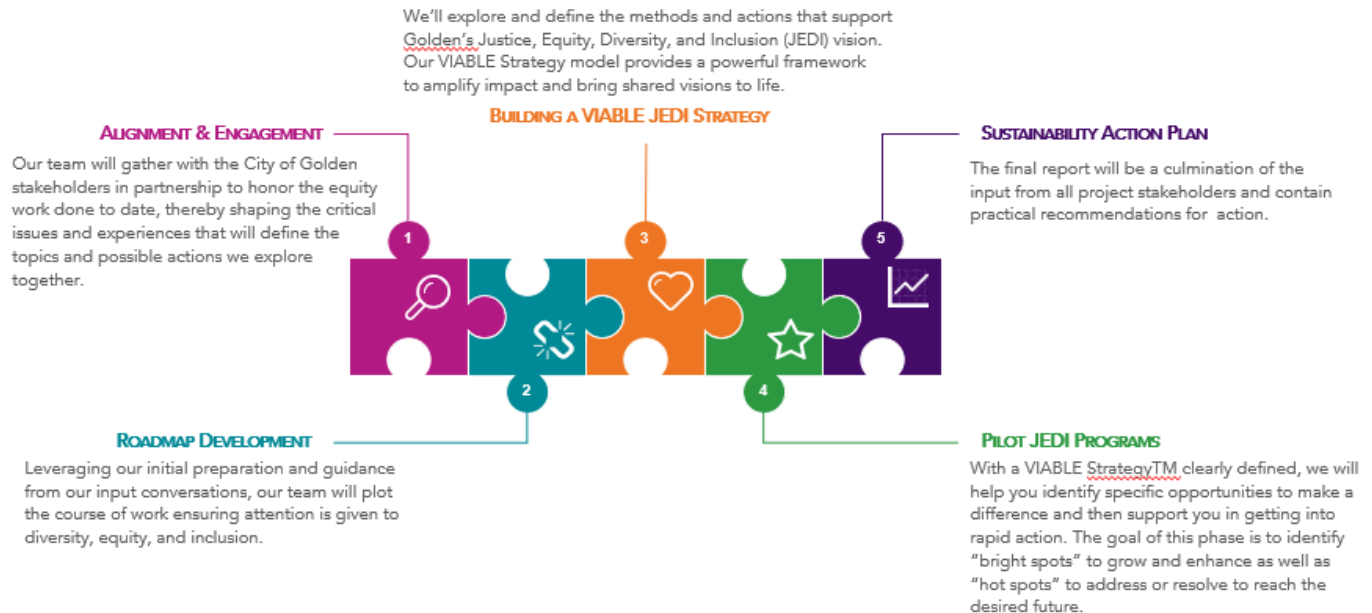
To truly transform your community and amplify your impact, diversity, equity, and inclusion efforts must be woven into the fabric of your every-day work by developing a shared language, framework, and action plan. This requires not only self-awareness but also capacity-building and a devotion to developing new skills and operating beyond the comfort zone of the status quo.



Given the current climate and conversations around systemic racism in the U.S., the momentum of the Black Lives Matter movement, as well as the reality of COVID-19 laying bare the gross inequalities for communities of color, we believe this social and political moment has the potential to be profoundly transformative. Integrated Work brings the expertise that would allow The City of Golden to build on the important work it has already begun.

"I felt safe to speak honestly and to show my blind spots, whereas I usually feel focused on hiding them. I also took with me several ideas for thinking about these issues that I can't wait to pass on in my own work."

-- Training Participant



Phase 1: Alignment & Engagement

Our team will gather with the City of Golden stakeholders in partnership to honor the equity work done to date, thereby shaping the critical issues and experiences that will define the topics and possible actions we explore together. We have been using our wide array of engagement techniques for over 20 years and bring unique experiences from our different identities, experiences, and perspectives to our work.

Our interactive, action-focused consulting programs include preparation that identifies underlying issues and challenges; development of discussion formats that support genuine conversations; and the use of proven tools and exercises combined with respectful, knowledgeable facilitation to create clear, documented group agreements, shared goals, and implementation plans, enabling the whole group to move forward productively.

