



REQUEST FOR PROPOSAL (RFP) 21-500597
**DEKALB COUNTY
BOARD OF COMMISSIONERS
COMPREHENSIVE
EQUITY STRATEGY**

Attn. Mr. John Manson
Senior Policy Analyst

Submission Date: 12.3.2021

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LETTER OF TRANSMITTAL

DeKalb County Board of Commissioners

The Maloof Center, 5th Floor
1300 Commerce Drive
Decatur, Georgia 30030

DeKalb County Board of Commissioners,

The Partnership for Southern Equity (PSE) believes that DeKalb County's commitment to develop a Comprehensive Equity Action Plan aligns perfectly with PSE's capacity, vision, and mission. The Partnership has emerged as a leading voice for equitable growth in Atlanta and the American South, as our founder, Nathaniel Smith, established the organization in 2009. Our organizational profile is on par with more established firms, due to our unwavering commitment to racial equity and authentic community engagement. As a Black-led organization anchored in the American South, we have consistently demonstrated our professional qualifications and have emerged well-equipped to excel in projects such as these.

The Partnership for Southern Equity is a local organization with regional and national influence. It is a nonprofit corporation, duly incorporated under the laws of the State of Georgia. PSE's sole office is located in Atlanta, Georgia: 55 Ivan Allen Jr Blvd NW, Suite 530, Atlanta GA 30308.

PSE understands the scope of services solicited in this **'Request for Proposal'** and is prepared to provide a premium **Comprehensive Equity Strategy for DeKalb's internal policies and procedures** and comprehensive training program using our proprietary curriculum and methodology. We believe that this plan will serve as a living document and posture the County to advance a solid equity agenda that will benefit all who call DeKalb their home. If selected for this contract, we believe that DeKalb will not only benefit but will also become regionally and nationally renowned for its commitment to equity, with cities across the nation seeking to replicate the equitable practices, programs and investments for the communities they serve.

The promise of PSE is long-term, local experience; strong leadership; cutting-edge work; and dedication to ensuring a continued engagement model that seeks at its core just, fair, broad and inclusive collaboration from the region's residents. We greatly appreciate this opportunity as well as your time and consideration of this proposal. Please direct future correspondence and/or communications to Christina Cummings, VP Operations ccummings@psequity.org.

Sincerely,

Nathaniel Q. Smith, Jr.
Founder and Chief Equity Officer
Partnership for Southern Equity

ORGANIZATION QUALIFICATIONS, EXPERIENCE, AND REFERENCES

Organization Background

Founded in 2009, the Partnership for Southern Equity (PSE) has advanced policies and institutional actions that promote racial equity and shared prosperity for all in the growth of the American South. PSE strives to bring equitable balance to the social, political and economic systems which have long been employed to maintain an imbalance of opportunity and quality of life for people and communities of color. To achieve these outcomes, we work to build an equity ecosystem through consensus building, issue framing, training, policy, advocacy, and collective impact organizing. PSE's work supports advancing systemic reforms in four areas; Just Energy (energy equity), Just Opportunity (economic inclusion), Just Growth (equitable development) and Just Health(health equity) - areas where disparities often emerge. We also advance equity with YES! for Equity- a national training and movement -building force, where youth leaders partner with adults for equitable community change. As an Atlanta-based organization delivering regional impact, PSE is uniquely positioned to address the South's equity issues. We envision a South where racial equity is the approach, rather than a concession, in our social, political and economic development.

Our work in more than 100 communities in Atlanta, South and Coastal Georgia, and across the Southeast region has helped transform the lives of over 20,000 people through advocacy, training and direct service. PSE operates as a "command central" for a new Southern equity movement, providing the research, organizing and strategic communications needed to advance a racial equity agenda all under one roof. We have engaged communities around impactful equitable reform efforts in access to public transit, improvements to public infrastructure, and community benefits from health access to publicly financed development projects. Our coalition structure ensures that all our work, whether a research product, a corporate training or a national presentation, is informed by, and elevates, the work of community-based organizations across the region.

PSE's experience in similar projects demonstrates a deep understanding within the organization of the most successful and sustainable equity approaches to not only affect change, but to do so in a manner that equitably impacts the region. PSE's team of 50+ members, comes equipped with strong leadership, technical expertise, local and regional experience, and a network of organizing that can only be achieved through a significant investment of time and energy.

Organizational Overview and Qualifications

For close to a decade, PSE has been on the frontlines of change, fighting for public and private reforms that not only improve conditions of racial inequity in the metro Atlanta region and the American South, but begin to unravel the structural elements that created those inequities in the first place. In more

recent years, we have worked alongside many Southeastern cities and counties, contending with the realization that while race and racism are social constructs, they are deeply embedded in every institution that governs our lives and shapes our communities.

PSE has been on the vanguard for racial equity since its inception and remains one of the few nonprofit organizations across the nation which has led a racial equity assessment and developed and implemented a racial equity plan for a government agency in the state of Georgia. In its engagement with the City of East Point, PSE has worked alongside local elected officials, stakeholders, and other national leaders to highlight and implement best practices that promote racial equity.

The PSE Way involves 5 guiding principles:

- **Leading with race**
- **Catalyzing relationships**
- **Building an equity ecosystem**
- **Grounding in communities of color and low-wealth**
- **Focusing on data & research**

PSE leverages training, research, grant making, technical assistance, capacity building and community organizing to lift up racial equity as the superior growth model for our region. If given the opportunity to serve as your principal investigator and advisor in this endeavor, PSE will rely upon a racial equity framework to guide every task involved in this work, and will lend years of experience in advancing equitable strategies to DeKalb's Comprehensive Equity Plan efforts.

This team will approach the **DeKalb County Comprehensive Equity Plan** opportunity grounded in PSE's Principles for Shared Prosperity. These principles permeate every aspect of work throughout the organization in order to shift the direction of municipal and regional policy, and will serve as a foundation throughout the entire plan development process.

PSE's Principles for Shared Prosperity are:

- **Development must happen with people, not to people**
- **Public and private investments should produce outcomes for "people, planet & profit"**
- **Equitable growth is the superior growth model**
- **Building individual and collective capacity can enable communities to lead and own change efforts**

Additionally, our community organization work is driven by the beliefs that:

- **Marginalized residents directly impacted by inequitable policies must be empowered to engage in decision-making at the beginning, middle and end of a process.**
- **It is essential to create engagement opportunities that shape how the residents' public policies and practices will be influenced/changed by the wisdom provided by leaders of marginalized populations.**
- **Due to vigorous engagement, new leaders, civic infrastructure and policy innovations can be realized that support better outcomes throughout the South.**

Consulting Experience Overview

Over the last year, PSE has witnessed the rapid shift of organizations and government entities to prioritize equity in their policies and practices. In response to this growing demand, PSE put its 10+ years of equity advancing experience into developing **Just Solutions** (JS) – PSE’s mission driven, systems transformation consulting arm. Just Solutions helps our partners meet this moment, by building organizational and leadership capacity to understand and address racial equity and other systems of privilege and oppression that produce inequitable outcomes across communities and institutions. PSE brings not only a structural and systems lens to the work, but also an integrated analysis that connects inequity to history and data.

Our work in more than 100 communities in Atlanta, Georgia and across the Southeast region has helped transform thousands of lives. PSE operates as a “command central” for a new Southern equity movement, providing the research, skilled facilitation and strategic communications needed to advance a racial equity agenda all under one roof. Our Just Solutions offerings include:

Customized Training - JS sees our partners' decision to prioritize and embed a racial equity framework as the first step on a long journey to just systems, policies, regional and community change. We provide interactive, full-day, capacity building opportunities that are designed to meet leaders right where they are, level-set understanding of equity terms and principles among teams and accelerate collaborative action around shared values.

