



**NO** DOGS  
NEGROS  
MEXICANS



**NURSE WANTED**—To take charge of three children. A Protestant woman (Scotch preferred), who is competent in all respects. Must have unexceptionable references, and willing to spend the Summer in the country. Apply at No. 94 East 27th-st., or 21 Platt-st.

**CLEAN, ACTIVE GIRL WANTED**—To do housework of a private family; must be a good washer and ironer, a good plain cook, and kind and obedient to children. Apply at No. 27 Lamartine-place, 29th and 30th between 8th and 9th-avs. No Irish need apply.

**CHAMBERMAID AND WAITER WANTED**—A girl to wait on the table and do chamber work. Wanted at No. 63 East 17th-st. She must be a Protestant and with good recommendations.

**COOK WANTED**—A Protestant cook, well recommended by her last employer, may obtain a situation in a private family, at No. 63 East 17th-st. Wages \$8 a week.

**COOK**—Wanted, a good cook for the country during the Summer months. A German Protestant preferred. Apply from 9 to 12, at No. 33 Lafayette-place.

**AN INTELLIGENT AND EXPERIENCED PROTESTANT WOMAN WANTED**—To take charge of one child and do light chamber work. None need apply.

**WAITING ROOM  
FOR COLORED ONLY.**  
←  
**BY ORDER  
POLICE DEPT.**



**Proposal: City of Golden  
Racial Equity Plan  
April 2, 2021**

**Mexican Kiddies Prove They  
Are Able to Speak English**



**Hundreds march in Golden for black lives**

Black Goldenite hopes effort "does not stop here"

# 1. Cover Letter

To the Proposal Review Committee:

We are pleased to present our proposal in response to the City of Golden's RFP for the inclusive development of a Racial Equity Plan.

As we reviewed the City Council resolution and meeting minutes, we are impressed by the level of support for this effort across the organization, including the established systems and processes.

The RFP is a forward-looking approach for a local government to take a major step to look inward to see what systems need to be dismantled, replaced, or improved upon in order to better serve its current and future residents. And to fulfill the promise of the Golden Welcome Arch.

Our team has strong roots in Jefferson County, and brings a national and global perspective to this discussion. We bring racial equity, bias, public policy, and local government expertise. We have successfully assessed and mapped out internal systems, and worked to implement the recommendations across all levels of the organization.

We also have experience collecting and analyzing qualitative data for public sector organizations via surveys, community engagement, stakeholder focus groups, and individual interviews.

Thank you for your consideration. We are available to answer any questions.

Sincerely,

Dr. Angelique Acevedo-Barrón



Monisha Merchant



## 2. Project Team and Scope of Services

### Team and Bios

**Project Principal:** Dr. Angelique Acevedo-Barrón, Independent Consultant; [REDACTED]

Subcontractor: Monisha Merchant, Managing Director, Lotus Advisory Ltd., LLC

#### **Dr. Angelique Acevedo-Barrón (she/her)**

Dr. Acevedo-Barrón is an [award-winning](#) Principal, educator, and school administrator with experience in Colorado and Maryland. She started her over 30-year K-16 education career as an art teacher at Bear Creek High School, where she developed an innovative, interdisciplinary, culturally-responsive curriculum. Dr. Acevedo-Barrón's work was recognized nationally. She received the National Disney American Teacher, Milken National Educator, and Distinguished Teacher of the Year awards. In addition, her efforts to unite scholars, their families and the community to school success led her to National Board Certification.

Dr. Acevedo-Barrón moved into School Administration and served as a leader in the Cherry Creek, Denver and Jeffco public school districts. For eight (8) years, she was the Assistant Director of the Office of Diversity and Inclusion at Jeffco Public Schools. She developed culturally responsive curriculum and implementation strategies to enrich school content and broaden teacher site based resources. Her work also included creating and structuring culturally proficient welcoming environments for schools; guiding and establishing productive team and department interactions; building the capacity and strength of teams; connecting community resources to schools, families and stakeholders; generating systems and structures to support high performing teams and establishing successful trust protocols to turn around schools in crisis.