To set milestones, we will conduct interviews with Golden's city leaders, community members, and key city staff to identify structural and operational barriers to achieving your equity objectives. We will leverage an intercultural awareness assessment and interviews to build on the baseline

understanding of where The City is beginning from and make recommendations for building forward. In this work we focus particularly on listening to and reflecting the needs of traditionally underrepresented populations. We keep the content of these individual conversations confidential and will summarize key findings as themes or topics to further collective input.

We will explore multiple ways to gather community input from City leaders, staff, the community, and partner organizations. Modalities such as online surveys, focus groups, community forums, and conversations with existing groups may be designed to ensure the information gathered is representative across all sectors of the community. Golden's efforts toward community outreach will also be incorporated into identifying assessment vehicles that increase the existing momentum of engagement at scale.

Phase 2: Roadmap Development

Leveraging our initial preparation and the guidance gathered via input conversations, our team will orient a course of work that places justice, equity, diversity, and inclusion as our compass points. We will partner with you early on to establish both a clear roadmap of the process and a long-term roadmap for this journey that is aligned with your Action Plan objectives.

The Near-Term Roadmap will aim to ensure that barriers to inclusion continue to decrease, while internal awareness, knowledge and skills continue to increase.

Once this directional alignment is achieved, we will further work with you to gather and collate the necessary research and data to inform the Action Plan / Long-Term Roadmap and compose the policy recommendations that reflect the depth and breadth of the process.

The Long-Term Roadmap will set clear direction, identify the behaviors to incorporate to lead meaningfully, outline metrics by which to gauge progress in the areas Golden's leaders and staff deem to be the most important, provide support to stakeholders, and set you up for success.

Defining metrics that represent Golden's unique circumstances will help to identify needs and disparities. Revisiting these benchmarks throughout our work together will ensure that any efforts resulting from the Action Plan's implementation are both actionable and measurable.

Throughout this work, we will be identifying opportunities to build insight, awareness, and organizational capability around:

- Roots of racism and institutionalized oppressions
- How unconscious bias and privilege operate both individually and organizationally
- How to cultivate curiosity and empathy to bridge differences

- How to hold and host difficult conversations when emotions run high
- How to recognize and intervene in systems where structural racism is at play
- Dealing with personal hurt, shame, fear, or uncertainty on the anti-racist journey
- Current and historical civil rights interventions that have and have not been effective

Phase 3: Building a VIABLE JEDI Strategy

Upon completion of the work gathering, measuring, and mapping community inputs toward equity milestones, we'll begin to explore and define the methods and actions that support Golden's Justice, Equity, Diversity, and Inclusion (JEDI) vision. Our VIABLE Strategy™ model was created in collaboration with leaders striving to make a bigger difference in their communities in a fast-paced, ever-changing environment. VIABLE provides a powerful framework to amplify impact and bring shared visions to life.

Leveraging elements of our VIABLE Strategy™ Model will support the discussions necessary to synthesize Golden's equity needs in ways that serve the Action Plan process.



VISION



IDEALS



APPROACH



BARRIERS



LESSONS



EVALUATION

A Strategy is VIABLE if

Your **VISION** is clear and compelling

You have articulated **IDEALS** that will inform choices and guide behavior

Your **APPROACH** is well defined and broadly understood

You have identified **BARRIERS** that might get in your way and planned for how to overcome them

You have named the **LESSONS** you want to learn along the way so you can turn setbacks into success

You have built robust **EVALUATION** into your process to gather real-time feedback

As your partner in Golden's Commitment to being a welcoming community for all, we will:

- Review your work to date in addressing disparities and diversity along with The City's mission, vision, and values as the basis for work on racial equity and help you connect the dots in powerful ways
- Clarify ideals; we believe that your work provides the best context for your own growth, we will leverage existing forums and artifacts whenever possible to advance your goals
- Assess your strengths, assets, and opportunities for improvement as you determine the



most impactful activities for the next three years

- Identify the barriers you might encounter and strategies to overcome them
- Consider the lessons you want to learn throughout the journey
- Define how you will evaluate success and clearly describing what victory looks like

Phase 4: Pilot JEDI Programs

With a VIABLE Strategy™ clearly defined, we will help you identify specific opportunities to make a difference and then support you in getting into rapid action by:

- Creating and piloting an engaging, experiential training that is designed to be relevant for all levels of employees around/about JEDI subject matter to include oppression models, identity development and a successful model that incorporates Attitude/Mindset, Awareness/Knowledge, Skills/Tools.
- Our programs are designed to support participants by:
 - Creating a shared understanding of JEDI and gain insights on the connection between individual, institutional, and structural racism.
 - Examining and understanding identity at the personal, interpersonal and social/cultural levels and apply that understanding to real-life situations.
 - Deepening personal insight around issues of bias and equity and actively participate in an environment where challenging conversations can be had in both candid and caring ways.
 - Learning from and leveraging best practices and innovative new approaches to working across diverse populations.
 - Consider practical actions to respond to and remove barriers to JEDI when they are recognized within the organization.
- Helping you model and lead the way by building the leadership courage to act even when it is challenging.
- Building engaging experiences that go beyond the conceptual and help you explore the sometimes-challenging dynamics of having difficult conversations across differences in a way that produces meaningful and lasting action.

While we expect training and engagement sessions will begin virtually, Integrated Work has a large meeting space in Boulder that can also accommodate small groups in safely distanced ways meeting in person. We may leverage that space as part of the virtual experience to enhance interactivity and can explore safe in-person gatherings in our locations or yours as public health conditions continue to evolve.

Phase 5: Sustainability Action Plan

With this foundation, we will support City staff in developing a map to guide the City of Golden's equity work toward a 3-year vision and create short and long-term goals, including five key focus areas and critical milestones for each. This strategic direction will need to reflect the objectives and needs of the Golden Community, to build trust and ensure continued



engagement. Throughout the project, we will continue to facilitate discussions with multiple stakeholders to invite input, engagement, and buy-in.

Integrated Work can serve as a liaison in communicating these outcomes to the City Council and can advise on methods for sharing the plan both within the City of Golden local government and with the broader community.

As this plan is presented, our team suggests additional 6-month scope of work retainers to navigate implementation and continued community involvement as the Action Plan is put into practice. This scaling up time will serve to expose more of the city departments, staff, and community members to the JEDI principles adopted by the City of Golden Action Plan. Broadening your inclusive leadership model builds on and expands traditional leadership theories to amplify your City's impact in serving all community members fairly and equally. Our team of consultants is ready to assist in designing and implementing experiential training, development, and engagement experiences at scale.

Together in our partnership, this powerful approach will not only help the City of Golden to learn from its history. It will serve to enshrine justice, equity, diversity, and inclusivity as core values of the City of Golden--today and for the future.

Alignment & Engagement

May 2021 – June 2021

- **City Leader Interviews:** Alignment on work and initial coordination with City of Golden leadership. A series of short, 30-minute one-to-one interviews will follow.
- **City Staff Engagement:** Examination of key roles and offices. One-to-one conversations to further understanding and points of intersection.
- **Community Stakeholder Interviews:** Outreach to key voices in the Golden community with perspectives on equity, policy, and needs to address JEDI policies.





Roadmap Development Early June 2021

- Near Term Roadmap: Leveraging our initial preparation and your guidance via input conversations, our team will orient a course of work that places justice, equity, diversity, and inclusion as our compass points.
- Long Term Roadmap: We will partner with you early on to establish both a clear roadmap of the process and a long-term roadmap for this journey that is aligned with your Action Plan objectives.



Building a VIABLE JEDI Strategy June 2021 – July 2021

- Our VIABLE Strategy™ model provides a powerful framework to amplify impact and bring shared visions to life.
- We'll explore and define the methods and actions that support Golden's Justice, Equity, Diversity, and Inclusion (JEDI) vision.
- Two mini-retreat / half-day sessions.



Pilot JEDI Program July 2021-August 2021

- With a VIABLE Strategy™ clearly defined, we will help you identify specific opportunities to make a difference and then support you in getting into rapid action.
- Move to creating and piloting an engaging, experiential training that is designed to be relevant for all levels of employees around / about DEI subject matter to include oppression models, identity development and a successful model that incorporates: Attitude/Mindset, Awareness/Knowledge, Skills/Tools.
- Delivery of three (3) cultural training pilot sessions.