Equity Assessment and Strategic Planning - Our approach to achieve just and equitable change is rooted in seeing people as assets, not problems to solve. JS leads Partners through a trust building, people-centered, assessment and planning process that takes a brave honest look at where they are currently and creates bold steps to get them to where they desire to be. We call this process an Equity Journey - a step beyond “check the box” traditional strategic planning and more about doing the hard, rewarding work of embedding equity as “a way” into the very culture of the organization.

Organizing - PSE believes that the people closest to the problem have the solutions to the problem. Values Based Organizing (VBO) is an organizing model that is focused on trust, respect and partnership with the community to put values in action. Our Organizers have a wealth of experience in building strong local and regional coalitions for social change.

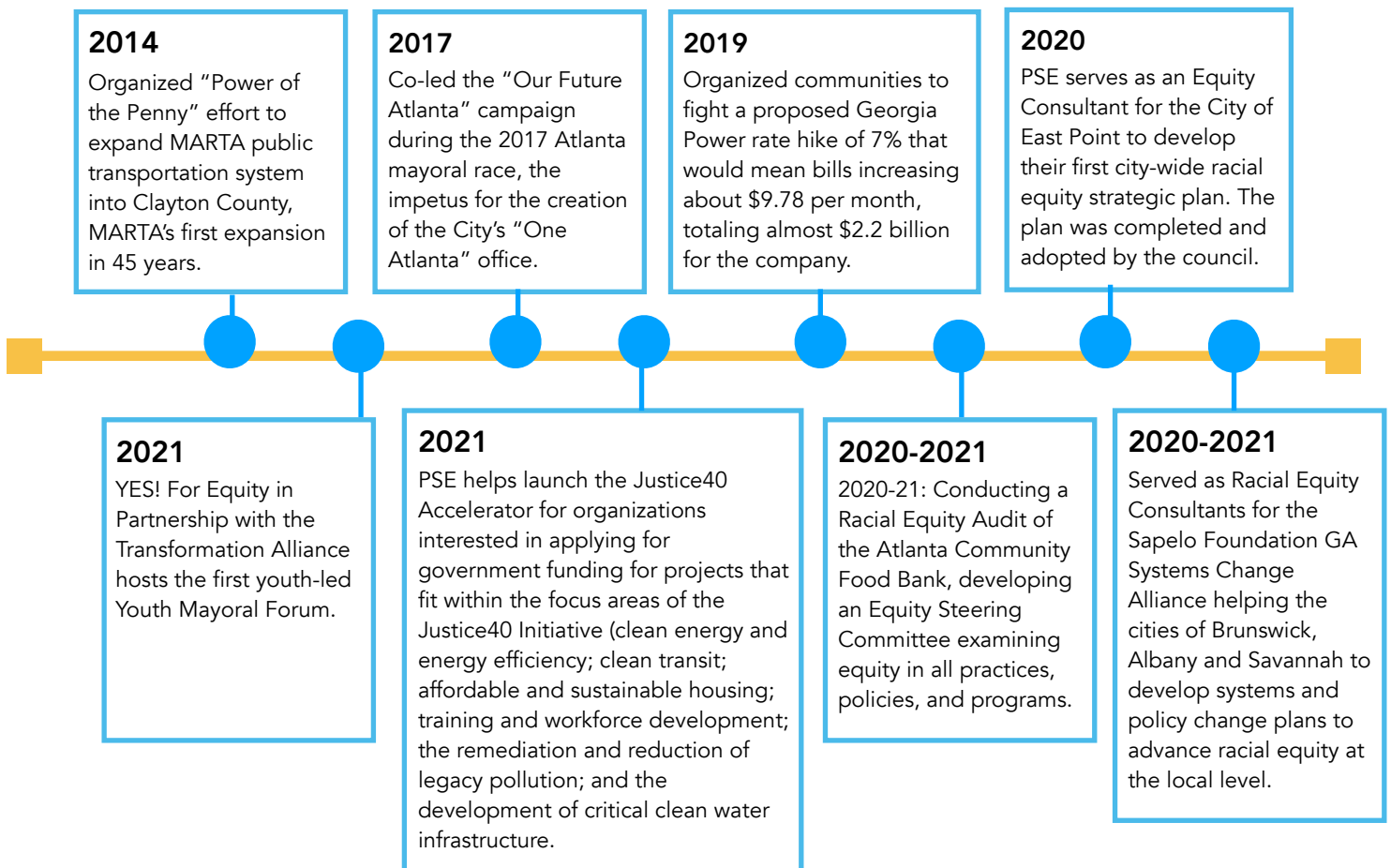
Youth Movement Building - PSE’s **YES! for Equity** has partnered with hundreds of youth serving entities all across the country to bring about organizational and local/regional change. We have a proven track record of helping our partners to understand and benefit from the value of partnering with youth to achieve the desired policy, systems and environmental changes to create equitable and thriving communities. The cornerstone of this work is our nationally recognized Youth Power Model®. YES! for Equity provides training and technical assistance for youth leaders, led and facilitated by Youth Staff and provides training for the Adult Allies that would like to support their youth led movements.

Technical Assistance and Coaching - We advise and coach partners with their hearts in mind. We know that heart change, when rooted in empathy and a commitment to equity, has the potential to bring about sustainable systems change at the institutional and community level. Through our Just Circles we support a peer to peer advising model where the ecosystem of community partners share learnings and successes in advancing equity across a myriad of social justice issues.

Communications Strategies - Nathaniel Smith, Founder and Chief Equity Office of the Partnership for Southern Equity, is a sought after nationally recognized keynote speaker who provides expertise and analysis on advancing race equity in the American South. Through his leadership, PSE has cultivated a wealth of subject matter experts that serve as guest speakers, panelists and conference presenters. JS also provides partners with communications strategies that can help to advance equity in their print and social media platforms.

Our Results

We envision a South where racial equity is the approach, rather than a concession, in our social, political, and economic development. This year alone we have trained over 1,000 leaders in racial equity for systems change and community organizing, preparing them to drive the change they see necessary in their own neighborhoods.



Other multi-community projects we are involved in include our membership in Healthcare Georgia Foundation's *Two Georgias Initiative (TGI) Management Team*. Just Health designed and conducted *Why Health Equity Matters*, a training module to advance health equity and strengthen rural engagement in *Appling, Chattooga, Clay, Cook, Decatur, Early, Elbert, Hancock, Haralson, Lumpkin, and Miller* counties. And our work also includes the *Climate Change, Health & Equity (CCHE) Initiative*, which includes three distinct and aligned strategies: (1) Institutional Investments, (2) Health Care and Public Health Practitioners, and (3) Community-based advocacy. Together the strategies are aimed at building the capacity of health institutions, transforming practitioners, and strengthening community-based leadership in a way that is responsive to the needs and priorities of low-income urban communities.

Client List

PSE's Just Solutions sole office is located in Atlanta, Georgia: 55 Ivan Allen Jr Blvd NW, Suite 530, Atlanta GA 30308 and serves nonprofit & community-based organizations, state & local governments, businesses and philanthropic entities across the American South.