Dr. Acevedo-Barrón seized the opportunity to take on a new challenge as a Principal in the [Prince George's County, Maryland school district](#), which has a majority ethnic minority population (97%) and where two-thirds of the students are eligible for the school lunch program. As Principal of [Phyllis E. Williams Spanish Immersion School](#), she cultivated connections, community and interdependence in the staff. Her efforts to unite them to a common vision and purpose, strengthening their skill sets and ensuring that their quality of instruction and performance resulted in the school maintaining a "4 Star" performance rating. For the [Center for Visual and Performing Arts \(CVPA\)](#) at Suitland High School, she achieved a 100% graduation rate with 100% of the CVPA graduates attending either a university, college or conservatory. All students at CVPA maintained a

3.5 GPA during her tenure at the school. Dr. Acevedo-Barrón was nominated for Maryland Principal of the Year in her third year as a school Principal.

Dr. Acevedo-Barrón credits her Native American and Latinx heritage for her commitment to inclusive leadership and community-centered engagement. Dr. Acevedo-Barrón earned her Ph.D. in Education (Curriculum & Instruction) from the University of Denver; her dissertation (2004) was “The Domestication of Mermaids: Capturing the Experience of Pre-service K-12 Art Educators in the Teacher Education Program University of Denver.”

More: <https://www.linkedin.com/in/angelique-acevedo-barron-ph-d-490b1339>

### **Monisha Merchant (she/her); Lotus Advisory; Colorado & Bay Area**

Monisha provides a range of public affairs and management consulting services to nonprofits and businesses. She advises clients on legislative strategies and relationships for local, state, federal, Canadian, and European governments. Monisha has led and supported strategic planning efforts for federal and state agencies, as well as nonprofits. She has facilitated focus groups, executive retreat and long-term planning workshops, and completed internal and external stakeholder interviews. Prior to founding Lotus Advisory, Monisha was U.S. Senator Michael Bennet’s economic and business advisor. She collaborated closely with economic development, university, small business, and corporate leaders across Colorado. She set up business tours, roundtables, and employee town halls for Senator Bennet. Monisha has also worked for CenturyLink, Booz Allen Hamilton, and Alcatel-Lucent. She worked on workforce development (including updating department roles and delegation of authority) for the [National Institute on Minority Health and Health Disparities](#), and facilitated a staff retreat for the [Office of Civil Rights](#) at the General Services Administration. In college, she interned for 3-years in the Mayor’s Office at the City of Cambridge, MA.

A daughter of Indian immigrants, Monisha is a Colorado-native and proud graduate of the Jeffco Public Schools. She was elected in 2008 to the [University of Colorado Board of Regents](#), representing CD-7, where she advocated for in-state tuition rates for undocumented students. She organized a community workshop with Rep. Ed Perlmutter, State Board of Education Member Jane Goff, state lawmakers, school board members, and education activists to develop recommendations for local, state, and federal efforts to improve students K-16 experience and access.

Monisha consistently looks for ways to volunteer in the nonprofit sector in her local community. She served on the Boards of LARASA and Colorado MESA, was a volunteer Junior Achievement teacher at [DC-21](#), and an usher at the Denver Center for Performing Arts (DCPA). Monisha currently serves on the Contra Costa County (CA) Economic Opportunity Council, which administers the community services block grant funds (CSBG), and the Board of [Amandla Development](#), a nonprofit in South Africa that supports Black teenagers in urban townships. Monisha has degrees in engineering and business from MIT and Yale.

More: <https://www.lotusadvisory.com/monisha-merchant>

## Scope of Services

### Overview of Approach

For the initial effort to develop the Racial Equity Plan, we propose four (4) tasks

### Details

#### Task 1: Introductions and Formal Project Kick-off

- (1) Staff and consultant intro meeting
- (2) Schedule regular project check-ins

#### Task 2: Assessment of City of Golden current structure, policies, Boards and Commissions

- (1) Document Review
  - (a) Review of Boards and Commissions nomination process, meeting minutes
  - (b) Review of staff policy documents
  - (c) Identify racial equity efforts of other cities similar to Golden
- (2) Culture Conversations
  - (a) Qualitative survey of staff
  - (b) Up to two (2) Focus groups with Department Leaders
  - (c) Hold one (1) Focus group and conduct up to five (5) individual interviews with staff who have attended Racial Equity training and conferences

#### Task 3: Community Conversations

- (1) Hold up to four (4) focus groups with community leaders
- (2) Conduct qualitative survey and up to fifteen (15) individual interviews
- (3) (If needed) Placeholder for focus group or meeting to be responsive to future event<sup>1</sup>

#### Task 4: Action Plan Report

- (1) Summary of current systems based on assessment
- (2) Gap analysis (including barriers, fences to access)
- (3) Recommendations
  - (a) City operations
    - (i) Staff and Elected Officials Training and Development
    - (ii) Recruitment: Employment, Candidates for Elective Office, Candidates for Boards and Commissions, Working Group Members
    - (iii) Community Events - multicultural education, celebration

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<sup>1</sup> Note: since the RFP was released in February, we as a country have experienced a lot: the murders in Atlanta, the video footage of Asian American and Pacific Islander elders being physically assaulted, the mass shootings in Boulder and Orange (CA), and the public reaction to the televised witness testimony and bodycam footage during the trial of former officer Derek Chauvin.