Sustainability Action Plan September 2021 – October 2021

- Draft themes / actions for review with City of Golden stakeholders.
- Organize targets of success and defined metrics.
- Incorporate policy recommendations and priorities.
- Present Action Plan



Project Team

Our team brings years of experience and a depth of subject matter expertise well-suited to this work. Integrated Work draws on the extensive talents of nearly 20 staff members. Coupled with our Extended Network of contracted consultants we can add subject matter expertise and delivery capacity to provide the best talent to meet your needs.

Brief bios are below, and full resumes are available on request.



Jennifer Simpson, PhD is CEO of Integrated Work. Jennifer began her professional life working in group homes for at-risk youth where she saw first-hand how differences in access and opportunity shaped young lives and has dedicated her life and career to improving lives, strengthening communities, and adding value to organizations. Her varied background includes more than twenty-five years of experience working in and with organizations across the private, public, corporate, and not-for-profit sectors to create more meaningful and effective

ways of living and working together; more than a decade of teaching university courses in communication, organizational diversity, and leadership disciplines; and a lifetime of bridging worlds in a way that capitalizes on the best in organizations to enhance creativity and stimulate whole system learning.



Nadia Ali has nearly 20 years of experience working in a variety of settings with people from various educational, socioeconomic and ethnic backgrounds. She is passionate about health and racial equity and her work has primarily centered around increasing access to care in low-income and immigrant populations, providing leadership opportunities for underrepresented minorities, and increasing awareness and dialogue around health and racial equity. Through her work over the past 10 years, Nadia has honed her expertise with EDI

efforts and offers her work through a trauma-informed lens, therapeutic communication techniques and adult learning principles. She is uniquely positioned to design and deliver these services drawing from her lived experience and professional background by blending a deep understanding of racial equity, various leadership frameworks and workplace dynamics.



Trent Norman, MS has been working professionally in college and university settings since 1993. As a student activist, he created the Black Students Organization at Fort Lewis College, UCAP (United Coalition Against Prejudice) – a not-for-profit organization created to address the Ku Klux Klan and a performance Theatre group, the Existential Sneeches. Trent received his Bachelor of Arts Degree in English Literature and Theatre Performance while participating as a Residence Assistant and a student athlete; Trent's Master of Science



is in Social Psychology is where Trent focused his energies on group dynamics and facilitation. Trent continues his love of theatre as the co-founder and director of the University of Colorado's Interactive Theatre Project and Affinity Arts Consulting. He has a passion for social justice issues and served 4 years as the Assistant Director for Organizational Diversity at the University of Colorado Boulder, where he developed a stand-alone curriculum for Resident Advisors (student staff), taught by Residence Hall Directors & Assistant Directors (professional full time staff), created and implemented a diversity plan for the Division of Student Affairs and engaged the Department of Housing and Dining Services in a unit-wide training program to address climate issues for staff. Trent participated in the Social Justice Training Institute (as a participant and intern); has been certified to train in the NCBI (National Coalition Building Institute) model; has a training certificate from NCORE (National Conference On Race and Ethnicity in American Higher Education) and completed the Social Justice Education Training Certificate from NCORE. Trent is also a professional photographer, ski instructor and avid cyclist.



Rebecca Brown Adelman co-founded in 1999 and co directed The Interactive Theatre Project, a program at the University of Colorado at Boulder from 1999-2015, which used theatre as a medium for education, dialogue and as a means to create social change. With an extensive background in theatre and improvisation from New York City, Rebecca studied at The American Academy of Dramatic Arts, Circle Repertory, HB Studios and received her MA in drama therapy for New York University. Rebecca is an actor, director, and writer with years of comprehensive training in Social Justice theory and practice. Rebecca has created and facilitated hundreds of performances and dialogues on issues impacting community all over the country. She performs regularly in the Boulder and Denver area and is a longtime ensemble member of Playback Theatre West. Rebecca is also an instructor with the Department of Theatre and Dance at the University of Colorado at Boulder.