Past Clients

- Atlanta Regional Commission
- Community Foundation of Greater Chattanooga
- Footprint Foundation
- Benwood Foundation
- Southern Sustainability Directors Network
- Atlanta Department of Transportation
- Virginia Department of Public Health
- Sapelo Foundation
- City of East Point
- Leadership Gwinnett Foundation

Current Client Partners

- City of East Point
- Atlanta Community Food Bank
- United HealthCare
- Durham Technical College/Foundation
- E PLURIBUS UNUM
- Drawdown GAExamples of Similar Work
- City of South Fulton
- Athens Land Trust
- GCAPP
- YSUP Rowan County
- Center for Black Health Equity
- Ubuntu Community Catalyst
- Caffee, Caffee & Associates/Mississippi Department of Public Health

References

**Links below represent reports developed by the Partnership for Southern Equity that are accessible by the public.*

Deana Holiday Ingraham

Title: Mayor

Organization: City of East Point

Address: 2757 E Point St, East Point, GA 30344

E-mail: dholidayingraham@eastpointcity.org

Phone Number: 404-270-7091

[EP Strategic Plan](#)

Dwayne Marshall

Title: VP, Community Investment

Organization: Community Foundation of Greater Chattanooga

Address: 1400 Williams Street Chattanooga, TN 37408

E-mail: dmarshall@cfgc.org

Phone Number: 423-265-0586

Doug Hooker

Title: Executive Director

Organization: Atlanta Regional Commission

Address: 299 Peachtree St NE, Suite 100 Atlanta, Georgia 30303

E-mail: dhooker@atlantaregional.org

Phone Number: 404-463-3100

Kyle Waide

Title: President & CEO

Organization: Atlanta Community Food Bank

Address: 3400 North Desert Drive, Atlanta, GA 30344

Email: kyle.waide@acfb.org

Phone Number: 404-333-0866

Cell Phone: 404-405-1636

Otis Johnson

Title: Former Mayor of Savannah and Chair of REAL Task Force

Organization: REAL Task Force

Email: otisjohn@aol.com

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[REAL TF Report](#)

PROJECT UNDERSTANDING AND PROPOSED WORK PLAN

Project Description and Deliverables

In the wake of the national and global summer of wide-scale protests, civic unrest and racial reckoning - following the murders of George Floyd and Brianna Taylor - much of the nation continues to grapple with the most entrenched legacies of systemic and structural inequities. To that end, the Governing Authority of DeKalb County has passed a resolution declaring racism as a public health crisis. Under this resolution, the Chief Executive Officer and the Board of Commissioners has committed to progress as an equity and justice-oriented organization and to support, promote, and advocate for policies that improve health in communities of color. The Governing Authority also intends to assess progress and capitalize on opportunities to further advance racial equity. One key aim of this strategy is to provide a holistic lens through which equity is pursued throughout County practices.

Being one of Metropolitan Atlanta's core counties, DeKalb represents some of the best and most challenging characteristics of the region. While DeKalb boasts one of the nation's most diverse populations, and highest percentages of African-American wealth, the municipality also faces major issues with radical economic and social inequities. A major contributing factor in this radical inequality is the high numbers of new and first-generation immigrants and refugees that have migrated to the county. Most estimates account for more than 100 languages spoken by DeKalb County residents.

These unique, more-contemporary social dynamics, combined with traditional issues associated with the racial inequities experienced by historically disenfranchised Black and Indigenous populations, have led the Governing Authority of DeKalb County to seek assistance in formulating an Equity Strategic Plan for the municipality. The intent for this Comprehensive Equity Plan is to conduct an internal assessment of the municipality's current and future policies, practices, programs, and services based on race, gender, and income. In addition, DeKalb would like an equity framework to proactively develop and measure policies, practices, and programs to ensure equitable outcomes of all for DeKalb employees. The county is also interested in racial equity training and building the capacity of BOC, county leadership and staff to utilize equity principles and practice to eliminate structural and institutional racism, as they have officially declared it as a social determinant of health. The County is particularly interested in developing a baseline that will reveal the current state of where governing, budgets and service delivery are in terms of advancing or hindering racial equity and using the baseline to inform the development of an Equity Roadmap.

DeKalb County would like to achieve the following objectives:

- **Recommendations on Increasing equity for current policies**
- **Recommendations on Increasing equity for future policies**

- **Framework for measuring equity in each policy within the BOC**
- **Potential Leadership trainings - separate from Leadership Academy**
- **Guidance on operationalizing equity policies**
- **Feasibility analysis for the creation of an Office of Immigrant and Refugee Affairs**

Our Approach

PSE defines racial equity as *“A reality in which a person is no more or less likely to experience society’s benefits or burdens just because of the color of their skin.”* We understand that people of color, particularly Black people, are more likely to experience negative impacts than white people across broad areas, including economic growth, housing, employment opportunities, health and education. We believe structural racism is a social determinant that has been historically embedded in our public, environmental and economic systems that have advantaged some and disadvantaged others. We believe local governments play a vital role in advancing racial equity through policy and institutional strategies aimed at closing gaps and improving opportunities and outcomes for ALL the people they serve.

For these reasons, PSE proposes an **“Equity Journey”** for DeKalb County- allowing for the careful engagement of DeKalb County’s rich network of elected officials and government employees to guide us along this path. In order to advance this Equity Journey, PSE will partner with DeKalb County to examine institutional systems focusing on both “perceptions” and “realities” surrounding the County’s current and aspirational attainment of equitable opportunities and outcomes for both County employees and residents. Through a unique multi-phased approach, we believe we will equip the County with tools to grow in your equity journey and embed a racial equity “way” that will live beyond the conclusion of this engagement.

Phased Scope of Work

Remaining true to our systems change philosophy, we will use an institution-wide effort to begin the process of transforming the local government from the inside out. This is an intentional approach that involves a process of engagement, co-design and assessment to build understanding and establish an equity baseline. This baseline measure will be used to define the outcomes to be obtained, measure areas for improvement and provide guidance in development of the requested deliverables. The journey of advancing equity within an institution will create an adaptive learning system with measured performance and outcomes.

Phase 1: Establish Internal Equity Level-Set

Objective 1: Interviews and surveys - JS will work with a DeKalb County Equity Core Planning Team (JS & DeKalb County staff) to identify key staff and Board of Commissioners to be interviewed and/or provide survey assessment to discover hopes and expectations for the Equity Assessment project. Survey information will be utilized to provide guidance on initial Racial Equity 101 training.

Objective 2: Establishing an Internal Equity Work Group - PSE will work with County officials and interested employees to establish an Equity Task Force (ETF) that is representative of the entire staff body, including race, gender, ability and staff level (i.e. from leadership to frontline staff). The ETF will work to develop a deeper understanding of the institutional practices and policies that advance or impede progress on inclusion and equity. These individuals will work closely with the County and the PSE project team in development of innovative, inclusive, and just solutions to the issues and challenges identified during the Discovery phase. The ETF will also help the BOC to develop a collective **Equity Vision** for DeKalb and establish a county-wide **Equity Statement of Values**.

Objective 3: Racial Equity 101 Training - Using insights from this **preliminary assessment**, PSE will facilitate its signature **Racial Equity 101 training** for key staff, local elected officials, and the Equity Task Force to help them better understand equity as a concept and equip them with strategies to re-imagine department operations to more effectively model equity principles. This training will be helpful in building a common vocabulary and understanding of racial equity concepts across the institution, starting with examining personal understandings of equity and race, exploring the deep historical context of why racial inequities exist, exploring why racial equity is important and the barriers that inhibit equity (both through county policy and operations). PSE's skilled facilitators, committed to meeting people exactly where they are, will guide participants through challenging conversations that are essential to achieving change. Up to five (5) workshop meetings will be provided to ensure scheduling availability for internal stakeholders.