- (b) Policy areas to explore to achieve equity goals
  - (i) Focus on: affordable housing and homelessness; planning; economic development; education; health; transit and transportation; police and criminal justice; other community functions

## Timeline

We are proposing an 8-month timeline, taking into account staff summer vacations (maybe even travel?) as well as the September, Thanksgiving, and December holidays.

	May		June		July		August		September		October		November		December	
Holidays		MemDay			Ind Day			B2S	LabDay					Thanks		
Activity/Deliverable	1-15	16-31	1-15	16-31	1-15	16-30	1-15	16-31	1-15	16-30	1-15	16-31	1-15	16-30	1-15	16-22
<b>Task 1: Project Kickoff</b>																
<b>Task 2: Assessment</b>																
Document Review																
Culture Conversations																
Focus Groups																
Individual Interviews																
<b>Task 3: Community Conversations</b>																
Survey																
Focus Groups																
Individual Interviews																
<b>Task 4: Action Plan Report</b>																
Draft																
Final																

## Deliverables

Action plan with milestones and metrics, including:

1. Review Current State of Racial Equity in Department operations, policy, etc.
  - a. Current organizational structures
  - b. Sustainability, credibility, accountability
2. Review Current State of Racial Equity in HR hiring practices, operations, etc.
  - a. Current organizational structures
  - b. Sustainability, credibility, accountability
3. Identify strengths and recommendations related to Racial Equity
4. Identify challenges related to Racial Equity
5. Recommend improvements

## Availability of team for implementation

We are available to support the implementation of the plan and have included proposed pricing in the fee schedule.

### 3. Project Qualifications

#### Past Projects

Project	Location	Description
Hiring Practices Study Welcoming Environment Study	Jeffco Public Schools	<ul style="list-style-type: none"> <li>-Completed hiring practices assessment across entire district</li> <li>-Examined hiring committees and reviewed inclusiveness goals (if in place)</li> <li>-provided recommendations for inclusive and equitable district wide hiring practices</li> <li>-Provided recommendations and provided coaching to schools, staff and community stakeholders on cultural proficiency, inclusion, diversity and belonging strategies</li> <li>-Established and modeled Talking Circles for school staffs and stakeholders to establish communication opportunities that included all participant perspectives</li> <li>-Worked with staff to redefine what a “welcoming” culture means for staff, students, and parents.</li> </ul>
Diversity and Inclusion Initiatives	Jeffco Public Schools	<ul style="list-style-type: none"> <li>-Indian Education Collaboration and Powwow</li> <li>-Jeffco Student Voice Initiative</li> <li>-Community Diversity Council</li> <li>-Helped create Affinity Groups</li> <li>-Multi-Cultural Education with Dr. James Banks-Leadership Training for Jeffco Administrators</li> <li>-We Can’t Teach What We Don’t Know with Mr. Gary Howard</li> </ul>
Staff Development	Jeffco Public Schools	<ul style="list-style-type: none"> <li>-Leadership Training for Jeffco Administrators</li> <li>-Developed and conducted workshops for schools, school leaders, staff, and teachers: Cultural Proficiency in the Classroom and the Community; Conscious and Unconscious Bias; Self-Actualization; The Culture of Poverty; Facing Bias; From Compromise to Change; Affirmations from the heart; Capturing Kids Hearts; Restorative Justice 101; Changing conflict with mediation; Community Alliance and Advocacy; Two Spirit Philosophy; The Medicine Wheel; GESA in Everyday Education; A Culture of Accountability and Unity; There is no I in Team; The Humanity Factor; Families, Schools and Community; The Power of Working Together; Collaborative Decision Making Best Practices; Inclusive approaches to supporting our homeless families; The Untold History of Colorado; Chinese Americans; Immigration 101; African American Firsts Retrospective; Latinx Firsts Retrospective; Take a walk in my shoes: Edgewater students speak out; DACA Students and Jeffco Schools</li> </ul>
Native American Week	Prince George’s County (MD)	<ul style="list-style-type: none"> <li>-In-service with speakers - high school students; one-day mini-conferences - 98% African American population - rotating 4X - Topics included: When Native Americans became human beings - Trial of Standing Bear; Native Americans being sold in America in 1953; Scalping did not begin with Native Americans; A taste of District Heights -</li> </ul>