Darrie Matthew Burrage strives to facilitate interactions that make impactful and positive differences in the lives of others. He demonstrates leadership and a vision that connects us and inspires action and structural change. He situates that the continuous practice of DEI work is about providing access to the breadth (and beauty) of identities, backgrounds, and perspectives that have been historically and systemically marginalized in our national and global society. Breaking barriers and trailblazing never-before-seen endeavors to honor these communities takes the earnest and intentional action of inviting their influence in the process and outcome of those efforts; as well as giving credit for their contribution. Ultimately, Darrie strives to establish environments that represent, uplift, and respond to our diverse communities. Fostering experiential opportunities to build practical skills and deepen character principles is one of his many talents.



Mikayla Branz is a dual degree Master of Public Health and Master of Social Work candidate focused on transforming organizations and systems to make them impactful and equitable for all. Her ability to solve complex problems by facilitating communication among stakeholders, analyzing data, and thinking critically about the details and the big picture, delivers results for organizations small and large. Mikayla is passionate about working with mission-driven organizations using innovative, collaborative solutions. Her project

work includes assisting with research at the Social Systems Design Lab in St. Louis, MO, where she consulted with the Center for Health and Healthcare in Schools to design and facilitate interactive workshops with over 100 youth and parents to improve youth mental health systems in Washington, D.C. This work created qualitative system dynamics models to synthesize stakeholder perspectives. In her work as a Racial Equity Fellow with the Brown School of Social Work and Public Health, Mikayla consulted with administrators to improve communication and organizational change across 22 offices through interviews with stakeholders to catalogue data collection practices and racial equity initiatives, with a focus on racialized qualitative and quantitative data to establish baseline racial equity metrics. She presented concrete written and verbal recommendations to senior leadership to improve racial equity practices.



Asra Riaz is a public health professional with an emphasis in underserved and uninsured communities. Managing multiple projects at regional, statewide, and health system levels, her specialization is in software, implementation, and data analysis.

Asra is adept at calculating operations data using an input-output model to determine economic impacts of planned change. As Co-leader on Statewide Environmental Assessment she identified strategies and actions that resulted in increased access to preventive and primary care to underserved people and communities, culminating in the creation of a comprehensive, statewide Health Disparities Collaboratives report tracking patients and clinical information designed to reduce healthcare disparities in Virginia.



Roma Velasco is Integrated Work's Product Manager and oversees on-line learning programs. She has over fifteen years of experience in the fields of education, marketing communications, design, health/human services, property management, and community management. While working with a local Housing Authority Roma managed supportive housing communities and supervised the supportive services being provided to residents. Roma is intimately familiar with the unique challenges of individuals who have faced homelessness and the enduring obstacles to maintaining and improving quality of life that they

homelessness and the enduring obstacles to maintaining and improving quality of life that they

encounter. She is a huge advocate for positive workplace culture and is passionate about human performance development. Outside work, Roma enjoys traveling, rock and ice climbing, running, cycling, hiking, playing tennis, training for triathlons and playing a variety of musical instruments.

Examples of Prior Work

We have extensive experience designing highly interactive and engaging stakeholder engagement processes where equity, diversity and inclusion are core principles that are top of mind when approaching working with stakeholders, community building and facilitation. The organizations and institutions that we work with are mission-driven oftentimes with a focus on issues affecting BIPOC communities and people with diverse backgrounds.

Some examples of this work include:



Integrated Work leads a **peer-to-peer learning program** with participants from every state in the country. These non-profit leaders and staff work with and on behalf of community health centers and the underserved patients in their communities. These peer learning participants are committed to equity, diversity, and inclusion and these issues have long been a focus for these professionals. In a

recent dialogue, Integrated Work convened a *Practical Tools to Enhance Health Equity* panel discussion. The conversation included strategies to employ within organizations, with community health centers, and within the nationwide network of organizations represented.

One panelist has served for 23 years as President & CEO of her organization, another has served for 6 years as CEO of her organization, and a third has served for 6 weeks as President & CEO of his organization. As this session opened, participants were reminded that this was a safe space for this discussion so they could be brave and get vulnerable by asking the really tough questions, describing the real situations they are facing, and being willing to grapple with issues for which there is no quick or easy answer. As evidenced by the varying length of tenure of each panelist, this is an issue that does not “go away” or “get solved”. It is one that will need to be addressed year after year and that requires stamina, perseverance, and community to advance. In addition to the panelist remarks, CEOs were asked to provide input and ideas for how to continue this conversation and stay connected around issues of equity

Questions such as “Where have you seen the most progress at your organization and in the community health center world?”, “What did you think you would have seen accomplished by now that is still unfinished?”, “What strategies are you most focused in the area of health equity in the communities and with the partners you serve?”, “What steps are being taken to harness the power of the nationwide network of organizations to address this issue?”, “What input would be helpful to you from your colleagues as you continue to refine this work?”, and “How have your efforts at your organization informed the workgroup’s approach?” all prompted an in-depth dialogue.