Objective 4: Scope Development and Process Planning - In order to clarify the core aims and opportunities envisioned by the ETF, PSE will co-design the scope and process work plan for the **Institutional Equity Assessment** with key staff within DeKalb County. Post training, PSE will sit down with the ETF to restate and confirm the work group's racial equity learnings and understanding prior to finalizing PSE's work plan.

Phase 1: Key Deliverables

- **Equity Task Force Meeting Focus and Cadence:** Once formed, JS will develop a monthly meeting cadence with the Equity Task Force to orient, build capacity and establish communication norms. The focus of these meetings will be upon generating the input, feedback and lessons learned from the Equity Discovery, Level-set, Audit-Assessment, Action-Learning and final Harvesting processes.
- **Comprehensive Project Plan:** The JS Project Manager will work with the ETF to develop a comprehensive project plan that will provide a Gantt chart account of key activities, timelines and milestones of the Comprehensive Equity Plan project
- **Monthly Progress Reports & Presentations:** JS will provide a monthly progress report that outlines monthly goals, outcomes, and meeting objectives. Monthly Progress reports will be vetted to the ETF and JS will build the capacity of ETF members to present the reports to the Board of Commissioners
- **Creation of Agenda and Meeting Notes for Workshops and All Other Meetings:** To assure meeting success, two (2) days prior to scheduled meetings, JS will provide meeting comprehensive run of shows to include Zoom links for meetings, Power Point presentation links, annotated agendas, and links to support technology including Google Jamboard, PollEverywhere, and Survey Planet for evaluations.

- **Facilitation of Equity Task Force Meetings:** In partnership with identified DeKalb County ETF Leads, PSE with co-design meeting agendas and engagement processes based on a shared understanding of jointly established deliverables and benchmarks. ETF meetings will be a blend of team-building, large and small group dialogues, strategy formation and learning presentations and workgroup updates.
- **Five (5) Racial Equity 101 virtual training sessions** for internal staff and stakeholders.

Phase 2: Internal Assessment - Departmental Interviews and Data Collection

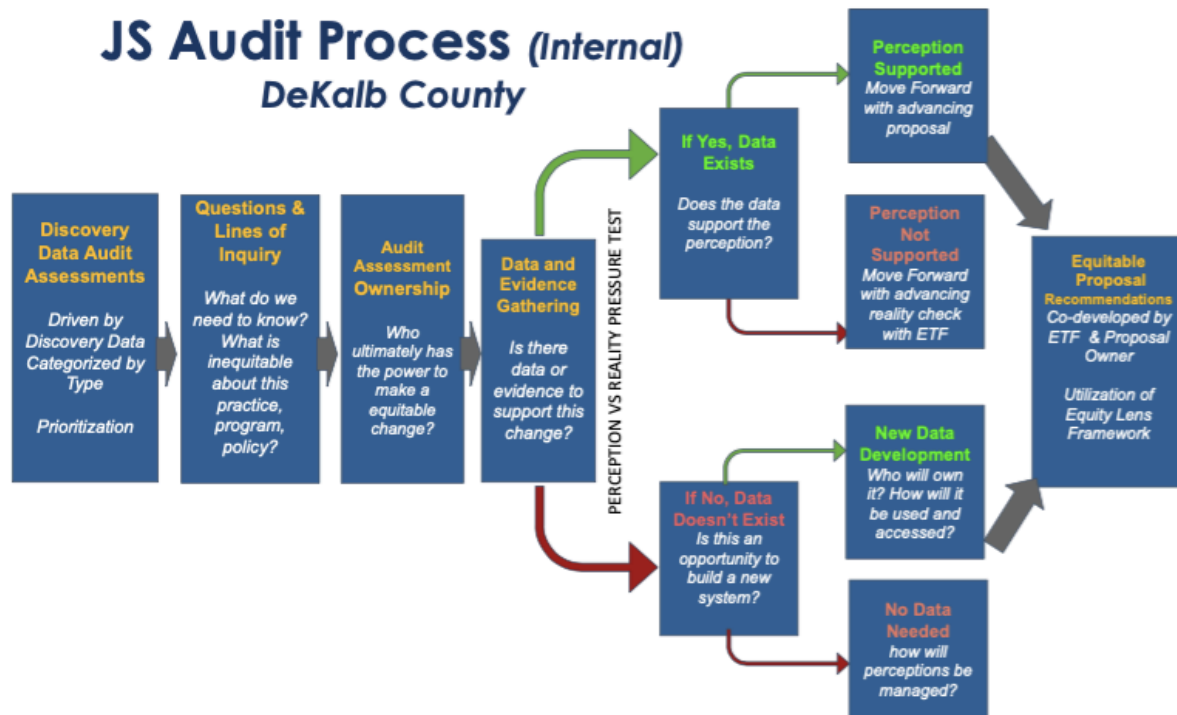
Objective 1: Discovery Phase - Key Informant Interviews and County Wide Equity Survey Assessment. PSE will implement the co-designed work plan by conducting a comprehensive Discovery Process that would include **Department Key Informant Interviews** and **Equity Assessment Survey**. JS will conduct one (1) interview per county department and administer a county wide electronic survey that will collect both quantitative and qualitative data from a broad cross section of internal stakeholders across departments, authorities, officials, boards, commissions, councils and committees. The custom survey will assess DeKalb County government across indicators including: People, Power, Culture, Programs, Policies and Resources. JS will also review the County budget allocation process to explore how budget allocations are made and review allocation of community resources to determine whether or not County investments are being made equitably across diverse communities.

PSE will work to build rapport and create brave spaces to encourage transparency from County staff. In order to carefully protect the identities of County staff who contribute to the research process, all informant interview and survey data responses will be aggregated and responders will remain anonymous and will not be identified in the final report. PSE will also review the County budget allocation process to explore how budget allocations are made and review allocation of community resources to determine whether or not County investments are being made equitably across diverse communities.

Objective 2: Audit Assessment Phase - Review of County Policies, Procedures, and Practices With an Equity Lens. One of the key objectives of the Discovery Phase is to solicit DeKalb County staff's perceptions, perspectives and "Voice" concerning their experiences of what they perceive as current issues and challenges that may generate inequitable outcomes for DeKalb County staff, stakeholders and residents.

Based on the data collected during the Discovery Phase, the Equity Task Force, with the support of the DeKalb County Equity Core Planning Team, will identify equity issues to be the primary focus for the Audit/Assessment Phase. Discovery data will be reviewed and analyzed to identify County policies, practices, procedures and budgetary considerations ("Proposals") which may be perceived as generating inequitable outcomes. These Proposals will then be categorized, prioritized and the internal staff who have the power to change the inequitable Proposal will be identified. JS will work with ETF to stress-test those Proposals with data and systems analysis to assure perceptions are rooted in reality. Utilizing an

Equity Lens Guidelines, Proposals will then be converted to clear and effective recommendations for equitable policies, practices and procedures.



Objective 3: Comparative Analysis with Other County Equity and Inclusion Best Practices.

JS will identify best practices from 4 counties that have comparable size, demographics, regional focus and governance structure and provide a comparative analysis of how they are advancing equity in their policies and practices. This data will be compiled and included in the Equity Recommendations Report (see Phase 3 - Objective 2).

Phase 2 Key Deliverables:

- Development of departmental interview protocol
- Discovery Interview and Survey Report outlining common themes and learnings
- Comparative analysis to include at least four (4) other counties in which equity policies were evaluated.