		Restaurant Showcase
Diversity Conference and Student Voices	Prince George's County (MD)	<ul style="list-style-type: none"> <li>-Students attended inter-school diversity awareness exchange</li> <li>-Students were charged with establishing a 'culture' organization at their school sites to develop Student Voices and Student Voice advocacy</li> </ul>
Hispanic Week	Prince George's County (MD)	<ul style="list-style-type: none"> <li>-The real story of the Alamo</li> <li>-Pancho Villa and Emiliano Zapata stories to reflect on</li> <li>-Latinx Firsts</li> <li>-Heroes you may not know</li> <li>-Voices from the fields - Cesar Chavez stories to reflect on</li> <li>-Remember the Titans, What really happened</li> <li>-Fact and Fiction in Hispanic History</li> </ul>
Black History Month	Prince George's County (MD)	<ul style="list-style-type: none"> <li>-Reading Week; "A Day in the Life of __"; Trailblazers in African American History</li> <li>-Celebration of Afro-Cuban Dance and Music</li> <li>-African American Poetry expose and sharing</li> <li>-African American Literature expose and sharing</li> <li>-Scientists you may not know</li> <li>-Hypatia the First Female Mathematician</li> <li>-Black Heroes in America</li> </ul>
Addressing Unconscious Bias and Diversity Initiative	Cal Alumni Association	<ul style="list-style-type: none"> <li>-Collected input in 2018 from middle managers</li> <li>-Led staff committee to establish initiative goals</li> <li>-Taught group how to draft RFP and evaluate proposals</li> <li>-Negotiated contract with facilitator</li> <li>-Provided guidance on staff survey, focus groups, and all staff retreat</li> <li>-Transitioned Chair role to two staff members; provided coaching and mentorship for six months.</li> </ul>
Platform to Discuss Racial Trauma for Black Students and Alumni	Cal Alumni Association	<ul style="list-style-type: none"> <li>-Wrote <a href="#">Executive Director's remarks</a> in response to activism after George Floyd's death</li> <li>-Produced video series, "<a href="#">Who Are We Now</a>", featuring conversations amongst Black athletes and students, hosted by Joe Spano ("NCIS", "Hill Street Blues" actor)</li> </ul>
Role of Manufacturers in Advancing Racial Justice	American Small Manufacturers Coalition	<ul style="list-style-type: none"> <li>-Worked with manufacturing groups in Wisconsin, Colorado, Oklahoma, Tennessee, and Pennsylvania</li> <li>-Provided training on racial justice and systemic barriers, including K-12 STEM education, access to capital 'walls' for Black-owned businesses, and closed hiring networks. Encouraged partnerships with Black and Hispanic professional engineering associations</li> </ul>
Volunteer - Increase Political Power	Allies for Black Americans	<ul style="list-style-type: none"> <li>-Provide overview of local Boards and Commissions positions and guidance on how to apply</li> <li>-Coach individuals interested in running for office</li> </ul>
Volunteer - Challenges of Poverty Public	Economic Opportunity Council	As part of the biennial Community Action Plan statutory requirement, hosted public forums to hear directly from those who are unable to get stable housing, Head Start parents,

Hearings	and shelter residents. (Tissues just as important as flip-charts!)
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## 4. Fee Proposal

### Action Plan

#### Fixed Price

Tasks 1-3: Assessment and Community Conversations <ul style="list-style-type: none"> <li>Project Kick-Off and Status Meetings</li> <li>City of Golden Document Review</li> <li>Staff survey, focus groups (3), individual interviews (5)</li> <li>Community survey, focus groups (4), individual interviews (15)</li> </ul>	\$65,000
Task 4: Action Plan - Draft and Final	\$25,000
<i>Subtotal</i>	\$90,000

#### Reimbursable - *Not to exceed*

Travel Expenses	\$10,000
Additional meetings/speakers if needed to address current event (Task 3.3)	\$7,500
Insurance	\$800
Meeting venue rental (if City space not available)	\$1,500
<i>Subtotal</i>	\$19,800

### Action Plan Implementation Support

Leadership Advising - <i>hourly</i>	\$150
Meeting Facilitation - <i>per event</i>	\$2,500
Focus Group Facilitation - <i>per group</i>	\$750
Survey	<i>varies</i>