This thought-provoking discussion resulted CEOs sharing the actions they are currently taking and with other CEOs expressing great interest in leveraging these ideas and implementing these strategies in their own organizations. These include:

- ◇ Promoting a presentation and training to provide historical context and foundational information
- ◇ Taking action to ensure that people of color have equal access to the COVID vaccine
- ◇ Exploring the creation of a Health Equity position at their organizations
- ◇ Ensuring the organization's recruitment strategy has an equity component
- ◇ Defining and sharing strategies to engage health centers and communities in equity conversations
- ◇ Conducting needs assessments
- ◇ Creating action plans
- ◇ Leveraging the work of partners and/or the state
- ◇ Recruiting and engaging ambassadors
- ◇ Creating a Health Equity Committee of the Board
- ◇ Reporting quality measures by race across all health centers
- ◇ Raising awareness with staff through experiences
- ◇ Integrating equity into the mission and strategic plan
- ◇ Adding the DEI commitment on websites and in publications
- ◇ Intentionally building DEI in collaborative work with community health centers on their comprehensive workforce plans.

Integrated Work will prepare summary notes and resources to share back out with the group and support them in leveraging each other's expertise going forward.

Integrated Work provided facilitation and strategic guidance to a large organization leading an **Equity Café series**. This membership organization was gathering input and ideas specific to EDI from their members in order to help shape their next strategic plan. Small groups brainstormed equity and justice strategies related to health care payment reform, clinical care, policy and advocacy, workforce. These strategy discussions were then woven into the organization's larger strategic planning discussions.

In conjunction with a partner, we regularly facilitate [interactive sessions](#) to explore concepts related to equity, diversity, and inclusion. This interactive session allowed participants to learn more about the impacts of implicit bias, dig into the power dynamics of privilege and marginalization, and develop a deeper understanding of commonly used terms, such as microaggressions, intersectionality, equity, equality, inclusion, and diversity.



Presented by:  



We also run a [6-part EDI focused leadership development series](#) for cohorts of leaders that explores inclusive leadership principles. This series invites leaders at all levels to understand what it really means to hold space for others, cultivate genuine curiosity and active listening skills while gaining a deeper understanding of themselves and others.

Project Qualifications

California Primary Care Association

1231 I St STE 400, Sacramento, CA 95814

Main: 916-440-8170

Robert Beaudry, Executive Vice President and CSO

Direct: [REDACTED]

Email: [REDACTED]

Integrated Work is supporting the California Primary Care Association (CPCA) in an ongoing effort to develop a strategic plan guiding the direction of CPCA for the next ten years. We are supporting CPCA in the creation of short and long-term goals, including 4 key focus areas and critical milestones for each all set inside a broader objective of developing a Just and Equitable Wellness System for the State of California. The strategic direction reflects the objectives and needs of member community health centers to build trust and ensure continued engagement. Throughout the year, we are facilitating discussions with multiple stakeholders to invite input, engagement, and buy-in. Stakeholders include executive committee(s), staff, visionary leaders, regional consortia, community health centers, and board members. We are also facilitating detailed internal planning and board engagement and decision-making activities. We are leveraging elements of our VIABLE Strategy (TM) Model to support these discussions and to synthesize the output in ways that serve the ongoing strategic planning process.

This project builds on a history of work with CPCA as well as our experience partnering with a wide range of community health centers and related stakeholders at all levels over 20 years. It demonstrates our ability to engage a large group of stakeholders and develop a plan that advances equity issues across a large organization, at scale, with significant governmental and policy dynamics that give it points of commonality with a municipality.