Phase 3: Data Reporting & Recommendations

Reporting for the **DeKalb County Comprehensive Equity Plan** - will be presented in 3 parts:

1. Preliminary Equity Discovery Data Report
2. Equity Recommendations Report
3. Comprehensive Equity Plan Final Report

Objective 1: Preliminary Discovery Data Report - At the mid-point of this Equity Assessment Project, PSE will develop a detailed analysis of the Internal Equity Assessment. This report will provide the DeKalb County leadership with comprehensive preliminary quantitative and qualitative data findings including:

- Discovery Interviews Common Themes
- Graphs for all Equity Assessment Survey Questions (Quantitative Data)
- Common Themes for Qualitative Questions
- Preliminary Equity Recommendations Based on Data

This report will be provided in print and digital versions. Names or any identifying information of respondents will not be included in the report.

Objective 2: Equity Recommendations (After-Action) Report - Results of the internal Audit Assessment including listing of proposed equitable policies, procedures, practices and budgetary considerations will be compiled and presented in the Equity Recommendations Report. JS will also include harvested data collected during the internal equity assessment process, providing anecdotal internal stakeholder recommendations on how county leadership can advance equity in the county governance.

JS will also include the **Comparative Analysis of Four County Equity and Inclusion Best Practices** (see Phase 2 Objective 3) and JS's comprehensive recommendations, based on years of experience and researched best practices of embedding racial equity at the local government level. This report will be included in the DeKalb **County Comprehensive Equity Plan Report** to be submitted and presented to DeKalb County BOC, key Leadership and the ETF.

Objective 3: Welcoming DeKalb Immigrant and Refugee Affairs Office Feasibility Study

This feasibility analysis will explore the creation of a **Welcoming DeKalb Immigrant and Refugee Affairs Office** to provide an inclusive resource for DeKalb County residents. The analysis will provide a comparative review of at least two other "Certified Welcoming" jurisdictions of the Welcoming America initiative. A combined process of Key Informant Interviews and a Co-design facilitation with County Stakeholders will identify internal county stakeholder recommendations and shape potential pathways for establishing DeKalb County's values and commitment to immigrant inclusion. This analysis will incorporate recommendations on how the county can:

- Engage DeKalb's diverse community in shaping and certifying the County
- Establish programmatic, staffing and budgetary targets, as well as a timeline for establishing the Office and achieving certification
- Cultivate a racially, culturally and linguistically appropriate approach to staffing, services and policies in support of immigrant inclusion.

Objective 4: Final DeKalb County Comprehensive Equity Plan Report - In addition to Discovery Data, the Equity Recommendations and the Refugee Affairs Office Feasibility Study, the final report will provide an analysis of the historical root causes of inequities uncovered during the Internal Assessment and provide an Equity Roadmap on how to implement recommendations. This final report will be in a printable PDF document.

Phase 3 Key Deliverables:

- Preliminary Discovery Data Report provided by March 18, 2022
- After-action project report provided by September 16, 2022
- Comprehensive Equity Report provided by June 15, 2023
- Each completed report shall be discussed during a presentation to the Equity Task Force and Board of Commissioners in separate meetings once the specific report is available

Deliverables Project Work Plan

Task	Start Date	End Date
Phase 1 – Establish Internal Equity Level Set		
Develop planning focuses of project	12/6/2021	12/21/2021
Establish internal equity level-set	12/22/2021	1/6/2022
Preliminary meetings and assessment of current internal environment	1/7/2022	1/22/2022
Develop monthly progress report	1/23/2022	2/7/2022
Create agenda and notes for all workshops and meetings	2/8/2022	2/23/2022
Facilitation of Equity Task Force Meetings	2/24/2022	3/11/2022
Phase 2 - Department Interviews and Data Collection		
Develop department interviews	3/12/2022	3/27/2022
Facilitation of department interviews	3/28/2022	4/12/2022
Review county policies, procedures, and practices with an equity lens	4/13/2022	4/28/2022
Comparative analysis with other county equity and inclusion best practices	4/29/2022	5/14/2022
Phase 3 - Data Reporting and Recommendations		
Preliminary Data Report	1/5/2021	3/15/2022
After-action Project Report	3/16/2022	9/13/2022
Comprehensive Equity Report	9/18/2022	6/12/2023
Presentation to Board of Commissioners	9/25/2022	6/15/2023

PSE Team Bios, Roles and Responsibilities

Nathaniel Smith – Role: Lead Voice, Project Oversight

Responsibilities: Will provide professional expertise and project oversight through review of PSE's deliverables prior to submission. Will work with project team to ensure alignment with PSE's organizational mission and contribute to development of final deliverables through professional guidance and expertise.

Christina Cummings – Role: VP of Operations

Responsibilities: Will provide oversight of the Project Manager. This includes but is not limited to ensuring project milestones are met on time and within budget. Will ensure that all contract compliance performance metrics are adhered to.

Jessica Daniels – Role: Director, Just Solutions

Responsibilities: Will provide oversight for the project team and ensure that the scope of work is followed according to the contractual agreement. She will also help with the overall planning and oversight of equity workshop training and facilitations. Co-Facilitator of Equity Task Force meetings (where needed). Oversee research of best practices, recommendation development, and overall project management support.

Angela Patrick – Role: Project Manager

Responsibilities: Will serve as one of the primary day to day contact and coordinate engagement between the PSE team and the County. Primarily responsible for implementation of the proposed work plan, adherence to PSE's proposed methodology, research support and overall project strategy. Will delegate tasks for the PSE team and any sub-consultants, responsible for ensuring project milestones are met on time and within budget. Will ensure that all contract compliance performance metrics are adhered to.

Rachael Carter – Role: Just Solutions Coordinator

Responsibilities: Reporting to Project Manager in assuming all responsibilities related to administrative requirements of contract. Providing support to ensure seamless scheduling and administration, primarily for Just Solutions. Technology for all Racial Equity 101 training.

David Gibbs – Role: Just Advisor – Project Lead Facilitator

Responsibilities: Will serve as the Lead Facilitator to develop and implement the forming strategy for the DeKalb Equity Task Force, will lead the development of the facilitation guides, meeting agendas, and capacity building and training. Lead on development of Comprehensive Equity Plan.

Susan Pavlin - Role: Just Advisor – Researcher

Responsibilities: Conducting the Welcoming DeKalb Immigrant and Refugee Affairs Office Feasibility Study

Suzanne Burnes – Role: Just Growth Director

Responsibilities: Managing and organizing research, evaluation and recommendations pertaining to policies and plans related to growth, built environment, transportation, and green infrastructure. Facilitator for Racial Equity 101 training.

Robyn Bussey – Role:Just Health Director

Responsibilities: Managing and organizing research, evaluation and recommendations pertaining to policies and plans related to public health, health equity, and healthcare infrastructure. Facilitator for Racial Equity 101 training.

Sterling Johnson– Role:Just Opportunity Director

Responsibilities: Managing and organizing research, evaluation and recommendations pertaining to policies and plans related to economic mobility, jobs, and business enterprise. Facilitator for Racial Equity 101 training.

Kirsten Cook – Role: Data and Research Manager

Responsibilities: Will lead all research efforts, including the development of survey tools and assessment process for internal equity assessments, sense-making efforts and report development.

Roberto Morales Román – Role: Just Growth Manager

Responsibilities: Research and review of current county policies, procedures, and practices with an equity lens finding equity gaps, and helping to design criteria for ensuring equity in future policies.

Alicia Scott – Role:Just Energy Manager

Responsibilities: Managing and organizing research, evaluation and recommendations pertaining to policies and plans related to energy, environmental and climate justice, and green jobs. Facilitator for Racial Equity 101 training.

Bella Cockrell – Role: Just Growth Organizer - Community Engagement

Responsibilities: Will serve as the community organizer on the team for community engagement opportunities that will arise during the Comprehensive Equity Plan development. Facilitator for Racial Equity 101 training.

PSE Team Member Bios



Nathaniel Smith serves as Founder and Chief Equity Officer (CEqO)/CEO of the Partnership for Southern Equity (PSE). Empowered by the unified vision and voices realized through its regional engagement efforts, PSE advances policies and institutional actions that promote racial equity and shared prosperity for all in the growth of metropolitan Atlanta and the American South. Among PSE’s notable accomplishments were the creation the American South’s first equity mapping and framing tool, the Metro Atlanta Equity Atlas (MAEA), and co-authoring numerous reports including: “Growing the Future: The Case for Economic Inclusion in Metropolitan Atlanta”, and “Employment Equity: Putting Georgia on the Path to Inclusive Prosperity”. PSE also led a coalition of diverse stakeholders and organizations to support the initiation and passage of a \$13 million transit referendum that expands Atlanta’s metropolitan transit system (MARTA) into a new county (Clayton) for the first time in 45 years.

Mr. Smith’s research and advocacy activities were instrumental in the ratification of a 15 percent set aside of Atlanta Beltline Tax Allocation District (TAD) dollars for the development and maintenance of

affordable workforce housing within the AtlantaBeltLine Planning Area. Because of this policy \$250 million dollars will be allocated to this effort over the 25-year lifespan of the AtlantaBeltLineTAD.

A native of Atlanta Georgia, Mr. Smith holds a Bachelor of Arts in Urban Studies from Morehouse College and Master's of Science degree from the Robert J. Milano School for Management and Urban Policy at the New School for Social Research. Among his many acknowledgments, Nathaniel was selected for the National Congress for Community Economic Development (NCCED) 2000 Emerging Leaders Program; the Outstanding Young Person of Atlanta Award in 2003; Georgia Trend's "40 under 40" list in 2006 (cover); TheAtlanta Business Chronicle's "Up and Comers" list in 2006; the 2007 Atlanta Housing Association of Neighborhood Based Developers (AHAND) 2007 Affordable Housing Champion Award; the 2014 designation in theWho's Who in Black Atlantapublication as a "Champion of Diversity and Inclusion" and honored in 2014 by the Atlanta Business League as a "Man of Influence."The Huffington Posthonored Nathaniel as one of the eight "Up and Coming Black Leaders in the Climate Movement" in 2017. Nathaniel was also designated one of the 100 "Most Influential Georgians" by Georgia Trendmagazine and named to the Grist 50 by Grist Magazinein 2018.

Nathaniel has served as an advisor to several local and national organizations and policymakers among them: The Annie E. Casey Foundation, MacArthur Foundation, PolicyLink, and the Southeastern Council of Foundations and Kellogg Foundation to name a few.Nathaniel resides in the Summer Hill Community of Atlanta, GA with his wife, Alyshia, an educator, and their daughter, Alexia.



Christina Cummings joined the Partnership for Southern Equity in January of 2021 and currently serves as the VP of Operations. She insists that her best skills have been gained through service and she cares about building stronger, healthier, and more prosperous communities. Christina comes to PSE from a career in local government where she led the Office of Housing and Community Development for the city of Atlanta and the Community Development and Regulatory Affairs Department for the city of South Fulton. She is most passionate about issues of social justice and equity in under- served communities and works to design programs that help close the wealth gap for black and brown communities. She completed numerous regional leadership programs such as: Atlanta Regional Commission's Regional Leadership Institute (RLI, 2016), The United Way's Volunteer Involvement Program (VIP, 2018) and most recently she completed a prestigious fellowship with the National League of Cities (NLC) in 2019 that was focused on expanding Worker Cooperatives in the Atlanta Region. She serves on numerous non-profit boards and is often asked to serve as a guest speaker regarding her work in Economic Development. Christina isa solution driven leader and entrepreneur with over 20 years of experience across multiple professional sectors. She is well versed in federal programs, fiscal policy, economic development, strategic planning, community organizing, and coalition building.Her educational background includes aMasters of Public Administration from the Andrew Young School of Policy Studies, a Graduate Certificate in Gerontology, and a BA in Sociology from Georgia State University. She also served 8 years in the United States Marine Corps as a Financial Analyst and holds numerous awards from the military that include a Navy Achievement Medal and several meritorious commendations.



Jessica Daniels serves as the Director of Just Solutions for the Partnership for Southern Equity. She is a strategic consultant specializing in Youth Power Building and Equity Consulting. From 2018-2020, Jessica served as the Director of Custom Services and Strategic Innovation for Youth Empowered Solutions (YES!) where she led a national consulting practice that empowered youth leaders to partner with adult allies for just and racially equitable community transformation. Prior to YES! Jessica was the Executive Director of the Rensselaerville Institute Community Sparksplugs Initiative – a national outcomes-driven community investment portfolio, awarding small grants for community driven projects that help improve the lives of children in low-performing neighborhood schools. For 16 years, she served as the Founder and Principal Consultant of Youth Design Consulting Group, LLC. – an Atlanta based consulting practice supporting over 100 philanthropic organizations, nonprofits, government agency clients including Kaiser Permanente Family Foundation, United WayForGreater Atlanta, YMCA of the USA, ACE, Why Not Sports, Inc., US Department of Labor, US Department of Disability Employment, DeKalb and Fulton Counties Housing Authorities and Human Services Departments, City of Decatur, GA, and Blue Cross Blue Cross of Texas. For 10 years Jessica served as a Community Coach for the Neighborhood Fund, the Community Foundation for Greater Atlanta where she utilized Asset Based Community Development (ABCD) strategies to build capacities of community leaders and nonprofits to strengthen their organizations and improve their communities. Jessica is a passionate business strategist with expertise in youth empowerment for racially equitable policy, systems and environmental change, training and curriculum design, program development and evaluation, community and youth engagement, outcomes-driven strategic planning and marketing and communication. She is committed to supporting and building equitable communities that help ALL youth to grow, thrive and succeed. She has a B.A. in Psychology from Hampton University, a Masters of Arts degree in Applied Psychology from New York University and a Graduate Certificate in Nonprofit Management from Georgia State University.



Angela Patrick joined PSE as a Senior Project Manager after a 20-year career in local government where she oversaw a team of 20 full time staff. She designed a permitting process that assisted the City of Atlanta in issuing over \$4B in construction and building permits annually. Her strengths include the ability to efficiently manage multiple projects simultaneously. She effectively managed the Operations and Analysis team to identify operational and administrative flaws in current processes; Researched best practices among comparable jurisdictions and strategized implementing such practices into current work streams and processes;

Managed cross functional projects and processes from conception to implementation; Worked with project sponsors and stakeholders to complete project charter outlining scope, goals, deliverables, required resources, budget and timing. She holds a Masters in Business Administration and a BA in Criminal Justice.



Rachael Carter is the Just Solutions Coordinator the Partnership for Southern Equity. Rachael has been at PSE since 2018 and has been focused on supporting PSE's four issue area portfolios both internally and externally. Rachael graduated from Ursinus College in 2018 with a BA in Politics and Peace and Social justice with key focus areas of Food Justice, Religion and Labor.