Bureau of Primary Health Care

5600 Fishers Lane, Rockville, MD 20857 U.S.A.

Main: 877-464-4772

Tracey Orloff, Director, Strategic Partnerships Division

Direct: [REDACTED]



Email: [REDACTED]

Integrated Work is completing the fifth year of a 5-year contract that has previously been renewed several times to provide facilitated peer-learning opportunities to staff in organizations that receive funding through the Bureau of Primary Health Care (BPHC). Each year we lead 7-9 Peer Learning teams on a range of topics related to improving quality and access in health care delivery in community health centers nationwide. We typically host a virtual session for each team 6-8 times a year and host a face-to-face meeting for each team as well, sometimes combining teams for collaborative learning opportunities. When COVID hit this year, we had delivered only 2 of 7 in-person meetings and rapidly pivoted to develop robust online experiences that included opportunities for social connection and networking, presentations and discussions with subject matter experts, and virtual breakout groups and working sessions. These events were very well attended and received high scores from participants. In addition to these activities, this contract includes complete program design and management and coaching services for senior health care executives over the contract year.

Our partnership with the Bureau of Primary Health Care (BPHC) spans more than 20 years and, more recently, we are working with the Bureau of Health Workforce to educate health care providers across many disciplines to be well prepared to address today's greatest public and community health challenges. This work represents a large government contract that has been renewed several times and includes elements of peer-learning and group facilitation, both in-person and virtually that will be instrumental to our work with CCOB. Tracey has known us for most of the time we have worked on this contract and can attest to our expertise, professionalism, flexibility, and creativity in developing solutions to complex problems at scale. She is also familiar with our work supporting the National Association of Community Health Centers, Primary Care Associations, and health centers across the country to provide strategic planning, facilitation training, purposeful board and staff retreats, key notes, executive coaching, and other customized services.

Colorado Office of Economic Development and International Trade

1600 Broadway, Suite 2500, Denver, CO 80202

Main: 303-892-3840

Betsy Markey, Executive Director

Direct: [REDACTED]

Email: [REDACTED]

Working closely with OEDIT leadership, we provided end-to-end program planning, design, and execution of a strengths assessment and delivery of a day-long staff retreat to address the objectives of building an integrated, cross team identity; deep alignment around organization vision and purpose; understanding of goals and objectives; building trust and partnerships across divisions; fostering a learning organization mindset and cross-division innovation model; and, generating team commitments and establishing ways of working (team norms).



With a young, dynamic staff, OEDIT leaders want to build a true learning organization that allows staff to grow and develop as a well-functioning team that can leverage insights from each of its divisions to enhance service and sense of mission. Our effective execution of a one-day facilitated retreat indicates our ability to navigate a diversity of teams and roles within state government to deliver both an outstanding event. Doing that well takes a depth of relationship, understanding of organizational strategy and goals, and a “One Team” mindset. We also used an assessment instrument with the entire team and produced team reports which figured in both the design and planning for the event.

Fee Proposal

Many factors influence the overall cost of an engagement of this size and scope and we are committed to co-creating a solution with you that will deliver the greatest value within your budget. Delivering high-quality services that truly meet your goals is our top priority.

Project Pricing

Element	Fees
Phase 1: Alignment & Engagement	\$
Phase 2: Roadmap Development	\$
Phase 3: Building a VIABLE JEDI Strategy	\$
Phase 4: Pilot JEDI Programs	\$
Phase 5: Sustainability Action Plan	\$
Total Not-To-Exceed Fees	\$



Disclosure Statement

Vendor must disclose any possible conflict of interest with the City of Golden including, but not limited to, any relationship with any City of Golden elected official or employee. Your response must disclose if a known relationship exists between any principal of your firm and any City of Golden elected official or employee. If, to your knowledge, no relationship exists, this should also be stated in your response. Failure to disclose such a relationship may result in cancellation of a contract as a result of your response. This form must be completed and returned in order for your proposal to be eligible for consideration.

NO KNOWN RELATIONSHIPS EXIST

RELATIONSHIP EXISTS (Please explain relationship)

I CERTIFY THAT:

1. I, as an officer of this organization, or per the attached letter of authorization, am duly authorized to certify the information provided herein are accurate and true as of the date; and
2. My organization shall comply with all State and Federal Equal Opportunity and Non-Discrimination requirements and conditions of employment.

Jennifer Simpson

CEO

Printed or Typed Name

Title



Signature