After graduating, Rachael moved to Atlanta to peruse an intensive 11-month fellowship program focused on community building and movement organizing. After

the fellowship, Rachael accepted a full-time position with the organization, helping to assist the Vice President and other key team leaders. Rachael has recently transitioned into the Just Solutions team to support the work of other organizations who are interested in Racial Equity. Rachael's skills include small group facilitation with young people who are working in the non-profit sector and skilled research in community focused topics.



David Gibbs has led, managed, and supported strategic initiatives, projects and programs designed to create healthier, more equitable and sustainable communities across the USA. He's offered training, facilitation, technical assistance, and leadership coaching to 1) develop and implement community action plans, to 2) build highly effective leadership teams, coalitions, and organizations; and to 3) deepen engagement and impact in communities most affected by inequities.

Most-recently, David has managed several initiatives to advance equity and race equity for national and regional organizations. One such effort has been designed and executed to include the following phases—Discovery, Equity Grounding, Program/Policy Audit-Assessment, Proposal Development, Action-Learning, and Institutionalization/Sustainability of more equitable policies and practices. In addition, David served as a capacity-building technical assistance provider, strategic planner and/or leadership coach for numerous Health Equity community coalitions funded by the Centers for Disease Control & Prevention (CDC), the YMCA of the USA, and numerous other federal, national, and regional clientele.



Susan Pavlin brings ideas to life. She co-founded Taproot with the mission of growing enterprise, equity and community in the Southeast to help rural and urban communities thrive. Following years of leadership in international law, in 2000 Susan began exploring links between the survivors of war that had started new lives in her community. She has been a non-profit leader at resettlement agencies and NGOs serving refugee women and children. She has managed a number of studies and research projects connected with refugee resettlement and immigrant advocacy.

More recently, she has focused on building equitable regional food economies and mission-driven businesses, as the Co-Founder of Global Growers and the Founding Director of Common Market Southeast. Susan is an advisor to the Reinvestment Fund's National Fund Manager for the Healthy Food Financing Initiative, and. She holds a BA from Vanderbilt University and a JD from the University of Illinois College of Law.



Suzanne Burnes is a long-time change agent in metro Atlanta, who brings 30 years of experience in sustainability, community development and environmental justice to her leadership of the Just Growth Portfolio for PSE. Suzanne's strengths are in building strategy for systems change and accelerating relationships among diverse voices for community and ecosystem benefit. Her career has included EPA consulting around toxic site clean-up; founding an Atlanta community development corporation; leading Georgia state government's efforts to create public-private sustainability partnerships; serving as executive director of local NGO Sustainable Atlanta; and founding Collective Wisdom Group, an Atlanta-based firm serving NGO, local government,

higher education and philanthropic clients in their creation of cross-sector sustainability partnerships. Through her work with client the Southeastern Sustainability Directors Network, she has advised local governments across the Southeastern US on their sustainability efforts, particularly around partnership development and integration of equity into their climate resilience and green infrastructure projects. She holds a BA in Environmental Studies from Warren Wilson College.



Robyn N. Bussey joined the Partnership for Southern Equity as the Just Health Director in July 2021, where she will lead and manage the Just Health program. Robyn served as the Community Health Strategist for ARCHI (Atlanta Regional Collaborative for Health Improvement) for over nine years where she managed the community-based portfolio. Robyn has also served as a Senior Research Associate at the Georgia Health Policy Center in the Andrew Young School of Policy Studies at Georgia State University.

Prior to joining the Georgia Health Policy Center, Robyn served as a Senior Health Planning Consultant at the Platt HMC and as a Health Planning Analyst at the Georgia Department of Community Health. Robyn received her BS in Biology from Florida A&M University and her Master's degrees in Business Administration and Health Administration from Georgia State University.

Robyn's commitment to engaging communities to assess the health and well community, and policy development is exemplified in her body of work that includes leading several community health improvement initiatives in Fulton and DeKalb Counties; and co-designing initiatives focused on health and social equity



Sterling Johnson currently serves as Portfolio Director for the Partnership for Southern Equity's Just Opportunity Portfolio, where he manages the Just Opportunity Circle, PSE's Corporate Just Business Roundtable, and the Georgia chapter of the Alliance for Boys and Men of Color in addition to several other initiatives. With PSE, he has also provided economic inclusion policy recommendations for the City of East Point's Equitable Growth and Inclusion Plan, coordinated engagements with PSE's philanthropic partners and supports several grassroots coalitions seeking to advance economic justice across Atlanta, including the Atlanta Black Chamber of Commerce Government Affairs Committee, the Atlanta Wealth Building Initiative Community of Practice, the Metro Atlanta Industry

Partnerships group, Georgia Budget and Policy Institute's Prosper GA network, and the Business is Black coalition.

Prior to joining PSE, he spent nearly 4 years with Atlanta based law firm Griffin & Strong, P.C., where he served as Director of Public Policy of the consulting division, providing consulting and project management services to over 40 state and local governments, non-profit organizations, and private businesses nationwide. His specialty areas include community economic development, procurement/supplier diversity, workforce development, social services, economic ecosystems, and economic inclusion programming. Sterling also managed more than 15 procurement disparity studies and supplier diversity programs on major public-private development projects, including Atlanta's State Farm Arena. He also served as project manager for Living Cities' City Accelerator 4 and 6, which explored procurement inclusion as a tool for economic inclusion in 15 major U.S. cities and culminated in the procurement

inclusion implementation guide. All while providing policy guidance to several mayoral administrations, including Atlanta Mayor Keisha Lance Bottoms' Commission on Workforce and Economic Development, Birmingham (AL) Mayor Randall Woodfin, and Mayor David Briley of Nashville (TN).



Kirsten Cook is educated and experienced in City and Regional Planning in both Atlanta and Chicago, with a background in local government planning, pedestrian advocacy, and private sector regional planning. With a Master of City and Regional Planning from Georgia Tech and a Bachelor of Arts in Sociology from Wheaton College, Kirsten's current professional role focuses on data, research, and policy in support of PSE's various issue areas. Formerly the Just Growth Manager, Kirsten helped lead PSE's efforts in developing an Equity and Inclusion Strategic Plan for the City of East Point, advised on equitable strategies in local and regional development projects, has served

on the Atlanta Water Equity Task Force, assisted in the convening of the Just Growth Circle (a network of practitioners working towards equitable development), and collaborated on projects in the other PSE issue circles. Kirsten also developed and organized the TransFormation Academy, a resident leadership program focused on equitable transit-oriented development. Prior to working with PSE, Kirsten was the Rockdale County Planner. She has also worked for PEDS, a local pedestrian advocacy organization and, before moving to Atlanta, for the Metropolitan Planning Council, a non-profit planning firm in Chicago. As the Rockdale County Planner, Kirsten began the process of updating the County's Comprehensive Plan. This involved designing the community engagement strategy and implementing a stakeholder task force, as well as carrying out a number of stakeholder meetings, pop-up engagement activities, and focus groups. Kirsten also worked closely with the Rockdale Department of Transportation and its consultants, Planners for Environmental Equity, Inc., to coordinate synchronized engagement processes.



Roberto A. Morales Román is the Manager for the Just Growth Portfolio at the Partnership for Southern Equity. He holds a B.A. in Music and a Juris Doctor from the University of Puerto Rico, as well as a master's degree in City and Regional Planning from the Georgia Institute of Technology. He has over 10 years of professional experience in the public sector specializing in public policy, housing, community economic development, and economic equity issues. Born and raised in San Juan, Puerto Rico, Roberto's experience of the consequences of colonialism motivated him to dedicate his life to developing, and fighting for, public policies that address the systemic racial and economic

injustices of the past and present, promote political empowerment, and foment self-realization. Throughout this trajectory, Roberto has had the privilege to develop, analyze, and implement public policies for Puerto Rico's House and Senate, Department of Housing, and Governor's Office, as well as Georgia's Department of Community Affairs, where he served as Senior Housing Policy Analyst.



Alicia Scott serves as PSE's Just Energy Manager. Alicia moved to Savannah, Georgia, where she was CEO of Introspect Consulting Group, a public policy and strategic planning firm specializing in executive counsel for elected officials and C-Suite executives. In 2016, Scott was hired as the Regional Field Director for Georgia with the Bernie Sanders 2016 Presidential Campaign. After years working as a leading public policy consultant Scott ran for the Georgia House of Representatives in 2018. Alicia joined Launchpad2X in 2019, as Executive Director,

a non-profit organization in Atlanta, GA which specializes in training women founders to scaled their

companies and secure seed capital. She is among the rare luminaries of Ted Talk speakers in 2018 at Tedx Savannah. Scott is currently the host of The Aer Scott Hour, a weekly FB Live show that focuses on politics, policy and culture from a decidedly Black perspective. Alicia earned her BS in Political Science from the University of Maryland and an MA in Diplomacy and International Commerce from Norwich University.



Bella Cockerellis is a Just Growth Organizer with the Partnership for Southern Equity (PSE). In this role, she works to foster a deeper level of partnership and engagement with community members, advocates, and technical experts around the topic of racially equitable land use and conservation policies/practices where communities drive and benefit from development decisions impacting their neighborhoods. Bella is also a 2021 Georgia Women's Policy Institute Fellow (a leadership, advocacy and civic engagement training for women from diverse backgrounds) with the YWCA of Greater Atlanta working to push policies around economic empowerment and health and safety that impacts the lives of women and girls in Georgia.

INNOVATIVE, AMBITIOUS, EQUITABLE, AND DATA-DRIVEN APPROACH

Approach To DeKalb County Equity Strategy Formation/Facilitation & Training Process

PSE's approach to the development of the DeKalb County Comprehensive Equity Strategic Plan will encompass 3 phases: 1) Discovery Processes; 2) Equity Grounding; and 3) Audit-Assessment.

Key activities during the **Discovery Phase** will include the identification of Equity Task Force members; conducting interviews of selected DeKalb County staff representing all County departments; the administration of an Equity Discovery Survey to all DeKalb County Staff; and the first of a regular schedule of Equity Task Force meetings. A primary objective of the Discovery phase is to capture a baseline of data which represent the perceptions, attitudes and observations of DeKalb County Staff pertaining to the municipality's functioning and delivery as an entity which promotes and advances equitable outcomes.

Keeping with PSE's philosophy that "Equity is a way and not a what", following the Discovery Phase, JS will work with the ETF and a Core Planning Team to develop an Equity Learning Agenda by which DeKalb County staff will be level-set with a shared understanding of foundational equity principles and beliefs. During this **Equity Grounding Phase** - through various methods including the Race Equity 101 Training (administered to over 750 people throughout the region this year alone) and Cross-Cultural Dialogues - the ETF and DeKalb County staff will begin to develop a shared understanding of the historical context and key concepts of equity; as well as develop a set of equity principles and beliefs to serve a foundational guidance for the DeKalb County Comprehensive Equity Strategic Plan.

In order to frame and identify the key focus areas for the Comprehensive Equity Plan, it will be necessary to thoroughly examine the perceptions held by County staff pertaining to the equitable or inequitable

outcomes and manner of operation of the county. During the **Audit Assessment Phase**, the PSE Team, along with the ETF, will examine the specific policies, procedures and budgetary practices which were identified in the Discovery phase in order to determine whether the “perceptions” of inequities held by DeKalb County staff are “realities” - or not.

The table below outlines the JS approach to achieving the development of the DeKalb County Comprehensive Equity Plan.

Discovery Processes	Recruitment of Representative Body of DeKalb County Departmental Staff to serve on Task Force
	Equity Discovery Interviews of selected DeKalb County Staff Representative of Identified Departments
	Administration of Equity Discovery Survey to All DeKalb County Staff
	Facilitation of 1st regular/standing DeKalb County Equity Task Force (ETF) Meeting and establish meeting cadence there after
Equity Grounding	Drafting of DeKalb County Equity Vision-Headlines, Principles & Beliefs
	Produce Equity Discovery Report w/ Analysis & Recommendations
	Equity Grounding/Feedback/Input Activities with broad segments of DeKalb County Staff
Audit Assessment	Ensure clarity, accuracy and scope of Focus and Articulation of Assessment Categories
	Garner input for prioritization of Audit/Assessment Focus Areas
	Develop Audit/Assessment Action Plans w/ responsible parties of individual Departments; On-going Equity Grounding Activities
	Conduct Equity Audit/Assessments
	Compile data from individual departmental assessments
	Produce DeKalb County Comprehensive Equity Plan

Innovative Tools and Approaches Employed By PSE

PSE takes a two-pronged approach to creating an equity baseline for understanding jurisdictions, namely:

1. Conducting a thorough data analysis and policy inventory, and
2. Ground-truthing this research with the lived experiences and insights of key stakeholders.

For the City of East Point, PSE utilized its data tools (PolicyMap, MySidewalk, Geographic Information Systems, and open access data) to generate a clear understanding of the geospatial distribution of inequities and trends. This data-driven approach also included qualitative analysis of all the City’s existing plans, as well as City ordinances and policies, impacting economic growth and inclusive prosperity (housing, land use, energy, safety, and health). The team also created a StoryMap to illustrate the environmental injustices in the City of East Point.

Alongside comprehensive research and data analysis, PSE carries out thorough ground-truthing, as a reflection of its beliefs in the principles of deep community engagement. In East Point, PSE participated as listeners in select community gatherings across the City to gauge which topics and issues were top of mind for the community. The team also interviewed community leaders (staff, elected officials, residents, and business owners) to capture lived experience insights and to test the assumptions gathered from the research and data analysis. Other innovative ground-truthing tools included Chat and Chew focus groups and a 9-month-long resident leaders academy for deep engagement with select residents.

ATTACHMENT A

COST PROPOSAL FORM

DEKALB COUNTY BOARD OF COMMISSIONERS COMPREHENSIVE EQUITY STRATEGY

Responder: State a FIRM FIXED LUMP SUM for all costs, direct and indirect, administrative costs, and all things necessary for the provision of the DeKalb County Board of Commissioners Comprehensive Equity Strategy. Total amount shall not exceed \$210,000.00.

PHASE 1	COST
1. Up to five (5) workshop meetings with internal staff	\$60,000.00
2. Formation of internal Equity Task Force and Facilitation of meetings	\$37,500.00
3. Development of monthly progress reports	\$5,000.00
TOTAL:	\$102,500.00

PHASE 2	COST
1. Conducting of departmental interviews	\$7,500.00
2. Review of County policies, procedures, and practices with an equity lens	\$25,000.00
3. Comparative analysis with other county equity and inclusion best practices	\$10,000.00
TOTAL	\$42,500.00

PHASE 3	COST
1. Development of preliminary data report	\$20,000.00
2. Development of after-action project report	\$30,000.00
3. Development of DeKalb County Comprehensive Equity Report	\$15,000.00
TOTAL	\$65,000.00

TOTAL: \$210,000.00